



FY 2008  
Adopted Budget

John Hieftje  
Mayor

Council Members

Ronald Suarez  
Joan Lowenstein  
Stephen Kunselman  
Margie Teall  
Wendy Woods

Robert M. Johnson  
Stephen Rapundalo  
Leigh Greden  
Marcia Higgins  
Chris Easthope

Roger Fraser  
City Administrator



Special Thanks to the  
FY 2008  
Budget Staff  
for their hard work and dedication  
in preparing the budget:

Tom Crawford      Karen Lancaster  
Sandi Bird    Stephanie Sharpe    Kenneth Bogan

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Ann Arbor  
Michigan**

For the Fiscal Year Beginning

**July 1, 2006**

President

Executive Director

# Table of Contents

---

## **Budget Message**

Administrator's Budget Message	1
Summary of Changes – Recommended to Approved Budget	6
Budget Resolution	9
City Organization Chart	20

## **Process & Information**

The Budget Process	21
Financial Calendar	23
Long Term Financial Plan	24
Debt Management Policy	30
Capital Improvement Program Policies	35
Community Profile	37
Miscellaneous Community Statistics	41
Deciphering the Budget Format	42
Basis of Accounting for the Budget	45
Fund Descriptions	46

## **Budget Summaries**

City Guiding Principles, Goals & Objectives	53
Overview of the City Budget	54
General Fund Overview	55
Property Taxes	57
Tax Revenues	58
State Shared Revenue History	60
Employee Summary	61
FY 2008 Budgeted Revenues by Fund Type Pie Chart	62
Expenditures by Service Area Pie Charts	63
General Governmental Fund Types Analysis of Fund Balances	66
Enterprise and Internal Service Fund Types Analysis of Fund Equity	68

## **Revenues**

Description of Revenue Categories	69
All Funds Revenue Summary	73
Revenue Category by Fund	77

## **Expenditures**

Definition of Expenditure Categories	87
All Funds Expenditures Summary	88
Expenditure Category by Fund	92
FTE Count by Service Area/Unit	102

<b>Mayor and City Council</b>	103
-------------------------------	-----

<b>City Attorney</b>	107
----------------------	-----

## Table of Contents

---

<b>City Administrator</b>	113
<b>Community Services</b>	141
<b>Financial &amp; Administrative Services</b>	165
<b>Public Services</b>	211
<b>Safety Services</b>	273
<b>Fifteenth District Court</b>	291
<b>Retirement System</b>	297
<b>Downtown Development Authority</b>	303
<b>SmartZone Local Development Finance Authority</b>	309
<b>Non-Departmental and Debt Service</b>	313
<b>Technology</b>	317
<b>Capital Improvement Program</b>	
Capital Improvement Program Executive Summary	321
Capital Projects Summary	328
Significant Nonrecurring Capital Projects	335
<b>Performance Measures: Wildly Important Goals Results FY 07</b>	341
<b>Glossary</b>	385



Office of City Administrator

July 2, 2007

To Mayor Hieftje and Members of City Council:

I am pleased to provide the balanced two-year financial plan that includes the FY 2008 budget that City Council adopted on May 21. This plan projects the anticipated revenue receipts over the next two years and includes expenditure strategies to establish a fiscal plan that is balanced with the projected revenues. The first year of the plan is the adopted FY 2008 budget, and the second year fiscal plan should only require minor updates next year to establish the recommended FY 2009 budget.

**The Context** - Preparation of this fiscal plan and budget has not been easy. As reflected in the February 2007 *Report of the Emergency Financial Advisory Panel* prepared for Governor Granholm, the State faces a deep, continuing financial crisis and must confront its' significant short-term and long-term financial challenges. This fiscal year is the seventh consecutive year of net job losses, which is the longest stretch of job decreases since at least the Great Depression of the 1930s. No matter what is decided, the decisions Michigan's leaders make this year will be critical for the State's future.

Faced with similar challenges locally, elected and appointed leaders from cities, townships and the County have been meeting regularly to discuss ways to share resources, change the way we provide services and redefine our relationships. With continuing support and commitment, this collaboration holds promise for future meaningful changes, but the reality is that such changes come slowly.

Our community's regional economic development effort has evolved into a significant partnership among business, academic and government leaders lead by SPARK. Based on the initial responses to the announcement of Pfizer's intent to close its local operations, this new partnership holds great promise for the economic future of our region.

As promising as these developments are, the potential pay-offs will only come in the years ahead. Although the City of Ann Arbor has benefited from greater stability than many other Michigan communities, the City has not gone unscathed. The City has been able to absorb substantial reductions in previously promised State and Federal revenue without significantly affecting the quality or quantity of services offered. However, with the State's financial crisis, the departure of Pfizer, and the continued increasing cost of doing our municipal business, this approved 2008 budget includes additional reductions in staff, with certain, although minimal, impacts on services.

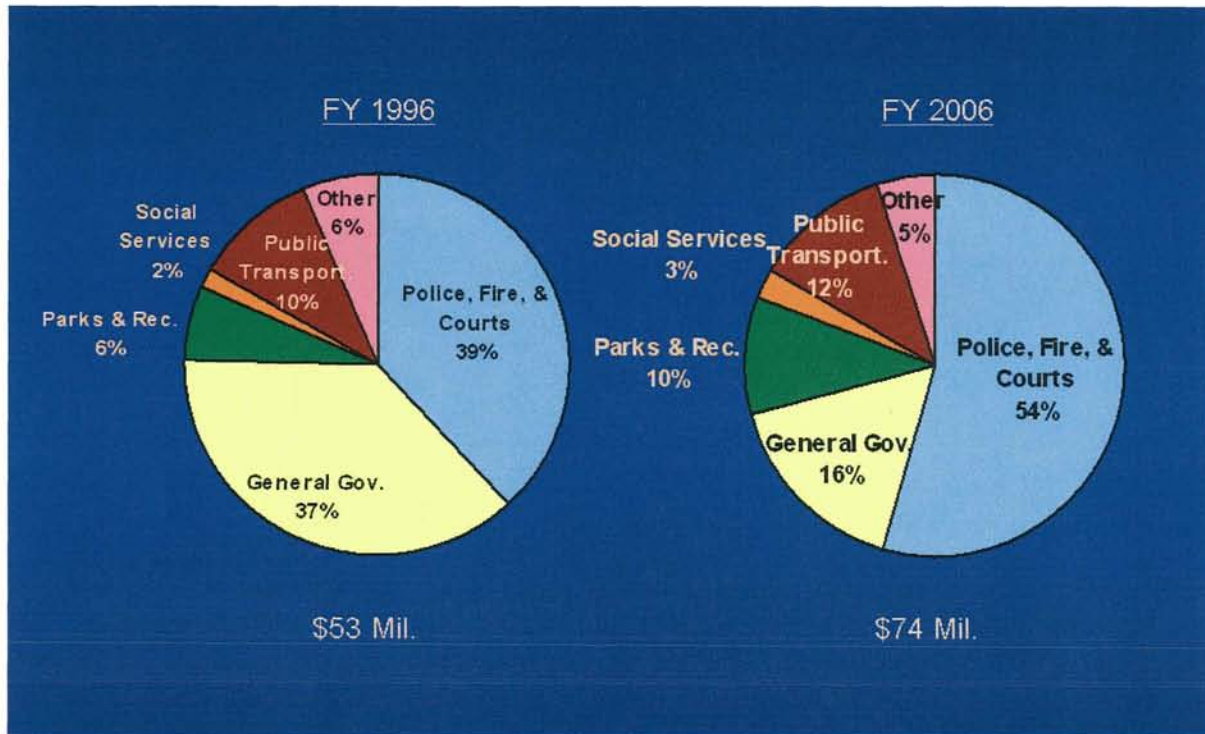
**Managing Service Delivery** - During the past four years, the City has gone through a major re-organization centered on managing more efficiently with fewer resources, focusing on customer service, efficient and effective service delivery and enhancing employee and organizational accountability. We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

With more than 70% of our employee population covered by collective bargaining agreements that expired in June, 2006, we have been working to define reasonable new contracts that equitably address the increasing cost of health care and other benefits, while providing appropriate compensation for our employees, the providers of city services. Several labor contracts have been settled with new cost-sharing provisions for health care. As this final budget goes to press, an agreement is pending with our largest employee organization that also provides new cost-sharing formulas for employee benefits while defining our labor costs with this large employee group for several years into the future. Now, as we enter into this budget year, new agreements are in place for the majority of our represented employees. We are comforted that related cost increases will be manageable during this two-year financial plan.

**Developing a Budget** - In the past few years, the City's budget has been balanced using combinations of personnel reductions, expense cuts and modest increases in revenues. As decisions to balance the budget have become more difficult, we've engaged Council and our citizens earlier in the process to explain the magnitude of the difficulties facing our community. Since we have been successful in managing our costs without noticeable decreases in our public services, it may seem the City has found a way to resolve its budgetary problems each year without significant, negative community impacts. Thoughtful leadership and hard work by our dedicated employees have made that possible. However, there are no more readily identifiable "million-dollar" ideas to avoid impacts to services.

The difficult trade-offs we've faced as we've reduced staffing by 20% and made critical investments in our infrastructure, have been guided by the strategy that is termed "Sustaining Our Future". Fundamentally, this multi-staged strategy calls for a balanced reduction across the City services while pursuing new and creative ways to improve how we do what we do for the community.

Below are two pie charts showing where General Fund money was spent ten years ago versus where it was spent in 2006. Because the City previously transferred certain operations into or out of the General Fund, the figures are adjusted to include the same operating activities for both periods, based on what is currently in the General Fund.



In preparing a recommended budget this year, it became very clear that the previously accomplished re-organizations and cut-backs in the various services (which in large part excluded Police Services) will not be sufficient to get us through the next two years without further reductions. Virtually every area of the City has been re-organized with the exception of Police. Although Police Services are frequently cited as one of the most fundamental of services provided in a community, it is clear that a balance of municipal services are needed if we are to keep Ann Arbor's special vitality and quality of life.

Consequently, the adopted General Fund budget this year includes a substantial re-organization, the reduction of 16 FTE's and overtime reductions within Police Services, while 4 FTE reductions are affected in other General Fund operations. Public/private partnerships for two community centers and the Leslie Science Center were established and funding was eliminated for Adaptive Recreation and Project Grow in Community Services.

With the passage of a new, revised millage for Parks, we were able to transfer certain parks maintenance expenses from the General Fund to the Parks millage. That savings was then used for recreation facility operating expenses. In the absence of that transfer, at least three recreation facilities would have been closed. Some of the key enhanced maintenance services provided by the new Parks Maintenance and Capital Improvements millage include the following:



- Increased maintenance for grading and asphalt repairs and maintenance planned for sealing & marking of courts in Street maintenance.
- Increased inspections, activity support by Adopt-A-Park, increased maintenance & repair schedule for structural repairs and fencing, 24 hours notice response team, turf restoration plan, renovate and update 3 restroom facilities, increased replacement schedule, addressing deferred maintenance, increased mowing cycle from 35 days to 14 days and increased snow & ice control in Park Operations.
- Increased park refuse collection performed with Solid Waste routes.
- Plant 450 trees in the parks, address essential trimming and provide for post plant care & reduce loss of newly planted trees in Forestry.
- Address operational safety issues & training in Safety staff.
- Increased Building maintenance staff at 16 parks facilities.

A summary of the Budget allocations is as follows:

	Fiscal Year Budget	
	2007	2008
<u>General Fund</u>		
Police	\$ 25,758,733	\$ 26,318,005
Fire	12,695,561	13,188,302
Parks & Recreation	3,812,794	3,661,072
Parks Forestry & Operations	3,801,451	3,642,575
Courts	3,770,427	4,241,375
Planning & Development	2,056,752	1,987,454
AATA/Debt Service/Transfers/Other *	26,695,111	27,475,668
Subtotal General Fund	\$ 78,590,829	\$ 80,514,451
<u>Non-General Funds</u>		
Water	20,450,132	20,752,868
Waste Water	19,894,243	18,260,206
Stormwater	4,985,855	5,123,718
Solid Waste	12,066,489	13,239,571
Park Repair & Restoration	1,988,880	756,772
Parks Rehabilitation & Development	1,943,948	1,900,591
Parks Maintenance & Capital Improv.	-0-	5,077,190
Street Repair Millage	11,162,832	9,566,437
Dedicated & Internal Service Funds **	130,815,650	143,776,730
Subtotal Non-General Fund	\$ 203,308,029	\$ 218,454,083
Total	\$ 281,898,858	\$ 298,968,534

\* Includes AATA, Finance, Community Development, Public Services, Attorney's Office, HR, Fleet & Facilities & other minor areas.

\*\* Includes Retirement System, Insurance, DDA Parking, Major Streets, Open Space, IT, Fleet, Debt Service, Capital Projects, & other minor funds.

As we look forward, I expect the next two years to be a pivotal time for the City. With the State's financial crisis, the departure of Pfizer, and continued cost pressures, I believe the actions in the adopted budget are necessary for the continued vibrancy of Ann Arbor. However, whatever situation we face, the City staff will continue to strive to deliver the very best services we can with the resources entrusted to us.

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

Respectfully Yours,



Roger Fraser  
City Administrator



## Summary of Changes – Recommended to Approved Budget

---

### REVENUES

<b>SERVICE AREA</b>	<b>FUND</b>	<b>AMOUNT</b>	<b>DESCRIPTION</b>
SAFETY SVCS. – POLICE	GENERAL (0010)	(\$250,000)	Remove funding for proposed Police Services in Parks
FINANCE ADMINISTRATION	GENERAL (0010)	\$473,970	Increase Tax Administration Fee revenue budget from .81% to 1.0% to the maximum percent allowed by State law
PUBLIC SERVICE – STREET LIGHTING	GENERAL (0010)	(\$167,219)	Decrease revenue budget in order to fund the creation of a Street Light LED Bank in Fund (0002)
ENVIRONMENTAL COORDINATION- ENERGY MGT.	ENERGY PROJECTS (0002)	\$167,219	Increase revenue budget to fund the creation of a Street Light LED Bank

## Summary of Changes – Recommended to Approved Budget

### EXPENDITURES

<b>SERVICE AREA</b>	<b>FUND</b>	<b>AMOUNT</b>	<b>DESCRIPTION</b>
SAFETY SVCS. - POLICE	GENERAL (0010)	(\$250,000)	Decrease overtime expenditure budget in order to offset the funding eliminated from proposed Police Services in Parks
PARKS OPERATIONS	PARKS MAINTENANCE AND CAPITAL IMPROVEMENT FUND (0071)	(\$250,000)	Eliminate operating transfer to Safety Svcs. – Police, General Fund (0010) for proposed Police Services in Parks; funding to remain in the Millage Fund
PARKS OPERATIONS	PARKS MAINTENANCE AND CAPITAL IMPROVEMENT FUND (0071)	\$250,000	Increase contingency expenditure budget for elimination of operating transfer for Safety Svcs. - Police
ENVIRONMENTAL COORDINATION- ENERGY MGT.	ENERGY PROJECTS (0002)	\$167,219	Increase expenditure budget for Street Light LED Bank
SAFETY SVCS. - POLICE	GENERAL (0010)	(\$70,996)	Decrease contingency expenditure budget to reduce funding for proposed Internal Affairs consultant
SAFETY SVCS. - POLICE	GENERAL (0010)	\$70,996	Increase expenditure budget to eliminate proposed Police Command demotions
SAFETY SVCS. - FIRE	GENERAL (0010)	\$229,506	Increase expenditure budget to restore 3 FTE Fire Fighter vacant positions
COMMUNITY DEVELOPMENT	GENERAL (0010)	\$129,000	Increase expenditure budget to fund Human Services
PARKS & RECREATION	GENERAL (0010)	\$77,348	Increase expenditure budget to restore 1 FTE Parks Facility Manager position
CITY ADMIN. - HUMAN RESOURCES	GENERAL (0010)	(\$25,280)	Decrease expenditure budget to remove funding for the Denison survey

## Summary of Changes – Recommended to Approved Budget

DOWNTOWN DEV. AUTHORITY	DDA (0003)	(\$1,600,000)	Decrease expenditure budget to reduce the appropriated reserves for future Capital Construction Projects
----------------------------	---------------	---------------	--

RESOLUTION TO ADOPT ANN ARBOR CITY BUDGET  
AND RELATED PROPERTY TAX MILLAGE RATES  
FOR FISCAL YEAR 2008

Whereas, City Council has reviewed the City Administrator's proposed budget for FY 2008 for the City of Ann Arbor; and

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

RESOLVED, That Council adopts the General Fund Allocations as listed in the FY 2008 Consolidated Plan, to be funded out of the Community Development Budget;

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

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

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

RESOLVED, That the proposed list of Capital Improvement projects in the amount of \$435,516,646 are approved; and that \$34,791,169 be appropriated in FY 2008 for these or similar projects, within the respective funds, as determined by the Service Area, and may be carried forward without regard to fiscal year;

RESOLVED, That the Technology Improvement projects in the amount of \$1,224,000 may be appropriated without regard to fiscal year;

RESOLVED, That a total 803 full-time equivalent positions be adopted in the FY 2008 budget;

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

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

RESOLVED, That any money remaining in the CTN contingency fund in excess of the budgeted amount, shall be carried forward without regard to fiscal year;

RESOLVED, That the City Council approve the proposed FY 2008 Ann Arbor-Ypsilanti SmartZone LDFA budget, as a component unit of the City of Ann Arbor in Fiscal Year 2008 in a dedicated Fund containing \$1,067,000 in revenues and \$1,067,000 in expenditures.

RESOLVED, That the following appropriations constitute the General Fund budget for FY 2008;

<b><u>REVENUES</u></b>	
CITY ATTORNEY	\$ 238,000
CITY ADMINISTRATOR	
City Administrator	2,726,583
Clerk Services	162,232
COMMUNITY SERVICES	
Planning & Development Services	1,118,529
Parks and Recreation Services	2,092,643
FINANCIAL SERVICES	
Assessor	1,000
Financial and Budget Planning	54,767,097
Procurement	40,000
Treasury	209,365
PUBLIC SERVICES	
Field Operations	113,600
Fleet & Facility	123,164
Public Services Administration	124,500
Systems Planning	5,200
Water Treatment	646,000
SAFETY SERVICES	
Police	4,559,800
Fire	86,400
DISTRICT COURT	3,079,100
NON-DEPARTMENTAL	11,713,030
<b>TOTAL GENERAL FUND REVENUES</b>	<b>\$81,806,243</b>



**EXPENDITURES**

MAYOR AND CITY COUNCIL	\$338,764
CITY ATTORNEY	1,906,524
CITY ADMINISTRATOR	
City Administrator	645,949
Human Resources	1,339,901
Clerk Services	766,136
COMMUNITY SERVICES	
Planning & Development Services	1,987,454
Office of Community Development	1,858,653
Parks and Recreation	3,661,072
FINANCIAL SERVICES	
Accounting	765,872
Assessor	849,624
Financial and Budget Planning	1,647,955
Procurement	579,970
Treasury	575,027
PUBLIC SERVICES	
Customer Services	288,861
Field Operations	3,642,575
Fleet & Facilities	1,352,749
Public Services Administration	2,124,566
Systems Planning	139,362
Water Treatment Services	456,031
SAFETY SERVICES	
Police	26,318,005
Fire	13,188,302
DISTRICT COURT	4,241,375
NON-DEPARTMENTAL	11,839,724
<b>TOTAL GENERAL FUND EXPENDITURES</b>	<b>\$80,514,451</b>

RESOLVED, That the following other funds revenue and expenditure appropriations are adopted for FY 2008 budget; and

**REVENUES**

<u>Fund</u>	<u>Fund Name</u>	<u>Amount</u>
0042	WATER SUPPLY SYSTEM	\$ 22,517,439
0043	SEWAGE DISPOSAL SYSTEM	22,531,894
0048	AIRPORT	2,388,627
0069	STORMWATER SEWER SYSTEM	5,123,718
0011	CENTRAL STORES	1,415,104
0012	FLEET SERVICES	6,913,328
0014	INFORMATION TECHNOLOGY	7,023,673
0015	PARKS SERVICE HEADQUARTERS	46,543
0049	PROJECT MANAGEMENT	3,140,481
0057	INSURANCE	23,019,699
0055	ELIZABETH R DEAN TRUST	86,799
0071	PARKS MAINT. & CAPITAL IMPROV. MILLAGE	5,097,492
0006	PARKS REPAIR AND RESTORATION MILLAGE	756,772
0021	MAJOR STREET	6,979,830
0022	LOCAL STREET	1,835,408
0079	TREE REMOVAL AND DISPOSAL	678,005
0036	METRO EXPANSION	345,000
0054	CEMETERY PERPETUAL CARE	3,000
0062	STREET REPAIR MILLAGE	9,566,437
0072	SOLID WASTE FUND	14,005,568
0002	ENERGY PROJECTS	369,157
0070	AFFORDABLE HOUSING	608,917
0024	OPEN SPACE & PARKLAND PRESERVATION	2,220,776
0025	BANDEMER PROPERTY	280,700
0026	CONSTRUCTION CODE FUND	3,169,582
0046	MARKET	141,154
0038	ANN ARBOR ASSISTANCE	6,000
0047	GOLF ENTERPRISE	1,342,085
0016	COMMUNITY TELEVISION NETWORK	1,459,365
0018	PARKS REHAB & DEVELOPMENT MILLAGE	1,900,591
0034	PARKS MEMORIALS & CONTRIBUTIONS	103,000
0078	COMMUNITY DEVELOPMENT BLOCK GRANT	1,175,111
0090	HOME PROGRAM	912,584
0027	DRUG ENFORCEMENT	7,500
0053	POLICE AND FIRE RELIEF	25,000

0064	MICHIGAN JUSTICE TRAINING	30,000
0023	COURT FACILITIES	212,000
0035	GENERAL DEBT SERVICE	7,196,520
0060	GENERAL DEBT /SPECIAL ASSESSMENTS	163,647
0061	ALTERNATIVE TRANSPORTATION	357,237
0088	SEWER BOND	11,959,914
0089	WATER BOND	8,695,160
0091	SIDEWALK IMPROVEMENT FUND	487,713
0052	VEBA TRUST	5,113,818
0059	EMPLOYEES RETIREMENT SYSTEM	28,650,000
0009	LDFA SMARTZONE	1,067,000
0001	DDA/HOUSING FUND	236,000
0003	DOWNTOWN DEVELOPMENT AUTHORITY	3,710,000
0030	DDA-SIDEWALK & STREETSCAPES	435,000
0033	DDA PARKING MAINTENANCE	2,355,000
0063	DDA PARKING SYSTEM	14,412,462
	TOTAL ALL OTHER FUNDS	\$232,277,810
	GENERAL (PAGE 10)	81,806,243
	<b>TOTAL ALL FUNDS' REVENUES</b>	<b>\$ 314,084,053</b>

**EXPENDITURES**

<u>Fund</u>	<u>Fund Name</u>	<u>Amount</u>
0042	WATER SUPPLY SYSTEM	\$ 20,752,868
0043	SEWAGE DISPOSAL SYSTEM	18,260,206
0048	AIRPORT	2,347,915
0069	STORMWATER SEWER SYSTEM	5,123,718
0011	CENTRAL STORES	1,415,104
0012	FLEET SERVICES	6,665,231
0014	INFORMATION TECHNOLOGY	7,023,673
0015	PARKS SERVICE HEADQUARTERS	46,543
0049	PROJECT MANAGEMENT	3,140,481
0057	INSURANCE	23,019,699
0055	ELIZABETH R DEAN TRUST	86,799
0071	PARKS MAINT. & CAPITAL IMPROV. MILLAGE	5,077,190
0006	PARKS REPAIR AND RESTORATION MILLAGE	756,772
0021	MAJOR STREET	6,979,830
0022	LOCAL STREET	1,835,408
0079	TREE REMOVAL AND DISPOSAL	678,005
0036	METRO EXPANSION	345,000
0054	CEMETERY PERPETUAL CARE	3,000
0062	STREET REPAIR MILLAGE	9,566,437
0072	SOLID WASTE FUND	13,239,571
0002	ENERGY PROJECTS	325,137
0070	AFFORDABLE HOUSING	601,199
0024	OPEN SPACE & PARKLAND PRESERVATION	2,211,965
0025	BANDEMER PROPERTY	276,619
0026	CONSTRUCTION CODE FUND	3,143,563
0046	MARKET	133,699
0038	ANN ARBOR ASSISTANCE	6,000
0047	GOLF ENTERPRISE	1,338,233
0016	COMMUNITY TELEVISION NETWORK	1,459,365
0018	PARKS REHAB & DEVELOPMENT MILLAGE	1,900,591
0034	PARKS MEMORIALS & CONTRIBUTIONS	93,448
0078	COMMUNITY DEVELOPMENT BLOCK GRANT	1,175,111
0090	HOME PROGRAM	912,584
0027	DRUG ENFORCEMENT	7,500
0064	MICHIGAN JUSTICE TRAINING	24,800
0023	COURT FACILITIES	204,042
0035	GENERAL DEBT SERVICE	7,196,519

0060	GENERAL DEBT/SPECIAL ASSESSMENTS	163,647
0061	ALTERNATIVE TRANSPORTATION	357,237
0088	SEWER BOND	11,959,914
0089	WATER BOND	8,695,160
0091	SIDEWALK IMPROVEMENT FUND	487,713
0052	VEBA TRUST	227,900
0059	EMPLOYEES RETIREMENT SYSTEM	27,180,269
0009	LDFA SMARTZONE	1,067,000
0001	DDA/HOUSING FUND	73,076
0003	DOWNTOWN DEVELOPMENT AUTHORITY	3,665,880
0030	DDA-SIDEWALK & STREETSCAPES	435,000
0033	DDA PARKING MAINTENANCE	2,355,000
0063	DDA PARKING SYSTEM	14,412,462
	TOTAL ALL OTHER FUNDS	\$ 218,454,083
0010	GENERAL (PAGE 11)	80,514,451
	<b>TOTAL ALL FUNDS' EXPENDITURES</b>	<b>\$ 298,968,534</b>

RESOLVED, That the following millages shall be levied for the City of Ann Arbor for FY 2008:

	<b>PROPOSED</b>
GENERAL OPERATING	6.1682
EMPLOYEE BENEFITS	2.0560
REFUSE COLLECTION	2.4670
AATA	2.0560
STREET REPAIR	1.9944
PARKS MAINT. & CAPITAL IMPROV	1.0969
PARKS ACQUISITION	0.4779
DEBT SERVICE	<u>0.4661</u>
TOTAL	16.7825

### **Budget Amendment**

RESOLUTION TO AMEND THE GENERAL FUND (0010), ENERGY FUND (0002), PARKS MAINTENANCE AND CAPITAL IMPROVEMENT FUND (0071) AND DOWNTOWN DEVELOPMENT AUTHORITY FUND (0003) FY 2008 RECOMMENDED BUDGET AND FY 2009 FISCAL PLAN

#### **Amendment 1 –**

#### **Reduce Police Professional & Consulting Services Expenditure and Eliminate Proposed Police Command Demotions**

Whereas, The General Fund includes increased funding proposed by Police for an Internal Affairs consultant,

Whereas, the funding should be transferred for the purpose of eliminating proposed Police Command demotions;

RESOLVED, That the General Fund Safety Services expenditure budget be decreased by \$70,996 in order to reduce the funding for the Internal Affairs Consultant and increased by \$70,996 in order to increase funding to eliminate the proposed Police Command demotions.

#### **Amendment 2 –**

#### **Remove Funding for Proposed Police Services to Parks and Reduce Police Overtime**

RESOLVED, That the General Fund Safety Services revenue budget be decreased by \$250,000 to remove the proposed funding for Police services in Parks;

RESOLVED, That the transfer from the Parks Maintenance & Capital Improvement Millage Fund (0071) be eliminated and the funding remain in the Millage Fund (0071) as expenditure contingency.

RESOLVED, That the General Fund Safety Services expenditure budget be decreased by \$250,000 in order to reflect revenues no longer transferred from the Millage Fund (0071).

**Amendment 3 –**

**Direct City Administrator to develop plan for enhanced police services in parks**

RESOLVED, that the City Administrator work with Police and Parks staff to draft a plan for presentation to City Council by June 18, 2007, for enhanced police services to Ann Arbor Parks.

**Amendment 4 –**

**Increase Tax Administration Fee Revenue**

Whereas, The Tax Administration Fee is a fee imposed to offset costs incurred by a collecting unit in assessing property values, collecting the property tax levy, and the review and appeal processes;

Whereas, The General Fund includes Tax Administration Fee revenue approximately equal to .81% of the current projected tax collections, and the maximum percent allowed by State law is 1.0%;

RESOLVED, That the General Fund Finance and Administrative Services revenue budget be increased by \$473,970 to provide for the maximum 1% percent Tax

**Amendment 5 –**

**Restore 3 FTE Fire Fighter Vacant Positions**

Whereas, The Administrator's recommended budget eliminates 3 FTE Fire Fighter vacant positions, totaling \$229,506, and reduces the total Fire department FTEs from 94 to 91;

RESOLVED, That the General Fund Safety Services expenditure budget be increased by \$229,506 to restore 3 FTE Fire Fighter vacant positions.

**Amendment 6 –**

**Increase Funding for Human Services**

Whereas, The Administrator's recommended budget includes a proposal to reduce Human Services funding, which will reduce the quality and quantity of programs available to assist low-income residents and at-risk youth in the Ann Arbor Community;

RESOLVED, That the General Fund Community Services expenditure budget be increased by \$129,000 to fund Human Services.

**Amendment 7 –  
Restore 1 FTE Parks Facility Manager Position**

RESOLVED, That the General Fund Community Services expenditure budget be increased by \$77,348 to restore 1 FTE Parks Facility Manager position.

**Amendment 8 –  
Remove Denison Survey Expenditure**

RESOLVED, That the General Fund City Administrator expenditure budget be Decreased by \$25,280 to remove the proposed expenditure for the Denison survey.

**Amendment 10 –  
Capture Downtown Lighting District Funds to Establish a Lighting Bank to Fund Lighting Efficiency Improvements**

Whereas, With the establishment of a downtown lighting district, \$167,000/yr in funds will be collected;

Whereas, These funds could be placed into a "Lighting Bank" fund inside the City's existing Energy Fund (fund # 0002) and then used to pay for lighting retrofits for the downtown globe lights, replacing them with more energy efficient LED lights;

Whereas, There is already a pilot retrofit completed for 25 lights on Washington St. that proves that the new technology works.

Whereas, The LED lights use 45 watts of electricity compared to 100 watts for the existing lights and the LEDs have a ten-year lifetime versus a two-year life for the existing lights, meaning there are both energy and maintenance savings by retrofitting to LED lights;

Whereas, such retrofits cost approximately \$450 per light and will save \$107/yr in energy and maintenance costs, yielding a payback of 4.2 yrs;

Whereas, There are a total of 1,400 globe lights in the DDA area, and thus dedication of the first year's Lighting District funds, \$167,219, could finance a total of 370 lamp replacements;

Whereas, Such replacements would generate an annual savings of \$39,590/yr or \$395,900 over the lifetime of the LED light, which would reduce electric use by 55% for the Main Street lights and would reduce CO2 emissions by 80 metric tons/yr.



RESOLVED, That the General Fund Public Services revenue budget, for the fiscal year 2008 only, be decreased by \$167,219 in order to fund the creation of a Street Light LED Bank in Fund (0002).

RESOLVED, That the Energy Fund (0002) revenue and expenditure budget, for the fiscal year 2008, be increased by \$167,219 in order to fund the creation of a Street Light LED Bank and that the funding be provided by the first year collections from the proposed downtown special assessment lighting district revenue.

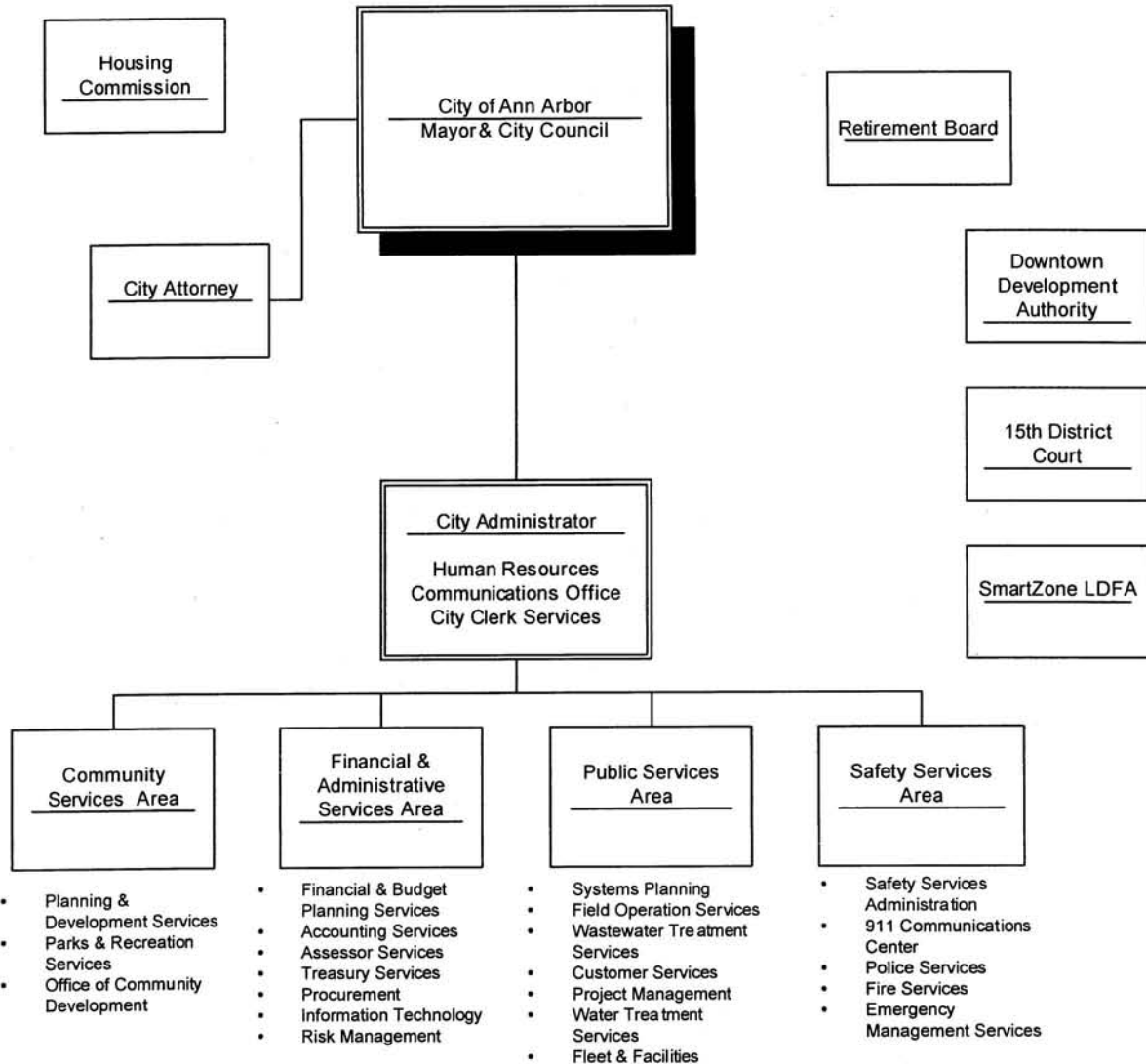
**Amendment 11 –  
Reduce Funding for Downtown Development Authority Capital Projects Reserves**

RESOLVED, That the Downtown Development Authority Fund (0003) expenditure budget be decreased by \$1,600,000 to reduce the appropriated reserves for future Capital Construction Projects.

**As Amended, May 21, 2007**

**APPROVED  
BY ANN ARBOR CITY COUNCIL**

**CITY CLERK  
ANN ARBOR, MI**



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

## City of Ann Arbor - Fiscal Year 2008

## Information Pages: The Budget Process

---

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

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

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

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

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

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

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

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

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

## Information Pages: The Budget Process

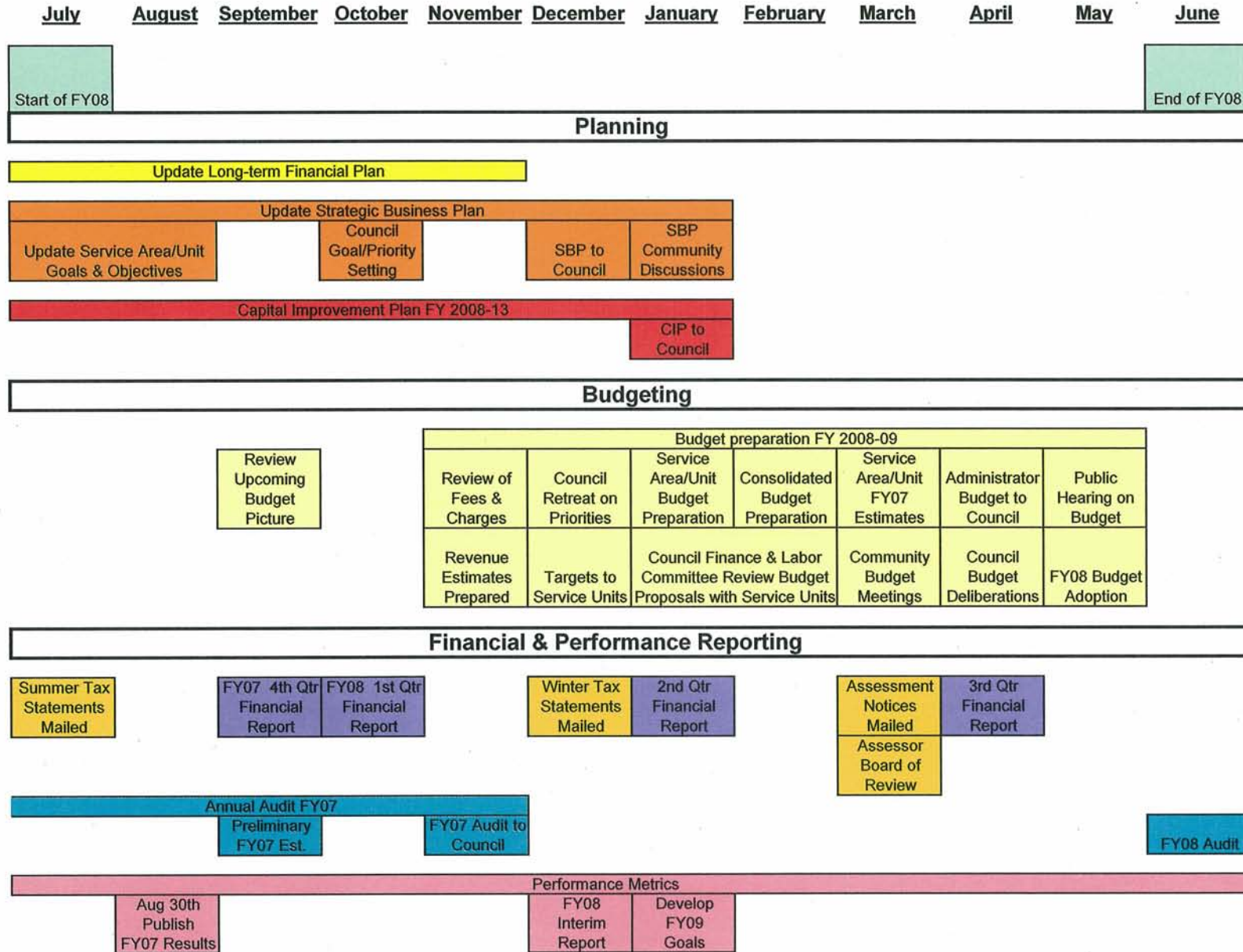
---

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

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

# Information Pages: The Budget Process-Financial Calendar

## Fiscal Year 2008



## Information Pages: Long Term Financial Plan

### Mission

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

### Introduction

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



During FY 2008, the City will continue to look at core versus non-core activities when establishing its priorities. The City will continue the implementation of performance based goal setting to build on the efforts already started. The performance measures will be aligned with the core activities and be incorporated again in future planning documents.

## Information Pages: Long Term Financial Plan

---

A summary of the long-term financial plan is included in the sections below. These activities will guide the City's fiscal activities over the course of the 2008 fiscal year and beyond. This financial planning provides a process for continuing discussion, analysis, policy change and re-analysis with a focus on the City's financial future.

### **Assessment of condition**

It is very important to monitor financial trends and indicators to assess the City's financial condition. The assessment makes observations covering four areas of financial planning: (1) the City's financial health, (2) financial independence and flexibility, (3) municipal productivity, and (4) financial management practices.

### **General Observations - Financial Health**

- The City received a Moody's bond rating of Aa3 and a Standard and Poor's bond rating of AA on its most recent general obligation debt issuance and AA bond ratings from both rating agencies on its most recent revenue bond issuance.
- Per capita property value has slightly lead inflation for the past five years.
- The City's population remains stable.
- Per capita income adjusted for inflation has been trending upward, but it's unknown if this can be sustained with the present status of the State's economy.
- Property Tax revenue increases slightly exceeded the inflation rates used by the State for Headlee purposes for the past four years; however, revenue has increased slower than the rate of increase in expenditures if the City continued to fund the previous level of activities.
- Tax base growth from new construction has led inflation rates for the past six years.
- Unemployment in Ann Arbor is still below the State average but has trended higher as the State's economy has weakened.

### **Financial Independence and Flexibility**

- The percent of total expenditures funded by grants and State-Shared revenues for fiscal years 2000 to 2007 ranges from 14% to 30%.
- The ratio of debt to property valuation is 1.5, lower than other cities our size.
- Net direct and indirect debt per capita is \$745.
- Debt service payments as a percentage of general governmental expenditures are stable at 3.9%.
- Retiree health care costs are projected to continue rising in line with national trends. Previous labor contracts restrict changes in benefits, so a major portion of benefits provided should continue to follow the national trend.
- The City has been pre-funding a VEBA Trust to offset the retiree health care liability; however, current trends suggest the City cannot fully fund in the foreseeable future.
- The City's pension liability is funded at 97.8% as of June 30, 2006.

## Information Pages: Long Term Financial Plan

---

### **Municipal Productivity**

- The number of employees per thousand residents has decreased from 8.8 in 1999-2000 to 7.0 in FY 2008 without a significant change in services provided.
- Enterprise funds have had positive operating income in a majority of the past ten years.
- Water fund debt coverage ratios have been below 1.25 in four of ten years. Bond rating agencies recommend debt coverage ratios of 1.25 to insure bondholders there are adequate revenues to pay debt service.

### **Financial Management Practices**

- The General Fund undesignated fund balance on June 30, 2006 was at 16.7% of operating expenditures.
- Delinquent taxes have not exceeded 1.7% for the past ten years.
- The City has set aside \$12.0 million for future capital improvements as of June 30, 2006.

### **Conclusions**

The City's economy still remains a bright spot in the otherwise poor economy of the State. The City is well positioned and has some financial flexibility to deal with unexpected events, but further reductions in State-Shared Revenues would have a deleterious effect. The funding of the City's retiree health care benefits is expected to continue consuming significant resources. The City's cost cutting measures may continue until it's able to be a cost structure that supports operations and allows for needed capital improvements.

### **Financial Management Goals**

#### **Immediate Goals (FY 2008)**

1. **Improve Service Delivery Efficiency** through job redesigns, consolidation of services, investment in technologies and challenging existing ways of delivering services.
2. **Utilize Performance Metrics** 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.



## Information Pages: Long Term Financial Plan

---

### Short-term Goals (FY 2008)

1. **Revise the City's strategic business plan and related goals, objectives, activities, and performance metrics.** The strategic business planning process will continue throughout FY 2008 with an emphasis in defining core versus non-core activities. Changes and updates to the FY 2007 plan will be made as needed and as appropriate.
2. **Review Municipal Service Charge/cost allocation.** A cost allocation plan used for calculating the Municipal Service Charge was completed and recommendations were implemented by the City Administrator in the FY 2008 budget.
3. **Maintain a balance of revenues and expenditures to avoid deficit spending.** Decisions concerning the provision of services should always be within this framework of maintaining this balance.
4. **Maintain an undesignated General Fund fund balance with a minimum range of 8% to 12%;** provided that when necessary use of these funds occurs, subsequent budgets will be planned for additions to fund balance to maintain this standard over a rolling 5-year average.
5. **Continue the development of a long-term financial operating and capital financial plan.** The financial plan will integrate the Capital Improvements Program (CIP). Capital improvements were integrated with the FY 2008 annual budgets.
6. **Continue development of strategies to contain escalating health care and pension costs.** The City will continue looking for new and creative ways to rationalize the benefit levels and provide them at a reasonable cost to the City.
7. **Funding investments for capital and infrastructure needs including equipment costs.** The City is in the final planning stages of constructing a maintenance facility as well as a joint dispatch center. The City is also in the preliminary stages of examining options for refurbishing the Civic Center and replacing its antiquated phone system.
8. **Continue building an information technology unit, which improves operating efficiency and service to our customers.** The City established an internal service fund structure for the Information Technology function in order to better allocate the costs of the services and improve efficiencies.

## Information Pages: Long Term Financial Plan

---

### **Long-term Goals (FY 2009 and beyond)**

1. Maintain a balance of revenues and expenditures to avoid deficit spending.
2. Maintain an undesignated General Fund fund balance within a range of 8% to 12% provided that when necessary use of these funds occur, subsequent budgets will be planned for additions to fund balance to maintain a rolling 5 year average.
3. Develop strategies for VEBA and pension funding.
4. Develop strategies to contain increased active and retiree health care costs.
5. Implement technology upgrades for the City's enterprise-wide financial systems.
6. Develop a policy for the long-term funding of infrastructure for City facilities.

### **Financial Health Policy Objectives**

#### **I. Financial Health**

- a. Maintain a balance of revenues and expenditures.
- b. Strive to accommodate an appropriate and sustainable level of new construction activities and preserve market value of existing real property.
- c. Strive to maintain services and infrastructure to accommodate, encourage and support an appropriate and sustainable level of commercial activities.
- d. Strive to maintain employment levels.
- e. Strive to improve economic conditions for residents of the City.
- f. Evaluate potential revenue sources.

#### **II. Financial Independence and Flexibility**

- a. Strive to retain financial independence by monitoring grant-funded programs to ensure the City does not become dependent on grants for long term operating costs.
- b. Incur additional debt only as necessary after exhausting other available sources.
- c. Fund a vehicle for post-retirement health care liabilities.
- d. Manage capital improvement projects within the funding identified in the fiscal plans.
- e. Budget a consistent level of capital outlay sufficient to maintain infrastructure.
- f. Maintain actuarially recommended funding levels of pension liabilities.

## Information Pages: Long Term Financial Plan

---

### **III. Municipal Productivity**

- a. Provide desired services in an efficient manner.
- b. Maintain the number of employees per thousand residents consistent with the level of services demanded or delivered.
- c. Strive to maintain stable expenditures per capita.
- d. Strive for sufficient positive operating income in Enterprise funds to provide for necessary operating and capital infrastructure needs while maintaining sufficient debt service coverage ratios.
- e. Limit rate increases in Enterprise funds to the minimum needed to satisfy system costs and capital improvement requirements so as not to burden rate payers.

### **IV. Financial Management Practices**

- a. Maintain a strong tax collection policy and monitor tax delinquency.
- b. Perform periodic internal audits to ensure policies and procedures are being followed.
- c. Respond to audit comments so deficiencies found do not impede prudent financial management.

## Information Pages: Debt Management Policy

---

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

### **1. General Debt Policy**

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

### **2. Taxpayer Equity**

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

## Information Pages: Debt Management Policy

---

### 3. Uses

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

### 4. Decision Analysis

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

#### 4.1.a Debt Analysis

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

#### 4.1.b Financial Analysis

- Stability, diversity, and growth rates of tax or other revenue sources
- Trend in assessed valuation and collections
- Current budget trends
- Appraisal of past revenue and expenditure trends
- History and long-term trends of revenues and expenditures
- Evidences of financial planning
- Adherence to generally accepted accounting principles
- Audit results
- Fund balance status and trends in operating and debt funds
- Financial monitoring systems and capabilities
- Cash flow projections

## Information Pages: Debt Management Policy

---

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

# Information Pages: Debt Management Policy

---

## 7. **General Obligation Bonds**

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

## 8. **Limited Tax General Obligation Debt**

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

## Information Pages: Debt Management Policy

---

### 9. Revenue Bonded Debt

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

#### Debt Coverage Example:

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

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

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



## Information Pages: Capital Improvement Program Policies

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

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

## Information Pages: Capital Improvement Program Policies

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

## Information Pages: Community Profile

---

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

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

Among the cultural and recreational attractions available to Ann Arbor residents are 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 2,056 acres, which includes 156 park sites, 1200 acres of natural areas and 55 miles of pathways. The collegiate sports spectator can see first-class sporting events throughout the year at the University, including football, basketball, baseball, and hockey.

### **EMPLOYMENT**

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

### **HOUSING**

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

## Information Pages: Community Profile

---

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

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

### POPULATION CHARACTERISTICS

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

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

\* Persons 19 years and under

\*\* Persons 20-64 years old

### Education Levels

Percent of persons who completed four years of high school or more	90.6%	93.9% <sup>1</sup>	95.7%
Percent of persons who completed four years of college or more	56.2%	64.2%	69.3%
Median Family Income	\$25,202	\$50,192	\$71,293

---

<sup>1</sup>Persons 25 years and older

## Information Pages: Community Profile

---

### **HIGHER EDUCATION**

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

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

### **MEDICAL FACILITIES**

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

### **TRANSPORTATION**

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

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

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

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

### **UTILITIES**

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

## Information Pages: Community Profile

---

### **DEVELOPMENT**

During the fiscal year 2007, the following residential projects were approved: Nadia Court, ten single-family lots at the northeast corner of Nixon and Bluett Roads; a three-story, four-unit (24 bedrooms) apartment building at 922 Church Street; and a three-story, four-unit (12-16 bedrooms) apartment building at 727 South Forest Avenue. Several mixed-use developments were approved, including the Arlington Shops proposal at the southeast corner of Washtenaw Avenue and Platt Road for retail, restaurant and residential uses; the Washington Terrace (now Citi Centre Lofts) proposal at 401 East Washington Street, an 11-story building consisting of ground floor retail and residential units on floors 2-11; the Gallery PUD (Planned Unit Development) at 414 North Main Street, an 11-story mixed-use building with office, commercial and residential uses and a four-story mixed-use building consisting of retail and residential uses; the Plymouth Road Plaza development on the north side of Plymouth Road between Nixon Road and Huron Parkway for a retail/office building; and the Platt Road Center at 3100 Platt Road for commercial and office uses. Non-residential projects that were approved included a new Fifth Third Bank at 2090 West Stadium Boulevard and a new CVS Pharmacy at 2100 West Stadium Boulevard; the Ann Arbor District Library Northeast Branch at the southwest corner of Huron Parkway and Traverwood Drive; the McKinley Executive Center Self Storage development for eight storage buildings at 2245 South State Street; a 63,462-square foot office/warehouse building in Research Park; and the Maple Ridge Office Center at 530 South Maple Road.

## Information Pages: Miscellaneous Community Statistics

---

Date of incorporation	1851
Form of government	Council - Administrator
Miles of streets	295
Number of street lights	7,028
Fire protection:	
Number of stations	5
Number of fire hydrants	3,466
Municipal water department:	
Average daily consumption	13.96 Million Gallons per Day
Miles of water mains	482
Sewers:	
Miles of sanitary sewers	400
Miles of storm sewers	360
Culture and recreation:	
Number of parks	153 with 2,056 acres 2 18-hole golf courses 1 enclosed ice arena, 1 with roof 3 outdoor pools, 1 indoor pool 3 historic sites 1 senior center 2 canoe liveries 2 community centers 1 science center
Permanent employees:	803

### Area and Population Data:

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

## Information Pages: Deciphering the Budget Format

---

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

Each service area budget consists of:

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

Each page layout is discussed in depth below.

### **SERVICE AREA SUMMARY PAGE**

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

### **SERVICE AREA ORGANIZATIONAL STRUCTURE**

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



## Information Pages: Deciphering the Budget Format

---

### **SUMMARY OF REVENUES AND EXPENDITURES BY SERVICE UNIT WITHIN SERVICE AREA**

The summary page for the service area outlines revenues and expenditures by service unit and by fund. FTE's are also detailed by service unit. Service unit summary pages follow in order for each service unit listed on the service area summary page. They outline revenues and expenditures by category.

### **FTE COUNT**

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

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

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

### **SERVICE UNIT SUMMARY PAGE**

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

### **SUMMARY OF REVENUES AND EXPENDITURES BY CATEGORY BY SERVICE UNIT**

#### Revenues

Service unit revenues are listed by category with a three-year history. The new fiscal year information is found in the second column from the right. For planning purposes estimates are included for an additional fiscal year. Below the revenue by category, is the service unit's revenue by fund. Detailed revenue information by fund and descriptions of revenue categories can be found in the Revenue section of this document.

## Information Pages: Deciphering the Budget Format

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

#### Expenditures

Service area expenditures by category are listed by service unit with a three-year history. The new fiscal year information is found in the second column from the right. For planning purposes estimates are included for an additional fiscal year. Detailed expenditure information by fund and descriptions of expenditure categories can be found in the Expenditure section of this document.

### **SIGNIFICANT NOTES AND ADJUSTMENTS**

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

### **GOALS AND PERFORMANCE MEASURES FOR THE SERVICE AREA BY SERVICE UNIT**

The service units' Wildly Important Goals (WIGS) and measures are listed following the Significant Notes and Adjustments. During the current fiscal year, unit managers were trained in a program in which they learned to focus their organization's efforts by setting a few high leverage goals, and by creating measures for those goals. The City's goals are included in order to show how the unit's goals are aligned with the overall entity's goals.

### **POSITION SUMMARY**

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

## Information Pages: The Basis of Accounting for the Budget

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

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

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

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

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

## Information Pages: Fund Descriptions

---

### GENERAL FUND

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

### INTERNAL SERVICE FUNDS

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

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

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

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

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

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

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

### ENTERPRISE FUNDS

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

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

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

Hydro Power System - to account for the sale of power from two City power generation dams. This activity was consolidated within the General Fund for FY 2005.

## Information Pages: Fund Descriptions

---

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

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

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

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

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

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

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

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

### SPECIAL REVENUE FUNDS

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

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

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

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

## Information Pages: Fund Descriptions

---

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

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

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

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

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

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

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

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

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

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

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

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

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

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

## Information Pages: Fund Descriptions

---

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

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

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

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

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

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

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

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

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

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

### TRUST FUNDS

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

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

## Information Pages: Fund Descriptions

---

contributed by employees at rates fixed by law and by the City at amounts determined by an annual actuarial study.

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

### DEBT SERVICE FUNDS

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

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

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

### CAPITAL PROJECTS FUNDS

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

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

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

Maintenance Facility Construction - to account for revenues expended for the construction of a new vehicle maintenance facility.

Special Assessments - to account for capital project expenditures financed through various special assessments.

2003 Michigan Transportation - to account for the related expenditures for the replacement of the existing two Broadway Bridges.

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



## Information Pages: Fund Descriptions

---

### 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.

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

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

This page intentionally left blank.



# Budget Summaries

---

## **CITY GUIDING PRINCIPLES, GOALS & OBJECTIVES**

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

### **City Guiding Principles**

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

### **City Goals**

- Ensure the long-term financial health and stability of the City.
- Support a safe and reliable municipal infrastructure.
- Ensure a high quality of life, while balancing economic development with the preservation and conservation of natural resources.
- Foster a community with respect for diversity and the open exchange of ideas.
- Deliver high quality City services in a cost effective manner.

### **Citywide Budget Communications**

As a part of the budget development process, the City Council's Finance/Labor Committee held a public meeting to hear the projections and recommendations from each of the Service Areas within the City. The City Administrator then prepared his budget and presented it in two "Town Hall" meetings with the community.

In the past two years, the budget process has been expanded to provide greater transparency and opportunity for input. City Council met in December, 2006 to confirm priorities and approve financial targets for the next two years. Each area developed a proposal to achieve the objective at the lowest cost. The proposals were presented to Council's Finance/Labor Committee in February and March, 2007. Feedback was received as the City Administrator developed his final proposal, which was presented to the Council on April 16, 2007.

# Budget Summaries

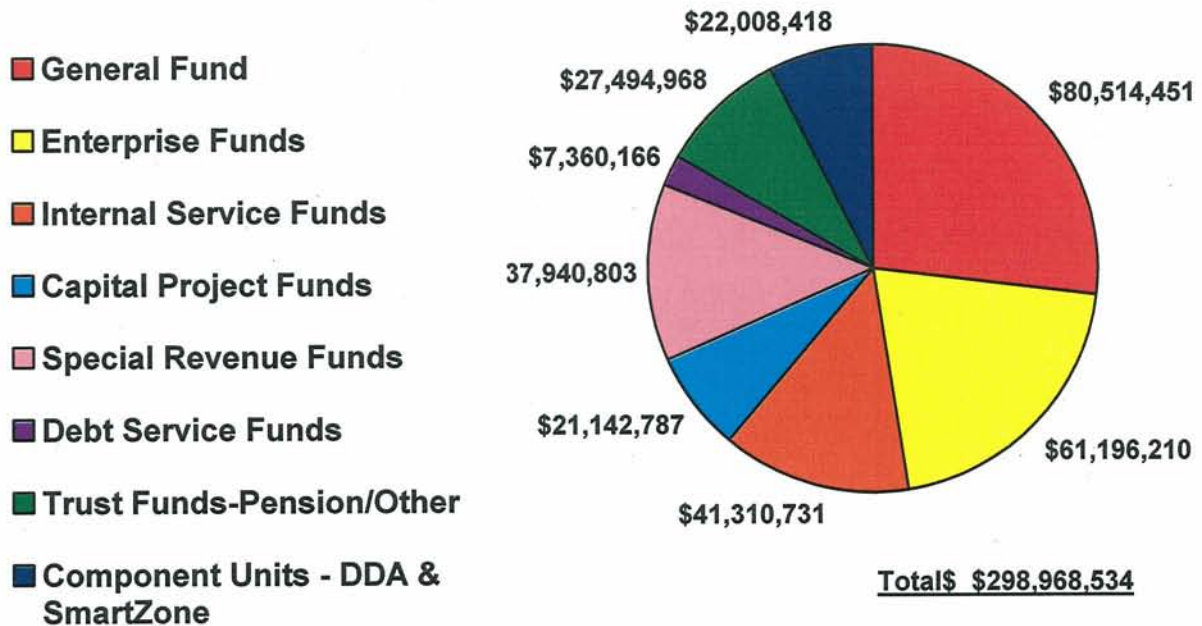
---

## 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 2008, the City's total expenditure budget is \$299 million. The following chart illustrates how this budget is divided by fund type. A complete summary of funds is included in the "Revenues" and "Expenditures" tabs of the proposed budget.

### **FY 2008 BUDGETED EXPENDITURES BY FUND TYPE**

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



# Budget Summaries

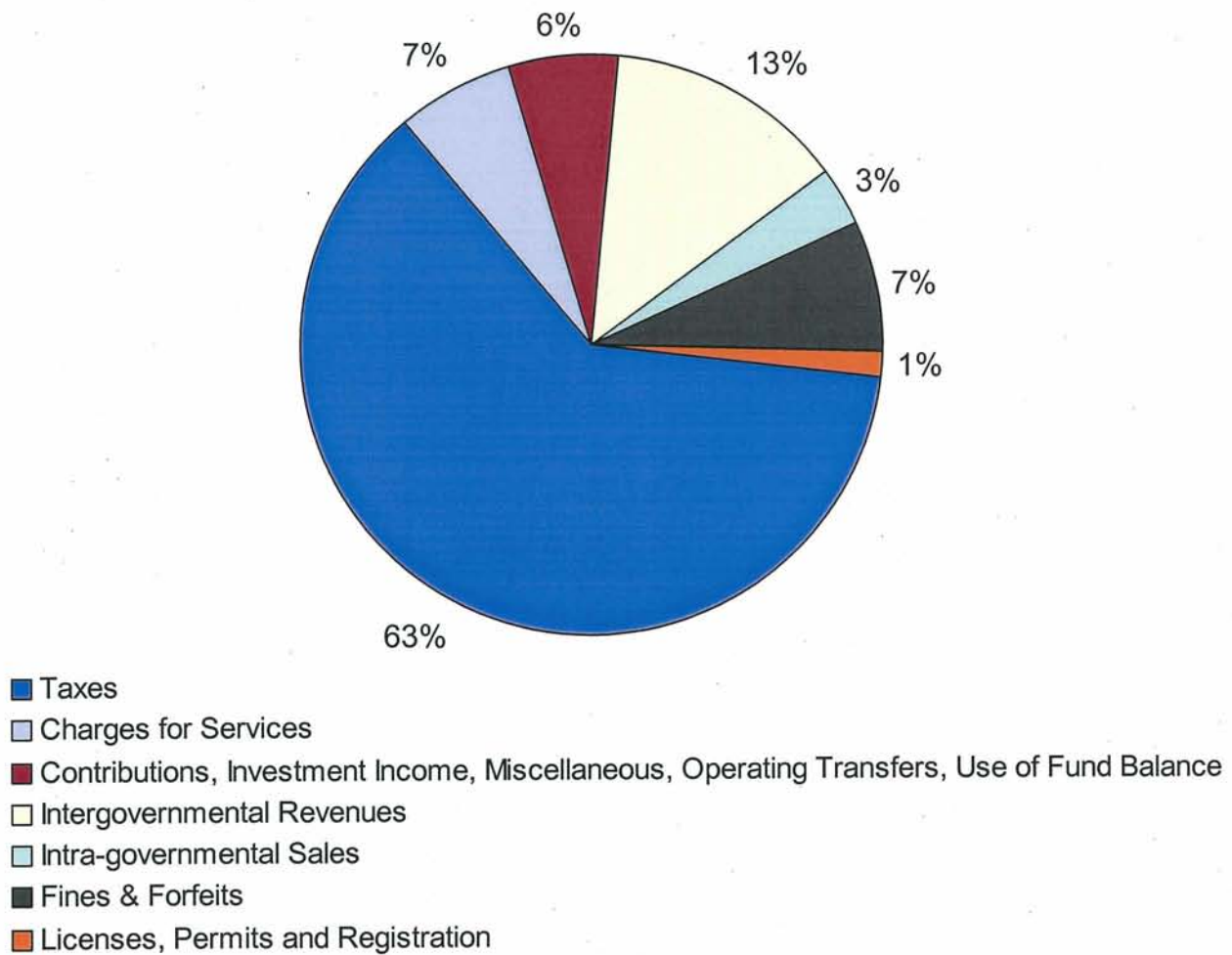
---

## GENERAL FUND OVERVIEW

The City has been concentrating their efforts on financial planning to resolve projected revenue shortfalls in the upcoming fiscal years. The proposed fiscal year 2008 budget is balanced. As the budget is reviewed, it is important to note that the shortfall the City has been addressing is in the City's General Fund.

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

### FY 2008 GENERAL FUND REVENUES

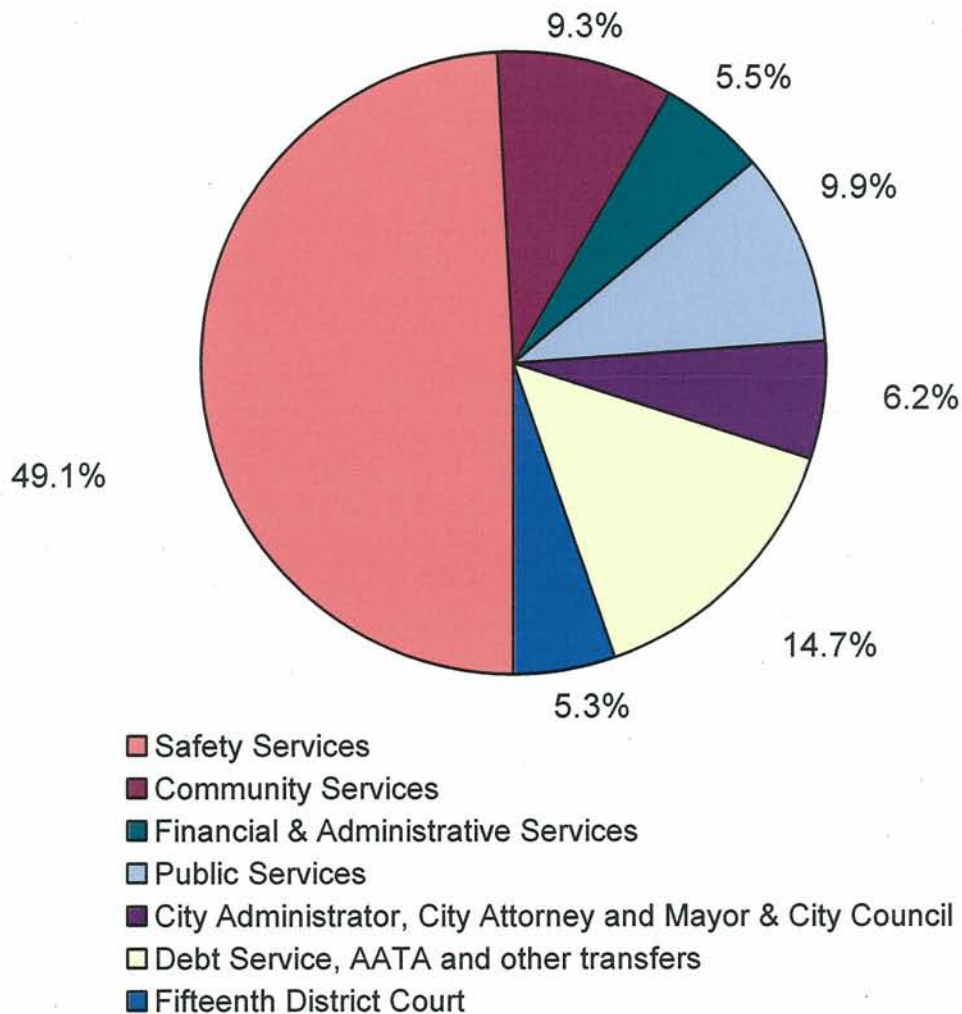


## Budget Summaries

---

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

### FY 2008 GENERAL FUND EXPENDITURES



# Budget Summaries

## PROPERTY TAXES

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

## Where Your Ann Arbor Property Tax Dollars Go:



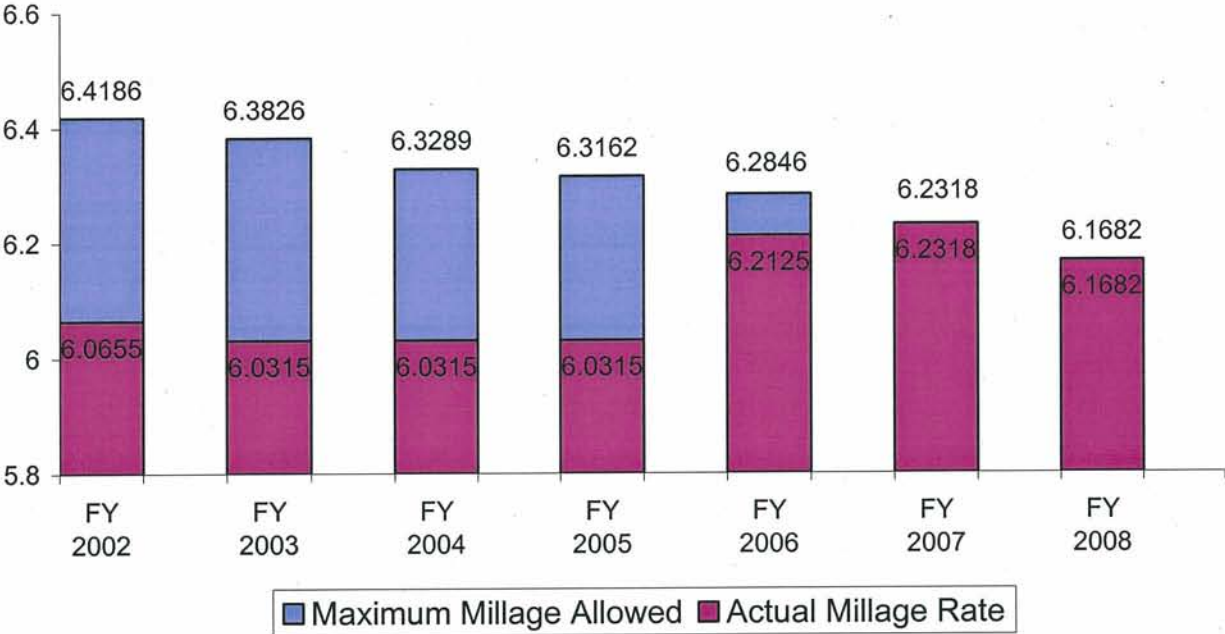


# Budget Summaries

## TAX REVENUES

Property taxes are a critical source of revenue for the City of Ann Arbor, as well as neighboring communities. Over the last 28 years, there have been two State of Michigan constitutional amendments – the Headlee Amendment of 1978 and Public Act 415 of 1994 (commonly known as Proposal A) – and other related statutory changes that have impacted property tax revenue for local governments. During the fiscal year 2006, the Headlee rollback started reducing the levy. The following charts and tables give a historical view of the General Levy, as well as City millage trends.

### CITY MILLAGE HISTORY MAXIMUM MILLAGE ALLOWED - ACTUAL MILLAGE RATE



## Budget Summaries

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

### CITY MILLAGE TRENDS

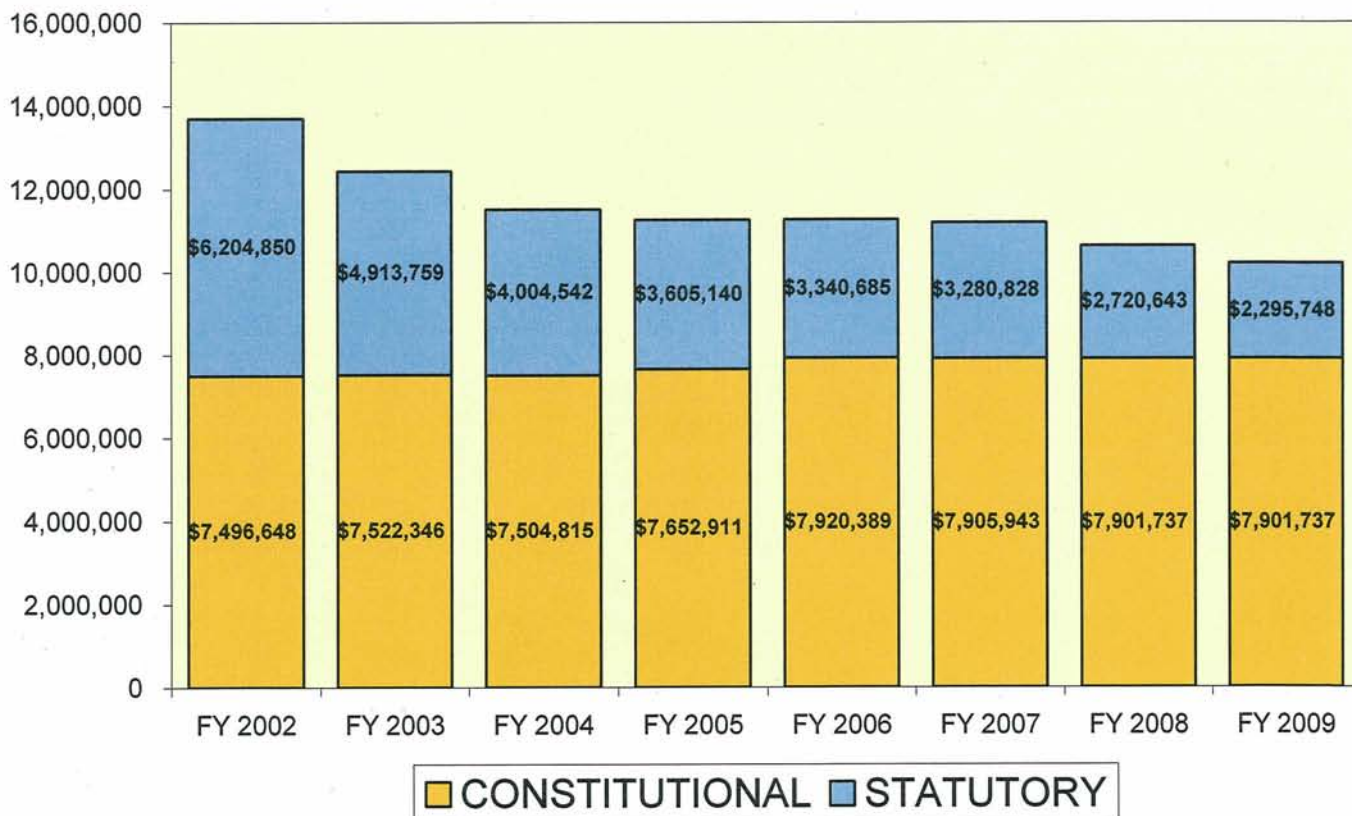
Type	FY 2002	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	Change from Previous Year
<b>General Operating-Actual</b>	6.0655	6.0315	6.0315	6.0315	6.2125	6.2318	6.1682	<b>(0.0636)</b>
<b>Employee Benefits</b>	2.1395	2.1275	2.1085	2.1054	2.0948	2.0772	2.0560	<b>(0.0212)</b>
<b>AATA</b>	2.1395	2.1275	2.1085	2.1054	2.0948	2.0772	2.0560	<b>(0.0212)</b>
<b>Total General Fund</b>	<b>10.3445</b>	<b>10.2865</b>	<b>10.2485</b>	<b>10.2423</b>	<b>10.4021</b>	<b>10.3862</b>	<b>10.2802</b>	<b>(0.1060)</b>
<b>Street Repair</b>	1.9898	1.9786	1.9822	1.9792	1.9693	1.9527	1.9944	<b>0.0417</b>
<b>Refuse Collection</b>	2.5674	2.5530	2.5302	2.5264	2.5137	2.4925	2.4670	<b>(0.0255)</b>
<b>Parks (combined)</b>	1.4377	1.4295	1.4259	1.4235	1.4162	1.4042	1.5748	<b>0.1706</b>
<b>Debt Service</b>	0.7901	0.7549	0.6916	0.7300	0.6000	0.5800	0.4661	<b>(0.1139)</b>
<b>Total City Millage</b>	<b>17.1295</b>	<b>17.0025</b>	<b>16.8784</b>	<b>16.9014</b>	<b>16.9013</b>	<b>16.8156</b>	<b>16.7825</b>	<b>(0.0331)</b>

# Budget Summaries

## STATE SHARED REVENUE

Another major source of revenue for the City's General Fund is State-Shared revenue. This revenue sharing arrangement was created when the aforementioned Headlee Amendment removed the ability of municipalities to institute certain taxes on its residents (i.e. sales tax). To compensate communities for this loss in ability to tax, State-Shared revenue was established, which is generated from a State sales tax and apportioned to communities. The chart shows the City's recent experience with State-Shared revenue. In fiscal year 2007, the statutory portion of State-Shared revenue is due to expire. It is unknown at this time whether the State will extend or renew this portion.

### STATE-SHARED REVENUE HISTORY AND PROJECTIONS

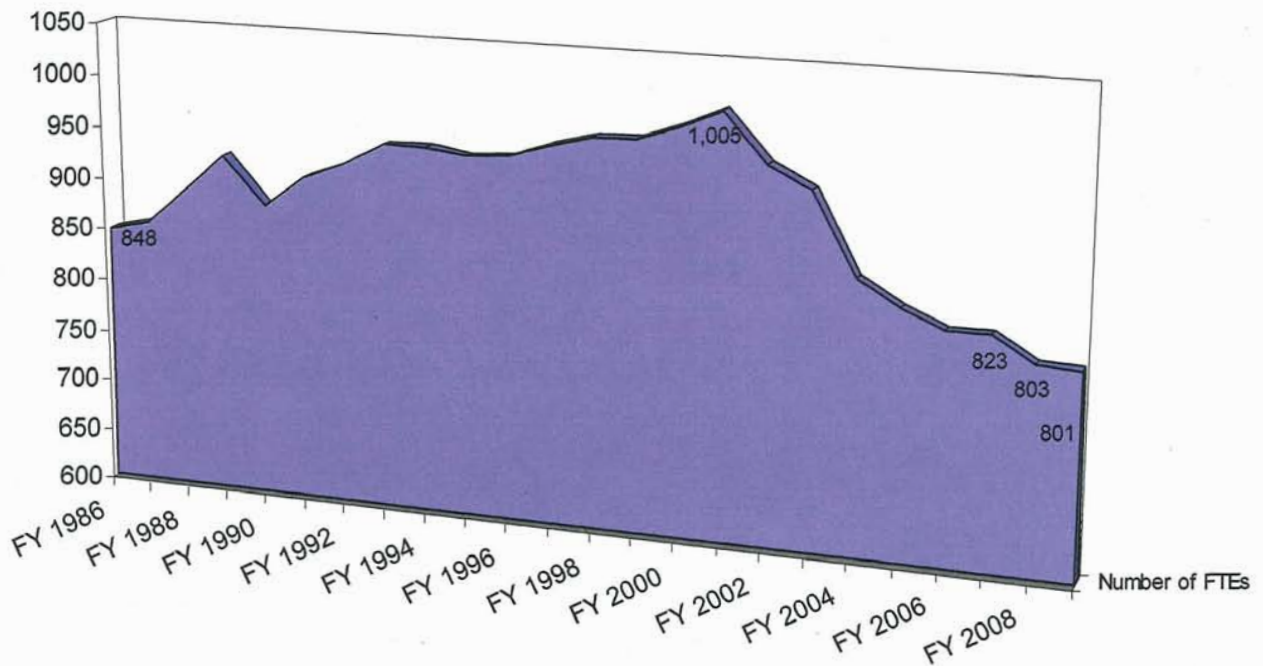


# Budget Summaries

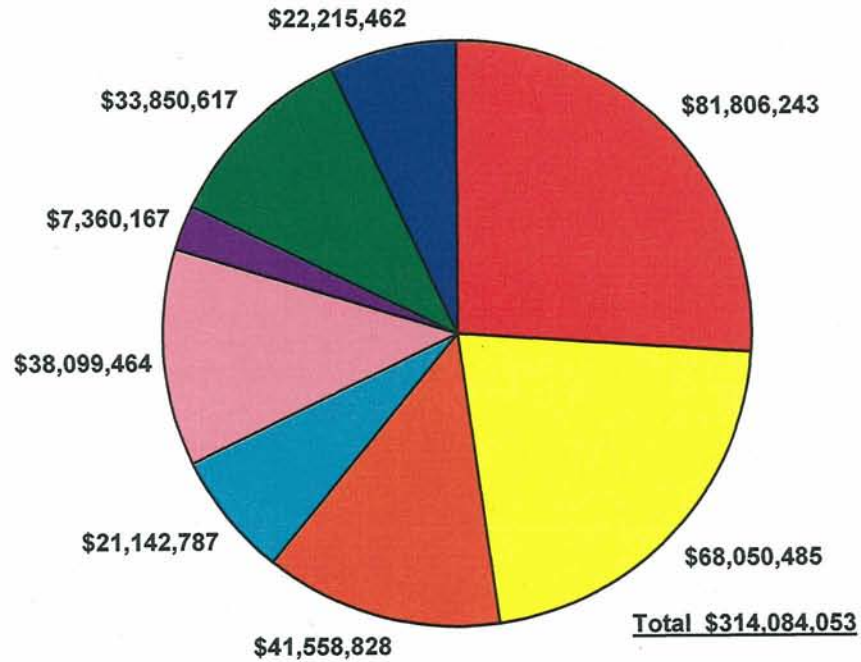
---

## EMPLOYEE SUMMARY

Since employees and related expenditures represent the majority of the General Fund's expenditures, the City began taking steps in fiscal year 2001 to reduce its full-time equivalent (FTE) employee staffing. Without significantly impacting the level of service provided, the City has been able to achieve the reductions; through a combination of not filling vacancies, strategically deploying existing personnel, an early retirement program offered in fiscal year 2001 and fiscal year 2002 and lay-offs primarily in police services in fiscal year 2008. As the graph below illustrates, the City staffing is down to its lowest level in 20 years. It is unlikely additional reductions can be made without additional significant reductions in services.

