



FY2019 ANNUAL REPORT

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OVERVIEW

PURPOSE

This Annual Report is provided to comply with the following City Charter requirements and direction from City Council:

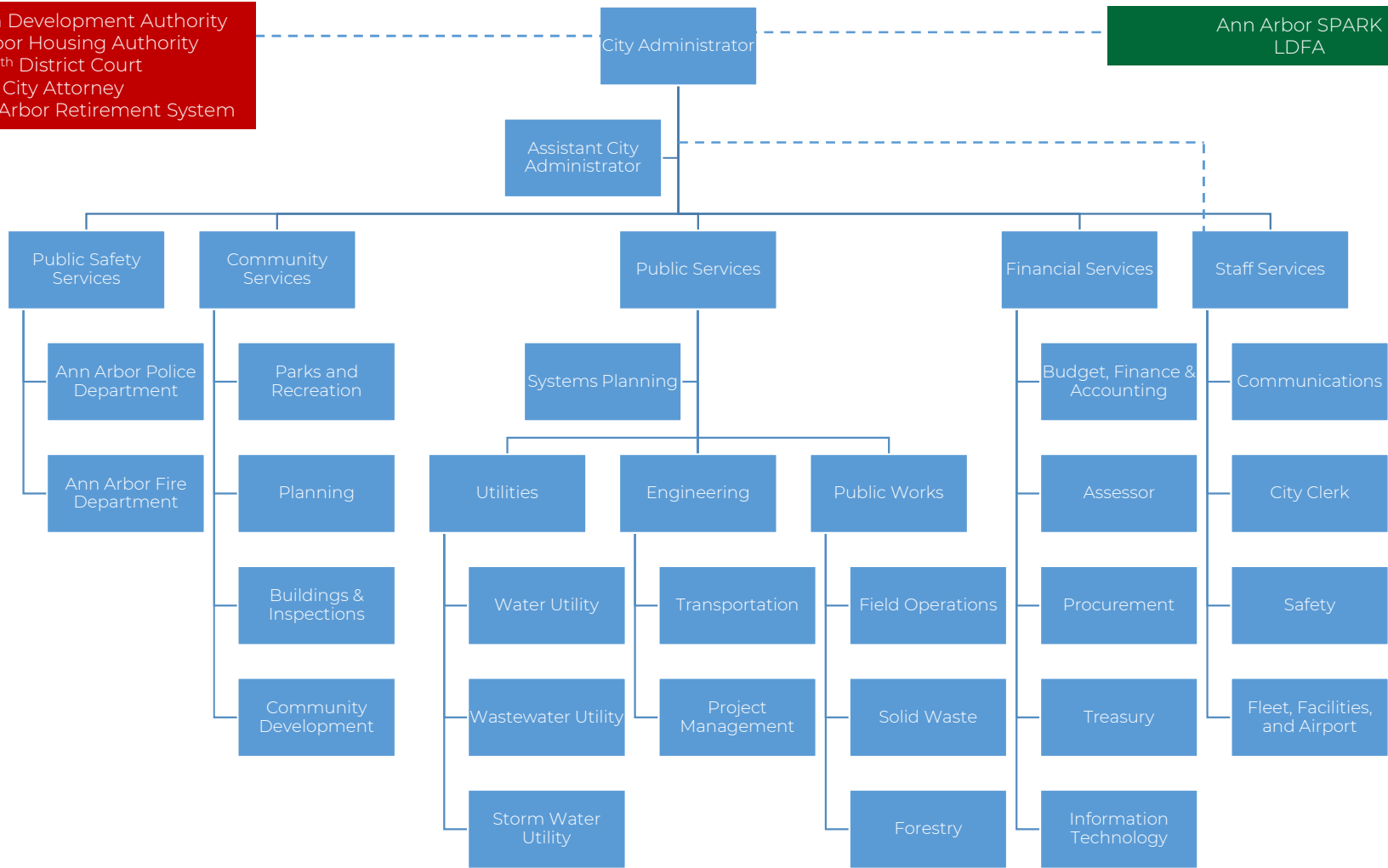
- Section 5.1, paragraph (b)(11) establishes the requirement for the City Administrator to submit to Council “an annual report which shall consolidate the reports of the several administrative units.”
- Council resolution R-19-136 (4/1/2019) “directs the City Administrator to establish and submit with the FY20/21 Financial Plan appropriate SMART* objectives in the specified areas and that City Administrator will report on the progress of these programs, projects on a quarterly basis.”

The report provides the FY19 end of year financial summary, accomplishments and challenges, and performance measures for each unit of City government - depicted on the organization chart on the following page. The status of Capital Improvement Program (CIP) projects will be reported separately. Additional information related to City operations can be found on the City’s web site at www.a2gov.org.

*SMART is an acronym for objectives that are specific, measurable, attainable, relevant, and timely.

Downtown Development Authority
 Ann Arbor Housing Authority
 15th District Court
 City Attorney
 City of Ann Arbor Retirement System

Ann Arbor SPARK
 LDFA



NOTES ON PERFORMANCE MEASURES

City Council has directed that operating units employ SMART performance measures. SMART is a acronym, giving criteria to guide in the setting of objectives. The letters in the acronym stand for specific, measurable, achievable, relevant, and time-bound.

The measures included in this report draw data from a variety of sources, with the goal of being accurate (How close to the right answer is it?), precise (How good is the data?), and reproducible (Will we get the same answer with the same data every time?). The measures are constantly evolving, with three years of history.

The performance measures are shown using a “stop light” analysis: ● means the metric has been achieved, ● means the work is in progress or has a slight variance, ● means the metric has not been achieved or is behind schedule. Wherever possible, the data calculation is provided. Metrics that are binary (yes/no) or for which there are not quantitative bases are reported as met (+) or did not meet (-) the requirement.

PERFORMANCE SUMMARY

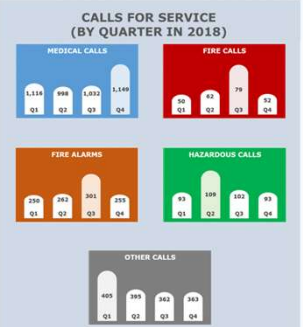
SERVICE UNIT	●	●	●
City Administrator	56	9	2
Safety Services	16	7	3
Community Services	28	12	4
Public Services	31	14	8
Financial Services	55	10	3
15 th District Court	<u>3</u>	<u>2</u>	<u>0</u>
TOTALS	189	54	20
PERCENTAGES	71.9	20.5	7.6

The City has 263 separate performance measures that staff reviews quarterly in conjunction with budget status.

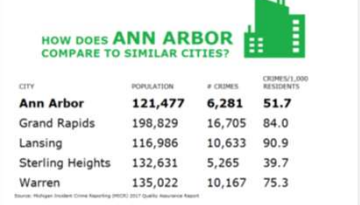
THE CITY OF ANN ARBOR OUR FINANCIAL HEALTH BY THE NUMBERS



HOW WE WORK FOR YOU A2 FIRE DEPARTMENT BY THE NUMBERS

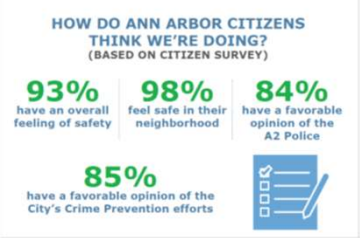


HOW WE WORK FOR YOU A2 POLICE DEPARTMENT BY THE NUMBERS

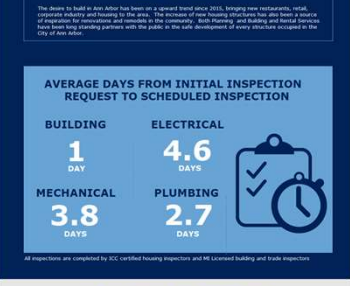
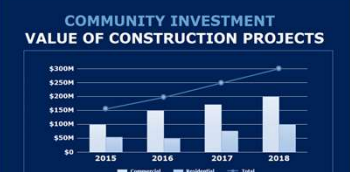