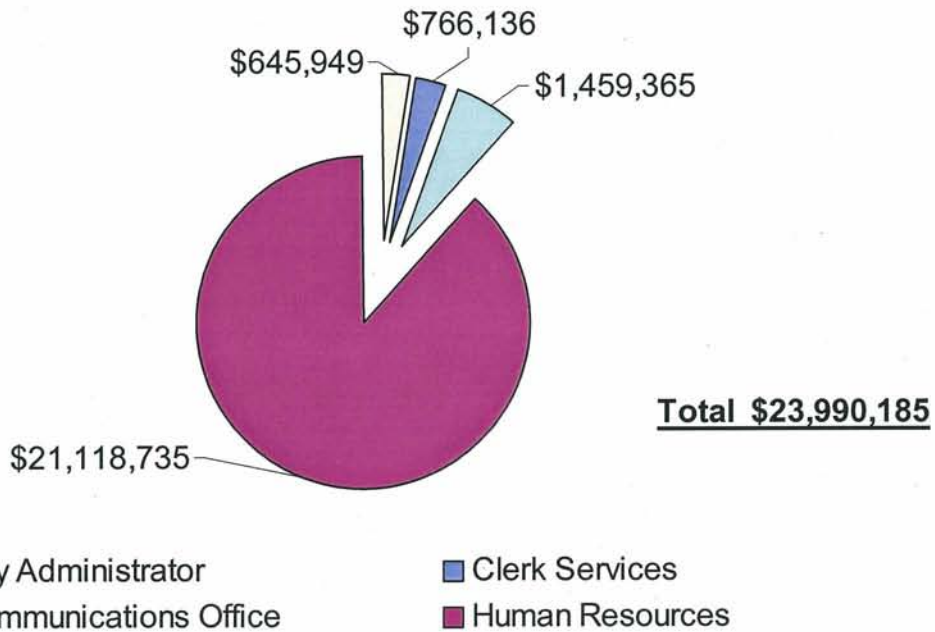


## FY 2008 Budgeted Revenues by Fund Type

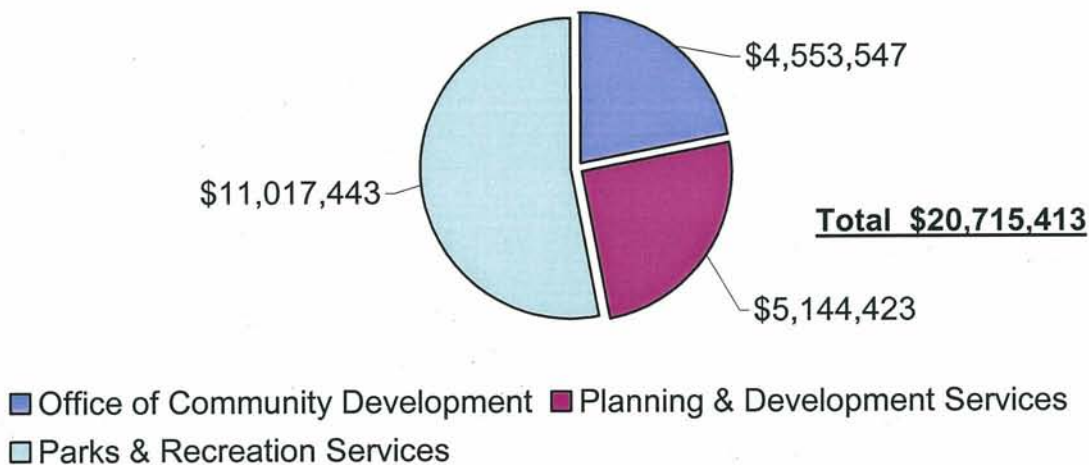


- |  |   |
|--|---|
| <span style="color: red;">■</span> General Fund                | <span style="color: yellow;">■</span> Enterprise Funds                |
| <span style="color: orange;">■</span> Internal Service Funds   | <span style="color: cyan;">■</span> Capital Project Funds             |
| <span style="color: pink;">■</span> Special Revenue Funds      | <span style="color: purple;">■</span> Debt Service Funds              |
| <span style="color: green;">■</span> Trust Funds-Pension/Other | <span style="color: blue;">■</span> Component Units - DDA & SmartZone |

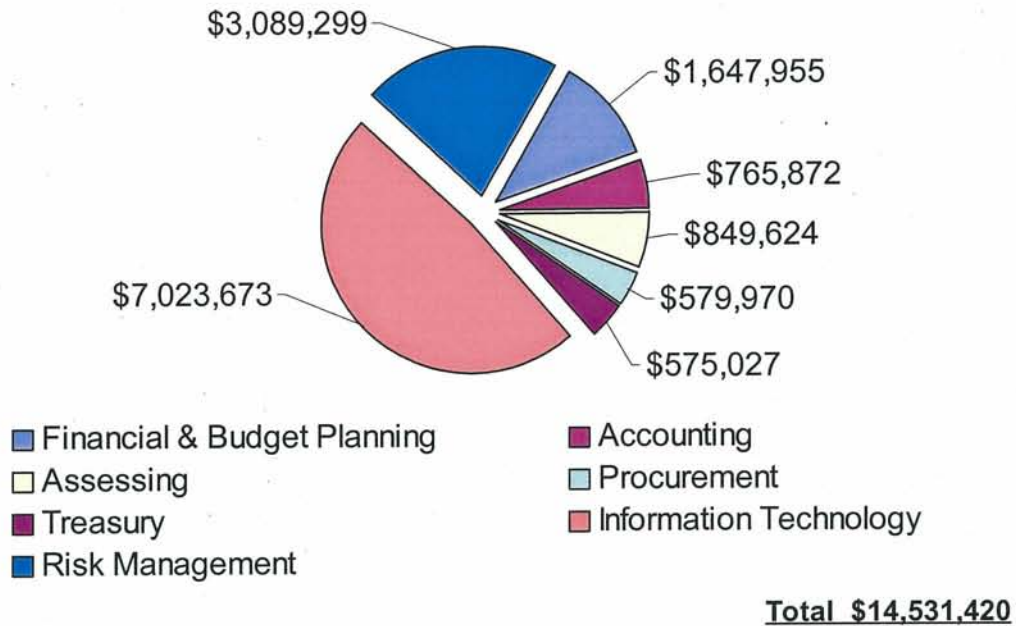
### FY 2008 City Administrator Expenditures



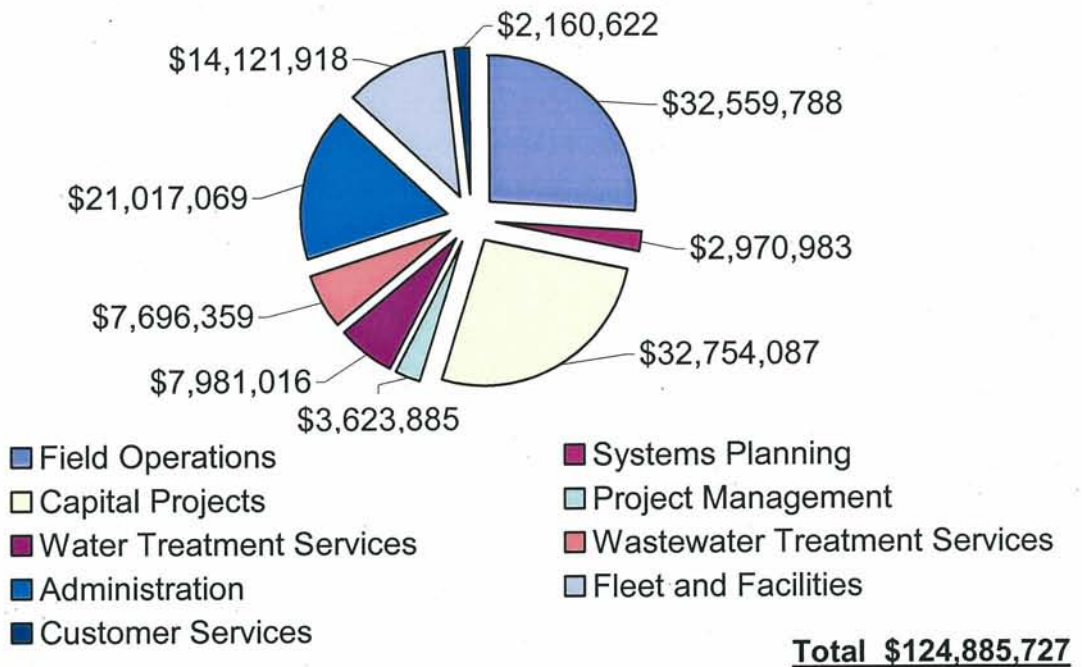
### FY 2008 Community Services Expenditures



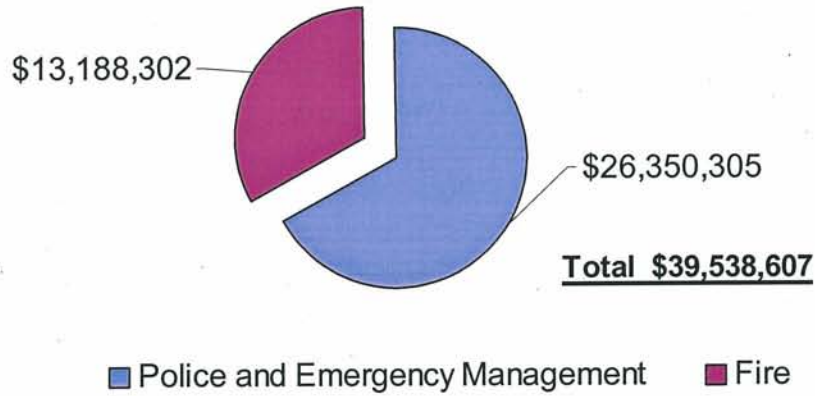
### FY 2008 Financial & Administrative Services Expenditures



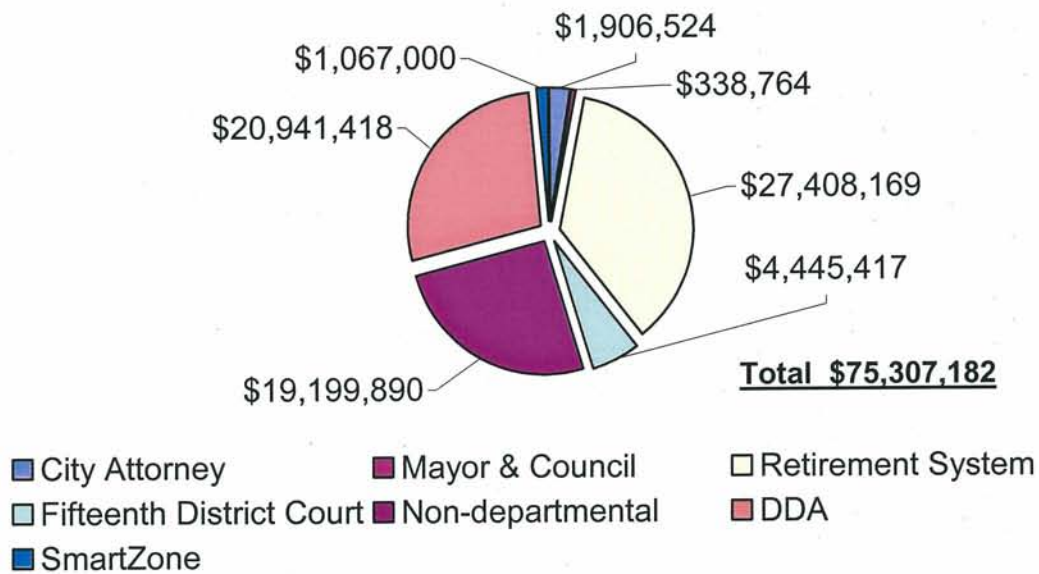
### FY 2008 Public Services Expenditures



## FY 2008 Safety Services Expenditures



## FY 2008 Other Services' Expenditures





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

Fund Balance June 30, 2006	FY 2007 Projected Revenues	FY 2007 Projected Expenditures	Projected Fund Balance June 30, 2007	Fund	FY 2008 Approved Revenues	FY 2008 Approved Expenditures	Approved Use of Fund Balance	Projected Fund Balance June 30, 2008
12,447,458	80,335,849	78,362,758	14,420,549	<b>General Fund</b>	81,806,243	80,514,451	653,403	15,058,938
				<b>Special Revenue Funds</b>				
3,897,078	2,011,427	1,360,722	4,547,783	1995 Parks Rehab. & Development	1,900,591	1,900,591	1,900,591	2,647,192
643,821	1,850,340	1,737,389	756,772	2003 Parks Maintenance & Repair	756,772	756,772	756,772	(0)
5,045,323	8,580,360	8,580,360	5,045,323	2004 Open Space and Parkland Preservation	2,220,776	2,211,965		5,054,134
663,530	904,530	405,613	1,162,447	Affordable Housing	608,917	601,199	498,917	671,248
693,510		13,506	680,004	Alternative Transportation	357,237	357,237		680,004
4,978	5,650	5,650	4,978	Ann Arbor Assistance	6,000	6,000		4,978
280,746	8,380	1,295	287,831	Bandemer Property	280,700	276,619	275,000	16,912
57,407	2,800		60,207	Cemetary Perpetual Care	3,000	3,000		60,207
	2,174,009	2,174,009		Community Development Block Grant	1,175,111	1,175,111		
2,198,261	1,520,499	1,377,691	2,341,069	Communications Office	1,459,365	1,459,365		2,341,069
1,347,713	2,510,583	2,222,911	1,635,385	Construction Code Fund	3,169,582	3,143,563	528,500	1,132,904
890,467	200,000	6,000	1,084,467	Court Facilities	212,000	204,042		1,092,425
3,219	11,258	12,000	2,477	Drug Enforcement	7,500	7,500		2,477
441,020	167,759	166,227	442,552	Energy Projects	369,157	325,137	140,000	346,572
102,520			102,520	Federal Equitable Sharing Forfeitures				102,520
	2,834,782	2,834,782		HOME Program	912,584	912,584		
2,431,819	1,823,392	1,897,626	2,357,585	Local Streets	1,835,408	1,835,408		2,357,585
6,927			6,927	Major Grant Programs				6,927
8,223,655	8,746,435	8,875,343	8,094,747	Major Streets	6,979,830	6,979,830		8,094,747
549,573	687,058	194,911	1,041,720	Metro Expansion	345,000	345,000		1,041,720
99,926	46,000	40,000	105,926	Michigan Justice Training	30,000	24,800		111,126
	119,334	5,000	114,334	Open Space Endowment				114,334
31,846	43,200	41,100	33,946	Parks Maintenance & Capital Improvement	5,097,492	5,077,190		20,302
666,005	25,000		691,005	Parks Memorials & Contributions	103,000	93,448		43,498
15,387,619	8,609,868	10,763,206	13,234,281	Police and Fire Relief	25,000			716,005
444,856		409,956	34,900	Street Repair Millage	9,566,437	9,566,437		13,234,281
				Tree Removal & Disposal	678,005	678,005		34,900
				<b>Trust Funds</b>				
2,103,500	89,821	89,869	2,103,452	Elizabeth R. Dean	86,799	86,799		2,103,452
403,270,771	33,507,000	27,339,950	409,437,821	Employees' Retirement System	28,650,000	27,180,269		410,907,552
55,660,954	6,273,786	106,390	61,828,350	VEBA Trust	5,113,818	227,900		66,714,268
				<b>General Debt Service</b>				
164,406	6,898,112	6,818,388	244,130	General Debt Service	7,196,520	7,196,519	112,736	131,395
1,211,006	90,031	412,419	888,618	Special Assessment General Debt	163,647	163,647	90,647	797,971

Fund Balance June 30, 2006	FY 2007 Projected Revenues	FY 2007 Projected Expenditures	Projected Fund Balance June 30, 2007	Fund	FY 2008 Approved Revenues	FY 2008 Approved Expenditures	Approved Use of Fund Balance	Projected Fund Balance June 30, 2008
				<b>Component Units</b>				
6,572,444	4,067,175	4,067,176	6,572,443	Downtown Development Authority	3,710,000	3,665,880		6,616,563
6,934,950	12,907,053	12,907,054	6,934,949	DDA Parking System	14,412,462	14,412,462	1,184,385	5,750,564
1,144,013	238,107	275,826	1,106,294	DDA Housing	236,000	73,076		1,269,218
2,244,736	1,375,000	1,375,000	2,244,736	DDA Parking Maintenance	2,355,000	2,355,000	201,395	2,043,341
537,124	436,114	205,000	768,238	DDA Sidewalk & Streetscapes	435,000	435,000		768,238
104,261	717,739	525,000	297,000	L DFA SmartZone	1,067,000	1,067,000	297,000	(0)
				<b>Capital Projects Funds</b>				
3,419,072			3,419,072	Environmental Bonds				3,419,072
17,781,404			17,781,404	Open Space Bonds-2005				17,781,404
				Sewer Bond	11,959,914	11,959,914		
				Water Bond	8,695,160	8,695,160		
612,645			612,645	General Capital Improvements				612,645
	850,000	482,000	368,000	Sidewalk Improvement	487,713	487,713	154,433	213,567
28,050,269			28,050,269	Maintenance Facility Construction				28,050,269
7,869,709			7,869,709	Civic Center				7,869,709
99,054			99,054	Special Assessments				99,054

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

Net Assets June 30, 2006	FY 2007 Projected Revenues	FY 2007 Projected Expenditures	Projected Fund Equity June 30, 2007	Fund	FY 2008 Approved Revenues	FY 2008 Approved Expenditures	Approved Use of Fund Balance	Projected Fund Equity June 30, 2008
				<b>Intergovernmental Service Funds</b>				
1,377,005	1,355,816	1,288,079	1,444,742	Central Stores	1,415,104	1,415,104		1,444,742
5,069,662	6,438,628	5,413,493	6,094,797	Fleet Services	6,913,328	6,665,231		6,342,894
3,116,748	6,631,318	6,829,618	2,918,448	Information Technology	7,023,673	7,023,673	248,830	2,669,618
4,868,373	19,419,883	19,144,558	5,143,698	Risk Fund	23,019,699	23,019,699	459,880	4,683,818
95,736	145,398	95,056	146,078	Parks Service Headquarters	46,543	46,543	46,543	99,535
264,839	3,082,623	3,078,316	269,146	Project Management	3,140,481	3,140,481		269,146
				<b>Enterprise Funds</b>				
946,296	790,223	793,222	943,297	Airport	2,388,627	2,347,915		984,009
809,183	1,159,600	1,158,555	810,228	Golf Enterprise	1,342,085	1,338,233		814,080
809,618	134,479	133,210	810,887	Market	141,154	133,699		818,342
24,302,852			24,302,852	Parking System				24,302,852
59,231,477	21,672,456	17,078,363	63,825,570	Sewage Disposal System	22,531,894	18,260,206	5,200	68,092,058
16,782,442	13,131,425	12,228,961	17,684,906	Solid Waste	14,005,568	13,239,571	1,190,000	17,260,903
7,722,063	4,542,000	4,127,782	8,136,281	Stormwater Sewer System	5,123,718	5,123,718		8,136,281
48,592,653	21,434,900	17,847,618	52,179,935	Water Supply System	22,517,439	20,752,868		53,944,506

**ANALYSIS OF NET OPERATING FUNDS AVAILABLE**

Net Operating Funds Available* June 30, 2006	FY 2007 Projected Revenues	FY 2007 Projected Expenditures	Projected Net Operating Funds Available* June 30, 2007	Fund	FY 2008 Approved Revenues	FY 2008 Approved Expenditures	Approved Use of Fund Balance	Projected Net Operating Funds Available* June 30, 2008
				<b><u>Intergovernmental Service Funds</u></b>				
905,231	1,355,816	1,288,079	972,968	Central Stores	1,415,104	1,415,104		972,968
2,467,711	6,438,628	5,413,493	3,492,846	Fleet Services	6,913,328	6,665,231		3,740,943
2,783,103	6,631,318	6,829,618	2,584,803	Information Technology	7,023,673	7,023,673	248,830	2,335,973
4,886,489	19,419,883	19,144,558	5,161,814	Risk Fund	23,019,699	23,019,699	459,880	4,701,934
1,361	145,398	95,056	51,703	Parks Service Headquarters	46,543	46,543	46,543	5,160
277,661	3,082,623	3,078,316	281,968	Project Management	3,140,481	3,140,481		281,968
				<b><u>Enterprise Funds</u></b>				
88,032	790,223	793,222	85,033	Airport	2,388,627	2,347,915		125,745
(849,663)	1,159,600	1,158,555	(848,618)	Golf Enterprise	1,342,085	1,338,233		(844,766)
521,481	134,479	133,210	522,750	Market	141,154	133,699		530,205
782,697			782,697	Parking System				782,697
34,714,980	21,672,456	17,078,363	39,309,073	Sewage Disposal System	22,531,894	18,260,206	5,200	43,575,561
6,723,788	13,131,425	12,228,961	7,626,252	Solid Waste	14,005,568	13,239,571	1,190,000	7,202,249
4,241,350	4,542,000	4,127,782	4,655,568	Stormwater Sewer System	5,123,718	5,123,718		4,655,568
14,562,074	21,434,900	17,847,618	18,149,356	Water Supply System	22,517,439	20,752,868		19,913,927

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

## *Description of Revenue Categories*

---

### **TAXES**

Taxes represent Property Taxes that are levied upon real and personal property of the City. Also included in this category are payments in lieu of taxes and penalties and interest on delinquent taxes. Property taxes represent 27% of the City's revenues. Taxes are based on the taxable value of all taxable property as of January 1 of the calendar year times the applicable millage rate. Other amounts are forecasted on the basis of projected values of the underlying property and past history for penalties using trend analysis. In Michigan, property tax revenue growth is restricted by Proposal A and the Headlee Amendment.

### **LICENSES, PERMITS & REGISTRATIONS**

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

### **INTERGOVERNMENTAL REVENUES**

#### **STATE-SHARED REVENUE**

This category accounts for revenues received from other units of government. The major portion of this source is State-Shared sales and Income taxes. Intergovernmental revenues contribute 7% of the City's revenue, of which approximately one-half represents State-Shared revenue. These revenues are forecasted on the basis of data supplied from the State of Michigan for State-Shared sales and income tax and historical trends for other revenues. Due to increasing budget pressures at the State level, local units of government are experiencing a decreasing revenue trend.

#### **GRANTS**

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

## *Description of Revenue Categories*

---

### **CHARGES FOR SERVICES**

The major sources of revenue in this category represent 22% of City revenues and are described in more detail below.

#### **POLICE & FIRE**

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

#### **MUNICIPAL SERVICES**

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

#### **WORK PERFORMED**

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

#### **RECREATION CHARGES**

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

#### **CEMETERY**

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

## *Description of Revenue Categories*

---

### **LANDFILL**

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

### **ENTERPRISE SALES**

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

### **SPECIAL ASSESSMENTS**

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

### **FINES & FORFEITS**

Fines associated with the enforcement of parking regulations constitute nearly half of this revenue source. The rest of this revenue category is collected through various fines assessed by the Fifteenth District Court. Much of this revenue comes from moving traffic violations, delinquent parking tickets and other City ordinance violations. This represents about 2% of the City's revenues. The expected revenues are forecasted based on changes in fines and the volume of tickets anticipated.

### **INVESTMENT INCOME**

Investment earnings are derived by the placing of excess funds in approved investments until needed and represents about 2% of the City's revenues. The investment earnings are forecasted on the basis of expected investable funds times an average of expected investment rates based on the economic outlook.

## *Description of Revenue Categories*

---

### **MISCELLANEOUS**

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

### **PRIOR YEAR SURPLUS**

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

### **OPERATING TRANSFERS**

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

### **CONTRIBUTIONS**

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

### **SALE OF BONDS**

This represents revenues received from bond proceeds for capital projects and represents 7% of the City's revenues. Revenues are determined based on approved projects from the City's Capital Improvement Plan.

### **INTRA-GOVERNMENTAL SALES**

Services provided to other funds, which are directly billed are recorded as revenues. These services include equipment maintenance, central duplicating and office supplies. These numbers are based on the level of service being rendered and the expected cost to provide the service, which determines the expected revenues for the year. This category represents 4% of City revenues.

**FY 2008 All Funds Revenue Analysis by Service Area**

	<b>Total Revenues</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0010 GENERAL	\$81,806,243		\$238,000	\$2,888,815	\$3,211,172	\$55,017,462	\$1,012,464	\$4,646,200	\$3,079,100	\$11,713,030	
0018 PARKS REHAB & DEVELOPMENT MILLAGE	1,900,591				1,900,591						
0006 PARKS REPAIR & RESTORATION MILLAGE	756,772				200,372		556,400				
0024 OPEN SPACE & PARKLAND PRESERVATION	2,220,776				2,220,776						
0070 AFFORDABLE HOUSING	608,917				608,917						
0038 ANN ARBOR ASSISTANCE	6,000				6,000						
0061 ALTERNATIVE TRANSPORTATION	357,237						357,237				
0025 BANDEMER PROPERTY	280,700				280,700						
0054 CEMETERY PERPETUAL CARE	3,000						3,000				
0078 COMMUNITY DEVELOPMENT BLOCK GRANT	1,175,111				1,175,111						
0016 COMMUNITY TELEVISION NETWORK	1,459,365			1,459,365							
0026 CONSTRUCTION CODE FUND	3,169,582				3,169,582						
0023 COURT FACILITIES	212,000							212,000			
0027 DRUG ENFORCEMENT	7,500							7,500			
0002 ENERGY PROJECTS	369,157						369,157				
0090 HOME PROGRAM	912,584				912,584						
0022 LOCAL STREET	1,835,408						1,835,408				
0021 MAJOR STREET	6,979,830						6,979,830				
0036 METRO EXPANSION	345,000						345,000				
0064 MICHIGAN JUSTICE TRAINING	30,000							30,000			
0079 TREE REMOVAL AND DISPOSAL	678,005						678,005				
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,097,492				1,201,443		3,896,049				
0034 PARKS MEMORIALS & CONTRIBUTIONS	103,000				103,000						
0053 POLICE AND FIRE RELIEF	25,000							25,000			
0062 STREET REPAIR MILLAGE	9,566,437						9,566,437				
0055 ELIZABETH R DEAN TRUST	86,799						86,799				
0059 EMPLOYEES RETIREMENT SYSTEM	28,650,000										28,650,000
0052 VEBA TRUST	5,113,818										5,113,818
0035 GENERAL DEBT SERVICE	7,196,520					7,300				7,189,220	
0060 GENERAL DEBT /SPECIAL ASSESSMENTS	163,647					33,000				130,647	
0003 DOWNTOWN DEVELOPMENT AUTHORITY	3,710,000										3,710,000
0063 DDA PARKING SYSTEM	14,412,462										14,412,462



**FY 2008 All Funds Revenue Analysis by Service Area**

	<b>Total Revenues</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0001 DDA/HOUSING FUND	236,000										236,000
0033 DDA PARKING MAINTENANCE	2,355,000										2,355,000
0030 DDA-SIDEWALK & STREETSAPES	435,000										435,000
0009 MI EDC SMART ZONE GRANT	1,067,000										1,067,000
0088 SEWER BOND PENDING	11,959,914						11,959,914				
0089 WATER BOND PENDING	8,695,160						8,695,160				
0091 SIDEWALK IMPROVEMENT	487,713						487,713				
0011 CENTRAL STORES	1,415,104						1,415,104				
0012 FLEET SERVICES	6,913,328						6,913,328				
0014 INFORMATION TECHNOLOGY	7,023,673					7,023,673					
0015 PARKS SERVICE HEADQUARTERS	46,543						46,543				
0057 RISK FUND	23,019,699					23,019,699					
0049 PROJECT MANAGEMENT	3,140,481						3,140,481				
0048 AIRPORT	2,388,627						2,388,627				
0047 GOLF ENTERPRISE	1,342,085				1,342,085						
0046 MARKET	141,154				141,154						
0043 SEWAGE DISPOSAL SYSTEM	22,531,894						22,531,894				
0072 SOLID WASTE FUND	14,005,568						14,005,568				
0069 STORMWATER SEWER SYSTEM	5,123,718						5,123,718				
0042 WATER SUPPLY SYSTEM	22,517,439						22,517,439				
	<b>\$314,084,053</b>		<b>\$238,000</b>	<b>\$4,348,180</b>	<b>\$16,473,487</b>	<b>\$85,101,134</b>	<b>\$124,911,275</b>	<b>\$4,708,700</b>	<b>\$3,291,100</b>	<b>\$19,032,897</b>	<b>\$55,979,280</b>

**FY 2009 All Funds Revenue Analysis by Service Area**

	<b>Total Revenues</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0010 GENERAL	\$82,986,534		\$238,000	\$2,958,693	\$3,343,470	\$55,910,774	\$858,295	\$4,621,200	\$3,409,100	\$11,647,002	
0018 PARKS REHAB & DEVELOPMENT MILLAGE	679,885				679,885						
0024 OPEN SPACE & PARKLAND PRESERVATION	2,243,201				2,243,201						
0070 AFFORDABLE HOUSING	112,718				112,718						
0038 ANN ARBOR ASSISTANCE	6,000				6,000						
0061 ALTERNATIVE TRANSPORTATION	357,237						357,237				
0025 BANDEMER PROPERTY	4,372				4,372						
0054 CEMETERY PERPETUAL CARE	3,000						3,000				
0078 COMMUNITY DEVELOPMENT BLOCK GRANT	1,122,605				1,122,605						
0016 COMMUNITY TELEVISION NETWORK	1,473,245			1,473,245							
0026 CONSTRUCTION CODE FUND	3,236,508				3,236,508						
0023 COURT FACILITIES	212,000								212,000		
0027 DRUG ENFORCEMENT	7,500							7,500			
0002 ENERGY PROJECTS	183,404						183,404				
0090 HOME PROGRAM	867,454				867,454						
0022 LOCAL STREET	1,849,114						1,849,114				
0021 MAJOR STREET	7,054,916						7,054,916				
0036 METRO EXPANSION	345,000						345,000				
0064 MICHIGAN JUSTICE TRAINING	30,000							30,000			
0079 TREE REMOVAL AND DISPOSAL	175,860						175,860				
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,265,039				1,236,992		4,028,047				
0034 PARKS MEMORIALS & CONTRIBUTIONS	109,000				109,000						
0053 POLICE AND FIRE RELIEF	25,000							25,000			
0062 STREET REPAIR MILLAGE	9,793,098						9,793,098				
0055 ELIZABETH R DEAN TRUST	86,853						86,853				
0059 EMPLOYEES RETIREMENT SYSTEM	30,100,000										30,100,000
0052 VEBA TRUST	4,392,353										4,392,353
0035 GENERAL DEBT SERVICE	7,197,873					4,700				7,193,173	
0060 GENERAL DEBT /SPECIAL ASSESSMENTS	157,805					29,500				128,305	
0003 DOWNTOWN DEVELOPMENT AUTHORITY	9,174,625										9,174,625
0063 DDA PARKING SYSTEM	18,615,720										18,615,720

**FY 2009 All Funds Revenue Analysis by Service Area**

	<b>Total Revenues</b>	<b>Mayor &amp; Council</b>	<b>City Attorney</b>	<b>City Administrator</b>	<b>Community Services</b>	<b>Financial Services</b>	<b>Public Services</b>	<b>Safety Services</b>	<b>15th District Court</b>	<b>Non-departmental</b>	<b>Other</b>
0001 DDA/HOUSING FUND	1,839,131										1,839,131
0033 DDA PARKING MAINTENANCE	2,153,605										2,153,605
0030 DDA-SIDEWALK & STREETSCAPES	435,000										435,000
0009 MI EDC SMART ZONE GRANT	795,400										795,400
0008 CIVIC CENTER	9,531,925						9,531,925				
0088 SEWER BOND PENDING	41,451,775						41,451,775				
0089 WATER BOND PENDING	9,656,265						9,656,265				
0091 SIDEWALK IMPROVEMENT	488,567						488,567				
0011 CENTRAL STORES	1,438,223						1,438,223				
0012 FLEET SERVICES	6,972,906						6,972,906				
0014 INFORMATION TECHNOLOGY	6,961,421					6,961,421					
0015 PARKS SERVICE HEADQUARTERS	43,508						43,508				
0057 RISK FUND	25,039,787					25,039,787					
0049 PROJECT MANAGEMENT	3,168,363						3,168,363				
0048 AIRPORT	753,642						753,642				
0047 GOLF ENTERPRISE	1,373,823				1,373,823						
0046 MARKET	143,150				143,150						
0043 SEWAGE DISPOSAL SYSTEM	23,079,159						23,079,159				
0072 SOLID WASTE FUND	14,269,208						14,269,208				
0069 STORMWATER SEWER SYSTEM	5,696,783						5,696,783				
0042 WATER SUPPLY SYSTEM	23,924,386						23,924,386				
	<b>\$367,083,946</b>		<b>\$238,000</b>	<b>\$4,431,938</b>	<b>\$14,479,178</b>	<b>\$87,946,182</b>	<b>\$165,209,534</b>	<b>\$4,683,700</b>	<b>\$3,621,100</b>	<b>\$18,968,480</b>	<b>\$67,505,834</b>

# Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009	
General	<b>General</b>							
	TAXES	43,580,129	45,587,059	47,477,625	47,967,698	50,574,627	52,202,013	
	LICENSES, PERMITS & REGISTRATION	1,538,250	1,099,664	1,097,582	1,124,495	1,152,929	1,186,782	
	INTERGOVERNMENTAL REVENUES	11,650,457	11,530,897	11,234,062	11,644,542	10,997,480	10,573,985	
	CHARGES FOR SERVICES	6,733,746	5,260,669	5,271,680	5,645,986	5,507,405	5,771,367	
	FINES & FORFEITS	5,545,072	5,604,673	5,389,745	5,404,712	5,852,365	6,182,365	
	INVESTMENT INCOME	573,944	1,432,514	774,567	1,171,200	1,539,491	1,539,491	
	MISCELLANEOUS REVENUE	205,967	217,825	329,984	427,369	521,926	449,718	
	PRIOR YEAR SURPLUS			884,043	858,882	653,403	17,000	
	OPERATING TRANSFERS	3,638,378	1,662,122	2,050,212	2,025,212	2,199,534	2,198,302	
	CONTRIBUTIONS	66,764	73,393	85,275	69,696	40,500	30,000	
	INTRA GOVERNMENTAL SALES	4,203,283	3,725,031	3,996,057	3,996,057	2,766,583	2,835,511	
	<b>Total</b>		<b>\$ 77,735,990</b>	<b>\$ 76,193,847</b>	<b>\$ 78,590,832</b>	<b>\$ 80,335,849</b>	<b>\$ 81,806,243</b>	<b>\$ 82,986,534</b>
	Debt Service	<b>General Debt Service</b>						
		TAXES	2,389,564	2,419,990	2,423,218	2,422,774	2,186,840	2,223,783
INVESTMENT INCOME		8,268	1,737	2,000	8,400	7,300	4,700	
MISCELLANEOUS REVENUE		(3,079)	444					
PRIOR YEAR SURPLUS						112,736	21,604	
OPERATING TRANSFERS		2,011,682	2,445,999	4,631,868	4,466,938	4,889,644	4,947,786	
<b>Total</b>		<b>\$ 4,406,435</b>	<b>\$ 4,868,170</b>	<b>\$ 7,057,086</b>	<b>\$ 6,898,112</b>	<b>\$ 7,196,520</b>	<b>\$ 7,197,873</b>	
<b>Special Assessment/Debt Service</b>								
TAXES		50,227	39,894	100,000	40,031	40,000	40,000	
CHARGES FOR SERVICES		130,872	122,148					
INVESTMENT INCOME	26,686	52,612	9,000	50,000	33,000	29,500		
MISCELLANEOUS REVENUE	50,766							
PRIOR YEAR SURPLUS			304,369		90,647	88,305		
OPERATING TRANSFERS		124,091						
<b>Total</b>	<b>\$ 258,551</b>	<b>\$ 338,745</b>	<b>\$ 413,369</b>	<b>\$ 90,031</b>	<b>\$ 163,647</b>	<b>\$ 157,805</b>		
Capital Projects	<b>General Capital Improvements</b>							
	INVESTMENT INCOME	30,374						
	<b>Total</b>	<b>\$ 30,374</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	
	<b>Sidewalk Improvement</b>							
	CHARGES FOR SERVICES				200,000	333,280	275,000	
	PRIOR YEAR SURPLUS					154,433	213,567	
	OPERATING TRANSFERS			650,000	650,000			
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 650,000</b>	<b>\$ 850,000</b>	<b>\$ 487,713</b>	<b>\$ 488,567</b>	
	<b>Maintenance Facility</b>							
	INVESTMENT INCOME	150,088						
MISCELLANEOUS REVENUE	6,000							
OPERATING TRANSFERS	533,442							
<b>Total</b>	<b>\$ 689,530</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		
<b>Civic Center</b>								
MISCELLANEOUS REVENUE						2,500,000		
PRIOR YEAR SURPLUS						12,000		
OPERATING TRANSFERS						7,019,925		
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,531,925</b>		
Enterprise	<b>Hydropower</b>							
	INVESTMENT INCOME	14,819						
	MISCELLANEOUS REVENUE	(6,300)						
<b>Total</b>	<b>\$ 8,519</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		

# Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Water Supply System</b>						
	TAXES	8,479	17,815		8,000	8,000	8,000
	INTERGOVERNMENTAL REVENUES	5,040					
	CHARGES FOR SERVICES	17,543,515	18,514,552	18,986,487	19,051,000	20,207,972	21,560,285
	INVESTMENT INCOME	279,666	379,069	285,000	410,700	400,000	400,000
	MISCELLANEOUS REVENUE	159,822	259,395	155,000	147,047	30,200	30,200
	PRIOR YEAR SURPLUS			(179,415)	200,000		
	OPERATING TRANSFERS	1,713,985	1,938,028	1,618,153	1,618,153	1,517,432	1,568,218
	INTRA GOVERNMENTAL SALES	376,986	12,406	154,500		353,835	357,683
	<b>Total</b>	<b>\$ 20,087,493</b>	<b>\$ 21,121,265</b>	<b>\$ 21,019,725</b>	<b>\$ 21,434,900</b>	<b>\$ 22,517,439</b>	<b>\$ 23,924,386</b>
	<b>Water Bonds Series Z 2004</b>						
	INVESTMENT INCOME	119,323					
	<b>Total</b>	<b>\$ 119,323</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Water Bonds Series 2004-A DWRP</b>						
	INVESTMENT INCOME	(1,995)					
	<b>Total</b>	<b>\$ (1,995)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Water Bond Pending Series</b>						
	SALE OF BONDS					8,695,160	9,656,265
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,695,160</b>	<b>\$ 9,656,265</b>
	<b>Sewage Disposal System</b>						
	TAXES	12,129	35,200	15,000	10,000	10,000	10,000
	CHARGES FOR SERVICES	17,899,254	19,585,362	20,050,195	19,879,000	20,506,486	21,250,451
	INVESTMENT INCOME	538,893	791,030	560,000	1,300,000	1,200,000	1,000,000
	MISCELLANEOUS REVENUE	19,368	101,735	10,000	5,056	3,200	5,000
	PRIOR YEAR SURPLUS			37,000		5,200	5,200
	OPERATING TRANSFERS	399,996	634,114	478,400	478,400	455,688	455,688
	INTRA GOVERNMENTAL SALES	407,256	10,308	26,000		351,320	352,820
	<b>Total</b>	<b>\$ 19,276,896</b>	<b>\$ 21,157,749</b>	<b>\$ 21,176,595</b>	<b>\$ 21,672,456</b>	<b>\$ 22,531,894</b>	<b>\$ 23,079,159</b>
	<b>Sewer Bonds XIX 2004</b>						
	INVESTMENT INCOME	523,577					
	<b>Total</b>	<b>\$ 523,577</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Sewer Bonds Series 2004-A SRF</b>						
	INVESTMENT INCOME	8,365					
	<b>Total</b>	<b>\$ 8,365</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Sewer Bonds Pending Series</b>						
	PRIOR YEAR SURPLUS						30,000,000
	SALE OF BONDS					11,959,914	11,451,775
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,959,914</b>	<b>\$ 41,451,775</b>
	<b>Parking System</b>						
	CHARGES FOR SERVICES		(120)				
	INVESTMENT INCOME	1,748	1,894				
	MISCELLANEOUS REVENUE	2,390	11,850				
	<b>Total</b>	<b>\$ 4,138</b>	<b>\$ 13,624</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Market</b>						
	CHARGES FOR SERVICES	99,382	89,031	91,829	86,479	91,704	93,700
	INVESTMENT INCOME	9,066	17,212	5,000	5,000	6,450	6,450
	MISCELLANEOUS REVENUE	3,734	7,341	14,000	14,000	14,000	14,000
	OPERATING TRANSFERS	28,131	28,975	27,567	29,000	29,000	29,000
	CONTRIBUTIONS	100					
	<b>Total</b>	<b>\$ 140,413</b>	<b>\$ 142,559</b>	<b>\$ 138,396</b>	<b>\$ 134,479</b>	<b>\$ 141,154</b>	<b>\$ 143,150</b>

# Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Golf Courses</b>						
	CHARGES FOR SERVICES	1,042,914	998,218	1,323,493	1,158,850	1,341,335	1,373,073
	INVESTMENT INCOME	(16,016)	(17,605)	750	750	750	750
	MISCELLANEOUS REVENUE	(130)					
	OPERATING TRANSFERS		354,621				
	<b>Total</b>	<b>\$ 1,026,768</b>	<b>\$ 1,335,234</b>	<b>\$ 1,324,243</b>	<b>\$ 1,159,600</b>	<b>\$ 1,342,085</b>	<b>\$ 1,373,823</b>
	<b>Airport</b>						
	CHARGES FOR SERVICES	705,088	711,728	746,663	786,723	733,127	749,142
	INVESTMENT INCOME	5,846	2,921	11,500			1,000
	MISCELLANEOUS REVENUE	70,668	8,113	6,000	3,500	3,500	3,500
	PRIOR YEAR SURPLUS			98,410			
	SALE OF BONDS					1,652,000	
	INTRA GOVERNMENTAL SALES	54,901					
	<b>Total</b>	<b>\$ 836,503</b>	<b>\$ 722,762</b>	<b>\$ 862,573</b>	<b>\$ 790,223</b>	<b>\$ 2,388,627</b>	<b>\$ 753,642</b>
	<b>Stormwater Sewer System</b>						
	TAXES	959	823				
	LICENSES, PERMITS & REGISTRATION	66,401	55,673	110,000	60,000	60,000	60,000
	CHARGES FOR SERVICES	3,342,958	3,673,465	4,308,586	4,142,000	4,731,115	5,322,978
	INVESTMENT INCOME	47,682	79,033	40,909	145,000	80,000	60,000
	MISCELLANEOUS REVENUE	2,257	29,102	15,000	195,000	10,200	10,200
	PRIOR YEAR SURPLUS			753,269			
	OPERATING TRANSFERS		300,000	(176,000)			
	INTRA GOVERNMENTAL SALES	118,340				242,403	243,605
	<b>Total</b>	<b>\$ 3,578,597</b>	<b>\$ 4,138,096</b>	<b>\$ 5,051,764</b>	<b>\$ 4,542,000</b>	<b>\$ 5,123,718</b>	<b>\$ 5,696,783</b>
	<b>Solid Waste Fund</b>						
	TAXES	10,011,080	10,399,700	10,878,498	10,989,998	11,462,568	11,837,008
	CHARGES FOR SERVICES	323,353	773,546	754,164	708,864	793,000	1,122,200
	INVESTMENT INCOME	197,044	249,164	200,000	500,730	400,000	300,000
	MISCELLANEOUS REVENUE	155,139	40,596	20,000	4,943	20,000	20,000
	PRIOR YEAR SURPLUS			1,359,386	661,890	1,190,000	850,000
	OPERATING TRANSFERS	82,000	281,090	125,000	265,000	140,000	140,000
	<b>Total</b>	<b>\$ 10,768,616</b>	<b>\$ 11,744,096</b>	<b>\$ 13,337,048</b>	<b>\$ 13,131,425</b>	<b>\$ 14,005,568</b>	<b>\$ 14,269,208</b>
	<b>Solid Waste Bond Issue 1990</b>						
	INVESTMENT INCOME	92,196					
	<b>Total</b>	<b>\$ 92,196</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
Internal Service	<b>Central Stores</b>						
	CHARGES FOR SERVICES	30,381	26,417	40,000	38,000	40,000	40,000
	INVESTMENT INCOME	9,172	21,196		20,000	10,313	14,508
	MISCELLANEOUS REVENUE	2,403					
	INTRA GOVERNMENTAL SALES	1,101,064	1,175,952	1,304,816	1,297,816	1,364,791	1,383,715
	<b>Total</b>	<b>\$ 1,143,020</b>	<b>\$ 1,223,565</b>	<b>\$ 1,344,816</b>	<b>\$ 1,355,816</b>	<b>\$ 1,415,104</b>	<b>\$ 1,438,223</b>
	<b>Fleet Services</b>						
	INVESTMENT INCOME	29,666	45,233	18,000	18,000	18,000	18,000
	MISCELLANEOUS REVENUE	122,856	92,142	90,000	125,170	200,000	123,000
	PRIOR YEAR SURPLUS			509,963	509,963		
	OPERATING TRANSFERS	2,114,031	255,702	250,000	250,000	625,000	625,000
	INTRA GOVERNMENTAL SALES	2,433,633	5,220,971	5,607,015	5,535,495	6,070,328	6,206,906
	<b>Total</b>	<b>\$ 4,700,186</b>	<b>\$ 5,614,048</b>	<b>\$ 6,474,978</b>	<b>\$ 6,438,628</b>	<b>\$ 6,913,328</b>	<b>\$ 6,972,906</b>

# Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Information Technology</b>						
	INVESTMENT INCOME	6,181	38,252				
	MISCELLANEOUS REVENUE		549				
	PRIOR YEAR SURPLUS			868,482	670,182	248,830	97,269
	OPERATING TRANSFERS	950,000	5,156,038	5,830,951	5,830,951	6,774,843	6,864,152
	CONTRIBUTIONS			130,185	130,185		
	<b>Total</b>	<b>\$ 956,181</b>	<b>\$ 5,194,839</b>	<b>\$ 6,829,618</b>	<b>\$ 6,631,318</b>	<b>\$ 7,023,673</b>	<b>\$ 6,961,421</b>
	<b>Park Service Headquarters</b>						
	INVESTMENT INCOME	(217)	145				
	PRIOR YEAR SURPLUS					46,543	43,508
	INTRA GOVERNMENTAL SALES	101,616	141,408	145,398	145,398		
	<b>Total</b>	<b>\$ 101,399</b>	<b>\$ 141,553</b>	<b>\$ 145,398</b>	<b>\$ 145,398</b>	<b>\$ 46,543</b>	<b>\$ 43,508</b>
	<b>Project Management</b>						
	CHARGES FOR SERVICES		1,866,338	2,624,173	2,632,218	2,573,213	2,584,789
	INVESTMENT INCOME		(17,581)				
	MISCELLANEOUS REVENUE		9,944		1,500		
	OPERATING TRANSFERS		425,939	447,055	447,055	567,268	583,574
	INTRA GOVERNMENTAL SALES		1,463		1,850		
	<b>Total</b>	<b>\$ -</b>	<b>\$ 2,286,103</b>	<b>\$ 3,071,228</b>	<b>\$ 3,082,623</b>	<b>\$ 3,140,481</b>	<b>\$ 3,168,363</b>
	<b>Risk Management</b>						
	INVESTMENT INCOME	226,110	257,141	83,965	275,325	275,000	275,000
	MISCELLANEOUS REVENUE		47,855				
	PRIOR YEAR SURPLUS			600,000		459,880	482,932
	OPERATING TRANSFERS	16,603,306	16,651,085	19,178,144	19,045,781	22,284,819	24,281,855
	CONTRIBUTIONS	232,629	196,768		98,777		
	<b>Total</b>	<b>\$ 17,062,045</b>	<b>\$ 17,152,849</b>	<b>\$ 19,862,109</b>	<b>\$ 19,419,883</b>	<b>\$ 23,019,699</b>	<b>\$ 25,039,787</b>
Fiduciary Trust	<b>Elizabeth Dean Fund</b>						
	INVESTMENT INCOME	44,830	36,846	89,821	89,821	86,799	86,853
	CONTRIBUTIONS		120				
	<b>Total</b>	<b>\$ 44,830</b>	<b>\$ 36,966</b>	<b>\$ 89,821</b>	<b>\$ 89,821</b>	<b>\$ 86,799</b>	<b>\$ 86,853</b>
Pension Trust	<b>VEBA</b>						
	INVESTMENT INCOME	3,414,148	3,798,280		2,450,000	2,450,000	2,450,000
	MISCELLANEOUS REVENUE	34,580	21,429		25,000	26,000	27,000
	OPERATING TRANSFERS	4,085,716	7,024,737	7,839,542	3,798,786	2,637,818	1,915,353
	CONTRIBUTIONS	13,309	41,177	55,478			
	<b>Total</b>	<b>\$ 7,547,753</b>	<b>\$ 10,885,623</b>	<b>\$ 7,895,020</b>	<b>\$ 6,273,786</b>	<b>\$ 5,113,818</b>	<b>\$ 4,392,353</b>
	<b>Employees' Retirement System</b>						
	INVESTMENT INCOME	35,064,061	41,705,352		30,547,000	25,590,000	26,990,000
	MISCELLANEOUS REVENUE	119,672	144,213		125,000	125,000	125,000
	PRIOR YEAR SURPLUS			33,506,146			
	OPERATING TRANSFERS	3,655,950	5,704,578		2,750,000	2,850,000	2,900,000
	CONTRIBUTIONS	168,675	143,875		85,000	85,000	85,000
	<b>Total</b>	<b>\$ 39,008,358</b>	<b>\$ 47,698,018</b>	<b>\$ 33,506,146</b>	<b>\$ 33,507,000</b>	<b>\$ 28,650,000</b>	<b>\$ 30,100,000</b>
Special Revenue	<b>Energy Projects</b>						
	CHARGES FOR SERVICES					167,219	
	INVESTMENT INCOME	8,874	17,146	2,000			
	MISCELLANEOUS REVENUE					8,000	8,000
	PRIOR YEAR SURPLUS			107,912	107,912	140,000	140,000
	OPERATING TRANSFERS	156,259	53,645	50,215	50,215	53,938	35,404
	CONTRIBUTIONS		9,632		9,632		
	<b>Total</b>	<b>\$ 165,133</b>	<b>\$ 80,423</b>	<b>\$ 160,127</b>	<b>\$ 167,759</b>	<b>\$ 369,157</b>	<b>\$ 183,404</b>

# Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Parks Maintenance &amp; Repair Millage</b>						
	INVESTMENT INCOME	1,042	1,265				
	MISCELLANEOUS REVENUE	(1,682)	1,513				
	PRIOR YEAR SURPLUS			68,000			
	<b>Total</b>	<b>\$ (640)</b>	<b>\$ 2,778</b>	<b>\$ 68,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Parks Repair And Restoration Millage</b>						
	TAXES	1,868,241	1,940,582	2,029,919			
	CHARGES FOR SERVICES	1,614	13,806	2,300	1,200		
	INVESTMENT INCOME	28,987	41,246				
	MISCELLANEOUS REVENUE	(1,793)	(744)		8,000		
	PRIOR YEAR SURPLUS			60,000	261,539	756,772	
	<b>Total</b>	<b>\$ 1,897,049</b>	<b>\$ 1,994,890</b>	<b>\$ 2,092,219</b>	<b>\$ 270,739</b>	<b>\$ 756,772</b>	<b>\$ -</b>
	<b>Local Law Enforcement Block Grant</b>						
	INTERGOVERNMENTAL REVENUES		36,307				
	INVESTMENT INCOME	383	317				
	OPERATING TRANSFERS		3,583				
	<b>Total</b>	<b>\$ 383</b>	<b>\$ 40,207</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>SmartZone LDFA</b>						
	TAXES		313,790	525,000	525,000	770,000	795,400
	INVESTMENT INCOME	3,486	6,626				
	PRIOR YEAR SURPLUS					297,000	
	<b>Total</b>	<b>\$ 3,486</b>	<b>\$ 320,416</b>	<b>\$ 525,000</b>	<b>\$ 525,000</b>	<b>\$ 1,067,000</b>	<b>\$ 795,400</b>
	<b>Communications Office</b>						
	LICENSES, PERMITS & REGISTRATION	1,287,582	1,386,148	1,396,584	1,374,322	1,388,065	1,401,945
	INVESTMENT INCOME	48,880	63,604	36,000	82,177	70,300	70,300
	MISCELLANEOUS REVENUE	1,484	2,186	7,375	64,000	1,000	1,000
	<b>Total</b>	<b>\$ 1,337,946</b>	<b>\$ 1,451,938</b>	<b>\$ 1,439,959</b>	<b>\$ 1,520,499</b>	<b>\$ 1,459,365</b>	<b>\$ 1,473,245</b>
	<b>Homeland Security Grant</b>						
	INTERGOVERNMENTAL REVENUES		659,574				
	<b>Total</b>	<b>\$ -</b>	<b>\$ 659,574</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Parks Rehab &amp; Development Millage</b>						
	TAXES	1,832,398	1,903,448	1,990,721	2,011,427		
	INTERGOVERNMENTAL REVENUES	67,740	38,000				
	INVESTMENT INCOME	74,897	97,836	54,000			
	MISCELLANEOUS REVENUE	31,177	504				
	PRIOR YEAR SURPLUS			136,400		1,900,591	679,885
	CONTRIBUTIONS	52,211					
	<b>Total</b>	<b>\$ 2,058,423</b>	<b>\$ 2,039,788</b>	<b>\$ 2,181,121</b>	<b>\$ 2,011,427</b>	<b>\$ 1,900,591</b>	<b>\$ 679,885</b>
	<b>Major Street</b>						
	INTERGOVERNMENTAL REVENUES	5,886,810	5,760,306	6,522,713	5,795,332	5,819,058	5,847,426
	CHARGES FOR SERVICES	89	922	200	260,000	120,829	135,000
	INVESTMENT INCOME	150,946	182,352	170,000	250,000	250,000	250,000
	MISCELLANEOUS REVENUE	53,011	21,454	42,000	60,000	25,500	25,500
	PRIOR YEAR SURPLUS			1,495,462	1,398,803		
	OPERATING TRANSFERS	541,273	735,540	555,300	592,300	614,443	631,990
	INTRA GOVERNMENTAL SALES	57,329	157,849	125,000	390,000	150,000	165,000
	<b>Total</b>	<b>\$ 6,689,458</b>	<b>\$ 6,858,423</b>	<b>\$ 8,910,675</b>	<b>\$ 8,746,435</b>	<b>\$ 6,979,830</b>	<b>\$ 7,054,916</b>
	<b>Local Street</b>						
	INTERGOVERNMENTAL REVENUES	1,621,716	1,599,145	1,690,958	1,603,142	1,610,158	1,619,214
	INVESTMENT INCOME	36,402	51,230	50,250	70,000	70,000	70,000
	MISCELLANEOUS REVENUE				250	250	250
	OPERATING TRANSFERS	156,136	173,207	150,000	150,000	155,000	159,650
	<b>Total</b>	<b>\$ 1,814,254</b>	<b>\$ 1,823,582</b>	<b>\$ 1,891,208</b>	<b>\$ 1,823,392</b>	<b>\$ 1,835,408</b>	<b>\$ 1,849,114</b>



# Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Court Facilities</b>						
	FINES & FORFEITS	234,433	201,336	225,000	200,000	212,000	212,000
	INVESTMENT INCOME	17,593	32,465				
	PRIOR YEAR SURPLUS			750,000			
	<b>Total</b>	<b>\$ 252,026</b>	<b>\$ 233,801</b>	<b>\$ 975,000</b>	<b>\$ 200,000</b>	<b>\$ 212,000</b>	<b>\$ 212,000</b>
	<b>Open Space &amp; Parkland Preservation</b>						
	TAXES	1,939,530	2,014,851	2,107,434	2,107,434	2,220,776	2,243,201
	INTERGOVERNMENTAL REVENUES	659,337	190,642	466,300	587,000		
	INVESTMENT INCOME	116,040	207,392				
	MISCELLANEOUS REVENUE	(2,284)	318				
	OPERATING TRANSFERS		2,791,935	5,473,596	5,885,926		
	CONTRIBUTIONS	50,000					
	<b>Total</b>	<b>\$2,762,623</b>	<b>\$5,205,138</b>	<b>\$8,047,330</b>	<b>\$8,580,360</b>	<b>\$2,220,776</b>	<b>\$2,243,201</b>
	<b>Bandemer Property</b>						
	CHARGES FOR SERVICES			4,200	4,200	4,200	4,200
	INVESTMENT INCOME	5,228	9,006	4,180	4,180	1,500	172
	MISCELLANEOUS REVENUE	31,000	6,000				
	PRIOR YEAR SURPLUS					275,000	
	<b>Total</b>	<b>\$36,228</b>	<b>\$15,006</b>	<b>\$8,380</b>	<b>\$8,380</b>	<b>\$280,700</b>	<b>\$4,372</b>
	<b>Construction Code Fund</b>						
	LICENSES, PERMITS & REGISTRATION	2,178,826	2,129,668	2,317,219	2,410,583	2,361,000	2,441,643
	INVESTMENT INCOME	4,357	30,240				
	MISCELLANEOUS REVENUE			2,600			
	PRIOR YEAR SURPLUS					528,500	507,203
	OPERATING TRANSFERS	650,000	250,000	100,000	100,000	280,082	287,662
	<b>Total</b>	<b>\$2,833,183</b>	<b>\$2,409,908</b>	<b>\$2,419,819</b>	<b>\$2,510,583</b>	<b>\$3,169,582</b>	<b>\$3,236,508</b>
	<b>Drug Enforcement</b>						
	FINES & FORFEITS	7,768	6,872	7,000	6,258	7,500	7,500
	INVESTMENT INCOME	250	343				
	PRIOR YEAR SURPLUS			5,000	5,000		
	<b>Total</b>	<b>\$8,018</b>	<b>\$7,215</b>	<b>\$12,000</b>	<b>\$11,258</b>	<b>\$7,500</b>	<b>\$7,500</b>
	<b>Federal Equitable Sharing For</b>						
	CHARGES FOR SERVICES		182,120				
	INVESTMENT INCOME	2,608	2,772				
	<b>Total</b>	<b>\$ 2,608</b>	<b>\$ 184,892</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Open Space &amp; Parkland Preservation</b>						
	INVESTMENT INCOME		565,101				
	PRIOR YEAR SURPLUS		20,108,066				
	<b>Total</b>	<b>\$ -</b>	<b>\$ 20,673,167</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Parks Memorials &amp; Contributions</b>						
	INVESTMENT INCOME		54				
	MISCELLANEOUS REVENUE					50,000	50,000
	CONTRIBUTIONS		37,430	70,000	43,200	53,000	59,000
	<b>Total</b>	<b>\$ -</b>	<b>\$ 37,484</b>	<b>\$ 70,000</b>	<b>\$ 43,200</b>	<b>\$ 103,000</b>	<b>\$ 109,000</b>
	<b>Ann Arbor Assistance</b>						
	INVESTMENT INCOME	50	201	50	50	50	50
	CONTRIBUTIONS	4,245	4,778	5,600	5,600	5,950	5,950
	<b>Total</b>	<b>\$ 4,295</b>	<b>\$ 4,979</b>	<b>\$ 5,650</b>	<b>\$ 5,650</b>	<b>\$ 6,000</b>	<b>\$ 6,000</b>

# Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Open Space Endowment</b>						
	OPERATING TRANSFERS			23,867	119,334		
	Total	\$ -	\$ -	\$ 23,867	\$ 119,334	\$ -	\$ -
	<b>Police &amp; Fire Relief</b>						
	INVESTMENT INCOME	13,189	22,804	10,000	25,000	25,000	25,000
	Total	\$ 13,189	\$ 22,804	\$ 10,000	\$ 25,000	\$ 25,000	\$ 25,000
	<b>Cemetery Perpetual Care</b>						
	CHARGES FOR SERVICES	4,135	2,900	4,500	2,800	3,000	3,000
	INVESTMENT INCOME	1,272	1,637				
	Total	\$ 5,407	\$ 4,537	\$ 4,500	\$ 2,800	\$ 3,000	\$ 3,000
	<b>Street Repair Millage</b>						
	TAXES	7,842,949	8,147,440	8,522,664	8,609,868	9,066,437	9,293,098
	CHARGES FOR SERVICES	13,413	205,026				
	INVESTMENT INCOME	363,785	446,026			500,000	500,000
	MISCELLANEOUS REVENUE	(8,758)	26,323				
	PRIOR YEAR SURPLUS			1,785,918			
	OPERATING TRANSFERS	1,737,206	491,532	854,250			
	Total	\$ 9,948,595	\$ 9,316,347	\$ 11,162,832	\$ 8,609,868	\$ 9,566,437	\$ 9,793,098
	<b>Alternative Transportation</b>						
	INTERGOVERNMENTAL REVENUES			484,360			
	INVESTMENT INCOME	(233)	10,475				
	PRIOR YEAR SURPLUS			691,972			
	OPERATING TRANSFERS		375,677	383,191		357,237	357,237
	Total	\$ (233)	\$ 386,152	\$ 1,559,523	\$ -	\$ 357,237	\$ 357,237
	<b>Michigan Justice Training</b>						
	INTERGOVERNMENTAL REVENUES	53,234	36,561	30,000	31,000	30,000	30,000
	INVESTMENT INCOME	1,754	2,755	1,000			
	PRIOR YEAR SURPLUS			15,000	15,000		
	Total	\$ 54,988	\$ 39,316	\$ 46,000	\$ 46,000	\$ 30,000	\$ 30,000
	<b>Affordable Housing</b>						
	INVESTMENT INCOME	13,349	19,929	5,000	5,000	5,000	
	MISCELLANEOUS REVENUE	115,074	108,320	14,900	60,000	5,000	5,000
	PRIOR YEAR SURPLUS			716,859	663,530	498,917	7,718
	OPERATING TRANSFERS	100,000	100,000	100,000	100,000	100,000	100,000
	CONTRIBUTIONS		1,000	46,000	76,000		
	Total	\$ 228,423	\$ 229,249	\$ 882,759	\$ 904,530	\$ 608,917	\$ 112,718
	<b>Park Maint. &amp; Capital Improvement</b>						
	TAXES					5,088,192	5,255,739
	CHARGES FOR SERVICES					1,300	1,300
	MISCELLANEOUS REVENUE					8,000	8,000
	Total	\$ -	\$ -	\$ -	\$ -	\$ 5,097,492	\$ 5,265,039
	<b>Comm Develop Block Grant</b>						
	INTERGOVERNMENTAL REVENUES	1,250,662	1,288,754	2,367,330	2,174,009	1,175,111	1,122,605
	MISCELLANEOUS REVENUE	50,345					
	Total	\$ 1,301,007	\$ 1,288,754	\$ 2,367,330	\$ 2,174,009	\$ 1,175,111	\$ 1,122,605

# Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Home Program</b>						
	INTERGOVERNMENTAL REVENUES	2,035,866	1,320,423	2,692,282	2,834,782	912,584	867,454
	MISCELLANEOUS REVENUE	4,866					
	<b>Total</b>	<b>\$ 2,040,732</b>	<b>\$ 1,320,423</b>	<b>\$ 2,692,282</b>	<b>\$ 2,834,782</b>	<b>\$ 912,584</b>	<b>\$ 867,454</b>
	<b>Major Grant Programs Fund</b>						
	INTERGOVERNMENTAL REVENUES		543,814	22,750			
	INVESTMENT INCOME	(1,715)					
	OPERATING TRANSFERS		31,779	112,100			
	CONTRIBUTIONS		3,002				
	INTRAGOVERNMENTAL SALES		86,271				
	<b>Total</b>	<b>\$ (1,715)</b>	<b>\$ 664,866</b>	<b>\$ 134,850</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	<b>Tree Removal &amp; Disposal</b>						
	INVESTMENT INCOME		26,109				
	PRIOR YEAR SURPLUS			270,000			
	OPERATING TRANSFERS		2,144,178	139,956		678,005	175,860
	<b>Total</b>	<b>\$ -</b>	<b>\$ 2,170,287</b>	<b>\$ 409,956</b>	<b>\$ -</b>	<b>\$ 678,005</b>	<b>\$ 175,860</b>
	<b>Metro Expansion</b>						
	LICENSES, PERMITS & REGISTRATION		500				
	INTERGOVERNMENTAL REVENUES		687,058	350,000	687,058	345,000	345,000
	INVESTMENT INCOME		8,685				
	<b>Total</b>	<b>\$ -</b>	<b>\$ 696,243</b>	<b>\$ 350,000</b>	<b>\$ 687,058</b>	<b>\$ 345,000</b>	<b>\$ 345,000</b>
Component Unit	<b>DDA/Housing Fund</b>						
	INVESTMENT INCOME	17,573	(59)	30,469	38,107	36,000	36,000
	PRIOR YEAR SURPLUS						1,603,131
	OPERATING TRANSFERS			200,000	200,000	200,000	200,000
	<b>Total</b>	<b>\$ 17,573</b>	<b>\$ (59)</b>	<b>\$ 230,469</b>	<b>\$ 238,107</b>	<b>\$ 236,000</b>	<b>\$ 1,839,131</b>
	<b>Downtown Development Authority</b>						
	TAXES			3,389,181	3,389,181	3,475,000	3,545,000
	INVESTMENT INCOME	107,218		217,586	210,177	210,000	210,000
	MISCELLANEOUS REVENUE		22,750			25,000	25,000
	PRIOR YEAR SURPLUS			457,094	467,817		5,394,625
	<b>Total</b>	<b>\$ 107,218</b>	<b>\$ 22,750</b>	<b>\$ 4,063,861</b>	<b>\$ 4,067,175</b>	<b>\$ 3,710,000</b>	<b>\$ 9,174,625</b>
	<b>DDA Sidewalk &amp; Streetscapes</b>						
	INVESTMENT INCOME			11,460	16,114	15,000	15,000
	OPERATING TRANSFERS			420,000	420,000	420,000	420,000
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 431,460</b>	<b>\$ 436,114</b>	<b>\$ 435,000</b>	<b>\$ 435,000</b>
	<b>DDA Parking Maintenance</b>						
	INVESTMENT INCOME			75,250	59,255	60,000	60,000
	PRIOR YEAR SURPLUS			137,615	153,610	201,395	
	OPERATING TRANSFERS			1,162,135	1,162,135	2,093,605	2,093,605
	<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,375,000</b>	<b>\$ 1,375,000</b>	<b>\$ 2,355,000</b>	<b>\$ 2,153,605</b>
	<b>DDA Parking System</b>						
	CHARGES FOR SERVICES			10,787,604	10,787,604	13,017,077	13,017,077
	INVESTMENT INCOME	(8,613)		221,838	264,261	210,000	200,000
	MISCELLANEOUS REVENUE	1,797	17,357	500	500	1,000	1,000
	PRIOR YEAR SURPLUS			1,893,798	1,854,688	1,184,385	5,397,643
	OPERATING TRANSFERS	403,040					
	<b>Total</b>	<b>\$ 396,224</b>	<b>\$ 17,357</b>	<b>\$ 12,903,740</b>	<b>\$ 12,907,053</b>	<b>\$ 14,412,462</b>	<b>\$ 18,615,720</b>

# Revenue Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
City Totals	<b>Total City Revenues</b>						
	TAXES	69,535,685	72,820,592	79,459,260	78,081,411	84,902,440	87,453,242
	LICENSES, PERMITS & REGISTRATION	5,071,059	4,671,653	4,921,385	4,969,400	4,961,994	5,090,370
	INTERGOVERNMENTAL REVENUES	23,230,862	23,691,481	25,860,755	25,356,865	20,889,391	20,405,684
	CHARGES FOR SERVICES	47,870,714	52,026,128	64,996,074	65,384,924	70,172,262	73,303,562
	FINES & FORFEITS	5,787,273	5,812,881	5,621,745	5,610,970	6,071,865	6,401,865
	INVESTMENT INCOME	42,411,127	50,722,002	2,969,595	38,016,247	33,549,953	34,612,774
	MISCELLANEOUS REVENUE	1,220,350	1,198,514	707,359	1,266,335	1,077,776	3,431,368
	PRIOR YEAR SURPLUS			47,332,683	7,828,816	8,744,232	45,561,590
	OPERATING TRANSFERS	39,560,531	50,138,195	52,675,502	50,435,186	49,923,356	57,990,261
	CONTRIBUTIONS	587,933	511,175	392,538	518,090	184,450	179,950
	SALE OF BONDS		20,108,066			22,307,074	21,108,040
	INTRA GOVERNMENTAL SALES	8,854,408	10,531,659	11,358,786	11,366,616	11,299,260	11,545,240
	<b>Total</b>	<b>\$244,129,942</b>	<b>\$292,232,346</b>	<b>\$296,295,682</b>	<b>\$288,834,860</b>	<b>\$314,084,053</b>	<b>\$367,083,946</b>

## Changes in Key Assumptions

	<u>FY 2008</u>	<u>FY 2009</u>
<b><u>Revenue Growth</u></b>		
Taxes	4.3%	3.3%
Licenses, permits & reg.	0.0%	0.0%
State shared revenues	-4.0%	-4.0%
Charges for services	2.0%	2.0%
<b><u>Expenditure Growth</u></b>		
Regular Wages	Subject to collective bargaining	
Employee health insurance	-5.0%	10.0%
Pension Contribution	47.0%	13.4%
Retiree health insurance	14.0%	14.0%
WC, life, vision, dental,DC	6.0%	6.0%

## Definition of Expenditure Categories

---

### **PERSONNEL SERVICES**

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

### **PAYROLL FRINGES**

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

### **OTHER SERVICES**

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

### **MATERIALS AND SUPPLIES**

This category includes consumable items costing less than \$2,500 with an estimated life of less than two years. Items include office supplies, chemicals, parts, sign materials, road salt, etc.

### **OTHER CHARGES**

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

### **PASS-THROUGHS**

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

### **CAPITAL OUTLAY**

This category includes all purchases in excess of \$2,500 of a capital nature. Vehicles and heavy equipment are excellent examples of normal expenditures in this category.

### **VEHICLE OPERATING COSTS**

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

### **COMMUNITY DEVELOPMENT RECIPIENTS**

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

FY 2008 All Funds Expenditure Analysis by Service Area

	Total Expenditures	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0010 GENERAL	\$80,514,451	\$338,764	\$1,906,524	\$2,751,986	\$7,507,179	\$4,418,448	\$8,004,144	\$39,506,307	\$4,241,375	\$11,839,724	
0018 PARKS REHAB & DEVELOPMENT MILLAGE	1,900,591				1,900,591						
0006 PARKS REPAIR & RESTORATION MILLAGE	756,772				200,372		556,400				
0024 OPEN SPACE & PARKLAND PRESERVATION	2,211,965				2,211,965						
0070 AFFORDABLE HOUSING	601,199				601,199						
0038 ANN ARBOR ASSISTANCE	6,000				6,000						
0061 ALTERNATIVE TRANSPORTATION	357,237				13,407		343,830				
0025 BANDEMER PROPERTY	276,619				276,619						
0054 CEMETERY PERPETUAL CARE	3,000						3,000				
0078 COMMUNITY DEVELOPMENT BLOCK GRANT	1,175,111				1,175,111						
0016 COMMUNITY TELEVISION NETWORK	1,459,365			1,459,365							
0026 CONSTRUCTION CODE FUND	3,143,563				3,143,563						
0023 COURT FACILITIES	204,042								204,042		
0027 DRUG ENFORCEMENT	7,500							7,500			
0002 ENERGY PROJECTS	325,137						325,137				
0090 HOME PROGRAM	912,584				912,584						
0022 LOCAL STREET	1,835,408						1,835,408				
0021 MAJOR STREET	6,979,830						6,979,830				
0036 METRO EXPANSION	345,000						345,000				
0064 MICHIGAN JUSTICE TRAINING	24,800							24,800			
0079 TREE REMOVAL AND DISPOSAL	678,005						678,005				
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,077,190				1,201,443		3,875,747				
0034 PARKS MEMORIALS & CONTRIBUTIONS	93,448				93,448						
0062 STREET REPAIR MILLAGE	9,566,437						9,566,437				
0055 ELIZABETH R DEAN TRUST	86,799						86,799				
0059 EMPLOYEES RETIREMENT SYSTEM	27,180,269										27,180,269
0052 VEBA TRUST	227,900										227,900
0035 GENERAL DEBT SERVICE	7,196,519									7,196,519	
0060 GENERAL DEBT/SPECIAL ASSESSMENTS	163,647									163,647	
0003 DOWNTOWN DEVELOPMENT AUTHORITY	3,665,880										3,665,880
0063 DDA PARKING SYSTEM	14,412,462										14,412,462

	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	73,076										73,076
0033 DDA PARKING MAINTENANCE	2,355,000										2,355,000
0030 DDA-SIDEWALK & STREETSCAPES	435,000										435,000
0009 MI EDC SMART ZONE GRANT	1,067,000										1,067,000
0088 SEWER BOND PENDING	11,959,914						11,959,914				
0089 WATER BOND PENDING	8,695,160						8,695,160				
0091 SIDEWALK IMPROVEMENT	487,713						487,713				
0011 CENTRAL STORES	1,415,104						1,415,104				
0012 FLEET SERVICES	6,665,231						6,665,231				
0014 INFORMATION TECHNOLOGY	7,023,673					7,023,673					
0015 PARKS SERVICE HEADQUARTERS	46,543						46,543				
0057 RISK FUND	23,019,699			19,778,834		3,089,299	151,566				
0049 PROJECT MANAGEMENT	3,140,481						3,140,481				
0048 AIRPORT	2,347,915						2,347,915				
0047 GOLF ENTERPRISE	1,338,233				1,338,233						
0046 MARKET	133,699				133,699						
0043 SEWAGE DISPOSAL SYSTEM	18,260,206						18,260,206				
0072 SOLID WASTE FUND	13,239,571						13,239,571				
0069 STORMWATER SEWER SYSTEM	5,123,718						5,123,718				
0042 WATER SUPPLY SYSTEM	20,752,868						20,752,868				
	<b>\$298,968,534</b>	<b>\$338,764</b>	<b>\$1,906,524</b>	<b>\$23,990,185</b>	<b>\$20,715,413</b>	<b>\$14,531,420</b>	<b>\$124,885,727</b>	<b>\$39,538,607</b>	<b>\$4,445,417</b>	<b>\$19,199,890</b>	<b>\$49,416,587</b>



FY 2009 All Funds Expenditure Analysis by Service Area

	Total Expenditures	Mayor & Council	City Attorney	City Administrator	Community Services	Financial Services	Public Services	Safety Services	15th District Court	Non-departmental	Other
0010 GENERAL	83,655,992	342,130	1,985,769	3,015,155	7,474,180	4,697,785	8,235,544	40,916,329	4,486,318	12,502,782	
0018 PARKS REHAB & DEVELOPMENT MILLAGE	679,885				679,885						
0024 OPEN SPACE & PARKLAND PRESERVATION	2,229,290				2,229,290						
0070 AFFORDABLE HOUSING	52,646				52,646						
0038 ANN ARBOR ASSISTANCE	6,000				6,000						
0061 ALTERNATIVE TRANSPORTATION	357,237				13,965		343,272				
0025 BANDEMER PROPERTY	1,656				1,656						
0054 CEMETERY PERPETUAL CARE	3,000						3,000				
0078 COMMUNITY DEVELOPMENT BLOCK GRANT	1,122,605				1,122,605						
0016 COMMUNITY TELEVISION NETWORK	1,473,245			1,473,245							
0026 CONSTRUCTION CODE FUND	3,236,508				3,236,508						
0023 COURT FACILITIES	207,123								207,123		
0027 DRUG ENFORCEMENT	7,500							7,500			
0002 ENERGY PROJECTS	158,016						158,016				
0090 HOME PROGRAM	867,454				867,454						
0022 LOCAL STREET	1,849,114						1,849,114				
0021 MAJOR STREET	7,054,916						7,054,916				
0036 METRO EXPANSION	345,000						345,000				
0064 MICHIGAN JUSTICE TRAINING	24,800							24,800			
0079 TREE REMOVAL AND DISPOSAL	175,860						175,860				
0071 PARK MAINTENANCE & CAPITAL IMPROVEMENTS	5,244,737				1,236,992		4,007,745				
0034 PARKS MEMORIALS & CONTRIBUTIONS	97,544				97,544						
0062 STREET REPAIR MILLAGE	9,793,098						9,793,098				
0055 ELIZABETH R DEAN TRUST	86,853						86,853				
0059 EMPLOYEES RETIREMENT SYSTEM	28,488,533										28,488,533
0052 VEBA TRUST	245,279										245,279
0035 GENERAL DEBT SERVICE	7,197,873									7,197,873	
0060 GENERAL DEBT/SPECIAL ASSESSMENTS	157,805									157,805	
0003 DOWNTOWN DEVELOPMENT AUTHORITY	9,174,625										9,174,625
0063 DDA PARKING SYSTEM	18,615,720										18,615,720
0001 DDA/HOUSING FUND	1,839,131										1,839,131
0033 DDA PARKING MAINTENANCE	1,791,527										1,791,527

**FY 2009 All Funds Expenditure Analysis by Service Area**

	<u>Total Expenditures</u>	<u>Mayor &amp; Council</u>	<u>City Attorney</u>	<u>City Administrator</u>	<u>Community Services</u>	<u>Financial Services</u>	<u>Public Services</u>	<u>Safety Services</u>	<u>15th District Court</u>	<u>Non-departmental</u>	<u>Other</u>
0030 DDA-SIDEWALK & STREETSCAPES	435,000										435,000
0009 MI EDC SMART ZONE GRANT	795,400										795,400
0008 CIVIC CENTER	9,531,925						9,531,925				
0088 SEWER BOND PENDING	41,451,775						41,451,775				
0089 WATER BOND PENDING	9,656,265						9,656,265				
0091 SIDEWALK IMPROVEMENT	488,567						488,567				
0011 CENTRAL STORES	1,438,223						1,438,223				
0012 FLEET SERVICES	6,292,972						6,292,972				
0014 INFORMATION TECHNOLOGY	6,961,421					6,961,421					
0015 PARKS SERVICE HEADQUARTERS	43,508						43,508				
0057 RISK FUND	25,039,787			21,694,044		3,192,482	153,261				
0049 PROJECT MANAGEMENT	3,168,363						3,168,363				
0048 AIRPORT	710,842						710,842				
0047 GOLF ENTERPRISE	1,369,970				1,369,970						
0046 MARKET	136,576				136,576						
0043 SEWAGE DISPOSAL SYSTEM	19,196,188						19,196,188				
0072 SOLID WASTE FUND	13,595,234						13,595,234				
0069 STORMWATER SEWER SYSTEM	5,696,783						5,696,783				
0042 WATER SUPPLY SYSTEM	21,123,099						21,123,099				
	<b>\$353,372,470</b>	<b>\$342,130</b>	<b>\$1,985,769</b>	<b>\$26,182,444</b>	<b>\$18,525,271</b>	<b>\$14,851,688</b>	<b>\$164,599,423</b>	<b>\$40,948,629</b>	<b>\$4,693,441</b>	<b>\$19,858,460</b>	<b>\$61,385,215</b>

# Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009	
General	<b>General</b>							
	PERSONNEL SERVICES	37,680,570	35,181,556	33,868,851	34,097,770	32,710,505	32,609,761	
	PAYROLL FRINGES/INSURANCE	13,223,832	13,530,003	16,055,792	15,973,430	19,161,180	21,054,726	
	OTHER SERVICES	8,343,997	8,633,304	9,604,035	9,756,954	9,191,851	9,862,982	
	MATERIALS & SUPPLIES	1,262,780	1,197,195	1,235,523	1,264,340	1,161,555	1,224,515	
	OTHER CHARGES	1,003,915	3,766,941	5,779,366	5,434,529	5,781,600	6,381,276	
	PASS THROUGHS	12,704,423	10,347,551	9,948,016	9,847,782	10,208,565	10,521,223	
	CAPITAL OUTLAY	163,292	158,004	347,800	175,350	531,079	313,073	
	VEHICLE OPERATING COSTS	256,087	29,432	40,525	39,720	20,080	20,135	
	COMMUNITY DEVELOPMENT RECIPIENTS	1,465,415	1,413,636	1,344,765	1,354,604	1,331,864	1,252,979	
	EMPLOYEE ALLOWANCES	421,829	441,578	366,156	418,279	416,172	415,322	
	<b>Total</b>		<b>\$76,526,140</b>	<b>\$74,699,200</b>	<b>\$78,590,829</b>	<b>\$78,362,758</b>	<b>\$80,514,451</b>	<b>\$83,655,992</b>
	Debt Service	<b>General Debt Service</b>						
OTHER SERVICES		773	1,850		1,850	2,000	2,000	
OTHER CHARGES		4,375,825	4,802,025	6,982,668	6,816,538	7,194,519	7,195,873	
<b>Total</b>		<b>\$4,376,598</b>	<b>\$4,803,875</b>	<b>\$6,982,668</b>	<b>\$6,818,388</b>	<b>\$7,196,519</b>	<b>\$7,197,873</b>	
	<b>Special Assessments</b>							
	OTHER CHARGES	494,968	438,478	413,369	412,419	163,647	157,805	
	PASS THROUGHS		210,820					
	<b>Total</b>	<b>\$494,968</b>	<b>\$649,298</b>	<b>\$413,369</b>	<b>\$412,419</b>	<b>\$163,647</b>	<b>\$157,805</b>	
Capital Projects	<b>General Capital Improvements</b>							
	PERSONNEL SERVICES	4,556						
	PAYROLL FRINGES/INSURANCE	779						
	OTHER SERVICES	109,823						
	MATERIALS & SUPPLIES	1,144						
	PASS THROUGHS	533,442						
	CAPITAL OUTLAY	382,066						
	<b>Total</b>	<b>\$1,031,810</b>						
		<b>Sidewalk Improvement</b>						
		PERSONNEL SERVICES			50,000	42,000	42,007	42,382
		PAYROLL FRINGES/INSURANCE					5,706	6,185
		OTHER SERVICES			600,000	440,000	440,000	440,000
	<b>Total</b>			<b>\$650,000</b>	<b>\$482,000</b>	<b>\$487,713</b>	<b>\$488,567</b>	
	<b>Maintenance Facility</b>							
	PERSONNEL SERVICES	2,470						
	PAYROLL FRINGES/INSURANCE	242						
	OTHER SERVICES	301,460						
<b>Total</b>	<b>\$304,172</b>							
	<b>Civic Center</b>							
	OTHER CHARGES						9,531,925	
<b>Total</b>						<b>\$9,531,925</b>		
Enterprise	<b>Hydropower Operating Fund</b>							
	OTHER SERVICES	238						
	OTHER CHARGES	253,235						
	PASS THROUGHS	400,000						
	CAPITAL OUTLAY	(44,747)						
<b>Total</b>	<b>\$608,726</b>							

## Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Water Supply System</b>						
	PERSONNEL SERVICES	3,949,398	4,230,156	4,002,775	3,803,599	4,025,581	4,026,922
	PAYROLL FRINGES/INSURANCE	1,698,912	1,725,623	1,982,662	1,846,513	2,379,626	2,603,776
	OTHER SERVICES	3,019,744	3,741,185	4,407,088	3,692,794	4,067,240	4,371,531
	MATERIALS & SUPPLIES	1,580,510	1,684,212	1,969,528	2,018,807	2,117,067	2,153,422
	OTHER CHARGES	5,446,145	5,427,421	7,400,273	5,464,068	6,474,723	6,867,894
	PASS THROUGHGS	498,433	3,820,651	(470,063)	356,087	448,220	445,542
	CAPITAL OUTLAY	(832,430)	(437,745)	976,469	396,650	1,024,611	435,712
	VEHICLE OPERATING COSTS	60,028	108,554	181,400	269,100	215,800	218,300
	<b>Total</b>	<b>\$15,420,740</b>	<b>\$20,300,057</b>	<b>\$20,450,132</b>	<b>\$17,847,618</b>	<b>\$20,752,868</b>	<b>\$21,123,099</b>
	<b>Water Bond Pending Series</b>						
	OTHER CHARGES					8,695,160	9,656,265
	<b>Total</b>					<b>\$8,695,160</b>	<b>\$9,656,265</b>
	<b>Sewage Disposal System</b>						
	PERSONNEL SERVICES	2,699,586	3,154,922	3,380,388	3,175,186	3,539,005	3,459,749
	PAYROLL FRINGES/INSURANCE	958,477	1,300,902	1,554,071	1,554,813	1,931,771	2,099,263
	OTHER SERVICES	2,929,178	2,448,058	3,698,074	2,957,322	3,891,204	3,928,938
	MATERIALS & SUPPLIES	695,077	675,216	805,750	766,524	822,120	866,240
	OTHER CHARGES	6,583,683	5,670,960	8,755,753	7,062,743	6,311,016	7,376,728
	PASS THROUGHGS	903,372	5,380,837	1,243,607	1,206,607	939,999	964,656
	CAPITAL OUTLAY	(173,972)	(23,043)	266,250	159,298	661,391	333,414
	VEHICLE OPERATING COSTS	69,544	107,972	190,350	195,870	163,700	167,200
	<b>Total</b>	<b>\$14,664,945</b>	<b>\$18,715,824</b>	<b>\$19,894,243</b>	<b>\$17,078,363</b>	<b>\$18,260,206</b>	<b>\$19,196,188</b>
	<b>Sewer Bond Pending Series</b>						
	OTHER CHARGES					11,959,914	41,451,775
	<b>Total</b>					<b>\$11,959,914</b>	<b>\$41,451,775</b>
	<b>Parking System</b>						
	OTHER SERVICES		4,780				
	OTHER CHARGES	911,485	1,636,350				
	<b>Total</b>	<b>\$911,485</b>	<b>\$1,641,130</b>				
	<b>Market</b>						
	PERSONNEL SERVICES	44,349	50,058	48,138	48,138	38,100	37,896
	PAYROLL FRINGES/INSURANCE	5,272	13,163	20,263	20,263	18,492	19,656
	OTHER SERVICES	28,515	20,431	25,198	22,425	26,425	27,037
	MATERIALS & SUPPLIES	10,805	3,383	7,500	6,300	7,550	7,550
	OTHER CHARGES	26,949	37,719	36,064	36,084	43,132	44,437
	<b>Total</b>	<b>\$115,890</b>	<b>\$124,754</b>	<b>\$137,163</b>	<b>\$133,210</b>	<b>\$133,699</b>	<b>\$136,576</b>
	<b>Golf Enterprise</b>						
	PERSONNEL SERVICES	447,968	450,483	511,670	454,335	523,692	532,308
	PAYROLL FRINGES/INSURANCE	106,506	111,276	136,919	132,256	158,043	172,301
	OTHER SERVICES	46,065	56,638	101,410	90,210	105,048	105,858
	MATERIALS & SUPPLIES	121,821	140,345	202,925	138,961	187,660	188,660
	OTHER CHARGES	345,167	287,205	302,774	282,853	296,155	303,208
	PASS THROUGHGS	121,770	124,920	27,780	27,780	27,780	27,780
	VEHICLE OPERATING COSTS	35,778	39,188	40,765	32,160	39,855	39,855
	<b>Total</b>	<b>\$1,225,075</b>	<b>\$1,210,055</b>	<b>\$1,324,243</b>	<b>\$1,158,555</b>	<b>\$1,338,233</b>	<b>\$1,369,970</b>

# Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Airport</b>						
	PERSONNEL SERVICES	276,812	281,049	245,238	242,962	188,046	188,417
	PAYROLL FRINGES/INSURANCE	123,960	141,538	145,918	145,729	146,438	161,166
	OTHER SERVICES	198,858	224,489	87,896	83,764	91,981	101,125
	MATERIALS & SUPPLIES	28,042	29,047	23,598	42,000	26,950	29,050
	OTHER CHARGES	216,710	208,195	328,337	254,392	1,808,141	168,440
	PASS THROUGH	2,885	9,218	8,786	8,975	8,859	9,144
	CAPITAL OUTLAY			6,500		60,000	35,000
	VEHICLE OPERATING COSTS	16,131	20,195	16,300	15,400	17,500	18,500
	<b>Total</b>	<b>\$863,398</b>	<b>\$913,731</b>	<b>\$862,573</b>	<b>\$793,222</b>	<b>\$2,347,915</b>	<b>\$710,842</b>
	<b>Stormwater Sewer System</b>						
	PERSONNEL SERVICES	717,357	644,012	698,418	773,706	770,976	776,159
	PAYROLL FRINGES/INSURANCE	140,808	200,705	223,579	244,160	302,407	322,935
	OTHER SERVICES	448,551	424,677	1,319,371	755,844	1,057,748	1,014,996
	MATERIALS & SUPPLIES	50,086	45,961	170,275	97,900	103,450	93,550
	OTHER CHARGES	369,326	337,592	444,364	727,674	756,845	771,105
	PASS THROUGH	437,515	524,478	1,001,418	408,718	414,268	426,340
	CAPITAL OUTLAY	(112,510)	(107,624)	1,086,200	1,082,500	1,688,288	2,261,962
	VEHICLE OPERATING COSTS	5,947	10,915	42,230	37,280	29,736	29,736
	<b>Total</b>	<b>\$2,057,080</b>	<b>\$2,080,716</b>	<b>\$4,985,855</b>	<b>\$4,127,782</b>	<b>\$5,123,718</b>	<b>\$5,696,783</b>
	<b>Solid Waste Fund</b>						
	PERSONNEL SERVICES	2,143,594	2,042,805	1,902,323	1,721,609	2,046,330	2,075,156
	PAYROLL FRINGES/INSURANCE	780,248	911,258	1,018,118	928,615	1,183,562	1,294,394
	OTHER SERVICES	3,392,560	4,824,719	5,108,297	5,345,180	5,703,767	5,887,005
	MATERIALS & SUPPLIES	77,054	86,464	73,730	115,061	263,160	264,360
	OTHER CHARGES	1,717,465	2,031,626	1,459,300	2,497,864	2,533,345	2,677,270
	PASS THROUGH	837,802	669,981	948,529	638,427	1,035,080	1,040,913
	CAPITAL OUTLAY	(902,565)	(26,358)	1,208,617	804,575	150,000	25,000
	VEHICLE OPERATING COSTS	92,078	162,081	347,575	177,630	324,327	331,136
	<b>Total</b>	<b>\$8,138,236</b>	<b>\$10,702,576</b>	<b>\$12,066,489</b>	<b>\$12,228,961</b>	<b>\$13,239,571</b>	<b>\$13,595,234</b>
	<b>Solid Waste Bond Issue 1990</b>						
	PERSONNEL SERVICES	(299)					
	<b>Total</b>	<b>(\$299)</b>					
Internal Service	<b>Central Stores</b>						
	PERSONNEL SERVICES	162,124	135,932	184,808	159,790	221,947	225,669
	PAYROLL FRINGES/INSURANCE	71,686	75,878	108,014	89,595	155,720	171,736
	OTHER SERVICES	105,198	112,597	159,525	149,600	138,859	142,409
	MATERIALS & SUPPLIES	590,646	621,166	803,100	799,350	812,950	813,462
	OTHER CHARGES	53,908	51,890	83,242	83,617	38,707	37,325
	PASS THROUGH	8,661	5,835	6,127	6,127	46,921	47,622
	<b>Total</b>	<b>\$992,223</b>	<b>\$1,003,298</b>	<b>\$1,344,816</b>	<b>\$1,288,079</b>	<b>\$1,415,104</b>	<b>\$1,438,223</b>
	<b>Fleet Services</b>						
	PERSONNEL SERVICES	939,721	1,002,687	922,289	910,168	970,329	986,366
	PAYROLL FRINGES/INSURANCE	356,859	398,582	435,196	435,218	536,438	585,017
	OTHER SERVICES	72,859	88,095	82,589	83,869	41,445	43,254
	MATERIALS & SUPPLIES	16,590	20,329	15,132	16,350	15,450	16,000
	OTHER CHARGES	1,264,885	1,157,014	264,411	264,411	289,481	322,630
	PASS THROUGH	516,681	1,738,106	669,912	669,912	791,686	861,090
	CAPITAL OUTLAY	(17,273)	3,092	1,311,784	1,633,808	2,430,422	1,840,275
	VEHICLE OPERATING COSTS	1,310,440	1,388,628	1,312,450	1,399,757	1,589,980	1,638,340
	<b>Total</b>	<b>\$4,460,762</b>	<b>\$5,796,533</b>	<b>\$5,013,763</b>	<b>\$5,413,493</b>	<b>\$6,665,231</b>	<b>\$6,292,972</b>

# Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Information Technology</b>						
	PERSONNEL SERVICES		1,096,433	1,519,128	1,519,128	1,677,031	1,717,599
	PAYROLL FRINGES/INSURANCE		388,208	585,359	585,359	772,056	828,480
	OTHER SERVICES	30,800	861,709	2,351,943	2,336,943	1,545,478	1,491,618
	MATERIALS & SUPPLIES		19,659	15,000	15,000	15,000	15,000
	OTHER CHARGES	31,680	561,804	1,412,870	1,427,870	2,255,790	2,229,298
	PASS THROUGH					8,316	8,316
	CAPITAL OUTLAY	34,254	171,603	945,318	945,318	750,002	671,110
	<b>Total</b>	<b>\$96,734</b>	<b>\$3,099,416</b>	<b>\$6,829,618</b>	<b>\$6,829,618</b>	<b>\$7,023,673</b>	<b>\$6,961,421</b>
	<b>Parks Service Headquarters</b>						
	PERSONNEL SERVICES	24,374	31,751	38,193	6,000		
	PAYROLL FRINGES/INSURANCE	7,510	10,480	16,662	3,680		
	OTHER SERVICES	60,748	67,833	74,224	70,500	35,500	36,760
	MATERIALS & SUPPLIES	6,148	8,521	4,400	4,400	500	500
	OTHER CHARGES	21,467	13,031	11,919	10,476	10,543	6,248
	<b>Total</b>	<b>\$120,247</b>	<b>\$131,616</b>	<b>\$145,398</b>	<b>\$95,056</b>	<b>\$46,543</b>	<b>\$43,508</b>
	<b>Project Management</b>						
	PERSONNEL SERVICES		1,009,988	1,626,037	1,629,805	1,804,200	1,775,693
	PAYROLL FRINGES/INSURANCE		328,968	631,351	639,924	801,959	864,545
	OTHER SERVICES		85,824	125,783	127,745	170,948	153,785
	MATERIALS & SUPPLIES		8,763	18,375	13,175	11,150	10,911
	OTHER CHARGES		532,314	611,223	611,223	295,938	305,496
	PASS THROUGH		48,042	50,444	50,444	51,286	52,933
	CAPITAL OUTLAY		5,631	8,015	6,000	5,000	5,000
	VEHICLE OPERATING COSTS		1,738				
	<b>Total</b>		<b>\$2,021,268</b>	<b>\$3,071,228</b>	<b>\$3,078,316</b>	<b>\$3,140,481</b>	<b>\$3,168,363</b>
	<b>Risk Management</b>						
	PERSONNEL SERVICES	244,833	135,267	247,538	205,190	257,930	258,380
	PAYROLL FRINGES/INSURANCE	148,673	57,968	110,844	86,465	136,509	148,470
	OTHER SERVICES	942,403	1,184,190	960,172	574,000	702,551	727,379
	MATERIALS & SUPPLIES	4,791	3,822	37,000	7,700	33,250	33,250
	OTHER CHARGES	17,792,156	14,109,413	18,506,555	18,271,203	19,316,237	21,286,200
	PASS THROUGH	1,925,000	664,178			2,573,222	2,586,108
	<b>Total</b>	<b>\$21,057,856</b>	<b>\$16,154,838</b>	<b>\$19,862,109</b>	<b>\$19,144,558</b>	<b>\$23,019,699</b>	<b>\$25,039,787</b>
Fiduciary Trust	<b>Elizabeth R Dean Trust</b>						
	PERSONNEL SERVICES	22,655	12,989	32,328	61,347	50,882	52,210
	PAYROLL FRINGES/INSURANCE	7,707	8,201	13,568	1,669	6,665	7,157
	OTHER SERVICES	3,077	8,719	14,256		12,885	10,890
	MATERIALS & SUPPLIES	7,004	11,149	13,710	26,805	14,568	14,743
	OTHER CHARGES	252	7,130	15,959	48	44	46
	PASS THROUGH					1,755	1,807
	<b>Total</b>	<b>\$40,695</b>	<b>\$48,188</b>	<b>\$89,821</b>	<b>\$89,869</b>	<b>\$86,799</b>	<b>\$86,853</b>
Pension Trust	<b>VEBA Trust</b>						
	OTHER SERVICES	195,003	187,938	154,250	106,310	227,575	244,950
	MATERIALS & SUPPLIES			250		250	250
	OTHER CHARGES		72	80	80	75	79
	<b>Total</b>	<b>\$195,003</b>	<b>\$188,010</b>	<b>\$154,580</b>	<b>\$106,390</b>	<b>\$227,900</b>	<b>\$245,279</b>
	<b>Employees Retirement System</b>						
	PERSONNEL SERVICES	291,197	251,506	242,336	282,850	257,529	265,385
	PAYROLL FRINGES/INSURANCE	21,573,772	22,632,734	22,401,087	23,869,461	24,116,261	25,325,483
	OTHER SERVICES	1,764,175	1,888,430	2,330,350	1,809,788	1,719,450	1,812,250
	MATERIALS & SUPPLIES	4,273	2,713	8,000	2,275	6,000	6,060
	OTHER CHARGES	546,874	671,589	527,214	1,375,576	1,079,029	1,077,355
	PASS THROUGH	2,974,644	6,997,668	7,987,158			
	CAPITAL OUTLAY		2,207	10,000		2,000	2,000
	<b>Total</b>	<b>\$27,154,935</b>	<b>\$32,446,847</b>	<b>\$33,506,145</b>	<b>\$27,339,950</b>	<b>\$27,180,269</b>	<b>\$28,488,533</b>

# Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
Special Revenue	<b>Energy Projects</b>						
	PERSONNEL SERVICES		14,240	20,000	22,000	14,477	14,477
	PAYROLL FRINGES/INSURANCE		1,131		2,100		
	OTHER SERVICES	950	605		2,000	1,000	1,000
	OTHER CHARGES	3,768	950	127	127	2,441	2,539
	PASS THROUGHGS	10,000					
	CAPITAL OUTLAY	466	100,999	140,000	140,000	307,219	140,000
	<b>Total</b>	<b>\$15,184</b>	<b>\$117,925</b>	<b>\$160,127</b>	<b>\$166,227</b>	<b>\$325,137</b>	<b>\$158,016</b>
	<b>Parks Maintenance &amp; Repair Millage</b>						
	OTHER SERVICES	(432)					
	PASS THROUGHGS			68,000			
	<b>Total</b>	<b>(\$432)</b>		<b>\$68,000</b>			
	<b>Parks Repair And Restoration Millage</b>						
	PERSONNEL SERVICES	649,811	754,587	920,976	801,902		
	PAYROLL FRINGES/INSURANCE	137,359	182,399	297,155	247,682		
	OTHER SERVICES	586,134	438,525	499,716	413,497	722,772	
	MATERIALS & SUPPLIES	158,807	170,124	101,960	125,034		
	OTHER CHARGES	38,255	38,545	117,073	117,274	34,000	
	PASS THROUGHGS	18,200	500,000	32,000	32,000		
	CAPITAL OUTLAY	4,876		20,000			
	VEHICLE OPERATING COSTS		14,514				
	<b>Total</b>	<b>\$1,593,442</b>	<b>\$2,098,694</b>	<b>\$1,988,880</b>	<b>\$1,737,389</b>	<b>\$756,772</b>	
	<b>Local Law Enforcement Block Grant</b>						
	OTHER SERVICES		2,645				
	CAPITAL OUTLAY	20,879	37,562				
	<b>Total</b>	<b>\$20,879</b>	<b>\$40,207</b>				
	<b>SmartZone LDFA</b>						
	OTHER SERVICES		254,000	499,125	525,000	1,067,000	795,400
	OTHER CHARGES			25,875			
	<b>Total</b>		<b>\$254,000</b>	<b>\$525,000</b>	<b>\$525,000</b>	<b>\$1,067,000</b>	<b>\$795,400</b>
	<b>Communications Office</b>						
	PERSONNEL SERVICES	528,955	529,653	558,148	559,007	597,384	603,180
	PAYROLL FRINGES/INSURANCE	162,624	183,344	242,877	241,872	274,372	295,735
	OTHER SERVICES	232,203	167,366	189,042	181,087	207,485	210,770
	MATERIALS & SUPPLIES	21,928	18,820	16,000	16,747	17,700	17,700
	OTHER CHARGES	95,164	118,294	222,738	222,824	187,424	190,860
	PASS THROUGHGS	60,000	40,000	10,000	10,000		
	CAPITAL OUTLAY	130,786	148,868	146,154	146,154	175,000	155,000
	<b>Total</b>	<b>\$1,231,660</b>	<b>\$1,206,345</b>	<b>\$1,384,959</b>	<b>\$1,377,691</b>	<b>\$1,459,365</b>	<b>\$1,473,245</b>
	<b>Homeland Security Grant Fund</b>						
	PERSONNEL SERVICES	6,370	74,552				
	PAYROLL FRINGES/INSURANCE	91	3,018				
	OTHER SERVICES		169,131				
	MATERIALS & SUPPLIES		36				
	OTHER CHARGES		100,000				
	CAPITAL OUTLAY	456	312,837				
	<b>Total</b>	<b>6,917</b>	<b>659,574</b>				

## Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Parks Rehab &amp; Development Millage</b>						
	PERSONNEL SERVICES	73,599	118,836	172,254	89,033		
	PAYROLL FRINGES/INSURANCE	27,312	46,278	56,218	65,833		
	OTHER SERVICES	48,090	55,447	144,918	48,918		
	MATERIALS & SUPPLIES	770	3,633	40,680	680		
	OTHER CHARGES	69,430	66,937	262,831	479,386	1,222,586	504,025
	PASS THROUGHS					678,005	175,860
	CAPITAL OUTLAY	101,276	608,631	1,267,047	676,872		
	<b>Total</b>	<b>\$320,477</b>	<b>\$899,762</b>	<b>\$1,943,948</b>	<b>\$1,360,722</b>	<b>\$1,900,591</b>	<b>\$679,885</b>
	<b>Major Street</b>						
	PERSONNEL SERVICES	1,678,460	1,729,099	1,799,800	1,774,616	1,661,050	1,681,106
	PAYROLL FRINGES/INSURANCE	846,744	887,658	1,006,199	1,009,642	1,036,946	1,140,507
	OTHER SERVICES	970,305	1,259,964	1,660,024	1,760,510	1,640,978	1,664,777
	MATERIALS & SUPPLIES	481,099	757,077	520,450	575,183	649,811	608,176
	OTHER CHARGES	454,314	536,682	1,607,215	1,474,035	827,092	826,019
	PASS THROUGHS	786,995	1,505,225	2,283,468	2,268,633	1,131,453	1,119,331
	CAPITAL OUTLAY	60,665	16,549	33,218	12,424	32,500	15,000
	VEHICLE OPERATING COSTS	18,287		300	300		
	<b>Total</b>	<b>\$5,296,869</b>	<b>\$6,692,254</b>	<b>\$8,910,674</b>	<b>\$8,875,343</b>	<b>\$6,979,830</b>	<b>\$7,054,916</b>
	<b>Local Street</b>						
	PERSONNEL SERVICES	462,213	435,776	454,662	436,606	507,289	518,069
	PAYROLL FRINGES/INSURANCE	132,942	134,299	150,513	146,831	199,189	213,688
	OTHER SERVICES	430,636	512,482	758,090	783,676	493,139	500,342
	MATERIALS & SUPPLIES	200,350	162,749	216,050	223,020	200,880	216,380
	OTHER CHARGES	91,908	57,840	128,501	128,501	247,218	211,921
	PASS THROUGHS	124,433	129,592	183,392	178,992	187,693	188,714
	CAPITAL OUTLAY		6,374				
	<b>Total</b>	<b>\$1,442,482</b>	<b>\$1,439,112</b>	<b>\$1,891,208</b>	<b>\$1,897,626</b>	<b>\$1,835,408</b>	<b>\$1,849,114</b>
	<b>Court Facilities</b>						
	OTHER SERVICES	55,994	75,630	6,000	6,000	41,400	30,000
	MATERIALS & SUPPLIES	811					
	OTHER CHARGES		160,000			123,642	174,123
	CAPITAL OUTLAY	562	63,060			39,000	3,000
	<b>Total</b>	<b>\$57,367</b>	<b>\$298,690</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>\$204,042</b>	<b>\$207,123</b>
	<b>Open Space &amp; Parkland Preservation</b>						
	PERSONNEL SERVICES	7,332	11,305	9,276	13,000	15,516	15,516
	PAYROLL FRINGES/INSURANCE	1,986	3,569	3,275	4,375	7,296	7,776
	OTHER SERVICES	168,872	276,117	76,042	285,000	288,388	288,388
	MATERIALS & SUPPLIES	2,269	84		500	500	500
	OTHER CHARGES	16,408	15,538	859,716	5,360	14,831	15,357
	PASS THROUGHS		620,468	1,159,125	2,314,250	1,162,525	1,178,825
	CAPITAL OUTLAY	1,356,415	4,702,362	5,939,896	5,957,875	722,909	722,928
	<b>Total</b>	<b>\$1,553,282</b>	<b>\$5,629,443</b>	<b>\$8,047,330</b>	<b>\$8,580,360</b>	<b>\$2,211,965</b>	<b>\$2,229,290</b>
	<b>Bandemer Property</b>						
	OTHER SERVICES	221	260	450	450	460	471
	MATERIALS & SUPPLIES	94				500	500
	OTHER CHARGES	8,917	2,563	845	845	275,659	685
	<b>Total</b>	<b>\$9,232</b>	<b>\$2,823</b>	<b>\$1,295</b>	<b>\$1,295</b>	<b>\$276,619</b>	<b>\$1,656</b>



## Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Construction Code Fund</b>						
	PERSONNEL SERVICES	859,576	1,127,630	1,061,025	994,122	1,193,897	1,215,395
	PAYROLL FRINGES/INSURANCE	368,641	449,156	516,939	518,068	800,453	880,760
	OTHER SERVICES	97,789	163,742	131,535	146,738	134,200	132,210
	MATERIALS & SUPPLIES	14,147	11,159	13,630	9,000	6,500	6,500
	OTHER CHARGES	338,197	448,245	533,694	533,214	978,513	961,643
	PASS THROUGHS		17,097	17,769	17,769	30,000	40,000
	VEHICLE OPERATING COSTS			4,000	4,000		
	<b>Total</b>	<b>\$1,678,350</b>	<b>\$2,217,029</b>	<b>\$2,278,592</b>	<b>\$2,222,911</b>	<b>\$3,143,563</b>	<b>\$3,236,508</b>
	<b>Drug Enforcement</b>						
	OTHER SERVICES	2,953	5,869	6,500	6,500	7,500	7,500
	MATERIALS & SUPPLIES	6,221	2,837		2,000		
	CAPITAL OUTLAY	80	385	5,500	3,500		
	<b>Total</b>	<b>\$9,254</b>	<b>\$9,091</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$7,500</b>	<b>\$7,500</b>
	<b>Federal Equitable Sharing For</b>						
	MATERIALS & SUPPLIES		5,775				
	CAPITAL OUTLAY	105,962	116,452				
	<b>Total</b>	<b>\$105,962</b>	<b>\$122,227</b>				
	<b>Open Space &amp; Parkland Preservation</b>						
	OTHER SERVICES		87,865				
	OTHER CHARGES		11,964				
	PASS THROUGHS		2,791,935				
	<b>Total</b>		<b>\$2,891,764</b>				
	<b>Parks Memorials &amp; Contributions</b>						
	PERSONNEL SERVICES					5,643	5,643
	PAYROLL FRINGES/INSURANCE					2,240	2,336
	OTHER SERVICES		5,606		2,000	5,065	5,065
	MATERIALS & SUPPLIES		32	10,000	3,500	25,000	27,000
	OTHER CHARGES			43,600	35,600		
	PASS THROUGHS					45,500	45,500
	CAPITAL OUTLAY			16,400		10,000	12,000
	<b>Total</b>		<b>\$5,638</b>	<b>\$70,000</b>	<b>\$41,100</b>	<b>\$93,448</b>	<b>\$97,544</b>
	<b>Metro Expansion</b>						
	PERSONNEL SERVICES		\$59,960	\$11,736	\$117,500	91,019	91,382
	PAYROLL FRINGES/INSURANCE		\$10,005	\$4,466	\$15,036	5,641	6,216
	OTHER SERVICES		\$74,252	\$293,842	\$56,875	89,283	90,283
	MATERIALS & SUPPLIES		\$2,452		\$5,500	25,500	25,500
	OTHER CHARGES					133,557	131,619
	PASS THROUGHS			\$39,956			
	<b>Total</b>		<b>\$146,669</b>	<b>\$350,000</b>	<b>\$194,911</b>	<b>\$345,000</b>	<b>\$345,000</b>
	<b>Ann Arbor Assistance</b>						
	COMMUNITY DEVELOPMENT RECIPIENTS	608		5,650	5,650	6,000	6,000
	<b>Total</b>	<b>\$608</b>		<b>\$5,650</b>	<b>\$5,650</b>	<b>\$6,000</b>	<b>\$6,000</b>
	<b>Open Space Endowment</b>						
	OTHER CHARGES			23,867	5,000		
	<b>Total</b>			<b>\$23,867</b>	<b>\$5,000</b>		
	<b>Police &amp; Fire Relief</b>						
	OTHER SERVICES		7,062				
	<b>Total</b>		<b>\$7,062</b>				

## Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Cemetery Perpetual Care</b>						
	OTHER SERVICES					3,000	3,000
	<b>Total</b>					<b>\$3,000</b>	<b>\$3,000</b>
	<b>Street Repair Millage</b>						
	PERSONNEL SERVICES	16,960	625,952	132,551			
	PAYROLL FRINGES/INSURANCE	11,849	159,960	86,390			
	OTHER SERVICES	281,555	574,983	213,630			
	MATERIALS & SUPPLIES	3,071	73,853	9,678			
	OTHER CHARGES	322,851	1,283,336	9,510,388	10,696,498	9,499,790	9,724,588
	PASS THROUGHES	114,912	517,291	66,708	66,708	66,647	68,510
	CAPITAL OUTLAY	938,496	5,106,323	1,143,487			
	VEHICLE OPERATING COSTS		2,699				
	<b>Total</b>	<b>\$1,689,694</b>	<b>\$8,344,397</b>	<b>\$11,162,832</b>	<b>\$10,763,206</b>	<b>\$9,566,437</b>	<b>\$9,793,098</b>
	<b>Alternative Transportation</b>						
	PERSONNEL SERVICES	4,350	20,531	37,244		62,721	62,949
	PAYROLL FRINGES/INSURANCE	762	5,329	14,129	5,200	24,543	26,228
	OTHER SERVICES		16,417			77	78
	MATERIALS & SUPPLIES	425	29	368			
	OTHER CHARGES		12,264	1,184,610	8,306	269,896	267,982
	PASS THROUGHES			318,600			
	CAPITAL OUTLAY		28,978				
	<b>Total</b>	<b>\$5,537</b>	<b>\$83,548</b>	<b>\$1,554,951</b>	<b>\$13,506</b>	<b>\$357,237</b>	<b>\$357,237</b>
	<b>Michigan Justice Training</b>						
	OTHER SERVICES	29,735	17,057	40,000	40,000	24,800	24,800
	<b>Total</b>	<b>\$29,735</b>	<b>\$17,057</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$24,800</b>	<b>\$24,800</b>
	<b>Affordable Housing</b>						
	PERSONNEL SERVICES		345		1,000	12,258	12,258
	PAYROLL FRINGES/INSURANCE		103		293	5,580	5,952
	OTHER SERVICES		2,500	76,000	107,070	305	305
	OTHER CHARGES			14,900			
	PASS THROUGHES	68,075	68,075	68,075	68,075	68,261	34,131
	COMMUNITY DEVELOPMENT RECIPIENTS	140,530	76,130	723,784	229,175	514,795	
	<b>Total</b>	<b>\$208,605</b>	<b>\$147,153</b>	<b>\$882,759</b>	<b>\$405,613</b>	<b>\$601,199</b>	<b>\$52,646</b>
	<b>Parks Maint. &amp; Capital Improvement</b>						
	PERSONNEL SERVICES					1,601,003	1,546,009
	PAYROLL FRINGES/INSURANCE					615,407	655,090
	OTHER SERVICES					1,197,525	1,232,122
	MATERIALS & SUPPLIES					463,589	498,122
	OTHER CHARGES					1,175,762	1,310,436
	CAPITAL OUTLAY					23,904	2,958
	<b>Total</b>					<b>\$5,077,190</b>	<b>\$5,244,737</b>
	<b>Comm Develop Block Grant</b>						
	PERSONNEL SERVICES	248,182	209,253	209,061	178,884	196,602	194,865
	PAYROLL FRINGES/INSURANCE	61,808	57,240	74,009	75,805	83,249	87,444
	OTHER SERVICES	81,466	123,667	101,741	164,609	134,456	128,564
	MATERIALS & SUPPLIES	6,587	5,028	4,474	4,192	6,011	2,593
	OTHER CHARGES	824	1,028	203,947	104,647	125,135	125,135
	CAPITAL OUTLAY					5,000	4,500
	VEHICLE OPERATING COSTS	569	532	1,000	1,000	1,000	1,000
	COMMUNITY DEVELOPMENT RECIPIENTS	906,677	892,007	1,773,097	1,644,872	623,658	578,504
	<b>Total</b>	<b>\$1,306,113</b>	<b>\$1,288,755</b>	<b>\$2,367,329</b>	<b>\$2,174,009</b>	<b>\$1,175,111</b>	<b>\$1,122,605</b>

# Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>Tree Removal and Disposal</b>						
	PERSONNEL SERVICES		455,412	113,721	58,000		
	PAYROLL FRINGES/INSURANCE		111,424	43,712	37,224		
	OTHER SERVICES		1,106,422	29,707	314,632		
	MATERIALS & SUPPLIES		48,408		100	35,000	37,000
	OTHER CHARGES			222,816		643,005	138,860
	VEHICLE OPERATING COSTS		3,767				
	<b>Total</b>		<b>1,725,433</b>	<b>409,956</b>	<b>409,956</b>	<b>678,005</b>	<b>175,860</b>
	<b>Home Program</b>						
	PERSONNEL SERVICES	67,363	76,955	61,917	65,835	60,339	59,349
	PAYROLL FRINGES/INSURANCE	18,981	23,855	29,608	30,066	27,592	28,969
	OTHER SERVICES	10,575	1,517	36,499	32,123	3,099	2,626
	MATERIALS & SUPPLIES		755	1,000	1,000	575	529
	OTHER CHARGES	251		11,851	154,351	10,000	10,000
	COMMUNITY DEVELOPMENT RECIPIENTS	1,945,816	1,217,343	255,1407	2,551,407	810979	765981
	<b>Total</b>	<b>\$2,042,986</b>	<b>\$1,320,425</b>	<b>\$2,692,282</b>	<b>\$2,834,782</b>	<b>\$912,584</b>	<b>\$867,454</b>
	<b>Major Grant Programs Fund</b>						
	PERSONNEL SERVICES	29,554	146,894				
	PAYROLL FRINGES/INSURANCE	(790)	18,302				
	OTHER SERVICES	8,239	75,364	16,750			
	MATERIALS & SUPPLIES	364	5,712				
	OTHER CHARGES		131,448	1,500			
	CAPITAL OUTLAY		287,146	4,500			
	<b>Total</b>	<b>\$37,367</b>	<b>\$664,866</b>	<b>\$22,750</b>			
Component Unit	<b>DDA/Housing Fund</b>						
	OTHER SERVICES			7,500	7,500	2,500	2,500
	OTHER CHARGES			250	250	2,500	2,500
	PASS THROUGH	68,075		168,076	268,076	68,076	1,834,131
	<b>Total</b>	<b>\$68,075</b>		<b>\$175,826</b>	<b>\$275,826</b>	<b>\$73,076</b>	<b>\$1,839,131</b>
	<b>Downtown Development Authority</b>						
	PERSONNEL SERVICES	19,639	(3,889)	110,928	97,719	104,657	109,995
	PAYROLL FRINGES/INSURANCE	2,954	849	39,140	39,140	48,295	52,438
	OTHER SERVICES			458,141	453,141	418,809	423,285
	MATERIALS & SUPPLIES			8,500	8,500	5,600	5,850
	OTHER CHARGES		(1,166)	476,515	87,946	90,000	95,000
	PASS THROUGH	1,714,375		2,294,637	2,704,730	2,483,519	2,478,057
	CAPITAL OUTLAY			676,000	676,000	515,000	6,010,000
	<b>Total</b>	<b>\$1,736,968</b>	<b>(\$4,206)</b>	<b>\$4,063,861</b>	<b>\$4,067,176</b>	<b>\$3,665,880</b>	<b>\$9,174,625</b>
	<b>DDA-Sidewalks &amp; Streetscapes</b>						
	OTHER SERVICES			205,000	205,000	200,000	200,000
	CAPITAL OUTLAY					235,000	235,000
	<b>Total</b>			<b>\$205,000</b>	<b>\$205,000</b>	<b>\$435,000</b>	<b>\$435,000</b>
	<b>DDA Parking Maintenance</b>						
	OTHER SERVICES			435,000	435,000	455,000	530,000
	CAPITAL OUTLAY			940,000	940,000	1,900,000	1,261,527
	<b>Total</b>			<b>\$1,375,000</b>	<b>\$1,375,000</b>	<b>\$2,355,000</b>	<b>\$1,791,527</b>

## Expenditure Category by Fund

Fund Type	Fund Name/Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
	<b>DDA Parking System</b>						
	PERSONNEL SERVICES	(13,628)		132,926	133,646	138,166	144,804
	PAYROLL FRINGES/INSURANCE	(1,670)	6,588	32,885	32,885	44,740	47,668
	OTHER SERVICES			5,310,883	8,099,135	8,319,873	8,141,860
	MATERIALS & SUPPLIES			2,045	8,000	5,600	5,850
	OTHER CHARGES		(7,095)	483,967	127,770	115,000	120,000
	PASS THROUGHS	4,214,911		6,931,034	4,495,618	5,774,083	7,645,538
	CAPITAL OUTLAY			10,000	10,000	15,000	2,510,000
	<b>Total</b>	<b>\$4,199,613</b>	<b>(\$507)</b>	<b>\$12,903,740</b>	<b>\$12,907,054</b>	<b>\$14,412,462</b>	<b>\$18,615,720</b>
City Totals	PERSONNEL SERVICES	54,290,001	56,098,685	55,326,683	54,476,453	55,386,111	55,305,049
	PAYROLL FRINGES/INSURANCE	40,976,836	44,119,994	48,036,918	49,029,202	54,988,375	59,116,097
	OTHER SERVICES	24,999,310	30,339,961	42,400,596	42,481,559	44,630,068	44,820,113
	MATERIALS & SUPPLIES	5,353,714	5,826,508	6,348,631	6,317,904	7,041,396	7,189,723
	OTHER CHARGES	42,896,382	44,726,142	69,272,567	65,215,602	91,282,094	132,661,970
	PASS THROUGHS	29,044,604	36,731,968	35,062,554	25,645,710	28,251,719	31,802,071
	CAPITAL OUTLAY	1,217,034	11,282,293	16,509,155	13,766,324	11,283,325	16,994,459
	VEHICLE OPERATING COSTS	1,864,889	1,890,215	2,176,895	2,172,217	2,401,978	2,464,202
	COMMUNITY DEVELOPMENT RECIPIENTS	4,459,046	3,599,116	6,398,703	5,785,708	3,287,296	2,603,464
	EMPLOYEE ALLOWANCES	421,829	441,578	366,156	418,279	416,172	415,322
	<b>Total</b>	<b>\$205,523,645</b>	<b>\$235,056,460</b>	<b>\$281,898,858</b>	<b>\$265,308,958</b>	<b>\$298,968,534</b>	<b>\$353,372,470</b>

## FTE Count by Service Area/Unit

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



### ***MAYOR & CITY COUNCIL***

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

## MAYOR & CITY COUNCIL

### Expenses By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	213,821	221,304	221,496	221,496	222,348	222,348
PAYROLL FRINGES/INSURANCE	59,086	26,301	25,724	27,751	33,140	34,232
OTHER SERVICES	3,026	6,418	13,100	12,700	12,700	12,700
MATERIALS & SUPPLIES	284	2,183	1,085	1,550	1,550	1,550
OTHER CHARGES	232	20,408	5,493	5,493	69,026	71,300
<b>Total</b>	<b>\$276,449</b>	<b>\$276,614</b>	<b>\$266,898</b>	<b>\$268,990</b>	<b>\$338,764</b>	<b>\$342,130</b>

### Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	276,449	276,614	266,898	268,990	338,764	342,130
<b>Total</b>	<b>\$276,449</b>	<b>\$276,614</b>	<b>\$266,898</b>	<b>\$268,990</b>	<b>\$338,764</b>	<b>\$342,130</b>

### FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
MAYOR & CITY COUNCIL	1.00	1.00	0.75	0.75	0.75
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>0.75</b>	<b>0.75</b>	<b>0.75</b>

## MAYOR AND CITY COUNCIL

### EXPENSES

**Payroll Fringes** – The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Charges** – The increase reflects the IT costs for Council laptops and licensure upgrades for Mayor's assistant.

**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 \$98,598 in FY 08.



MAYOR & CITY COUNCIL

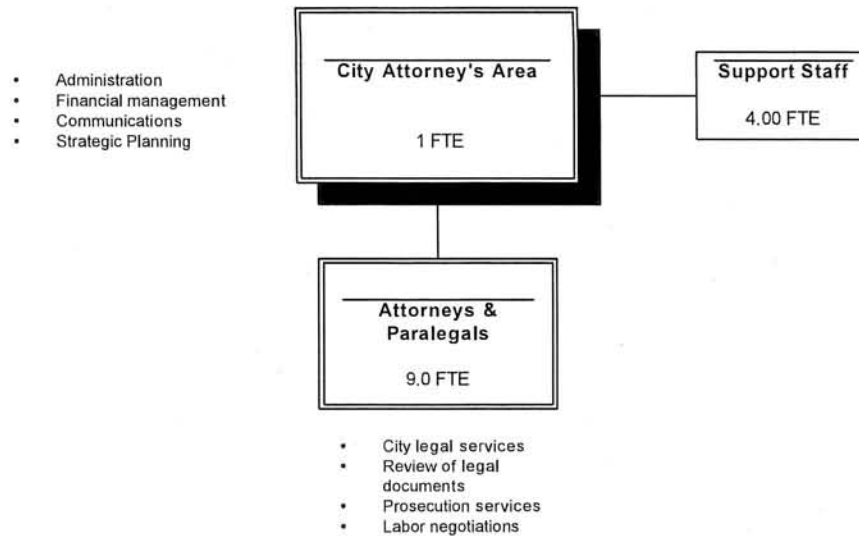
Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
EXECUTIVE ASSISTANT TO MAYOR	401490	0.75	0.75
Total		0.75	0.75



### *CITY ATTORNEY*

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



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

## CITY ATTORNEY

### Revenues By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
MISCELLANEOUS REVENUE	-	-	25,650	78,000	120,000	120,000
OPERATING TRANSFERS	118,000	118,000	118,000	118,000	118,000	118,000
<b>Total</b>	<b>\$118,000</b>	<b>\$118,000</b>	<b>\$143,650</b>	<b>\$196,000</b>	<b>\$238,000</b>	<b>\$238,000</b>

### Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	118,000	118,000	143,650	196,000	238,000	238,000
<b>Total</b>	<b>\$118,000</b>	<b>\$118,000</b>	<b>\$143,650</b>	<b>\$196,000</b>	<b>\$238,000</b>	<b>\$238,000</b>

## CITY ATTORNEY

### Expenses By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	980,951	1,008,444	1,045,284	1,016,124	1,066,800	1,067,700
PAYROLL FRINGES/INSURANCE	329,537	315,155	398,603	400,963	497,677	536,302
OTHER SERVICES	168,752	149,275	128,950	147,700	110,000	136,200
MATERIALS & SUPPLIES	71,042	49,083	53,000	53,000	55,000	57,000
OTHER CHARGES	8,121	117,822	139,067	139,067	169,047	175,567
CAPITAL OUTLAY	-	9,041	5,000	13,050	8,000	13,000
<b>Total</b>	<b>\$1,558,403</b>	<b>\$1,648,820</b>	<b>\$1,769,904</b>	<b>\$1,769,904</b>	<b>\$1,906,524</b>	<b>\$1,985,769</b>

### Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	1,558,403	1,648,820	1,769,904	1,769,904	1,906,524	1,985,769
<b>Total</b>	<b>\$1,558,403</b>	<b>\$1,648,820</b>	<b>\$1,769,904</b>	<b>\$1,769,904</b>	<b>\$1,906,524</b>	<b>\$1,985,769</b>

### FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
CITY ATTORNEY	14.00	13.50	14.00	14.00	14.00
<b>Total</b>	<b>14.00</b>	<b>13.50</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>

## CITY ATTORNEY

### REVENUES

The increase reflected is the plan to bill out attorney time to developers, as appropriate, on larger development projects.

### EXPENSES

**Payroll Fringes** – The increase in costs is associated with an increase in VEBA funding and pension contribution.

**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 \$129,582 in FY 08.

## CITY ATTORNEY

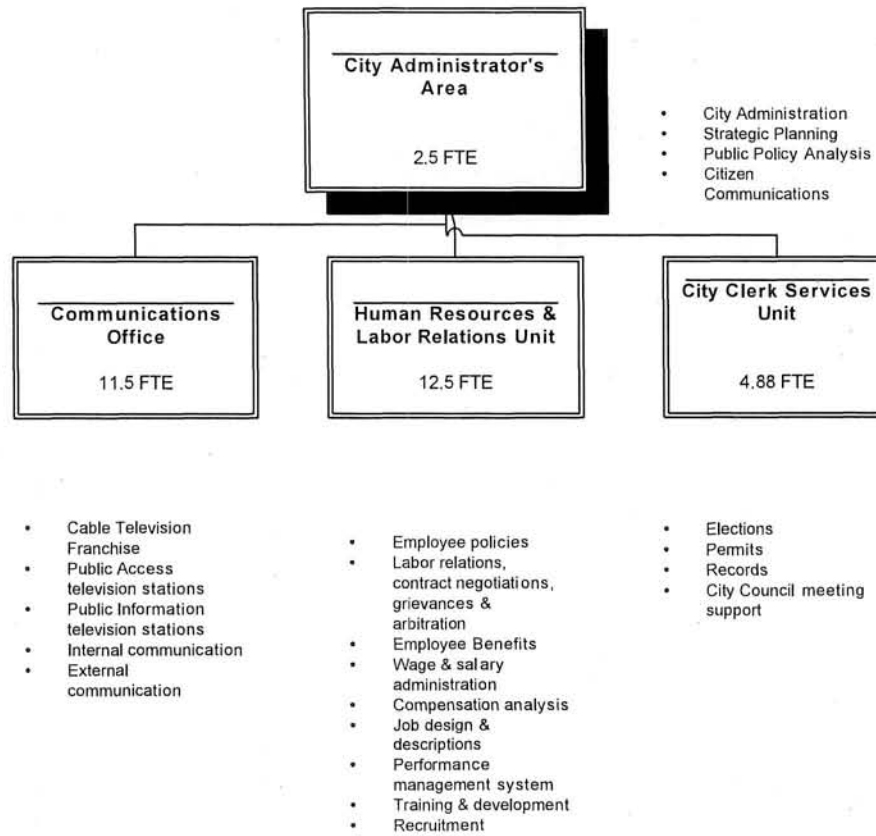
### Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ASSISTANT CITY ATTORNEY	403210	1.00	1.00
CHIEF ASST CITY ATTORNEY	403750	1.00	1.00
CITY ATTORNEY	403280	1.00	1.00
LEGAL ASSISTANT PARALEGAL	402100	4.00	4.00
LEGAL SUPPORT SPECIALIST	000210	1.00	1.00
OFFICE MANAGER LEGAL DEPT	402010	1.00	1.00
SENIOR ASSISTANT CITY ATTORNEY	403300	5.00	5.00
<b>Total</b>		<b>14.00</b>	<b>14.00</b>



***CITY ADMINISTRATOR SERVICE AREA***





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

## City Administrator's Area

## CITY ADMINISTRATOR SERVICE AREA

### Revenues By Service Unit

Service Unit	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
COMMUNICATIONS OFFICE	1,337,946	1,451,938	1,439,959	1,520,499	1,459,365	1,473,245
CITY CLERK SERVICES	122,993	124,288	178,967	193,417	162,232	163,182
CITY ADMINISTRATOR	4,103,412	3,768,941	3,966,057	3,966,057	2,726,583	2,795,511
<b>Total</b>	<b>\$5,564,351</b>	<b>\$5,345,167</b>	<b>\$5,584,983</b>	<b>\$5,679,973</b>	<b>\$4,348,180</b>	<b>\$4,431,938</b>

### Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
COMMUNICATIONS OFFICE (0016)	1,337,946	1,451,938	1,439,959	1,520,499	1,459,365	1,473,245
GENERAL (0010)	4,226,405	3,802,781	4,128,274	4,159,474	2,888,815	2,958,693
MAJOR GRANT PROGRAMS FUND (00MG)	-	90,448	16,750	-	-	-
<b>Total</b>	<b>\$5,564,351</b>	<b>\$5,345,167</b>	<b>\$5,584,983</b>	<b>\$5,679,973</b>	<b>\$4,348,180</b>	<b>\$4,431,938</b>

## CITY ADMINISTRATOR SERVICE AREA

### Expenses By Service Unit

Service Unit	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
HUMAN RESOURCES	14,558,069	16,880,456	18,085,794	18,216,583	21,118,735	23,103,210
COMMUNICATIONS OFFICE	1,233,708	1,203,832	1,384,959	1,377,691	1,459,365	1,473,245
CITY CLERK SERVICES	715,355	671,290	789,545	777,208	766,136	926,396
CITY ADMINISTRATOR	452,527	649,001	681,336	690,486	645,949	679,593
<b>Total</b>	<b>\$16,959,659</b>	<b>\$19,404,579</b>	<b>\$20,941,634</b>	<b>\$21,061,968</b>	<b>\$23,990,185</b>	<b>\$26,182,444</b>

### Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INSURANCE (0057)	13,429,377	15,664,951	16,773,497	16,812,020	19,778,834	21,694,044
GENERAL (0010)	2,296,574	2,445,348	2,766,428	2,872,257	2,751,986	3,015,155
COMMUNICATIONS OFFICE (0016)	1,233,708	1,203,832	1,384,959	1,377,691	1,459,365	1,473,245
MAJOR GRANT PROGRAMS FUND (00MG)	-	90,448	16,750	-	-	-
<b>Total</b>	<b>\$16,959,659</b>	<b>\$19,404,579</b>	<b>\$20,941,634</b>	<b>\$21,061,968</b>	<b>\$23,990,185</b>	<b>\$26,182,444</b>

### FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
CITY CLERK SERVICES	5.12	4.66	4.76	4.88	5.13
COMMUNICATIONS OFFICE	12.00	11.73	12.23	11.50	11.50
HUMAN RESOURCES	12.00	12.50	12.50	12.50	12.50
CITY ADMINISTRATOR	3.80	3.00	3.00	2.50	2.50
<b>Total</b>	<b>32.92</b>	<b>31.89</b>	<b>32.49</b>	<b>31.38</b>	<b>31.63</b>





## ***CITY ADMINISTRATOR SERVICE AREA***

### **CITY ADMINISTRATOR**

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

## CITY ADMINISTRATOR

### Revenues By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INTERGOVERNMENTAL REVENUES	-	90,448	-	-	-	-
INTRA GOVERNMENTAL SALES	4,103,412	3,678,493	3,966,057	3,966,057	2,726,583	2,795,511
<b>Total</b>	<b>\$4,103,412</b>	<b>\$3,768,941</b>	<b>\$3,966,057</b>	<b>\$3,966,057</b>	<b>\$2,726,583</b>	<b>\$2,795,511</b>

### Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	4,103,412	3,678,493	3,966,057	3,966,057	2,726,583	2,795,511
MAJOR GRANT PROGRAMS FUND (00MG)	-	90,448	-	-	-	-
<b>Total</b>	<b>\$4,103,412</b>	<b>\$3,768,941</b>	<b>\$3,966,057</b>	<b>\$3,966,057</b>	<b>\$2,726,583</b>	<b>\$2,795,511</b>

## CITY ADMINISTRATOR

### Expenses By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	228,411	280,372	328,948	358,231	250,347	251,347
PAYROLL FRINGES/INSURANCE	94,022	117,338	130,821	130,821	148,130	162,905
OTHER SERVICES	118,319	123,428	178,000	162,200	211,000	227,000
MATERIALS & SUPPLIES	6,393	8,443	5,500	6,102	6,100	7,100
OTHER CHARGES	5,382	119,420	35,567	33,132	30,372	31,241
CAPITAL OUTLAY	-	-	2,500	-	-	-
<b>Total</b>	<b>\$452,527</b>	<b>\$649,001</b>	<b>\$681,336</b>	<b>\$690,486</b>	<b>\$645,949</b>	<b>\$679,593</b>

### Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	452,527	558,553	681,336	690,486	645,949	679,593
MAJOR GRANT PROGRAMS FUND (00MG)	-	90,448	-	-	-	-
<b>Total</b>	<b>\$452,527</b>	<b>\$649,001</b>	<b>\$681,336</b>	<b>\$690,486</b>	<b>\$645,949</b>	<b>\$679,593</b>

### FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
CITY ADMINISTRATOR	3.80	3.00	3.00	2.50	2.50
<b>Total</b>	<b>3.80</b>	<b>3.00</b>	<b>3.00</b>	<b>2.50</b>	<b>2.50</b>

## CITY ADMINISTRATOR

### REVENUES

**Intra-governmental Sales** – Represents the Municipal Service Charge revenue from the cost allocation of administration and overhead costs to the service units utilizing the General Fund administrative services and facilities. The decrease is a result of prior years' higher costs related to retired personnel.

### EXPENSES

**Personnel Services** – The decrease is a result of eliminating 1 FTE, Assistant to the City Administrator position.

**Payroll Fringes** – The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services** – The increase is due to professional consultant services for the eliminated Assistant to the City Administrator position.

**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 \$46,778 in FY 08.



## **CITY ADMINISTRATOR SERVICES AREA**

### **CITY ADMINISTRATOR**

#### **FY08 WIGS/MEASURES**

❖ **Support a safe and reliable municipal infrastructure.**

- Recommend to City Council a master plan and schematic design for the PD/Court facility by October 22, 2007; and lead the initiative to issue a construction bid by June 2008.
- Execute strategies, as approved by City Council, for maximizing City benefits for 415 W. Washington and 721 N. Main Street by June 2008.

❖ **Deliver high quality City services in a cost effective manner.**

- Establish one strategic collaborative partnership with another entity (either public or private) by March 2008.
- Improve the organizational focus on customer service by having service unit goals addressing new actions for improvement.
- Identify the two most important areas for improvement from the Citizen Survey and implement strategy to improve them by September 2007.
- Review progress on performance metrics on a monthly basis with each Service Area.

## CITY ADMINISTRATOR

### Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
CITY ADMINISTRATOR	403120	1.00	1.00
COMMUNICATIONS UNIT MANAGER	403530	0.50	0.50
OFFICE SUPR CITY ADMINISTRATOR	402020	1.00	1.00
Total		2.50	2.50



## *CITY ADMINISTRATOR SERVICE AREA*

### **HUMAN RESOURCES**

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

**CITY ADMINISTRATOR SERVICE AREA  
HUMAN RESOURCES**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	753,479	771,703	782,552	847,305	792,270	793,420
PAYROLL FRINGES/INSURANCE	342,089	315,208	363,677	388,895	453,267	492,053
OTHER SERVICES	183,060	120,446	131,588	118,641	126,854	139,178
MATERIALS & SUPPLIES	40,863	46,499	46,740	66,869	69,250	72,250
OTHER CHARGES	13,236,979	15,626,276	16,759,237	16,794,873	17,103,212	19,002,903
PASS THROUGHS	-	-	-	-	2,573,222	2,586,108
CAPITAL OUTLAY	1,599	324	2,000	-	660	17,298
<b>Total</b>	<b>\$14,558,069</b>	<b>\$16,880,456</b>	<b>\$18,085,794</b>	<b>\$18,216,583</b>	<b>\$21,118,735</b>	<b>\$23,103,210</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INSURANCE (0057)	13,429,377	15,664,951	16,773,497	16,812,020	19,778,834	21,694,044
GENERAL (0010)	1,128,692	1,215,505	1,312,297	1,404,563	1,339,901	1,409,166
<b>Total</b>	<b>\$14,558,069</b>	<b>\$16,880,456</b>	<b>\$18,085,794</b>	<b>\$18,216,583</b>	<b>\$21,118,735</b>	<b>\$23,103,210</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
HUMAN RESOURCES	12.00	12.50	12.50	12.50	12.50
<b>Total</b>	<b>12.00</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>	<b>12.50</b>

**CITY ADMINISTRATOR SERVICES AREA  
HUMAN RESOURCES**

**EXPENSES**

**Payroll Fringes** – The increase in costs is associated with an increase in VEBA funding and pension contribution.

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

**Other Charges** – The increase is due to insurance costs for retiree health care.

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Human Resources Services Unit would be charged \$307,893 in FY 08.

**CITY ADMINISTRATOR SERVICES AREA  
HUMAN RESOURCES  
FY08 WIGS/MEASURES**

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Fully implement Ultimate's Workforce Management solution by June 30, 2009.
    - 98% completion rate to work plan timeframes – For Phase I Conversion and Implementation
  
  - Use Ultimate's Workforce Mangement solution to increase productivity and save costs.
    - Reduce processing time of HR and payroll transactions by 30% by June 30, 2008.
    - Save IT Services \$488,000 over 5 years (6/30/11)

CITY ADMINISTRATOR SERVICE AREA  
HUMAN RESOURCES

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
AFSCME PRESIDENT	110500	1.00	1.00
EMP/LABOR RELATIONS MANAGER	401150	1.00	1.00
EMPLOYEE BENEFITS ANALYST	401530	1.00	1.00
EMPLOYEE BENEFITS MANAGER	403690	1.00	1.00
EMPLOYEE DEV. SPECIALIST	401120	1.00	1.00
EMPLOYMENT SERVICES SPECIALIST	401040	1.00	1.00
HR & LABOR RELATIONS DIRECTOR	403890	1.00	1.00
HR OPERATIONS MANAGER	404070	1.00	1.00
HRMS CONSULTANT	401110	0.50	0.50
HUMAN RESOURCE ASSISTANT	000250	2.00	2.00
HUMAN RESOURCES RECEPTIONIST	000260	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
<b>Total</b>		<b>12.50</b>	<b>12.50</b>



## ***CITY ADMINISTRATOR SERVICE AREA***

### **CITY CLERK SERVICES**

The City Clerk is the Clerk of Council and is responsible for keeping a public record of all proceedings of the Council, including the certification of all ordinances and resolutions. The City Clerk is the official custodian of the City Seal and other documents and records pertaining to the City. The City Clerk's Office is responsible for the administration of City elections, with the City Clerk serving as Chief Elections Officer of the City. This unit also issues a number of permits and licenses, including dog and bike licenses, domestic partnerships, and banner permits. There are 4.88 FTEs in the City Clerk unit.



CITY ADMINISTRATOR SERVICE AREA  
CITY CLERK SERVICES

Revenues By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INTERGOVERNMENTAL REVENUES	73,161	80,398	89,750	80,646	80,000	80,000
LICENSES, PERMITS & REGISTRATION	49,832	43,890	35,400	44,445	34,750	34,750
MISCELLANEOUS REVENUE	-	-	53,817	68,326	47,482	48,432
<b>Total</b>	<b>\$122,993</b>	<b>\$124,288</b>	<b>\$178,967</b>	<b>\$193,417</b>	<b>\$162,232</b>	<b>\$163,182</b>

Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	122,993	124,288	162,217	193,417	162,232	163,182
MAJOR GRANT PROGRAMS FUND (00MG)	-	-	16,750	-	-	-
<b>Total</b>	<b>\$122,993</b>	<b>\$124,288</b>	<b>\$178,967</b>	<b>\$193,417</b>	<b>\$162,232</b>	<b>\$163,182</b>

**CITY ADMINISTRATOR SERVICE AREA  
CITY CLERK SERVICES**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	349,496	301,724	303,086	324,628	295,764	344,352
PAYROLL FRINGES/INSURANCE	173,297	183,044	198,579	205,108	226,582	251,336
OTHER SERVICES	180,727	127,933	220,671	179,963	155,243	238,025
MATERIALS & SUPPLIES	10,911	15,752	15,775	15,775	15,473	17,502
OTHER CHARGES	924	42,837	51,434	51,734	73,074	75,181
<b>Total</b>	<b>\$715,355</b>	<b>\$671,290</b>	<b>\$789,545</b>	<b>\$777,208</b>	<b>\$766,136</b>	<b>\$926,396</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	715,355	671,290	772,795	777,208	766,136	926,396
MAJOR GRANT PROGRAMS FUND (00MG)	-	-	16,750	-	-	-
<b>Total</b>	<b>\$715,355</b>	<b>\$671,290</b>	<b>\$789,545</b>	<b>\$777,208</b>	<b>\$766,136</b>	<b>\$926,396</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
CITY CLERK SERVICES	5.12	4.66	4.76	4.88	5.13
<b>Total</b>	<b>5.12</b>	<b>4.66</b>	<b>4.76</b>	<b>4.88</b>	<b>5.13</b>

**CITY ADMINISTRATOR SERVICES AREA  
CITY CLERK SERVICES**

**REVENUES**

The decrease is due to a one-time grant awarded in FY 07.

**EXPENSES**

**Personnel Services** - The decrease is a result of a reduced Election Recruiter from .35 FTE to .25 FTE

**Payroll Fringes** – The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services** -The reduction reflects a decrease in costs that will be incurred, as the Clerk will be conducting only a local election this budget year.

**Other Charges** - The increase is due to a transfer to the Information Technology Fund for new software.

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the City Clerk Services Unit would be charged \$160,340 in FY 08.

**CITY ADMINISTRATOR SERVICES AREA  
CITY CLERK SERVICES  
FY08 WIGS/MEASURES**

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Conduct Successful FY08 Elections.
    - Be 100% recountable
    - All polls open by 7:00 a.m.
    - Recruit a minimum of three election inspectors per precinct
    - Ensure a minimum of one voting booth per 300 voters in every precinct
    - Improve physical accessibility at 10% of the polling locations
  
  - Identify City Clerk's Office Records and Update the Record Retention Policy by December 31, 2007.
    - Identify ordinances for updates (e.g. bikes, dogs, etc.)
    - Produce a list of Clerk's Office records by March 31, 2007
    - Submit to Council and State a revised records retention policy by December 31, 2007

CITY ADMINISTRATOR SERVICE AREA  
CITY CLERK SERVICES

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 3	110034	1.00	1.00
ADMIN SUPPORT SPECIALIST LVL 4	110044	1.00	1.00
ADMIN SUPPORT SPECIALIST LVL 5	110054	1.00	1.00
CITY CLERK SERVICES MANAGER	404020	1.00	1.00
CLERK TYPIST I	110100	0.63	0.63
ELECTION WORKER-RECRUITER	001270	0.25	0.50
<b>Total</b>		<b>4.88</b>	<b>5.13</b>



***CITY ADMINISTRATOR SERVICE AREA***  
**COMMUNICATIONS OFFICE**

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

CITY ADMINISTRATOR SERVICE AREA  
COMMUNICATIONS OFFICE

Revenues By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INVESTMENT INCOME	48,880	63,604	36,000	82,177	70,300	70,300
LICENSES, PERMITS & REGISTRATION	1,287,582	1,386,148	1,396,584	1,374,322	1,388,065	1,401,945
MISCELLANEOUS REVENUE	1,484	2,186	7,375	64,000	1,000	1,000
<b>Total</b>	<b>\$1,337,946</b>	<b>\$1,451,938</b>	<b>\$1,439,959</b>	<b>\$1,520,499</b>	<b>\$1,459,365</b>	<b>\$1,473,245</b>

Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
COMMUNICATIONS OFFICE (0016)	1,337,946	1,451,938	1,439,959	1,520,499	1,459,365	1,473,245
<b>Total</b>	<b>\$1,337,946</b>	<b>\$1,451,938</b>	<b>\$1,439,959</b>	<b>\$1,520,499</b>	<b>\$1,459,365</b>	<b>\$1,473,245</b>

**CITY ADMINISTRATOR SERVICE AREA  
COMMUNICATIONS OFFICE**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	531,003	527,140	558,148	559,007	597,384	603,180
PAYROLL FRINGES/INSURANCE	162,624	183,344	242,877	241,872	274,372	295,735
OTHER SERVICES	232,203	167,366	189,042	181,087	207,485	210,770
MATERIALS & SUPPLIES	21,928	18,820	16,000	16,747	17,700	17,700
OTHER CHARGES	95,164	118,294	222,738	222,824	187,424	190,860
PASS THROUGHHS	60,000	40,000	10,000	10,000	-	-
CAPITAL OUTLAY	130,786	148,868	146,154	146,154	175,000	155,000
<b>Total</b>	<b>\$1,233,708</b>	<b>\$1,203,832</b>	<b>\$1,384,959</b>	<b>\$1,377,691</b>	<b>\$1,459,365</b>	<b>\$1,473,245</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
COMMUNICATIONS OFFICE (0016)	1,233,708	1,203,832	1,384,959	1,377,691	1,459,365	1,473,245
<b>Total</b>	<b>\$1,233,708</b>	<b>\$1,203,832</b>	<b>\$1,384,959</b>	<b>\$1,377,691</b>	<b>\$1,459,365</b>	<b>\$1,473,245</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
COMMUNICATIONS OFFICE	12.00	11.73	12.23	11.50	11.50
<b>Total</b>	<b>12.00</b>	<b>11.73</b>	<b>12.23</b>	<b>11.50</b>	<b>11.50</b>



**CITY ADMINISTRATOR SERVICES AREA  
COMMUNICATIONS OFFICE**

**REVENUE**

The increase reflects a conservative estimate of 1 percent increase in cable franchise fees.

**EXPENSES**

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Charges** - The decrease is primarily a result of a reduced transfer to the Information Technology Fund and the MSC.

**Pass-Throughs** - The decrease is due to the termination of a Civic Band contribution.

**Capital Outlay** - The increase is due to a slight increase in capital outlay expenses.

**CITY ADMINISTRATOR SERVICES AREA  
COMMUNICATIONS OFFICE  
FY08 WIGS/MEASURES**

❖ **Deliver high quality City services in a cost effective manner.**

- Increase by 5% the distribution of information to internal and external audiences about Ann Arbor municipal news, programs and services from July 1, 2007 to June 30, 2008.
  - Track the number of information pieces distributed (information pieces include print/online newsletter, news releases, events, public information meetings, CTN public access and government produced programs, website pages, etc.) from July 1, 2007 to June 30, 2008.
  - Increase attendance at CTN workshops to 100% for July 1, 2007 to June 30, 2008.
  
- Identify and obtain new leased space for Community Television Network by June 30, 2008.
  - Track and monitor project timeline to ensure deadlines are met.

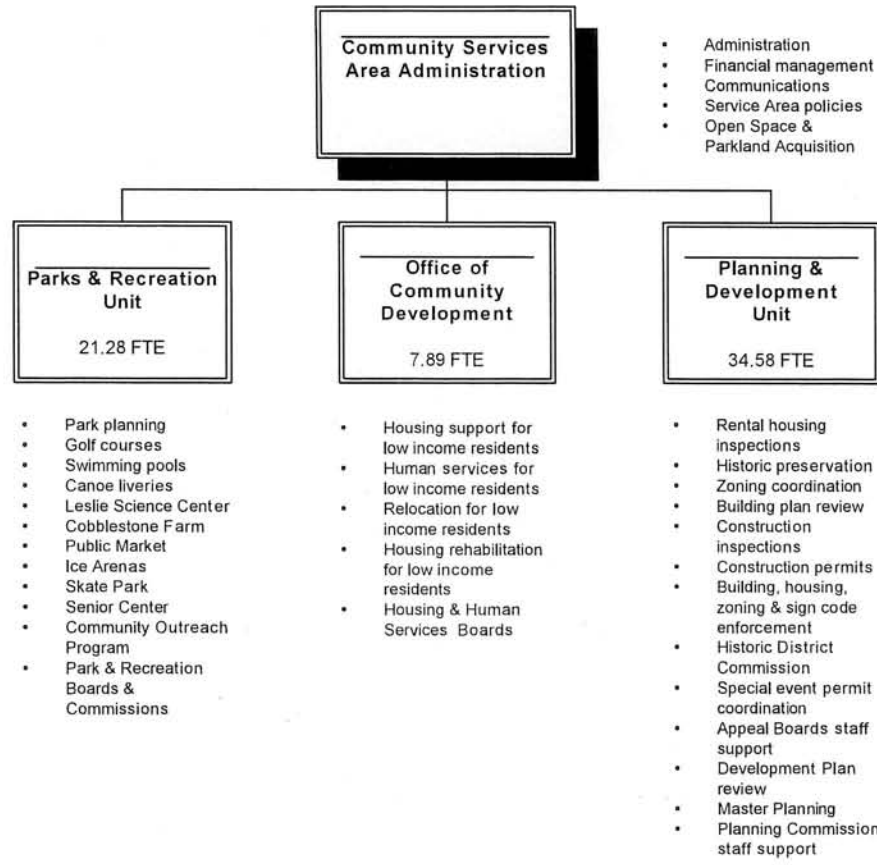
CITY ADMINISTRATOR SERVICE AREA  
COMMUNICATIONS OFFICE

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 5	110054	1.00	1.00
ASST MANAGER CITY PRODUCTIONS	402050	1.00	1.00
ASST MGR PUBLIC & EDUC ACCESS	402060	1.00	1.00
CITY COMMUNICATIONS MANAGER	402040	1.00	1.00
COMMUNICATIONS UNIT MANAGER	403530	0.50	0.50
CTN MANAGER	402030	1.00	1.00
PRODUCER	110520	3.00	3.00
PROGRAMMER	110510	2.00	2.00
TRAINING & FACILITY COORDINATOR	110530	1.00	1.00
<b>Total</b>		<b>11.50</b>	<b>11.50</b>



**COMMUNITY SERVICES AREA**



The Community Services Area is comprised of three Service Area Units: Planning & Development, Office of Community Development, and Parks & Recreation. These Service Units provide the organization with a broad array of services such as: parks planning, recreation programs, development plan review, building inspections, low-income housing support, historic preservation, zoning, and permits.

## COMMUNITY SERVICES AREA

### Revenues By Service Unit

Service Unit	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PARKS & RECREATION SERVICES	8,101,837	31,665,156	14,406,819	14,477,070	9,482,764	7,981,511
PLANNING & DEVELOPMENT						
SERVICES	4,304,491	3,468,429	3,507,801	3,602,733	4,288,111	4,388,890
OFFICE OF COMMUNITY						
DEVELOPMENT	3,584,407	2,946,480	6,566,209	6,622,915	2,702,612	2,108,777
<b>Total</b>	<b>\$15,990,735</b>	<b>\$38,080,065</b>	<b>\$24,480,829</b>	<b>\$24,702,718</b>	<b>\$16,473,487</b>	<b>\$14,479,178</b>

### Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	3,558,690	3,375,555	4,319,652	3,954,845	3,211,172	3,343,470
CONSTRUCTION CODE FUND (0026)	2,833,183	2,409,908	2,419,819	2,510,583	3,169,582	3,236,508
OPEN SPACE & PARKLAND						
PRESERVATION (0024)	2,762,623	5,205,138	8,047,330	8,580,360	2,220,776	2,243,201
PARKS REHAB & DEVELOPMENT						
MILLAGE (0018)	2,058,423	2,039,788	2,181,121	2,011,427	1,900,591	679,885
GOLF ENTERPRISE (0047)	1,026,768	1,335,234	1,324,243	1,159,600	1,342,085	1,373,823
PARK MAINTENANCE & CAPITAL						
IMPROVEMENTS MILLAGE (0071)	-	-	-	-	1,201,443	1,236,992
COMMUNITY DEVELOPMENT BLOCK						
GRANT (0078)	1,301,007	1,288,754	2,367,330	2,174,009	1,175,111	1,122,605
HOME PROGRAM (0090)	2,040,732	1,320,423	2,692,282	2,834,782	912,584	867,454
AFFORDABLE HOUSING (0070)	228,423	229,249	882,759	904,530	608,917	112,718
BANDEMER PROPERTY (0025)	36,228	15,006	8,380	8,380	280,700	4,372
PARKS REPAIR AND RESTORATION						
MILLAGE (0006)	-	20	-	261,539	200,372	-
MARKET (0046)	140,413	142,559	138,396	134,479	141,154	143,150
PARKS MEMORIALS &						
CONTRIBUTIONS (0034)	-	37,484	70,000	43,200	103,000	109,000
ANN ARBOR ASSISTANCE (0038)	4,245	4,778	5,650	5,650	6,000	6,000
OPEN SPACE ENDOWMENT (0041)	-	-	23,867	119,334	-	-
OPEN SPACE & PARKLAND						
PRESERVATION (0029)	-	20,673,167	-	-	-	-
MAJOR GRANT PROGRAMS FUND						
(00MG)	-	3,002	-	-	-	-
<b>Total</b>	<b>\$15,990,735</b>	<b>\$38,080,065</b>	<b>\$24,480,829</b>	<b>\$24,702,718</b>	<b>\$16,473,487</b>	<b>\$14,479,178</b>

## COMMUNITY SERVICES AREA

### Expenses By Service Unit

Service Unit	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PARKS & RECREATION SERVICES PLANNING & DEVELOPMENT SERVICES	6,833,084	14,694,068	15,692,179	15,172,657	11,017,443	9,351,551
OFFICE OF COMMUNITY DEVELOPMENT	4,572,866	4,410,890	4,335,344	4,217,844	5,144,423	5,320,767
	5,303,167	5,237,474	8,647,194	7,841,242	4,553,547	3,852,954
<b>Total</b>	<b>\$16,709,117</b>	<b>\$24,342,432</b>	<b>\$28,674,717</b>	<b>\$27,231,743</b>	<b>\$20,715,413</b>	<b>\$18,525,272</b>

### Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	7,833,005	8,293,540	8,568,720	8,046,997	7,507,179	7,474,180
CONSTRUCTION CODE FUND (0026)	1,678,350	2,217,029	2,278,592	2,222,911	3,143,563	3,236,508
OPEN SPACE & PARKLAND PRESERVATION (0024)	1,550,906	5,624,471	8,047,330	8,580,360	2,211,965	2,229,290
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	316,463	892,145	1,943,948	1,360,722	1,900,591	679,885
GOLF ENTERPRISE (0047)	1,225,075	1,210,055	1,324,243	1,158,555	1,338,233	1,369,970
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	-	-	1,201,443	1,236,992
COMMUNITY DEVELOPMENT BLOCK GRANT (0078)	1,306,113	1,288,755	2,367,329	2,174,009	1,175,111	1,122,605
HOME PROGRAM (0090)	2,042,986	1,320,425	2,692,282	2,834,782	912,584	867,454
AFFORDABLE HOUSING (0070)	208,605	147,153	882,759	405,613	601,199	52,646
BANDEMER PROPERTY (0025)	9,232	2,823	1,295	1,295	276,619	1,656
PARKS REPAIR AND RESTORATION MILLAGE (0006)	388,320	332,842	331,539	261,539	200,372	-
MARKET (0046)	115,890	124,754	137,163	133,210	133,699	136,576
PARKS MEMORIALS & CONTRIBUTIONS (0034)	-	5,638	70,000	41,100	93,448	97,544
ALTERNATIVE TRANSPORTATION (0061)	4,892	-	-	-	13,407	13,965
ANN ARBOR ASSISTANCE (0038)	608	-	5,650	5,650	6,000	6,000
OPEN SPACE ENDOWMENT (0041)	-	-	23,867	5,000	-	-
OPEN SPACE & PARKLAND PRESERVATION (0029)	-	2,879,800	-	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	-	3,002	-	-	-	-
GENERAL CAPITAL IMPROVEMENTS (00CP)	28,672	-	-	-	-	-
<b>Total</b>	<b>\$16,709,117</b>	<b>\$24,342,432</b>	<b>\$28,674,717</b>	<b>\$27,231,743</b>	<b>\$20,715,413</b>	<b>\$18,525,272</b>

### FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
OFFICE OF COMMUNITY DEVELOPMENT	9.37	7.13	7.63	7.89	7.89
PARKS & RECREATION SERVICES PLANNING & DEVELOPMENT SERVICES	22.80	23.79	23.23	21.28	20.78
	35.64	32.58	33.27	34.58	34.58
<b>Total</b>	<b>67.81</b>	<b>63.50</b>	<b>64.13</b>	<b>63.75</b>	<b>63.25</b>





**COMMUNITY SERVICES AREA  
ADMINISTRATION AND GIS SERVICES  
FY08 WIGS/MEASURES**

- ❖ **Ensure the long-term financial health and stability of the City.**
  - Complete revenue and expenditure budgets for Community Services to the City Council for approval by May 19, 2008.
  