2018 PART 1 CRIMES BY TYPE

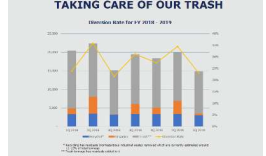
Crime Type	Q1	Q2	Q3	Q4	TOTAL
Aggravated Assault	31	42	46	14	133
Burglary Residential	33	47	56	20	156
All Other	18	11	6	7	42
Total	51	58	62	27	198
Homicide Negligent	0	1	0	0	1
Non-Negligent	0	2	0	0	2
Total	0	3	0	0	3
Larceny All Other	179	220	277	60	736
From Auto	99	54	158	71	382
Retail Fraud	87	69	102	35	293
Total	365	343	537	166	1,411
Motor Vehicle Theft/Fraud	7	16	20	11	54
Robbery	3	14	17	9	43
Sex Offenses/Criminal Sexual Conduct	10	6	15	3	34
TOTAL	467	482	697	230	1,876



HOW WE WORK FOR YOU A2 QUALITY OF LIFE BY THE NUMBERS



HOW WE WORK FOR YOU A2 PUBLIC SERVICE BY THE NUMBERS



The City is developing new means for communicating performance results to the public, including the introduction of "story boards" with live links to data. Dashboard reporting of key performance indicators are also being prepared.

FINANCIAL SUMMARY

END OF FY19 FINANCIAL SUMMARY

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
General Fund				
Revenues	\$ 114,248,658	\$ 111,356,672	\$ (2,891,986)	(2.5%)
Expenditures	\$ 108,495,702	\$ 104,501,431	\$ 3,994,271	3.7%
Non-General Operating Funds				
Revenues	\$ 323,747,158	\$ 313,520,104	\$ (10,227,054)	(3.2%)
Expenditures	\$ 282,300,769	\$ 253,744,538	\$ 28,556,231	10.1%

The City ended the year with an operating surplus in both the General Fund and in Non-General Operating Funds. All fund balances met City policy guidelines.

FY19 GENERAL FUND SUMMARY

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
General Fund				
Revenues	\$ 114,248,658	\$ 111,356,672	\$ 2,891,986	(2.5%)
Expenditures	\$ 108,495,702	\$ 104,501,431	\$ 3,994,271	3.7%
VARIANCES				
<ul style="list-style-type: none"> • The City is 100% through the fiscal year and has received 97% of the budgeted revenues and expensed 96% of the expenditure budget. • The General Fund had a surplus of \$6.9 million; however, \$5.4 million is attributable to the issuance of debt to reimburse the money advanced by the General Fund to purchase the 350 S. Fifth Ave (“the old Y site”). • Investment Income received a higher rate of return than anticipated in FY19, resulting in a positive variance of \$1,594,533. • Non-Departmental expenditures in FY19 were lower than anticipated due to expenses related to the sale of the property at 350 S. Fifth Street occurred in FY18., resulting in a positive variance of \$12,771,577. 				

FY19 NON-GENERAL OPERATING FUNDS SUMMARY

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Non-General Operating Funds				
Revenues	\$ 323,747,158	\$ 313,520,104	\$ (10,227,054)	(3.2%)
Expenditures	\$ 282,300,769	\$ 253,744,538	\$ 28,556,231	10.1%

VARIANCES

Major Streets (0021) -122% of the budgeted revenues received and 75% of the budget expended.

- Additional unanticipated road funding was received from the State of Michigan.
- Expenditures were lower than anticipated due to project delays caused by weather and contractor capacity. Funding for projects that are unable to be completed by June 30 rolled over into FY20.

Local Streets (0022) – 137% of the budgeted revenues received and 51% of the budget expended.

- Additional unanticipated road funding was received from the State of Michigan.
- Expenditures were lower than anticipated due to project delays caused by weather and contractor capacity. Funding for projects that are unable to be completed by June 30 rolled over into FY20.

Construction Code Funds (0026) – 141% of the budgeted revenues received and 99% of the budget expended.

- Additional revenues received due to increased levels of construction.

FY19 NON-GENERAL OPERATING FUNDS SUMMARY

VARIANCES

Major Grants (OOMG)

Additional unanticipated road funding was received from the State of Michigan.

- Expenditures were lower than anticipated due to project delays caused by weather and contractor capacity. Funding for projects that are unable to be completed by June 30 rolled over into FY20.

Millage Funds - These funds collect taxes in the summer when the City levies. The revenue is not linear. Expenditures for some millage funds are for debt service, capital and land purchases, which are also not linear. Debt service payments are separately monitored by Accounting each month according to the spending plan.

- For the Open Space Millage, land purchases are opportunity-based and there is no pattern or spending plan.
- For the Park Maintenance Millage, the parks system and PAC follow the PROS plan for its spending.
- For the Street Millage fund, engineering follows their street resurfacing schedule.

FY19 NON-GENERAL OPERATING FUNDS SUMMARY

VARIANCES

Sewage Disposal System (0043) - 112% of the budgeted revenues were received and 80% of the budgeted expenses made.

- The revenue variance relates to unanticipated revenue for Charges for Services as well as higher than expected Investment Income. Investment income is higher due to a higher fund balance that is able to be invested than originally anticipated therefore earning more interest than originally expected.
- Charges for Services include Capital Recovery charges that were not budgeted in FY19.
- The expenditures relates to an estimated increase in landfilling waste costs that were re-bid during FY19. The cost did not increase as expected therefore this fund was under budget for those expenses. It also relates to planned depreciation expenses for the Wastewater Treatment Plant renovation project, which was completed and additional depreciation expenses did not occur.

Stormwater Sewer System Fund (0069) - 108% of the budgeted revenues have been received and 82% of the expenditures incurred.

- The variance in expenditures relates to an ongoing asset management project that was not completed before the end of the fiscal year as well as anticipated increases in the cost of contracted/professional services that did not occur.

FY19 NON-GENERAL OPERATING FUNDS SUMMARY

VARIANCES

Fleet Services (0012) - 105% of the budgeted revenues have been received and 87% of the budgeted expenditures incurred.

- The expenditures variance relates to fleet vehicles that have been ordered, but did not arrive by June 30. Cost of fleet repairs were less than anticipated.

Project Management (0049) - 73% of the budgeted revenues and 71% of the anticipated expenses have been incurred.

- The revenue variance relates to projects credits that are budgeted here, but are collected under other projects as appropriate.
- The expenditures variance relates to work time that is budgeted here, but charged to other projects as appropriate.

FY19 NON-GENERAL OPERATING FUNDS SUMMARY

VARIANCES

VEBA Trust Fund (0052) - 123% of the budgeted revenues have been received 44% of the budgeted expenditures incurred.

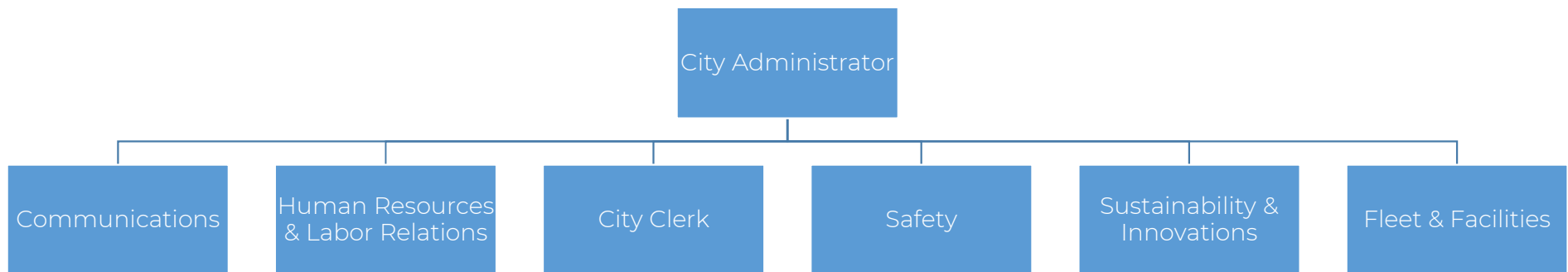
- The revenue reflects better than anticipated investment performance during the fiscal year as well as higher than expected transfers from the Risk Fund due to the cost of annual retiree healthcare being lower than expected. Therefore the City was able to send additional money to the VEBA Trust in FY19.