- ❖ **Deliver high quality City services in a cost effective manner.**
  - Sustain the turnaround time of one business day for the producing of maps (hardcopy and digital) for both internal and external customers through June 30, 2008.



## **COMMUNITY SERVICES AREA**

### **PLANNING & DEVELOPMENT SERVICES**

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

**COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INVESTMENT INCOME	4,357	30,240	-	-	-	-
LICENSES, PERMITS & REGISTRATION	3,667,142	3,185,442	3,379,401	3,490,633	3,479,179	3,593,675
MISCELLANEOUS REVENUE	(17,008)	2,747	28,400	12,100	350	350
PRIOR YEAR SURPLUS	-	-	-	-	528,500	507,203
OPERATING TRANSFERS	650,000	250,000	100,000	100,000	280,082	287,662
<b>Total</b>	<b>\$4,304,491</b>	<b>\$3,468,429</b>	<b>\$3,507,801</b>	<b>\$3,602,733</b>	<b>\$4,288,111</b>	<b>\$4,388,890</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CONSTRUCTION CODE FUND (0026)	2,833,183	2,409,908	2,419,819	2,510,583	3,169,582	3,236,508
GENERAL (0010)	1,471,308	1,058,521	1,087,982	1,092,150	1,118,529	1,152,382
<b>Total</b>	<b>\$4,304,491</b>	<b>\$3,468,429</b>	<b>\$3,507,801</b>	<b>\$3,602,733</b>	<b>\$4,288,111</b>	<b>\$4,388,890</b>

**COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	2,142,987	2,193,623	2,004,810	1,939,751	2,092,945	2,129,826
PAYROLL FRINGES/INSURANCE	846,188	964,545	1,123,649	1,126,482	1,410,438	1,552,424
OTHER SERVICES	485,630	370,053	292,995	303,358	320,006	318,472
MATERIALS & SUPPLIES	70,030	34,635	35,230	28,350	26,742	26,788
OTHER CHARGES	353,531	580,937	753,391	698,134	1,164,292	1,153,257
PASS THROUGHS	675,000	267,097	117,769	117,769	130,000	140,000
CAPITAL OUTLAY	-	-	1,500	-	-	-
VEHICLE OPERATING COSTS	(500)	-	6,000	4,000	-	-
<b>Total</b>	<b>\$4,572,866</b>	<b>\$4,410,890</b>	<b>\$4,335,344</b>	<b>\$4,217,844</b>	<b>\$5,144,423</b>	<b>\$5,320,767</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CONSTRUCTION CODE FUND (0026)	1,678,350	2,217,029	2,278,592	2,222,911	3,143,563	3,236,508
GENERAL (0010)	2,860,952	2,193,861	2,056,752	1,994,933	1,987,454	2,070,293
ALTERNATIVE TRANSPORTATION (0061)	4,892	-	-	-	13,407	13,965
GENERAL CAPITAL IMPROVEMENTS (00CP)	28,672	-	-	-	-	-
<b>Total</b>	<b>\$4,572,866</b>	<b>\$4,410,890</b>	<b>\$4,335,344</b>	<b>\$4,217,844</b>	<b>\$5,144,423</b>	<b>\$5,320,767</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
PLANNING & DEVELOPMENT SERVICES	35.64	32.58	33.27	34.58	34.58
<b>Total</b>	<b>35.64</b>	<b>32.58</b>	<b>33.27</b>	<b>34.58</b>	<b>34.58</b>

**COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES**

**REVENUES**

The increase in the General Fund is the result of a budgeted 3% fee increase. The increase in the Construction Code Fund is the result of using prior year fund surplus for a new technology project.

**EXPENSES**

**Personnel Services** – The increase is a result of the Soil Erosion Sedimentation Control activities being fully administered by Planning & Development which is offset by decreased costs in the General Fund and Construction Fund.

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services** – The increase is a result of Contractual Services, Training, and Advertising.

**Other Charges** – The increase is a result of an increase in costs associated with funding for technology improvements.

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

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Planning and Development Services Unit would be charged \$865,061 in FY 08.

**COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES  
FY08 WIGS/MEASURES**

❖ **Deliver high quality City services in a cost effective manner.**

- Improve inspection services by reducing the time between requests for service and conducting the inspection.
  - Construction Inspection Services – conduct 95% of inspections within 24 hours of service request by June 30, 2008.
  - Housing Inspection Services – conduct 90% of initial housing inspections within 80 days of service request by June 30, 2007 and within 60 days by June 30, 2008.
  
- Improve the development review process by reducing the time between submittal of site plans and placement on a City Planning Commission agenda.
  - Development Review – Complete 80% of development reviews in 8 weeks by June 30, 2008.
  
- Improve plan review services by reducing the time between the date of submittal and completion of the construction plan review.
  - Complete 90% of all construction plan reviews within two weeks from the date of application submittal by June 30, 2008.

COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 1	110014	2.00	2.00
ADMIN SUPPORT SPECIALIST LVL 3	110034	2.00	2.00
ADMIN SUPPORT SPECIALIST LVL 4	110044	1.60	1.60
ADMIN SUPPORT SPECIALIST LVL 5	110054	1.00	1.00
BUILDING OFFICIAL	403260	1.00	1.00
CITY PLANNER III	110434	2.00	2.00
CITY PLANNER IV	110444	2.00	2.00
CITY PLANNER V	110454	1.00	1.00
COMM SERVICES ADMINISTRATOR	403630	0.33	0.33
DEVELOPMENT SERVICES UNIT MGR	401510	1.00	1.00
DEVELOPMENT SRVS INSPECTOR III	110534	1.00	1.00
DEVELOPMENT SRVS INSPECTOR IV	110544	2.00	2.00
DEVELOPMENT SRVS INSPECTOR V	110554	13.00	13.00
FINANCIAL MANAGER-COMM SERVS	401500	0.30	0.30
GIS COORDINATOR	401520	0.60	0.60
GIS SPECIALIST	401480	0.55	0.55
GRAPHIC SPECIALIST	401370	0.28	0.28
INSPECTION SUPERVISOR	192831	1.00	1.00
MANAGEMENT ASSISTANT	000200	0.92	0.92
SENIOR CITY PLANNER	404110	1.00	1.00
<b>Total</b>		<b>34.58</b>	<b>34.58</b>



## **COMMUNITY SERVICES AREA**

### **OFFICE OF COMMUNITY DEVELOPMENT**

The Office of Community Development is one of three service units in the Community Services Area. The office has been merged with its Washtenaw County counterpart, to provide streamlined service delivery within the City of Ann Arbor/Washtenaw County region. It has 7.89 City FTEs and provides housing and human services support for low-income residents. This unit also provides relocation and housing rehabilitation for low-income residents and serves as support for the Housing and Human Services Advisory Board.



COMMUNITY SERVICES AREA  
OFFICE OF COMMUNITY DEVELOPMENT

Revenues By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CONTRIBUTIONS	4,245	5,778	51,600	81,600	5,950	5,950
INTERGOVERNMENTAL REVENUES	3,286,528	2,609,177	5,059,612	5,008,791	2,087,695	1,990,059
INVESTMENT INCOME	13,349	19,929	5,050	5,050	5,050	50
MISCELLANEOUS REVENUE	180,285	211,596	14,900	135,917	5,000	5,000
PRIOR YEAR SURPLUS	-	-	1,335,047	1,291,557	498,917	7,718
OPERATING TRANSFERS	100,000	100,000	100,000	100,000	100,000	100,000
<b>Total</b>	<b>\$3,584,407</b>	<b>\$2,946,480</b>	<b>\$6,566,209</b>	<b>\$6,622,915</b>	<b>\$2,702,612</b>	<b>\$2,108,777</b>

Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
COMMUNITY DEVELOPMENT BLOCK						
GRANT (0078)	1,301,007	1,288,754	2,367,330	2,174,009	1,175,111	1,122,605
HOME PROGRAM (0090)	2,040,732	1,320,423	2,692,282	2,834,782	912,584	867,454
AFFORDABLE HOUSING (0070)	228,423	229,249	882,759	904,530	608,917	112,718
ANN ARBOR ASSISTANCE (0038)	4,245	4,778	5,650	5,650	6,000	6,000
GENERAL (0010)	10,000	103,276	618,188	703,944	-	-
<b>Total</b>	<b>\$3,584,407</b>	<b>\$2,946,480</b>	<b>\$6,566,209</b>	<b>\$6,622,915</b>	<b>\$2,702,612</b>	<b>\$2,108,777</b>

COMMUNITY SERVICES AREA  
OFFICE OF COMMUNITY DEVELOPMENT

Expenses By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	400,593	403,906	398,745	372,126	424,947	426,975
PAYROLL FRINGES/INSURANCE	161,215	175,890	215,248	218,105	271,289	295,219
OTHER SERVICES	116,066	766,516	819,064	907,264	148,404	142,039
MATERIALS & SUPPLIES	6,655	6,412	5,474	6,142	7,036	3,572
OTHER CHARGES	73,903	117,027	640,885	382,822	240,314	242,054
PASS THROUGHS	168,075	168,075	168,075	168,075	168,261	134,131
CAPITAL OUTLAY	-	-	-	-	5,000	4,500
VEHICLE OPERATING COSTS	569	532	1,000	1,000	1,000	1,000
COMMUNITY DEVELOPMENT RECIPIENTS	4,376,091	3,599,116	6,398,703	5,785,708	3,287,296	2,603,464
<b>Total</b>	<b>\$5,303,167</b>	<b>\$5,237,474</b>	<b>\$8,647,194</b>	<b>\$7,841,242</b>	<b>\$4,553,547</b>	<b>\$3,852,954</b>

Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	1,744,855	2,481,141	2,699,174	2,421,188	1,858,653	1,804,249
COMMUNITY DEVELOPMENT BLOCK GRANT (0078)	1,306,113	1,288,755	2,367,329	2,174,009	1,175,111	1,122,605
HOME PROGRAM (0090)	2,042,986	1,320,425	2,692,282	2,834,782	912,584	867,454
AFFORDABLE HOUSING (0070)	208,605	147,153	882,759	405,613	601,199	52,646
ANN ARBOR ASSISTANCE (0038)	608	-	5,650	5,650	6,000	6,000
<b>Total</b>	<b>\$5,303,167</b>	<b>\$5,237,474</b>	<b>\$8,647,194</b>	<b>\$7,841,242</b>	<b>\$4,553,547</b>	<b>\$3,852,954</b>

FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
OFFICE OF COMMUNITY DEVELOPMENT	9.37	7.13	7.63	7.89	7.89
<b>Total</b>	<b>9.37</b>	<b>7.13</b>	<b>7.63</b>	<b>7.89</b>	<b>7.89</b>

**COMMUNITY SERVICES AREA  
OFFICE OF COMMUNITY DEVELOPMENT**

**REVENUES**

The decrease in revenue is attributable to the completion of the Tuscan Creek project and related funding in FY 2007. Also, the residual funding and fund balance in all funds for Community Development projects has been expended in the current year and therefore is not available for appropriation in the next budget cycle.

**EXPENSES**

**Personnel Services** – The increase is due to re-allocating staff costs based on work activities across all funds, and maximizing federal administrative funding.

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

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

**Other Charges** – Reflects a decrease in budgeted contingencies across all funds.

**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 \$562,329 in FY 08.

**COMMUNITY SERVICES AREA  
OFFICE OF COMMUNITY DEVELOPMENT  
FY08 WIGS/MEASURES**

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Create timeline and measure length of time for contract implementation; and create a list of inefficiencies in process, by June 30, 2008.
  
  - Assess program efficiency by June 30, 2008.
    - Identify steps in contract approval.
    - Remove internal inefficiencies and track internal length of time to review contracts.
    - Track length of time for contracts in process once they leave office.
    - Benchmark other governmental agencies length of time (Washtenaw County).
  
  - Reduce by 20% the time from when applicants apply for funding to the time they will be either denied funding or approved funding and funding is made available, by June 30, 2008.
    - Number of applications
    - Length of time for staff review
    - Citizen board approval
    - Attorney approval
    - City Council approval
    - Contract signage
    - Financial system set up
    - Check sent to organization

COMMUNITY SERVICES AREA  
OFFICE OF COMMUNITY DEVELOPMENT

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 3	110034	0.50	0.50
ADMIN SUPPORT SPECIALIST LVL 4	110044	0.15	0.15
ADMIN SUPPORT SPECIALIST LVL 5	110054	1.00	1.00
CD HOUSING/RELOCATION SPEC	114070	1.00	1.00
COMM SERVICES ADMINISTRATOR	403630	0.33	0.33
FINANCIAL MANAGER-COMM SERVS	401500	0.30	0.30
GIS COORDINATOR	401520	0.05	0.05
GIS SPECIALIST	401480	0.05	0.05
GRAPHIC SPECIALIST	401370	0.10	0.10
HOUSING PROGRAM COORDINATOR	404080	1.00	1.00
HOUSING REHAB SPEC I	114051	1.00	1.00
HOUSING REHAB SPECIALIST II	114060	1.00	1.00
HUMAN SVCS PROGRAM COORDINATOR	404090	1.00	1.00
MANAGEMENT ASSISTANT	000200	0.41	0.41
Total		7.89	7.89



## *COMMUNITY SERVICES AREA*

### **PARKS & RECREATION SERVICES**

Parks and Recreation Services is one of three service units in the Community Services Area. It has 21.28 FTEs and handles the functions of the parks administration and recreation facilities. Parks and Recreation administration is responsible for the policy development, park planning and improvements, parks and park shelter reservations and several boards and commissions related to parks and recreation. Recreation facilities include two golf courses, four pools, two ice rinks, two community centers, two canoe liveries, a senior center, a farmers market and a science and nature education center.

**COMMUNITY SERVICES AREA  
PARKS & RECREATION SERVICES**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	3,091,506	3,134,098	3,781,037	3,230,942	3,395,224	3,611,061
CONTRIBUTIONS	134,418	74,717	100,000	77,696	63,500	59,000
INTERGOVERNMENTAL REVENUES	722,077	228,642	466,300	587,000	-	-
INVESTMENT INCOME	189,215	878,996	63,930	9,930	8,700	7,372
LICENSES, PERMITS & REGISTRATION	102	-	-	-	-	-
MISCELLANEOUS REVENUE	164,460	116,807	205,967	151,842	142,658	69,500
SALE OF BONDS	-	20,108,066	-	-	-	-
PRIOR YEAR SURPLUS	-	-	136,400	261,539	2,375,963	679,885
TAXES	3,771,928	3,918,299	4,098,155	4,118,861	3,422,219	3,480,193
OPERATING TRANSFERS	28,131	3,205,531	5,555,030	6,039,260	74,500	74,500
<b>Total</b>	<b>\$8,101,837</b>	<b>\$31,665,156</b>	<b>\$14,406,819</b>	<b>\$14,477,070</b>	<b>\$9,482,764</b>	<b>\$7,981,511</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
OPEN SPACE & PARKLAND PRESERVATION (0024)	2,762,623	5,205,138	8,047,330	8,580,360	2,220,776	2,243,201
GENERAL (0010)	2,077,382	2,213,758	2,613,482	2,158,751	2,092,643	2,191,088
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	2,058,423	2,039,788	2,181,121	2,011,427	1,900,591	679,885
GOLF ENTERPRISE (0047)	1,026,768	1,335,234	1,324,243	1,159,600	1,342,085	1,373,823
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	-	-	1,201,443	1,236,992
BANDEMER PROPERTY (0025)	36,228	15,006	8,380	8,380	280,700	4,372
PARKS REPAIR AND RESTORATION MILLAGE (0006)	-	20	-	261,539	200,372	-
MARKET (0046)	140,413	142,559	138,396	134,479	141,154	143,150
PARKS MEMORIALS & CONTRIBUTIONS (0034)	-	37,484	70,000	43,200	103,000	109,000
OPEN SPACE ENDOWMENT (0041)	-	-	23,867	119,334	-	-
OPEN SPACE & PARKLAND PRESERVATION (0029)	-	20,673,167	-	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	-	3,002	-	-	-	-
<b>Total</b>	<b>\$8,101,837</b>	<b>\$31,665,156</b>	<b>\$14,406,819</b>	<b>\$14,477,070</b>	<b>\$9,482,764</b>	<b>\$7,981,511</b>

**COMMUNITY SERVICES AREA  
PARKS & RECREATION SERVICES**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	2,294,165	2,560,644	2,645,288	2,375,815	2,453,279	2,338,016
PAYROLL FRINGES/INSURANCE	577,047	699,624	805,306	787,318	902,779	956,175
OTHER SERVICES	1,200,647	1,325,319	1,342,439	1,384,794	1,514,659	1,394,259
MATERIALS & SUPPLIES	361,517	436,116	478,073	414,486	442,510	433,135
OTHER CHARGES	760,577	761,744	1,956,210	1,188,262	3,003,217	2,015,792
PASS THROUGHGS	132,664	3,544,816	1,190,530	2,345,655	1,917,435	1,431,590
CAPITAL OUTLAY	1,464,854	5,307,665	7,225,343	6,634,747	735,909	734,928
VEHICLE OPERATING COSTS	41,613	58,140	48,990	41,580	47,655	47,655
<b>Total</b>	<b>\$6,833,084</b>	<b>\$14,694,068</b>	<b>\$15,692,179</b>	<b>\$15,172,657</b>	<b>\$11,017,443</b>	<b>\$9,351,551</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	3,227,198	3,618,538	3,812,794	3,630,876	3,661,073	3,599,638
OPEN SPACE & PARKLAND PRESERVATION (0024)	1,550,906	5,624,471	8,047,330	8,580,360	2,211,965	2,229,290
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	316,463	892,145	1,943,948	1,360,722	1,900,591	679,885
GOLF ENTERPRISE (0047)	1,225,075	1,210,055	1,324,243	1,158,555	1,338,233	1,369,970
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	-	-	1,201,443	1,236,992
BANDEMER PROPERTY (0025)	9,232	2,823	1,295	1,295	276,619	1,656
PARKS REPAIR AND RESTORATION MILLAGE (0006)	388,320	332,842	331,539	261,539	200,372	-
MARKET (0046)	115,890	124,754	137,163	133,210	133,699	136,576
PARKS MEMORIALS & CONTRIBUTIONS (0034)	-	5,638	70,000	41,100	93,448	97,544
OPEN SPACE ENDOWMENT (0041)	-	-	23,867	5,000	-	-
OPEN SPACE & PARKLAND PRESERVATION (0029)	-	2,879,800	-	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	-	3,002	-	-	-	-
<b>Total</b>	<b>\$6,833,084</b>	<b>\$14,694,068</b>	<b>\$15,692,179</b>	<b>\$15,172,657</b>	<b>\$11,017,443</b>	<b>\$9,351,551</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
PARKS & RECREATION SERVICES	22.80	23.79	23.23	21.28	20.78
<b>Total</b>	<b>22.80</b>	<b>23.79</b>	<b>23.23</b>	<b>21.28</b>	<b>20.78</b>



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

**REVENUES**

Revenue reflects anticipated millage funding available for land acquisition. In FY 08, as purchases of property and development rights are approved by Council additional funding will be appropriated as necessary.

**EXPENSES**

**Personnel Services** – The decrease is attributable to a reduction of 3.25 FTE in recreation facilities staffing and a reduction in seasonal staffing.

**Payroll Fringes** – The increase is primarily attributable to VEBA, Retiree Medical Insurance, and Retirement Contributions.

**Other Services** – The increase is primarily attributable to support services related to land acquisitions.

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

**Other Charges** – The increase is attributable to an increase in IT charges and funding for technology improvements. In addition, the increase reflects the use of prior year fund balance and funding from the expired millage to complete Park capital improvement projects.

**Pass Throughs** – The increase reflects use of prior year fund balance from the expiring millage to complete Park capital improvement projects.

**Capital Outlay** – The decrease is attributable to a policy change whereas monies appropriated for land acquisitions will be appropriated at the time of Council approval. In FY 08, as purchases of property and development rights are approved by Council funding will be appropriated as necessary.

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Parks and Recreation Services Unit would be charged \$1,553,603 in FY 08.

**COMMUNITY SERVICES AREA  
PARKS AND RECREATION SERVICES  
FY08 WIGS/MEASURES**

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Measure customer satisfaction with current programs and facilities by distributing 8,000 surveys to our customers, having 12.5% returned and then recording and sharing the results by April 1, 2008.
    - Number of surveys distributed.
    - Number of survey responses received.
    - Presenting results.
  
- ❖ **Ensure a high quality of life, while balancing economic development with the preservation and conservation of natural resources.**
  - Develop and implement marketing and advertising programs by January 1, 2008 for each park facility that promotes the contributions of Parks and Recreation Services to the quality of life in Ann Arbor.
    - Number of communications by type per recreation facility.

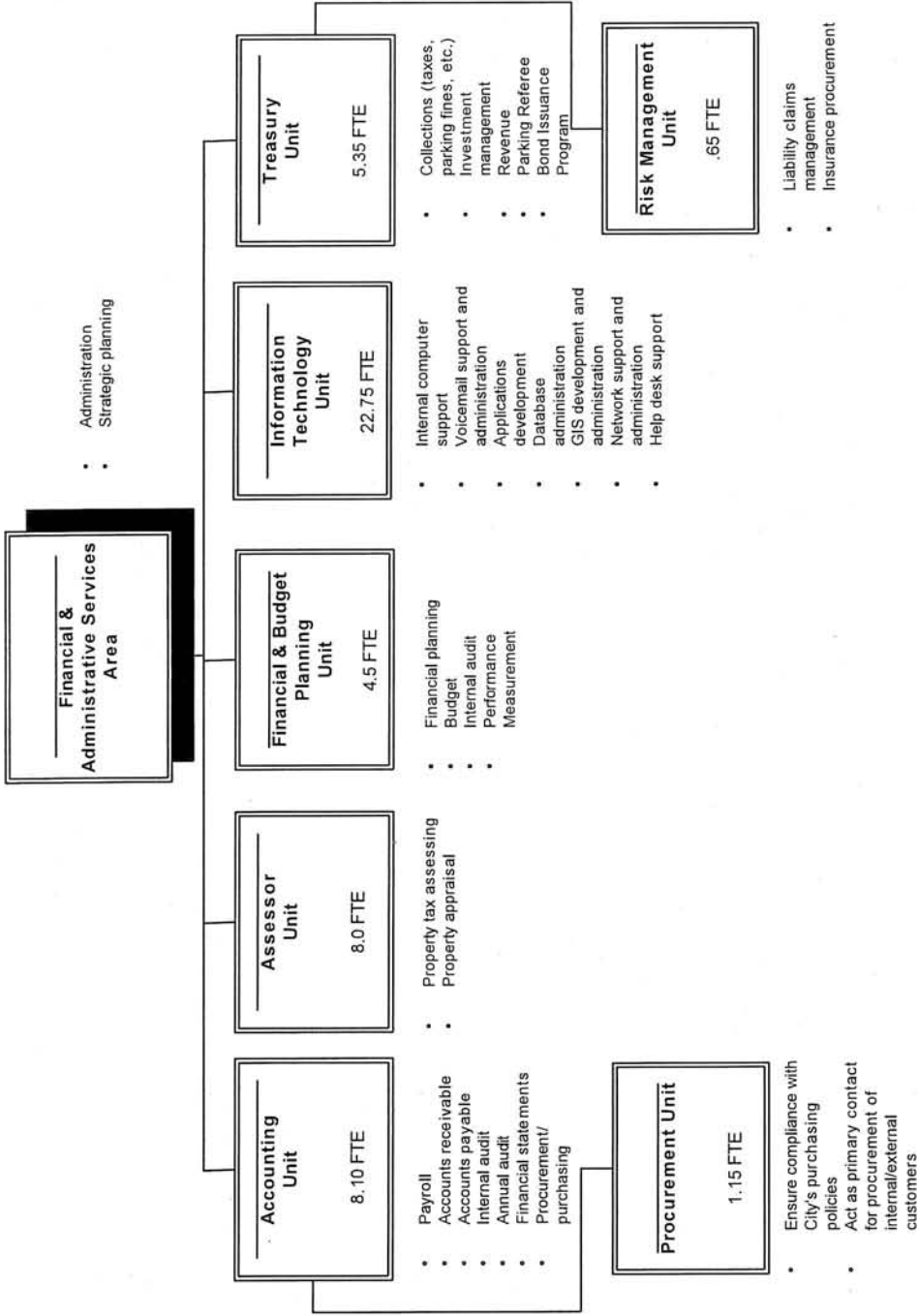
COMMUNITY SERVICES AREA  
PARKS & RECREATION SERVICES

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 4	110044	1.25	1.25
ADMIN SUPPORT SPECIALIST LVL 5	110054	1.00	1.00
COMM SERVICES ADMINISTRATOR	403630	0.34	0.34
FINANCIAL MANAGER-COMM SERVS	401500	0.40	0.40
GIS COORDINATOR	401520	0.35	0.35
GIS SPECIALIST	401480	0.40	0.40
GRAPHIC SPECIALIST	401370	0.62	0.62
GROUNDS SPECIALIST CP	117201	2.00	2.00
LANDSCAPE ARCHITECT II	401360	2.00	2.00
MANAGEMENT ASSISTANT	000200	0.42	0.42
MARKET MANAGER	401430	1.00	1.00
OPERATIONS MGR PARKS & REC SRV	401270	1.00	1.00
PARKS & REC SERVICES MANAGER	403480	1.00	1.00
RECREATION FACILITY SUP I	190114	3.00	3.00
RECREATION FACILITY SUP II	190124	5.50	5.00
RECREATION FACILITY SUP III	190134	1.00	1.00
<b>Total</b>		<b>21.28</b>	<b>20.78</b>



***FINANCIAL & ADMINISTRATIVE SERVICES AREA***



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

## Financial & Administrative Services Area

## FINANCIAL & ADMINISTRATIVE SERVICES AREA

### Revenues By Service Unit

Service Unit	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
FINANCIAL & BUDGET PLANNING	55,547,167	58,685,105	59,984,654	61,841,269	54,807,397	55,694,609
RISK MANAGEMENT	17,062,045	17,152,849	19,862,109	19,419,883	23,019,699	25,039,787
INFORMATION TECHNOLOGY	986,572	5,194,839	6,829,618	6,631,318	7,023,673	6,961,421
TREASURY SERVICES	211,024	201,785	206,339	206,339	209,365	209,365
PROCUREMENT	-	51,386	30,000	30,000	40,000	40,000
ASSESSOR	18,825	6,896	1,000	1,000	1,000	1,000
ACCOUNTING	113,452	10,077	-	-	-	-
<b>Total</b>	<b>\$73,939,085</b>	<b>\$81,302,937</b>	<b>\$86,913,720</b>	<b>\$88,129,809</b>	<b>\$85,101,134</b>	<b>\$87,946,182</b>

### Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	55,838,218	58,586,666	60,221,993	62,020,208	55,017,462	55,910,774
INSURANCE (0057)	17,062,045	17,152,849	19,862,109	19,419,883	23,019,699	25,039,787
INFORMATION TECHNOLOGY (0014)	956,181	5,194,839	6,829,618	6,631,318	7,023,673	6,961,421
GENERAL DEBT/SPECIAL						
ASSESSMENT (0060)	77,452	52,612	-	50,000	33,000	29,500
GENERAL DEBT SERVICE (0035)	5,189	2,181	-	8,400	7,300	4,700
MI EDC SMART ZONE GRANT (0009)	-	313,790	-	-	-	-
<b>Total</b>	<b>\$73,939,085</b>	<b>\$81,302,937</b>	<b>\$86,913,720</b>	<b>\$88,129,809</b>	<b>\$85,101,134</b>	<b>\$87,946,182</b>

## FINANCIAL & ADMINISTRATIVE SERVICES AREA

### Expenses By Service Unit

Service Unit	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INFORMATION TECHNOLOGY	2,211,689	3,099,416	6,829,618	6,829,618	7,023,673	6,961,421
RISK MANAGEMENT	5,703,479	(174,291)	2,908,225	2,239,459	3,089,299	3,192,482
FINANCIAL & BUDGET PLANNING	912,253	942,235	1,088,705	1,115,846	1,647,955	1,863,332
ASSESSOR	583,852	774,591	811,364	811,689	849,624	871,630
ACCOUNTING	1,320,738	788,450	741,363	754,225	765,872	784,121
PROCUREMENT	-	581,470	577,444	581,064	579,970	592,240
TREASURY SERVICES	639,760	510,836	543,791	548,886	575,027	586,462
<b>Total</b>	<b>\$11,371,771</b>	<b>\$6,522,707</b>	<b>\$13,500,510</b>	<b>\$12,880,787</b>	<b>\$14,531,420</b>	<b>\$14,851,688</b>

### Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INFORMATION TECHNOLOGY (0014)	96,734	3,099,416	6,829,618	6,829,618	7,023,673	6,961,421
GENERAL (0010)	5,571,558	3,576,990	3,710,740	3,759,783	4,418,448	4,697,785
INSURANCE (0057)	5,703,479	(174,291)	2,960,152	2,291,386	3,089,299	3,192,482
OPEN SPACE & PARKLAND PRESERVATION (0029)	-	11,964	-	-	-	-
SEWAGE DISPOSAL SYSTEM (0043)	-	7,455	-	-	-	-
ELIZABETH R DEAN TRUST (0055)	-	1,173	-	-	-	-
<b>Total</b>	<b>\$11,371,771</b>	<b>\$6,522,707</b>	<b>\$13,500,510</b>	<b>\$12,880,787</b>	<b>\$14,531,420</b>	<b>\$14,851,688</b>

### FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
ACCOUNTING	10.00	7.25	7.50	8.10	8.10
ASSESSOR	8.00	8.00	8.00	8.00	8.00
FINANCIAL & BUDGET PLANNING	4.00	4.00	5.00	4.50	4.50
INFORMATION TECHNOLOGY	16.75	20.00	22.50	22.75	22.75
PROCUREMENT	-	1.00	1.00	1.15	1.15
RISK MANAGEMENT	1.00	1.00	-	0.65	0.65
TREASURY SERVICES	9.00	6.00	6.00	5.35	5.35
<b>Total</b>	<b>48.75</b>	<b>47.25</b>	<b>50.00</b>	<b>50.50</b>	<b>50.50</b>







## ***FINANCIAL & ADMINISTRATIVE SERVICES AREA***

### **ACCOUNTING**

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ACCOUNTING

Revenues By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INTRA GOVERNMENTAL SALES	99,725	-	-	-	-	-
INVESTMENT INCOME	9,118	10,077	-	-	-	-
MISCELLANEOUS REVENUE	4,609	-	-	-	-	-
<b>Total</b>	<b>\$113,452</b>	<b>\$10,077</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	113,452	10,077	-	-	-	-
<b>Total</b>	<b>\$113,452</b>	<b>\$10,077</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ACCOUNTING

Expenses By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	612,345	518,770	471,146	473,669	473,372	476,651
PAYROLL FRINGES/INSURANCE	116,842	106,766	124,760	123,583	174,027	185,259
OTHER SERVICES	350,164	23,337	10,300	21,610	22,014	23,200
MATERIALS & SUPPLIES	239,052	6,864	9,000	8,961	7,000	7,000
OTHER CHARGES	2,335	132,713	126,157	126,402	89,459	92,011
<b>Total</b>	<b>\$1,320,738</b>	<b>\$788,450</b>	<b>\$741,363</b>	<b>\$754,225</b>	<b>\$765,872</b>	<b>\$784,121</b>

Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	1,320,738	788,450	728,814	741,676	765,872	784,121
INSURANCE (0057)	-	-	12,549	12,549	-	-
<b>Total</b>	<b>\$1,320,738</b>	<b>\$788,450</b>	<b>\$741,363</b>	<b>\$754,225</b>	<b>\$765,872</b>	<b>\$784,121</b>

FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
ACCOUNTING	10.00	7.25	7.50	8.10	8.10
<b>Total</b>	<b>10.00</b>	<b>7.25</b>	<b>7.50</b>	<b>8.10</b>	<b>8.10</b>

## FINANCIAL & ADMINISTRATIVE SERVICES ACCOUNTING

### EXPENSES

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services** – The increase reflects the increased costs associated with this service unit's use of temporary employment services.

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

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Accounting Unit would be charged \$322,635 in FY 08.

**FINANCIAL AND ADMINISTRATIVE SERVICES**  
**ACCOUNTING**  
**FY08 WIGS/MEASURES**

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Implement new payroll & timekeeping system by October 2007.
    - Complete planning phase by March 15, 2007.
    - Complete analysis phase by March 31, 2007.
    - Complete conversion phase by April 30, 2007.
    - Complete testing phase by August 31, 2007.
    - Complete training by September 30, 2007.
    - Go live with production by October 1,2007.

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ACCOUNTING

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ACCOUNTANT I	401450	1.00	1.00
ACCOUNTANT II	401440	2.00	2.00
ACCOUNTING SERVICES MANAGER	401280	0.85	0.85
ADMIN SUPPORT SPECIALIST LVL 3	110034	0.50	0.50
ADMIN SUPPORT SPECIALIST LVL 5	110054	3.75	3.75
Total		8.10	8.10



## ***FINANCIAL & ADMINISTRATIVE SERVICES AREA***

### **ASSESSOR**

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

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ASSESSOR**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
MISCELLANEOUS REVENUE	25	96	-	-	-	-
TAXES	18,800	6,800	1,000	1,000	1,000	1,000
<b>Total</b>	<b>\$18,825</b>	<b>\$6,896</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	18,825	6,896	1,000	1,000	1,000	1,000
<b>Total</b>	<b>\$18,825</b>	<b>\$6,896</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>	<b>\$1,000</b>



**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ASSESSOR**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	420,695	481,019	487,880	487,880	503,174	505,856
PAYROLL FRINGES/INSURANCE	102,607	139,001	170,306	170,306	212,178	227,160
OTHER SERVICES	52,221	74,995	46,200	46,825	44,400	46,000
MATERIALS & SUPPLIES	5,834	3,799	3,850	3,850	3,350	3,350
OTHER CHARGES	2,495	75,777	103,128	102,828	86,522	89,264
<b>Total</b>	<b>\$583,852</b>	<b>\$774,591</b>	<b>\$811,364</b>	<b>\$811,689</b>	<b>\$849,624</b>	<b>\$871,630</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	583,852	774,591	811,364	811,689	849,624	871,630
<b>Total</b>	<b>\$583,852</b>	<b>\$774,591</b>	<b>\$811,364</b>	<b>\$811,689</b>	<b>\$849,624</b>	<b>\$871,630</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
ASSESSOR	8.00	8.00	8.00	8.00	8.00
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

**FINANCIAL & ADMINISTRATIVE SERVICES  
ASSESSOR**

**EXPENSES**

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Charges** - The decrease reflects the reduced costs associated with use of Information Technology resources.

**Municipal Service Charge (MSC)** - A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Assessor Services Unit would be charged \$379,894 in FY 08.

**FINANCIAL AND ADMINISTRATIVE SERVICES**  
**ASSESSOR**  
**FY08 WIGS/MEASURES**

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Inventory all property & value all taxable property by March 2, 2008.
    - ECF'S set by November 22, 2007
    - Annexations processed by December 4, 2007
    - Splits and combinations processed by December 4, 2007
    - Conduct street survey by December 8, 2007
    - Personal property statements mailed by December 31, 2007
    - New construction appraised by January 31, 2008
    - Poverty Applications Mailed by January 12, 2008
    - Name and address changes processed by February 16, 2008
    - Principal resident affidavits processed by February 16, 2008
    - Property transfer affidavits processed by February 16, 2008
    - Personal property statements processed by February 23, 2008
    - Perform audit checks by February 28, 2008
    - Assessment change notices mailed by March 2, 2008
  
  - Create and implement a plan to improve information delivery based on the survey of Financial Services Area's information needs performed in FY 2007, by June 30, 2008.
    - Evaluate survey results by August 30, 2007
    - Create plan and begin implementation by November 30, 2007
    - Fully implement plan by April 30, 2008
    - Survey to determine satisfaction with changes by June 1, 2008
  
  - Update online property sketches and images by March 1, 2008.
    - Create property images and sketches export by February 23, 2008
    - Send export to BS&A by February 26, 2008
    - Verify website update by February 28, 2008

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
ASSESSOR

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 3	110034	1.00	1.00
ADMIN SUPPORT SPECIALIST LVL 5	110054	1.00	1.00
ASSESSOR SERVICES MANAGER	403220	1.00	1.00
CHIEF APPRAISER	403430	1.00	1.00
REAL PROPERTY APPRAISER I	119181	3.00	3.00
SENIOR APPRAISER	401260	1.00	1.00
Total		8.00	8.00



## ***FINANCIAL & ADMINISTRATIVE SERVICES AREA***

### **FINANCIAL & BUDGET PLANNING**

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

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

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	83,507	247,943	787,300	1,446,200	1,352,020	1,355,060
FINES & FORFEITS	-	102	-	-	-	-
INTERGOVERNMENTAL REVENUES	11,232,321	11,127,489	10,932,362	11,186,771	10,622,380	10,197,485
INVESTMENT INCOME	598,297	1,473,764	773,367	1,226,600	1,577,391	1,571,291
MISCELLANEOUS REVENUE	71,713	(58,242)	15,000	15,000	234,736	234,736
TAXES	43,561,329	45,894,049	47,476,625	47,966,698	41,020,870	42,336,037
<b>Total</b>	<b>\$55,547,167</b>	<b>\$58,685,105</b>	<b>\$59,984,654</b>	<b>\$61,841,269</b>	<b>\$54,807,397</b>	<b>\$55,694,609</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	55,464,526	58,316,522	59,984,654	61,782,869	54,767,097	55,660,409
GENERAL DEBT/SPECIAL ASSESSMENT (0060)	77,452	52,612	-	50,000	33,000	29,500
GENERAL DEBT SERVICE (0035)	5,189	2,181	-	8,400	7,300	4,700
MI EDC SMART ZONE GRANT (0009)	-	313,790	-	-	-	-
<b>Total</b>	<b>\$55,547,167</b>	<b>\$58,685,105</b>	<b>\$59,984,654</b>	<b>\$61,841,269</b>	<b>\$54,807,397</b>	<b>\$55,694,609</b>

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

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	433,541	308,449	382,016	381,816	355,332	364,332
PAYROLL FRINGES/INSURANCE	414,160	439,123	510,664	514,412	584,224	655,507
OTHER SERVICES	52,164	131,440	122,100	142,000	637,600	744,429
MATERIALS & SUPPLIES	7,318	3,058	2,217	5,200	3,200	3,200
OTHER CHARGES	3,210	58,125	71,708	72,418	67,599	95,864
CAPITAL OUTLAY	-	2,040	-	-	-	-
VEHICLE OPERATING COSTS	1,860	-	-	-	-	-
<b>Total</b>	<b>\$912,253</b>	<b>\$942,235</b>	<b>\$1,088,705</b>	<b>\$1,115,846</b>	<b>\$1,647,955</b>	<b>\$1,863,332</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	912,253	921,643	1,049,327	1,076,468	1,647,955	1,863,332
INSURANCE (0057)	-	-	39,378	39,378	-	-
OPEN SPACE & PARKLAND PRESERVATION (0029)	-	11,964	-	-	-	-
SEWAGE DISPOSAL SYSTEM (0043)	-	7,455	-	-	-	-
ELIZABETH R DEAN TRUST (0055)	-	1,173	-	-	-	-
<b>Total</b>	<b>\$912,253</b>	<b>\$942,235</b>	<b>\$1,088,705</b>	<b>\$1,115,846</b>	<b>\$1,647,955</b>	<b>\$1,863,332</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
FINANCIAL & BUDGET PLANNING	4.00	4.00	5.00	4.50	4.50
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>4.50</b>	<b>4.50</b>

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

**REVENUES**

**Taxes** – An accounting transfer was made in FY 08, moving AATA taxes to Non-Departmental. General Fund property taxes are projected to increase 4.3% in FY 08 due to increased property values and inflation. The tax administration fee was increased from .81% to 1.0% beginning in FY 08. In recent years, the City has not levied the maximum general operating millage approved by voters, which has partially limited the impact of the Headlee rollback on revenues.

**Intergovernmental Revenues** – Decrease is due to projected reductions in State Shared Revenue.

**Charges for Services** – Increase is due to the restored levels of State Fire Protection grant monies, previously under-funded per the statutory formula.

**EXPENSES**

**Personnel Services** – The decrease reflects an allocation of the Risk Specialist from Financial & Budget Planning to Risk Management.

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services** – The increase in FY08 is attributable to the addition of expenditures related to anticipated economic development.

**Other Charges** – FY 08 reflects a decrease in IT charges resulting from reduced charges for HR software related to new implementation.

**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 \$172,601 in FY 08.



**FINANCIAL AND ADMINISTRATIVE SERVICES**  
**FINANCIAL & BUDGET PLANNING**  
**FY08 WIGS/MEASURES**

- ❖ **Ensure the long-term financial health and stability of the City.**
  - Improve financial process so the April full year forecast is within 10% of the fiscal year end actuals.
    - 80% of managers report full year forecast variances, if any, at monthly financial meetings.
  
  - Coordinate the development of a Council approved two-year budget that meets the Government Finance Officers Association (GFOA) standards of excellence by June 30, 2008.
    - 80% of timeline tasks completed by due date.
    - 100% of milestones on timeline completed by due date.
    - Receive the GFOA award.

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
FINANCIAL & BUDGET PLANNING

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
FINANCIAL & ADMIN AREA ADMIN	403520	1.00	1.00
FINANCIAL ANALYST-BUDGET	403340	1.00	1.00
RISK SPECIALIST/ASST TO CFO	401100	0.50	0.50
SR FIN SPEC-FORECAST/PERF MET	403870	1.00	1.00
SR FINANCE SPEC-BUDGET & PLAN	403730	1.00	1.00
<b>Total</b>		<b>4.50</b>	<b>4.50</b>



## ***FINANCIAL & ADMINISTRATIVE SERVICES AREA***

### **INFORMATION TECHNOLOGY**

The Information Technology (IT) Services Unit is responsible for planning, establishing, maintaining, and supporting the City's computing environments including network infrastructure, servers, personal computing devices such as desktop PCs and laptops, printers and other handheld devices such as PDAs. Additionally, IT integrates and leverages service area computing requirements and supports service area process efficiency initiatives.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
INFORMATION TECHNOLOGY**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CONTRIBUTIONS	-	-	130,185	130,185	-	-
INVESTMENT INCOME	6,181	38,252	-	-	-	-
MISCELLANEOUS REVENUE	391	549	-	-	-	-
PRIOR YEAR SURPLUS	-	-	868,482	670,182	248,830	97,269
OPERATING TRANSFERS	980,000	5,156,038	5,830,951	5,830,951	6,774,843	6,864,152
<b>Total</b>	<b>\$986,572</b>	<b>\$5,194,839</b>	<b>\$6,829,618</b>	<b>\$6,631,318</b>	<b>\$7,023,673</b>	<b>\$6,961,421</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INFORMATION TECHNOLOGY (0014)	956,181	5,194,839	6,829,618	6,631,318	7,023,673	6,961,421
<b>Total</b>	<b>\$986,572</b>	<b>\$5,194,839</b>	<b>\$6,829,618</b>	<b>\$6,631,318</b>	<b>\$7,023,673</b>	<b>\$6,961,421</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
INFORMATION TECHNOLOGY**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	1,072,927	1,096,433	1,519,128	1,519,128	1,677,031	1,717,599
PAYROLL FRINGES/INSURANCE	283,192	388,208	585,359	585,359	772,056	828,480
OTHER SERVICES	754,935	861,709	2,351,943	2,336,943	1,545,478	1,491,618
MATERIALS & SUPPLIES	17,424	19,659	15,000	15,000	15,000	15,000
OTHER CHARGES	33,156	561,804	1,412,870	1,427,870	2,255,790	2,229,298
PASS THROUGHES	-	-	-	-	8,316	8,316
CAPITAL OUTLAY	50,055	171,603	945,318	945,318	750,002	671,110
<b>Total</b>	<b>\$2,211,689</b>	<b>\$3,099,416</b>	<b>\$6,829,618</b>	<b>\$6,829,618</b>	<b>\$7,023,673</b>	<b>\$6,961,421</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INFORMATION TECHNOLOGY (0014)	96,734	3,099,416	6,829,618	6,829,618	7,023,673	6,961,421
GENERAL (0010)	2,114,955	-	-	-	-	-
<b>Total</b>	<b>\$2,211,689</b>	<b>\$3,099,416</b>	<b>\$6,829,618</b>	<b>\$6,829,618</b>	<b>\$7,023,673</b>	<b>\$6,961,421</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
INFORMATION TECHNOLOGY	16.75	20.00	22.50	22.75	22.75
<b>Total</b>	<b>16.75</b>	<b>20.00</b>	<b>22.50</b>	<b>22.75</b>	<b>22.75</b>

## FINANCIAL & ADMINISTRATIVE SERVICES AREA INFORMATION TECHNOLOGY

### REVENUES

The projected revenues to the IT Services Fund for FY 08 are \$7,023,673. \$248,830 is derived from the use of Fund Balance and \$ 6,774,843 is IT Service Charges reimbursed by City Service Areas, Service Units and Agencies that are supported by the IT Service Unit.

### EXPENSES

**Personnel Services** – Increase is due to an increase in staff by .75 FTE, previously located in another Service Area.

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services, Other Charges and Capital Outlay** – Decrease is due to reductions in the Municipal Service Charge and overall current year project expenditures. These areas are combined because budget appropriations are set up and then moved between these three areas based on projects planned vs. projects in progress.

**FINANCIAL AND ADMINISTRATIVE SERVICES  
INFORMATION TECHNOLOGY  
FY08 WIGS/MEASURES**

- ❖ **Support a safe and reliable municipal infrastructure**
  - Move the City of Ann Arbor workstation and mobile devices into a managed environment by March 30, 2008.
  
- ❖ **Foster a community with respect for diversity and the open exchange of ideas**
  - Develop and publish a new City Intranet site by June 30, 2008.
  
- ❖ **Deliver high quality City services in a cost effective manner.**
  - Meet 98% of the published Service Level Agreements by June 30, 2008.

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
INFORMATION TECHNOLOGY

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
APPLICATIONS DELIVERY MANAGER	403540	1.00	1.00
APPLICATIONS SUPPORT ANALYST	401610	1.00	1.00
ARCHITECTURE MANAGER	403500	1.00	1.00
DIRECTOR, INFO TECHNOLOGY	403700	1.00	1.00
GIS MANAGER	401240	1.00	1.00
HELP DESK ANALYST	000300	2.00	2.00
INFRASTRUCTURE SUPPORT ADMIN	401600	2.00	2.00
PROJECT DELIVERY MANAGER	403570	2.00	2.00
SERVICE DELIVERY MANAGER	403550	1.00	1.00
SR APPLICATIONS SPECIALIST	401050	8.00	8.00
SR. INFRASTRUCTURE SPECIALIST	401130	2.00	2.00
TELECOMMUNICATIONS SPECIALIST	000310	0.75	0.75
<b>Total</b>		<b>22.75</b>	<b>22.75</b>





## ***FINANCIAL & ADMINISTRATIVE SERVICES AREA***

### **PROCUREMENT**

The Procurement Unit is responsible for ensuring the City's procurement policies and procedures are being followed. The Unit also provides general and administrative support in the preparation, reconciliation, and reporting of the City's procurement of goods and services.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
PROCUREMENT**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INTRA GOVERNMENTAL SALES	-	46,886	30,000	30,000	40,000	40,000
MISCELLANEOUS REVENUE	-	4,500	-	-	-	-
<b>Total</b>	<b>\$</b>	<b>\$51,386</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$40,000</b>	<b>\$40,000</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	-	51,386	30,000	30,000	40,000	40,000
<b>Total</b>	<b>\$</b>	<b>\$51,386</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$40,000</b>	<b>\$40,000</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
PROCUREMENT**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	-	51,754	53,088	53,314	69,162	69,207
PAYROLL FRINGES/INSURANCE	-	16,650	19,740	20,910	28,693	30,613
OTHER SERVICES	-	316,734	285,339	284,606	272,000	272,000
MATERIALS & SUPPLIES	-	186,858	210,000	213,044	200,000	210,000
OTHER CHARGES	-	9,474	9,277	9,190	10,115	10,420
<b>Total</b>	<b>\$</b>	<b>\$581,470</b>	<b>\$577,444</b>	<b>\$581,064</b>	<b>\$579,970</b>	<b>\$592,240</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	-	581,470	577,444	581,064	579,970	592,240
<b>Total</b>	<b>\$</b>	<b>\$581,470</b>	<b>\$577,444</b>	<b>\$581,064</b>	<b>\$579,970</b>	<b>\$592,240</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
PROCUREMENT	-	1.00	1.00	1.15	1.15
<b>Total</b>	<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.15</b>	<b>1.15</b>

## FINANCIAL & ADMINISTRATIVE SERVICES PROCUREMENT

In FY 2006 the Procurement Services Unit was separated from the Accounting Services Unit.

### REVENUES

**Intra Governmental Sales** – Amounts in FY 08 represent transfers from other service units for postage charges; past years also included amounts for central duplicating and office supplies. The increase is due to increased costs being billed to service units.

### EXPENSES

**Personnel Services** -The increase reflects an allocation of the Purchasing Agent time from Accounting to Procurement.

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services** – The decrease in costs is associated with a decrease in the Equipment Maintenance line item.

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Procurement Unit would be charged \$20,245 in FY 08.

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
PROCUREMENT

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ACCOUNTING SERVICES MANAGER	401280	0.15	0.15
ADMIN SUPPORT SPECIALIST LVL 5	110054	1.00	1.00
Total		1.15	1.15



## ***FINANCIAL & ADMINISTRATIVE SERVICES AREA***

### **RISK MANAGEMENT**

The Risk Management Unit, in conjunction with the Insurance Board, is responsible for administering the City's property and general liability insurance programs. Activities include interfacing with a risk management consultant, administering the citizen claims process, and supporting the RFP process for contract renewals.

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
RISK MANAGEMENT**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CONTRIBUTIONS	232,629	196,768	-	98,777	-	-
INVESTMENT INCOME	226,110	257,141	83,965	275,325	275,000	275,000
MISCELLANEOUS REVENUE	-	47,855	-	-	-	-
PRIOR YEAR SURPLUS	-	-	600,000	-	459,880	482,932
OPERATING TRANSFERS	16,603,306	16,651,085	19,178,144	19,045,781	22,284,819	24,281,855
<b>Total</b>	<b>\$17,062,045</b>	<b>\$17,152,849</b>	<b>\$19,862,109</b>	<b>\$19,419,883</b>	<b>\$23,019,699</b>	<b>\$25,039,787</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INSURANCE (0057)	17,062,045	17,152,849	19,862,109	19,419,883	23,019,699	25,039,787
<b>Total</b>	<b>\$17,062,045</b>	<b>\$17,152,849</b>	<b>\$19,862,109</b>	<b>\$19,419,883</b>	<b>\$23,019,699</b>	<b>\$25,039,787</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
RISK MANAGEMENT**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	120,031	-	-	-	40,506	40,656
PAYROLL FRINGES/INSURANCE	42,574	26,448	36,771	36,771	57,669	64,470
OTHER SERVICES	938,134	1,180,747	941,172	571,500	667,889	690,014
MATERIALS & SUPPLIES	4,787	3,603	8,000	2,500	4,500	4,500
OTHER CHARGES	4,597,953	(1,385,089)	1,922,282	1,628,688	2,318,735	2,392,842
<b>Total</b>	<b>\$5,703,479</b>	<b>(\$174,291)</b>	<b>\$2,908,225</b>	<b>\$2,239,459</b>	<b>\$3,089,299</b>	<b>\$3,192,482</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INSURANCE (0057)	5,703,479	(174,291)	2,908,225	2,239,459	3,089,299	3,192,482
<b>Total</b>	<b>\$5,703,479</b>	<b>(\$174,291)</b>	<b>\$2,908,225</b>	<b>\$2,239,459</b>	<b>\$3,089,299</b>	<b>\$3,192,482</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
RISK MANAGEMENT	1.00	1.00	-	0.65	0.65
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>	<b>0.65</b>	<b>0.65</b>



**FINANCIAL & ADMINISTRATIVE SERVICES  
RISK MANAGEMENT**

**REVENUES**

**Operating Transfers** – The FY 08 increase represents the additional funding needed for projected increases in health insurance premiums.

**EXPENSES**

**Personnel Services** – The increase reflects an allocation of the Treasury Services Manager and Administrative Assistant to the CFO from Treasury Services and Finance & Budget Planning Units to Risk Management.

**Other Services** – The FY 08 decrease represents anticipated savings related to the shift from defined cost coverage to self-insurance of workers' compensation liability.

**Other Charges** – The increase is due to reserves set aside for the set-up of self-insured Workers' Compensation fund.

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
RISK MANAGEMENT

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
RISK SPECIALIST/ASST TO CFO	401100	0.50	0.50
TREASURY SERVICES MANAGER	403310	0.15	0.15
Total		0.65	0.65



## ***FINANCIAL & ADMINISTRATIVE SERVICES AREA***

### **TREASURY SERVICES**

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

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
TREASURY SERVICES

Revenues By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
FINES & FORFEITS	197,779	193,567	199,339	199,339	202,365	202,365
MISCELLANEOUS REVENUE	13,245	8,218	7,000	7,000	7,000	7,000
<b>Total</b>	<b>\$211,024</b>	<b>\$201,785</b>	<b>\$206,339</b>	<b>\$206,339</b>	<b>\$209,365</b>	<b>\$209,365</b>

Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	211,024	201,785	206,339	206,339	209,365	209,365
<b>Total</b>	<b>\$211,024</b>	<b>\$201,785</b>	<b>\$206,339</b>	<b>\$206,339</b>	<b>\$209,365</b>	<b>\$209,365</b>

**FINANCIAL & ADMINISTRATIVE SERVICES AREA  
TREASURY SERVICES**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	463,648	299,054	310,264	291,800	323,258	323,858
PAYROLL FRINGES/INSURANCE	110,960	79,594	116,296	118,396	134,219	142,643
OTHER SERVICES	57,188	44,221	51,012	73,146	56,450	57,050
MATERIALS & SUPPLIES	7,275	5,269	4,900	4,600	4,600	4,600
OTHER CHARGES	689	82,269	61,319	60,944	56,500	58,311
CAPITAL OUTLAY	-	429	-	-	-	-
<b>Total</b>	<b>\$639,760</b>	<b>\$510,836</b>	<b>\$543,791</b>	<b>\$548,886</b>	<b>\$575,027</b>	<b>\$586,462</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	639,760	510,836	543,791	548,886	575,027	586,462
<b>Total</b>	<b>\$639,760</b>	<b>\$510,836</b>	<b>\$543,791</b>	<b>\$548,886</b>	<b>\$575,027</b>	<b>\$586,462</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
TREASURY SERVICES	9.00	6.00	6.00	5.35	5.35
<b>Total</b>	<b>9.00</b>	<b>6.00</b>	<b>6.00</b>	<b>5.35</b>	<b>5.35</b>

**FINANCIAL & ADMINISTRATIVE SERVICES  
TREASURY SERVICES**

**EXPENSES**

**Personnel Services** – The increase reflects anticipated temporary staffing for parking referee area.

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

**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 \$214,964 in FY 08.

**FINANCIAL AND ADMINISTRATIVE SERVICES  
TREASURY SERVICES  
FY08 WIGS/MEASURES**

❖ **Ensure the long-term financial health and stability of the City.**

- Execute tax collection and disbursement with 100% accuracy and according to Michigan state law.
  - Distribution of tax dollars according to schedule (Treasurer to provide timeline).
  - Database prepared and taxes committed 14 days prior to billing – June 15, 2007 and November 15, 2007.
  - Mail billings by June 1, 2007 (personal), July 1, 2007 (summer) and December 1, 2007 (winter).
  - Overpayments refunded within 14 days.
  - Quarterly reconciliation of cash tax software and balance sheet – October 1, 2007, April 1, 2008 and January 1, 2008.
  - Settle 2007 taxes with County Treasury by March 31, 2008.

❖ **Deliver high quality City services in a cost effective manner.**

- Respond to written parking appeals within 30 days during fiscal year 2007.
  - Sustain appeals backlog to no more than 30 days through September 30, 2007.
  - Graph aging of appeal backlog monthly.

FINANCIAL & ADMINISTRATIVE SERVICES AREA  
TREASURY SERVICES

Allocated Positions

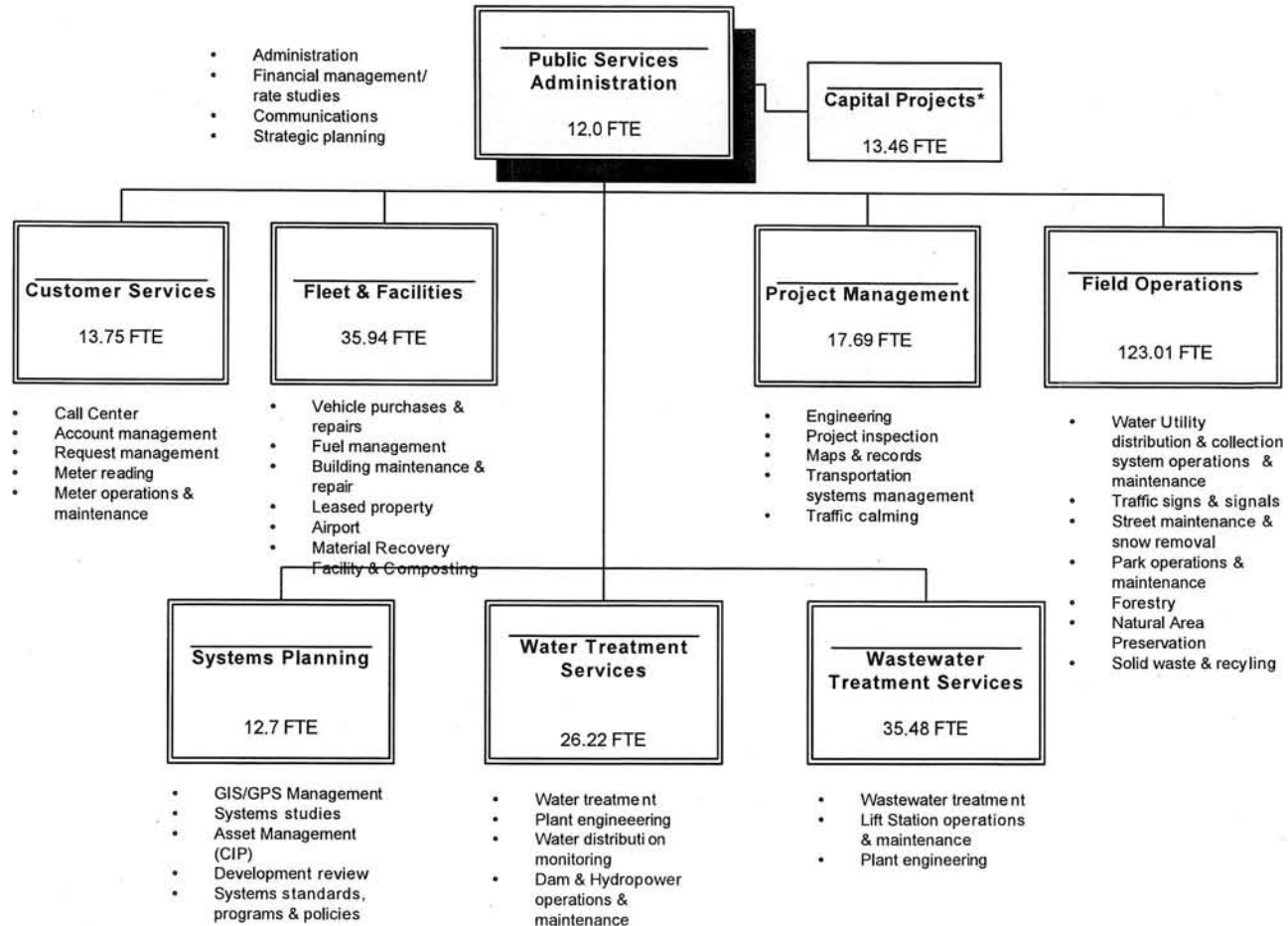
Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 3	110034	0.50	0.50
ADMIN SUPPORT SPECIALIST LVL 5	110054	1.00	1.00
ASST TREASURY SRVS MANAGER	401090	1.00	1.00
PARKING REFEREE	401200	2.00	2.00
TREASURY SERVICES MANAGER	403310	0.85	0.85
<b>Total</b>		<b>5.35</b>	<b>5.35</b>



This page intentionally left blank.



***PUBLIC SERVICES AREA***



The Public Services Area is comprised of eight Service Area Units: Administration, Customer Services, Fleet & Facilities, Project Management, Systems Planning, Field Operations, Water Treatment Services, and Wastewater Treatment Services. These Service Units provide the organization with a broad array of services such as: customer service center, City fleet vehicles, solid waste & recycling, Material Recovery Facility, water, wastewater & stormwater services, engineering, project inspection, traffic calming, and the airport. \*NOTE: Capital Projects is not a Service Unit. It represents the partial FTE allocations to support the design and management of capital projects.

## Public Services Area

## PUBLIC SERVICES AREA

### Revenues By Service Unit

Service Unit	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CUSTOMER SERVICES	38,670,387	41,900,945	42,934,076	42,951,007	45,462,742	48,158,994
ADMINISTRATION	23,288,965	23,737,045	24,446,366	25,649,002	26,860,122	27,207,997
CAPITAL PROJECTS	363,785	2,016,861	7,878,741	3,238,620	24,076,285	62,429,280
FIELD OPERATIONS	11,923,407	14,809,777	13,949,135	11,830,046	16,300,588	15,483,301
FLEET & FACILITIES	6,263,905	6,895,613	8,193,334	7,754,433	8,747,161	8,905,906
PROJECT MANAGEMENT	4,509,645	2,456,024	2,094,289	2,092,806	2,123,530	2,130,058
WATER TREATMENT SERVICES	797,995	261,152	615,000	541,200	605,000	340,000
SYSTEMS PLANNING	163,418	187,826	166,127	167,759	482,647	298,998
WASTEWATER TREATMENT SERVICES	250,583	338,456	255,000	255,056	253,200	255,000
ENVIRONMENTAL COORDINATION	-	2,298	-	-	-	-
<b>Total</b>	<b>\$86,232,090</b>	<b>\$92,605,997</b>	<b>\$100,532,068</b>	<b>\$94,479,929</b>	<b>\$124,911,275</b>	<b>\$165,209,534</b>

### Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
SEWAGE DISPOSAL SYSTEM (0043)	19,276,896	21,157,749	21,176,595	21,672,456	22,531,894	23,079,159
WATER SUPPLY SYSTEM (0042)	20,087,493	21,121,265	21,019,725	21,434,900	22,517,439	23,924,386
SOLID WASTE (0072)	10,768,616	11,744,096	13,337,048	13,131,425	14,005,568	14,269,208
SEWER BOND PENDING SERIES (0088)	-	-	-	-	11,959,914	41,451,775
STREET REPAIR MILLAGE (0062)	9,948,595	9,316,347	11,162,832	8,609,868	9,566,437	9,793,098
WATER BOND PENDING SERIES (0089)	-	-	-	-	8,695,160	9,656,265
MAJOR STREET (0021)	6,689,458	6,858,423	8,910,675	8,746,435	6,979,830	7,054,916
FLEET SERVICES (0012)	4,700,186	5,614,048	6,474,978	6,438,628	6,913,328	6,972,906
STORMWATER SEWER SYSTEM (0069)	3,578,597	4,138,096	5,051,764	4,542,000	5,123,718	5,696,783
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	-	-	3,896,049	4,028,047
PROJECT MANAGEMENT (0049)	-	2,286,103	3,071,228	3,082,623	3,140,481	3,168,363
AIRPORT (0048)	836,503	722,762	862,573	790,223	2,388,627	753,642
LOCAL STREET (0022)	1,814,254	1,823,582	1,891,208	1,823,392	1,835,408	1,849,114
CENTRAL STORES (0011)	1,143,020	1,223,565	1,344,816	1,355,816	1,415,104	1,438,223
GENERAL (0010)	4,240,795	951,545	693,082	900,127	1,012,464	858,295
TREE REMOVAL AND DISPOSAL FUND (0079)	-	2,170,287	409,956	-	678,005	175,860
PARKS REPAIR AND RESTORATION MILLAGE (0006)	1,897,049	1,994,870	2,092,219	9,200	556,400	-
SIDEWALK IMPROVEMENT FUND (0091)	-	-	650,000	850,000	487,713	488,567
ENERGY PROJECTS (0002)	165,133	80,423	160,127	167,759	369,157	183,404
ALTERNATIVE TRANSPORTATION (0061)	(233)	386,152	1,559,523	-	357,237	357,237
METRO EXPANSION (0036)	-	696,243	350,000	687,058	345,000	345,000
ELIZABETH R DEAN TRUST (0055)	44,830	36,966	89,821	89,821	86,799	86,853
PARKS SERVICE HEADQUARTERS (0015)	101,399	141,553	145,398	145,398	46,543	43,508
CEMETERY PERPETUAL CARE (0054)	5,407	4,537	4,500	2,800	3,000	3,000
PARKS MAINTENANCE & REPAIR MILLAGE (0005)	(640)	2,332	68,000	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	(1,715)	123,323	6,000	-	-	-
PARKING SYSTEM (0044)	-	11,730	-	-	-	-
SEWER BOND SERIES XIX 2004 (0076)	523,577	-	-	-	-	-
MAINTENANCE FACILITY CONSTRUCTION (0004)	156,088	-	-	-	-	-
WATER BOND SERIES Z 2004 (0095)	119,323	-	-	-	-	-

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
1990 SOLID WASTE BOND ISSUE (0097)	92,196	-	-	-	-	-
GENERAL CAPITAL IMPROVEMENTS (00CP)	30,374	-	-	-	-	-
HYDROPOWER OPERATING FUND (0019)	8,519	-	-	-	-	-
SEWER BOND SERIES 2004-A SRF (0077)	8,365	-	-	-	-	-
CIVIC CENTER (0008)	-	-	-	-	-	9,531,925
WATER BOND SERIES 2004-A DWRF (0098)	(1,995)	-	-	-	-	-
<b>Total</b>	<b>\$86,232,090</b>	<b>\$92,605,997</b>	<b>\$100,532,068</b>	<b>\$94,479,929</b>	<b>\$124,911,275</b>	<b>\$165,209,534</b>

## PUBLIC SERVICES AREA

### Expenses By Service Unit

Service Unit	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CAPITAL PROJECTS	(74,573)	9,250,322	16,693,613	13,115,665	32,754,087	71,492,383
FIELD OPERATIONS	19,928,793	24,350,530	29,265,116	27,291,791	32,559,788	32,639,106
ADMINISTRATION	19,666,684	24,432,477	22,630,921	20,092,507	21,017,069	22,598,558
FLEET & FACILITIES	9,867,518	12,077,730	11,503,849	11,782,150	14,121,918	13,912,182
WATER TREATMENT SERVICES	6,483,511	6,741,159	7,403,329	6,557,121	7,981,016	7,485,210
WASTEWATER TREATMENT SERVICES	5,602,846	6,001,364	7,678,139	7,419,508	7,696,359	7,756,422
PROJECT MANAGEMENT	2,343,170	3,026,921	3,319,708	3,380,637	3,623,885	3,455,079
SYSTEMS PLANNING	1,226,072	2,317,895	2,102,711	2,044,204	2,970,983	2,933,450
CUSTOMER SERVICES	1,428,682	1,730,121	2,173,377	2,446,965	2,160,622	2,327,033
ENVIRONMENTAL COORDINATION	(25)	2,297	-	-	-	-
<b>Total</b>	<b>\$66,472,678</b>	<b>\$89,930,816</b>	<b>\$102,770,763</b>	<b>\$94,130,548</b>	<b>\$124,885,727</b>	<b>\$164,599,422</b>

### Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
WATER SUPPLY SYSTEM (0042)	15,420,740	20,300,057	20,450,132	17,847,618	20,752,868	21,123,099
SEWAGE DISPOSAL SYSTEM (0043)	14,664,945	18,708,369	19,894,243	17,078,363	18,260,206	19,196,188
SOLID WASTE (0072)	8,116,689	10,672,304	12,066,489	12,228,961	13,239,571	13,595,234
SEWER BOND PENDING SERIES (0088)	-	-	-	-	11,959,914	41,451,775
STREET REPAIR MILLAGE (0062)	1,678,075	8,324,679	11,162,832	10,763,206	9,566,437	9,793,098
WATER BOND PENDING SERIES (0089)	-	-	-	-	8,695,160	9,656,265
GENERAL (0010)	9,189,436	7,825,689	7,896,896	7,770,012	8,004,144	8,235,544
MAJOR STREET (0021)	5,299,217	6,698,803	8,910,674	8,875,343	6,979,830	7,054,916
FLEET SERVICES (0012)	4,460,762	5,796,533	5,013,763	5,413,493	6,665,231	6,292,972
STORMWATER SEWER SYSTEM (0069)	2,057,080	2,080,716	4,985,855	4,127,782	5,123,718	5,696,783
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	-	-	3,875,747	4,007,745
PROJECT MANAGEMENT (0049)	-	2,021,268	3,071,228	3,078,316	3,140,481	3,168,363
AIRPORT (0048)	863,398	913,731	862,573	793,222	2,347,915	710,842
LOCAL STREET (0022)	1,442,370	1,439,165	1,891,208	1,897,626	1,835,408	1,849,114
CENTRAL STORES (0011)	992,223	1,003,298	1,344,816	1,288,079	1,415,104	1,438,223
TREE REMOVAL AND DISPOSAL FUND (0079)	-	1,725,433	409,956	409,956	678,005	175,860
PARKS REPAIR AND RESTORATION MILLAGE (0006)	1,195,668	1,764,405	1,657,341	1,475,850	556,400	-
SIDEWALK IMPROVEMENT FUND (0091)	-	-	650,000	482,000	487,713	488,567
METRO EXPANSION (0036)	-	146,669	350,000	194,911	345,000	345,000
ALTERNATIVE TRANSPORTATION (0061)	645	83,548	1,554,951	13,506	343,830	343,272
ENERGY PROJECTS (0002)	15,184	117,925	160,127	166,227	325,137	158,016
INSURANCE (0057)	-	-	128,460	41,152	151,566	153,261
ELIZABETH R DEAN TRUST (0055)	41,518	48,503	89,821	89,869	86,799	86,853
PARKS SERVICE HEADQUARTERS (0015)	120,247	131,616	145,398	95,056	46,543	43,508
CEMETERY PERPETUAL CARE (0054)	-	-	-	-	3,000	3,000
PARKS MAINTENANCE & REPAIR MILLAGE (0005)	-	-	68,000	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	1,134	123,325	6,000	-	-	-
PARKING SYSTEM (0044)	-	4,780	-	-	-	-
HYDROPOWER OPERATING FUND (0019)	608,726	-	-	-	-	-
MAINTENANCE FACILITY CONSTRUCTION (0004)	302,533	-	-	-	-	-

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL CAPITAL IMPROVEMENTS (00CP)	2,088	-	-	-	-	-
CIVIC CENTER (0008)	-	-	-	-	-	9,531,925
<b>Total</b>	<b>\$66,472,678</b>	<b>\$89,930,816</b>	<b>\$102,770,763</b>	<b>\$94,130,548</b>	<b>\$124,885,727</b>	<b>\$164,599,422</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
ADMINISTRATION	14.27	12.19	18.21	12.00	12.00
CAPITAL PROJECTS	16.75	17.65	16.35	13.46	13.26
CUSTOMER SERVICES	16.70	18.80	13.70	13.75	13.75
FIELD OPERATIONS	127.91	123.33	122.34	123.01	123.01
FLEET & FACILITIES	36.04	36.26	33.61	35.94	35.94
PROJECT MANAGEMENT	18.89	17.78	16.21	17.69	17.69
SYSTEMS PLANNING	9.81	17.40	15.85	12.70	12.90
WASTEWATER TREATMENT SERVICES	35.06	32.15	33.75	35.48	35.48
WATER TREATMENT SERVICES	24.34	21.56	23.63	26.22	26.22
<b>Total</b>	<b>299.77</b>	<b>297.12</b>	<b>293.65</b>	<b>290.25</b>	<b>290.25</b>







## *PUBLIC SERVICES AREA*

### **CAPITAL PROJECTS**

Capital Projects, as part of the Public Services Service Area, is responsible for \$32.7 million in capital improvements for roads, water and sewer infrastructure, and the municipal facility improvements. There are 13.46 FTEs allocated to Capital Project management.

**PUBLIC SERVICES AREA  
CAPITAL PROJECTS**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	-	205,026	1,232,509	1,189,817	1,350,231	1,313,305
INTERGOVERNMENTAL REVENUES	-	-	854,360	-	-	-
INVESTMENT INCOME	363,785	446,026	-	-	-	-
MISCELLANEOUS REVENUE	-	-	-	-	-	2,500,000
SALE OF BONDS	-	-	-	-	22,307,074	21,108,040
PRIOR YEAR SURPLUS	-	-	4,058,009	1,398,803	154,433	30,225,567
OPERATING TRANSFERS	-	1,365,809	1,733,863	650,000	264,547	7,282,368
<b>Total</b>	<b>\$363,785</b>	<b>\$2,016,861</b>	<b>\$7,878,741</b>	<b>\$3,238,620</b>	<b>\$24,076,285</b>	<b>\$62,429,280</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
SEWER BOND PENDING SERIES (0088)	-	-	-	-	11,959,914	41,451,775
WATER BOND PENDING SERIES (0089)	-	-	-	-	8,695,160	9,656,265
AIRPORT (0048)	-	-	70,000	-	1,652,000	-
PROJECT MANAGEMENT (0049)	-	-	989,817	989,817	1,016,951	1,038,305
SIDEWALK IMPROVEMENT FUND (0091)	-	-	650,000	850,000	487,713	488,567
ALTERNATIVE TRANSPORTATION (0061)	-	363,412	1,546,645	-	264,547	262,443
MAJOR STREET (0021)	-	-	1,900,762	1,398,803	-	-
STREET REPAIR MILLAGE (0062)	363,785	1,051,052	1,745,676	-	-	-
SOLID WASTE (0072)	-	-	498,295	-	-	-
STORMWATER SEWER SYSTEM (0069)	-	300,000	444,081	-	-	-
SEWAGE DISPOSAL SYSTEM (0043)	-	-	130,949	-	-	-
CIVIC CENTER (0008)	-	-	-	-	-	9,531,925
WATER SUPPLY SYSTEM (0042)	-	302,397	(97,484)	-	-	-
<b>Total</b>	<b>\$363,785</b>	<b>\$2,016,861</b>	<b>\$7,878,741</b>	<b>\$3,238,620</b>	<b>\$24,076,285</b>	<b>\$62,429,280</b>

**PUBLIC SERVICES AREA  
CAPITAL PROJECTS**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	19,016	728,282	1,249,956	735,716	946,812	932,283
PAYROLL FRINGES/INSURANCE	4,063	185,953	459,922	254,550	370,145	387,685
OTHER SERVICES	464,118	1,641,719	1,028,448	440,000	440,000	440,000
MATERIALS & SUPPLIES	3,893	128,871	(9,660)	-	-	-
OTHER CHARGES	60,469	1,109,863	10,991,996	10,526,299	30,997,130	69,732,415
PASS THROUGHS	-	563,925	1,779,545	1,159,100	-	-
CAPITAL OUTLAY	(626,132)	4,889,010	1,193,406	-	-	-
VEHICLE OPERATING COSTS	-	2,699	-	-	-	-
<b>Total</b>	<b>(\$74,573)</b>	<b>\$9,250,322</b>	<b>\$16,693,613</b>	<b>\$13,115,665</b>	<b>\$32,754,087</b>	<b>\$71,492,383</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
SEWER BOND PENDING SERIES (0088)	-	-	-	-	11,959,914	41,451,775
WATER BOND PENDING SERIES (0089)	-	-	-	-	8,695,160	9,656,265
STREET REPAIR MILLAGE (0062)	1,212,662	7,599,423	10,259,348	9,829,722	8,383,916	8,789,372
AIRPORT (0048)	-	-	70,000	-	1,652,000	-
PROJECT MANAGEMENT (0049)	-	-	989,817	948,266	1,016,951	1,038,305
SIDEWALK IMPROVEMENT FUND (0091)	-	-	650,000	482,000	487,713	488,567
ALTERNATIVE TRANSPORTATION (0061)	645	71,284	1,546,645	-	251,140	248,478
WATER SUPPLY SYSTEM (0042)	(500,615)	650,764	(97,484)	-	158,503	137,070
SEWAGE DISPOSAL SYSTEM (0043)	(130,329)	259,887	130,949	215	98,790	100,626
MAJOR STREET (0021)	1,700	478,682	1,951,962	1,855,462	50,000	50,000
STORMWATER SEWER SYSTEM (0069)	(16,022)	181,442	694,081	-	-	-
SOLID WASTE (0072)	(902,488)	8,840	498,295	-	-	-
MAINTENANCE FACILITY CONSTRUCTION (0004)	302,533	-	-	-	-	-
GENERAL CAPITAL IMPROVEMENTS (00CP)	2,088	-	-	-	-	-
CIVIC CENTER (0008)	-	-	-	-	-	9,531,925
HYDROPOWER OPERATING FUND (0019)	(44,747)	-	-	-	-	-
<b>Total</b>	<b>(\$74,573)</b>	<b>\$9,250,322</b>	<b>\$16,693,613</b>	<b>\$13,115,665</b>	<b>\$32,754,087</b>	<b>\$71,492,383</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
CAPITAL PROJECTS	16.75	17.65	16.35	13.46	13.26
<b>Total</b>	<b>16.75</b>	<b>17.65</b>	<b>16.35</b>	<b>13.46</b>	<b>13.26</b>

## **PUBLIC SERVICES AREA CAPITAL PROJECTS**

The Water Supply System is requesting capital project funding in the amount of \$11,272,000. All funds will be supplied by Water Revenue bonds.

The Sewage Disposal System is requesting capital project funding in the amount of \$26,406,130. All funds will be supplied by Sewage Disposal System bonds.

The Stormwater Disposal System is requesting capital project funding in the amount of \$530,000. Funding will be provided by rates. Capital projects totaling \$737,500 remain unfunded.

The Street Repair Millage Fund is requesting capital project funding in the amount of \$8,383,916. All funding will be supplied by the Street Repair Millage

The Tree Removal and Disposal Fund is requesting capital funding in the amount of \$678,005 to complete the removal of dead and dying trees. All funding will be supplied by the Parks Rehab & Development Millage (fund #0018).

The Major Street Fund is requesting capital project funding in the amount of \$50,000. Funding will be provided by the Weight and Gas Tax revenues.

The Sidewalk Improvement Fund is requesting capital funding in the amount of \$487,713. Funding will be provided by sidewalk repair cost recovery.

The Alternative Transportation Fund is requesting capital project funding in the amount of \$264,547. Funding will be provided from the Weight and Gas Tax revenues.

The Solid Waste Enterprise Fund is requesting capital project funding in the amount of \$1,190,000. Use of fund balance will supply funding of \$965,000 and the balance of \$225,000 will be provided by the Repair and Replacement Reserve.

PUBLIC SERVICES AREA  
CAPITAL PROJECTS

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ASST WTP MANAGER	401020	0.20	0.20
ASST WWTP MANAGER	401010	0.05	0.05
CIVIL ENGINEER II	403640	0.75	0.75
CIVIL ENGINEER III	403620	0.75	0.75
CIVIL ENGINEER IV	403840	0.65	0.65
CIVIL ENGINEER V	401330	1.43	1.43
CONTRACT/PROJ SVCS MGR-WWTP	401190	0.05	0.05
DRAFTSPERSON III	112210	0.65	0.65
ENGINEERING TECHNICIAN II	112020	0.40	0.40
ENGINEERING TECHNICIAN III	112030	1.39	1.39
ENGINEERING TECHNICIAN IV	112040	2.78	2.78
ENGINEERING TECHNICIAN IV	112041	0.52	0.52
FIELD OPER TECH II - COMM SYS	112714	0.30	0.30
FIELD OPER TECH IV - COMM SYS	112734	0.40	0.40
FIELD OPER TECH V - COMM SYS	112744	0.05	0.05
OPERATIONS SPECIALIST	112110	0.25	0.25
SENIOR SURVEYOR	112100	0.69	0.69
SENIOR UTILITIES ENGINEER	404000	1.70	1.50
TECHNICIAN SUPERVISOR	192050	0.20	0.20
WTP MANAGER	401310	0.15	0.15
WWTP MANAGER	401300	0.10	0.10
<b>Total</b>		<b>13.46</b>	<b>13.26</b>



## ***PUBLIC SERVICES AREA***

### **CUSTOMER SERVICES**

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

**PUBLIC SERVICES AREA  
CUSTOMER SERVICES**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	38,640,387	41,654,843	42,934,076	42,931,000	45,309,573	47,996,714
MISCELLANEOUS REVENUE	-	-	-	20,007	-	-
TAXES	-	35,282	-	-	-	-
OPERATING TRANSFERS	30,000	210,820	-	-	153,169	162,280
<b>Total</b>	<b>\$38,670,387</b>	<b>\$41,900,945</b>	<b>\$42,934,076</b>	<b>\$42,951,007</b>	<b>\$45,462,742</b>	<b>\$48,158,994</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
SEWAGE DISPOSAL SYSTEM (0043)	17,825,282	19,705,500	19,894,746	19,825,000	20,452,486	21,195,451
WATER SUPPLY SYSTEM (0042)	17,485,710	18,526,697	18,619,556	18,996,007	20,291,141	21,652,565
STORMWATER SEWER SYSTEM (0069)	3,329,395	3,668,748	4,419,774	4,130,000	4,719,115	5,310,978
GENERAL (0010)	30,000	-	-	-	-	-
<b>Total</b>	<b>\$38,670,387</b>	<b>\$41,900,945</b>	<b>\$42,934,076</b>	<b>\$42,951,007</b>	<b>\$45,462,742</b>	<b>\$48,158,994</b>

**PUBLIC SERVICES AREA  
CUSTOMER SERVICES**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	874,935	817,773	699,181	807,589	678,264	686,496
PAYROLL FRINGES/INSURANCE	228,991	391,374	419,298	429,821	491,001	535,191
OTHER SERVICES	252,693	342,808	535,223	727,210	465,151	491,602
MATERIALS & SUPPLIES	44,326	(4,434)	84,821	81,886	81,680	90,400
OTHER CHARGES	8,219	167,406	247,909	236,959	291,367	361,064
PASS THROUGHGS	8,017	-	-	-	153,159	162,280
CAPITAL OUTLAY	11,501	15,194	181,245	163,500	-	-
VEHICLE OPERATING COSTS	-	-	5,700	-	-	-
<b>Total</b>	<b>\$1,428,682</b>	<b>\$1,730,121</b>	<b>\$2,173,377</b>	<b>\$2,446,965</b>	<b>\$2,160,622</b>	<b>\$2,327,033</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
WATER SUPPLY SYSTEM (0042)	1,075,023	1,321,059	1,638,191	1,955,229	1,546,988	1,689,086
GENERAL (0010)	48,458	194,976	240,699	242,499	288,861	299,767
SOLID WASTE (0072)	54,455	97,360	100,659	57,302	158,756	165,338
MAJOR STREET (0021)	93,771	85,202	123,038	114,057	121,197	126,043
PROJECT MANAGEMENT (0049)	-	63,844	70,790	77,878	44,820	46,799
SEWAGE DISPOSAL SYSTEM (0043)	(51,694)	11,005	-	-	-	-
STORMWATER SEWER SYSTEM (0069)	208,669	(43,325)	-	-	-	-
<b>Total</b>	<b>\$1,428,682</b>	<b>\$1,730,121</b>	<b>\$2,173,377</b>	<b>\$2,446,965</b>	<b>\$2,160,622</b>	<b>\$2,327,033</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
CUSTOMER SERVICES	16.70	18.80	13.70	13.75	13.75
<b>Total</b>	<b>16.70</b>	<b>18.80</b>	<b>13.70</b>	<b>13.75</b>	<b>13.75</b>



**PUBLIC SERVICES AREA  
CUSTOMER SERVICES**

**REVENUES**

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

**EXPENSES**

**Personnel Services** – The FY08 budget reflects:

- The replacement of more senior and highly compensated Administrative Support Specialists who either retired or were separated from the City, with employees coming in at or close to entry level.
- When the incumbent Plumbing Inspector retired, the FTE was eliminated and necessary inspection services are provided by a part-time contract employee.
- An employee, working as .7 FTE, was upgraded to a 1.0 FTE. With the upgrade to 1.0 FTE and the elimination of the Plumbing Inspector FTE, there is a net FTE reduction of .7 FTE.

**Payroll Fringes** – The Increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Charges** – The FY08 budget reflects:

- Significantly higher IT charges
- Increased retiree healthcare costs

**PUBLIC SERVICES AREA  
CUSTOMER SERVICES  
FY08 WIGS/MEASURES**

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Improve quarterly billing accuracy by achieving an error reoccurrence rate of 1% or less on previously identified errors by June 30, 2008.
    - Maintain list of identified billing errors.
    - Split list into two categories and report on percent of reoccurrence of each category of errors every other quarter.
  
  - Improve service to customers at the counter and over the telephone, by delivering “one-and-done” by June 30, 2008. (Customer only needs to initiate contact with us and we do the rest.)
    - Maintain level of abandoned phone calls at 5% or less.
    - Maintain Grade of Service (GOS) at 80% or better (80% of the calls answered in 20 seconds or less).
  
  - Bring cross-connect/backflow prevention program into compliance and move data/process to CityWorks by September 30, 2007.
    - Checklist of scheduled/completed tasks.
    - Develop tracking report by September 30, 2007, which will show % complete vs. % in need of certification/inspection.

PUBLIC SERVICES AREA  
CUSTOMER SERVICES

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 1	110014	3.70	3.70
ADMIN SUPPORT SPECIALIST LVL 3	110034	1.95	1.95
ADMIN SUPPORT SPECIALIST LVL 4	110044	5.10	5.10
CALL CENTER SUPERVISOR	194510	1.00	1.00
CUSTOMER SERV MANAGER	401390	1.00	1.00
TECHNOLOGY SYSTEM SPEC-CSC	403760	1.00	1.00
<b>Total</b>		<b>13.75</b>	<b>13.75</b>



## ***PUBLIC SERVICES AREA***

### **FIELD OPERATIONS**

Field Operations is the field oriented maintenance and operational unit for the City. There are 123.01 FTEs. Field Operations is responsible for park maintenance, forestry, natural area preservation, street lighting, traffic signals, street signs, radio/fiber optic communications, street maintenance, pavement analysis, sidewalk inspections and repairs, traffic studies, solid waste and material recovery activities, and all water, wastewater and storm water distribution and collection. Consolidating these operational activities into one service unit is resulting in significant coordination, cross-training opportunities and improved efficiencies.

**PUBLIC SERVICES AREA  
FIELD OPERATIONS**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	373,025	565,671	465,164	832,409	689,629	841,019
CONTRIBUTIONS	-	120	-	-	-	-
INTERGOVERNMENTAL REVENUES	7,524,499	8,050,016	8,203,671	8,145,532	7,787,816	7,825,240
INTRA GOVERNMENTAL SALES	1,626,014	1,497,923	1,755,714	1,833,214	1,868,626	1,906,398
INVESTMENT INCOME	86,062	129,567	89,821	110,551	97,112	101,361
LICENSES, PERMITS & REGISTRATION	-	500	-	-	-	-
MISCELLANEOUS REVENUE	216,180	124,453	49,000	90,450	55,750	55,750
PRIOR YEAR SURPLUS	-	-	1,059,890	661,890	1,557,943	893,508
TAXES	1,868,241	1,940,582	2,029,919	-	3,334,707	3,453,165
OPERATING TRANSFERS	229,386	2,500,945	295,956	156,000	909,005	406,860
<b>Total</b>	<b>\$11,923,407</b>	<b>\$14,809,777</b>	<b>\$13,949,135</b>	<b>\$11,830,046</b>	<b>\$16,300,588</b>	<b>\$15,483,301</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
MAJOR STREET (0021)	5,964,108	6,059,987	6,319,913	6,505,332	6,115,387	6,172,926
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	-	-	3,344,007	3,462,465
LOCAL STREET (0022)	1,621,716	1,599,145	1,690,958	1,603,392	1,610,408	1,619,464
CENTRAL STORES (0011)	1,143,020	1,223,565	1,344,816	1,355,816	1,415,104	1,438,223
SOLID WASTE (0072)	288,209	277,572	916,054	921,484	1,256,000	1,185,000
TREE REMOVAL AND DISPOSAL FUND (0079)	-	2,170,287	409,956	-	678,005	175,860
PARKS REPAIR AND RESTORATION MILLAGE (0006)	1,897,049	1,994,870	2,092,219	9,200	556,400	-
WATER SUPPLY SYSTEM (0042)	365,541	104,198	229,500	65,200	413,835	417,683
METRO EXPANSION (0036)	-	687,558	350,000	687,058	345,000	345,000
GENERAL (0010)	160,491	268,420	52,500	252,545	238,100	341,319
SEWAGE DISPOSAL SYSTEM (0043)	318,713	206,614	213,500	180,000	180,000	180,000
ELIZABETH R DEAN TRUST (0055)	44,830	36,966	89,821	89,821	86,799	86,853
PARKS SERVICE HEADQUARTERS (0015)	101,399	141,553	145,398	145,398	46,543	43,508
STORMWATER SEWER SYSTEM (0069)	13,564	32,173	22,000	12,000	12,000	12,000
CEMETERY PERPETUAL CARE (0054)	5,407	4,537	4,500	2,800	3,000	3,000
PARKS MAINTENANCE & REPAIR MILLAGE (0005)	(640)	2,332	68,000	-	-	-
<b>Total</b>	<b>\$11,923,407</b>	<b>\$14,809,777</b>	<b>\$13,949,135</b>	<b>\$11,830,046</b>	<b>\$16,300,588</b>	<b>\$15,483,301</b>

**PUBLIC SERVICES AREA  
FIELD OPERATIONS**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	6,947,561	7,660,223	7,345,552	7,310,313	8,002,666	7,910,106
PAYROLL FRINGES/INSURANCE	2,236,124	3,010,585	3,434,059	3,408,816	4,163,489	4,523,357
OTHER SERVICES	6,164,945	8,572,180	10,247,520	9,395,721	10,570,266	10,428,812
MATERIALS & SUPPLIES	2,093,033	2,268,276	2,534,779	2,451,849	2,810,840	2,861,946
OTHER CHARGES	985,037	1,742,609	2,024,001	1,734,974	2,766,071	2,483,028
PASS THROUGHGS	1,404,858	1,315,605	763,606	655,650	1,275,336	1,260,940
CAPITAL OUTLAY	(283,666)	(501,795)	2,505,719	1,825,488	2,551,954	2,745,446
VEHICLE OPERATING COSTS	380,901	282,847	409,880	508,980	419,166	425,471
<b>Total</b>	<b>\$19,928,793</b>	<b>\$24,350,530</b>	<b>\$29,265,116</b>	<b>\$27,291,791</b>	<b>\$32,559,788</b>	<b>\$32,639,106</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	5,904,407	5,590,307	5,494,507	5,482,273	5,348,783	5,702,372
SOLID WASTE (0072)	2,917,863	4,302,718	5,040,613	5,094,300	4,910,728	5,009,316
MAJOR STREET (0021)	3,275,484	3,778,689	4,338,152	4,424,199	4,247,234	4,240,868
WATER SUPPLY SYSTEM (0042)	1,629,692	2,102,703	3,386,872	2,628,009	3,481,654	3,528,376
STORMWATER SEWER SYSTEM (0069)	1,003,736	952,821	2,695,666	2,473,890	3,407,583	3,996,789
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	-	-	3,323,705	3,442,163
SEWAGE DISPOSAL SYSTEM (0043)	1,465,157	1,478,906	2,451,873	1,823,172	2,967,008	2,833,105
LOCAL STREET (0022)	1,375,227	1,320,571	1,792,101	1,798,227	1,727,242	1,777,673
CENTRAL STORES (0011)	992,223	1,003,298	1,344,816	1,288,079	1,415,104	1,438,223
TREE REMOVAL AND DISPOSAL FUND (0079)	-	1,725,433	409,956	409,956	678,005	175,860
PARKS REPAIR AND RESTORATION MILLAGE (0006)	1,195,668	1,764,405	1,657,341	1,475,850	556,400	-
METRO EXPANSION (0036)	-	146,669	350,000	194,911	345,000	345,000
ELIZABETH R DEAN TRUST (0055)	41,518	48,503	89,821	89,869	86,799	86,853
PARKS SERVICE HEADQUARTERS (0015)	120,247	131,616	145,398	95,056	46,543	43,508
PROJECT MANAGEMENT (0049)	-	13,720	-	14,000	15,000	16,000
CEMETERY PERPETUAL CARE (0054)	-	-	-	-	3,000	3,000
PARKS MAINTENANCE & REPAIR MILLAGE (0005)	-	-	68,000	-	-	-
AIRPORT (0048)	7,571	(9,829)	-	-	-	-
<b>Total</b>	<b>\$19,928,793</b>	<b>\$24,350,530</b>	<b>\$29,265,116</b>	<b>\$27,291,791</b>	<b>\$32,559,788</b>	<b>\$32,639,106</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
FIELD OPERATIONS	127.91	123.33	122.34	123.01	123.01
<b>Total</b>	<b>127.91</b>	<b>123.33</b>	<b>122.34</b>	<b>123.01</b>	<b>123.01</b>

**PUBLIC SERVICES AREA  
FIELD OPERATIONS**

**REVENUES**

General Fund (0010) Forestry: Recover tree damage expenses caused by accidents from third parties and allocate funding from tree escrow accounts.

General Fund (0010) Forestry: Tree Planting – Revenues from private donations and grants in parks and in non-park areas.

Park Maintenance and Capital Improvement Millage (0071) Natural Area Preservation: Reimbursement of expenditures to monitor and survey Salamander pond at the new high school.

**EXPENSES**

**Personnel Services** – The FY 08 budget reflects reallocation of several FTE's within the Field Operations Unit.

- Staff from Parks Operations and Forestry allocated to Park Maintenance and Capital Improvement Millage from the General Fund.
- Percentage of Utilities Engineer, Miss Dig Technician, and Training Supervisor allocated to Stormwater Sewer System.
- Reduce 1 FTE in Street Maintenance and Solid Waste due to consolidating clerical functions to other administrative support specialists.
- Reduce 1 FTE in Park Operations and enter into a Service Agreement with Safety Services to provide park security.
- Percentage of staff in Street Maintenance to provide for an increase right of way ditching and inlet cleaning/repair and be charged to Storm Water.

**Payroll Fringes** – The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services** –

- Sewage Disposal System Fund (0043) reflects a decrease in Contracted Services due to projects added to the CIP.
- Stormwater Sewer System Fund (0069) reflects a decrease in Contracted Services due to projects added to the CIP.
- Solid Waste Fund (0072) reflects an increase in Fleet Depreciation, Contracted Temporary Employment Services, and Tipping Fees. Reflects an increase to support refuse collection in city-owned parks.
- Tree Removal Fund (0079) reflects funding to continue the removal of dead and dying trees in response to the Emerald Ash infestation.
- Solid Waste (0072) reflects an increase to provide for the collection of yard waste with curb carts.
- Water Supply System Fund (0042) reflects funding to begin the first year of a five year hydrant painting program.

**Other Charges –**

- Water Supply System Fund (0042) reflects an increase in IT charges for the expansion of CityWorks to provide information organizationally-wide.
- Sewer Disposal System Fund (0043) reflects an increase in IT charges for the expansion of CityWorks to provide information organizationally-wide.
- Stormwater Sewer System Fund (0069) reflects an increase in IT charges for the expansion of CityWorks to provide information organizationally-wide.

**Capital Outlay –**

- Water Supply System Fund (0042), Sewage Disposal System Fund (0043) Storm Collection System (0069) funds are budgeted each year and the amount varies with the equipment and projects needed.
- Solid Waste Fund (0072) reflects a decrease in equipment purchases for residential collection and an increase for expansion in commercial recycling containers.



**PUBLIC SERVICES AREA  
FIELD OPERATIONS  
FY08 WIGS/MEASURES**

**INFRASTRUCTURE GROUP**

❖ **Support a safe and reliable municipal infrastructure.**

- Increase Field Operations Infrastructure's quarterly "employee satisfaction survey" overall score by 3% by December 31, 2007.
  - January 2007 survey will act as the benchmark.
  - Survey will be developed and given to all Infrastructure employees: Water, Streets, Sewer, Storm and Solid Waste. Survey will be administered at the beginning of the following months in 2007: January, April, August and December.

**FORESTRY - PARK MAINTENANCE - NATURAL AREA PRESERVATION**

❖ **Support a safe and reliable municipal infrastructure.**

- Define, develop and implement safety programs by December 31, 2008.
  - Each fiscal year, 100% of employees required to complete training or re-certification within that fiscal year will complete their required safety training.

**PUBLIC SERVICES AREA  
FIELD OPERATIONS**

**Allocated Positions**

Job Description	Job Class	FY 2008	FY 2009
		FTE's	FTE's
ADMIN SUPPORT SPECIALIST LVL 5	110054	4.00	4.00
ASST MANAGER-FIELD OPER SERVIC	401140	1.00	1.00
BUSINESS ANALYST	401210	1.00	1.00
CIVIL ENGINEER IV	403840	0.50	0.50
FIELD OP TECH V - INFRA SYS CP	112845	4.76	4.76
FIELD OPER TECH I - FOR/FAC	112754	7.00	7.00
FIELD OPER TECH I - INFRA SYS	112804	8.00	8.00
FIELD OPER TECH I-COMM SYS	112704	2.00	2.00
FIELD OPER TECH II - COMM SYS	112714	1.70	1.70
FIELD OPER TECH II - INFRA SYS	112814	10.87	10.87
FIELD OPER TECH III - COMM SYS	112724	3.00	3.00
FIELD OPER TECH IV - COMM SYS	112734	3.60	3.60
FIELD OPER TECH IV - FOR/FAC	112784	8.10	8.10
FIELD OPER TECH IV - INFRA SYS	112834	23.44	23.44
FIELD OPER TECH V - COMM SYS	112744	2.95	2.95
FIELD OPER TECH V - FOR/FAC	112794	10.10	10.10
FIELD OPER TECH V - INFRA SYS	112844	9.88	9.88
FIELD OPERATIONS SERVICES MANAGER	403450	1.00	1.00
FIELD OPERATIONS SUPV I	192100	3.00	3.00
FIELD OPERATIONS SUPV II	192110	1.00	1.00
FIELD OPERATIONS SUPV III	192120	4.25	4.25
FIELD OPERATIONS SUPV IV	192130	1.00	1.00
FIELD OPERATIONS SUPV V	192140	2.00	2.00
FLEET & FACILITY SERVICE MNGR	403200	0.06	0.06
FORESTRY GROUNDSPERSON I	112831	1.00	1.00
GIS COORDINATOR	401520	1.00	1.00
MANAGEMENT ASSISTANT	000200	0.05	0.05
MANAGER - NAP PARKS	403320	1.00	1.00
NAP TECHNICIAN	193050	2.00	2.00
OPERATIONS SPECIALIST	112110	0.75	0.75
TREE TRIMMER I	112851	1.00	1.00
TREE TRIMMER II	112861	1.00	1.00
VOLUNTEER & OUTREACH COOR NAP	190100	1.00	1.00
<b>Total</b>		<b>123.01</b>	<b>123.01</b>



*PUBLIC SERVICES AREA*

**FLEET & FACILITIES**

Fleet and Facilities Service Unit is responsible for the maintenance and repair of the City's 19 buildings and grounds, 800 vehicles and equipment including vehicle and fuel procurements as well as the operation of the City's airport and yard waste compost operation. There are 35.94 FTEs requested in this budget to accomplish the responsibilities of this unit described above.

**PUBLIC SERVICES AREA  
FLEET & FACILITIES**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	793,208	967,332	1,237,663	936,723	880,127	1,094,142
INTRA GOVERNMENTAL SALES	2,488,680	5,220,971	5,607,015	5,535,495	6,070,328	6,206,906
INVESTMENT INCOME	35,512	48,154	29,500	18,000	18,000	19,000
MISCELLANEOUS REVENUE	256,394	100,255	96,000	128,670	203,500	126,500
PRIOR YEAR SURPLUS	-	-	737,574	509,963	135,000	-
TAXES	-	-	-	-	552,042	565,582
OPERATING TRANSFERS	2,690,111	558,901	485,582	625,582	888,164	893,776
<b>Total</b>	<b>\$6,263,905</b>	<b>\$6,895,613</b>	<b>\$8,193,334</b>	<b>\$7,754,433</b>	<b>\$8,747,161</b>	<b>\$8,905,906</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
FLEET SERVICES (0012)	4,700,186	5,614,048	6,474,978	6,438,628	6,913,328	6,972,906
AIRPORT (0048)	836,503	722,762	792,573	790,223	736,627	753,642
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	-	-	552,042	565,582
SOLID WASTE (0072)	150,990	411,694	690,201	290,000	422,000	485,000
GENERAL (0010)	576,226	147,109	235,582	235,582	123,164	128,776
<b>Total</b>	<b>\$6,263,905</b>	<b>\$6,895,613</b>	<b>\$8,193,334</b>	<b>\$7,754,433</b>	<b>\$8,747,161</b>	<b>\$8,905,906</b>

**PUBLIC SERVICES AREA  
FLEET & FACILITIES**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	2,516,773	2,385,716	2,009,827	2,069,834	2,155,697	2,188,672
PAYROLL FRINGES/INSURANCE	708,859	863,089	907,657	961,136	1,162,027	1,265,222
OTHER SERVICES	2,839,130	3,394,242	3,371,759	3,635,885	3,865,569	4,111,465
MATERIALS & SUPPLIES	143,989	182,739	132,882	177,363	444,153	453,402
OTHER CHARGES	1,895,761	1,935,253	867,710	846,074	1,050,571	1,022,730
PASS THROUGHGS	560,866	1,770,320	683,219	683,408	812,911	881,965
CAPITAL OUTLAY	(206,028)	11,283	1,854,470	1,820,793	2,707,183	2,009,050
VEHICLE OPERATING COSTS	1,408,168	1,535,088	1,676,325	1,587,657	1,923,807	1,979,676
<b>Total</b>	<b>\$9,867,518</b>	<b>\$12,077,730</b>	<b>\$11,503,849</b>	<b>\$11,782,150</b>	<b>\$14,121,918</b>	<b>\$13,912,182</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
FLEET SERVICES (0012)	4,460,762	5,796,533	5,013,763	5,413,493	6,665,231	6,292,972
SOLID WASTE (0072)	3,396,831	4,099,296	4,309,060	4,251,827	4,855,981	4,921,615
GENERAL (0010)	1,154,098	1,258,341	1,388,453	1,323,608	1,352,749	1,421,171
AIRPORT (0048)	855,827	923,560	792,573	793,222	695,915	710,842
PARK MAINTENANCE & CAPITAL IMPROVEMENTS MILLAGE (0071)	-	-	-	-	552,042	565,582
<b>Total</b>	<b>\$9,867,518</b>	<b>\$12,077,730</b>	<b>\$11,503,849</b>	<b>\$11,782,150</b>	<b>\$14,121,918</b>	<b>\$13,912,182</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
FLEET & FACILITIES	36.04	36.26	33.61	35.94	35.94
<b>Total</b>	<b>36.04</b>	<b>36.26</b>	<b>33.61</b>	<b>35.94</b>	<b>35.94</b>

**PUBLIC SERVICES AREA  
FLEET & FACILITIES**

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

**REVENUES**

**Charges for Service:**

Airport: The increase reflects a proposed 4% increase in T Hangar rental fees. These rates have not changed since July 2004.

Fleet: The inclusion of the Utility fleet for fuel, repair and maintenance provides additional new revenue to Fleet services.

Compost: The increase reflects new revenue being generated by expanded compost operations.

**EXPENSES**

**Personnel Services:**

Airport: This decrease is associated with the reduction of .39 FTE from Administration staffing and the transfer of .50 FTE from Maintenance staffing to Facilities.

Fleet: This increase is related to the transfer of the mechanic position from Utilities into Fleet, and Fleet accepting responsibility for the maintenance and repair of Utility vehicles.

**Payroll Fringes:**

Airport: This increase in benefit costs (primarily medical and pension) was minimized because of the decrease in Airport staffing levels.

Facilities: This increase in benefit cost is related primarily to pension funding and retiree medical insurance increases.

Fleet: This increase in benefit costs is related to the transfer of the Utility mechanic position benefits to fleet and the significant increase in pension funding.

Compost: This increase in benefit cost is related primarily to pension funding.

**Materials & Supplies:**

Airport: This decrease returns the line item to normal after a one-year spike due to the purchase of new computer software.

**Other Charges:**

Airport: The decrease reflects changes in the municipal service charge, depreciation, and IT charges to more accurately account for Airport operational demands.

Facilities: The increase is due to the maintenance of the park facilities from the new budget under Park Maintenance and Capital Improvement Millage.

Fleet: This decrease is related to a decrease in radio system charges and the method for charging out the vehicles used by Fleet services.

Compost: This increase is related to anticipated expenses incurred from the increase in materials received and processed.

**Capital Outlay:**

Airport: The increase reflects planned projects at the Airport for new facilities (Snow Removal Equipment building) and improvements to existing facilities (T- hangars).

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

Compost: Equipment purchases are related to the expansion of compost operations.

**Vehicle Operating Costs:**

Fleet: This increase reflects the inclusion of fuel costs for the Utility fleet that will be billed through Fleet services.

**PUBLIC SERVICES AREA  
FLEET & FACILITY  
FY08 WIGS/MEASURES**

- ❖ **Support a safe and reliable municipal infrastructure.**
  - Implement the maintenance facility moving plans to have everyone moved into the new maintenance facility within 90 days of the building being handed over.



PUBLIC SERVICES AREA  
FLEET & FACILITIES

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 1	110014	0.30	0.30
ADMIN SUPPORT SPECIALIST LVL 5	110054	1.00	1.00
FACILITIES MAINTENANCE TECH II	110214	2.00	2.00
FACILITIES MAINTENANCE TECH IV	110234	3.00	3.00
FACILITIES MAINTENANCE TECH V	110244	3.00	3.00
FIELD OP TECH V - INFRA SYS CP	112845	0.24	0.24
FIELD OPER TECH II - INFRA SYS	112814	3.13	3.13
FIELD OPER TECH III -INFRA SYS	112824	1.00	1.00
FIELD OPER TECH IV - FOR/FAC	112784	0.90	0.90
FIELD OPER TECH IV - INFRA SYS	112834	1.56	1.56
FIELD OPER TECH V - FOR/FAC	112794	0.90	0.90
FIELD OPER TECH V - INFRA SYS	112844	0.12	0.12
FIELD OPERATIONS SUPV III	192120	0.75	0.75
FIN ANALYST FL & FAC SVC	401420	1.00	1.00
FLEET & FACILITIES SUPV II	190014	2.00	2.00
FLEET & FACILITIES SUPV III	190024	1.00	1.00
FLEET & FACILITY SERVICE MNGR	403200	0.94	0.94
MANAGER FUND & RATE ANALYSIS	401060	0.10	0.10
PROCUREMENT COORDINATOR	117450	1.00	1.00
SCALEMASTER	116160	1.00	1.00
VEHICLE & EQUIPMENT TECH III	110104	1.00	1.00
VEHICLE & EQUIPMENT TECH IV	110114	1.00	1.00
VEHICLE & EQUIPMENT TECH IV	110115	3.00	3.00
VEHICLE & EQUIPMENT TECH V	110125	6.00	6.00
<b>Total</b>		<b>35.94</b>	<b>35.94</b>



***PUBLIC SERVICES AREA***

**PROJECT MANAGEMENT**

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

**PUBLIC SERVICES AREA  
PROJECT MANAGEMENT**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	2,390,668	2,006,761	1,634,356	1,642,401	1,556,262	1,546,484
INTRA GOVERNMENTAL SALES	-	1,115	-	1,850	-	-
MISCELLANEOUS REVENUE	12,082	9,944	-	1,500	-	-
OPERATING TRANSFERS	2,106,895	438,204	459,933	447,055	567,268	583,574
<b>Total</b>	<b>\$4,509,645</b>	<b>\$2,456,024</b>	<b>\$2,094,289</b>	<b>\$2,092,806</b>	<b>\$2,123,530</b>	<b>\$2,130,058</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PROJECT MANAGEMENT (0049)	-	2,303,684	2,081,411	2,092,806	2,123,530	2,130,058
ALTERNATIVE TRANSPORTATION (0061)	-	12,265	12,878	-	-	-
GENERAL (0010)	2,759,026	140,075	-	-	-	-
STREET REPAIR MILLAGE (0062)	1,750,619	-	-	-	-	-
<b>Total</b>	<b>\$4,509,645</b>	<b>\$2,456,024</b>	<b>\$2,094,289</b>	<b>\$2,092,806</b>	<b>\$2,123,530</b>	<b>\$2,130,058</b>

**PUBLIC SERVICES AREA  
PROJECT MANAGEMENT**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	956,131	1,153,716	1,053,799	1,067,847	1,256,525	1,224,834
PAYROLL FRINGES/INSURANCE	637,168	374,331	433,245	439,066	582,219	629,646
OTHER SERVICES	232,399	175,225	199,510	223,040	213,580	196,259
MATERIALS & SUPPLIES	12,984	12,733	19,650	13,580	12,480	12,241
OTHER CHARGES	283,769	752,890	1,488,852	1,518,852	1,436,148	1,265,656
PASS THROUGHS	214,040	550,657	117,152	112,752	117,933	121,443
CAPITAL OUTLAY	6,679	5,631	7,500	5,500	5,000	5,000
VEHICLE OPERATING COSTS	-	1,738	-	-	-	-
<b>Total</b>	<b>\$2,343,170</b>	<b>\$3,026,921</b>	<b>\$3,319,708</b>	<b>\$3,380,637</b>	<b>\$3,623,885</b>	<b>\$3,455,079</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PROJECT MANAGEMENT (0049)	-	1,943,704	2,010,621	2,038,172	2,063,710	2,067,259
STREET REPAIR MILLAGE (0062)	465,413	534,961	903,484	933,484	1,182,521	1,003,726
MAJOR STREET (0021)	196,415	278,315	298,190	296,076	327,654	334,094
LOCAL STREET (0022)	67,143	118,594	99,107	99,399	50,000	50,000
ALTERNATIVE TRANSPORTATION (0061)	-	12,264	8,306	13,506	-	-
GENERAL (0010)	1,614,199	139,083	-	-	-	-
<b>Total</b>	<b>\$2,343,170</b>	<b>\$3,026,921</b>	<b>\$3,319,708</b>	<b>\$3,380,637</b>	<b>\$3,623,885</b>	<b>\$3,455,079</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
PROJECT MANAGEMENT	18.89	17.78	16.21	17.69	17.69
<b>Total</b>	<b>18.89</b>	<b>17.78</b>	<b>16.21</b>	<b>17.69</b>	<b>17.69</b>

## **PUBLIC SERVICES AREA PROJECT MANAGEMENT**

### **REVENUES**

**Project Credits** – The Project Management Services Unit (PMSU) has been operating as an Internal Service Fund since FY 06. The Internal Service Fund receives credits from the capital projects for project management services, receives credits for reviewing private development plans and construction inspection services, and receives pro-rated credits from other funds that are directly benefiting from the PMSU services.

### **EXPENSES**

**Personnel Services** – The net impact to the level of personnel in PMSU is an addition of 0.2 (FTE) and more staff time managing capital projects. The PMSU staff are primarily assigned to capital projects, private development construction, traffic engineering, private utilities street cut inspection, As-Builts record maintenance and customer services. PMSU is staffed at its near historical low to meet demands for services. To ensure readiness and timely response to demands for services during high peak periods, PMSU depends on services from private engineering consultants.

**Payroll Fringes** – The increase in costs is associated with an increase in VEBA funding and pension contribution.

**PUBLIC SERVICES AREA  
PROJECT MANAGEMENT  
FY08 WIGS/MEASURES**

- ❖ **Support a safe and reliable municipal infrastructure.**
  - Examine our business practices, eliminate redundant or unnecessary work or products, and create list for review by January 1, 2008.

PUBLIC SERVICES AREA  
PROJECT MANAGEMENT

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 3	110034	0.30	0.30
ADMIN SUPPORT SPECIALIST LVL 5	110054	0.85	0.85
CIVIL ENGINEER II	403640	0.25	0.25
CIVIL ENGINEER III	403620	1.75	1.75
CIVIL ENGINEER IV	403840	0.35	0.35
CIVIL ENGINEER V	401330	2.57	2.57
DRAFTSPERSON III	112210	2.35	2.35
ENGINEERING TECHNICIAN II	112020	1.60	1.60
ENGINEERING TECHNICIAN III	112030	0.61	0.61
ENGINEERING TECHNICIAN IV	112040	3.22	3.22
ENGINEERING TECHNICIAN IV	112041	1.48	1.48
FINANCIAL MANAGER-PUBLIC SERV	401070	0.20	0.20
MANAGEMENT ASSISTANT	000200	0.05	0.05
PROJECT MANAGEMENT MANAGER	403140	1.00	1.00
SENIOR SURVEYOR	112100	0.31	0.31
TECHNICIAN SUPERVISOR	192050	0.80	0.80
<b>Total</b>		<b>17.69</b>	<b>17.69</b>



***PUBLIC SERVICES AREA***  
**ADMINISTRATION**

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



**PUBLIC SERVICES AREA  
ADMINISTRATION**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	82,006	374,306	33,000	406,000	420,000	520,200
INTRA GOVERNMENTAL SALES	414,261	-	-	-	593,723	596,425
INVESTMENT INCOME	2,186,171	1,732,334	1,306,159	2,675,700	2,900,000	2,580,000
LICENSES, PERMITS & REGISTRATION	66,401	55,673	110,000	60,000	60,000	60,000
MISCELLANEOUS REVENUE	171,136	303,311	195,000	325,583	50,000	50,000
PRIOR YEAR SURPLUS	-	-	894,492	-	100,000	-
TAXES	17,875,596	18,565,696	19,416,162	19,617,866	20,547,005	21,148,106
OPERATING TRANSFERS	2,493,394	2,705,725	2,491,553	2,563,853	2,189,394	2,253,266
<b>Total</b>	<b>\$23,288,965</b>	<b>\$23,737,045</b>	<b>\$24,446,366</b>	<b>\$25,649,002</b>	<b>\$26,860,122</b>	<b>\$27,207,997</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
SOLID WASTE (0072)	10,329,417	11,054,830	11,232,498	11,919,941	12,327,568	12,599,208
STREET REPAIR MILLAGE (0062)	7,834,191	8,265,295	9,417,156	8,609,868	9,566,437	9,793,098
WATER SUPPLY SYSTEM (0042)	2,101,682	2,181,555	2,058,153	2,162,493	1,797,263	1,838,938
SEWAGE DISPOSAL SYSTEM (0043)	882,318	907,179	682,400	1,412,400	1,641,008	1,443,508
MAJOR STREET (0021)	725,350	798,436	690,000	842,300	864,443	881,990
STORMWATER SEWER SYSTEM (0069)	235,638	137,175	165,909	400,000	387,403	368,605
LOCAL STREET (0022)	192,538	224,437	200,250	220,000	225,000	229,650
GENERAL (0010)	51,617	154,829	-	82,000	51,000	53,000
PARKING SYSTEM (0044)	-	11,730	-	-	-	-
ALTERNATIVE TRANSPORTATION (0061)	(233)	10,475	-	-	-	-
METRO EXPANSION (0036)	-	8,685	-	-	-	-
SEWER BOND SERIES XIX 2004 (0076)	523,577	-	-	-	-	-
MAINTENANCE FACILITY CONSTRUCTION (0004)	156,088	-	-	-	-	-
WATER BOND SERIES Z 2004 (0095)	119,323	-	-	-	-	-
1990 SOLID WASTE BOND ISSUE (0097)	92,196	-	-	-	-	-
GENERAL CAPITAL IMPROVEMENTS (00CP)	30,374	-	-	-	-	-
HYDROPOWER OPERATING FUND (0019)	8,519	-	-	-	-	-
SEWER BOND SERIES 2004-A SRF (0077)	8,365	-	-	-	-	-
WATER BOND SERIES 2004-A DWRF (0098)	(1,995)	-	-	-	-	-
PROJECT MANAGEMENT (0049)	-	(17,581)	-	-	-	-
<b>Total</b>	<b>\$23,288,965</b>	<b>\$23,737,045</b>	<b>\$24,446,366</b>	<b>\$25,649,002</b>	<b>\$26,860,122</b>	<b>\$27,207,997</b>

**PUBLIC SERVICES AREA  
ADMINISTRATION**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	988,005	1,063,624	1,151,231	846,160	889,454	890,768
PAYROLL FRINGES/INSURANCE	2,026,517	1,354,928	1,535,518	1,369,489	1,651,617	1,862,026
OTHER SERVICES	664,363	407,536	814,652	690,741	905,824	810,439
MATERIALS & SUPPLIES	34,078	38,149	81,315	66,103	97,152	100,002
OTHER CHARGES	12,661,764	10,456,481	15,909,870	13,810,921	14,258,403	15,685,817
PASS THROUGHS	3,287,156	11,104,329	3,135,735	3,309,093	3,207,119	3,249,506
CAPITAL OUTLAY	4,801	7,430	2,600	-	7,500	-
<b>Total</b>	<b>\$19,666,684</b>	<b>\$24,432,477</b>	<b>\$22,630,921</b>	<b>\$20,092,507</b>	<b>\$21,017,069</b>	<b>\$22,598,558</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
WATER SUPPLY SYSTEM (0042)	7,185,984	8,803,032	7,767,064	6,374,263	7,415,788	7,684,840
SEWAGE DISPOSAL SYSTEM (0043)	7,654,184	10,420,229	9,376,794	7,563,315	6,889,784	7,902,548
SOLID WASTE (0072)	2,495,699	1,949,474	1,851,885	2,574,708	3,025,128	3,204,622
MAJOR STREET (0021)	1,665,764	1,930,899	2,053,943	2,036,980	2,070,291	2,138,282
STORMWATER SEWER SYSTEM (0069)	663,471	765,548	1,078,630	1,127,944	988,055	1,016,992
GENERAL (0010)	1,582	368,220	374,145	374,145	418,358	476,639
INSURANCE (0057)	-	-	128,460	41,152	151,499	153,194
LOCAL STREET (0022)	-	-	-	-	58,166	21,441
STREET REPAIR MILLAGE (0062)	-	190,295	-	-	-	-
PARKING SYSTEM (0044)	-	4,780	-	-	-	-
<b>Total</b>	<b>\$19,666,684</b>	<b>\$24,432,477</b>	<b>\$22,630,921</b>	<b>\$20,092,507</b>	<b>\$21,017,069</b>	<b>\$22,598,558</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
ADMINISTRATION	14.27	12.19	18.21	12.00	12.00
<b>Total</b>	<b>14.27</b>	<b>12.19</b>	<b>18.21</b>	<b>12.00</b>	<b>12.00</b>

**PUBLIC SERVICES AREA  
ADMINISTRATION**

**EXPENSES**

**Personnel Services:**

Solid Waste – Decrease due to separation of General Administration from Field Operations Administration now included in Unit Budget.

Solid Waste, Water, Sewer & Storm – Shifting of personnel between funds as responsibilities change.

**Payroll Fringes:**

The increase in costs is associated with an increase in VEBA funding and pension contribution.

Solid Waste – Decrease due to separation of General Administration from Field Operations Administration now included in Unit Budget.

**Other Services:**

Solid Waste – Consulting/Professional fees.

**Other Charges:**

Solid Waste – Depreciation of assets consolidated in Administration.

Water, Sewer & Stormwater – Reflects anticipated FY 08 debt payments, depreciation and increased insurance premiums. The decrease in Sewer reflects a change in the budgeting methods used previously. Principal payments for all funds are no longer included in the Operations & Maintenance budgets in accordance with GAAP.

Stormwater – Increase in municipal service charge.

Major Streets – Decrease in municipal service charge of \$142,600 and a \$60,000 increase in Insurance Premiums. Debt service for the Wheeler Service Center increased \$55,000 over FY 07.

**Pass Throughs:**

Water – Increase due to potential retirement payouts.

Stormwater – Increase reflects transfers to other funds and similar increased direct charges in other Public Service Units.

**Capital Outlay:**

Solid Waste – Increase to fund Solid Waste Master Plan Update.

**PUBLIC SERVICES AREA  
ADMINISTRATION  
FY08 WIGS/MEASURES**

- ❖ **Ensure the long-term financial health and stability of the City.**
  - Maintain revenues in excess of expenditures to facilitate a healthy level of “available fund balance” by fund by June 30, 2008.
    - Define “available fund balance”
    - What is current “available fund balance”?
    - Define a healthy fund balance.
    - Determine method to forecast accurately.
    - Forecast +/- 10% on a monthly basis and 5% by year end.
  
- ❖ **Deliver high quality City services in a cost effective manner.**
  - Train all employees to be successful in meeting the regulatory safety training requirements by June 30, 2008.
    - Begin researching current requirements by February 1, 2007.
    - Identify AMA standards by April 1, 2007.
    - Begin training employees by June 30, 2008.

PUBLIC SERVICES AREA  
ADMINISTRATION

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 3	110034	0.45	0.45
ADMIN SUPPORT SPECIALIST LVL 4	110044	0.70	0.70
ADMIN SUPPORT SPECIALIST LVL 5	110054	0.15	0.15
CITY COMMUNICATION LIASION	401180	1.00	1.00
FINANCIAL MANAGER-PUBLIC SERV	401070	0.80	0.80
FINANCIAL OP & CONTROL ANALYST	401250	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.90	1.90
MANAGER FUND & RATE ANALYSIS	401060	0.90	0.90
PROC & DOCU SPEC/TECH TRAINER	401080	1.00	1.00
PUBLIC SERVICES AREA ADMIN	403410	1.00	1.00
PUBLIC SVCS - MAJOR PROJECTS	403780	1.00	1.00
SAFETY COMPLIANCE SPECIALIST	401220	1.00	1.00
SAFETY MANAGER	401290	1.00	1.00
SOLID WASTE PROGRAM COORD	404100	0.10	0.10
<b>Total</b>		<b>12.00</b>	<b>12.00</b>



## *PUBLIC SERVICES AREA*

### **SYSTEMS PLANNING**

The Systems Planning Unit is comprised of 12.7 FTEs in FY 2008. Systems Planning staff brings together diverse experience in solid waste and recycling, soil erosion, natural features, planning, public engagement, project management, transportation, GIS, stormwater and water resources, sanitary sewer and drinking water issues. The unit provides asset management for the Public Services Area including parks, solid waste, transportation, non-motorized transportation, sanitary, storm water and drinking water facilities; development of programs and policies that optimize service levels, environmental benefit and public investment; capital planning and budgeting; and infrastructure standards and specifications for facilities and activities within the Public Services Area. The unit also provides support for the implementation of GIS-based work management systems throughout the service area.

**PUBLIC SERVICES AREA  
SYSTEMS PLANNING**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	-	-	-	-	167,219	-
CONTRIBUTIONS	-	9,632	-	9,632	-	-
INTERGOVERNMENTAL REVENUES	-	107,343	6,000	-	-	-
INVESTMENT INCOME	7,159	17,146	2,000	-	-	-
MISCELLANEOUS REVENUE	-	60	-	-	23,600	23,600
PRIOR YEAR SURPLUS	-	-	107,912	107,912	145,200	145,200
OPERATING TRANSFERS	156,259	53,645	50,215	50,215	146,628	130,198
<b>Total</b>	<b>\$163,418</b>	<b>\$187,826</b>	<b>\$166,127</b>	<b>\$167,759</b>	<b>\$482,647</b>	<b>\$298,998</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
ENERGY PROJECTS (0002)	165,133	80,423	160,127	167,759	369,157	183,404
ALTERNATIVE TRANSPORTATION (0061)	-	-	-	-	92,690	94,794
GENERAL (0010)	-	60	-	-	5,200	5,200
STORMWATER SEWER SYSTEM (0069)	-	-	-	-	5,200	5,200
SEWAGE DISPOSAL SYSTEM (0043)	-	-	-	-	5,200	5,200
WATER SUPPLY SYSTEM (0042)	-	-	-	-	5,200	5,200
MAJOR GRANT PROGRAMS FUND (00MG)	(1,715)	107,343	6,000	-	-	-
<b>Total</b>	<b>\$163,418</b>	<b>\$187,826</b>	<b>\$166,127</b>	<b>\$167,759</b>	<b>\$482,647</b>	<b>\$298,998</b>

**PUBLIC SERVICES AREA  
SYSTEMS PLANNING**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	758,212	1,253,646	815,336	818,616	1,180,181	1,198,559
PAYROLL FRINGES/INSURANCE	155,019	295,418	224,163	227,013	364,815	394,936
OTHER SERVICES	155,773	335,195	702,200	612,350	805,400	905,900
MATERIALS & SUPPLIES	6,463	87,458	6,400	16,300	17,450	17,450
OTHER CHARGES	13,124	231,990	206,412	218,075	252,418	260,205
PASS THROUGH	120,000	-	-	-	-	-
CAPITAL OUTLAY	17,481	114,188	148,200	151,850	350,719	156,400
<b>Total</b>	<b>\$1,226,072</b>	<b>\$2,317,895</b>	<b>\$2,102,711</b>	<b>\$2,044,204</b>	<b>\$2,970,983</b>	<b>\$2,933,450</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
STORMWATER SEWER SYSTEM (0069)	197,226	224,230	517,478	525,948	728,080	683,002
WATER SUPPLY SYSTEM (0042)	343,655	820,661	565,295	480,035	625,017	792,086
SEWAGE DISPOSAL SYSTEM (0043)	124,781	536,978	256,488	272,153	608,265	603,487
ENERGY PROJECTS (0002)	15,184	117,925	160,127	166,227	325,137	158,016
SOLID WASTE (0072)	154,329	214,616	265,977	250,824	288,978	294,343
MAJOR STREET (0021)	66,083	147,016	145,389	148,569	163,454	165,629
GENERAL (0010)	324,010	149,124	185,957	200,448	139,362	142,093
ALTERNATIVE TRANSPORTATION (0061)	-	-	-	-	92,690	94,794
MAJOR GRANT PROGRAMS FUND (00MG)	804	107,345	6,000	-	-	-
<b>Total</b>	<b>\$1,226,072</b>	<b>\$2,317,895</b>	<b>\$2,102,711</b>	<b>\$2,044,204</b>	<b>\$2,970,983</b>	<b>\$2,933,450</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
SYSTEMS PLANNING	9.81	17.40	15.85	12.70	12.90
<b>Total</b>	<b>9.81</b>	<b>17.40</b>	<b>15.85</b>	<b>12.70</b>	<b>12.90</b>



## **PUBLIC SERVICES SYSTEMS PLANNING**

### **REVENUE**

- Fund 0002- An increase in revenue for the creation of a Street Light LED Bank.

### **EXPENSES**

#### **Personnel Services –**

- Fund 0002- A decrease in Temporary Pay of \$5,533 reflecting a decrease of 502 hours. Increase grant and special projects funding of interns.
- Fund 0010- A 0.66 FTE decrease in Permanent Time reflecting an allocation of Energy Coordinator funding to Fund 0042 and Fund 0043 based on energy consumption.
- Fund 0010- An increase in Temporary Pay of \$4,560 for interns working on Energy management projects.
- Fund 0021- An increase in Temporary Pay of \$8,006 reflecting an increase of 727 hours of intern time working on non-motorized plan implementation.
- Fund 0042- An increase in Permanent Time of \$96,552 reflecting reallocation of personnel efforts.
- Fund 0042- An increase in Temporary Pay of \$19,936 for interns to assist in update of general specifications and standards and to assist in GIS data base entry.
- Fund 0043- An increase in Permanent Time of \$77,868 reflecting reallocation of personnel efforts.
- Fund 0043- An increase in Temporary Pay of \$43,264 for interns assisting with A2D2 analysis of impacts of development on the sanitary systems and options.
- Fund 0069- An increase in Permanent Time of \$8,336 reflecting personnel reallocation.
- Fund 0069- An increase of \$37,245 for storm water appeals, researching new incentives and credits, education on the new rates; to continue detention pond inspection and determination of need for maintenance regulations; to support Huron River Impoundment Management Plan (HRIMP). The HRIMP will develop management plans for the Huron River to balance competing uses/interests.
- Fund 0072- An increase in Temporary Pay of \$30,500 for Commercial recycling program analysis and development, outreach to new and existing customers and assistance in setting up recycle systems.

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

#### **Other Services -**

- Fund 0043- Increase in Professional/Consultant Services for sanitary sewer monitoring and FDD/development modeling.
- Fund 0069- Increase of \$150,000 in Professional/Consultant Services for contested case NPDES permit.

**PUBLIC SERVICES AREA  
SYSTEMS PLANNING  
FY08 WIGS/MEASURES**

- ❖ **Support a safe and reliable municipal infrastructure.**
  - Develop an asset management policy and strategy for the Public Services Area by June 30, 2008.

PUBLIC SERVICES AREA  
SYSTEMS PLANNING

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 3	110034	0.30	0.30
ADMIN SUPPORT SPECIALIST LVL 4	110044	0.20	0.20
CITY PLANNER III	401030	1.00	1.00
CIVIL ENGINEER III	403620	0.50	0.50
CIVIL ENGINEER V	401330	1.00	1.00
ENERGY COORDINATOR	401170	1.00	1.00
ENVIRONMENTAL COORDINATOR	401410	1.00	1.00
LAND DEVELOPMENT COORDINATOR	114420	1.00	1.00
RECYCLING COORDINATOR	401230	1.00	1.00
SENIOR GIS SPECIALIST	401340	1.00	1.00
SENIOR UTILITIES ENGINEER	404000	0.80	1.00
SOLID WASTE PROGRAM COORD	404100	0.90	0.90
SYSTEMS PLANNING MANAGER	401320	1.00	1.00
TRANSPORTATION PROGRAM MANAGER	404030	1.00	1.00
WATER QUALITY MANAGER	403820	1.00	1.00
<b>Total</b>		<b>12.70</b>	<b>12.90</b>



## *PUBLIC SERVICES AREA*

### **WASTEWATER TREATMENT SERVICES**

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

PUBLIC SERVICES AREA  
WASTEWATER TREATMENT SERVICES

Revenues By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
MISCELLANEOUS REVENUE	587	88,456	5,000	5,056	3,200	5,000
OPERATING TRANSFERS	249,996	250,000	250,000	250,000	250,000	250,000
<b>Total</b>	<b>\$250,583</b>	<b>\$338,456</b>	<b>\$255,000</b>	<b>\$255,056</b>	<b>\$253,200</b>	<b>\$255,000</b>

Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
SEWAGE DISPOSAL SYSTEM (0043)	250,583	338,456	255,000	255,056	253,200	255,000
<b>Total</b>	<b>\$250,583</b>	<b>\$338,456</b>	<b>\$255,000</b>	<b>\$255,056</b>	<b>\$253,200</b>	<b>\$255,000</b>

**PUBLIC SERVICES AREA  
WASTEWATER TREATMENT SERVICES**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	2,098,375	2,117,537	2,370,410	2,329,480	2,390,947	2,302,428
PAYROLL FRINGES/INSURANCE	495,757	874,009	1,074,160	1,080,605	1,282,351	1,396,034
OTHER SERVICES	2,342,108	2,138,849	2,928,316	2,589,178	3,001,261	3,042,602
MATERIALS & SUPPLIES	571,205	580,331	620,680	635,620	690,840	730,950
OTHER CHARGES	81,508	282,925	561,673	693,301	232,920	239,708
PASS THROUGHS	9,000	-	-	-	-	-
CAPITAL OUTLAY	3,632	7,713	122,900	91,324	98,040	44,700
VEHICLE OPERATING COSTS	1,261	-	-	-	-	-
<b>Total</b>	<b>\$5,602,846</b>	<b>\$6,001,364</b>	<b>\$7,678,139</b>	<b>\$7,419,508</b>	<b>\$7,696,359</b>	<b>\$7,756,422</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
SEWAGE DISPOSAL SYSTEM (0043)	5,602,846	6,001,364	7,678,139	7,419,508	7,696,359	7,756,422
<b>Total</b>	<b>\$5,602,846</b>	<b>\$6,001,364</b>	<b>\$7,678,139</b>	<b>\$7,419,508</b>	<b>\$7,696,359</b>	<b>\$7,756,422</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
WASTEWATER TREATMENT SERVICES	35.06	32.15	33.75	35.48	35.48
<b>Total</b>	<b>35.06</b>	<b>32.15</b>	<b>33.75</b>	<b>35.48</b>	<b>35.48</b>

**PUBLIC SERVICES AREA  
WASTEWATER TREATMENT SERVICES**

**EXPENSES**

**Personnel Services** – The increase in Personnel Services costs is due to changes in FTE allocations to capital projects.

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services** – The increase in costs for Other Services is due to increased costs for Electricity, Contracted Services and Professional/Consulting Services.

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

**Other Charges** – The decrease in costs for Other Charges is due to a decrease in the Transfer to IT Fund charges.

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

**PUBLIC SERVICES AREA  
WASTEWATER TREATMENT SERVICES  
FY08 WIGS/MEASURES**

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Develop and implement an energy management program to minimize plant electricity costs by June 30, 2009.



PUBLIC SERVICES AREA  
WASTEWATER TREATMENT SERVICES

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 2	110024	1.00	1.00
ADMIN SUPPORT SPECIALIST LVL 5	110054	1.00	1.00
ASST WWTP MANAGER	401010	0.95	0.95
CONTRACT/PROJ SVCS MGR-WWTP	401190	0.95	0.95
ELECTIRICAL & CONTROL TECH III	116234	3.00	3.00
ENVIRONMENTAL LAB ANALYST III	110334	3.00	3.00
ENVIRONMENTAL LAB SUPERVISOR	196930	0.38	0.38
MAINT TECHNICAL SUPERVISOR	196281	1.00	1.00
PROCESS CONTROL SYSTEM SPEC	403190	1.00	1.00
SENIOR UTILITIES ENGINEER	404000	0.30	0.30
WATER UTILITY SUPERVISOR II	197411	1.00	1.00
WATER UTILITY SUPERVISOR III	197420	2.00	2.00
WATER UTILITY SUPERVISOR III	197421	2.00	2.00
WATER UTILITY TECHNICIAN I	117400	2.00	2.00
WATER UTILITY TECHNICIAN I	117401	2.00	2.00
WATER UTILITY TECHNICIAN II	117410	1.00	1.00
WATER UTILITY TECHNICIAN II	117411	1.00	1.00
WATER UTILITY TECHNICIAN V	117440	2.00	2.00
WATER UTILITY TECHNICIAN V	117441	9.00	9.00
WWTP MANAGER	401300	0.90	0.90
<b>Total</b>		<b>35.48</b>	<b>35.48</b>



## *PUBLIC SERVICES AREA*

### **WATER TREATMENT SERVICES**

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

**PUBLIC SERVICES AREA  
WATER TREATMENT SERVICES**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	237,417	217,290	350,000	310,000	310,000	310,000
INTERGOVERNMENTAL REVENUES	5,040	-	-	-	-	-
INTRA GOVERNMENTAL SALES	122,316	13,682	-	-	-	-
MISCELLANEOUS REVENUE	3,222	180	-	1,200	-	-
PRIOR YEAR SURPLUS	-	-	235,000	200,000	265,000	-
OPERATING TRANSFERS	430,000	30,000	30,000	30,000	30,000	30,000
<b>Total</b>	<b>\$797,995</b>	<b>\$261,152</b>	<b>\$615,000</b>	<b>\$541,200</b>	<b>\$605,000</b>	<b>\$340,000</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	663,435	241,052	405,000	330,000	595,000	330,000
WATER SUPPLY SYSTEM (0042)	134,560	6,418	210,000	211,200	10,000	10,000
MAJOR GRANT PROGRAMS FUND (00MG)	-	13,682	-	-	-	-
<b>Total</b>	<b>\$797,995</b>	<b>\$261,152</b>	<b>\$615,000</b>	<b>\$541,200</b>	<b>\$605,000</b>	<b>\$340,000</b>

**PUBLIC SERVICES AREA  
WATER TREATMENT SERVICES**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	1,655,802	1,694,198	1,885,485	1,606,236	1,781,672	1,793,756
PAYROLL FRINGES/INSURANCE	385,083	702,572	873,215	812,896	1,003,680	1,096,115
OTHER SERVICES	1,795,593	1,904,070	2,427,931	2,094,557	2,296,539	2,421,686
MATERIALS & SUPPLIES	1,218,147	1,319,610	1,512,778	1,563,555	1,594,485	1,621,870
OTHER CHARGES	1,018,289	977,501	328,546	291,703	281,940	289,283
PASS THROUGHGS	400,000	10,495	11,374	11,374	-	-
CAPITAL OUTLAY	10,597	132,713	364,000	176,800	1,022,700	262,500
<b>Total</b>	<b>\$6,483,511</b>	<b>\$6,741,159</b>	<b>\$7,403,329</b>	<b>\$6,557,121</b>	<b>\$7,981,016</b>	<b>\$7,485,210</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
WATER SUPPLY SYSTEM (0042)	5,687,001	6,601,838	7,190,194	6,410,082	7,524,918	7,291,641
GENERAL (0010)	142,682	125,638	213,135	147,039	456,031	193,502
INSURANCE (0057)	-	-	-	-	67	67
MAJOR GRANT PROGRAMS FUND (00MG)	355	13,683	-	-	-	-
HYDROPOWER OPERATING FUND (0019)	653,473	-	-	-	-	-
<b>Total</b>	<b>\$6,483,511</b>	<b>\$6,741,159</b>	<b>\$7,403,329</b>	<b>\$6,557,121</b>	<b>\$7,981,016</b>	<b>\$7,485,210</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
WATER TREATMENT SERVICES	24.34	21.56	23.63	26.22	26.22
<b>Total</b>	<b>24.34</b>	<b>21.56</b>	<b>23.63</b>	<b>26.22</b>	<b>26.22</b>

**PUBLIC SERVICES  
WATER TREATMENT SERVICES**

**EXPENSES**

**Personnel Services** – The decrease is due to personnel charges to capital improvement projects.

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services** – The decrease reflects the decrease in natural gas, electrical and sludge hauling costs for the reduction in water production due to Pfizer closure.

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

**Other Charges** - The decrease reflects a decrease in IT fund charges.

**Capital Outlay** - The increase reflects inclusion of two major projects: repair of toe drains at Argo Dam and online distribution system water quality monitoring.

**PUBLIC SERVICES AREA  
WATER TREATMENT SERVICES  
FY08 WIGS/MEASURES**

- ❖ **Deliver high quality City services in a cost effective manner.**
  - 100% compliance with federal and state regulations for drinking water, dams and hydros for the period July 1, 2007 through June 30, 2008.
    - % Compliance = % of days in a month in compliance.
    - Tier 1 non-compliance is for situations that have serious health consequences and require public notification within 24 hours of violation.
    - Tier 2 non-compliance is for situations that require public notification as soon as possible within 30 days of violation.
    - Tier 3 non-compliance is for situations that require public notification within 12 months of violation.
  - Increase the completion rate of scheduled Preventative Maintenance by 10% by June 30, 2008.
  - Implement recommendations for FY08 in the Facilities master Plan and Water Resource Plan.

PUBLIC SERVICES AREA  
WATER TREATMENT SERVICES

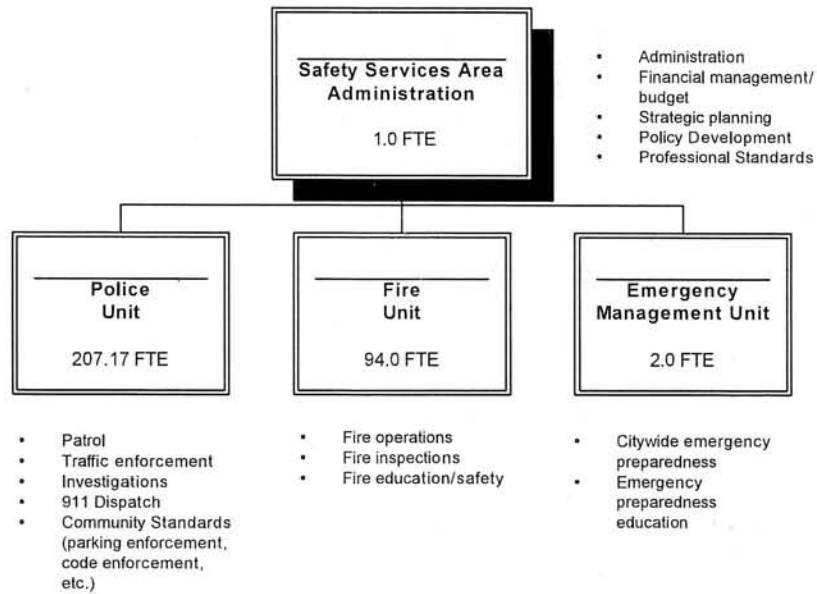
Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SUPPORT SPECIALIST LVL 4	110044	1.50	1.50
ASST WTP MANAGER	401020	0.80	0.80
CIVIL ENGINEER IV	403840	0.50	0.50
ELECTIRICAL & CONTROL TECH IV	116244	2.00	2.00
ENVIRONMENTAL LAB ANALYST III	110334	2.00	2.00
ENVIRONMENTAL LAB SUPERVISOR	196930	0.37	0.37
PROCESS CONTROL SYSTEM SPEC	403190	1.00	1.00
PROCUREMENT COORDINATOR	117450	1.00	1.00
SENIOR UTILITIES ENGINEER	404000	0.20	0.20
WATER UTILITY SUPERVISOR II	197410	1.00	1.00
WATER UTILITY SUPERVISOR II	197411	1.00	1.00
WATER UTILITY SUPERVISOR III	197421	3.00	3.00
WATER UTILITY TECHNICIAN I	117400	3.00	3.00
WATER UTILITY TECHNICIAN I	117401	2.00	2.00
WATER UTILITY TECHNICIAN IV	117431	1.00	1.00
WATER UTILITY TECHNICIAN V	117441	5.00	5.00
WTP MANAGER	401310	0.85	0.85
<b>Total</b>		<b>26.22</b>	<b>26.22</b>



***SAFETY SERVICES AREA***





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

## Safety Services Area

## SAFETY SERVICES AREA

### Revenues By Service Unit

Service Unit	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
POLICE SERVICES	4,501,225	5,635,733	4,602,276	4,626,103	4,622,300	4,594,700
FIRE SERVICES	420,311	1,090,967	275,859	177,890	86,400	89,000
<b>Total</b>	<b>\$4,921,536</b>	<b>\$6,726,700</b>	<b>\$4,878,135</b>	<b>\$4,803,993</b>	<b>\$4,708,700</b>	<b>\$4,683,700</b>

### Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	4,842,350	5,417,643	4,698,035	4,721,735	4,646,200	4,621,200
MICHIGAN JUSTICE TRAINING (0064)	54,988	39,316	46,000	46,000	30,000	30,000
POLICE AND FIRE RELIEF (0053)	13,189	22,804	10,000	25,000	25,000	25,000
DRUG ENFORCEMENT (0027)	8,018	7,215	12,000	11,258	7,500	7,500
MAJOR GRANT PROGRAMS FUND (00MG)	-	351,899	112,100	-	-	-
HOMELAND SECURITY GRANT FUND (0017)	-	659,574	-	-	-	-
FEDERAL EQUITABLE SHARING FORFEITURE (0028)	2,608	184,892	-	-	-	-
LOCAL LAW ENFORCEMENT BLOCK GRANT (0007)	383	40,207	-	-	-	-
LOCAL FORFEITURE (0073)	-	3,150	-	-	-	-
<b>Total</b>	<b>\$4,921,536</b>	<b>\$6,726,700</b>	<b>\$4,878,135</b>	<b>\$4,803,993</b>	<b>\$4,708,700</b>	<b>\$4,683,700</b>

## SAFETY SERVICES AREA

### Expenses By Service Unit

Service Unit	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
POLICE SERVICES	24,299,735	25,677,365	25,810,733	26,025,633	26,350,305	27,339,591
FIRE SERVICES	12,274,360	12,435,293	12,695,561	12,855,400	13,188,302	13,609,038
<b>Total</b>	<b>\$36,574,095</b>	<b>\$38,112,658</b>	<b>\$38,506,294</b>	<b>\$38,881,033</b>	<b>\$39,538,607</b>	<b>\$40,948,629</b>

### Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	35,364,065	36,905,543	38,454,294	38,829,033	39,506,307	40,916,329
MICHIGAN JUSTICE TRAINING (0064)	29,735	17,057	40,000	40,000	24,800	24,800
DRUG ENFORCEMENT (0027)	9,254	9,091	12,000	12,000	7,500	7,500
HOMELAND SECURITY GRANT FUND (0017)	6,917	659,574	-	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	36,233	351,897	-	-	-	-
FEDERAL EQUITABLE SHARING FORFEITURE (0028)	105,962	122,227	-	-	-	-
LOCAL LAW ENFORCEMENT BLOCK GRANT (0007)	20,879	40,207	-	-	-	-
POLICE AND FIRE RELIEF (0053)	-	7,062	-	-	-	-
GENERAL CAPITAL IMPROVEMENTS (00CP)	1,001,050	-	-	-	-	-
<b>Total</b>	<b>\$36,574,095</b>	<b>\$38,112,658</b>	<b>\$38,506,294</b>	<b>\$38,881,033</b>	<b>\$39,538,607</b>	<b>\$40,948,629</b>

### FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
FIRE SERVICES	102.00	94.00	94.00	94.00	94.00
POLICE SERVICES	224.84	226.42	226.00	210.17	209.00
<b>Total</b>	<b>326.84</b>	<b>320.42</b>	<b>320.00</b>	<b>304.17</b>	<b>303.00</b>





## ***SAFETY SERVICES AREA***

### **FIRE SERVICES**

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

**SAFETY SERVICES AREA  
FIRE SERVICES**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	435,130	772,799	110,600	82,431	86,400	89,000
CONTRIBUTIONS	-	5,000	-	200	-	-
INTERGOVERNMENTAL REVENUES	-	242,254	-	-	-	-
INTRA GOVERNMENTAL SALES	-	36,122	-	-	-	-
MISCELLANEOUS REVENUE	(14,819)	3,013	-	-	-	-
PRIOR YEAR SURPLUS	-	-	95,259	95,259	-	-
OPERATING TRANSFERS	-	31,779	70,000	-	-	-
<b>Total</b>	<b>\$420,311</b>	<b>\$1,090,967</b>	<b>\$275,859</b>	<b>\$177,890</b>	<b>\$86,400</b>	<b>\$89,000</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	420,311	780,812	205,859	177,890	86,400	89,000
MAJOR GRANT PROGRAMS FUND (00MG)	-	310,155	70,000	-	-	-
<b>Total</b>	<b>\$420,311</b>	<b>\$1,090,967</b>	<b>\$275,859</b>	<b>\$177,890</b>	<b>\$86,400</b>	<b>\$89,000</b>

**SAFETY SERVICES AREA  
FIRE SERVICES**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	7,841,865	7,440,834	7,222,563	7,440,217	7,202,669	7,110,698
PAYROLL FRINGES/INSURANCE	2,452,213	3,065,037	3,663,196	3,626,584	4,484,061	4,977,250
OTHER SERVICES	410,266	804,753	921,628	873,374	807,094	815,732
MATERIALS & SUPPLIES	138,664	110,966	203,587	200,795	140,300	140,350
OTHER CHARGES	45,964	410,614	398,031	397,176	288,698	305,136
PASS THROUGHGS	1,179,534	58,806	70,000	70,000	-	-
CAPITAL OUTLAY	64,658	360,070	90,000	90,000	95,658	90,000
VEHICLE OPERATING COSTS	204	159	-	-	350	400
EMPLOYEE ALLOWANCES	140,992	184,054	126,556	157,254	169,472	169,472
<b>Total</b>	<b>\$12,274,360</b>	<b>\$12,435,293</b>	<b>\$12,695,561</b>	<b>\$12,855,400</b>	<b>\$13,188,302</b>	<b>\$13,609,038</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	12,286,698	12,118,079	12,695,561	12,855,400	13,188,302	13,609,038
MAJOR GRANT PROGRAMS FUND (00MG)	(12,338)	310,152	-	-	-	-
POLICE AND FIRE RELIEF (0053)	-	7,062	-	-	-	-
<b>Total</b>	<b>\$12,274,360</b>	<b>\$12,435,293</b>	<b>\$12,695,561</b>	<b>\$12,855,400</b>	<b>\$13,188,302</b>	<b>\$13,609,038</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
FIRE SERVICES	102.00	94.00	94.00	94.00	94.00
<b>Total</b>	<b>102.00</b>	<b>94.00</b>	<b>94.00</b>	<b>94.00</b>	<b>94.00</b>

## **SAFETY SERVICES AREA FIRE SERVICES**

### **REVENUES**

**Charges for Services** – This category covers revenue from false alarm fees, fire inspections fees, and fire plan review fees. The decrease is based on staffing changes within the fire department, analysis of historical data available and analysis of staff time workload within the Fire Prevention Division.

### **EXPENSES**

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services** – This decrease is due to an additional planned building maintenance item in the previous fiscal year and a decrease in the projected cost of utilities.

**Other Charges** – This reflects a decrease in the IT charge.

**Transfer to other funds** – Eliminates grant pre-funding, Council will approve/disapprove match funding if awarded in the future.

**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 \$684,151 in FY 08.



**SAFETY SERVICES  
FIRE SERVICES  
FY08 WIGS/MEASURES**

**FIRE OPERATIONS**

- ❖ **Ensure a high quality of life, while balancing economic development with the preservation and conservation of natural resources.**
  - Reduce the number of civilian injuries, firefighter injuries and property losses as a result of fires by June 30, 2008.
    - First arrival within 4 minutes of dispatch 90% of the time.
    - Full alarm assignment arrives within 8 minutes of dispatch call 90% of the time.
    - Establish tracking mechanism to determine injuries and property loss to show whether or not we are meeting the goals.

**FIRE PREVENTION BUREAU**

- ❖ **Ensure a high quality of life, while balancing economic development with the preservation and conservation of natural resources.**
  - Begin implementation of written guidelines for Fire Prevention by June 30, 2008.

SAFETY SERVICES AREA  
FIRE SERVICES

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
APPARATUS MASTER MECH 40 HRS	131731	1.00	1.00
ASST FIRE CHIEF 40 HRS	131761	1.00	1.00
ASST FIRE CHIEF 40 HRS	131762	1.00	1.00
ASST TRAINING CHIEF/EMS COORD	131812	1.00	1.00
BATTALION CHIEF 50.40/HRS	131740	1.00	1.00
BATTALION CHIEF 50.40/HRS	131742	2.00	2.00
BATTALION CHIEF/TRNG 40LT DUTY	131850	1.00	1.00
DRIVER/OPERATOR 50.40 HRS	131660	9.00	9.00
DRIVER/OPERATOR 50.40 HRS	131661	6.00	6.00
DRIVER/OPERATOR 50.40 HRS	131662	6.00	6.00
FIRE - CAPTAIN 50.40 HRS	131771	1.00	1.00
FIRE - CAPTAIN 50.40 HRS	131772	1.00	1.00
FIRE CAPTAIN 50.40 HRS	131770	1.00	1.00
FIRE CHIEF	403390	1.00	1.00
FIRE INSPECTOR 40 HRS	131722	3.00	3.00
FIRE LIEUTENANT 50.40 HRS	131710	8.00	8.00
FIRE LIEUTENANT 50.40 HRS	131711	5.00	5.00
FIRE LIEUTENANT 50.40 HRS	131712	2.00	2.00
FIRE MARSHAL 40 HRS	131750	1.00	1.00
FIREFIGHTER 50.4 HIRED > 1/92	131820	25.00	25.00
FIREFIGHTER 50.4 HIRED > 1/92	131821	5.00	5.00
FIREFIGHTER 50.4 HIRED > 1/92	131822	9.00	9.00
FIREFIGHTER LIGHT DUTY 40 HRS	131842	1.00	1.00
MANAGEMENT ASSISTANT	000200	2.00	2.00
<b>Total</b>		<b>94.00</b>	<b>94.00</b>



## ***SAFETY SERVICES AREA***

### **POLICE SERVICES**

The Police Services Unit is comprised of two divisions: Patrol and Support Services. The divisions provide the organization with a broad array of services such as: uniformed patrol, traffic enforcement, animal control, ordinance enforcement, community affairs, professional standards, parking enforcement, general investigations, specialized investigations, training, recruiting, hiring, data processing, records management, and public safety dispatch. The Police service unit employs 208.17 FTEs. The Emergency Management Services Unit has 2.0 FTEs and is responsible for the coordination of City-wide emergency preparedness. The unit also manages overall emergency response and recovery, intergovernmental emergency cooperation, emergency public information, and administers state and federal grants.