Pension Trust Fund (0059) - 89% of the budgeted revenues have been received and 94% of the expenditures incurred.

- The revenues reflect lower than expected returns on investments during the fiscal year.
- The expenditures reflect lower than anticipated refunds to employees who terminate employment before becoming vested in the pension system as well as lower than expected professional services needed.




CITY ADMINISTRATOR'S OFFICE

CITY ADMINISTRATOR'S OFFICE



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 the functions shown above. The City Administrator's area provides the organization with a broad array of services such as employee policies, benefits, professional development, labor relations, public policy analysis, community member communications, safety, intergovernmental relations, and City administration.

PERFORMANCE SUMMARY

SERVICE UNIT			
City Administrator	7	0	0
Human Resources	5	6	1
Communications	16	0	0
City Clerk	13	1	0
Fleet, Facilities, and Airport	10	2	1
Safety	<u>5</u>	<u>0</u>	<u>0</u>
TOTALS	59	9	2
PERCENTAGES	83.6	13.4	3.0

CITY ADMINISTRATOR'S OFFICE

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
General Fund				
Expenditures	\$ 2,135,545	\$ 2,104,067	\$ 31,478	1.5%
Benefits (Risk) Fund				
Revenues	\$ 28,594,983	\$ 29,818,915	\$ 1,223,932	4.3%
Expenditures	\$ 27,439,293	\$ 27,039,760	\$ 399,533	1.5%
VARIANCES				
<ul style="list-style-type: none"> • 9% savings in medical – prescription medicines positive variance of \$ 2.77 M • Transfer of \$2.2M in excess transferred as one-time revenue to General Fund in FY20 				
CHALLENGES/HORIZON ISSUES				
<p>Over the long term, the City faces horizon issues in recruiting and retaining a high performing staff, addressing structural imbalances in the budget, and the uncertainties of future economic conditions. Immediate challenges include water quality issues, mobility, and community affordability.</p>				

CITY ADMINISTRATOR'S OFFICE

Accomplishments

- Supported development and start-up of the Independent Police Advisory Commission.
- Provided transitions assistance and orientation for newly elected Councilmembers.
- Worked with external partners to advance transformative projects including the Allen Creek Berm Opening, Treeline Trail, DTE/MICHCON Site Redevelopment, William Street Cycle Track, and People Friendly Streets projects.
- Launched the Sustainability and Innovations Office.
- Partnered with the Neutral Zone to create the *Future Corps*.
- Established the position of Assistant City Administrator.
- Developed and advanced the City's Legislative Policy Agenda
- Gained approval of the two-year Financial Plan (FY20/21)

CITY ADMINISTRATOR'S OFFICE

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Provide overall organizational leadership and oversee delivery of services to the community.	Ensure compliance with all appropriate laws, regulations, and rules; provide appropriate resources to the operating units; and ensure proper training, equipment, and facilities are provided.	+	+	●
	Respond to inquiries from the Council and public within 7 days	+	+	●
Support Council operations/initiatives.	Furnish the Council with information respecting the City's affairs and prepare such reports as may be required.	+	+	●
Responsibly manage the financial resources of the City.	Perform monthly evaluation of financial status and report on variances >10%.	+	+	●
Support the development and oversee the execution of the legislative policy.	Coordinate the City's state and federal legislative agenda	+	+	●

CITY ADMINISTRATOR'S OFFICE

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Develop and implement an economic development plan of the City consistent with Council adopted policies,	Provide updates on economic development projects and initiatives.	+	+	●
Engage with and inform the community with regard to the development, execution, and outcomes of the delivery of municipal services and the implementation of Council priorities.	Provide information to the community on an ongoing basis.	+	+	●

HUMAN RESOURCES OFFICE

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Expenditures	\$ 948,440	\$ 922, 069	\$26,371	2.8%
VARIANCES				
<ul style="list-style-type: none">• (14%) variance in Other Services due to Outside Attorney's Fees being less than budgeted.				
CHALLENGES/HORIZON ISSUES				
<ul style="list-style-type: none">• Changeover of key staff in Human Resources operations.• Upcoming labor contract negotiations.• Increases in the costs of medical benefits levels for staff may exceed state mandated caps.• Supporting turnover and recruitment of key leadership positions.				

HUMAN RESOURCES OFFICE

Accomplishments

- Completed and implemented the findings of the non-union compensation study.
- Addressed changeover of key staff in Human Resources operations.
- Negotiated agreements with AFSCME, AAPOA, and IAAF.
- Maintained benefits for staff without material increases.
- Hired new Assistant City Administrator and Police Chief.
- Launched Employee Compensation Committee.

HUMAN RESOURCES OFFICE

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Benefits Administration	Maintain year-to-date health care costs. - active	At or below State average	9.7% above State average	●
	% employees enrolled in voluntary benefits: Voluntary Life Insurance Short Term Disability (Union only) Long Term Disability Critical Illness Accident Pre-paid legal FSA\	No standards established	57% 13% 51% 5% 47% 8% 54%	●
	Maintain year-to-date health care costs. – retiree	At or below State Average	15.1% below state average	●
	% of employees participating in the Wellness program	N/A	48.20%	●

HUMAN RESOURCES OFFICE

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Recruiting and Retention	Time to fill (days) – regular staff	80	4Q – 64.90	●
	Time to fill (days) – safety services	120	4Q – 155.8	●
	% diverse applicants	TBD	4Q - 43.2%	●
	% of new hires not completing probation	TBD	20%	●
	% employees voluntarily separating for reasons other than retirement	TBD	50%	●
Compensation/HRIS	% difference between internal non-union compensation and external market equity	0%	0.54	●
	% payroll input error-free	95%	4Q – 94.72%	●
	# union progressions completed	TBD	73.0%	●

COMMUNICATIONS OFFICE

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
CTN				
Revenues	\$ 2,316,121	\$ 2,114,425	\$ (201,696)	(8.7%)
Expenditures	\$ 2,278,826	\$ 2,020,770	\$ 258,056	11.3%
VARIANCES				
<ul style="list-style-type: none"> • CTN revenues lower than anticipated, offset by savings in equipment and material 				
CHALLENGES/HORIZON ISSUES				
<ul style="list-style-type: none"> • Pending federal and state regulation of franchise and cable access fees create uncertainty in future funding. • Communications staff will be the coordinating agency for the 2020 census. 				

COMMUNICATIONS

Accomplishments

- Continued to expand, promote, and educate key stakeholders about A2 BE SAFE messages
- Launched *Stormwater Smart Campaign* to raise awareness about A2 infrastructure.
- Promoted four community surveys: *Budget Priorities*, *Deer Management*, *Washtenaw County Mental Health and Public Safety Millage*, and *National Citizen Survey*.
- Completed Annual Hazard Mitigation and Emergency Dam Evacuation PIO Plan reviews.
- Executed the marketing plan for a successful parks millage renewal.
- Launched a monthly *Quality Water Matters* newsletter and outreach activities to educate customers about drinking water and our efforts to protect its safety.