**SAFETY SERVICES AREA  
POLICE SERVICES**

**Revenues By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	1,612,988	1,761,061	1,642,765	1,589,397	1,638,500	1,609,500
CONTRIBUTIONS	34,657	34,108	55,275	35,000	30,000	30,000
FINES & FORFEITS	2,610,337	2,877,527	2,712,006	2,726,511	2,742,500	2,742,500
INTERGOVERNMENTAL REVENUES	146,911	858,945	80,000	186,400	149,800	151,200
INTRA GOVERNMENTAL SALES	-	36,467	-	-	-	-
INVESTMENT INCOME	18,184	28,991	11,000	25,000	25,000	25,000
MISCELLANEOUS REVENUE	(2,075)	5,051	3,750	8,415	6,500	6,500
PRIOR YEAR SURPLUS	-	-	25,380	25,380	-	-
OPERATING TRANSFERS	80,223	33,583	72,100	30,000	30,000	30,000
<b>Total</b>	<b>\$4,501,225</b>	<b>\$5,635,733</b>	<b>\$4,602,276</b>	<b>\$4,626,103</b>	<b>\$4,622,300</b>	<b>\$4,594,700</b>

**Revenues By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	4,422,039	4,636,831	4,492,176	4,543,845	4,559,800	4,532,200
MICHIGAN JUSTICE TRAINING (0064)	54,988	39,316	46,000	46,000	30,000	30,000
POLICE AND FIRE RELIEF (0053)	13,189	22,804	10,000	25,000	25,000	25,000
DRUG ENFORCEMENT (0027)	8,018	7,215	12,000	11,258	7,500	7,500
MAJOR GRANT PROGRAMS FUND (00MG)	-	41,744	42,100	-	-	-
HOMELAND SECURITY GRANT FUND (0017)	-	659,574	-	-	-	-
FEDERAL EQUITABLE SHARING FORFEITURE (0028)	2,608	184,892	-	-	-	-
LOCAL LAW ENFORCEMENT BLOCK GRANT (0007)	383	40,207	-	-	-	-
LOCAL FORFEITURE (0073)	-	3,150	-	-	-	-
<b>Total</b>	<b>\$4,501,225</b>	<b>\$5,635,733</b>	<b>\$4,602,276</b>	<b>\$4,626,103</b>	<b>\$4,622,300</b>	<b>\$4,594,700</b>

**SAFETY SERVICES AREA  
POLICE SERVICES**

**Expenses By Category**

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	16,501,955	16,334,711	15,505,889	15,639,338	14,598,222	14,659,924
PAYROLL FRINGES/INSURANCE	4,421,911	5,385,987	6,559,491	6,458,822	7,868,562	8,643,857
OTHER SERVICES	1,797,240	1,521,381	1,540,473	1,515,110	1,703,986	1,714,166
MATERIALS & SUPPLIES	142,382	173,853	172,760	160,902	157,505	157,505
OTHER CHARGES	35,540	1,469,172	1,651,420	1,851,836	1,703,330	1,846,289
PASS THROUGHGS	533,442	3,583	42,100	42,100	-	-
CAPITAL OUTLAY	555,615	522,142	70,000	67,500	62,000	62,000
VEHICLE OPERATING COSTS	30,813	9,012	29,000	29,000	10,000	10,000
EMPLOYEE ALLOWANCES	280,837	257,524	239,600	261,025	246,700	245,850
<b>Total</b>	<b>\$24,299,735</b>	<b>\$25,677,365</b>	<b>\$25,810,733</b>	<b>\$26,025,633</b>	<b>\$26,350,305</b>	<b>\$27,339,591</b>

**Expenses By Fund**

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	23,077,367	24,787,464	25,758,733	25,973,633	26,318,005	27,307,291
MICHIGAN JUSTICE TRAINING (0064)	29,735	17,057	40,000	40,000	24,800	24,800
DRUG ENFORCEMENT (0027)	9,254	9,091	12,000	12,000	7,500	7,500
HOMELAND SECURITY GRANT FUND (0017)	6,917	659,574	-	-	-	-
FEDERAL EQUITABLE SHARING FORFEITURE (0028)	105,962	122,227	-	-	-	-
MAJOR GRANT PROGRAMS FUND (00MG)	48,571	41,745	-	-	-	-
LOCAL LAW ENFORCEMENT BLOCK GRANT (0007)	20,879	40,207	-	-	-	-
GENERAL CAPITAL IMPROVEMENTS (00CP)	1,001,050	-	-	-	-	-
<b>Total</b>	<b>\$24,299,735</b>	<b>\$25,677,365</b>	<b>\$25,810,733</b>	<b>\$26,025,633</b>	<b>\$26,350,305</b>	<b>\$27,339,591</b>

**FTE Count**

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
POLICE SERVICES	224.84	226.42	226.00	210.17	209.00
<b>Total</b>	<b>224.84</b>	<b>226.42</b>	<b>226.00</b>	<b>210.17</b>	<b>209.00</b>

## SAFETY SERVICES AREA POLICE SERVICES

### REVENUES

**Contributions** – Decrease is due to budgeted donations to Police that more accurately reflect previous years' trends.

**Fines & Forfeits** – Revenue is due to an increase in parking ticket collections.

**Intergovernmental Revenue** – The increase is due to 911 Wireless previously not budgeted and U of M football due to an additional game on the schedule.

**Prior Year Fund Balance** – Michigan Justice Training Funds are distributed to Law Enforcement Agencies and must be expended within a two-year period for

### EXPENSES

**Personnel Services** – This reflects the changes as the result of civilian and sworn officer FTE reductions and overtime reductions.

**Payroll Fringes** – The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services** – This reflects the move of Community Standards to Fire Station #2 and vehicle maintenance costs. Maintenance increased due to the inclusion of the mobile command vehicle, the replacement/upgrade of the special tactics vehicle, and the anticipated increase in maintenance for all Police vehicles.

**Other Charges** – The increase is the City's liability insurance.

**Pass Throughs** – The decrease is due to the change in budgeting of grant fund matches.

**Municipal Service Charge (MSC)** – A cost allocation study was performed in order to more effectively allocate the City's administrative and overhead costs to the service units who utilized the General Fund administrative services and facilities. Since 1993, the City has applied the MSC to non-General Funds to recover these costs. Adjustments have been made to the non-General Funds based on the updated cost allocation study. If the MSC were applied to the General Fund, the Police Services Unit would be charged \$2,513,882 (includes \$573,557 for parking enforcement-patrol division) in FY 08.

**SAFETY SERVICES AREA  
POLICE SERVICES  
FY08 WIGS/MEASURES**

**PATROL AND DETECTIVE SECTIONS**

- ❖ **Ensure a high quality of life, while balancing economic development with the preservation and conservation of natural resources.**
  - Increase case clearances by arrest by 1% by June 30, 2008.
  - Increase case clearance rate by 1% by June 30, 2008.

**EMERGENCY MANAGEMENT**

- Educate internal and external stakeholders on preparedness by June 30, 2008.
  - Measure the number of people we reach through training, presentations, and public education materials.
- Coordinate and support other emergency responders by June 30, 2008.
  - Measure the number of incidents that OEM personnel respond to.
  - Measure the number of revisions to our ERP/EAG.

**PROFESSIONAL STANDARDS**

- Complete 95% of all internal investigations during the 2007 calendar year within 30 days of receipt of a personnel complaint.
  - Meet quarterly with command personnel to get feedback on PSS investigations and review best practices.
  - Average five policy & procedural reviews per month during the 2007 calendar year.
  - Track policy reviews via a spreadsheet.
  - Review the policy spreadsheet with the senior management team on a monthly basis.

## **SPECIAL SERVICES**

- Reduce the average number of days to resolve a Community Standards complaint (non-parking) by 5% by June 30, 2008.
  - Dispatch Community Standards complaints the same day as received.
  - Notify contractor for clean up within 48 hours of re-inspection.
  - Reduce injury accidents by 5% on selected corridors with high injury crash rates.
  - Identify four corridors with high injury rates and determine hazardous action if possible.
  - Dedicate five hours of enforcement along each of these corridors per month.

## **TRAINING UNIT**

- Provide a career counseling session with each employee hired since 2000 by June 30, 2008.
  - Identify list of eligible employees and their current assignment.
  - Assign specific supervisors and begin sessions to be completed by June 30, 2008.
  - Complete a comprehensive training program for patrol and the detective sections.
  - Send out specific surveys to patrol personnel on training needs.
  - Send out specific surveys to detective personnel on training needs.



SAFETY SERVICES AREA  
POLICE SERVICES

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ADMIN SPECIALIST II	181120	1.00	1.00
ADMIN SUPPORT SPECIALIST LVL 3	110034	1.00	1.00
ADMINISTRATIVE SPECIALIST	180330	1.00	1.00
ASSISTANT EMERGENCY MANAGER	401400	1.00	1.00
COMMUNITY SERV SPECIALIST	128550	2.00	2.00
COMMUNITY STANDARDS OFFICE III	118524	3.00	3.00
COMMUNITY STANDARDS OFFICER I	118504	2.00	2.00
COMMUNITY STANDARDS OFFICER II	118514	4.00	4.00
COMMUNITY STANDARDS OFFICER IV	118534	3.00	3.00
COMMUNITY STANDARDS SUPER III	196724	1.00	1.00
COMMUNITY STANDARDS SUPERVISOR	196704	1.00	1.00
COMMUNITY SVCS SPEC	128551	5.00	5.00
DATA ENTRY SPECIALIST	180360	1.00	1.00
DEPUTY CHIEF	168810	2.00	2.00
DETECTIVE II W/EDUC	148801	3.00	3.00
DETECTIVE III (EES > 11-87)	148770	1.00	1.00
DETECTIVE III W/EDUC (> 11-87)	148771	13.00	13.00
FIRE/PARKING DISPATCHER	148510	1.00	1.00
LAWNET W/EDUC	148601	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
PAYROLL COORDINATOR	180350	1.00	-
POLICE LIEUTENANT - W/3%	158731	10.00	10.00
POLICE OFFICER	148700	7.00	7.00
POLICE OFFICER W/ ASSOC	148702	8.00	8.00
POLICE OFFICER W/EDUC	148701	16.00	16.00
POLICE STAFF SERGEANT (7/92)	158760	1.00	1.00
POLICE STAFF SGT (W/3%)	158761	19.00	19.00
PROFESSIONAL SERVICES ASST	128561	1.00	1.00
PROPERTY MANAGEMENT ASSISTANT	180320	2.00	2.00
RECORDS AND DATA UNIT SUPERVIS	196800	1.00	1.00
RECORDS MANAGEMENT ASSISTANT	180310	1.00	1.00
RECORDS MANAGEMENT ASSISTANT	180311	1.00	1.00
SAFETY SERVICES AREA ADMIN	403400	1.00	1.00
SAFETY SERVICES DISP III W/ AS	148422	1.00	1.00
SAFETY SERVICES DISPATCHER I	148401	2.00	2.00
SAFETY SERVICES DISPATCHER III	148420	4.00	4.00
SAFETY SERVICES DISPATCHER III	148421	7.00	7.00
SAFETY SERVICES DISPATCHER IV	148431	1.00	1.00
SAFETY SERVICES DISPATCHER V	148440	5.00	5.00
SAFETY SERVICES DISPATCHER V	148441	3.00	3.00
SENIOR OFFICER I	148690	1.00	1.00
SENIOR OFFICER I W/ ASSOC	148692	12.00	12.00
SENIOR OFFICER I W/ BACH	148691	38.17	38.00
SENIOR OFFICER II	148900	2.00	2.00
SENIOR OFFICER II W/ ASSOC	148902	2.00	2.00
SENIOR OFFICER II W/EDUC	148901	13.00	13.00
SIU	148750	1.00	1.00
TELECOMMUNICATOR W/ DEGREE	148511	1.00	1.00
<b>Total</b>		<b>210.17</b>	<b>209.00</b>



### *FIFTEENTH DISTRICT COURT*

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

## FIFTEENTH DISTRICT COURT

### Revenues By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
FINES & FORFEITS	2,979,157	2,741,685	2,710,400	2,685,120	3,127,000	3,457,000
INTERGOVERNMENTAL REVENUES	240,325	294,471	168,700	161,725	161,700	161,700
INVESTMENT INCOME	19,076	35,487	1,200	3,000	2,400	2,400
MISCELLANEOUS REVENUE	-	-	-	2,769	-	-
PRIOR YEAR SURPLUS	-	-	750,000	-	-	-
<b>Total</b>	<b>\$3,238,558</b>	<b>\$3,071,643</b>	<b>\$3,630,300</b>	<b>\$2,852,614</b>	<b>\$3,291,100</b>	<b>\$3,621,100</b>

### Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	2,986,532	2,741,648	2,655,300	2,652,614	3,079,100	3,409,100
COURT FACILITIES (0023)	252,026	233,801	975,000	200,000	212,000	212,000
MAJOR GRANT PROGRAMS FUND (00MG)	-	96,194	-	-	-	-
<b>Total</b>	<b>\$3,238,558</b>	<b>\$3,071,643</b>	<b>\$3,630,300</b>	<b>\$2,852,614</b>	<b>\$3,291,100</b>	<b>\$3,621,100</b>

## FIFTEENTH DISTRICT COURT

### Expenses By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	1,809,522	1,926,667	1,919,385	1,968,802	2,064,731	2,111,018
PAYROLL FRINGES/INSURANCE	687,133	770,435	911,502	921,866	1,174,372	1,268,676
OTHER SERVICES	785,565	872,960	749,228	768,389	718,302	800,090
MATERIALS & SUPPLIES	68,964	77,194	60,000	69,000	72,050	75,350
OTHER CHARGES	10,966	309,777	131,012	131,007	374,962	433,307
CAPITAL OUTLAY	10,602	72,951	5,300	8,300	41,000	5,000
<b>Total</b>	<b>\$3,372,752</b>	<b>\$4,029,984</b>	<b>\$3,776,427</b>	<b>\$3,867,364</b>	<b>\$4,445,417</b>	<b>\$4,693,441</b>

### Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	3,315,385	3,635,100	3,770,427	3,861,364	4,241,375	4,486,318
COURT FACILITIES (0023)	57,367	298,690	6,000	6,000	204,042	207,123
MAJOR GRANT PROGRAMS FUND (00MG)	-	96,194	-	-	-	-
<b>Total</b>	<b>\$3,372,752</b>	<b>\$4,029,984</b>	<b>\$3,776,427</b>	<b>\$3,867,364</b>	<b>\$4,445,417</b>	<b>\$4,693,441</b>

### FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
FIFTEENTH DISTRICT COURT	41.00	41.00	41.00	41.00	41.00
<b>Total</b>	<b>41.00</b>	<b>41.00</b>	<b>41.00</b>	<b>41.00</b>	<b>41.00</b>

## FIFTEENTH DISTRICT COURT

### REVENUE

**Fines & Forfeits** – Increase is due to the estimated 16% increase in revenues for FY 08 and additional 11% increase for FY 09, which are attributable to the implementation of a periodic billing and collection program for delinquent fines, costs and fees, enabled by the Court's transition to a new case management system.

### EXPENSES

**Personnel** - Overtime paid, permanent – the increase is attributable to the continuing transition to a new case management system and to cover unfilled permanent positions. The increase in temporary pay is attributable to the employment of temporary staff to cover vacant permanent positions in the Probation Department.

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services** – The reduction is attributable to the Court's migration to the City network and information services system maintenance costs paid to third parties.

**Materials & Supplies** – The increase is attributable to the additional estimated costs for forms, related supplies and postage associated with the billings and collections process.

**Other Charges** – The increase represents costs associated with the Court's migration to the City network, website publication and maintenance and conversion to a new case management system.

## FIFTEENTH DISTRICT COURT

### Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
CHIEF DEPUTY DISTRICT CT CLERK	403860	1.00	1.00
COURT ADMINISTRATOR	403420	1.00	1.00
COURT BAILIFF	000850	3.00	3.00
COURT CLERK II	000930	9.00	9.00
COURT CLERK III	000940	6.00	6.00
COURT RECORDER	000860	4.00	4.00
DISTRICT COURT JUDGE	200030	3.00	3.00
FINANCIAL MANAGER-DISTRICT COU	403440	1.00	1.00
LEAD DIVISION DEPUTY CLERK	000910	2.00	2.00
MAGISTRATE	401880	1.00	1.00
PROBATION AGENT	000800	5.00	5.00
PROBATION SUPERVISOR	403150	1.00	1.00
SENIOR SECRETARY COURTS	000870	4.00	4.00
<b>Total</b>		<b>41.00</b>	<b>41.00</b>

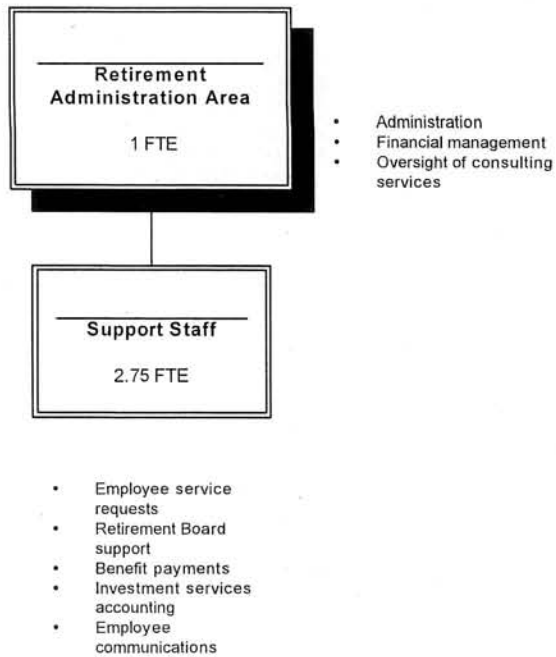
This page intentionally left blank.



## ***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 employees of the Retirement Board are responsible for the administration of the Retirement System pursuant to the Retirement Ordinance, the State of Michigan Public Employee Retirement System Investment Act, and the policy and direction of the Board of Trustees of the City of Ann Arbor Employees' Retirement System.





The Retirement System provides normal retirement, disability, death and surviving beneficiary benefits to the employees of the City of Ann Arbor. The employees of the Retirement System are responsible for the administration of the Retirement System pursuant to the Retirement Ordinance, the State of Michigan Public Employee Retirement System Investment Act, and the policy and direction of the Board of Trustees of the City of Ann Arbor Employees' Retirement System.

## RETIREMENT SYSTEM

### Revenues By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CONTRIBUTIONS	181,984	185,052	55,478	85,000	85,000	85,000
INVESTMENT INCOME	38,478,209	45,503,632	-	32,997,000	28,040,000	29,440,000
MISCELLANEOUS REVENUE	154,252	165,642	-	150,000	151,000	152,000
PRIOR YEAR SURPLUS	-	-	33,506,146	-	-	-
OPERATING TRANSFERS	7,741,666	12,729,315	7,839,542	6,548,786	5,487,818	4,815,353
<b>Total</b>	<b>\$46,556,111</b>	<b>\$58,583,641</b>	<b>\$41,401,166</b>	<b>\$39,780,786</b>	<b>\$33,763,818</b>	<b>\$34,492,353</b>

### Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
EMPLOYEES RETIREMENT SYSTEM (0059)	39,008,358	47,698,018	33,506,146	33,507,000	28,650,000	30,100,000
VEBA TRUST (0052)	7,547,753	10,885,623	7,895,020	6,273,786	5,113,818	4,392,353
<b>Total</b>	<b>\$46,556,111</b>	<b>\$58,583,641</b>	<b>\$41,401,166</b>	<b>\$39,780,786</b>	<b>\$33,763,818</b>	<b>\$34,492,353</b>

## RETIREMENT SYSTEM

### Expenses By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	291,197	251,506	242,336	282,850	257,529	265,385
PAYROLL FRINGES/INSURANCE	21,573,772	22,632,734	22,401,087	23,869,461	24,116,261	25,325,483
OTHER SERVICES	1,959,178	2,076,368	2,484,600	1,916,098	1,947,025	2,057,200
MATERIALS & SUPPLIES	4,273	2,713	8,250	2,275	6,250	6,310
OTHER CHARGES	546,874	671,661	527,294	1,375,656	1,079,104	1,077,434
PASS THROUGHGS	2,974,644	6,997,668	7,987,158	-	-	-
CAPITAL OUTLAY	-	2,207	10,000	-	2,000	2,000
<b>Total</b>	<b>\$27,349,938</b>	<b>\$32,634,857</b>	<b>\$33,660,725</b>	<b>\$27,446,340</b>	<b>\$27,408,169</b>	<b>\$28,733,812</b>

### Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
EMPLOYEES RETIREMENT SYSTEM (0059)	27,154,935	32,446,847	33,506,145	27,339,950	27,180,269	28,488,533
VEBA TRUST (0052)	195,003	188,010	154,580	106,390	227,900	245,279
<b>Total</b>	<b>\$27,349,938</b>	<b>\$32,634,857</b>	<b>\$33,660,725</b>	<b>\$27,446,340</b>	<b>\$27,408,169</b>	<b>\$28,733,812</b>

### FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
RETIREMENT	3.75	3.75	3.75	3.75	3.75
<b>Total</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>	<b>3.75</b>

## RETIREMENT SYSTEM

### EXPENSES

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

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

**Pass-Throughs** – The decrease relates to the cessation of the transfer to the City's Insurance Fund providing for retiree health care.

## RETIREMENT SYSTEM

### Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
ACCOUNTANT II	401440	0.75	0.75
EXEC DIR PENSION ADMIN	403740	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
PENSION ANALYST	403650	1.00	1.00
Total		3.75	3.75



### ***DOWNTOWN DEVELOPMENT AUTHORITY***

In 1982, the Downtown Development Authority was created by City Council as a vehicle for urban revitalization. Since its creation, the DDA has been a key agent in the rejuvenation of what is now a very active downtown. Some of the more important DDA projects include increasing and improving parking facilities, and installing pedestrian improvements to enhance the attractiveness and use of downtown.

## DOWNTOWN DEVELOPMENT AUTHORITY

### Revenues By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	-	-	10,787,604	10,787,604	13,017,077	13,017,077
INVESTMENT INCOME	116,178	(59)	556,603	587,914	531,000	521,000
MISCELLANEOUS REVENUE	1,797	40,107	500	500	26,000	26,000
PRIOR YEAR SURPLUS	-	-	2,488,507	2,476,115	1,385,780	12,395,399
TAXES	-	-	3,389,181	3,389,181	3,475,000	3,545,000
OPERATING TRANSFERS	403,040	-	1,782,135	1,782,135	2,713,605	2,713,605
<b>Total</b>	<b>\$521,015</b>	<b>\$40,048</b>	<b>\$19,004,530</b>	<b>\$19,023,449</b>	<b>\$21,148,462</b>	<b>\$32,218,081</b>

### Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
DDA PARKING SYSTEM (0063)	396,224	17,357	12,903,740	12,907,053	14,412,462	18,615,720
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	107,218	22,750	4,063,861	4,067,175	3,710,000	9,174,625
DDA PARKING MAINTENANCE (0033)	-	-	1,375,000	1,375,000	2,355,000	2,153,605
DDA-SIDEWALK & STREETSCAPES (0030)	-	-	431,460	436,114	435,000	435,000
DDA/HOUSING FUND (0001)	17,573	(59)	230,469	238,107	236,000	1,839,131
<b>Total</b>	<b>\$521,015</b>	<b>\$40,048</b>	<b>\$19,004,530</b>	<b>\$19,023,449</b>	<b>\$21,148,462</b>	<b>\$32,218,081</b>

## DOWNTOWN DEVELOPMENT AUTHORITY

### Expenses By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	7,971	(3,889)	243,854	231,365	242,823	254,799
PAYROLL FRINGES/INSURANCE	1,284	7,437	72,025	72,025	93,035	100,106
OTHER SERVICES	-	-	6,416,524	9,199,776	9,396,182	9,297,645
MATERIALS & SUPPLIES	-	-	10,545	16,500	11,200	11,700
OTHER CHARGES	-	(8,261)	960,732	215,966	207,500	217,500
PASS THROUGHS	5,997,361	-	9,393,747	7,468,424	8,325,678	11,957,726
CAPITAL OUTLAY	-	-	1,626,000	1,626,000	2,665,000	10,016,527
<b>Total</b>	<b>\$6,006,616</b>	<b>(\$4,713)</b>	<b>\$18,723,427</b>	<b>\$18,830,056</b>	<b>\$20,941,418</b>	<b>\$31,856,003</b>

### Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
DDA PARKING SYSTEM (0063)	4,203,366	(507)	12,903,740	12,907,054	14,412,462	18,615,720
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	1,735,175	(4,206)	4,063,861	4,067,176	3,665,880	9,174,625
DDA PARKING MAINTENANCE (0033)	-	-	1,375,000	1,375,000	2,355,000	1,791,527
DDA-SIDEWALK & STREETSCAPES (0030)	-	-	205,000	205,000	435,000	435,000
DDA/HOUSING FUND (0001)	68,075	-	175,826	275,826	73,076	1,839,131
<b>Total</b>	<b>\$6,006,616</b>	<b>(\$4,713)</b>	<b>\$18,723,427</b>	<b>\$18,830,056</b>	<b>\$20,941,418</b>	<b>\$31,856,003</b>

### FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
DOWNTOWN DEVELOPMENT AUTHORITY	3.20	3.00	3.00	3.00	3.00
<b>Total</b>	<b>3.20</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>



## DOWNTOWN DEVELOPMENT AUTHORITY

### REVENUES

**Charges for Services** – The increase is due to a price increase on permits as of May, 2007.

**Operating Transfers** – The increase reflects revised cost estimates for parking maintenance.

### EXPENSES

**Payroll Fringes** - The increase in costs is associated with an increase in VEBA funding and pension contribution.

**Other Services** – The increase reflects a \$2.5 million parking structure addition.

**Capital Outlay** - The increase reflects the DDA Board decision to set aside reserves for anticipated construction projects, including South Ashley and First and Williams.

DOWNTOWN DEVELOPMENT AUTHORITY

Allocated Positions

Job Description	Job Class	FY 2008 FTE's	FY 2009 FTE's
DDA DEPUTY DIRECTOR	403720	1.00	1.00
DDA EXEC DIRECTOR	403290	1.00	1.00
MANAGEMENT ASSISTANT	000200	1.00	1.00
Total		3.00	3.00

This page intentionally left blank.



### ***SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY***

The Ann Arbor/Ypsilanti SmartZone, created in 2001 by the Michigan Economic Development Corporation, provides capital needed for the facilitation of the commercialization of research projects being developed at University of Michigan and Eastern Michigan University and the development of private high technology enterprises.

## SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

### Revenues By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
INVESTMENT INCOME	3,486	6,626	-	-	-	-
PRIOR YEAR SURPLUS	-	-	-	-	297,000	-
TAXES	-	-	525,000	525,000	770,000	795,400
<b>Total</b>	<b>\$3,486</b>	<b>\$6,626</b>	<b>\$525,000</b>	<b>\$525,000</b>	<b>\$1,067,000</b>	<b>\$795,400</b>

### Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
MI EDC SMART ZONE GRANT (0009)	3,486	6,626	525,000	525,000	1,067,000	795,400
<b>Total</b>	<b>\$3,486</b>	<b>\$6,626</b>	<b>\$525,000</b>	<b>\$525,000</b>	<b>\$1,067,000</b>	<b>\$795,400</b>

## SMART ZONE LOCAL DEVELOPMENT FINANCE AUTHORITY

### Expenses By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
OTHER SERVICES	-	254,000	499,125	525,000	1,067,000	795,400
OTHER CHARGES	-	-	25,875	-	-	-
<b>Total</b>	<b>\$</b>	<b>\$254,000</b>	<b>\$525,000</b>	<b>\$525,000</b>	<b>\$1,067,000</b>	<b>\$795,400</b>

### Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
MI EDC SMART ZONE GRANT (0009)	-	254,000	525,000	525,000	1,067,000	795,400
<b>Total</b>	<b>\$</b>	<b>\$254,000</b>	<b>\$525,000</b>	<b>\$525,000</b>	<b>\$1,067,000</b>	<b>\$795,400</b>

### FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

This page intentionally left blank.



### *NON-DEPARTMENTAL*

The Non-Departmental Service Area is used to record and track revenue and expenditure activities that are not associated with any specific Service Area. Specific activities include: operating transfers to other funds, contingency for compensation, AATA tax transfer, debt service, city wide dues and licenses, Michigan Tax Tribunal refunds, and other miscellaneous activities.

The debt service funds are used to record the debt service and debt service levy of the City. Debt service on voted general obligation debt issue is funded through the Debt Service property tax levy; for FY 08, this levy is proposed to be .4661 mills.

The levy of outstanding debt is relatively low. State law does not allow the City to issue general obligation debt in excess of 10% of Taxable Value (TV); the debt limit as of June 30, 2006 was \$422.1 million. The debt subject to that limit as of June 30, 2006, was \$63.4 million or 1.50% of the total TV. Other indebtedness is financed through dedicated millages such as parks millages, specific revenues like water and sewer revenues and direct charges to individual taxpayers as with special assessments. Indebtedness, which is repaid from dedicated financing sources, does not count against the 10% of TV limit. The total City debt (general obligation and all others) as of June 30, 2006 was \$167.2 million.



## NON-DEPARTMENTAL

### Revenues By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
CHARGES FOR SERVICES	130,872	122,148	-	-	-	-
INVESTMENT INCOME	1,748	1,894	11,000	-	-	-
MISCELLANEOUS REVENUE	2,390	21,730	-	-	-	-
PRIOR YEAR SURPLUS	-	-	434,585	130,216	591,786	126,909
TAXES	2,439,791	2,459,884	2,523,218	2,462,805	11,779,597	12,128,759
OPERATING TRANSFERS	4,470,124	3,748,815	6,232,498	6,067,568	6,661,514	6,712,812
<b>Total</b>	<b>\$7,044,925</b>	<b>\$6,354,471</b>	<b>\$9,201,301</b>	<b>\$8,660,589</b>	<b>\$19,032,897</b>	<b>\$18,968,480</b>

### Revenues By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	1,925,000	1,200,009	1,730,846	1,730,846	11,713,030	11,647,002
GENERAL DEBT SERVICE (0035)	4,401,246	4,865,989	7,057,086	6,889,712	7,189,220	7,193,173
GENERAL DEBT/SPECIAL ASSESSMENT (0060)	181,099	286,133	413,369	40,031	130,647	128,305
PARKING SYSTEM (0044)	4,138	1,894	-	-	-	-
PARKS MAINTENANCE & REPAIR MILLAGE (0005)	-	446	-	-	-	-
MAINTENANCE FACILITY CONSTRUCTION (0004)	533,442	-	-	-	-	-
<b>Total</b>	<b>\$7,044,925</b>	<b>\$6,354,471</b>	<b>\$9,201,301</b>	<b>\$8,660,589</b>	<b>\$19,032,897</b>	<b>\$18,968,480</b>

## NON-DEPARTMENTAL

### Expenses By Category

Category	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
PERSONNEL SERVICES	4,588	249,367	100,000	100,000	100,000	100,000
PAYROLL FRINGES/INSURANCE	1,147,502	29,815	-	-	-	-
OTHER SERVICES	242,728	107,437	409,544	400,793	374,706	348,161
MATERIALS & SUPPLIES	-	-	-	-	26,000	26,000
OTHER CHARGES	6,074,447	7,176,423	8,680,471	8,422,122	9,136,835	9,516,233
PASS THROUGHS	11,319,947	10,336,592	9,592,544	9,492,310	9,562,349	9,868,066
COMMUNITY DEVELOPMENT RECIPIENTS	82,955	-	-	-	-	-
<b>Total</b>	<b>\$18,872,167</b>	<b>\$17,899,634</b>	<b>\$18,782,559</b>	<b>\$18,415,225</b>	<b>\$19,199,890</b>	<b>\$19,858,460</b>

### Expenses By Fund

Fund	Actual FY 2005	Actual FY 2006	Budget FY 2007	Forecasted FY 2007	Request FY 2008	Projected FY 2009
GENERAL (0010)	11,121,265	10,091,556	11,386,522	11,184,418	11,839,724	12,502,782
GENERAL DEBT SERVICE (0035)	4,376,598	4,803,875	6,982,668	6,818,388	7,196,519	7,197,873
GENERAL DEBT/SPECIAL ASSESSMENT (0060)	494,968	649,298	413,369	412,419	163,647	157,805
PARKING SYSTEM (0044)	911,485	1,636,350	-	-	-	-
INSURANCE (0057)	1,925,000	664,178	-	-	-	-
SOLID WASTE (0072)	21,547	30,272	-	-	-	-
STREET REPAIR MILLAGE (0062)	11,619	19,718	-	-	-	-
OPEN SPACE & PARKLAND PRESERVATION (0024)	2,376	4,972	-	-	-	-
PARKS REHAB & DEVELOPMENT MILLAGE (0018)	4,014	3,545	-	-	-	-
COMMUNICATIONS OFFICE (0016)	(2,048)	2,513	-	-	-	-
PARKS REPAIR AND RESTORATION MILLAGE (0006)	9,454	1,447	-	-	-	-
DOWNTOWN DEVELOPMENT AUTHORITY (0003)	1,793	-	-	-	-	-
MAINTENANCE FACILITY CONSTRUCTION (0004)	1,639	-	-	-	-	-
1990 SOLID WASTE BOND ISSUE (0097)	(299)	-	-	-	-	-
PARKS MAINTENANCE & REPAIR MILLAGE (0005)	(432)	-	-	-	-	-
DDA PARKING SYSTEM (0063)	(3,753)	-	-	-	-	-
LOCAL STREET (0022)	112	(53)	-	-	-	-
ELIZABETH R DEAN TRUST (0055)	(823)	(1,488)	-	-	-	-
MAJOR STREET (0021)	(2,348)	(6,549)	-	-	-	-
<b>Total</b>	<b>\$18,872,167</b>	<b>\$17,899,634</b>	<b>\$18,782,559</b>	<b>\$18,415,225</b>	<b>\$19,199,890</b>	<b>\$19,858,460</b>

### FTE Count

Category	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## NON-DEPARTMENTAL

### REVENUES

An accounting transfer was made in FY 08, moving AATA taxes in from Financial and Administrative Services Area.

### EXPENSES

**Other Charges and Pass Throughs** – The increase is a pass-through of AATA millage and reflects an increase of taxes received. The \$350,000 reduction is for the transfer of Maintenance Facility debt service to Parks Operations. There also is a \$71,275 decrease in debt service for a portion of the City's share of Special Assessment due to retired debt.

## Information Technology Annual Master Planning Process

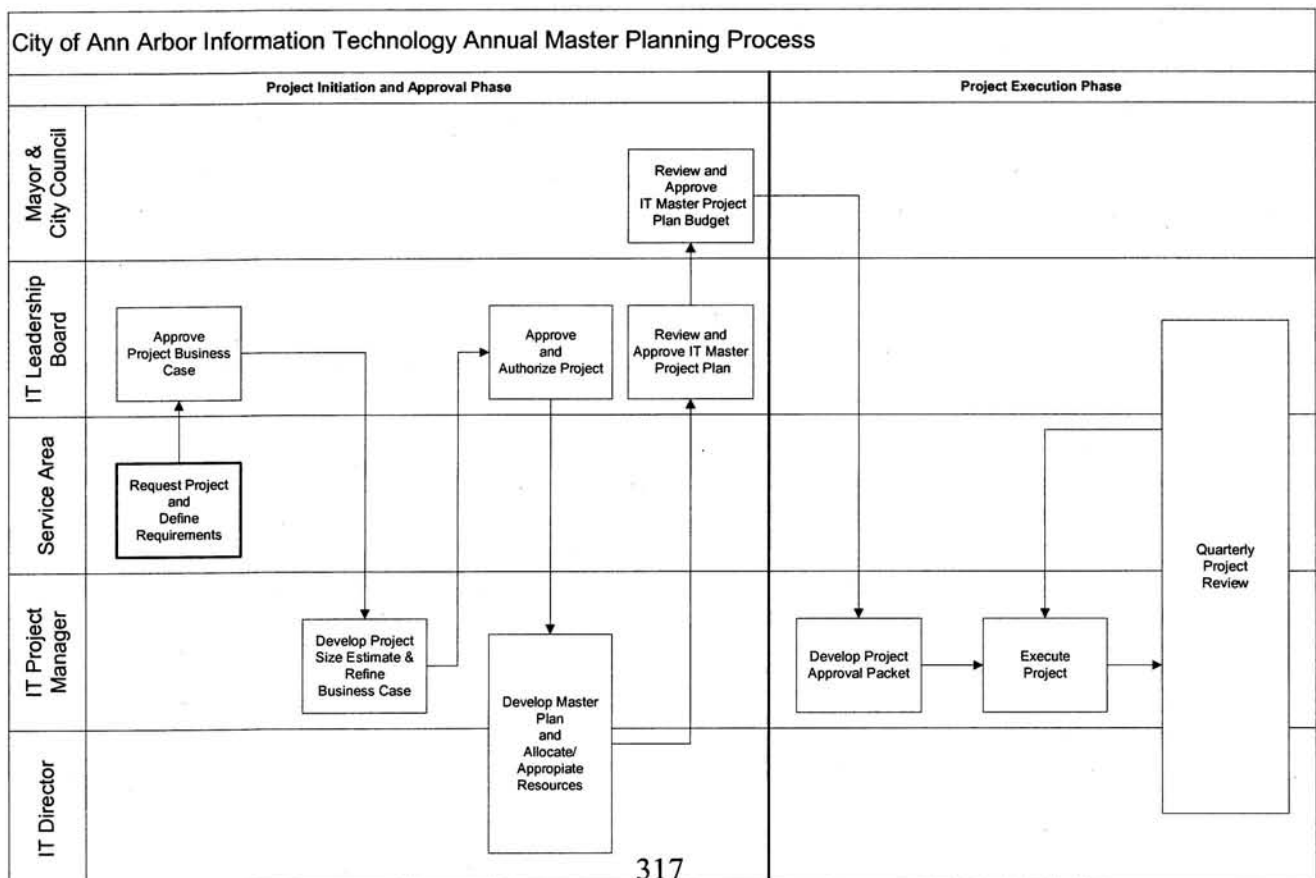
The Information Technology Service Unit (IT) plays an integral role in City operations and effective use of technology remains the primary feasible method of controlling and maintaining the vast amounts of information required to efficiently and effectively operate the City.

The City's IT staff delivers effective business solutions to meet the City's mission, goals, and objectives through the use of an IT Annual Master Plan. The IT Annual Master Planning Process was developed to present a clearer picture of the way the City's Information Technology resources can support the City's short and long-term information needs and to bring accountability to the process.

This annual planning process:

- Assists City Service Units in communicating the direction and priorities of projects.
- Aids the City in allocating appropriate scarce resources to support project requests.
- Provides a framework for IT Steering Committees, the IT Leadership Board and IT management to continually measure and re-evaluate information systems efforts.
- Assists IT in charting strategies and individual project plans to support the service units present and future information needs.

The City's IT Annual Master Planning process is illustrated below.



The IT Annual Master Planning Process consists of the following major activities:

**Project Initiation and Approval:**

On a regular basis IT meets with each Service Area to prioritize current activities, report on current project statuses and initiate new minor departmental projects. On an annual basis, IT meets with each Service Area to specifically plan the next year's project needs, including planning for multi-year projects.

Projects are initiated through the use of business cases that define high-level goals, objectives, funding sources, approaches and benefits, such as cost savings, cost avoidance and intangibles. Business cases also plan staffing, facilities, assumptions and initial timelines. Completed business cases for major projects are presented to and approved by the IT Leadership Board.

Once a business case is approved by the IT Leadership Board, a detailed project plan is developed by the Project Sponsor with IT and reviewed again by the IT Leadership Board.

As the business cases are developed for each project, IT management uses them to prepare an overall IT Annual Master Plan and Budget for the next year's projects.

The IT Annual Master Plan is then presented to the IT Leadership Board where the projects are prioritized and the IT Annual Master Plan is approved.

During the annual City Budget Approval Meeting, the IT Annual Master Plan Budget is presented to City Council for approval along with the Administrator's Recommended Budget.

**Project Execution:**

During this phase approved and budgeted projects are executed. Progress against the IT Annual Master Plan is reviewed quarterly with the IT Leadership Board and IT Management.

**Information Technology Projects Summary**

	<u>Project Total</u>	<u>FY 07</u>	<u>FY 08</u>	<u>FY 09</u>	
		<u>Remaining Funding</u>	<u>Requested Budget</u>	<u>Planned Request</u>	<u>Total</u>
<b><u>PROJECTS NOT REQUIRING ADDITIONAL FUNDING</u></b>					
<b>Enterprise Wide</b>					
HR AMS Upgrade	900,000	691,969			691,969
Phone System	671,090	626,587			626,587
Server Upgrades	317,026	120,715			120,715
Enterprise Information Portal	220,000	174,994			174,994
City Works	180,000	135,906			135,906
Network Infrastructure	170,000	170,000			170,000
Network Printer/Copier	110,000	74,321			74,321
eAgenda	80,000	80,000			80,000
Revenue Management System	26,100	-			-
<b>Service Unit Specific</b>					
JIS	110,000	82,071			82,071
Retirement System	90,000	90,000			90,000
Contract Tracking Software (Attorney's)	18,000	-			-
Jury Management	30,000	30,000			30,000
CLASS Upgrade - Online Registration	15,000	15,000			15,000
<b>Reserve for Unplanned Projects</b>					
Expanded Use Of Asset Management Software (Main Saver or CityWorks)	347,000	347,000			347,000
Point of Sale Terminals Including Receipt Printing and Integration with JIS					-
Wireless Capability in Courtrooms for Real-Time JIS Case Data Entry					-
Internet Video Streaming and Archive of Council Meetings					-
Disaster Recovery Plan					-
<b><u>PROJECTS REQUESTING FUNDING</u></b>					
<b>Enterprise Wide</b>					
Document Management Assessment & Pilot	180,000	180,000	120,000	150,000	450,000
Secure Website Infrastructure				100,000	100,000
Perimeter Upgrade			25,000	50,000	75,000
Intrusion Prevention			25,000	50,000	75,000
Kiosks in Parks, Customer Service, City Hall (and Court?)			55,000		55,000
Wireless LAN Citywide			25,000	25,000	50,000
Business Intelligence (Pilot)				50,000	50,000
<b>Service Unit Specific</b>					
Planning & Development Workflow System			500,000	500,000	1,000,000
Expanded use of Wireless Washtenaw Public and Private Network			150,000	50,000	200,000
GPS Tracking of Vehicles				200,000	200,000
Digital In-Car Video			170,000		170,000
Identity Management			50,000	75,000	125,000
Expansion of CityWorks/ Trouble Tickets & Work Orders				90,000	90,000
Public Safety Scheduling			75,000		75,000
IVR for Parks and Planning & Development				17,000	17,000
Ruggedized Handhelds and Data Connectivity			12,000		12,000
On-Line Bill Presentment (Water Utilities; Solid Waste; Airport Invoices)			10,000		10,000
Bio-Key Fire RMS and Mobile			7,000		7,000
<b>Total</b>	<b>\$ 3,464,216</b>	<b>\$ 2,818,563</b>	<b>\$ 1,224,000</b>	<b>\$ 1,357,000</b>	<b>\$ 5,399,563</b>

This page intentionally left blank.

# EXECUTIVE SUMMARY

## OVERVIEW

This Capital Improvements Plan (CIP) outlines a schedule of public service expenditures over the ensuing six-year period (fiscal years 2008 – 2013). 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 meet the following standards:

- Be consistent with 1) an adopted or anticipated component of the City master plan, 2) a state or federal requirement, or 3) a City Council approved policy; and
- Constitute permanent, physical or system improvements in excess of \$100,000; or significant equipment purchases in excess of \$100,000 with a useful life of at least ten years; or a study of at least \$100,000 that will lead to such projects; and
- Add to the value or capacity of the infrastructure of the City.

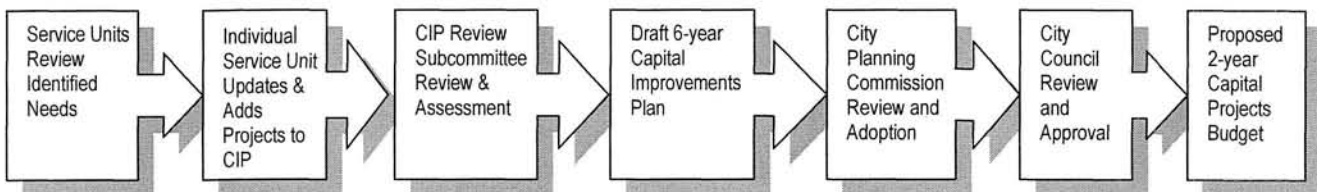
Projects that are considered operational, maintenance or recurring are excluded.

Preparation of the capital improvements plan is done under the authority of the Municipal Planning Commission Act (PA 285 of 1931). 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 by the City's service units and concludes with the proposed CPB as outlined below:





## ORGANIZATION

The Capital Improvements Program is divided into three sections:

### Section I – Capital Improvements Programming

- Introduction
- Program Summary
- Program Goals and Policies
- Program Funding

### Section II – Project Summary Reports

#### Section III – FY2008-2013 Capital Improvements Plan

The plan lists individual capital projects categorized by capital program. The following information is included on each project page:

- |                                    |                                    |
|------------------------------------|------------------------------------|
| • Project Name                     | • Project Description              |
| • Project Identification Number    | • Project Justification Score      |
| • Project Type                     | • Beneficial Impacts               |
| • Submitting Service Area/Unit     | • Initiating Plan/Study/Resolution |
| • Planning Area                    | • Schedule                         |
| • CIP Review Subcommittee Priority | • Schedule Justification           |
| • Total Cost                       | • Expenditures                     |

## PROJECT PRIORITIZATION

The CIP Review Subcommittee assesses all capital needs and gives each project a priority rating. The rating indicates that a project is one of the following:

- ▶ Urgent
  - Corrects an emergency or condition dangerous to public health, safety or welfare;
  - Complies with federal or state requirement(s) whose implementation time frame is too short to allow for longer range planning; or
  - Is vital to the economic stability of the city
  
- ▶ Important
  - Prevents an emergency or condition dangerous to the public health, safety, or welfare;
  - Is consistent with an adopted or anticipated element of the City Master Plan, a federal or state requirement whose implementation time frame allows longer range planning, or a council approved policy;
  - Is required to complete a major public improvement (this criterion is more important if the major improvement cannot function without the project being completed, and is less important if the project is not key to the functioning of another project); or
  - Provides for a critically needed community program
  
- ▶ Desirable
  - Needed to correct an inequitable distribution of past public improvements and that would benefit the community;
  - Worthwhile if funding becomes available;
  - Can be postponed without detriment to present services; or
  - Validity of planning and validity of timing have been established

## THE TOTALS

A total of 242 projects were submitted for this year's CIP with a six-year funding need of \$456,793,000. This is an 18.4% increase from the previous CIP, which anticipated \$385,886,000 in funding needed for fiscal years 2006-2011. The total anticipated cost for all projects is \$620,359,000, which includes project funds spent prior to fiscal year 2008 and anticipated funds needed after fiscal year 2013. The chart below indicates the total number of projects for each category, the total costs, the six-year funding need and first-year and second-year expenditures:

Category	Number of Projects	Total Project Costs*	Six-Year Funding Need	First Year Expenditures	Second Year Expenditures
Municipal Facilities - City Owned Buildings	2	\$65,655,000	\$24,250,000	\$24,250,000	\$0
Municipal Facilities - Parks and Recreation	34	\$35,603,000	\$24,012,000	\$7,397,000	\$5,016,000
Municipal Facilities - Solid Waste	5	\$6,800,000	\$5,530,000	\$1,630,000	\$0
Transportation - Airport	11	\$4,646,000	\$4,457,000	\$2,351,000	\$326,000
Transportation - Alternative Transportation	10	\$6,180,000	\$4,860,000	\$1,040,000	\$300,000
Transportation - Bridges	4	\$24,990,000	\$22,730,000	\$1,726,000	\$9,855,000
Transportation - New Street	1	\$2,000,000	\$2,000,000	\$0	\$0
Transportation - Other	16	\$6,088,000	\$5,241,000	\$1,120,000	\$1,141,000
Transportation - Parking Facilities	2	\$25,860,000	\$25,860,000	\$21,420,000	\$2,220,000
Transportation - Street Construction	17	\$102,783,000	\$89,883,000	\$18,870,000	\$20,448,000
Utilities - Sanitary Sewer	42	\$242,188,000	\$170,353,000	\$25,538,000	\$59,760,000
Utilities - Storm Sewer	21	\$11,047,000	\$9,633,000	\$1,268,000	\$2,708,000
Utilities - Water System	77	\$86,519,000	\$67,984,000	\$10,822,000	14,310,000
<b>TOTALS</b>	<b>166</b>	<b>\$620,359,000</b>	<b>\$456,793,000</b>	<b>\$117,432,000</b>	<b>\$116,084,000</b>

\*Includes project funds spent prior to FY2008 and anticipated funds needed after FY2013

## PRIORITIES

According to staff and the review of the CIP Review Subcommittee, 19% of all projects are considered "Urgent", making up 37% of the total CIP costs. Below is a project breakdown by priority.

Priority	Number of Projects	Percent of Projects	Total of Projects Cost	Percent of Total CIP Costs
Urgent	45	19%	\$229,818,000	37%
Important	173	71%	\$378,992,000	61%
Desirable	24	10%	\$11,549,000	2%
<b>TOTALS</b>	<b>242</b>	<b>100%</b>	<b>\$620,359,000</b>	<b>100%</b>

## MAJOR PROJECTS

Below is a list of the top ten project expenditures during fiscal years 2008-2013, including their project priority. Based on the total cost of all projects (\$620,359,000), the top ten projects constitute approximately 57% of the total funding need.

Project Name	Total Cost	Priority
Facilities Renovation	\$72,700,000	Urgent
Footing Drain Disconnection Project (Long Term)	\$63,500,000	Important
Residuals Handling Improvements	\$42,643,000	Urgent
Field Operations and Maintenance Facility	\$35,655,000	Urgent
Annual Major Street Resurfacing Program	\$34,550,000	Important
Police Department/District Court Facility	\$30,000,000	Urgent
Annual Local Street Resurfacing Program	\$21,030,000	Important
Open Space and Park Acquisitions	\$20,000,000	Important
Broadway Village at Lowertown Parking Structure	\$19,200,000	Important
DDA Water Main Upsizing	\$13,500,000	Important
<b>TOTAL</b>	<b>\$352,778,000</b>	

## FUNDING NEEDS AND SOURCES

The anticipated six-year funding need is \$456,793,000. The table below summarizes the major categories of funding for these projects. Bonds will fund just over 60% of the projects. Less than 1% of all funding need is anticipated from the General Fund.

Funding Source	In Thousands of Dollars							Percent of Total
	FY08	FY09	FY10	FY11	FY12	FY13	Totals	
Bond/Note Proceeds	\$77,479	\$70,770	\$41,608	\$33,726	\$27,656	\$26,234	\$277,473	60.7%
Street Repair Millage Fund (0062)	\$8,420	\$13,880	\$12,055	\$13,778	\$7,880	\$8,370	\$64,383	14.1%
Grants	\$6,031	\$5,689	\$5,536	\$3,408	\$2,385	\$0	\$23,049	5.0%
DDA Fund (0003)	\$7,295	\$3,720	\$3,480	\$2,500	\$1,000	\$0	\$17,995	3.9%
Open Space & Parks Acquisition Millage Fund (0024)	\$4,000	\$3,000	\$3,000	\$2,000	\$2,000	\$0	\$14,000	3.1%
MDOT/Federal Participating Costs	\$2,741	\$4,580	\$3,760	\$1,380	\$10	\$10	\$12,481	2.7%
Stormwater Sewer Fund (0069)	\$1,242.5	\$2,942.5	\$2,914	\$1,099	\$850	\$550	\$9,598	2.1%
Parks Maintenance & Capital Improvement Millage (0071)	\$2,180	\$1,570	\$1,736	\$1,180	\$1,500	\$0	\$8,166	1.8%
Contributed Capital	\$2,500	\$3,150	\$2,100	\$0	\$0	\$0	\$7,750	1.7%
Developer Contributions	\$1,176	\$1,545	\$1,456	\$0	\$677	\$0	\$4,854	1.1%
Major Streets Fund (0021)	\$565	\$1,850	\$1,691	\$120	\$130	\$50	\$4,406	1.0%
General Fund (0010) (Unfunded)	\$200	\$430	\$490	\$790	\$740	\$110	\$2,760	0.6%
Environmental Bond Fund (0097)	\$800	\$0	\$1,400	\$0	\$0	\$0	\$2,200	0.5%
Water Supply System Fund (0042)	\$500	\$1,293	\$0	\$0	\$0	\$0	\$1,793	0.4%
Special Assessments	\$120	\$700	\$79	\$60	\$727	\$60	\$1,745	0.4%
Parks Rehab & Development Millage Fund (Old) (0018)	\$917	\$446	\$0	\$0	\$183	\$0	\$1,546	0.3%
Solid Waste Fund (0072)	\$830	\$0	\$0	\$400	\$0	\$0	\$1,230	0.3%
Airport Fund (0048)	\$6	\$18	\$21	\$31	\$269	\$0	\$346	0.1%
CDBG Infrastructure Fund	\$0	\$300	\$0	\$0	\$0	\$0	\$300	0.1%
2004 Sewer Revenue Bond Fund (0076)	\$278	\$0	\$0	\$0	\$0	\$0	\$278	0.1%
All Others	\$150	\$200	\$70	\$20	\$0	\$0	\$440	0.1%
<b>TOTALS</b>	<b>\$117,431</b>	<b>\$116,084</b>	<b>\$81,396</b>	<b>\$60,492</b>	<b>\$46,006</b>	<b>\$35,384</b>	<b>\$456,793</b>	<b>100%</b>
<b>Percent of Total</b>	<b>25.7%</b>	<b>25.4%</b>	<b>17.8%</b>	<b>13.2%</b>	<b>10.1%</b>	<b>7.7%</b>	<b>100%</b>	

## FUNDING ISSUES

As is often the case with many governmental agencies, the total funding need identified in the CIP exceeds the available funding. There are three types of projects contained in this CIP where the funding need exceeds the available funding:

1. *Partially Funded*– These projects may already be initially budgeted, or are able to be initially budgeted as part of the upcoming CPB, but additional funding resources need to be identified and/or budgeted in order to complete the project.
2. *Identified Funding Not Secured* – For these projects, an established funding source is identified, but the specific dollars from those funding sources is not yet secured or committed at this time. An example of this are the projects where grant funds are anticipated but not yet awarded.
3. *No Established Funding Source* – These projects are truly unfunded projects as they do not have an established, secure source of funding at this time, other than the City's General Fund.

The projects with one of these funding issues and which are seeking funding in either FY2008 or FY2009 (as these years are contained in the CPB) are summarized in the table below:

Project Category	Unfunded Need In Thousands of Dollars						
	Partially Funded		Identified Funding Not Secured		No Established Funding Source		Totals
	FY08	FY09	FY08	FY09	FY08	FY09	
Municipal Facilities – Parks and Recreation	--	263	--	--	2,069	954	3,286
Transportation - Bridges	78	3,997	--	--	--	--	4,075
Transportation - Other	--	--	--	--	200	430	630
Transportation – Parking Facilities	--	--	25,420	12,220	--	--	37,640
Transportation – Street Construction	--	916	5,000	3,250	--	--	9,166
Utilities – Storm Sewer	783	90	--	--	208	318	1,399
<b>TOTALS</b>	<b>861</b>	<b>5,266</b>	<b>30,420</b>	<b>15,470</b>	<b>2,477</b>	<b>1,702</b>	<b>56,196</b>

The *Transportation – Parking Facilities* projects, making up the largest portion of the unfunded need, include bond funds that have not yet been committed. The *Transportation – Bridges* and the *Transportation – Street Construction* projects call for participating funding from the Michigan Department of Transportation (MDOT), which have not yet been committed.

The final category of projects to note is the *Utilities – Storm Sewer* projects. During the preparation of this year's CIP the City was working on "cost of service" study to ascertain the community's desired level of service for the stormwater system. The study will establish the stormwater utility rate structure to properly fund this desired level of service, including the capital improvements. As a result, until the completion of this study enables the stormwater utility to be updated, many storm improvement projects will remain unfunded.

## NEW PROJECTS

There are 125 new projects in this year's CIP, with 22 being considered urgent priority, 92 being listed as important, and 11 classified as desirable. The total cost of all new projects is \$146,136,600, representing approximately 24% of all project costs.

Category	Qty.	Cost
Municipal Facilities - Parks and Recreation	19	\$9,479,900
Municipal Facilities - Solid Waste	1	\$100,000
Transportation - Airport	3	\$2,119,700
Transportation - Alternative Transportation	6	\$3,920,000
Transportation - Bridges	1	\$140,000
Transportation - Other	9	\$3,493,000
Transportation - Parking Facilities	2	\$25,860,000
Transportation - Street Construction	11	\$36,853,000
Utilities - Sanitary Sewer	18	\$20,368,000
Utilities - Storm Sewer	15	\$6,258,000
Utilities - Water System	40	<b>\$37,645,000</b>
<b>TOTAL</b>	<b>125</b>	<b>\$146,136,600</b>

## JUSTIFICATION SCORE

The City Service Area/Unit assigned justification scores to each project it submitted. The assigned score indicates the degree to which the project helps to achieve the following value statements:

- A. Protects health, safety and/or lives of citizens
- B. Meets new, or maintains existing, regulatory compliance
- C. Provides a net savings in operations and/or maintenance costs
- D. Enhances social, cultural, recreational or aesthetic opportunities
- E. Improves customer service, convenience for citizens
- F. Maintains or improves existing public infrastructure, facilities
- G. Reduces energy consumption, impacts on the environment

-1 = Negative Impact; 0 = No Impact; 1 = Minimal Positive Impact;  
2 = Some Positive Impact; 3 = Positive Impact; 4 = High Positive Impact

The maximum total justification score for a project is twenty-eight (28), which would indicate that the project is viewed by the submitting service area/unit as having "high positive impact" in all seven criteria.

The intent of the justification score is to guide City staff in assigning priorities (desirable, important or urgent) to projects within each category. The Capital Improvements Review Subcommittee continues to review the use of the justification score as a more extensive tool to evaluate projects within individual categories and projects of similar priority from different categories. The use of a scoring system also may help prioritize the allocation of funding when projects compete for the same funding source.

## GEOGRAPHIC DISTRIBUTION

The anticipated geographic project distribution is quite equitable in the four city planning areas (central, south, west and northeast). The number of projects in the central area is lower due to the fact that the central area is 25 – 40% of the land area of each of the other planning areas. In terms of the project cost distribution, the west area contains the lowest percentage of the total project costs, but it has the greatest number of individual projects. In contrast to this trend, the south area has the fewest number of projects yet has the greatest percentage of project costs, with some of the very costly projects including the Field Operations and Maintenance Facility and the two East Stadium Bridge Replacement projects.

Geographic/Planning Area	Number of Projects	Percent of Projects	Total Project Costs	Percent of Total CIP Costs
Central	32	13.2%	\$84,375,000	13.6%
West	53	21.9%	\$51,767,000	8.3%
Northeast	52	21.5%	\$74,160,000	12.0%
South	41	16.9%	\$96,109,000	15.5%
Multiple Planning Areas	11	4.6%	\$12,533,000	2.0%
City-Wide	21	8.7%	\$142,921,000	23.0%
Ann Arbor Township	3	1.2%	\$116,071,000	18.7%
Pittsfield Township	17	7.0%	\$14,346,000	2.3%
Superior Township	1	0.4%	\$250,000	0.1%
To Be Determined (TBD)	11	4.6%	\$27,827,000	4.5%
<b>TOTALS</b>	<b>242</b>	<b>100%</b>	<b>\$620,359,000</b>	<b>100%</b>

CITY OF ANN ARBOR  
Capital Improvement Projects (CIP)  
By Project Type

**Requested Project Appropriations for FY 2008/09**

Project ID	Project Name	Priority	Status	Anticipated Spending Schedule				Total	Current Project Budget	FY 08 Appr. Request	FY 09 Appr. Request	Prior Total	Memo Expended thru Mar. 07
				FY 08	FY 09	FY 10-14 Out							
<b>Municipal Facilities - City Owned Building</b>													
MF-CB-01-01	Police Department/District Court Facility	Urgent	Planning	300,000	1,850,000	15,989,825	15,989,825	34,089,850	8,588,000	-	9,531,925	70,000,000	126,587
MF-CB-04-02	Field Operations and Maintenance Facility	Urgent	In-Progress	35,105,200	550,000	-	-	35,655,200	35,655,200	-	-	30,485,000	26,033,470
	Sub-total			35,405,200	2,400,000	15,989,825	15,989,825	69,745,050	44,243,200	-	9,531,925	100,485,000	26,160,067
<b>Municipal Facilities - Parks and Recreation</b>													
MF-PR-01-01	Bandemer Park Improvements	Important	In-Progress	585,000	-	-	-	585,000	585,000	-	-	585,000	105,885
MF-PR-01-02	Bluffs Park Development	Important	In-Progress	110,000	20,000	-	-	130,000	110,000	20,000	-	110,000	5,600
MF-PR-01-03	Bluff Park Improvements	Important	In-Progress	300,000	300,000	-	-	600,000	300,000	300,000	-	-	15,305
MF-PR-01-05	Cobblesone Farm Improvements	Important	In-Progress	95,000	80,000	-	-	175,000	95,000	80,000	-	195,000	73,583
MF-PR-01-07	Farmers Market Addition	Important	In-Progress	150,000	130,000	-	-	280,000	150,000	130,000	-	450,000	41,844
MF-PR-01-09	Gallup Park Improvements	Important	In-Progress	100,000	400,000	-	-	500,000	240,008	400,000	-	1,000,000	222,487
MF-PR-01-13	Gallup Park (formerly Northeast Area) Development	Important	In-Progress	1,610,000	-	-	-	1,610,000	1,610,000	-	-	1,178,000	1,009,793
MF-PR-01-14	Outdoor Environmental Education Areas	Important	In-Progress	300,000	-	-	-	300,000	300,000	-	-	300,000	130,894
MF-PR-08-01	West Park Planning & Improvements	Urgent	Planning	60,000	220,000	-	-	280,000	60,000	220,000	-	-	-
MF-PR-08-02	Buhr Park Pool	Urgent	Planning	-	120,000	-	-	120,000	-	120,000	-	-	-
MF-PR-08-04	Neighborhood Parks Development	Important	Planning	268,601	656,828	1,200,000	-	2,125,429	268,601	656,828	-	-	-
MF-PR-08-05	Pathways, Trails, and Greenways	Important	Planning	-	200,000	1,000,000	-	1,350,000	200,000	1,500,000	-	-	-
MF-PR-08-06	Repair and Restoration of Park Bridges/Boardwalks	Urgent	Planning	200,000	150,000	-	-	350,000	200,000	150,000	-	-	-
MF-PR-08-07	Sport Court Renovations	Important	Planning	155,438	-	180,000	-	335,438	155,438	-	-	-	-
MF-PR-08-08	Fowler Park Improvements	Important	Planning	-	220,000	-	-	220,000	-	220,000	-	-	-
MF-PR-08-16	Roof Replacements/Repairs at Various Rec. Facilities	Urgent	Planning	150,000	100,000	-	-	250,000	150,000	100,000	-	-	-
	Sub-total			3,250,000	2,084,039	1,496,828	2,380,000	9,210,867	3,390,008	2,084,039	1,496,828	2,918,000	1,605,411
<b>Municipal Facilities - Solid Waste</b>													
MF-CB-02-04	Materials Recovery Facility (MRF) Upgrade	Important	In-Progress	1,000,000	800,000	-	-	1,800,000	1,800,100	-	-	1,801,000	-
MF-SW-06-03	Drop-off Station	Important	Planning	-	-	3,500,000	-	3,500,000	600,000	-	-	2,100,000	14,627
MF-SW-06-04	Landfill Groundwater Pretreatment	Urgent	Planning	270,000	730,000	-	-	1,000,000	270,000	730,000	-	1,000,000	-
MF-SW-06-05	Demolition -- Drop-off station & Solid Waste Maintenan	Important	Planning	-	400,000	-	-	400,000	-	-	-	400,000	-
MF-SW-08-01	Solid Waste Management Plan Update 2008-2013	Important	Planning	-	100,000	-	-	100,000	-	100,000	-	-	-
	Sub-total			1,270,000	1,630,000	3,900,000	-	6,800,000	2,670,100	830,000	-	5,301,000	14,627
<b>Transportation - Airport</b>													
TR-AP-08-01	Box Hangers	Important	Planning	35,000	617,000	-	-	652,000	-	652,000	-	-	-
TR-AP-08-02	New Corporate Hangar	Important	Planning	70,000	930,000	-	-	1,000,000	-	1,000,000	-	-	-
	Sub-total			105,000	1,547,000	-	-	1,652,000	-	1,652,000	-	-	-
<b>Transportation - Alternative Transportation</b>													
TR-AT-01-03	Bicycle Facilities Development	Important	In-Progress	135,000	-	-	-	135,000	300,000	-	-	400,000	119,620
TR-AT-01-10	Huron River Multipurpose Trail	Urgent	In-Progress	300,000	100,000	-	-	400,000	300,000	100,000	-	300,000	8,500
TR-AT-01-16	Washenaw Avenue Non-Motorized Path	Important	In-Progress	276,140	-	-	-	276,140	25,000	-	-	825,000	52,659
TR-AT-02-13	South Main Street Non-motorized Path	Urgent	Planning	60,000	120,000	-	-	180,000	918,825	251,140	-	670,000	-
TR-AT-08-02	Northeast Area Non-Motorized Trail	Important	Planning	-	50,000	-	-	50,000	-	-	-	-	-
TR-AT-08-06	Geddes Ave. Non-Motorized Path (Gallup Park to Hu	Important	Planning	-	100,000	100,000	-	200,000	244,629	-	105,371	-	-
	Sub-total			771,140	320,000	300,000	150,000	1,541,140	1,788,454	351,140	155,371	2,195,000	180,779
<b>Transportation - Bridges</b>													
TR-BR-01-06	Huron Parkway Bridge Painting	Important	In-Progress	765,000	535,000	-	-	1,300,000	1,300,000	-	-	2,800,000	136,377
	Sub-total			765,000	535,000	-	-	1,300,000	1,300,000	-	-	2,800,000	136,377
<b>Transportation - Other</b>													
TR-OT-01-01	Citywide Transportation Plan Update	Important	In-Progress	374,375	-	-	-	374,375	394,375	-	-	560,100	-
TR-OT-08-02	Safety Projects	Important	Planning	-	50,000	200,000	-	250,000	35,000	50,000	-	-	432
TR-OT-08-05	Platt/Lorraine Signal	Important	Planning	32,000	-	-	-	32,000	35,000	-	-	-	-
TR-OT-08-06	Geddes/Huron Parkway Intersection (south of Huron	Important	Planning	43,600	-	-	-	43,600	43,600	-	-	-	-
TR-OT-08-07	State Street/Hilton Boulevard Intersection	Important	Planning	5,000	30,000	-	-	35,000	-	35,000	-	-	-
	Sub-total			454,975	80,000	50,000	200,000	784,975	472,975	85,000	50,000	560,100	432

CITY OF ANN ARBOR  
Capital Improvement Projects (CIP)  
By Project Type

**Requested Project Appropriations for FY 2008/09**

Project ID	Project Name	Priority	Status	Anticipated Spending Schedule				Total	Current Project Budget	FY 08 Appr. Request	FY 09 Appr. Request	Prior Total	Memo Expended thru Mar 07
				FY 08	FY 09	FY 10-14 Out							
<b>Transportation - Street Construction</b>													
TR-SC-02-05	East Stadium Reconstruction	Important	Planning	57,000	1,589,672	1,135,000	2,781,672	1,487,300	-	159,372	2,330,000	-	
TR-SC-06-02	Annual Local Street Resurfacing Program	Important	In-Progress	-	2,730,000	11,630,000	17,315,144	-	2,955,144	2,730,000	14,000,000	3,416,166	
TR-SC-06-03	Annual Major Street Resurfacing Program	Important	In-Progress	-	4,550,000	19,350,000	27,494,684	-	3,594,684	4,550,000	18,900,000	-	
TR-SC-06-05	Detroit Street Brick Pavement Reconstruction	Important	Planning	-	150,000	1,030,000	1,180,000	-	-	150,000	1,700,000	-	
TR-SC-08-01	Fuller/East Medical Center/Malden Lane Intersection	Important	In-Progress	300,000	700,000	-	1,000,000	292,826	7,174	700,000	-	46,983	
TR-SC-08-02	Platt Road Improvements	Important	In-Progress	865,000	-	-	865,000	-	865,000	-	-	10,317	
TR-SC-08-03	Huron River Drive Improvements	Urgent	In-Progress	500,000	-	-	500,000	1,016,086	283,914	-	-	61,423	
TR-SC-08-04	Huron Parkway/Nixon Road Intersection Improvement	Important	Planning	278,000	-	-	278,000	-	578,000	-	-	23,200	
TR-SC-08-05	West Stadium Reconstruction (Pauline to South Main)	Important	Planning	-	500,000	1,000,000	1,500,000	-	100,000	500,000	-	-	
TR-SC-08-08	Huron Street Improvements	Important	Planning	-	-	1,500,000	1,500,000	-	-	-	-	-	
Sub-total				2,000,000	7,749,828	10,219,672	35,645,000	2,796,212	8,383,916	8,789,372	36,930,000	3,558,089	
<b>Utilities - Sanitary Sewer</b>													
UT-SN-83-23	Northside Sanitary Submain (Phase I)	Urgent	Planning	-	550,000	-	550,000	700,000	-	-	1,300,000	-	
UT-SN-91-15	Huron West Park (Phase II)	Urgent	Planning	-	-	1,600,000	1,600,000	100,000	-	-	1,600,000	56,424	
UT-SN-91-16	Huron West Park (Phase III)	Urgent	Planning	-	-	1,100,000	1,100,000	97,000	-	-	1,100,000	67,327	
UT-SN-01-02	Sanitary Sewer Service Extensions	Important	Planning	61,000	-	12,393,000	12,454,000	-	61,000	-	12,454,000	-	
UT-SN-01-03	Austin Sanitary Sewer Outlet	Important	Planning	-	160,000	-	160,000	60,000	160,000	375,000	535,000	-	
UT-SN-01-05	Bird Road Sanitary Sewer (Phase II)	Desirable	Planning	450,000	375,000	-	825,000	8,040,396	390,000	1,259,604	280,000	24,003	
UT-SN-01-06	Facilities Renovation	Urgent	In-Progress	4,900,000	2,900,000	64,700,000	74,000,000	-	250,000	1,750,000	52,779,000	2,627,092	
UT-SN-01-19	Liberty-Washington Relief (Phase I)	Urgent	Planning	2,843,000	3,000,000	1,750,000	7,593,000	3,800,000	2,043,000	465,000	465,000	-	
UT-SN-01-27	Residuals Handling Improvements	Urgent	In-Progress	630,000	1,500,000	6,500,000	8,630,000	2,344,000	-	31,000,000	24,504,900	1,974,476	
UT-SN-01-31	Swift Run Sanitary Relief	Urgent	In-Progress	100,000	3,500,000	60,000,000	63,500,000	1,187,829	-	3,500,000	50,000,000	159,550	
UT-SN-02-11	Footing Drain Disconnection Project (Long Term)	Important	Planning	450,000	1,200,000	4,700,000	6,350,000	1,132,171	277,914	-	6,620,000	9,362	
UT-SN-03-29	Southside Interceptor Rehabilitation	Urgent	Planning	-	277,914	-	277,914	450,000	425,000	-	1,300,000	86,348	
UT-SN-03-32	WWTP Sewage Lift Pumps Repair - Phase 2	Urgent	In-Progress	-	425,000	875,000	1,300,000	-	-	-	-	-	
UT-SN-06-01	Vannalia Sanitary Sewer Service Extension	Important	Planning	-	-	-	-	-	-	-	-	-	
UT-SN-08-01	Wagner Road Sanitary Sewer - South	Important	Planning	-	475,000	-	475,000	-	-	475,000	-	-	
UT-SN-08-04	Swift Street Sanitary Sewer	Important	Planning	-	110,000	-	110,000	-	-	110,000	-	-	
UT-SN-08-06	Wayne Street Sanitary Sewer	Important	Planning	-	225,000	-	225,000	-	225,000	-	-	-	
UT-SN-08-07	Felch Street Private Sewer Removal	Important	Planning	-	75,000	-	75,000	-	-	75,000	-	-	
UT-SN-08-08	Ridgemoor-Liberty Sanitary Sewer	Important	Planning	-	150,000	-	150,000	-	-	150,000	-	-	
UT-SN-08-09	Aerial Sewer Linings (Mallets Creek X-ing, Arboretum)	Important	Planning	-	250,000	-	250,000	-	250,000	-	-	-	
UT-SN-08-10	Parkwood/Fernwood Crosslots Sanitary Lining/Repair	Urgent	Planning	-	230,000	-	230,000	-	230,000	-	-	-	
UT-SN-08-12	High Level Relief Sewer	Urgent	Planning	-	100,000	850,000	950,000	250,000	-	100,000	-	-	
UT-SN-08-13	Yost Sanitary Sewer	Urgent	In-Progress	250,000	-	-	250,000	-	-	-	-	-	
UT-SN-08-14	Wagner Road Sanitary Sewer - North	Desirable	In-Progress	188,000	-	-	188,000	3,200,000	198,000	-	-	-	
UT-SN-08-15	Footing Drain Disconnection Project-2006 (Priority 2)	Urgent	In-Progress	3,200,000	1,200,000	-	4,400,000	-	5,000,000	1,200,000	-	744,240	
UT-SN-08-16	North Main Submain Relief Sanitary Sewer - AARR t	Important	Planning	-	250,000	-	250,000	-	2,450,000	250,000	-	-	
UT-SN-08-17	North Main Submain Relief Sanitary Sewer - M-14 to	Important	Planning	-	-	2,500,000	2,500,000	-	-	-	-	-	
UT-SN-08-18	West Stadium Sanitary Sewer Repairs - Pauline to St.	Important	Planning	-	75,000	-	75,000	-	-	75,000	-	-	
Sub-total				13,082,000	16,837,914	43,160,000	155,218,000	20,229,225	11,959,914	41,451,775	155,047,900	5,749,822	
<b>Utilities - Storm Sewer</b>													
UT-ST-88-05	Evergreen Subdivision Storm Water (Phase II)	Important	Planning	-	-	100,000	100,000	56,213	-	-	100,000	-	
UT-ST-01-08	Storm Asset Identification, GIS Conversion and Mook	Important	Planning	916,200	600,000	1,050,000	2,566,200	916,200	-	600,000	1,200,000	-	
UT-ST-04-01	Allen Creek Improvements Re-Study	Important	Planning	-	-	200,000	200,000	83,000	-	-	200,000	-	
UT-ST-04-02	Avixa Outlet Storm Water Pipe Repair	Important	Planning	-	100,000	275,000	375,000	-	-	100,000	375,000	-	
UT-ST-06-01	Residential Streets Storm Water Pipe Repairs (Phase)	Important	Planning	-	-	650,000	650,000	108,426	-	-	400,000	-	
UT-ST-08-01	Millers Creek Bank Stabilization - Hubbard to Glazier	Urgent	In-Progress	50,000	200,000	-	250,000	-	250,000	-	-	25,008	
UT-ST-08-02	State Street & Newport Road Culvert Crossings	Urgent	In-Progress	50,000	200,000	-	250,000	-	250,000	-	-	-	
UT-ST-08-03	Ferry Street/Westover Avenue/Jackson Road Drainage	Important	Planning	-	300,000	-	300,000	-	-	300,000	-	-	
UT-ST-08-08	Foxcroft (Hunting Valley No. 2) Storm Outlet/Pond R	Important	Planning	-	-	110,000	110,000	-	-	300,000	-	-	
UT-ST-08-09	Oakwood/Edgewood Stormwater Repair/Replacement	Urgent	Planning	-	200,000	-	200,000	-	-	200,000	-	-	
UT-ST-08-11	Marlbrough Storm Sewer Replacement	Urgent	Planning	-	150,000	-	150,000	-	150,000	-	-	-	
UT-ST-08-12	North Main Street/Railroad Storm Sewer Outlet Reloc	Important	Planning	-	125,000	-	125,000	-	-	125,000	-	-	
UT-ST-08-16	West Stadium Storm Sewer Replacement - Pauline to	Important	Planning	-	100,000	-	100,000	-	100,000	-	-	-	
Sub-total				1,016,200	650,000	1,350,000	2,385,000	1,163,839	750,000	1,350,000	2,275,000	25,008	



CITY OF ANN ARBOR  
Capital Improvement Projects (CIP)  
By Project Type

Requested Project Appropriations for FY 2008/09

Project ID	Project Name	Priority	Status	Anticipated Spending Schedule				Total
				Prior FYs	FY 08	FY 09	FY 10-14 Out	
<b>Utilities - Water System</b>								
UT-WS-92-27	Distribution System Monitoring and Security	Urgent	In-Progress	250,000	1,750,000	-	-	2,000,000
UT-WS-92-37	West High Service Upgrade	Urgent	Planning	30,000	150,000	-	-	180,000
UT-WS-01-02	Water Main Service Extensions	Important	Planning	61,000	-	11,571,000	-	11,632,000
UT-WS-01-10	Elevated Storage Tank (West High Service District)	Important	Planning	25,000	-	2,500,000	-	2,525,000
UT-WS-01-28	Recycle Rule Compliance Project	Urgent	In-Progress	7,110,000	-	-	-	7,110,000
UT-WS-01-36	Well Field Water Main Replacement	Urgent	Planning	-	500,000	1,000,000	-	1,500,000
UT-WS-04-20	Maple Road Transmission Main (Scio Pipe I)	Urgent	Planning	-	100,000	-	-	100,000
UT-WS-04-22	Miller Road Transmission Main (Scio Pipe II)	Urgent	Planning	-	160,000	-	-	160,000
UT-WS-04-32	Sunset Transmission Main (Scio Pipe III)	Urgent	Planning	-	80,000	-	-	80,000
UT-WS-06-01	Austin, Hillcrest and Carl Water Main Replacement	Urgent	Planning	-	45,000	-	-	45,000
UT-WS-06-03	Water Treatment Plant Sludge Handling Project	Urgent	In-Progress	75,000	502,000	155,000	-	577,000
UT-WS-06-04	Structural Repair and Painting Basin #5 at Water Tre	Urgent	Planning	-	260,000	-	-	260,000
UT-WS-06-05	Replace Limeslakers at Water Treatment Plant	Urgent	Planning	-	1,750,000	-	-	1,750,000
UT-WS-06-07	Geddes and South East District Control Valve	Urgent	Planning	-	200,000	-	-	200,000
UT-WS-06-09	Downtown Line Stop Isolation Valves	Urgent	In-Progress	110,000	-	-	-	110,000
UT-WS-06-11	Hiawatha and Loyola Water Main Replacement	Urgent	Planning	-	80,000	180,000	-	260,000
UT-WS-06-14	Washenaw Water Main Replacement	Urgent	Planning	-	490,000	980,000	-	1,470,000
UT-WS-06-15	Plymouth Road Water Main Replacement	Urgent	Planning	-	185,000	375,000	-	560,000
UT-WS-06-17	Leak Detection Survey	Urgent	Planning	-	175,000	300,000	-	475,000
UT-WS-06-18	Stadium/Innkeepers Water Main Replacement	Urgent	Planning	-	50,000	-	100,000	150,000
UT-WS-06-19	Glendloch Circle Water Main Replacement	Urgent	Planning	30,000	150,000	250,000	-	430,000
UT-WS-08-01	AARR Water Main Crossing Replacements (S. Ashle	Urgent	Planning	50,000	850,000	-	-	900,000
UT-WS-08-02	Water Treatment Plant Residuals Disposal Study	Urgent	Planning	-	350,000	-	-	350,000
UT-WS-08-03	Replace Filter Press Plates	Urgent	Planning	-	400,000	-	-	400,000
UT-WS-08-09	HVAC Improvements at the Water Treatment Plant	Urgent	In-Progress	50,000	-	-	-	50,000
UT-WS-08-10	Barton Electrical Upgrades	Urgent	Planning	-	450,000	-	-	450,000
UT-WS-08-15	Repair Valves Behind Ozone Building	Urgent	Planning	-	250,000	-	-	250,000
UT-WS-08-16	Sludge Storage Repairs	Urgent	Planning	-	60,000	-	-	60,000
UT-WS-08-17	West Stadium Water Main Replacement - Pauline to	Urgent	Planning	-	615,000	-	-	615,000
UT-WS-08-18	Argonne/Westbury Court Water Main	Urgent	Planning	-	200,000	-	-	200,000
UT-WS-08-19	Desirable Planning	Desirable	Planning	-	50,000	-	-	50,000
UT-WS-08-24	South Fifth Avenue Water Main	Urgent	Planning	-	250,000	-	-	250,000
UT-WS-08-25	Water Distribution System Evaluation - Master Plan L	Urgent	Planning	-	220,000	-	-	220,000
UT-WS-08-26	Exmoor Looping Water Main & Londonderry Water M	Urgent	Planning	-	200,000	-	-	200,000
UT-WS-08-28	Wayne Street Water Main	Urgent	Planning	-	175,000	-	-	175,000
UT-WS-08-29	Elmcrest Drive Water Main	Urgent	Planning	-	55,000	-	-	55,000
UT-WS-08-30	Downtown Valve Insertion/Replacement - Phase II	Urgent	Planning	-	150,000	-	-	150,000
UT-WS-08-31	Nob Hill Water Main Replacements	Urgent	Planning	-	240,000	-	-	240,000
UT-WS-08-33	DDA Water Mains Upgrading	Urgent	Planning	-	2,700,000	-	-	2,700,000
UT-WS-08-35	Arbor Oaks Subdivision Water Mains Replacement	Urgent	In-Progress	1,475,000	-	-	-	1,475,000
UT-WS-08-37	Water Treatment Plant Concrete and Masonry Repair	Urgent	Planning	-	750,000	-	-	750,000
UT-WS-08-38	Superior Dam - Coal Sluice Gate	Urgent	Planning	-	250,000	-	-	250,000
UT-WS-08-39	Catherine Street 16" Water Main	Urgent	Planning	-	500,000	-	-	500,000
UT-WS-08-40	Argo Dam Toe Drain Repair	Urgent	Planning	-	250,000	-	-	250,000
Sub-total				9,286,000	8,022,000	11,160,000	26,721,000	55,169,000

Current Project Budget	FY 08 Appr. Request	FY 09 Appr. Request	Prior Total	Memo Expended thru Mar 07
250,000	1,750,000	-	2,450,000	26,405
500,000	-	-	1,401,000	9,697
-	61,000	-	11,632,000	-
179,500	-	-	2,125,000	384
7,110,000	-	-	4,850,000	1,648,520
100,000	-	500,000	700,000	-
-	160,000	-	1,000,000	37,354
-	80,000	-	1,600,000	-
-	45,000	-	800,000	-
576,800	155,000	-	200,000	-
183,735	200	-	231,000	156,613
1,320,000	-	76,265	183,000	-
-	-	680,000	183,000	-
-	-	200,000	200,000	-
101,040	8,960	-	110,000	336
-	80,000	-	250,000	-
-	490,000	-	990,000	-
-	185,000	-	1,470,000	-
-	375,000	-	560,000	-
-	175,000	-	350,000	-
250,000	-	-	300,000	-
-	180,000	-	450,000	-
-	900,000	-	250,000	-
-	350,000	-	450,000	-
-	450,000	-	-	-
-	-	450,000	-	-
-	250,000	-	-	-
-	60,000	-	-	-
-	-	615,000	-	-
-	-	200,000	-	-
-	-	50,000	-	-
-	250,000	-	-	-
-	220,000	-	-	-
-	200,000	-	-	-
-	175,000	-	-	-
-	-	55,000	-	-
-	150,000	-	-	-
-	-	240,000	-	-
-	-	2,700,000	-	-
-	1,475,000	-	-	-
-	750,000	-	-	-
-	250,000	-	-	-
-	500,000	-	-	-
-	250,000	-	-	-
10,571,075	8,695,160	9,656,265	30,905,000	1,879,319

Grand Total	88,625,088	34,791,169	72,481,536
67,385,515	41,855,781	83,706,425	242,568,925
435,516,646			

CITY OF ANN ARBOR  
 Capital Improvement Projects (CIP)  
 By Project Type

Reconciliation to Budget

Community Services Area

Detailed CIP list (above)  
 Parks and Recreation Projects  
 Alternative Transportation: Huron River Multipurpose Trail  
Parks & Recreation Services Expenses  
 Parks Rehab & Development Millage [Fund 0018]  
 Less: Fund 0018 Transfer to Tree Removal Fund  
       Fund 0018 Municipal Service Charge  
 Fund 0018 Project Total  
 Park Maintenance & Capital Improvements Millage [Fund 0071]  
 Less: Recreation Facility Services, park maintenance  
 Fund 0071 Project Total  
 Project Total for Funds 0018 and 0071

Public Services Area - Capital Projects

Detailed CIP list (above)  
 Total of All Projects Listed  
 Less: Community Services Area Projects  
 Total Public Service Capital Projects  
Public Services - Capital Projects Expenses  
 Total Capital Projects Expense Budget  
 Add: Project Costs included in operating budget:  
       Solid Waste Fund [0072]  
       Major Street Fund [0021]  
       Stormwater Fund [0069]  
 Less: Funding not included in Detailed Project List:  
       Sidewalk Improvement Fund [0091]  
       Project Management Fund [0049]  
       Water Supply Fund [0042]  
       Sewage Disposal Fund [0043]  
 Less: Alternative Transportation Fund [0061] funding in excess of scheduled projects

	FY 08 Appr. Request	FY 09 Appr. Request
	2,084,039	1,496,828
	100,000	-
	<u>2,184,039</u>	<u>1,496,828</u>
	1,900,591	679,885
	(678,005)	(175,860)
	(53,985)	(56,144)
	<u>1,168,601</u>	<u>447,881</u>
	1,201,443	1,236,992
	(186,005)	(188,045)
	1,015,438	1,048,947
	<u>2,184,039</u>	<u>1,496,828</u>
	34,791,169	72,481,536
	(2,184,039)	(1,496,828)
	<u>32,607,130</u>	<u>70,984,708</u>
	32,754,087	71,492,383
	830,000	-
	35,000	-
	750,000	1,350,000
	(487,713)	(488,567)
	(1,016,951)	(1,038,305)
	(158,503)	(137,070)
	(98,790)	(100,626)
	-	(93,107)
	<u>32,607,130</u>	<u>70,984,708</u>

CITY OF ANN ARBOR  
Capital Improvement Projects (CIP)  
By Project Type

**Projects Approved but Not Budgeted FY 2008/09**

Project ID	Project Name	Priority	Status	Anticipated Spending Schedule				Total
				Prior FYs	FY 08	FY 09	FY 10-14 Out	
<b>Municipal Facilities - Parks and Recreation</b>								
MF-PR-01-04	Open Space and Park Acquisitions	Important	Planning	6,000,000	4,000,000	3,000,000	7,000,000	20,000,000
MF-PR-01-07	Farmers Market Addition	Important	In-Progress	150,000	150,000	-	-	300,000
MF-PR-01-10	Historic Preservation Projects/Kempf House	Important	In-Progress	175,000	-	-	-	175,000
MF-PR-01-11	Landfill Reuse Plan	Important	In-Progress	389,000	-	-	-	389,000
MF-PR-01-12	Neighborhood Parks Development	Important	In-Progress	1,242,000	-	-	-	1,242,000
MF-PR-01-16	Shoreline Preservation/Restoration	Important	Planning	389,000	-	-	-	389,000
MF-PR-01-17	State Park Facility	Important	Planning	70,000	-	-	-	70,000
MF-PR-01-18	Targets of Opportunity	Desirable	In-Progress	237,000	-	-	-	237,000
MF-PR-08-01	West Park Planning & Improvements	Urgent	Planning	-	283,000	-	-	283,000
MF-PR-08-04	Neighborhood Parks Development	Important	Planning	-	171,000	-	-	171,000
MF-PR-08-05	Pathways, Trails, and Greenways	Important	Planning	-	50,000	-	-	50,000
MF-PR-08-09	Tree Plantings in Park Locations	Desirable	Planning	-	183,200	-	-	183,200
MF-PR-08-10	Soccer Complex Development	Important	Planning	-	750,000	-	-	750,000
MF-PR-08-11	Veterans Memorial Park and Pool Deck Improvement	Important	Planning	-	300,000	-	-	300,000
MF-PR-08-12	Ann Arbor Senior Center - Study and Updates	Important	Planning	-	300,000	-	-	300,000
MF-PR-08-13	Bryant and Northside Community Centers	Important	Planning	-	250,000	-	-	250,000
MF-PR-08-14	Huron Hills and Leslie Park Golf Courses	Urgent	Planning	-	537,000	-	-	537,000
MF-PR-08-15	Veterans Memorial Ice Arena Upgrades	Important	Planning	-	150,000	-	-	150,000
MF-PR-08-17	Natural Areas and River Parks	Important	Planning	-	150,000	-	-	150,000
MF-PR-08-18	Parks and Recreation Open Space Plan 2012-2017	Important	Planning	-	100,000	-	-	100,000
MF-PR-08-19	Recreation Facility Improvements	Important	Planning	10,500	150,000	-	-	160,500
MF-PR-08-20	Sculpture Plaza	Desirable	Planning	-	-	-	-	-
	Sub-total			8,672,500	5,808,000	4,217,253	9,219,200	28,016,953
<b>Transportation - Airport</b>								
TR-AP-99-11	Terminal Expansion	Important	Planning	-	-	-	300,000	300,000
	Sub-total			-	-	-	300,000	300,000
<b>Transportation - Alternative Transportation</b>								
TR-AT-01-16	Washtenaw Avenue Non-Motorized Path	Important	In-Progress	190,860	-	-	-	190,860
TR-AT-08-01	Platt Road Sidewalk (Huron Parkway to Washtenaw)	Desirable	Planning	-	-	-	18,750	18,750
TR-AT-08-04	Sidewalk Gaps	Desirable	Planning	-	-	-	480,000	480,000
	Sub-total			190,860	-	-	498,750	689,610
<b>Transportation - Bridges</b>								
TR-BR-02-03	East Stadium Bridge Replacement (over AARR)	Important	Planning	638,100	-	2,585,000	2,574,000	5,795,100
TR-BR-02-04	East Stadium Bridge Replacement (over South State)	Important	Planning	550,000	-	2,000,000	1,535,000	4,085,000
TR-BR-08-01	Annual Bridge Maintenance Program	Important	Planning	-	-	-	140,000	140,000
	Sub-total			1,188,100	-	4,585,000	4,249,000	10,020,100
<b>Transportation - New Street</b>								
TR-NS-95-01	Oakbrook Drive Extension (west of State Street)	Important	Planning	-	-	-	1,333,334	1,333,334
	Sub-total			-	-	-	1,333,334	1,333,334
<b>Transportation - Other</b>								
TR-OT-01-07	Plymouth Road/Commonwealth Signal	Desirable	Planning	-	-	-	80,000	80,000
TR-OT-04-04	Nixon Road Study	Important	Planning	-	-	-	250,000	250,000
TR-OT-04-12	State/Ellsworth Corridor Study	Important	Planning	-	-	-	350,000	350,000
TR-OT-08-01	Model for Mobility Transit Connector Feasibility Stud	Important	Planning	-	200,000	-	-	200,000
TR-OT-08-09	LED Streetlight Conversion	Important	Planning	-	-	430,000	1,290,000	1,720,000
	Sub-total			-	200,000	430,000	1,970,000	2,600,000
<b>Transportation - Parking Facilities</b>								
TR-PF-08-01	Broadway Village at Lowerdown Parking Structure & S	Important	Planning	-	23,200,000	10,000,000	1,800,000	35,000,000
TR-PF-08-03	First & Washington Parking Structure	Important	Planning	-	2,220,000	2,220,000	2,220,000	6,660,000
	Sub-total			-	25,420,000	12,220,000	4,020,000	41,660,000

CITY OF ANN ARBOR  
Capital Improvement Projects (CIP)  
By Project Type

**Projects Approved but Not Budgeted FY 2008/09**

Project ID	Project Name	Priority	Status	Anticipated Spending Schedule					Current Project Budget	FY 08 Unfunded	FY 09 Unfunded	Memo	
				Prior FYs	FY 08	FY 09	FY 10-14 Out	Total				Prior Total	Expended thru Mar 07
<b>Transportation - Street Construction</b>													
TR-SC-01-11	Plymouth Road/Huron Parkway Intersection Improver	Important	Planning	-	-	-	100,000	100,000	-	-	-	200,000	-
TR-SC-02-05	East Stadium Reconstruction	Important	Planning	-	-	2,403,328	-	2,403,328	1,487,300	-	916,028	2,330,000	-
TR-SC-06-07	North State Street Brick Pavement Resurfacing/Reco	Important	Planning	-	-	-	250,000	250,000	-	-	-	500,000	-
TR-SC-08-05	West Stadium Reconstruction (Pauline to South Main)	Important	Planning	-	-	2,250,000	-	2,250,000	-	-	2,250,000	-	-
TR-SC-08-06	Maple/Miller Intersection Improvements	Important	Planning	-	-	-	200,000	200,000	-	-	-	-	-
TR-SC-08-07	Geddes/Earhart Intersection Improvements	Important	Planning	-	-	-	130,000	130,000	-	-	-	-	-
TR-SC-08-09	Division Street and Fifth Avenue Improvements	Important	Planning	-	4,000,000	-	-	4,000,000	4,000,000	-	-	-	-
TR-SC-08-10	DDA Alley Repairs	Important	In-Progress	-	1,000,000	1,000,000	3,000,000	5,000,000	1,000,000	-	1,000,000	5,000,000	-
TR-SC-08-11	Fifth Avenue Reconstruction	Important	Planning	-	-	-	6,000,000	6,000,000	-	-	-	-	-
Sub-total				-	5,000,000	5,653,328	9,680,000	20,333,328	1,487,300	5,000,000	4,166,028	3,030,000	-
<b>Utilities - Sanitary Sewer</b>													
UT-SN-83-24	Northside Sanitary Submain (Phase II)	Urgent	Planning	-	-	-	1,450,000	1,450,000	-	-	-	1,450,000	-
UT-SN-87-07	Calvin Street Sanitary Sewer	Important	Planning	-	-	-	480,000	480,000	-	-	-	360,000	-
UT-SN-93-26	Pittsfield Valley Trunkline Relief Sewer	Important	Planning	-	-	-	4,500,000	4,500,000	-	-	-	2,200,000	-
UT-SN-96-22	Newport/Warrington Sanitary Sewer	Desirable	Planning	-	-	-	600,000	600,000	-	-	-	436,000	-
UT-SN-01-20	Liberty-Washington Relief (Phase II)	Important	Planning	-	-	-	2,500,000	2,500,000	-	-	-	360,000	-
UT-SN-01-21	Miller West Park Sanitary - Low Level	Urgent	Planning	-	-	-	300,000	300,000	-	-	-	300,000	-
UT-SN-01-25	Pittsfield Valley Submain Relief	Important	Planning	-	-	-	2,500,000	2,500,000	-	-	-	445,000	-
UT-SN-01-28	South Boulevard Lift Station Elimination & Gravity Se	Important	Planning	-	-	-	500,000	500,000	-	-	-	500,000	-
UT-SN-01-30	Springbrook Sanitary Sewer Extension	Important	Planning	-	-	-	140,000	140,000	-	-	-	120,000	-
UT-SN-06-02	Bluett Sanitary Sewer Service Extension	Important	Planning	-	-	-	140,000	140,000	-	-	-	140,000	-
UT-SN-08-02	Dover Place/Riverview Sanitary Sewer	Important	Planning	-	-	-	330,000	330,000	-	-	-	-	-
UT-SN-08-03	Park View Place Sanitary	Important	Planning	-	-	-	150,000	150,000	-	-	-	-	-
UT-SN-08-05	Geddes Sanitary Sewer (2651 to 3053)	Important	Planning	-	-	-	1,000,000	1,000,000	-	-	-	-	-
UT-SN-08-19	North Main Submain Relief Sanitary Sewer - Bird Ro	Important	Planning	-	-	-	1,300,000	1,300,000	-	-	-	-	-
Sub-total				-	-	-	15,890,000	15,890,000	-	-	-	6,311,000	-
<b>Utilities - Storm Sewer</b>													
UT-ST-01-04	Eberwhite Woods Drain Study	Desirable	Planning	-	-	-	200,000	200,000	-	-	-	200,000	-
UT-ST-01-08	Storm Asset Identification, GIS Conversion and Mod	Important	Planning	397,800	300,000	-	-	697,800	-	697,800	-	1,200,000	-
UT-ST-08-03	Ferry Street/Westover Avenue/Jackson Road Draina	Important	Planning	-	85,000	90,000	-	175,000	-	85,000	90,000	-	-
UT-ST-08-04	Huron Parkway Median Bio-swales	Important	Planning	-	-	-	645,000	645,000	-	-	-	-	-
UT-ST-08-05	Millers Creek Drainage District Creation	Important	Planning	-	-	-	1,000,000	1,000,000	-	-	-	-	-
UT-ST-08-07	Malletts Creek In-System Storage Structures for Larg	Important	Planning	-	37,500	37,500	1,198,000	1,273,000	-	37,500	37,500	-	-
UT-ST-08-10	Harvard Drain in Nichols Arboretum	Important	Planning	-	15,000	60,000	-	75,000	-	15,000	60,000	-	-
UT-ST-08-12	North Main Street/Railroad Storm Sewer Outlet Reloc	Important	Planning	-	40,000	-	-	40,000	-	40,000	-	-	-
UT-ST-08-14	Wayne Street Drainage Improvements	Important	Planning	-	115,000	-	-	115,000	-	115,000	-	-	-
UT-ST-08-15	South State Street Storm Sewer Outlet (north of I-94)	Important	Planning	-	-	-	200,000	200,000	-	-	-	-	-
UT-ST-08-16	West Stadium Storm Sewer Replacement - Pauline to	Important	Planning	-	-	220,000	-	220,000	-	-	220,000	-	-
Sub-total				397,800	592,500	407,500	3,243,000	4,640,800	-	990,300	407,500	1,400,000	-

CITY OF ANN ARBOR  
Capital Improvement Projects (CIP)  
By Project Type

**Projects Approved but Not Budgeted FY 2008/09**

Project ID	Project Name	Priority	Status	Anticipated Spending Schedule					Current Project Budget	FY 08 Unfunded	FY 09 Unfunded	Memo		
				Prior FYs	FY 08	FY 09	FY 10-14 Out	Total				Prior Total	Expended thru Mar 07	
<b>Utilities - Water System</b>														
UT-WS-92-28	Plant #2 Hydraulic Corrections	Desirable	Planning	-	-	-	725,000	725,000	-	-	-	370,000		
UT-WS-92-35	Well Booster Station	Important	Planning	-	-	-	1,500,000	1,500,000	-	-	-	2,800,000		
UT-WS-01-06	Calvin Street Water Extension	Desirable	Planning	-	-	-	450,000	450,000	-	-	-	270,000		
UT-WS-01-08	Eisenhower Parkway Water Main	Desirable	Planning	-	-	-	275,000	275,000	-	-	-	275,000		
UT-WS-01-21	Maxwell Avenue Water Main	Desirable	Planning	-	-	-	210,000	210,000	-	-	-	210,000		
UT-WS-01-25	Packard Water Main Bore	Important	Planning	-	-	-	130,000	130,000	-	-	-	130,000		
UT-WS-01-26	Pauline/WHS Return Loop Water Main	Desirable	Planning	-	-	-	2,400,000	2,400,000	-	-	-	2,400,000		
UT-WS-01-30	South Boulevard Water Main	Important	Planning	-	-	-	160,000	160,000	-	-	-	160,000		
UT-WS-01-31	State Street Raw Water - Reconstruct Interconnector	Important	Planning	-	-	-	180,000	180,000	-	-	-	180,000		
UT-WS-02-19	Manchester Elevated Water Tank Paint Project	Important	Planning	-	-	-	700,000	700,000	-	-	-	400,000		
UT-WS-03-01	Ann Arbor Railroad Water Main Bore	Desirable	Planning	-	-	-	225,000	225,000	-	-	-	225,000		
UT-WS-04-07	Cedar Bend Water Main Replacement	Important	Planning	-	-	-	120,000	120,000	-	-	-	120,000		
UT-WS-04-11	Galvanized Water Main Replacements	Important	Planning	-	-	-	270,000	270,000	-	-	-	270,000		
UT-WS-06-08	Gravity and West High Boundary Valve Replacement	Important	Planning	-	-	-	750,000	750,000	-	-	-	750,000		
UT-WS-06-12	Annual Water Quality Pipe Replacements	Important	Planning	-	-	-	2,250,000	2,250,000	-	-	-	6,000,000		
UT-WS-08-04	Structural Repairs Project - Phase 2	Important	Planning	-	-	-	1,750,000	1,750,000	-	-	-	-		
UT-WS-08-06	Replace Steere Farm Well Pump Engines	Urgent	Planning	-	-	-	1,400,000	1,400,000	-	-	-	-		
UT-WS-08-07	Barton Pond Early Warning System	Desirable	Planning	-	-	-	300,000	300,000	-	-	-	-		
UT-WS-08-08	Ozone Residual Monitor Replacement	Important	Planning	-	-	-	150,000	150,000	-	-	-	-		
UT-WS-08-11	Replace Filter Effluent Turbidimeters	Urgent	Planning	-	-	-	200,000	200,000	-	-	-	-		
UT-WS-08-12	New Well at Steere Farm	Urgent	Planning	-	-	-	1,900,000	1,900,000	-	-	-	-		
UT-WS-08-13	Replace Section of Well Transmission Pipe From Steere Farm	Important	Planning	-	-	-	6,400,000	6,400,000	-	-	-	-		
UT-WS-08-14	Repair Roof of South Industrial Tank	Important	Planning	-	-	-	500,000	500,000	-	-	-	-		
UT-WS-08-20	Devonshire/Belmont/Londonderry Water Quality Impr	Important	Planning	-	-	-	550,000	550,000	-	-	-	-		
UT-WS-08-21	Kenilworth/Arlington Water Quality Improvements	Important	Planning	-	-	-	330,000	330,000	-	-	-	-		
UT-WS-08-22	Collingwood Water Quality Improvements	Important	Planning	-	-	-	100,000	100,000	-	-	-	-		
UT-WS-08-23	Jones Drive Water Quality Improvements	Important	Planning	-	-	-	200,000	200,000	-	-	-	-		
UT-WS-08-27	Traver Road PRV	Important	Planning	-	-	-	100,000	100,000	-	-	-	-		
UT-WS-08-32	Park View Place Water Main	Important	Planning	-	-	-	120,000	120,000	-	-	-	-		
UT-WS-08-34	Detroit Street Water Main Replacement	Important	Planning	-	-	-	250,000	250,000	-	-	-	-		
UT-WS-08-35	North State Street Water Main Replacement	Important	Planning	-	-	-	125,000	125,000	-	-	-	-		
Sub-total				-	-	-	24,720,000	24,720,000	-	-	-	14,560,000	-	
<b>Grand Total</b>				<b>10,447,260</b>	<b>37,120,500</b>	<b>27,513,081</b>	<b>75,123,284</b>	<b>150,204,125</b>	<b>4,338,748</b>	<b>45,304,912</b>	<b>25,437,181</b>	<b>51,681,000</b>	<b>631,962</b>	

## Capital Improvement Program: Significant Non-recurring Projects

- There are 133 capital projects in the FY08/09 capital budget totaling \$435,516,646.
- There are 42 projects over \$1,000,000 (32% of the projects). The total for these projects is \$408,327,179 (94% of total projects). All projects in excess of \$1,000,000 are considered significant and are listed in this section by project category.
- Of the 42 projects over \$1 million, 10 are over \$10 million. The total for these 10 projects is \$332,983,878 (76% of total projects).
- All but three of the projects in excess of \$1,000,000 are non-recurring. The three recurring projects over \$1,000,000 are: Neighborhood Parks Development \$2.1 million, Annual Local Street Resurfacing Program \$17.3 million, and Annual Major Street Resurfacing Program \$27.5 million.

Four categories make up 94% of all capital project dollars:

- Municipal Facilities – City Owned Buildings \$69,745,050 (16% of projects)
- Transportation – Street Construction \$55,614,500 (13% of projects)
- Utilities – Sanitary Sewer \$228,297,914 (52% of projects)
- Utilities – Water System \$55,169,000 (13% of projects)
- All other projects \$26,690,182 ( 6% of projects)

### **Municipal Facilities – City Owned Buildings**

**MF-CB-01-01 Police Department/District Court Facility** - To accommodate space needs of the returning 15th District Court as well as the Police Department. Total gross square footage approximately 100,000 SF. Project Budget through FY08 \$8,588,000. Total Project Budget \$34,089,850.

**MF-CB-04-02 Field Operations and Maintenance Facility** - Construct a new field operations and maintenance facility for the City. This will provide more efficient City operations and avoid costly repair to outdated facilities. Project Budget through FY08 \$35,655,200. Total Project Budget \$35,655,200.

### **Municipal Facilities – Parks and Recreation**

**MF-PR-01-13 Olson Park (formerly Northeast Area) Development** - Construct restroom building, install additional plantings, and final course of asphalt on all parking lots and driveways. Project Budget through FY08 \$2,010,000. Total Project Budget \$2,010,000.

**MF-PR-08-04 Neighborhood Parks Development** - Play equipment and safety surfacing replacement/updates, accessibility upgrades, replace park furniture. Other

revisions as identified by community input. Roughly four neighborhood park sites per year will be improved. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY08 \$268,601. Total Project Budget \$2,125,429.

**MF-PR-08-05 Pathways, Trails, and Greenways** - Reconstruct and/or develop pathways, trails, boardwalks, and greenway corridors. Locations to be determined by annual needs analysis of the entire park system. Fuller Park portion receives \$200,000, FY09. Project Budget through FY08 \$200,000. Total Project Budget \$1,350,000.

#### **Municipal Facilities – Solid Waste**

**MF-CB-02-04 Materials Recovery Facility (MRF) Upgrade** - Upgrade and replace equipment at the City-owned materials recovery facility. Project Budget through FY08 \$1,800,000. Total Project Budget \$1,800,000.

**MF-SW-06-03 Drop-off Station** - Recycling and solid waste drop-off station for public use. Project Budget through FY08 \$600,000. Total Project Budget \$3,500,000.

**MF-SW-06-04 Landfill Groundwater Pretreatment** – Pre-treat landfill groundwater and eliminate sanitary sewer discharge. Project Budget through FY08 \$1,000,000. Total Project Budget \$1,000,000.

#### **Transportation - Airport**

**TR-AP-08-02 New Corporate Hanger** - New corporate hanger near terminal. Project Budget through FY08 \$1,000,000. Total Project Budget \$1,000,000.

#### **Transportation - Bridges**

**TR-BR-01-06 Huron Parkway Bridge Painting** - Paint the steel superstructure of the bridge over the Huron River and Norfolk Southern railroad tracks. Project Budget through FY08 \$1,300,000. Total Project Budget \$1,300,000.

#### **Transportation - Street Construction**

**TR-SC-02-05 East Stadium Reconstruction** - Reconstruction of deteriorating roadway, including on-street bicycle lanes and construction of a sidewalk/non-motorized path on the south side of the roadway. Project Budget through FY08 \$1,487,300. Total Project Budget \$2,781,672.

**TR-SC-06-02 Annual Local Street Resurfacing Program** - Resurface/replace the existing pavement, curb & gutter repairs, sidewalk ramp repair and installation, and underground water utilities structures repairs. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY08 \$2,955,144. Total Project Budget \$17,315,144.

**TR-SC-06-03 Annual Major Street Resurfacing Program** - Resurface/replace the existing pavement, curb & gutter repairs, sidewalk ramp repair and installation, and underground water utilities structures repairs. This is a recurring project, but significant enough in size to warrant inclusion on this list. Project Budget through FY08 \$3,594,684. Total Project Budget \$27,494,684.

**TR-SC-06-05 Detroit Street Brick Pavement Reconstruction** - Reconstruction of the brick pavement on this downtown street. Project Budget through FY08 \$0. Total Project Budget \$1,180,000.

**TR-SC-08-01 Fuller/East Medical Center/Maiden Lane Intersection Improvement** - Make improvements to intersection to handle existing and future traffic volumes and increase safety for pedestrian traffic. Cost share project with University of Michigan. Project Budget through FY08 \$300,000. Total Project Budget \$1,000,000.

**TR-SC-08-03 Huron River Drive Improvements** - Evaluation and possible rehabilitation of the road corridor. Project Budget through FY08 \$1,300,000. Total Project Budget \$1,300,000.

**TR-SC-08-05 West Stadium Reconstruction (Pauline to South Main)** - Reconstruction of roadway. Project Budget through FY08 \$100,000. Total Project Budget \$1,100,000.

**TR-SC-08-08 Huron Street Improvements** - Streetscape and pedestrian improvements, including lighted and textured crosswalks, refuge islands and medians, planter boxes and pedestrian level streetlights, benches, banners and light columns. Project Budget through FY08 \$0. Total Project Budget \$2,000,000.

#### **Utilities - Sanitary Sewer**

**UT-SN-01-02 Sanitary Sewer Service Extensions** - Extension of sanitary sewer main to areas to be serviced by Ann Arbor Water Utilities under agreement with Ann Arbor, Pittsfield and Scio Townships. Final decision on implementation/timing will be made by City Council. Project Budget through FY08 \$61,000. Total Project Budget \$12,454,000.

**UT-SN-01-09 Facilities Renovation, Waste Water Treatment Plant** - Develop and implement a plan to replace deteriorating infrastructure and equipment. This will optimize plant efficiency and improve treatment capabilities. Project Budget through FY08 \$8,040,396. Total Project Budget \$74,000,000.

**UT-SN-01-19 Liberty-Washington Relief (Phase I)** - Construct approximately 2800 feet of relief sewer between Washington and Miller Streets, including the relief of the existing siphon on Miller Street near the AARR bridge. Project Budget through FY08 \$250,000. Total Project Budget \$2,000,000.



**UT-SN-01-27 Residuals Handling Improvements** - Develop and implement a plan to replace deteriorating solids handling equipment and systems while optimizing plant efficiency and treatment. Project Budget through FY08 \$5,843,000. Total Project Budget \$43,343,000.

**UT-SN-01-31 Swift Run Sanitary Relief** - Construct 2340 feet of 27-inch relief sewer for the Swift Run Trunk Sewer from Clark Road to Huron River Drive. Project Budget through FY08 \$2,344,000. Total Project Budget \$2,130,000.

**UT-SN-02-11 Footing Drain Disconnection Project (Long Term)** - Disconnect footing drains and install sewage backup protection for areas outside of the study areas that do not have a history of basement flooding (250 Homes per year). This will prevent backups of sewage into residents' basements. Project Budget through FY08 \$0. Total Project Budget \$63,500,000.

**UT-SN-03-29 Southside Interceptor Rehabilitation** - Investigate and install CIPP lining as required to improve life span of the existing pipe and prevent failures that could discharge to the Huron River. Approximately five miles total of various diameter pipes: 24-inch, 36-inch and 42-inch. Project Budget through FY08 \$1,187,829. Total Project Budget \$7,020,000.

**UT-SN-06-01 Valhalla Sanitary Sewer Service Extension** - Install approximately 2500 feet of 8" sanitary sewer connecting to city sewer vicinity Golfview to the south. Project Budget through FY08 \$425,000. Total Project Budget \$1,300,000.

**UT-SN-08-15 Footing Drain Disconnection Project-2006 (Priority 2A)** - Disconnect footing drains and install sewage backup protection in areas within the five study areas that have a history of flooding (300 homes per year). This will prevent backups of sewage into residents' basements. Project Budget through FY08 \$8,200,000. Total Project Budget \$9,400,000.

**UT-SN-08-16 North Main Submain Relief Sanitary Sewer - AARR to M-14** - Relief of approximately 5,000 feet of 15" sanitary sewer. Project Budget through FY08 \$0. Total Project Budget \$2,750,000.

**UT-SN-08-17 North Main Submain Relief Sanitary Sewer - M-14 to Bird Rd.** - Relief of approximately 5,250 feet of 15" sanitary sewer. Project Budget through FY08 \$2,450,000. Total Project Budget \$2,450,000.

**UT-SN-91-15 Huron West Park (Phase II)** - Sanitary Sewer replacement of approximately 3000 feet of sewer pipe from Arbana to Doty. The 12" line will be replaced with 18" - 24" line. Sections of construction will utilize trenchless construction techniques. Project Budget through FY08 \$100,000. Total Project Budget \$1,600,000.

**UT-SN-91-16 Huron West Park (Phase III)** - Sanitary sewer replacement Doty to Lyn Anne Court. This project will increase 1300 feet of sewer line from 12" to 18" - 24". Project Budget through FY08 \$97,000. Total Project Budget \$1,100,000.

#### **Utilities - Storm Sewer**

**UT-ST-01-08 Storm Asset Identification, GIS Conversion and Model** - Collect storm water records for GIS database and apply this data to building a complete, calibrated stormwater system hydraulic model. Project Budget through FY08 \$916,200. Total Project Budget \$2,566,200.

#### **Utilities - Water System**

**UT-WS-01-02 Water Main Service Extensions** - Extension of water main to areas to be serviced by Ann Arbor Water Utilities under agreement with Ann Arbor, Pittsfield and Scio Townships. Final decision on implementation/timing will be made by City Council. Project Budget through FY08 \$61,000. Total Project Budget \$11,632,000.

**UT-WS-01-10 Elevated Storage Tank (West High Service District)** - Construct elevated storage in West High Service District to improve pressure control and reliability of water service. Project Budget through FY08 \$179,500. Total Project Budget \$2,525,000.

**UT-WS-01-29 Recycle Rule Compliance Project** - Design and implement systems to meet USEPA Recycle Streams Regulation. Project Budget through FY08 \$7,110,000. Total Project Budget \$7,110,000.

**UT-WS-01-36 Well Field Water Main Replacement** - Replacement of water main and valves within Steere Farm Well Field. Include study of power source for well drives in scope of work. Project Budget through FY08 \$0. Total Project Budget \$1,500,000.

**UT-WS-06-05 Replace Limeslakers at Water Treatment Plant** - Replace two limeslakers at Water Treatment Plant. Project Budget through FY08 \$1,320,000. Total Project Budget \$2,000,000.

**UT-WS-06-14 Washtenaw Water Main Replacement** - Replace approximately 2500 feet of 12 inch water main. Project Budget through FY08 \$490,000. Total Project Budget \$1,470,000.

**UT-WS-08-33 DDA Water Mains Upsizing** - Upsizing of water mains that are currently undersized to provide full fire coverage for anticipated increased development density. Project Budget through FY08 \$0. Total Project Budget \$13,500,000.

**UT-WS-08-36 Water Treatment Plant Concrete and Masonry Repairs - Phase 1** - Repair deteriorating concrete and masonry at the Water Treatment Plant. Project Budget through FY08 \$1,475,000. Total Project Budget \$1,475,000.

**UT-WS-08-37 Arbor Oaks Subdivision Water Mains Replacement** - Replacement of the cast iron water mains in this low-mod neighborhood due to increasing frequency and number of water main breaks. Project Budget through FY08 \$0. Total Project Budget \$1,500,000.

**UT-WS-92-27 Distribution System Monitoring and Security** - The PICS distribution project is the last phase of the Process Control and Data Management project. This project will add instrumentation, monitoring and controls for the water distribution system. Project Budget through FY08 \$2,000,000. Total Project Budget \$2,000,000.

## Performance Measures: Wildly Important Goals Results FY07

In fiscal year 2007 the City contracted with Franklin Covey to provide training to all service unit managers in "The 4 Disciplines of Execution". This training was selected because it teaches managers not only how to set measurable goals for their organizations, but also how to follow through on those goals and hold employees and themselves accountable for achieving their goals. Most of the 4 Disciplines training sessions took place from August through October of 2006. A total of 151 management employees in 23 service units were trained.

The 4 Disciplines of Execution are:

1. Focus on the wildly important - identify Wildly Important Goals (WIGs)
2. Create a compelling scoreboard
3. Translate lofty goals into specific actions
4. Hold each other accountable all of the time

All of the participating service units' WIGs and scoreboards are presented in this section. New goals for FY08 are presented in the individual service unit's budget pages.

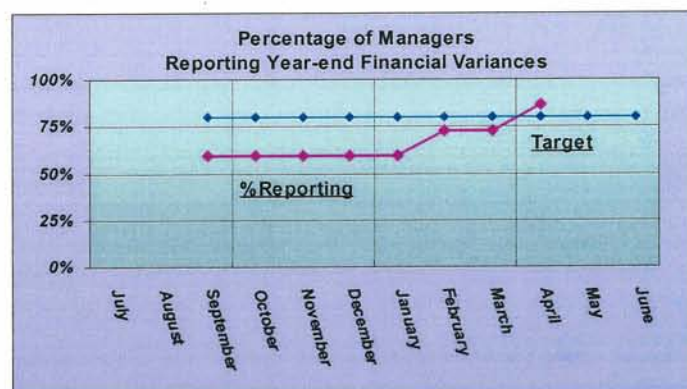
The service units' WIGs are in alignment with the City goals. The City's goals remain the same as they have for the past two fiscal years:

- ❖ **Ensure the long-term financial health and stability of the City.**
- ❖ **Support a safe and reliable municipal infrastructure.**
- ❖ **Ensure a high quality of life, while balancing economic development with the preservation and conservation of natural resources.**
- ❖ **Foster a community with respect for diversity and the open exchange of ideas.**
- ❖ **Deliver high quality City services in a cost effective manner.**

For uniformity, the following format is utilized for the presentation of the WIGs:

- ❖ **CITY GOAL**
  - Service Unit WIG (Wildly Important Goal)
    - Measures of Service Unit WIG

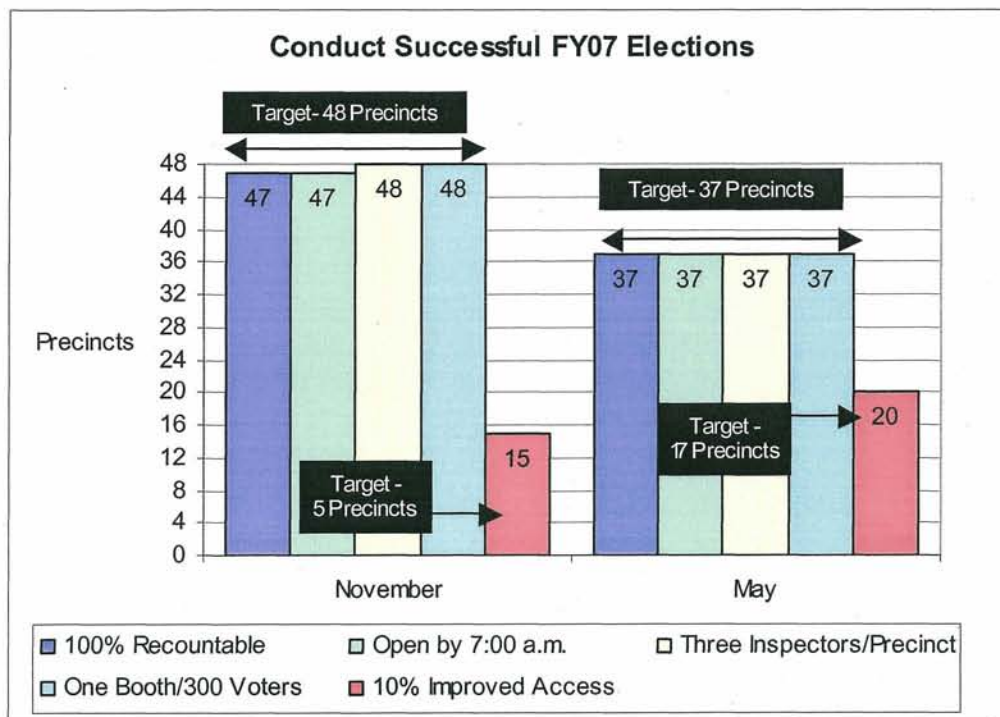
Following the service unit's WIG and measures are scoreboards, designed by the service units, to visually represent progress towards the goal. Here is one example:



**CITY ADMINISTRATOR SERVICES AREA  
CLERK SERVICES UNIT  
FY07 WIGS/MEASURES**

❖ **Deliver high quality City services in a cost effective manner.**

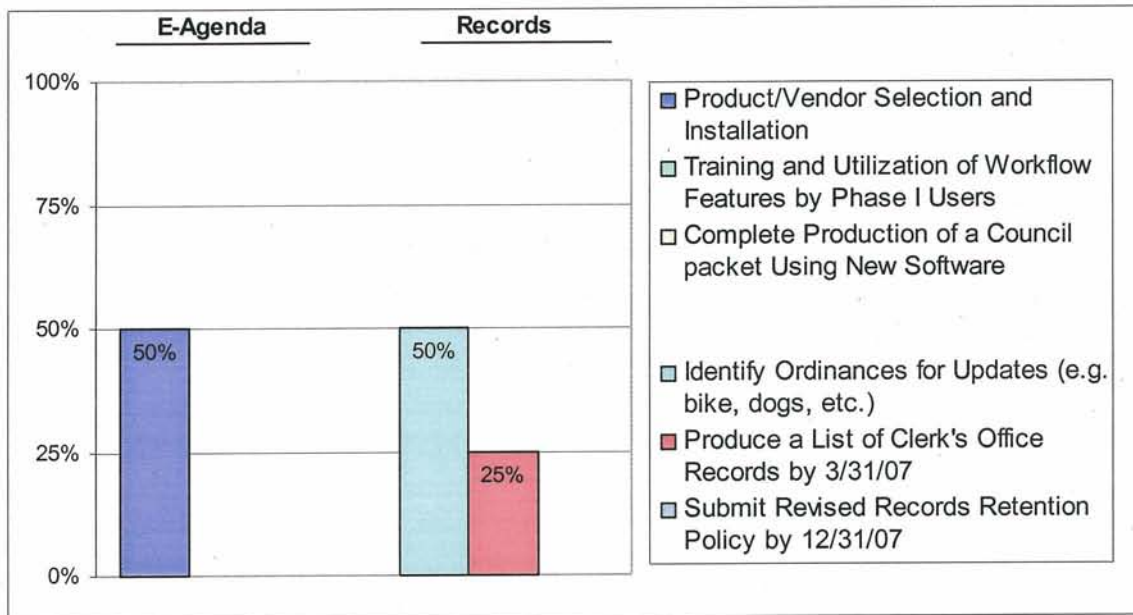
- Conduct Successful FY 07 Elections.
  - Be 100% recountable
  - All polls open by 7:00 a.m.
  - Recruit a minimum of three election inspectors per precinct
  - Ensure at a minimum one voting booth per 300 voters in every precinct
  - Improve physical accessibility at 10% of the polling locations



- Launch an Electronic Agenda Software Product for Council Agenda Workflow and Packet Creation by June 30, 2007.
  - Product/vendor selection and installation
  - Training and utilization of workflow features by Phase I users
  - Complete production of a Council packet using new software

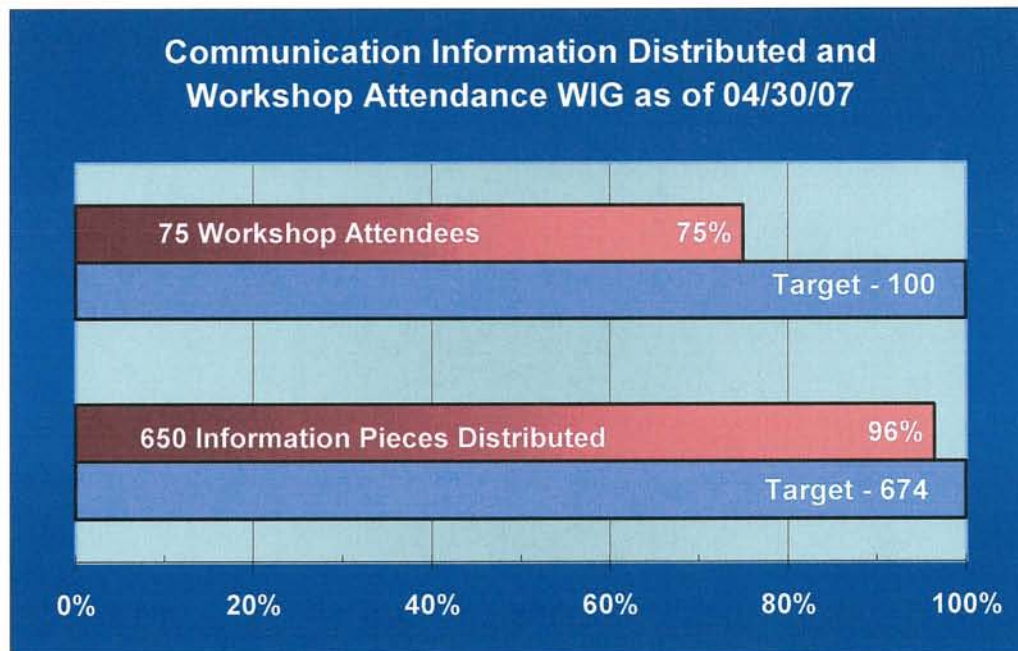
**CITY ADMINISTRATOR SERVICES AREA  
CLERK SERVICES UNIT  
FY07 WIGS/MEASURES (continued)**

- Identify City Clerk's Office records and update the Records Retention Policy by December 31, 2007.
  - Identify ordinances for updates (e.g. bikes, dogs, etc.)
  - Produce a list of Clerk's Office records by March 31, 2007
  - Submit to Council and state a revised Records Retention Policy by December 31, 2007



**CITY ADMINISTRATOR SERVICES AREA  
COMMUNICATIONS OFFICE  
FY07 WIGS/MEASURES**

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Increase by 5% the distribution of information to internal and external audiences about Ann Arbor municipal news, programs and services from July 1, 2006 to June 30, 2007.
    - Distribute a total of 674 information pieces (information pieces include print/online newsletter, news releases, events, public information meetings, CTN public access and government produced programs, website pages, etc.) from July 1, 2006 to June 30, 2007.
    - Increase attendance at CTN workshops to 100% for July 1, 2006 to June 30, 2007.



**CITY ADMINISTRATOR SERVICES AREA  
COMMUNICATIONS OFFICE  
FY07 WIGS/MEASURES (continued)**

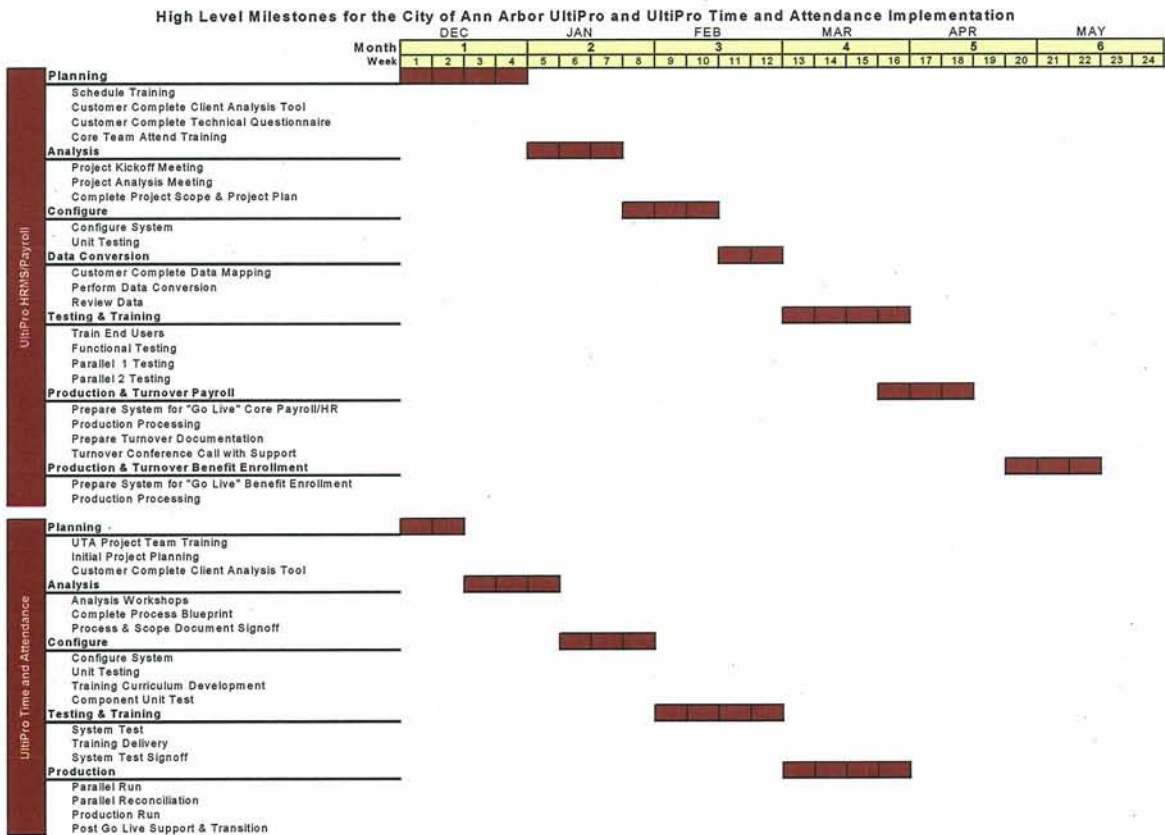
- Identify and obtain new leased space for Community Television Network by June 30, 2008.
  - Track and monitor project timeline to ensure deadlines are met.

<i>Deadline</i>	<i>Task</i>	<i>Status</i>
<i>September 2006</i>	<ul style="list-style-type: none"> <li>❑ Identify CTN site selection criteria</li> <li>❑ Cable Commission subcommittee formation</li> </ul>	Completed
<i>October 2006</i>	<ul style="list-style-type: none"> <li>❑ Select Commercial Realtor</li> <li>❑ Begin site option identification</li> <li>❑ Site visits with City limits of Ann Arbor</li> </ul>	Completed
<i>February/March 2007</i>	<ul style="list-style-type: none"> <li>❑ Discuss 13 scouted sites with CCC and select top site</li> <li>❑ Top site selection visit by CCC</li> <li>❑ Request cost estimate for I-Net connection for top site from Public Services</li> </ul>	Completed
<i>April 2007</i>	<ul style="list-style-type: none"> <li>❑ Prepare and distribute RFP</li> <li>❑ Inform IT Steering Committee of CTN move. Added to project list re: computer, phone, network</li> <li>❑ Form CTN Lease Negotiation Team</li> <li>❑ Meet with top site architect/realtor to discuss space needs—assists with accurate RFP completion</li> </ul>	Completed
<i>May 2007</i>	<ul style="list-style-type: none"> <li>❑ Schedule meeting with CTN Lease Negotiation Team to review completed RFP</li> <li>❑ Finalize mutually agreeable lease terms and landlord concessions with Lease Negotiation Team</li> <li>❑ Outline relocation cost estimates in preparation for possible fund balance transfer Council consideration (costs could include moving, technical project management, Fiber connection)</li> <li>❑ Receive first draft lease from potential landlord</li> <li>❑ Submit lease draft to City Attorney’s office for review.</li> </ul>	
<i>June 2007</i>	<ul style="list-style-type: none"> <li>❑ City Attorney’s Office work to resolve any lease agreement issues.</li> </ul>	
<i>July 30, 2007</i>	<ul style="list-style-type: none"> <li>❑ Prepare and Submit Lease Approval Resolution to Attorney’s Office for Aug. 20 Council Agenda</li> </ul>	
<i>August 20, 2007</i>	<ul style="list-style-type: none"> <li>❑ Lease Approval Resolution considered by Council</li> </ul>	
<i>September 2007</i>	<ul style="list-style-type: none"> <li>❑ Site architect, design and construction work begins</li> </ul>	
<i>January 2008</i>	<ul style="list-style-type: none"> <li>❑ Mover RFQ distributed and selected</li> <li>❑ Staff begin major “house cleaning” at 425 S. Main</li> </ul>	
<i>February 2008</i>	<ul style="list-style-type: none"> <li>❑ Preparation begins for phone and computer install via IT Steering Committee request</li> <li>❑ Fiber Connection request submitted</li> <li>❑ Develop Communications Plan to announce CTN’s new location to clients, nonprofits and general public</li> </ul>	
<i>March/April 2008</i>	<ul style="list-style-type: none"> <li>❑ Design and construction work in progress.</li> </ul>	
<i>May 2008</i>	<ul style="list-style-type: none"> <li>❑ Site renovation completed</li> </ul>	
<i>June 2008</i>	<ul style="list-style-type: none"> <li>❑ CTN move completed</li> </ul>	



## CITY ADMINISTRATOR SERVICES AREA HUMAN RESOURCES SERVICES FY07 WIGS/MEASURES

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Fully implement Ultimate's Workforce Management solution by June 30, 2009.
    - 98% completion rate to work plan timeframes – For Phase I Conversion and Implementation
  - Use Ultimate's Workforce Management solution to increase productivity and save costs.
    - Reduce processing time of HR and payroll transactions by 30% by June 30, 2008
    - Save IT Services \$488,000 over 5 years (June 30, 2011)



\*\*This is a sample of the implementation timeline to illustrate how the features of UltiPro can be implemented. This illustrates a "shared" analysis, configuration, data conversion and testing phases with phased "go lives" for different functionality. Once the a detailed scope for this project has been created and the customer's and Ultimate Software's resources have been defined, Ultimate will define a specific timeline for the City of Ann Arbor.

\*\*This sample timeline is based upon assumptions made about the availability of the City of Ann Arbor's resources. If the appropriate resources are not available, this timeline will need to be revised.

Measure - 98% completion rate to work plan timeframes.

## COMMUNITY SERVICES AREA ADMINISTRATION AND GIS UNITS FY07 WIGS/MEASURES

- ❖ Ensure the long-term financial health and stability of the City.
  - Complete revenue and expenditure budgets for Community Services to the City Council for approval by May 21, 2007.

WIG: Complete revenue and expenditure budgets for Community Services to the City Council for approval by 5/21/07.

	MANAGER'S DUE DATE	DATE COMPLETE	CSA ADMIN				COMMUNITY DEV.				PLANNING & DEV.		PARKS & RECREATION						
			003-1001	0010-019	0024-060	0010-002	0038-002	0070-002	0078-002	0090-002	0010-033	0026-033	0006-060	0010-060	0018-060	0025-060	0046-060	0047-060	0071-060
CSA Budget Discussion - GF Reductions & IT Needs	12/6/2006	12/7/2006	x	x		x						x			x				
CSA Admin Budget Requests	12/13/2006	12/7/2006	x																
<b>MILESTONE: FY 07-09 BUDGET TARGETS [6% GF REDUCTIONS]</b>		<b>12/20/2006</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>
<b>MILESTONE: FY 07-09 BUDGET IMPACT SHEETS</b>		<b>12/22/2006</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>	<b>x</b>
Temporary Employee Request	12/13/2006	12/13/2006								x		x			x			x	x
Vacant/New Position Request	12/13/2006	12/13/2006				x				x	x	x			x				
Severance Estimate	12/13/2006	12/13/2006																	
Permanent Salaries	12/13/2006	12/13/2006			x	x		x	x	x	x	x			x		x	x	x
VEBA Contribution	12/13/2006	12/13/2006			x	x		x	x	x	x	x			x		x	x	x
Retiree Medical	12/13/2006	12/13/2006						x	x	x	x	x			x		x	x	x
Employee Medical	12/13/2006	12/13/2006			x	x		x	x	x	x	x			x		x	x	x
Pension Contribution	12/13/2006	12/13/2006			x	x		x	x	x	x	x			x		x	x	x
Social Security	12/13/2006	12/13/2006			x	x		x	x	x	x	x			x		x	x	x
WC, Life, Vision, Dental, DC	12/13/2006	12/13/2006			x	x		x	x	x	x	x			x		x	x	x
<b>MILESTONE: PERSONNEL DATA COMPLETE IN BRASS</b>		<b>12/15/2006</b>				x		x	x	x	x	x			x		x	x	x
Conference, Training & Travel	12/18/2006	12/15/2006	x																
Dues & Licenses	12/18/2006	12/15/2006																	
Fleet	12/18/2006	12/15/2006										x	x		x				x
Self Insurance Transfer	12/18/2006	12/15/2006																	
Insurance Premium	12/18/2006	12/15/2006			x	x						x	x	x	x		x		x
Municipal Service Charge	12/18/2006	12/15/2006											x	x			x	x	x
IT Transfer	12/18/2006	12/15/2006			x	x						x	x		x			x	x
Natural Gas	12/18/2006	12/15/2006																	
Electric	12/18/2006	12/15/2006													x			x	x
Water/Sewer	12/18/2006	12/15/2006													x			x	x
Energy Fund	12/18/2006	12/15/2006																	
Radio Transfer	12/18/2006	12/15/2006											x	x					x
Rent City Vehicles	12/18/2006	12/15/2006																	
All other expenditures	12/18/2006	12/15/2006	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
24 hours before meeting with Jayne and Damon: 101AF (BRASS - expenditure report), FTE by Fund (BRASS), WIGS and Scoreboard	12/18/2006	12/20/06 (Parks, CD)					x	x	x	x	x	x	x		x	x	x	x	x
<b>MILESTONE: 1ST MANAGER REVIEW WITH JAYNE AND DAMON</b>		<b>12/21/06</b>					x	x	x	x	x	x	x		x	x	x	x	x
Follow-up on questions from 1st Review Meeting	1/5/2007	1/8/2007					x					x			x				
Fee Proposals	1/5/2007	1/12/2007										x	x		x				
Revenue Estimates	1/5/2007	1/5/2007							x	x		x	x		x			x	x
48 hours before meeting with Jayne and Damon: 101AF (BRASS - expenditure report), 202A (BRASS - revenue report), FTE by Fund (BRASS), Fee Proposal Forms, WIGS, and scoreboard	1/5/2007	(Parks), 1/9/07 (PDS), 1/10/07					x	x	x	x	x	x	x	x	x	x	x	x	x
<b>MILESTONE: 2ND MANAGER REVIEW WITH JAYNE AND DAMON</b>		<b>1/8/07 - 1/12/07</b>					x	x	x	x	x	x	x	x	x	x	x	x	x
Follow-up on questions from 2nd Review Meeting	1/24/2007	1/22/2007					x		x	x	x	x			x	x		x	x
Final revenue and expenditure adjustments in BRASS	1/24/2007	1/24/2007	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
48 hours before meeting with Jayne and Damon: 101AF (BRASS - expenditure report), 202A (BRASS - revenue report), FTE by Fund (BRASS), Fee Proposal Forms, WIGS, and scoreboard	1/24/2007	CD), 1/30/07 (Parks)					x	x	x	x	x	x	x	x	x	x	x	x	x
<b>MILESTONE: FINAL MANAGER REVIEW WITH JAYNE AND DAMON</b>		<b>1/30/07</b>					x	x	x	x	x	x	x	x	x	x	x	x	x
Budgets Complete in BRASS	1/31/2007	2/16/2007	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
<b>MILESTONE: VERIFICATION THAT CSA BUDGETS ARE COMPLETE</b>		<b>2/16/2007</b>					x	x	x	x	x	x	x	x	x	x	x	x	x
<b>MILESTONE: CSA BUDGET PRESENTATION FOR FINANCE &amp; LABOR COMMITTEE MEETING ON 2/22/07</b>		<b>2/20/2007</b>	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x

**COMMUNITY SERVICES AREA  
ADMINISTRATION AND GIS UNITS  
FY07 WIGS/MEASURES (continued)**

❖ **Deliver high quality City services in a cost effective manner.**

- Reduce the turnaround time for production of maps (hardcopy and digital) for both internal and external customers to within one business day by June 30, 2007.
  - Turn around time on map requests.

WIG #1: Reduce the turnaround time on map requests from -

2 to 3 business days



To

1 business day



By  
July 31<sup>st</sup>  
2007

70 % of current map requests are completed within 1 business day

- Provide Recreation Facility Supervisors and supporting maintenance staff the best system to manage the Recreation Facility assets by June 30, 2007.

WIG #2: Provide Recreation Facility Supervisors and supporting maintenance staff the best system to manage the Recreation Facility assets

Select the best automated digital system to replace the existing manual system



By  
June 30<sup>th</sup>  
2007

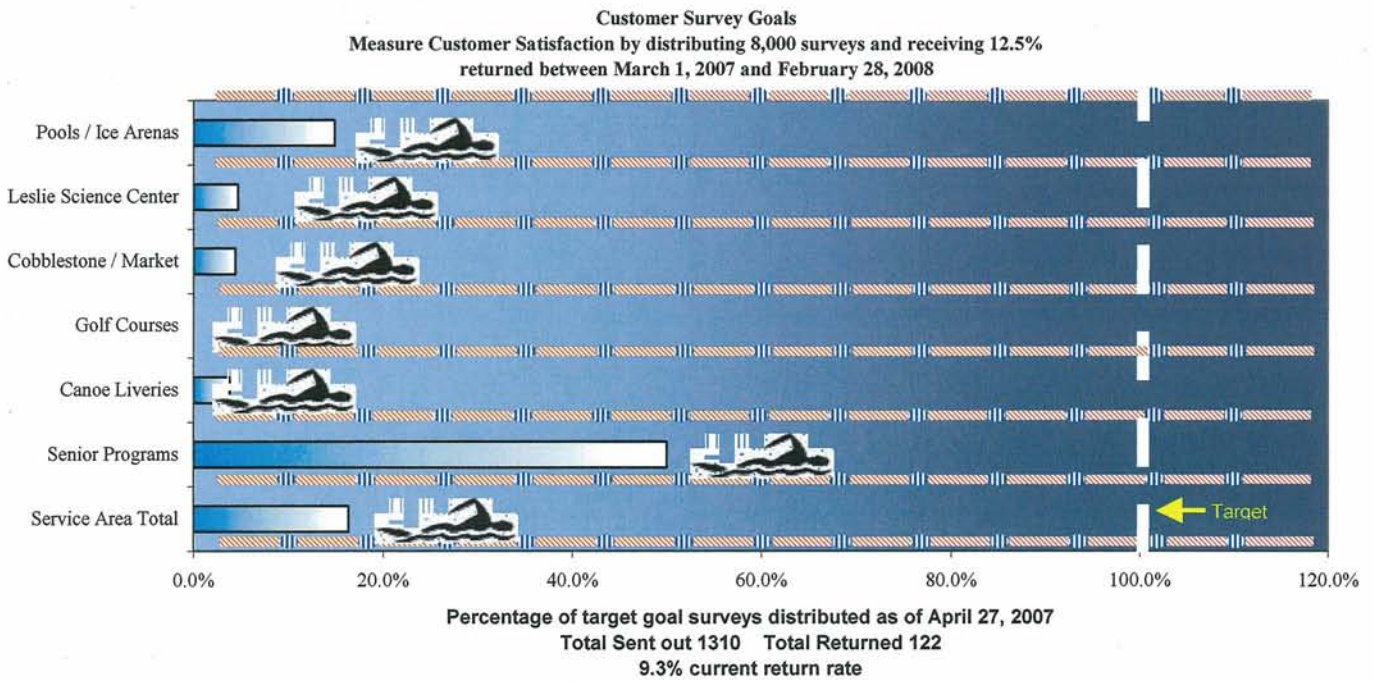
100 % of the conversion is done

**COMMUNITY SERVICES AREA  
OFFICE OF COMMUNITY DEVELOPMENT  
FY07 WIGS/MEASURES**

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Create timeline and measure length of time for contract implementation; and create a list of inefficiencies in process, by 6/30/07.
    - Rehab
    - Human Services
    - Multi-family
    - Infrastructure
    - Homeownership
    - New Construction
  
  - Assess program efficiency by 6/30/07.
    - Identify steps in contract approval
    - Remove internal inefficiencies and track internal length of time to review contracts
    - Track length of time for contracts in process once they leave office.
    - Benchmark other governmental agencies length of time (Washtenaw County)
  
  - Reduce by 20% the time from when applicants apply for funding to the time they will be either denied funding or approved funding and funding is made available, by 6/30/07.
    - number of applications
    - length of time for staff review
    - citizen board approval
    - attorney approval
    - City Council approval
    - contract signage
    - financial system set up
    - check sent to organization

## COMMUNITY SERVICES AREA PARKS AND RECREATION SERVICES FY07 WIGS/MEASURES

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Measure customer satisfaction with current programs and facilities by distributing 8,000 surveys to our customers, having 12.5% returned and then recording and sharing the results by April 1, 2008.
    - Number of surveys distributed.
    - Number of survey responses received.
    - Presenting results.



**COMMUNITY SERVICES AREA  
PARKS AND RECREATION SERVICES  
FY07 WIGS/MEASURES (continued)**

- ❖ **Ensure a high quality of life, while balancing economic development with the preservation and conservation of natural resources.**
  - Develop and implement marketing and advertising programs by January 1, 2008 for each park facility that promotes the contributions of Parks and Recreation Services to the quality of life in Ann Arbor.
    - Number of communications by type per recreation facility.

**Parks and Recreation Communication Scorecard**

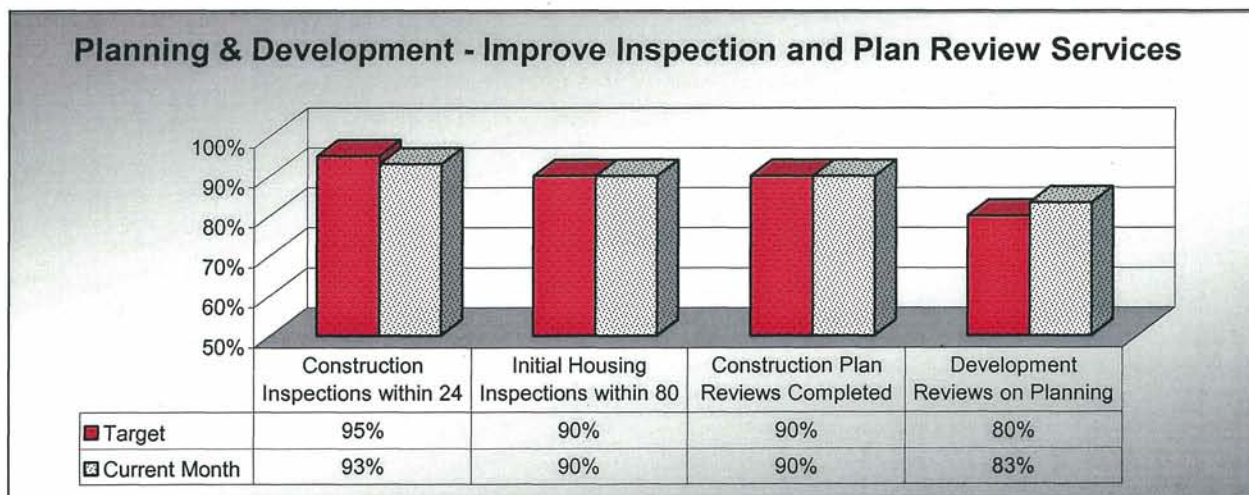
*Implement advertising and marketing programs for each parks facility from Jan 1, 2007 to Jan 1, 2008*

 Parks & Recreation CITY OF ANN ARBOR Latest Update 4-27-07	PAR Target Number of communicat ions per recreation facility	Internet	News Paper	Television	Fliers	Brochures	Posters	Banners	Pamphlets / Newsletter	Total Number of communicati ons per facility
	<b>Argo Livery</b>	55	7	1	0	1	1	1	0	1
<b>Buhr Arena</b>	15	2	2	0	1	1	0	0	0	6
<b>Buhr Pool</b>	25	2	2	0	0	1	3	2	1	11
<b>Cobblestone</b>	20	3	2	0	0	1	0	0	1	7
<b>Farmer's Market</b>	45	5	3	0	7	1	0	2	0	18
<b>Fuller Pool</b>	35	7	2	0	0	1	8	3	1	22
<b>Gallup Livery</b>	55	24	4	1	1	1	10	2	1	44
<b>Huron Hills</b>	80	24	14	3	10	1	5	0	0	57
<b>Leslie Science</b>	30	10	0	0	2	1	0	0	1	14
<b>Leslie Golf</b>	80	15	28	3	15	1	5	1	0	68
<b>Mack Pool</b>	40	10	1	0	1	1	5	2	2	22
<b>Senior Center</b>	50	4	9	4	13	1	0	0	4	35
<b>Vet's Arena</b>	38	2	12	0	4	1	0	0	2	21
<b>Vet's Pool</b>	12	2	1	0	0	1	1	0	0	5

**COMMUNITY SERVICES AREA  
PLANNING & DEVELOPMENT SERVICES  
FY07 WIGS/MEASURES**

❖ **Deliver high quality City services in a cost effective manner.**

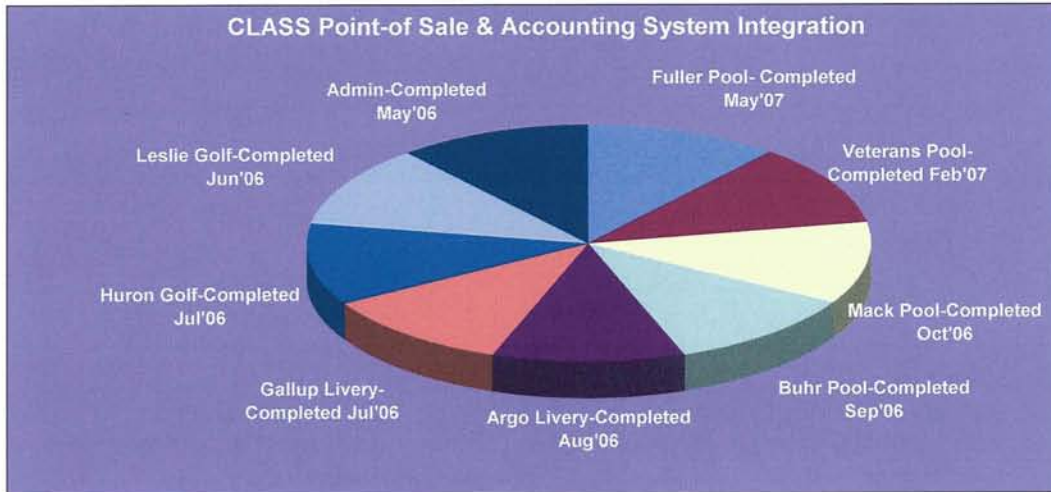
- Improve inspection services by reducing the time between requests for service and conducting the inspection.
  - Construction Inspection Services – conduct 95% of inspections within 24 hours of service request.
  - Housing Inspection Services – conduct 90% of initial housing inspections within 80 days of service request by June 30, 2007 and within 60 days by June 30, 2008.
  
- Improve plan review services by reducing the time between the date of submittal and completion of the construction plan review.
  - Complete 90% of all construction plan reviews within two weeks from the date of application submittal.
  
- Improve the development review process by reducing the time between submittal of site plans and placement on a City Planning Commission agenda.
  - Development Review – Complete 80% of development reviews in eight weeks.



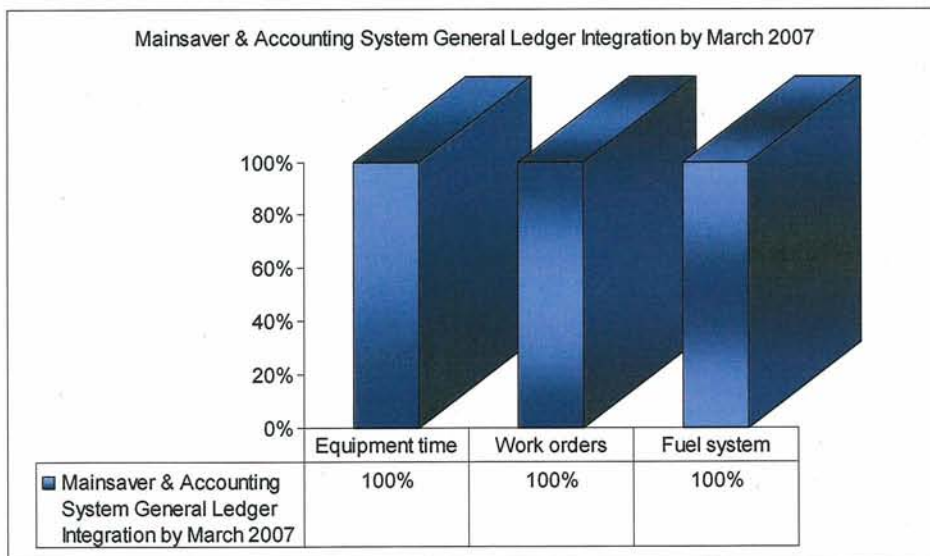
**FINANCIAL AND ADMINISTRATIVE SERVICES  
ACCOUNTING SERVICES UNIT  
FY07 WIGS/MEASURES**

❖ **Deliver high quality City services in a cost effective manner.**

- Complete CLASS Point-of-Sale and accounting system cash receipting integration for each facility by May 2007.



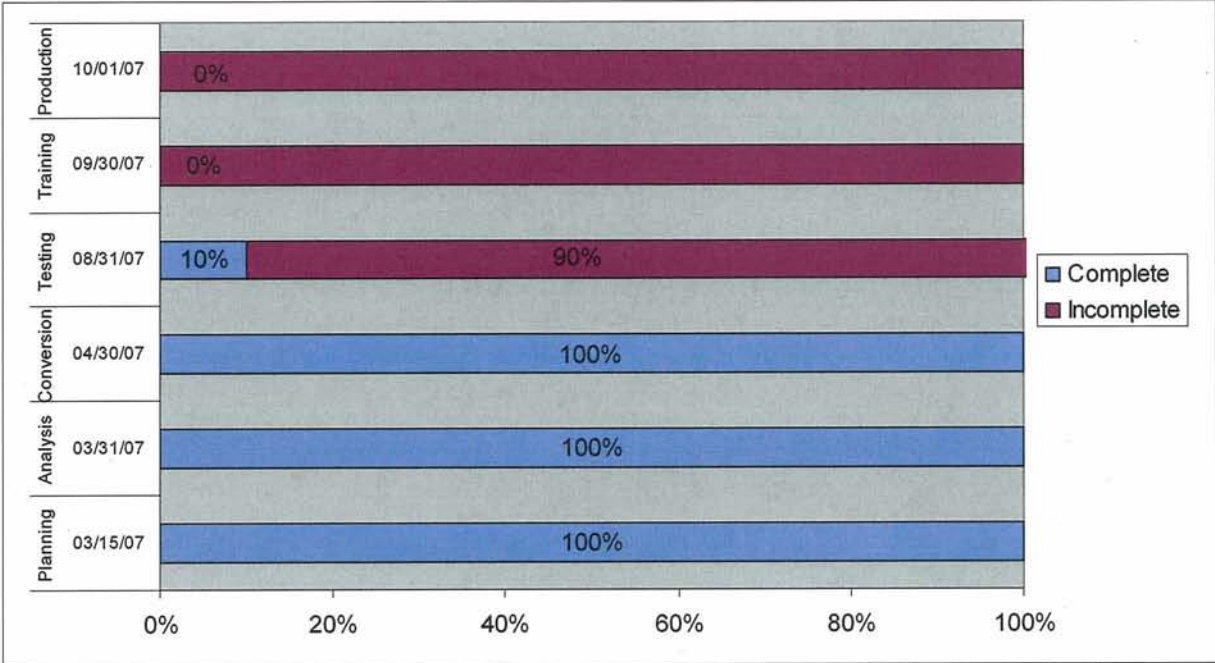
- Complete Mainsaver and accounting system general ledger integration by March 2007.
  - Equipment time integrated
  - Work orders integrated
  - Fuel system integrated





**FINANCIAL AND ADMINISTRATIVE SERVICES  
ACCOUNTING SERVICES UNIT  
FY07 WIGS/MEASURES (continued)**

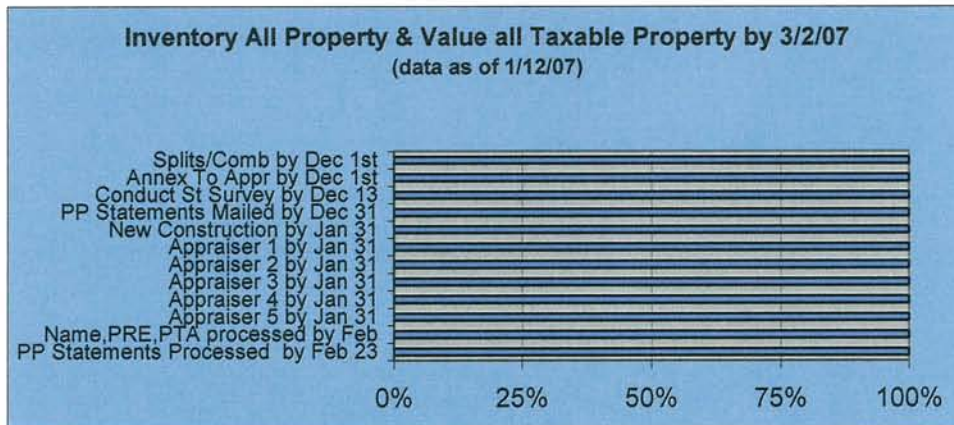
➤ Implement new payroll & timekeeping system by October 2007.