COMMUNICATIONS OFFICE

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Employee Communications				
Prepare and distribute electronic employee newsletter – A2 News Notes	Conduct annual Communications Office survey	+	+	●
Design and manage content for employee intranet – A2 Central.	Ensure timely, accurate, and relevant content.	+	+	●
Execute Communications Office Strategic Plan.	Adjust content of communications vehicles and/or frequency per Annual Communications Office Survey Feedback.	+	+	●
Provide media support and training for workforce.	Conduct ad-hoc training and provide counsel for new staff with media responsibilities.	+	+	●

COMMUNICATIONS OFFICE

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
External Communications/Reputation Management				
Manage content and design for A2gov.org.	Adjust web content on a periodic basis using Google Analytics metrics	+	+	●
Prepare and distribute media releases and conduct media interviews.	Track number of news releases and social media activity monthly Communications Office Report	+	+	●
Prepare and distribute the Resident Newsletter.	Prepare and distribute online monthly newsletter by the first of each month	+	+	●
Coordinate and monitor communications channels, including social media outlets and Gov Delivery.	Respond to inquiries within 24 hours during the business week.	+	+	●
Assist in the development and support of the execution of project communication plans.	Track number of plans developed and report monthly via the Communications Office Report	+	+	●

COMMUNICATIONS OFFICE

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Crisis Communications				
Serve as the public information officer for the Emergency Operations Center.	Staff the EOC as required.	+	+	●
Assist in the development, review, and update of the Annual Emergency Action Plan.	Ensure annual completion of the EAP.	+	+	●
Support CodeRED communications and emergency notifications.	Promote CodeRED services to residents quarterly.	+	+	●
Community Television Network				
Provide media production training and equipment workshops.	Prepare, analyze, and provide CTN Quarterly Report (Programming/VOD analytics).	+	+	●
Manage and provide cable and online programming for four PEG channels.	Prepare, analyze, and provide CTN Quarterly Report (Programming/VOD analytics).	+	+	●

COMMUNICATIONS OFFICE

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Community Engagement				
Manage the Community Engagement Toolkit and provide training.	Produce and promote online toolkit training and coordinate engagement oversight team.	+	+	●
Monitor and manage engagement tools.	Oversee and execute the biennial National Citizen Survey and disseminate results.	+	+	●

CITY CLERK'S OFFICE

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 187,460	\$ 319,045	\$ 131,585	70.2%
Expenditures	\$ 1,352,287	\$ 1,330,861	\$ 21,426	1.6%
VARIANCES				
<ul style="list-style-type: none"> • Revenues exceeded budget for FOIA, retail liquor licenses, and marijuana licenses. • No significant expenditure variances. 				
CHALLENGES/HORIZON ISSUES				
<ul style="list-style-type: none"> • The 2020 election will pose significant challenges due to anticipated voter turnout, same day registration, and no-reason absentee balloting. • Implementation of adult-use marijuana licensing. 				

CITY CLERK'S OFFICE

Accomplishments

- City Clerk Jacqueline Beaudry named Michigan Association of Municipal Clerks 2019 City Clerk of the Year.
- City Clerk staff completed training in elections administration, Open Meetings Act, city code management, notary services, parliamentary procedure, cemetery preservation, cyber security, and occupational safety.
- Conducted 2nd Annual Citizens Academy.
- Managed 61 active/boards/commissions with 407 seats. Processed 166 applications.
- Conducted Board and Commission appreciation event.
- Administered two elections and registered 7,960 new voters.
- Processed 2,073 actions for licenses and permits.

CITY CLERK'S OFFICE

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Council Support				
Provide support to City Council by developing and posting meeting agenda, preparing minutes, and assisting with new Councilmember orientation.	Compliance with Open Meetings Act	100%	100%	●
	Postings accurate with no corrections required upon publication.	<5% corrections	0% corrections	●
	Minutes accurate with no corrections required.	<5% corrections	0% corrections	●
Records Management				
Provide records management through contract routing and filing, records retention, and management of the City's FOIA process.	FOIA responses issued within 5 days	>80%	85.71%	●
	FOIA responses issued in compliance with law	>99%	100%	●

CITY CLERK'S OFFICE

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Election Administration				
Administer elections by training and recruiting election inspectors, registering new voters; issuing absentee ballots; testing voting equipment; and staffing, supplying, and overseeing polling places.	Hire sufficient inspectors for each precinct	>5 per precinct	6.3	●
	Manage election staff to minimize absenteeism/cancelation of inspectors	<5%	2.90%	●
	Manage poll staffing to minimize waiting time	<30 minute wait	6 minute average	●
	Manage returns to minimize return time.	10:00 PM	10:27 PM	●

CITY CLERK'S OFFICE

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Boards and Commissions				
Provide support to Boards and Commissions by managing rosters of members; tracking vacancies; training liaisons from City departments; developing new member orientations; and coordinating the Citizen's Academy.	Ensure compliance with the Open Meetings Act.	100%	100%	●
	Create orientation program	Complete	Complete	●
	Reduce board and commission vacancies.	<20% vacancies	7.86% vacancies	●
	Oversee Citizen's Academy	Complete	Complete	●
Licensing and Customer Service				
Provide licensing activities, including front counter customer services and support; processing of inquiries; tracking current and expiring licenses; and education and promotion of licensing opportunities and benefits.	Monitor receipt of marijuana licenses issued in accordance with state statutes and City ordinances.	+	+	●

FLEET, FACILITIES, AND AIRPORT

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
General Fund				
Revenues	\$4,000	\$ 91	\$ (3,909)	-97.7%
Expenditures	\$ 1,352,287	\$ 1,330,861	\$ 21,426	1.6%
Fleet				
Revenues	\$ 8,788,376	\$ 8,964,021	\$ 175,645	2.0%
Expenditures	\$ 9,917,107	\$ 8,634,010	\$ 1,283,097	12.9%
Airport				
Revenues	\$ 915,740	\$ 1,137,676	\$ 221,938	24.2%
Expenditures	\$ 917,357	\$ 785,103	\$ 132,254	14.4%
VARIANCES				
<ul style="list-style-type: none"> Fleet expenditures less than expected due to holds on vehicle replacements. Airport revenue variance due to one-time income from easement acquisition. Expenditure variance due to lower than budgeted fleet repairs. 				

FLEET, FACILITIES, AND AIRPORT

Accomplishments

- Completed full renovations of the Larcom City Hall freight elevator and Fire Station 1 elevator.
- Completed installation of a new roof top generator at Fire House 1 to provide stand-by power.
- Led implementation of the City's *Green Fleets* Program, including vehicle purchases and charging station infrastructure.
- Purchased City's first hybrid police interceptors.
- Remediated 98% of the American with Disabilities compliance issues at the Wheeler Center.
- Maintained 100% occupancy of available hangar space at the Ann Arbor Municipal Airport.

FLEET SERVICES

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Fleet Maintenance				
Maintain a safe and reliable City fleet in a cost effective manner. Provide support to end users to allow them to responsibly plan for changes in vehicle and equipment needs and the associated costs of those changes	Perform scheduled preventive maintenance.	95% compliant	92% compliant	●
	Maintain AAPD replacement availability.	100%	100%	●
	Maintain critical vehicle availability.	Data not available	Data not available	●
	Maintain ratio of preventive maintenance to total repairs	>25%	26%	●
Provide for the replacement of vehicles and equipment in a timely manner that meets the needs of the end users.	Perform annual evaluations of light vehicles.	100%	100%	●
	Order V/E replacements in the FY in which the items was scheduled.	100%	100%	●
	Communicate with appropriate end users on the replacements	+	+	●

FACILITIES SERVICES/AIPOINT OPERATIONS

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Facilities Maintenance & Repair				
Provide well maintained and functional City facilities.	Close facilities work requests within 5 business days	>80%	83%	●
	Provide reliability centered maintenance (% scheduled work)	30%	12%	●
Airport Operations				
Provide safe and comprehensive aviation transportation infrastructure for the public.	Maintain finances in a stable condition so that the airport can operate on a self-sufficient basis.	+	+	●
	Achieve “no significant findings” on annual audit	+	+	●
	Maintain runways and taxiways in a Code 3 status	+	+	●
	Provide safe operations and prevent accidents/incidents.	0 Incidents	0	●

SAFETY OFFICE

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Expenditures	\$ 589,787	\$ 562,302	\$27,485	4.7%
VARIANCES				
<ul style="list-style-type: none"> No significant expenditure variances. 				
CHALLENGES/HORIZON ISSUES				
<ul style="list-style-type: none"> Complete integration of accident reporting system. Develop and implement job hazard identification and training programs. Continue to identify and address workplace safety concerns. Collaborate with other City agencies on safety issues. 				

SAFETY OFFICE

Accomplishments

- Completed confined space entry and forklift training for required staff.
- Completed occupational medical surveillance services requirements for all participating units, including Police, Fire, Public Works, Water treatment, Wastewater Treatment, Engineering, Parks and Recreation, Housing Maintenance, and Fleet/Facilities.
- Recognized Public Works for 50% accident reduction.
- Completed radon mitigation for Fire Prevention Office and NAP Office.
- Installed fall protection system on Larcom municipal complex.
- Upgraded Justice Center Refuge Alarm System
- Established Lock Down Areas for Larcom municipal complex.
- Provided PPE kits to police and fire for opioid abuse response.

SAFETY OFFICE

Performance Summary

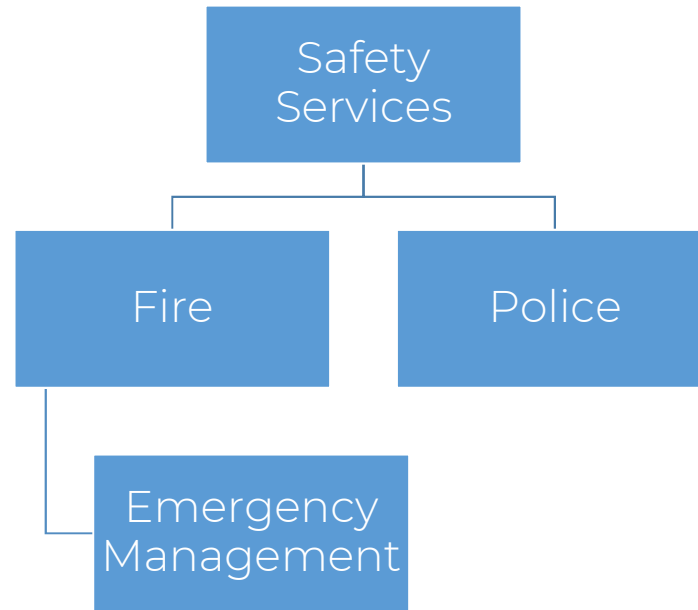
MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Safety Training				
Develop, implement, and maintain a comprehensive training program that includes all service areas and all employees.	% of employees who complete their training.	90%	94%	●
Safety Audits, Inspections, and Hazard Announcements				
Develop and implement a work site safety and hazard assessment program.	Implement hazard assessment programs for >50% of work sites	50%	60%	●
Internal and External Engagement				
Develop and implement a safety communications plan that increases and improves the means and methods for sharing safety-related information.	Conduct an annual safety culture survey.	+	+	●
	Ensure required OSHA/MIOSHA reporting requirements are met.	>99%	100%	●
Hazard Risk Reduction/Removal				
Develop and implement a program to identify, prioritize and address risks City employees face.	Implement/report on results.	10%	60%	●

SAFETY OFFICE PROJECTS

PROJECT	COMPLETION SCHEDULE		COST		STATUS
	START	FINISH	BUDGET	EAC	
Fall Protection Initiatives	07/01/18	01/01/19	\$25,000	\$22,450	Complete.
Medical Surveillance/Health Screening	07/01/18	05/01/19	\$25,000	\$14,350	Complete.
Safety Training/Incentive Program	07/01/18	06/30/19	\$10,000	\$3,619	Complete.
Miscellaneous Safety Issues - Radon Mitigation for FPO - Radon Mitigation for NAP - Larcom Fall Protection - JC Refuge Alarm System - PPE for Police/Fire Opioid Response - Larcom Lock Down Areas - Fall Protection – WTP/Fire Station 6	07/01/18	06/30/19	\$25,000	\$2,000 \$1,800 \$5,000 \$4,754 \$5,372 \$3,000 \$24,096	Complete. Complete. Complete. Complete. Complete. Complete. Complete.
Larcom Security Desk	07/01/18	06/30/19	\$60,000	\$23,789	Complete
TOTALS			\$145,000	\$69,811	




SAFETY SERVICES

SAFETY SERVICES



The Safety Services Area is comprised of two service units: Police Services and Fire Services. These service units provide the community with a broad array of support such as City-wide emergency preparedness and education, fire operations and inspections, fire safety, police patrol, traffic enforcement, parking and code compliance, police investigation, and community engagement.

PERFORMANCE SUMMARY

SERVICE UNIT			
Fire	5	4	2
Police	11	3	1
TOTALS	16	7	3
PERCENTAGES	61.6	26.9	11.5

FIRE DEPARTMENT

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 673,033	\$ 825,743	\$ 152,710	22.7%
Expenditures	\$ 17,438,089	\$ 17,285,015	\$ 153,074	0.9%
VARIANCES				
<ul style="list-style-type: none"> • Unbudgeted revenue from vehicle reimbursement from previous year (\$52,817) • 512% revenue variance due to sale of fixed assets, FEMA reimbursements, and other • 2.7% savings in Personnel Services 				
CHALLENGES/HORIZON ISSUES				
<ul style="list-style-type: none"> • Funding has not been identified for the replacement of aging fire facilities. • Recruiting and retention in the fire force remains a challenge. • Turnout and travel time not meeting goals. Dispatch system needs to be improved. • Accountability for inspector productive hours needs to be improved. 				

FIRE DEPARTMENT

Accomplishments

- Completed updates to critical documents.
 - Completed update of Fire Station Master Plan
 - Completed updates of Standard Operating Procedures
 - Completed formal officer development and training program
- Conducted emergency preparedness and security exercises.
 - Completed security assessment of City Hall and installed new security protocols.
 - Completed the Naval Post Graduate TTX, Barton Dam FERC drill, CodeRed Testing, and SAA drill
- Eliminated PFAS fire fighting foam – 1st in the State of Michigan.
- Generated additional revenues through the disposition of old equipment.

FIRE DEPARTMENT

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Emergency Services				
Provide timely and professional fire and EMS response to fire, explosion, hazmat, and technical rescue emergencies occurring within the City of Ann Arbor to reduce damage to life and property in the City.	Deliver online safety training programs to ensure compliance.	100% completion	57%	●
	Deliver practical training to ensure competency and proficiency.	80% completed	Completed	●
	Achieve turnout and travel time goal for initial apparatus at fire incidents.	8 minutes	8:34 minutes	●
	Achieve turnout and travel time goal for EMS incidents	7 minutes	7:26 minutes	●
Fire Prevention Services				
Prevent loss of life and property damage from the effects of fire and other emergencies.	Optimize productive hours/inspector h/i).	1,354 h/i	734.8 h/i	●
	Achieve cost recovery for fire inspectors.	\$580,000	\$484,114	●

FIRE DEPARTMENT

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Fire Chief's Office				
Provide efficient and effective emergency services within budget.	Update fire station master plan	Complete	Completed	●
	Update SOPs.	Complete	Completed	●
	Prepare a formal development and training program.	Complete	Completed	●
Office of Emergency Management				
Provide for the planning, mitigation, and coordination of response and recovery from natural and human made emergencies and disasters occurring in the City of Ann Arbor.	Conduct EOC, and security exercises for City staff.	Complete scheduled exercises*	Scheduled exercises completed	●
	Complete new Continuity of Government/Operations Plan	Complete	Scheduled completion in FY20	●

POLICE DEPARTMENT

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 3,788,185	\$ 4,124,895	\$ 336,710	8.9%
Expenditures	\$ 29,147,031	\$ 28,980,853	\$ 218,138	0.6%

VARIANCES

- 8.9% revenue variance due primarily to UM reimbursements and Bird scooter impoundments.
- Staffing shortfalls led to excess overtime expenditures which were partially offset by vacancies.