**FINANCIAL AND ADMINISTRATIVE SERVICES  
ASSESSOR SERVICES UNIT  
FY07 WIGS/MEASURES**

❖ **Deliver high quality City services in a cost effective manner.**

- Inventory all property & value all taxable property by March 2, 2007.
  - ECF'S set by November 22, 2006
  - Annexations processed by December 4, 2006
  - Splits and combinations processed by December 4, 2006
  - Conduct street survey by December 8, 2006
  - Personal property statements mailed by December 31, 2006
  - Poverty Applications Mailed by January 12, 2007
  - New construction appraised by January 31, 2007
  - Principal resident affidavits processed by February 16, 2007
  - Name and address changes processed by February 16, 2007
  - Property transfer affidavits processed by February 16, 2007
  - Personal property statements processed by February 23, 2007
  - Perform audit checks by February 28, 2007
  - Assessment change notices mailed by March 2, 2007

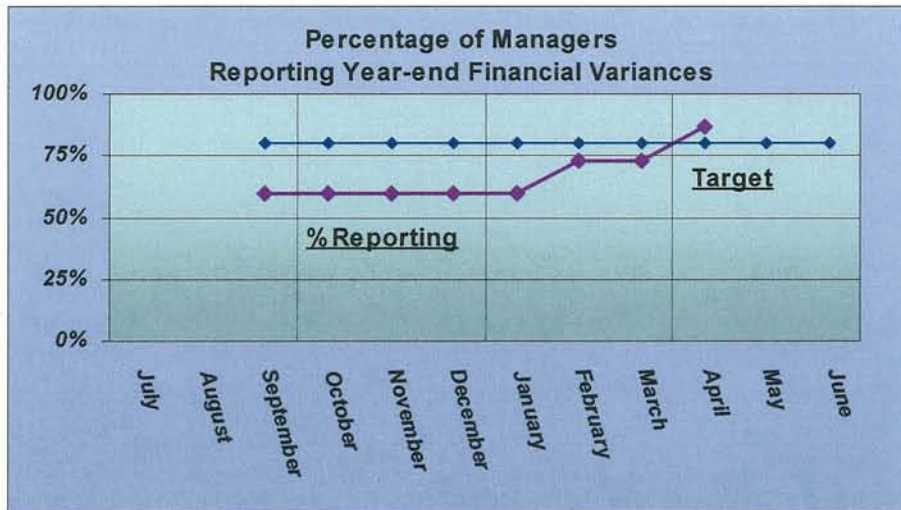


- Conduct survey of Financial Services Area's information needs and preferred method of delivery by June 30, 2007.
  - Create survey questions by May 7, 2007
  - Determine who will take survey by April 23, 2007
  - Determine how survey will be administered by April 30, 2007
  - Survey results by June 15, 2007
  - Administer survey by June 1, 2007
- Update online property sketches and images by March 1, 2007.
  - Create property images and sketches export by February 23, 2007
  - Send export to BS&A by February 26, 2007
  - Verify website update by February 28, 2007

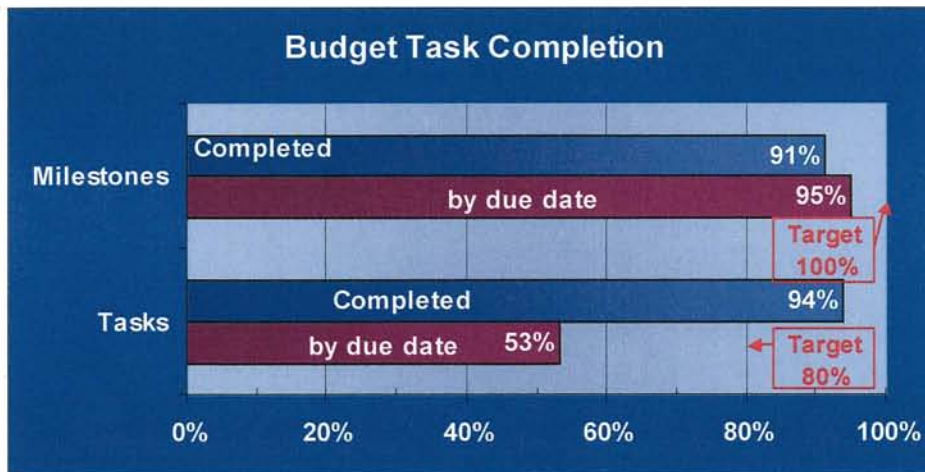
**FINANCIAL AND ADMINISTRATIVE SERVICES  
BUDGET & PLANNING UNIT  
FY07 WIGS/MEASURES**

❖ **Ensure the long-term financial health and stability of the City.**

- Improve financial process so the April 2007 full year forecast is within 10% of the 2007 fiscal year end actuals.
  - 80% of managers report full year forecast variances, if any, at monthly financial meetings.



- Coordinate the development of a Council approved two-year budget that meets the Government Finance Officers Association (GFOA) standards of excellence by June 30, 2007.
  - 80% of timeline tasks completed by due date.
  - 100% of milestones on timeline completed by due date.
  - Receive the GFOA award.



**FINANCIAL AND ADMINISTRATIVE SERVICES  
INFORMATION TECHNOLOGY UNIT  
FY07 WIGS/MEASURES**

❖ **Deliver high quality City services in a cost effective manner.**

- Implement (by December 2006) and fully utilize (by March 2007) an incident report tracking system.

**Status:** 100% Complete

- Install software by – 11/15/06 [Complete]
- Configure software by – 11/17/06 [Complete]
- Develop workflow for incident management by – 12/13/06 [Complete]
- Develop base reports for incident management by – 12/15/06 [Complete]
- Train staff for incident management by – 1/17/06 [Complete]

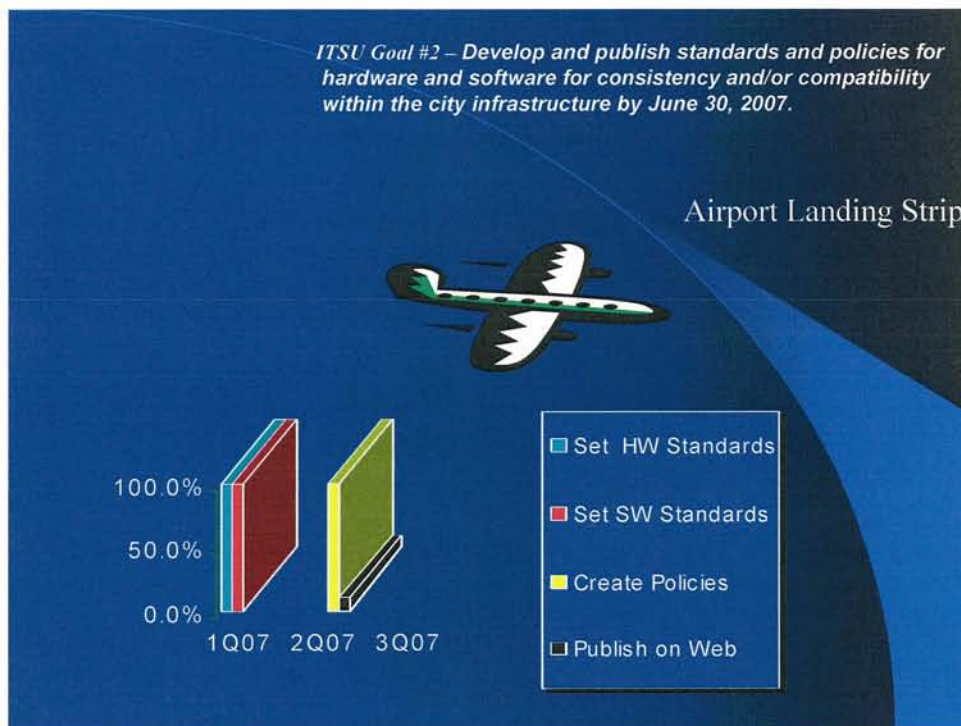


**FINANCIAL AND ADMINISTRATIVE SERVICES  
INFORMATION TECHNOLOGY UNIT  
FY07 WIGS/MEASURES (continued)**

- Develop and publish standards and policies for hardware and software for consistency and/or compatibility within the city infrastructure by June 30, 2007.

**Status:** 80% Complete

- Set hardware standards by – 1/31/07 [Complete]
- Set software standards by – 3/31/07[Complete]
- Create all policies by – 5/31/07[Complete]
- Publish on Intranet/city website by - 6/30/07[On target]

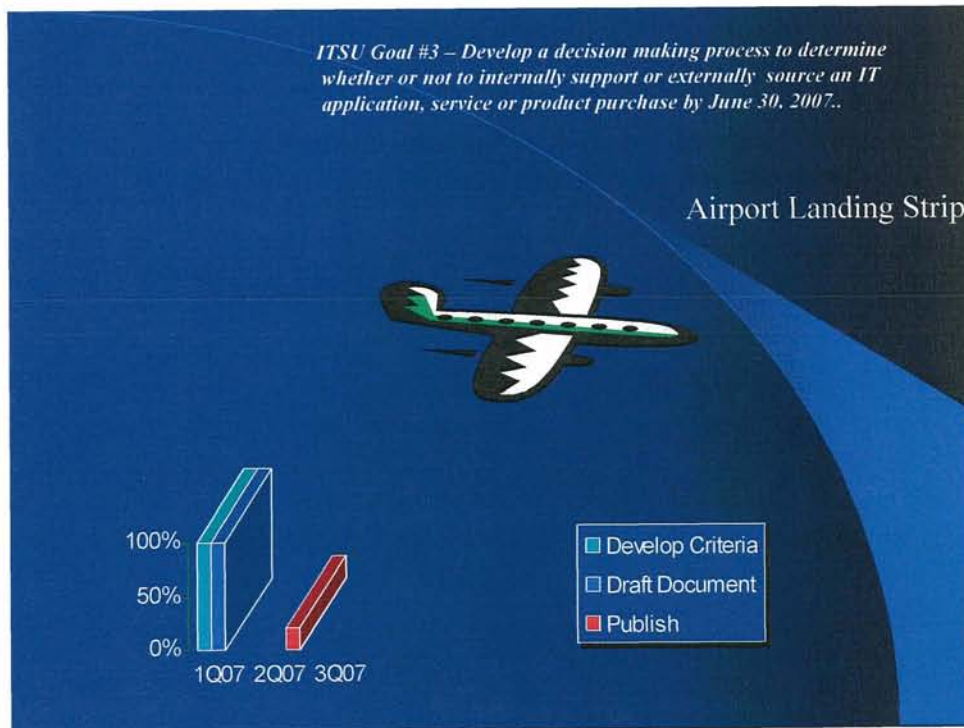


**FINANCIAL AND ADMINISTRATIVE SERVICES  
INFORMATION TECHNOLOGY UNIT  
FY07 WIGS/MEASURES (continued)**

- Develop a decision making process to determine whether or not to internally support or externally source an IT application, service or product purchase by June 30, 2007.

**Status:** 80% Complete

- Develop primary decision making criteria by 2/28/07 [Complete]
- Draft of selective sourcing criteria document by 3/31/07[Complete]
- Publish final selective sourcing criteria document by 5/31/07[On target]



**FINANCIAL AND ADMINISTRATIVE SERVICES  
TREASURY SERVICES UNIT  
FY07 WIGS/MEASURES**

- ❖ **Ensure the long-term financial health and stability of the City.**
  - Execute tax collection and disbursement with 100% accuracy and according to Michigan state law.
    - Distribution of tax dollars according to schedule (Treasurer to provide timeline).
    - Database prepared and taxes committed 14 days prior to billing – June 15, 2006 and November 15, 2006.
    - Mail billings by June 1, 2006 (personal), July 1, 2006 (summer) and December 1, 2006 (winter).
    - Overpayments refunded within 14 days.
    - Quarterly reconciliation of cash tax software and balance sheet – October 1, 2006, April 1, 2007 and January 1, 2007.
    - Settle 2006 taxes with County Treasury by March 31, 2007.

Tax	June 1 15	July 1 15	August 1 15	September 1 15	October 1 15	November 1 15	December 1 15	January 1 15	February 1 15	March 1 15	April 1 15	May 15 30	June 15 30
Tax Receipts Distributed			X X	X X	X X		X	X X		X			
IFT to State							X						
Taxes Committed	X					X							
Tax Bills Mailed	X	X					X						
Overpayments Refunded			X X	X X	X X	X		X X		X			
Recon. of BS&A, AMS & Cash					X					X			
Settlement with County Treasurer											X		

- Adopt revised investment policy allowing further latitude within Michigan Public Act 20 by 6/30/07.
  - Draft complete by December 31, 2006.
  - Staff reviews complete by January 31, 2007.
  - Budget & Finance Committee review complete by March 31.
  - Council adoption by June 30, 2007.

Investment	July 1 15	August 1 15	September 1 15	October 1 15	November 15 30	December 15 31	January 15 31	February 15 28	March 15 30	April 15 31	May 15 30	June 15 30
Draft Policy Complete						X						
Staff Reviews Complete							X					
Budget & Finance Cttee. Review Complete									X			
Council Adoption												X

- Reduce time required to complete claims process from claim submission to case closure.
  - Claims process and timeframes mapped by December 31, 2006.
  - Impediments identified by January 31, 2007.
  - Plans to reduce/eliminate impediments written by February 28, 2007.
  - Plans communicated by March 30, 2007.
  - Timeframes reevaluated and reported by June 30, 2007.

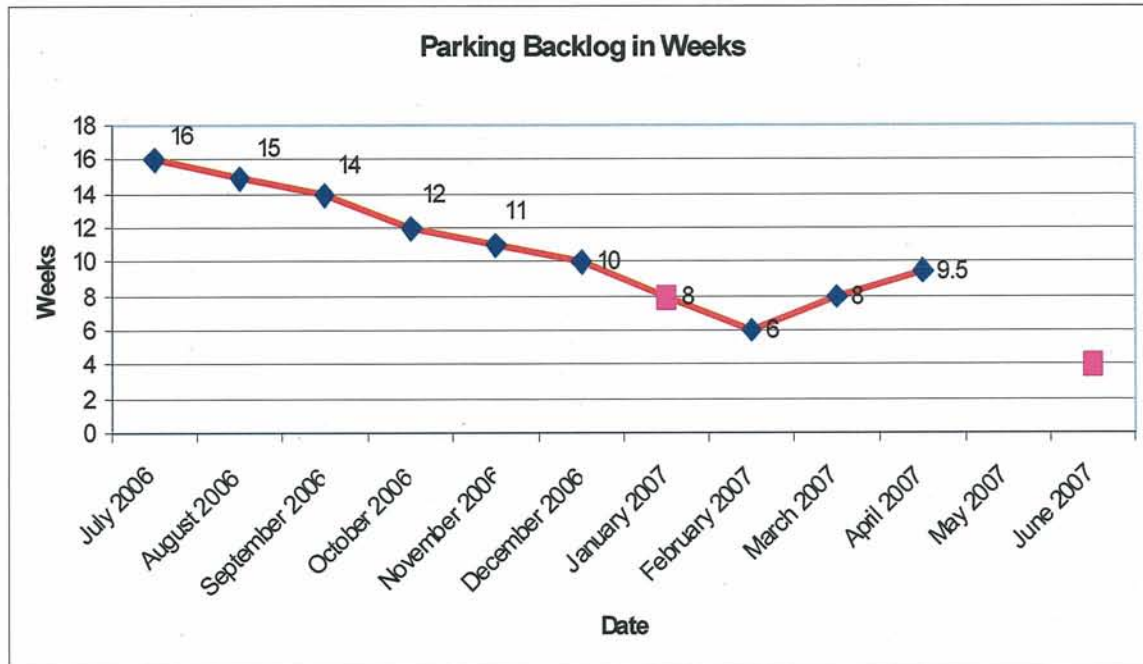
Risk Management	July 1 15	August 1 15	September 1 15	October 1 15	November 15 30	December 15 31	January 15 31	February 15 28	March 15 30	April 15 31	May 15 30	June 15 30
Claims Process and Timeframes Mapped						X						
Impediments Identified								X				
Reduction/elimination Plans Written									X			
Plans Communicated										X		
Timeframes Reevaluated and Reported												X

**FINANCIAL AND ADMINISTRATIVE SERVICES  
TREASURY SERVICES UNIT  
FY07 WIGS/MEASURES (continued)**

❖ **Deliver high quality City services in a cost effective manner.**

- Respond to written parking appeals within 30 days by June 2007.
  - Reduce appeals backlog to 60 days by January 2007.
  - Reduce appeals backlog by 30 days by June 30, 2007.
  - Graph aging of appeal backlog monthly.

Parking													
July	August	September	October	November	December	January	February	March	April	May	June		
1	15	1	15	1	15	15	31	15	31	15	30	15	30
Appeals Backlog Reduced to 60 Days													
Appeals Backlog Reduced to 30 Days													
Graph of Progress Updated													
							X						X
					X	X	X	X	X	X	X	X	X





**PUBLIC SERVICES AREA  
ADMINISTRATION UNIT  
FY07 WIGS/MEASURES**

❖ **Ensure the long-term financial health and stability of the City.**

- Maintain revenues in excess of expenditures to facilitate a healthy level of "available fund balance" by fund by June 30, 2008.
  - Define "available fund balance"
  - What is current "available fund balance"?
  - Define a healthy fund balance.
  - Determine method to forecast accurately.
  - Forecast +/- 10% on a monthly basis and 5% by year-end.

WIG: Maintain revenues in excess of expenditures to facilitate a healthy level of "fund balance" by the end of 2008					
FUND	Define "Available FB"	What is current AFB	Define a healthy AFB	Determine a method to forecast accurately	Forecast between within +/- 10% monthly & 5% year end
0006 Parks Millage					
0010 General					
0011 Central Stores					
0012 Fleet					
0019 Hydro					
0021 Major Streets					
0022 Local Streets					
0036 P.A. 48					
0042 Water					
0043 Sewer					
0048 Airport					
0049 Proj. Mgt					
0055 Dean Trust					
0061 Alt. Transportation					
0068 Street Millage					
0069 Stormwater					
0072 Solid Waste					

❖ **Deliver high quality City services in a cost effective manner.**

- Train all employees to be successful in meeting the regulatory safety training requirements by June 30, 2008.
  - Begin researching current requirements by February 1, 2007.
  - Identify MIOSHA standards by April 1, 2007.
  - Begin training employees by June 30, 2008.

Train all employees to be successful in meeting the regulatory safety training requirements by July 2008							
			"Color Codes"				
			TOTAL		TOTAL	G	
			0		0	Y	
						R	
						W	
			No Color - Task on Track				
	ACTION ITEM	ACTION LEADER	DATE OPENED	TARGET CLOSE DATE	ACTUAL CLOSE DATE	STATUS	COMMENTS
1	Begin researching current requirements.			02/01/07			
2	Identify MIOSHA standards.			04/01/07			
3	Begin training employees.			06/30/08			

**PUBLIC SERVICES AREA  
ADMINISTRATION UNIT  
FY07 WIGS/MEASURES (continued)**

- Develop Level 2 and 3 training plans for Field Operations by June 30, 2007.

WIG: Develop Level 2 and 3 Training Plans for Field Operations by 6/30/07						
TASKS	Infrastructure	Communications	Forestry/Facilities 2	Forestry/Facilities 3	Timeline	Constraints
Establish Design Team	X	X	X	X	X	X
Review Level Progression	X	X	X		X	X
Breakdown Comp.	X	X	X		X	X
Priority List	X	X	X		X	X
Training/Prof. Times	X	X	X		X	X
Develop Tests/Checklists	N/A	X	N/A	N/A		
Select Methods/Media	N/A	X	N/A			
ID Demo/Evaluators	X	X	X	X		
Documentation Inst.	X	X	X	X		
<b>GOAL MET HERE</b>						
Validation						
Determine SOP Need					3/1/2007	
Objectives (If SOP need)						
Evaluation and Feedback						
Last Meeting	11/17/2006	10/26/2006	10/26/2006			
Next Meeting	TBD	12/7/2006	TBD		12/31/2006	Seasonal work

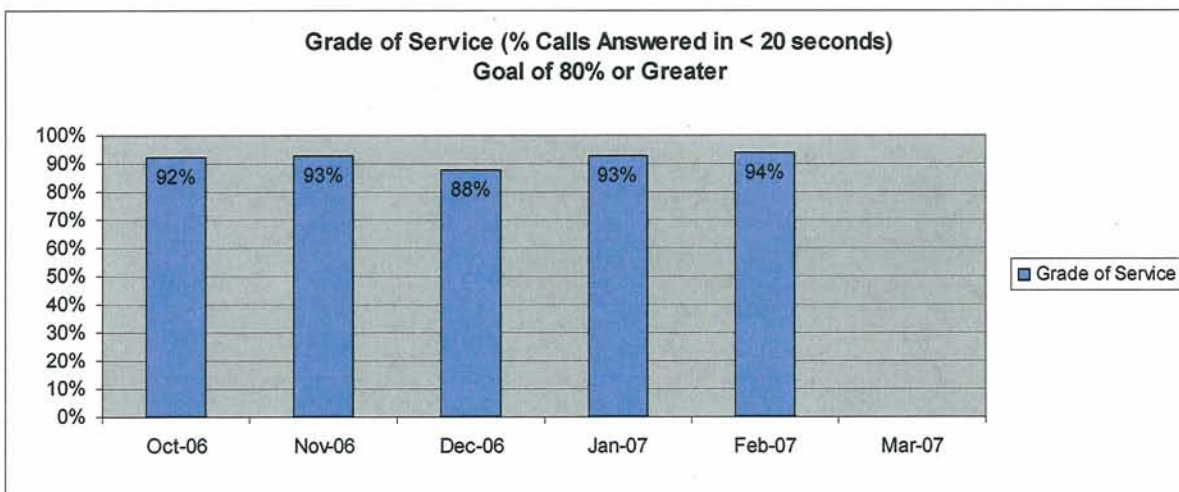
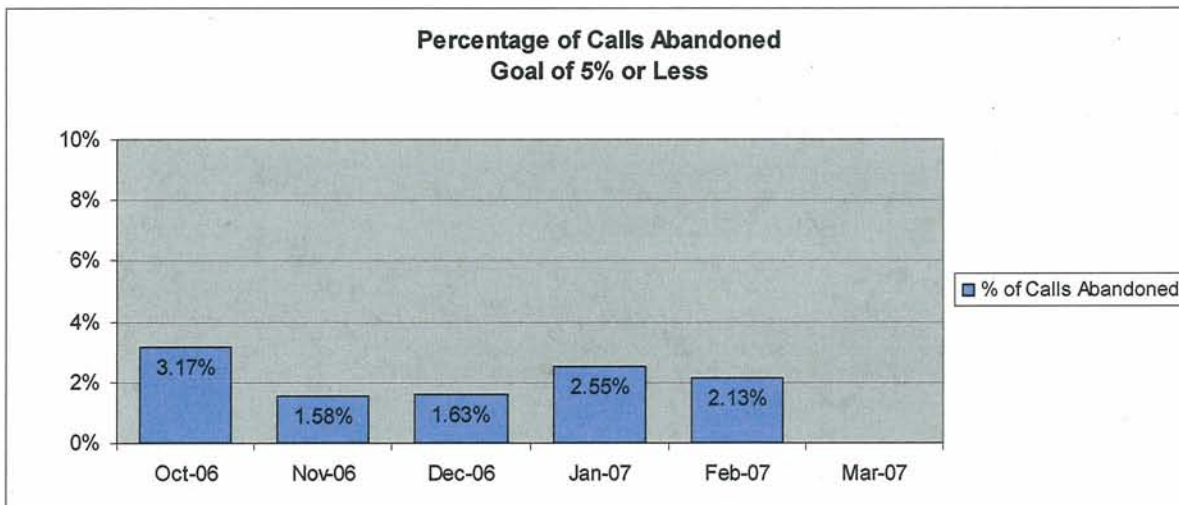
**PUBLIC SERVICES AREA  
CUSTOMER SERVICE CENTER  
FY07 WIGS/MEASURES**

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Improve quarterly billing accuracy by achieving an error reoccurrence rate of 1% or less on previously identified errors by June 30, 2007.
    - Maintain list of identified billing errors
    - Split list into two categories and report on percent of reoccurrence of each category of errors every other quarter

Identified Errors	Effect of Error on Account	Specific Audits Completed	# of Accounts in Error		Recurrence Rate
			Original	Recurrence	
<b>Incorrect Multiplier Applied to an Account</b>	Either consumption and/or fixed customer charges may not have been billed appropriately	Equipment Multiplier = 0	2		
		Connection Multiplier = 0	7		
		Fixed Multiplier <> 1	8		
		Connection Multiplier = 1, when it should be 2 (ie. For accounts outside the city)	8		
		Connection Multiplier = 2, when it should be 1 (ie. For accounts inside the city)	7		
		Equipment Multiplier = 10, when it should be 1 (Meter has been AMR'd)	9		
<b>Incorrect Rate/Location Class Applied to an Account</b>	Consumption may have been billed at the wrong rate and/or the summer sewer discount may not have been applied according to policy	Accounts in which usage on domestic water meters should have had a rate with only 2 tiers instead of 4 since the customer also has a water only meter.	27		
		Residential Accounts which should have a RES2 location class instead of RES (ie. Locations with water only meters which are therefore not eligible for the summer sewer discount	5		
		Residential Accounts with a Commercial Water Rate Assigned	28		
		Commercial Accounts with a Residential Water Rate Assigned	13		
<b>Residential Accounts that did not have a Storm Connection</b>	Charges for use of the stormwater system were not billed according to Code	Residential accounts that needed Storm to be added	266		
		Residential accounts that are outside the city and therefore should have a connection multiplier of 2	32		

**PUBLIC SERVICES AREA  
CUSTOMER SERVICE CENTER  
FY07 WIGS/MEASURES (continued)**

- Improve service to customers at the counter and over the telephone, by delivering "one-and-done" by June 30, 2007. (Customer only needs to initiate contact with us and we do the rest.)
  - Maintain level of abandoned phone calls at 5% or less
  - Maintain Grade of Service (GOS) at 80% or better (80% of the calls answered in 20 seconds or less)



**PUBLIC SERVICES AREA  
CUSTOMER SERVICE CENTER  
FY07 WIGS/MEASURES (continued)**

- Bring cross-connect/backflow prevention program into compliance and move data/process to CityWorks by September 30, 2007.
  - Checklist of scheduled/completed tasks
  - Develop tracking report by September 30, 2007 which will show % complete vs. % in need of certification/inspection

<b>BRING CROSS-CONNECT/BACKFLOW PREVENTION PROGRAM INTO COMPLIANCE AND MOVE DATA/PROCESS TO CITYWORKS BY 9/30/07</b>						
						"Color Codes"
		TOTAL 3		TOTAL 3	G Y R W	Green - Task Completed on Time Yellow - Task May Be Late Red - Task is Late No Color - Task on Track
ITEM	ACTION ITEM	DATE OPENED	TARGET CLOSE DATE	ACTUAL CLOSE DATE	STATUS	COMMENTS
1	Revise backflow device certification/inspection process (several enhancements already made; additional revisions will be made as identified)	03/09/06	06/30/07		W	
2	Transfer backflow device certification/inspections to Interim Access database	03/09/06	10/01/07	09/30/06	G	
3	Improve integrity and completeness of original database data	03/09/06	06/30/07	03/16/07	G	
4	Create a link/relationship to the customer account in the utility billing system	09/30/06	12/31/06	10/31/06	G	
5	Improve compliance by working with customers who are overdue for certification and inspection	06/30/06	06/30/07		W	
6	Prepare and submit 2006 report to MDEQ	01/02/07	03/31/07	03/22/07	G	
7	Revise current Backflow Prevention Program for the City of Ann Arbor and re-submit to the MDEQ	02/01/07	04/30/07			
8	Create and then communicate an informational program to customers	02/01/07	09/30/07			1st article included in Spring WaterMatters Newsletter
9	Re-print (with permission) MDEQ brochure for inclusion with notification letters	11/14/06	11/30/06	11/22/06	G	
10	Re-develop three standardized customer notification letters	06/30/06	12/31/06	12/15/06	G	
11	Create standardized reports for inspection and tracking purposes	02/01/07	06/30/07			
12	Create multi-part inspection form for customer leave-behind	01/31/07	02/16/07	02/16/07	G	
13	Complete Basic Backflow Prevention training course offered by the MDEQ	12/01/06	03/13/07	03/13/07	G	
14	Develop tracking report to display % complete vs. % in need of certification/inspection	02/01/07	06/30/07			
15	Complete Advanced Backflow Prevention training course offered by the MDEQ	03/14/07	09/05/07			
16	Admin. Support Specialist Cross-Training on revised Backflow Prevention Program/process	03/26/07	09/05/07			

**PUBLIC SERVICES AREA  
FIELD OPERATIONS UNIT  
FY07 WIGS/MEASURES**

**ADMINISTRATION GROUP**

❖ **Support a safe and reliable municipal infrastructure.**

- Develop and implement two budget training sessions for all ten Field Operations Supervisors by December 31, 2006.
  - Establish training session part #1 - City budget overview, prior to November 30, 2006.
  - Establish training session part #2 – review of Field Operations budgets, prior to November 30, 2006.
  - Establish hands-on BRASS training (Session #3) specific to Field Operations work units prior to December 22, 2006.

Session #	Date Held	Attendance (% Supervisors)
1	11/21/06	100%
2	11/21/06	100%
3	12/19/06	100%

- Develop Park Operations work order/service request data model in Cityworks by December 31, 2006.
  - Input Park Operations employees and equipment into Cityworks by November 30, 2006.
  - Input work order/service request types into Cityworks by December 15, 2006.

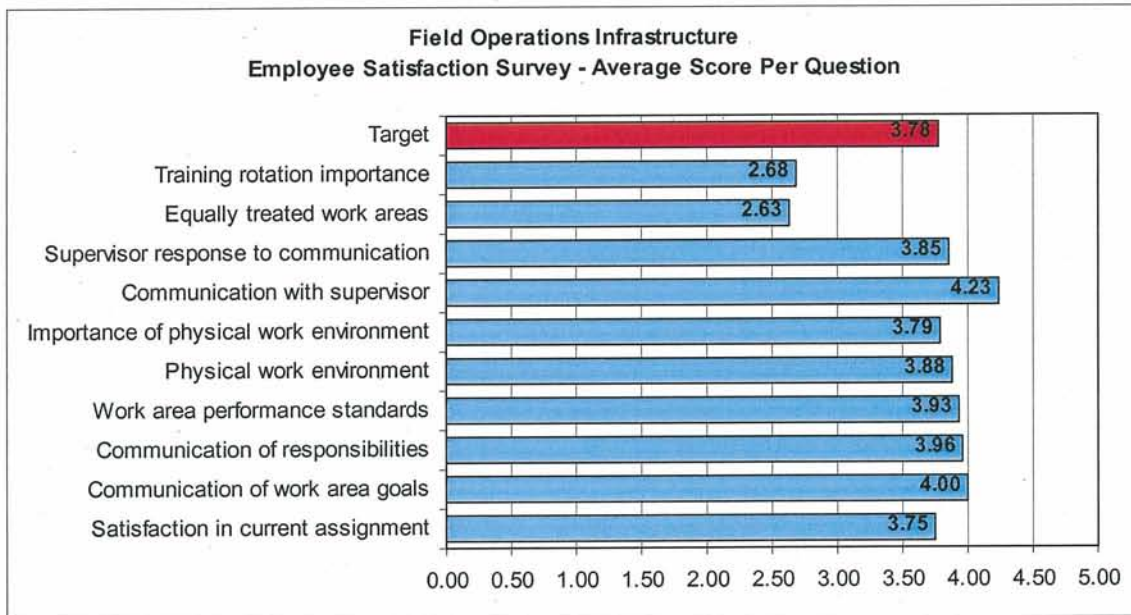
Steps	% Entered by 11/30/06	% Entered by 12/15/06
Enter employee data	100%	
Enter W.O. type		100%

**PUBLIC SERVICES AREA  
FIELD OPERATIONS UNIT  
FY07 WIGS/MEASURES (continued)**

**INFRASTRUCTURE GROUP**

❖ **Support a safe and reliable municipal infrastructure.**

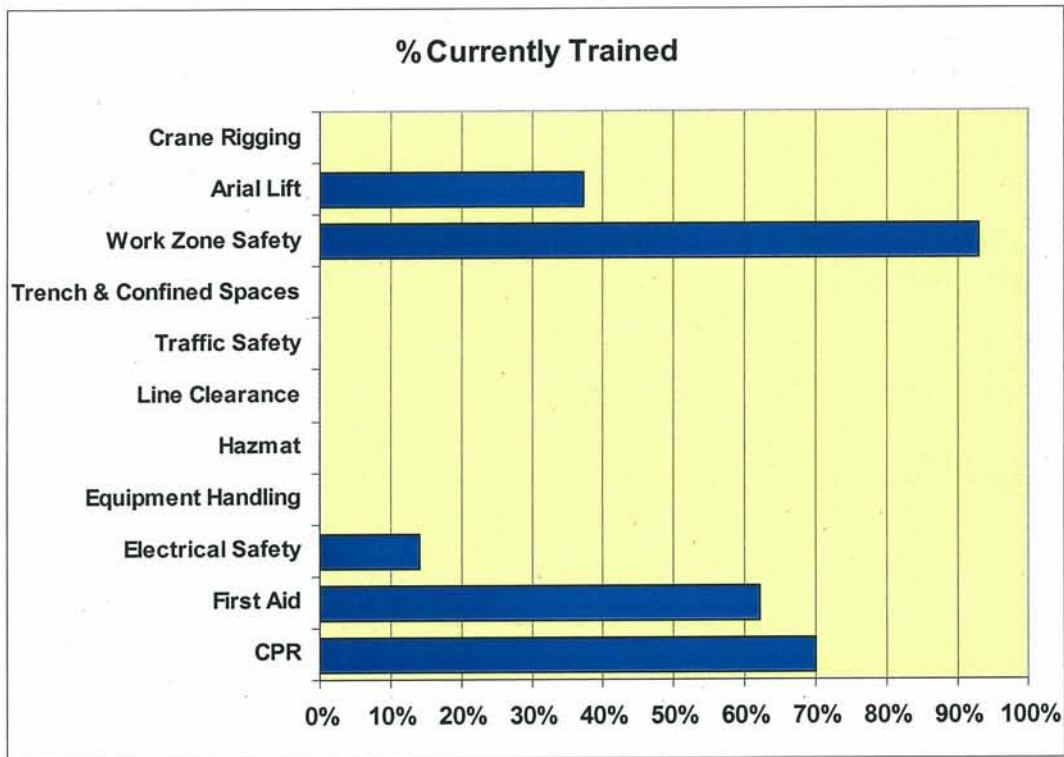
- Increase Field Operations Infrastructure's quarterly "employee satisfaction survey" overall score by 3% by December 31, 2007.
  - January 2007 survey will act as the benchmark.
  - Survey will be developed and given to all Infrastructure employees: Water, Streets, Sewer, Storm and Solid Waste. Survey will be administered at the beginning of the following months in 2007: January, April, August and December.



**PUBLIC SERVICES AREA  
FIELD OPERATIONS UNIT  
FY07 WIGS/MEASURES (continued)**

**FORESTRY - PARK MAINTENANCE - NATURAL AREA PRESERVATION**

- ❖ **Support a safe and reliable municipal infrastructure.**
  - Define, develop and implement safety programs by December 31, 2008.
    - Each fiscal year, 100% of employees required to complete training or re-certification within that fiscal year will complete their required safety training.





**PUBLIC SERVICES AREA  
FIELD OPERATIONS UNIT  
FY07 WIGS/MEASURES (continued)**

- Finalize recommendations for progression competency changes through Level 5 by January 31, 2007 and implement by June 30, 2007.
  - Solicit feedback/recommendations for modifications to Forestry/Facilities Services progression (for F.O. Techs) from the work unit Supervisors and AFSCME lead staff.
  - Revise progression model based on feedback.
  - Review recommended modifications with work unit staff (from Step #1) prior to forwarding to Service Unit Manager for review.
  - Make modifications, if needed, based on Service Unit Manager's feedback.
  - Request to Service Unit Manager to forward final recommendations to HR Review Committee for consideration by January 31, 2007.
  - Upon approval of the HR Review Committee, modify training documentation forms to reflect revised progression model and requirements, by June 30, 2007.

**JOB PROGRESSION CRITERIA COMPLETION**

**FIELD OPERATIONS TECHNICIAN**  
FORESTRY                      PARK OPERATIONS

		FORESTRY	PARK OPERATIONS
<b>LEVEL 5 COMPLETE</b>	100%		
	75%		
	50%		
	25%		
<b>LEVEL 4 COMPLETE</b>	100%		
	75%		
	50%		
	25%		
<b>LEVEL 3 COMPLETE</b>	100%	1/2007 goal	1/2007 goal
	75%		
	50%		
	25%		
<b>LEVEL 2 COMPLETE</b>	100%		
	75%		
	50%		
	25%		
<b>LEVEL 1 COMPLETE</b>	100%		
	75%		
	50%		
	25%		

completed

**PUBLIC SERVICES AREA  
FLEET & FACILITY SERVICES UNIT  
FY07 WIGS/MEASURES**

- ❖ **Support a safe and reliable municipal infrastructure.**
  - Develop a relocation plan for Fleet & Facilities and coordinate plans for other service units by January 31, 2007 to move into the new maintenance facility.
    - Obtain list of items/equipment being provided to our work areas through the project.
    - Create a layout of new areas.

<b>FLEET &amp; FACILITY SERVICES UNIT GOAL #1 SCOREBOARD</b>		13.0% COMPLETE	
Goal #1: Develop a Relocation Plan for Fleet & Facilities and Coordinate Plans for Other Service Units by January 31, 2007 to Move Into the New Maintenance Facility			
TASK	DATE DUE	DATE COMPLETE	RESPONSIBLE PERSON(S)
1 Obtain list of items/equipment being provided to our work areas through the project (MILESTONE)	12/01/06		LYNN
2 Create list of items/equipment that need to be moved	12/06/06		LYNN TOM DAN TEAM*
3 Create list of items/equipment being left at old facility and determine what is reusable, recycleable, or auctionable	12/06/06		LYNN TOM DAN TEAM*
4 Determine items/equipment you will need at the new facility that are not part of #1, #2 or #3, above	12/06/06		LYNN TOM DAN TEAM*
5 Create a relocation team for Fleet Services	10/15/06	10/09/06	KEN/BOB
6 Obtain a copy of the floor plan showing each Fleet & Facility area at the new facility	12/01/06		LYNN
7 Create a layout of your new area (MILESTONE)	12/13/06		LYNN TOM DAN TEAM*
8 Contact consultant to create a layout for the parts room (and to purchase shelving)	10/30/06	10/23/06	TOM
9 Determine how to move your work area's current items/equipment to the new facility	12/15/06		LYNN TOM DAN TEAM*
10 Determine what other work areas will affect your operation, so you can coordinate your move as necessary	12/08/06		LYNN TOM DAN TEAM*
11 Contact Bill Wheeler for current planned building turn-over date	12/01/06		LYNN
12 Set move dates	12/28/06		LYNN TOM DAN TEAM*
13 Draft a budget for the relocation of your work area and new items/equipment to be purchased	01/16/07		LYNN TOM DAN
14 Create a plan to dispose of items/equipment being left at your old facility	01/26/07		DAN TEAM*
15 Determine how to secure vacated locations	01/26/07		DAN TEAM*

\* "TEAM" means relocation team from Fleet Services

- Implement the maintenance facility moving plans to have everyone moved into the new maintenance facility within 90 days of the building being handed over.

<b>FLEET &amp; FACILITY SERVICES UNIT GOAL #2 SCOREBOARD</b>		0.0% COMPLETE	
Goal #2: Implement Plans so that 100% of Staff and Equipment are Operating Out of the New Facility within 60 Days of Possession of the Facility.			
TASK	DATE DUE	DATE COMPLETE	RESPONSIBLE PERSON(S)
1 Begin process to purchase items and services required by the Plan			
2 Coordinate your move with other work areas determined to affect your operation			
3 Pack			
4 Move			
5 Unpack/restock shelves			
6 Dispose of items/equipment being left at your old facility			
7 Secure vacated location(s)			
8 Contact vendors to change delivery addresses to new facility			
9 Contact IT to arrange technology/hook-up needs			
10 Contact (John A.?) to arrange phone system transfers/needs			
11 Empty and secure the fuel tanks and system at 721			
12 Move the fuel management system			
13 Disposal of all items left behind			
14 Secure the Vacated Area			

**PUBLIC SERVICES AREA  
PROJECT MANAGEMENT UNIT  
FY07 WIGS/MEASURES**

❖ **Support a safe and reliable municipal infrastructure.**

- Design a process for the unit's management of a project from beginning to end by June 30, 2007.

<b>Design a process for the units management of a project from beginning to end by 6/30/2007</b>							
The success of the new Project Process will be measured using the following criteria:							
<ul style="list-style-type: none"> <li>-customer feedback</li> <li>-employee feedback</li> <li>-project completion in a reasonable timeframe and with in budget</li> </ul>							
						<b>"Color Codes"</b>	
						<b>G</b>	Green - Task Completed on Time
						<b>Y</b>	Yellow - Task May Be Late
						<b>R</b>	Red - Task is Late
						<b>W</b>	No Color - Task on Track
			TOTAL 17		TOTAL 3		
ITEM	ACTION ITEM	ACTION LEADER	DATE OPENED	TARGET CLOSE DATE	ACTUAL CLOSE DATE	STATUS	COMMENTS
1	Prepare a schedule and finalize WIG #1	TEAM	10/16/06	11/03/06	11/03/06	<b>G</b>	
2	Identify measures for NEW Project Process Success	TEAM	11/03/06	11/15/06	11/08/06	<b>G</b>	
3	Map the current process	TEAM	11/03/06	01/25/07	01/16/07	<b>G</b>	
4	Prepare a Draft of the ideal process	TEAM	11/03/06	04/05/07		<b>G</b>	Split into two teams and have begun to evaluate our processes
5	Present Draft of Ideal Project Proces	TEAM	01/24/07	04/12/07		<b>R</b>	
6	Modify Ideal Project Process	TEAM	01/24/07	04/20/07		<b>R</b>	
7	Identify project specific teams	TEAM	11/03/06	04/30/07		<b>R</b>	
8	-Identify subject matter experts	TEAM	11/03/06			<b>W</b>	
9	-Identify available resources ( i.e. software etc.)	TEAM	11/03/06			<b>W</b>	
10	Finalize NEW Project Process	TEAM	11/03/06	06/30/07		<b>W</b>	
11	Pilot NEW Project Process	TEAM	11/03/06	08/01/07		<b>W</b>	
12	Establish baseline of "Project Process" Measureables	TEAM	11/03/06	10/17/06		<b>W</b>	
13	Evaluate NEW Project Process	TEAM	11/03/06	11/01/07		<b>W</b>	
14	Implement NEW Project Process	TEAM	11/03/06	01/01/08		<b>W</b>	
15	Develop Scoreboard	TEAM	11/03/06	08/01/07		<b>W</b>	
16	Begin tracking Measureables	TEAM	11/03/06	01/01/08		<b>W</b>	
17	Evaluate Measureables and modify Project Process	TEAM	11/03/06			<b>W</b>	

**PUBLIC SERVICES AREA  
PROJECT MANAGEMENT UNIT  
FY07 WIGS/MEASURES (continued)**

- Reduce by five percent the average number of staff review days\* per construction project during FY 07.
  - By February 1, 2007, determine the average number of days for the 2006 calendar year for a construction plan to reach final approval.
  - By March 15, 2007, establish a new construction plan review procedure to be used with subsequent initial plan submittals.
  - By May 1, 2007, complete a review and update of the Private Development website for materials made available to consultants to assist with construction plan preparation.

<b>WIG: REDUCE BY FIVE PERCENT THE AVERAGE NUMBER OF STAFF REVIEW DAYS PER CONSTRUCTION PROJECT* DURING FY 07/08</b>						
*Staff review days measures the number of business days construction plans are in the office waiting for review until the review is complete. The average number of days for plan review is determined by the total number of staff review days divided by the total number of projects approved in that fiscal year.						
				*Color Codes*		
				G	Green - Task Completed on Time	
				Y	Yellow - Task May Be Late	
				R	Red - Task is Late	
				W	No Color - Task on Track	
ITEM	ACTION ITEM	DATE OPENED	TARGET CLOSE DATE	ACTUAL CLOSE DATE	STATUS	COMMENTS/RESULTS
1	Determine the average number of days for the 2006 calendar year for a construction plan to reach final approval	11/13/06	02/01/07	01/29/07	G	The average number of review days was calculated to be 44 days*.
2	Establish a new construction plan review procedure to be used with subsequent initial plan submittals	11/13/06	05/01/07		W	
	Brainstorm list of ideas for improving the effectiveness and efficiency of the current plan review process.	11/13/06	02/16/07	04/13/07	R	Brainstorm list has been converted into action items
	-Determine criteria for requiring a pre-submission meeting with consulting engineer	04/13/07	05/02/07		W	
	-Identify other methods (as opposed to formal review letter) of efficient communication of plan review comments to the consultant.	04/13/07	05/01/07	04/26/07	G	-Meet with consultant to discuss comments. -Return marked-up plans to consultant. -Scan and email marked-up plans to consultant. -Send comments via email or phone.
	-Require consultants to submit a response letter addressing review comments and other plan changes with the revised plan submittal.	04/13/07	05/24/07		W	-revise review letter template to include this requirement -add this item to plan review checklist
	-Convert formal review letter template to an email template	04/13/07	05/24/07		W	-reduces front staff time (i.e. cc's are distributed by email)
	-Identify resources (equipment) to improve efficiency in plan reviews	04/13/07	05/01/07	04/26/07	G	-laptop -upgrade to ArcGIS -internal DVD player in workstation -wireless internet capabilities on laptop
	-Identify tasks that are currently performed by PMSU that could be performed by consultants.	04/13/07	05/01/07	04/26/07	G	-MDEQ permit applications on pre-filled form -inspection/as-built fee worksheets
	-Identify improvement opportunities on un-related tasks to improve overall efficiency of PMSU staff	04/13/07	05/01/07	04/26/07	G	-improve review system for licensing agreements for occupancy such as monitoring wells, tie-backs, and temporary and permanent earth retention systems. -ROW permit application review process
3	Complete a review and update of the Private Development website for materials made available to consultants to assist with construction plan preparation	11/13/06	06/30/07		W	
	Provide as-built and inspection fee worksheets for consultant's use.	04/13/07	05/24/07		W	
	Provide pre-filled MDEQ permit applications with the City's information for consultants to prepare.	04/13/07	05/24/07		W	
	Modify and post the plan preparation checklist for external (consultant's) use.	04/13/07	05/24/07		W	intern assisting in completing this task
	Improve navigation of PSDSS on the website.	04/20/07	05/24/07		W	
	Update right-of-way handout package	04/20/07	05/24/07		W	
4	Contract with consultant to assist with PD activities (eg. plan reviews)	01/15/07	06/30/07		W	
	Complete an RFP for contracting with consultant	01/15/07	01/31/07	01/31/07	G	
	Select consultants from RFP and interviews	02/23/07	04/06/07	04/03/07	G	
	Obtain council approval to hire selected consultants	04/03/07	06/30/07		W	

## PUBLIC SERVICES AREA SYSTEMS PLANNING FY07 WIGS/MEASURES

- ❖ **Support a safe and reliable municipal infrastructure.**
  - Develop an asset management policy and strategy for the Public Services Area by June 2007.

1. Establish initial vision and goals for each asset area by May 1, 2007				
	Overall Vision and Goals - Percentage Complete			
	25%	50%	75%	100%
Water				
Transportation				
Waste/Resource Management				
Land/Personal Property				

2. Establish initial AM policies supporting the vision and goals by July 1, 2007				
	Overall Vision and Goals - Percentage Complete			
	25%	50%	75%	100%
Water				
Transportation				
Waste/Resource Management				
Land/Personal Property				

3. Establish performance measures for policies, including broad timeframes (e.g., frequency of AM Plan reviews/updates)				
	Overall Vision and Goals - Percentage Complete			
	25%	50%	75%	100%
Water				
Transportation				
Waste/Resource Management				
Land/Personal Property				

4. Determine/assign AM responsibilities and relationships for each asset area by November 1, 2007				
	Overall Vision and Goals - Percentage Complete			
	25%	50%	75%	100%
Water				
Transportation				
Waste/Resource Management				
Land/Personal Property				

5. Determine how AM integrates in the city organization's business practices and procedures for each asset area				
	Overall Vision and Goals - Percentage Complete			
	25%	50%	75%	100%
Water				
Transportation				
Waste/Resource Management				
Land/Personal Property				

6. Establish audit and review procedures for each asset area's policies by July 1, 2008				
	Overall Vision and Goals - Percentage Complete			
	25%	50%	75%	100%
Water				
Transportation				
Waste/Resource Management				
Land/Personal Property				

7. Identify current AM practices (processes, asset data and information systems) for each asset area by Jan. 1, 2008				
	Overall Vision and Goals - Percentage Complete			
	25%	50%	75%	100%
Water				
Transportation				
Waste/Resource Management				
Land/Personal Property				

8. Determine the organization's future vision of AM for each asset area by May 1, 2009				
	Overall Vision and Goals - Percentage Complete			
	25%	50%	75%	100%
Water				
Transportation				
Waste/Resource Management				
Land/Personal Property				

9. Determine requirements for AM practices to achieve future vision for each asset area by September 1, 2009				
	Overall Vision and Goals - Percentage Complete			
	25%	50%	75%	100%
Water				
Transportation				
Waste/Resource Management				
Land/Personal Property				

10. Identify gap between current and required AM practices ("gap analysis") for each asset area by November 1, 2009				
	Overall Vision and Goals - Percentage Complete			
	25%	50%	75%	100%
Water				
Transportation				
Waste/Resource Management				
Land/Personal Property				

11. Identify strategies and actions to close the gaps, including resource requirements and timeframes for each asset area				
	Overall Vision and Goals - Percentage Complete			
	25%	50%	75%	100%
Water				
Transportation				
Waste/Resource Management				
Land/Personal Property				

Completed Date
Estimated Completion Date
"Progress Challenged"
"Not Complete"

**PUBLIC SERVICES AREA  
WASTEWATER TREATMENT SERVICES UNIT  
FY07 WIGS/MEASURES**

- ❖ **Deliver high quality City services in a cost effective manner.**
  - Develop the format and required content for preventive maintenance (PM) procedures and complete PM procedures for five types of equipment by June 30, 2007.
    - Design a template for PM procedures by January 1, 2007.
    - Identify the first five types of equipment by February 28, 2007.
    - Develop PM procedures for identified equipment by June 30, 2007.
  - Develop standard operating procedures (SOP's) for solids handling processes during landfill operations by June 30, 2007.
    - Design a template for SOP's by January 15, 2007.
    - Develop SOP's for conveyance operations by February 28, 2007.
    - Develop SOP's for pressing operations by April 30, 2007.
    - Develop SOP's for blending by June 30, 2007.
  - Develop and implement an energy management program to minimize plant electricity costs by June 30, 2009.

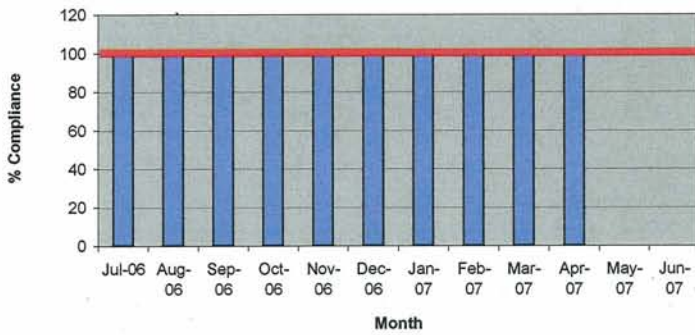
WIG	FY 06/07												FY 07/08											
	July	August	September	October	November	December	January	February	March	April	May	June	July	August	September	October	November	December	January	February	March	April	May	June
<b>Develop the Format and Required Content for Preventative Maintenance (PM) Procedures and Complete PM Procedures for Five Types of Equipment</b>																								
Design Template for PM Procedures by 1/31/07																								
Identify First Five Types of Equipment by 2/28/07																								
Develop PM Procedures for Identified Equipment by 6/30/07																								
<b>Develop Standard Operating Procedures (SOP's) for Solids Handling Process During Landfill Operations</b>																								
Design Template for SOP's by 1/15/07																								
Develop SOP's for Conveyance Operations by 2/28/07																								
Develop SOP's for Pressing Operations by 4/30/07																								
Develop SOP's for Blending Operations by 6/30/07																								
<b>Develop and Implement an Energy Management by 6/30/09</b>																								
Scoreboard to be developed																								

## PUBLIC SERVICES AREA WATER TREATMENT SERVICES UNIT FY07 WIGS/MEASURES

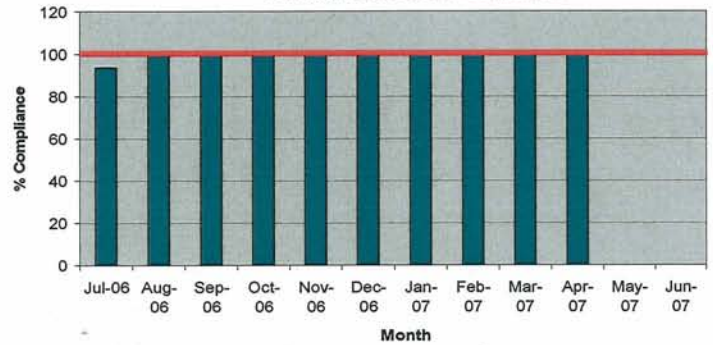
❖ **Deliver high quality City services in a cost effective manner.**

- 100% compliance with federal and state regulations for drinking water, dams and hydros for the period July 1, 2006 through June 30, 2007.
  - % Compliance = % of days in a month in compliance.
  - Tier 1 non-compliance is for situations that have serious health consequences and require public notification within 24 hours of violation.
  - Tier 2 non-compliance is for situations that require public notification as soon as possible within 30 days of violation.
  - Tier 3 non-compliance is for situations that require public notification within 12 months of violation.

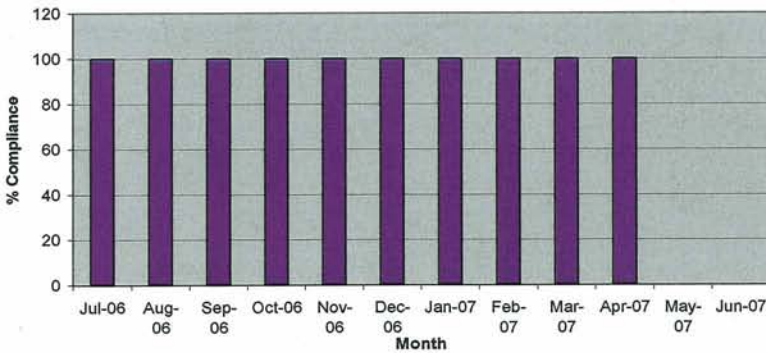
Drinking Water Tier 1 Compliance



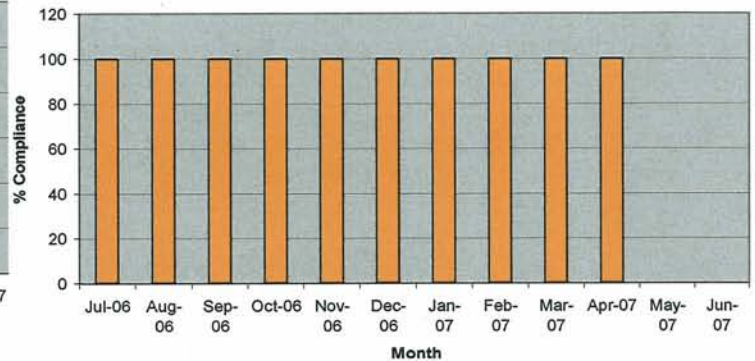
Drinking Water Tier 2 Compliance



Drinking Water Tier 3 Compliance



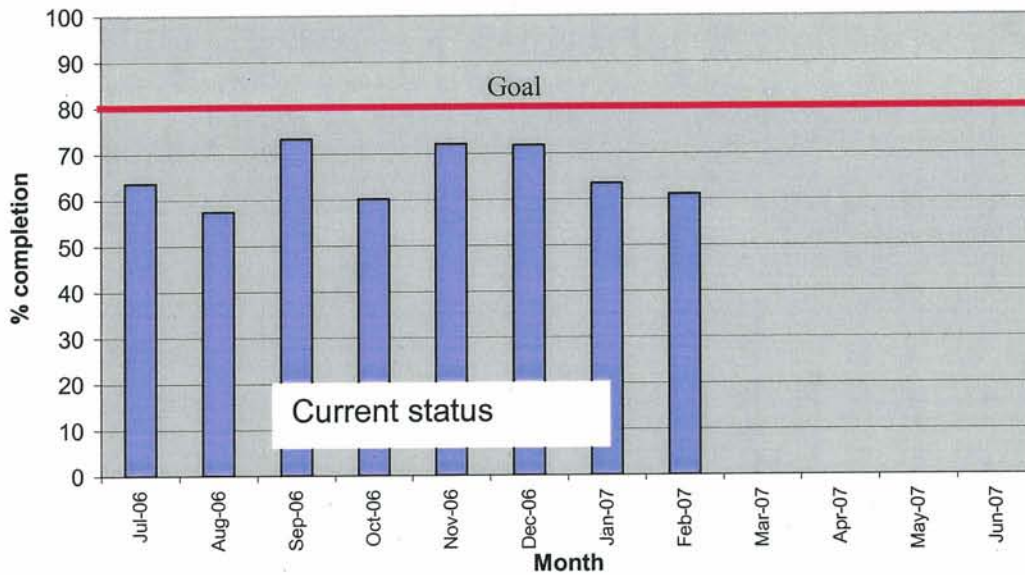
Dams & Hydros



**PUBLIC SERVICES AREA  
WATER TREATMENT SERVICES UNIT  
FY07 WIGS/MEASURES (continued)**

- Increase the completion rate of scheduled Preventative Maintenance by 10% by June 30, 2008.

**Monthly completion rate of due PMs**



- Implement recommendations for FY07 in the Facilities master Plan and Water Resource Plan.

ID	Implemented Recommendation	Percent Complete	2007												2008											
			Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
1	Recycle Rule Compliance Project Construction	40%	[Scheduling bars]																							
2	Concrete and Masonry Repairs Project Construction	45%	[Scheduling bars]																							
3	Sludge Handling Project Construction	80%	[Scheduling bars]																							
4	HVAC Improvements	19%	[Scheduling bars]																							
5	Study	80%	[Scheduling bars]																							
6	Design	0%	[Scheduling bars]																							
7	Construction	0%	[Scheduling bars]																							

- Scheduled for implementation
- Current status



**SAFETY SERVICES  
FIRE SERVICES UNIT  
FY07 WIGS/MEASURES**

**FIRE OPERATIONS**

- ❖ **Ensure a high quality of life, while balancing economic development with the preservation and conservation of natural resources.**
  - Provide quarterly communication to City Council and the public regarding Fire Services by June 30, 2007.

<b>WIG #1:</b>	<b>Provide quarterly communication to City Council and the public regarding Fire Services (in an effort to communicate goals towards compliance with NFPA standards) by June 30, 2007.</b>			
Steps	Person Assigned	% Complete (25% increments)	Due Date	Completion Date
1. Design format/layout for newsletter and obtain approval.	Melissa Cretsinger	100%	12/29/06	<b>12/22/06</b>
2. Assign responsible authors/editors for each section a. Operations b. Training c. Fire Prevention d. Administration	Department Heads: BC, TC, RH, GH	100%	12/29/06	<b>12/28/06</b>
3. Request content of authors for first edition.	Department Heads	100%	1/24/07	<b>12/28/06</b>
4. Compile information and format newsletter appropriately.	Department Heads	100%	2/5/07	<b>2/5/07</b>
5. Department heads approve/review content.	Melissa Cretsinger	100%	2/15/07	<b>2/15/07</b>
6. Obtain approval for content/layout of final draft of newsletter from Chief.	Melissa Cretsinger	100%	2/20/07	<b>2/28/07</b>
7. Distribute newsletter to department.	Melissa Cretsinger	100%	2/28/07	<b>3/1/07</b>
8. Distribute newsletter to Council.	Melissa Cretsinger	100%	2/28/07	<b>3/1/07</b>
9. Distribute newsletter to website.	Amelia Moshier	100%	2/28/07	<b>3/1/07</b>
10. Continue to develop quarterly newsletters	Melissa Cretsinger	Ongoing	Beginning of each qtr for the previous quarter	

**SAFETY SERVICES  
FIRE SERVICES UNIT  
FY07 WIGS/MEASURES (continued)**

- Reduce the number of civilian injuries, firefighter injuries and property losses as a result of fires by June 30, 2007.

<b>WIG #2:</b>	<b>Reduce the number of civilian injuries, firefighter injuries, and property losses as a result of fires (as stated in the NFPA 1710 fire standards) by June 30, 2007.</b>			
<b>Measure:</b>	First arrival within four minutes of dispatch 90% of time.			
		<b>% Complete (25% increments)</b>	<b>Due Date</b>	<b>Completion Date</b>
<b>Steps</b>	<b>Person Assigned</b>			
1. Determine baseline measurement for how often we are arriving within four minutes from October 1, 2006 – December 31, 2006.	Melissa Cretsinger	100%	1/5/07	1/10/07
2. Discuss results with BC and Captains.	AC Hollingsworth	100%	1/12/07	2/1/07
3. Determine improvement measures.	BC's & Captains	25%	3/15/07	
4. Implement measures to improve.	BC's & Captains	0%	4/3/07	
5. Re-measure to determine improvement after one month of improvement measure implementation.	Melissa Cretsinger	0%	5/3/07	
6. Provide results and re-evaluate improvement measures as necessary	AC Hollingsworth, BC's and Captains.	0%	6/1/07	

<b>Measure:</b>	90% of dispatch personnel to ride-along by June 30, 2007			
		<b>% Complete (25% increments)</b>	<b>Due Date</b>	<b>Completion Date</b>
<b>Steps</b>	<b>Person Assigned</b>			
1. Alert dispatch that we can begin the ride-along program.	AC Hollingsworth	100%	1/15/07	1/15/07
2. Assign liaison to coordinate ride alongs	AC Hollingsworth	0%	3/1/07	4/1/07
3. Send documented ride along information to Melissa Cretsinger for tracking	Liaison	0%	Ongoing	
4. 90% of staff to have completed ride a long	Dispatch	0%	6/30/07	

**SAFETY SERVICES  
FIRE SERVICES UNIT  
FY07 WIGS/MEASURES (continued)**

Measure:		Full alarm assignment arrives within eight minutes of dispatch call 90% of time			
Steps	Person Assigned	% Complete (25% increments)	Due Date	Completion Date	
1. Develop a spreadsheet to track to full alarm assignment call times.	Captain Noonan	0%	4/1/07	3/15/07	
2. Company Officer to begin giving BC the CAD reports for all full alarm assignments, which should list time.	Company Officers	0%	4/7/07	3/15/07	
3. BC's to track full alarm assignment arrival time in spreadsheet provided.	Station Officers	0%	4/7/07	4/1/07	
4. Determine baseline measurement for how often we are arriving within eight minutes for full assignment alarm arrival.	Captain Noonan	0%	6/1/07		
5. Discuss results with BC and Captains.	AC Hollingsworth	0%	6/15/07		
6. Determine improvement measures (if necessary).	BC's & Captains	0%	6/15/07		
7. Implement measures to improve.	BC's & Captains	0%	7/1/07		
8. Re-measure to determine improvement after one month of improvement measure implementation.	Captain Noonan	0%	8/1/07		
9. Provide results and re-evaluate improvement measures as necessary	AC Hollingsworth, BC's and Captains.	0%	8/1/07		

**SAFETY SERVICES  
FIRE SERVICES UNIT  
FY07 WIGS/MEASURES (continued)**

<b>Measure:</b>	Establish tracking mechanism to determine injuries and property loss to show whether or not we are meeting the goals			
Steps	Person Assigned	% Complete (25% increments)	Due Date	Completion Date
1. Develop tracking mechanism to get baseline results for January 1, 2006 – June 1, 2006 injuries and property loss. Must include date of injury and NFIRS #.	BC to assign	0%	4/1/07	
2. Track injuries and property loss for July 1, 2006 – June 1, 2007 (monthly) to compare results.	BC to assign	0%	6/1/07	
3. Publish results	BC to assign	0%	6/30/07	

**SAFETY SERVICES  
FIRE SERVICES UNIT  
FY07 WIGS/MEASURES (continued)**

**FIRE PREVENTION BUREAU**

- ❖ **Ensure a high quality of life, while balancing economic development with the preservation and conservation of natural resources.**
  - Develop a mission statement and written guidelines identifying responsibilities of Fire Prevention by February 28, 2007.

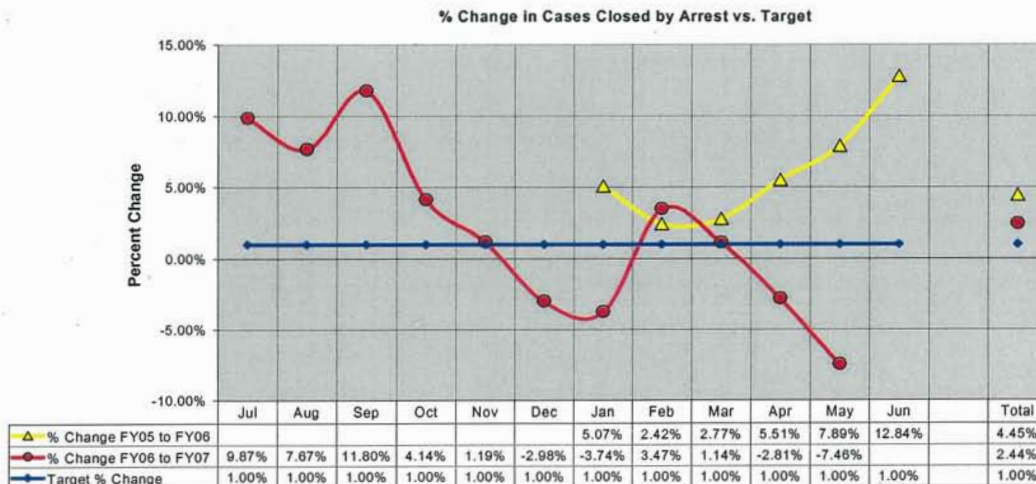
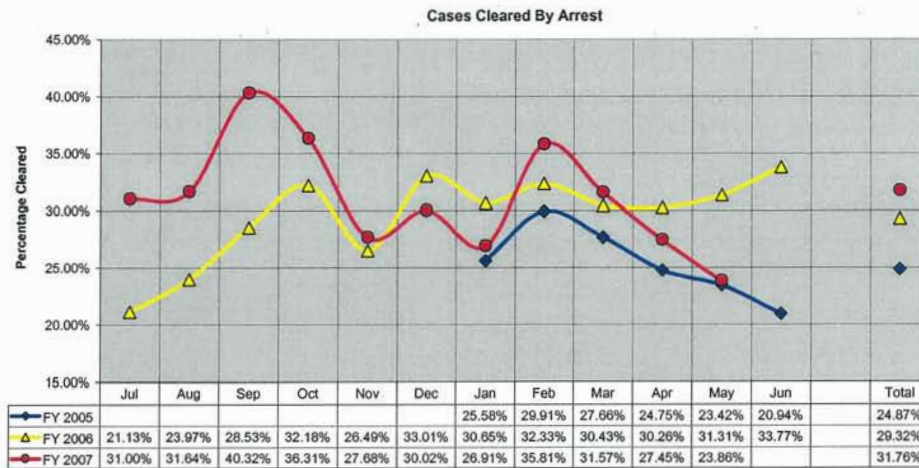
**DEVELOP A MISSION STATEMENT AND WRITTEN GUIDELINES IDENTIFYING RESPONSIBILITIES OF FIRE PREVENTION BY FEBRUARY 2007**

MEASURES	Revised		Completed
	Due Date	Due Date	
Each FPB employee create base outline of their perspective of fire prevention responsibilities	11/22/06	na	11/22/06
Collectively Combined outline created	12/6/2006	na	12/6/2006
Section I and II	1/3/07	na	1/1/07
Section III	1/8/07	3/30/07	3/30/07
Section IV	1/15/07	4/13/07	4/13/07
Write Mission Statement	1/17/2007	na	1/29/2007
Section V and VI	1/22/2007	4/6/2007	4/6/2007
Section VII	1/29/2007	4/20/2007	4/20/2007
Section VIII and IX	2/5/2007	4/27/2007	4/27/2007
Section X	2/12/2007	5/4/2007	5/30/2007
Section XI	2/19/2007	5/11/2007	5/30/2007
Section XII and XIII	2/26/2007	5/18/2007	5/30/2007
Develop Operational framework for Fire Prevention consistent with mission statement	February 2007	June 2007	5/31/2007
<b>TASKS</b>			
Have bi-weekly meetings to work on above goal			

## SAFETY SERVICES AREA POLICE SERVICES UNIT FY07 WIGS/MEASURES

### PATROL AND DETECTIVE SECTIONS

- ❖ **Ensure a high quality of life, while balancing economic development with the preservation and conservation of natural resources.**
  - Increase case clearances by arrest by 1% by June 30, 2007.
  - Increase case clearance rate by 1% by June 30, 2007.



### EMERGENCY MANAGEMENT

- Educate internal and external stakeholders on preparedness by June 30, 2007.
  - Measure the number of people we reach through training, presentations, and public education materials.
- Coordinate and support other emergency responders by June 30, 2007.
  - Measure the number of incidents that OEM personnel respond to.
  - Measure the number of revisions to our ERP/EAG.

**SAFETY SERVICES AREA  
POLICE SERVICES UNIT  
FY07 WIGS/MEASURES (continued)**

**PROFESSIONAL STANDARDS**

- Complete 95% of all internal investigations during the 2007 calendar year within 30 days of receipt of a personnel complaint.
  - Meet quarterly with command personnel to get feedback on PSS investigations and review best practices.
  - Average five policy & procedural reviews per month during the 2007 calendar year.
  - Track policy reviews via a spreadsheet.
  - Review the policy spreadsheet with the senior management team on a monthly basis.

**SPECIAL SERVICES**

- Reduce the average number of days to resolve a Community Standards complaint (non-parking) by 5% by June 30, 2007.
  - Dispatch Community Standards complaints the same day as received.
  - Notify contractor for clean up within 48 hours of re-inspection.
  - Reduce injury accidents by 5% on selected corridors with high injury crash rates.
  - Identify four corridors with high injury rates and determine hazardous action if possible.
  - Dedicate five hours of enforcement along each of these corridors per month.

**TRAINING UNIT**

- Provide a career counseling session with each employee hired since 2000 by June 30, 2007.
  - Identify list of eligible employees and their current assignment.
  - Assign specific supervisors and begin sessions to be completed by June 30, 2007.
  - Complete a comprehensive training program for patrol and the detective sections.
  - Send out specific surveys to patrol personnel on training needs.
  - Send out specific surveys to detective personnel on training needs.

## Information Pages: Glossary

---

### A

AATA: Ann Arbor Transportation Authority provides local bus transportation in the Ann Arbor vicinity.

Accounting System: the total set of records that are used to record, classify, and report information on the financial status and operation of an entity.

Accrual Basis of Accounting: basis of accounting that records the financial effects of transactions and other events that have cash consequences in the periods in which those transactions or events occur rather than only in the periods in which cash is received or paid by the enterprise.

Adopted Budget: a budget that has been approved by the City Council.

Allocation: the distribution of available monies, personnel and equipment among various City functions.

Amortization: the reduction of an account through regular payments over a specific period of time.

Annual Budget: an estimate of expenditures for specific purposes during the fiscal year and the proposed means (estimated revenues) for financing those activities.

Appropriation: an authorization made by the legislative body of a government that permits officials to incur obligations and to make expenditures of governmental resources.

Assessed Value: a valuation set upon real or personal property by the City Assessor as a basis for levying taxes.

Audit: a study of the City's accounting system to ensure financial records are accurate and in compliance with all legal requirements for handling of public funds, including state law and the City Charter.

### B

Bond: a written promise to pay a specified sum of money (principal or face value) at a specified future date (maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are used typically for long-term debt and sold to investors.

Bond Anticipation Notes: short term interest bearing notes issued in anticipation of bonds to be issued at a later date.

Budget (Operating): a plan of financial operation embodying an estimate of proposed expenditures for a given period of time and the proposed means of financing them.

Budget Calendar: the schedule of key dates or milestones that a government follows in the preparation and adoption of the budget.

Budget Message: a general discussion of the submitted budget and financial conditions of the City presented in writing by the City Administrator as part of the budget document.



## Information Pages: Glossary

---

### C

Capital Budget: a plan of proposed capital expenditures and the means of financing them. The capital budget is enacted as part of the annual budget, which includes both capital operating and capital outlays. The capital budget is based on the Capital Improvement Program (CIP).

Capital Improvement Program (CIP): a plan for capital expenditures to be incurred each year over a fixed period of years setting forth each capital project, the duration of the project and the amount to be expended each year in financing those projects.

Capital Outlay: the purchase of items that cost over \$2,500 and have a useful life of more than two years.

Cash Basis of Accounting: records all revenues and expenditures when cash is either received or disbursed.

Cash Flow Budget: a projection of the cash receipts and disbursements anticipated during a given period.

CDBG Recipients: individuals or organizations that receive grants from Community Development funds.

Cost Center: an organizational and/or budgetary unit within a service area/unit.

CTN: Community Television Network provides access via the local cable network for local governments and public access.

### D

DDA: Downtown Development Authority was established to provide and maintain off street parking and pedestrian improvements in the downtown area.

Debt Service: the actual cost of interest and principal on bond maturities as well as the interest costs of bond anticipation notes.

Deficit: (1) the excess of an entity's liabilities over its assets; (2) the excess of expenditures over revenues during a single accounting period.

Direct Expenses: expenses specifically incurred as the result of providing a product of service (e.g., labor and material used).

Disbursements: funds actually expended.

### E

Encumbrance: an obligation in the form of a purchase order, contract or salary commitment that is chargeable to an appropriation, and for which part of an appropriation is reserved. These obligations become disbursements upon payment.

Enterprise Funds: a fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent is that the full costs of providing the goods or services be financed primarily through charges and fees thus removing the expenses from the tax rate.

## Information Pages: Glossary

---

Expenditures: the amount of money, cash or checks actually paid or obligated for payment from the treasury.

### F

Fiscal Year: a twelve-month period for which an organization plans the use of its funds. In Ann Arbor, the fiscal year is July 1 to June 30.

Fixed Charges: expenses that are generally recurring and constant.

Force Account: construction or maintenance activities performed by a municipality's own personnel, rather than by outside labor.

Full Time Equivalent (FTE): the amount of funding budgeted for a particular position; expressed in fractions of one year.

Fund: a set of interrelated accounts, which record assets and liabilities related to a specific purpose. Also, a sum of money available for specified purposes.

Fund Balance: the excess of an entity's assets over its liabilities.

### G

General Fund: the major municipally owned fund which is created with city receipts and which is charged with expenditures from such revenues.

General Obligation Debt: the city issues two types of General Obligation Debt. The first is Unlimited GO Debt, which allows the City to raise taxes without limit

to pay for the debt service and the second is Limited GO Debt, which relies on the existing revenue stream but becomes a first obligation against the General Operating Tax Levy.

Goals and Objectives: represent specific initiatives that a service unit will accomplish during the fiscal year. These may represent improvements to the operations or other objectives that are not normally done on an annual basis.

Grant: a contribution of assets by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grant monies are usually dedicated for specific purposes.

### I

Interfund Transfers: payments from one administrative budget fund to another, which result in the recording of a receipt and an expenditure.

### L

Liability: debt or other legal obligation arising out of transactions in the past which must be liquidated, renewed or refunded at some future date.

Longevity: monetary payments to permanent full time employees who have been in the employ of the City for a minimum of five years.

### M

Materials & Supplies: includes chemicals, office supplies, postage, repair parts, and

## Information Pages: Glossary

---

inventory purchases.

Modified Accrual: basis of accounting for all governmental funds and expendable trust and agency funds under which revenues are recorded when they become measurable and available. Expenditures are recorded when the liability is incurred, except for interest on general long-term obligations which is recorded when due.

Municipal Service Charge: an administrative fee charged to funds outside the General Fund for general overhead costs including costs associated with City Administrator, City Attorney, City Clerk, Finance, Administrative Services, Information Technology Services, etc.

### N

Non-Personnel Expenses: an expenditure group that includes services, materials and supplies, charges, equipment and other miscellaneous expenses.

### O

Object Code: a unique identification number and title for a class of expenditures; the most detailed level of budgeting and recording expenditures; also known as the "line item."

Operating Budget: authorized expenditures for on-going municipal services (e.g., police and fire protection, street maintenance, etc.)

Ordinance: a law set forth by a governmental authority; a municipal

regulation.

Other Charges: includes debt service, operating transfers between funds, insurance, and transfers to other entities.

Other Services: includes consulting, utilities, maintenance, rents, travel, etc.

### P

Pass-Throughs: money that passes through the fund as a transfer to another fund or is collected and passed on to another entity such as Ann Arbor Transit Authority (AATA).

Payroll Fringes: the cost of employee benefits including insurances, retirement, uniforms, etc.

Per Capita Cost: cost expressed as an amount per city resident.

Performance Measures: these measures include statistics that indicate the performance of the division focusing on effectiveness and efficiencies related to customer service. These measures can be used to benchmark service with other communities.

Personnel Services: expenditures that represent the cost of salaries and wages.

Policy: a definite course of action adopted after a review of information and directed at the realization of goals.

Position: a position is present if an employee is permanent and the City Administrator or City Council has authorized their duties.

## Information Pages: Glossary

---

Priority: a value that ranks goals and objectives in order of importance relative to one another.

Procedure: a method used in carrying out a policy or plan of action.

Program: collections of work-related activities initiated to accomplish a desired end.

Property, Plant and Equipment: non-consumable materials and supplies with a value of less than \$2,500.

Purchase Order: an authorization and incurrence of debt for the delivery of specific goods or services.

### R

Recommended Budget: the proposed budget that has been prepared by the City Administrator and forwarded to the City Council for approval.

Reimbursements: fees received as payment for the provision of specific municipal services.

Reserves: an account used to indicate that portion of fund equity, which is legally restricted for a specific purpose or not available for appropriation and subsequent spending.

Revenue: additions to the City's financial assets (such as taxes and grants) which do not in themselves increase the City's liabilities or cancel out a previous expenditure.

Revenue Sharing: State distribution of monies raised through State Sales,

Income and Single Business Taxes to local governments.

### S

Service Area: an organizational and/or budgetary unit established by City Council to carry out specified public services and implement policy directives.

Service Unit: an organizational and/or budgetary unit within a Service Area.

### T

Target Based Budgeting: a system by which the City Administrator sets expenditure targets for General Fund service areas based on estimated availability of revenue.

Tax Increment Financing (TIF): a method of financing public improvements to a geographical area by capturing the taxes that are a result of private improvements and new construction in the area.

### V

VEBA: Voluntary Employees Beneficiary Association- a trust used to fund the post retirement health and life insurance benefits.

Vehicle Operating Costs: a group of accounts that are used to accumulate the cost of maintaining the City's fleet of vehicles and related equipment.

### W

Wildly Important Goals: service unit goals and objectives for the service area.