CHALLENGES/HORIZON ISSUES

- Recruiting and retention in the police department remains a challenge.
- A data-driven approach should be pursued to determine the appropriate number of officers needed.
- Performance measures should be developed that more accurately reflect community interests.
- Conversion of the police fleet to electric vehicles is being pursued.

POLICE DEPARTMENT

Accomplishments

- Implemented a Special Victims Unit within the Detective Bureau.
- Achieved 2019 CALEA accreditation.
- Enhanced community partnerships with Avalon Housing, the Neutral Zone, and Community Mental Health.
- Developed AAPD commitment to a community policing philosophy through the addition of two Downtown Beat officers and the support of the Independent Community Police Oversight Commission.
- Created a Police Cadet program as a means to increase diversity in recruiting.
- Sponsored four cadets in the Washtenaw Police Academy.

POLICE DEPARTMENT

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Patrol				
Maintain visibility through directed patrol and respond to emergency and quality of life calls.	Reports of non-availability for response to priority calls for service	0	0	●
	Positive perception of public safety as measured through community survey.	80%	87%	●
	Job satisfaction as measured by internal employee survey.	75%	N/A	●
	CBA's are executed within 6 months of expiration of the previous agreement.	All CBAs current	DC, AAPOA in progress	●

POLICE DEPARTMENT

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Criminal Investigation				
Provide criminal investigation and support prosecution, including collaboration with other agencies, drug enforcement, and mobile device forensics.	Felony cases with a solvability factor are assigned to a detective	100%	100%	●
	Misdemeanor cases with a solvability factor are assigned	100%	100%	●
	Cell phones/mobile devices associated with a case are assigned	100%	In progress	●
	CBA's are executed within 6 months of expiration of the previous agreement.	All CBAs current	DC, AAPOA in progress	●
Parking Enforcement/Community Standards				
Enforce City ordinances related to parking, snow and ice removal, and property maintenance.	Assign and investigate complaints	100%	100%	●
	Provide parking enforcement and staffing for special events	100%	100%	●

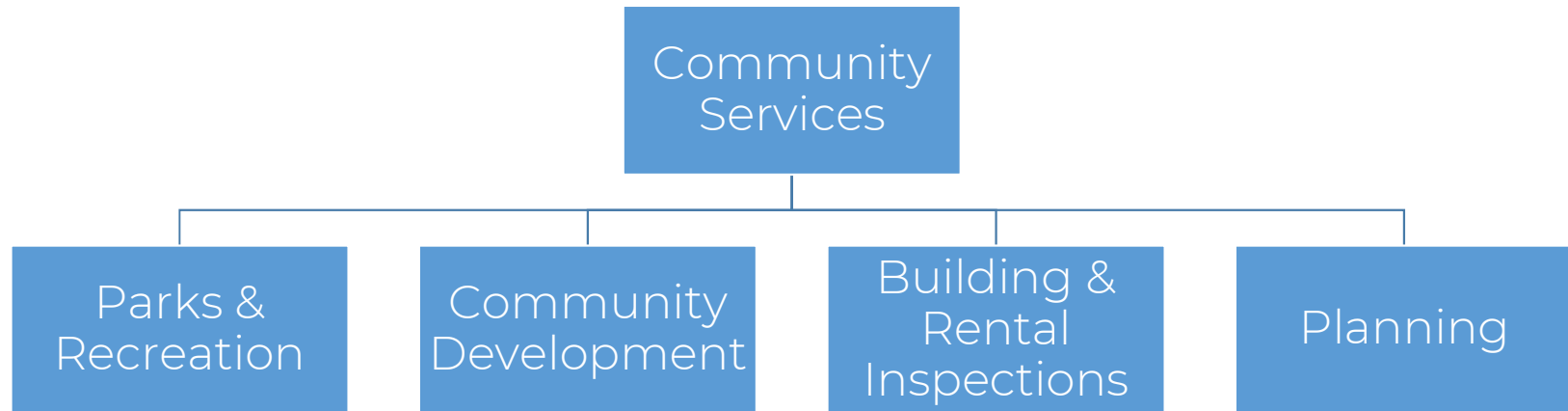
POLICE DEPARTMENT

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Community Engagement				
Promote positive engagement with community members by supporting community meetings, conducting and participating in Citizens' Academies, encouraging volunteerism, providing safety presentations, and visiting with businesses.	Attendance rate at requested community events/meetings.	100%	100%	●
	Citizen perception of approachability and community trust as measured by survey.	80%	84%	●
	Citizen complaints about police are investigated	100%	100%	●
	Engage in positive social media interactions.	+	+	●
	Conduct/participate in Safety Town, Public Safety and Citizen's Academies	+	+	●

COMMUNITY SERVICES

COMMUNITY SERVICES



The Community Services Area is comprised of four services units: Building & Rental Services, the Office of Community Development (through Washtenaw County), Planning, and Parks & Recreation. These service units provide the organization with a broad array of services, including parks planning, parks maintenance, recreation programs, volunteerism, natural area preservation, open space and parkland preservation, master planning, zoning, rental housing and building inspections, construction permitting, and low-income housing (via the Ann Arbor Housing Commission) and human services support (through Washtenaw County).

PERFORMANCE SUMMARY

SERVICE UNIT	●	●	●
Building and Rental	6	4	2
Planning	4	5	2
Parks and Recreation	10	2	0
Community Development	2	1	0
Ann Arbor Housing Commission	<u>6</u>	<u>0</u>	<u>0</u>
TOTALS	28	12	4
PERCENTAGES	63.6	27.3	9.1

BUILDING & RENTAL SERVICES

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 1,268,079	\$ 1,508,175	\$ 240,096	18.9%
Expenditures	\$ 1,701,968	\$ 1,649,831	\$ (52,137)	-3.1%

VARIANCES

- Revenue variance driven by increased event barricade permit and housing inspection fee income.

CHALLENGES/HORIZON ISSUES

- Construction activity exceeds capacity of in-house staff for inspection.
- Inspection of over 34,000 rental units.
- Increase in number of short term rentals is the cause of community concern.

BUILDING & RENTAL SERVICES

Accomplishments

- Successful selection of land management and permitting system (Trakit replacement).
- Completed required five-year ISO audit.
- Instituted same-day permitting process for residential remodeling projects.
- Reorganized inspection staff to create designated contact for dangerous buildings/hoarding.
- Issued 15,890 building and trade permits.
- Conducted 24,261 building and trade permits.
- Conducted 6,879 rental inspections.

BUILDING & RENTAL SERVICES

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Rental Housing and Certifications				
Perform rental inspections for the purpose of certifying all residential and commercial properties throughout the City per Chapter 105 of the City Code of Ordinances ..	% of available inspection slots filled.	95%	96%	●
	% of properties scheduled for inspection prior to certification expiration	Not established	3%	●
	# of days from initial inspection to Compliance Certificate issuance	90	105	●
Building and Trade Inspections				
Issue construction permits to qualified contractors for residential and commercial properties. Permits are generated to ensure construction is properly implemented in accordance with the Michigan Building Code.	# of days wait to complete an inspection	5	3	●
	% of permits expired prior to final inspection	5%	3%	●

BUILDING & RENTAL SERVICES

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Building and Trade Plan Review				
Review and process construction applications to ensure construction is properly implemented in accordance with the Michigan Building Code.	% of plan reviews completed with 10 days of completed application.	90%	85%	●
	# of days from completed application to approved plan	20	12	●
Building and Trade Permit Issuance				
Issue permits for approved construction plans.	% of permits issued or responded to within 48 days from plan approval	90%	93%	●
	% of completed applications staged in holding area for more than 48 hours.	<5%	1%	●

BUILDING & RENTAL SERVICES

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Building Certificate of Occupancy Issuance				
Issue Certificates of Occupancy for completed projects.	% of Temporary Certificates of Occupancy issued within 5 days	Not established	25%	●
	% of Final Certificates of Occupancy issued within 5 days.	Not established	54%	●
	# of businesses operating without a Certificate of Occupancy	N/A	16	●

PLANNING

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 371,778	\$ 429,384	\$ 26,836	7.2 %
Expenditures	\$ 1,436,103	\$ 1,426,595	\$ (9,508)	-0.1%
VARIANCES				
<ul style="list-style-type: none"> No significant variances 				
CHALLENGES/HORIZON ISSUES				

PLANNING

Accomplishments

- Successfully reviewed and gained approval of a Planned Unit Development for the DTE site.
- Completed and gained adoption of the Unified Development Code.
- Compiled and obtained public review and Planning Commission recommendation of an updated Sign Ordinance.
- Successfully completed and gained approval for the annexation of 88 township island parcels.
- Integrated the brownfield plan review and approval process, including the development and City Council approval of a City Brownfield Policy.

PLANNING

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Development Review				
Provide technical assistance, intake, and coordination of development proposals; including site plan, zoning, variances, brownfields, special exception uses, and site compliance review.	Number of days between submitted application and Planning Commission determination	60	154	●
	Number of days between submitted application and City Council approval	100	352	●
	Number of days between submitted plans and completed plan review and response to applicant	14	12.8	●
Master Planning				
Amend master plan to ensure policy and guiding visions are responsive to changing conditions and technologies. Encourage proactive rather than reactive approach.	Complete master plan amendments.	Ongoing	Ongoing	●

PLANNING

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Historic Preservation				
Provide technical assistance, intake, and coordination of permits in Historic Districts, including administrative review and coordination of review by the Historic District Commission.	Number of work permits staff reviews.	TBD	190	●
	Number of work permits HDC reviews	TBD	27	●
	% of administrative determinations made within one week.	80%	72.5%	●

PLANNING

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Zoning Ordinance Development/Revision				
Prepare amendments to Code of Ordinances to ensure development standards meet community visions for the City.	Complete the UDC for Council adoption.	Complete	Completed	●
	Develop transit-oriented zoning districts for select transit corridors.	Complete	Scheduled for 9/19 CPC hearing	●
	Develop residential solar ordinance.	Complete	Complete	●
	Develop sign ordinance.	Complete	Pending public hearing	●
	Update City design guidelines.	Complete	Completed.	●

PARKS & RECREATION – GENERAL FUND

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 4,805,136	\$ 4,676,946	\$ (128,190)	-2.7%
Expenditures	\$ 8,978,243	\$ 8,675,071	\$ (303,172)	-3.4%
VARIANCES				
<ul style="list-style-type: none"> No significant variances 				
CHALLENGES/HORIZON ISSUES				
<ul style="list-style-type: none"> Management of >160 parks and recreation facilities in the system to support community needs. Inclement weather in the spring adversely impacted revenue-producing activities. 				

PARKS & RECREATION

Accomplishments

- Successfully gained passage of the Parks Maintenance and Capital Improvements millage with 75% support from the voters.
- Seamlessly integrated Park Operations into the Parks & Recreation Services Unit.
- Completed renovations to and expansion of the Bryant Community Center.
- Piloted a successful *Goatscaping Program* at Gallup Park – an alternative, non-chemical solution to overgrown brush areas.
- Natural Areas Preservation (NAP), Leslie Park and Huron Hills Golf Course participated in creating habitats for Monarch butterflies. Leslie Park and Huron Hills became members of the Monarch in the Rough program, helping to establish Monarch butterfly habitats and slow the species decline, while NAP entered into a collaborative agreement with the National Wildlife Federation to enhance habitat.

OPEN SPACE AND PARKLAND PRESERVATION

Accomplishments

- Protected an additional 270 acres in the Greenbelt District, and added over 19 acres of parkland within the City.
- The Greenbelt Program secured \$1,074,870 (61%) in matching funds for conservation acquisition.
- The City led the *Ann Arbor: Saving Michigan Farms Regional Conservation Partnership Program (RCPP)*, securing over \$1 million in conservation funding.
- The Greenbelt Advisory Commission initiated a strategic planning update, and conducted an analysis of the Greenbelt Program's impacts to date, which included:
 - Leveraged \$23 million of City taxpayer dollars to preserve over \$64 million worth of real estate in the Ann Arbor area.
 - Preserved over 20% of farmland within the Greenbelt District.
 - Protected over 19 miles of river, stream, and waterway frontage within the Greenbelt District.
 - Helped acquire 10 new public nature preserves with over 6 miles of hiking trails in the Ann Arbor area.

PARKS AND RECREATION

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Programming				
Offer community supported recreational programs across 15 recreation facilities.	% capacity day camp spaces filled	90%	98%	●
	% satisfied (4 or 5 rating) per parks satisfaction program survey	90%	90.8%	●
	% capacity group swim lesson spaces filled	60%	60%	●
Volunteerism				
Provide volunteer opportunities across approximately 112 parks and recreation	% of parks that have been adopted	50%	42%	●
	% satisfied (4 or 5 rating) per survey	90%	98.3%	●
	% capacity of the equivalent of FTEs captured through volunteers	100%	142%	●

PARKS AND RECREATION

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Programming				
Natural Area Preservation	% capacity of the equivalent of 4.5 FTEs captured through volunteers	100%	97%	●
	Number of plant and animal surveys conducted annually	TBD	12	●
	% satisfied (4 or 5 rating) per parks volunteer satisfaction survey	100%	100%	●
	% of 6.5 tons of invasive species removed annually	100%	102%	●
Active and Passive Recreation Opportunities				
Offer 159 recreation facilities and parks that provide opportunities for active and passive recreation.	Number of admissions to each recreation facility	FY18: 1,046,354	FY19: 1,138,541	●
	% satisfied (4 or 5) rating per survey	90%	92.3%	●

COMMUNITY DEVELOPMENT – GENERAL FUND

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Expenditures	\$ 1,595,591	\$ 1,588,674	\$ (6,917)	-0.4%
VARIANCES				
<ul style="list-style-type: none">No significant variances.				
CHALLENGES/HORIZON ISSUES				
<ul style="list-style-type: none">Needs exceed available funding.Changes in grant funding model create challenges for community partners.				

COMMUNITY DEVELOPMENT

Accomplishments

- Barrier Busters reviewed guiding principles and logistics for implementing the unmet needs fund. All awards are now centered in a social determinants of health framework. The change to quarterly funding allotments ensures funds are available throughout the year.
- Coordinated Funders have extended the grant period from two to three years to provide stability to grantees and time for Coordinated Funding Partners to reconsider systems changes and capacity.
- Increased utilization of warming shelters 23% over the previous year with an average nightly use of 82.
- Revised the Fee in Lieu of Affordable Housing Unit calculation to ensure the annually calculated fee changes with housing market trends, and is more easily updated annually per City ordinance requirements.
- Developed brownfield policy based on staff and Council desires to have a clear policy to guide decision-making with regard to the use of Tax Increment Financing, and to ensure community benefits.
- Administered largest funding in the Affordable Housing Fund in recent history.
- Supported HHSAB in its recommendation for three grants for Council approval, supporting 237 units.

COMMUNITY DEVELOPMENT

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Human Services – Barrier Busters				
Barrier Busters unmet needs fund supports one-time financial support to residents in crisis related to housing, health, transportation, and other social determinants of health.	Process, review, and validate individual requests; and approve payments from the unmet needs fund.	+	+	●
	% of unmet needs funds recipients maintaining housing 6 months after receiving support.	80%	Jan Release	●
Human Services- Warming Shelter				
Administer contract with Shelter Association of Washtenaw County (SAWC) to provide additional beds at the Shelter and rotating shelter from November to April.	Increase the number of available beds.	113	114	●

HOUSING COMMISSION – GENERAL FUND

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 2,853,792	\$ 2,759,978	\$ (93,814)	-3.3%
Expenditures	\$ 3,212,729	\$ 3,118,997	\$ (93,732)	-2.9%

VARIANCES

- No significant variances.

CHALLENGES/HORIZON ISSUES

AAHC will work with City staff to explore the use of City-owned properties for the development of affordable housing. Work is currently in progress to evaluate the City's portfolio.

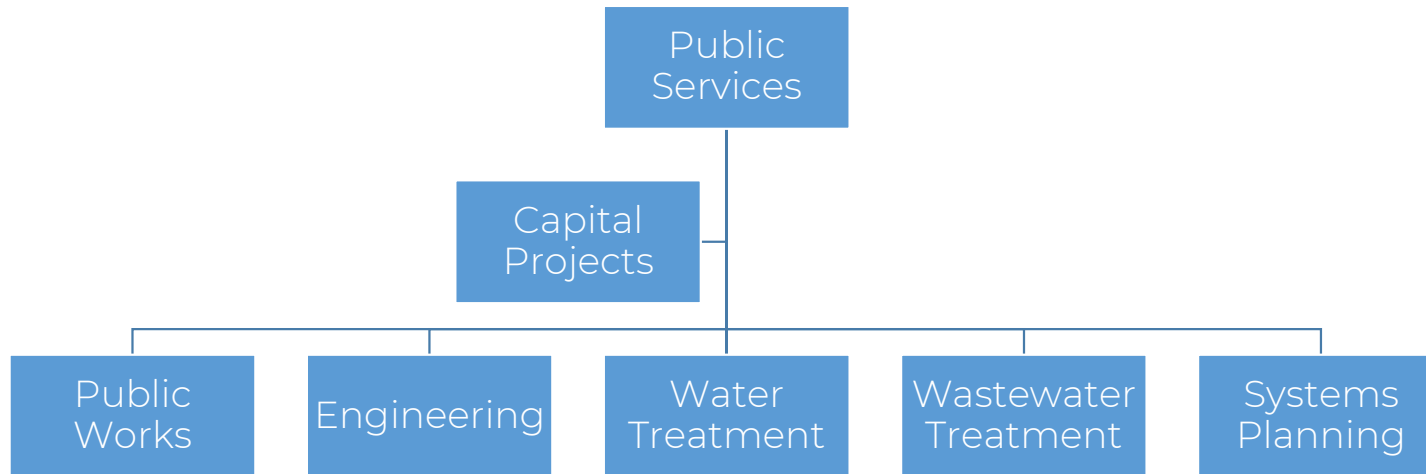
HOUSING COMMISSION

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Housing Choice Voucher Program	Achieve HUD Section Eight Management assessment high performer score.	90%	100%	●
Affordable Housing	Own and manage 341 rent-subsidized apartments for low income residents – occupancy rate	93%	97%	●
Public Housing	Secure funding to redevelop 49 public housing apartments	Complete	Completed	●
Family Self-Sufficiency Program	# of participants in the program are escrowing funds to reach goal of self-sufficiency	99	98	●
Central Office and Related Business Entities	No material findings in AAHC and affiliated entities audits.	No findings	No findings	●
	Maintain minimum debt coverage ration for tax credit properties	1.15	All entities above 1.15	●




PUBLIC SERVICES

PUBLIC SERVICES



The Public Services Area is comprised of six service area units: Administration, Engineering, Systems Planning, Public Works, Water Treatment Services, and Wastewater Treatment Services. These service units provide the organization with a wide array of support, including solid waste and recycling, water, wastewater, storm water, engineering, project inspection, and transportation management. Note that Capital Projects is not a separated service unit - it represents the allocation of resources to support the design and management of capital projects.

PERFORMANCE SUMMARY

SERVICE UNIT			
Engineering	6	4	1
Water Treatment Services	5	3	0
Wastewater	6	2	0
Public Works	7	2	2
Systems Planning	7	3	5
TOTALS	31	14	8
PERCENTAGES	58.5	26.4	15.1

ENGINEERING

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 6,095,042	\$ 3,386,307	\$ (2,708,735)	- 44%
Expenditures	\$ 15,261,116	\$ 12,189,050	\$ 3,072,066	20%

VARIANCES

- 44% revenue variance is due to budgeted use of fund balance, which is not financially recognized.
- Expenditure variance is due to Capital Maintenance Project weather delays, carried forward to FY20.

CHALLENGES/HORIZON ISSUES

- Contractor availability continues to be a challenge.
- A competitive market may lead to rising project costs.
- The substantial increase of private development construction is exceeding employee review capacity.

ENGINEERING

Accomplishments

Water Main

- Replaced > 11,000 linear feet
- Installed ~6,900 linear feet of new water mains through private development.

Storm Sewer

- Installed ~1,200 linear feet of new storm sewer.
- Replaced ~2,600 linear feet of existing storm sewer.

Sanitary Sewer

- Installed ~5,300 linear feet of new sanitary sewer.
- Lined ~3,000 linear feet of existing sanitary sewer.

Roads

- Resurfaced 7.2 miles of pavement.
- Performed capital maintenance on 1.7 miles of pavement.

Transportation

- Sidewalk; Replaced 7,086 sidewalk slabs and repaired 6,600 slabs.
- Installed ~7,000 linear feet on buffered bike lanes.
- Implemented crosswalk design guidelines/development of cost estimates for compliance.
- Installed 8 RRFBs, 5 electronic school zone speed signs, and 5 new crosswalks.

ENGINEERING

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
City Infrastructure				
Repair and maintain City infrastructure, in the public right of way and maintain record drawings.	% CIP projects completed on time	90%	85%	●
	% major streets in good condition (PASER rating of 7 or better) – FY19	55%	49%	●
	% local streets in good condition (PASER rating of 7 or better) FY19	45%	29%	●
Private Development				
Review private development plans and permit/ monitor construction work in the public right of way.	Complete construction review of construction project plans in 4 weeks	80%	83%	●
	Complete review of ROW permit applications with 3 weeks	80%	95%	●

ENGINEERING

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Transportation				
Provide transportation infrastructure that supports all users focusing on complete streets and Vision Zero approaches.	% Tier 3 school safety projects completed in CY19	95%	94%	●
	Approved traffic calming projects completed within 1 year of application	All	Work in progress	●
	Complete revisions to Traffic Calming program.	Complete	Complete	●
Signs, Signals, and Streetlights				
Provide sufficient and functions signage, signals, and lighting.	City-owned street light outages repaired within 72 hours	80%	100%	●
	Migrate operations to CityWorks	In progress	40%	●
	Complete preventive maintenance on City's signals and RRFBS	100%	100%	●

WATER TREATMENT SERVICES UNIT

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Expenditures	\$ 12,470,687	\$ 12,050,100	\$ 420,587	3.4%
VARIANCES				
<ul style="list-style-type: none">• Expenditure variance is related to normal operational differences in materials and personnel needs.				
CHALLENGES/HORIZON ISSUES				
<ul style="list-style-type: none">• Maintaining aging water infrastructure.• Communications with customers regarding water quality changes.• Optimizing the water treatment process to meet a diverse set of water quality goals.				

WATER TREATMENT SERVICES UNIT

Accomplishments

- Developed and implemented a PFAS Action Plan.
- Modified the water treatment process to optimize for PFAS removal.
- Developed and implemented a 1,4-dioxane action plans.
- Developed a new brand for the City's drinking water: *Water Quality Matters*
- Initiated a new communications plan, including:
 - Pop-Up Events
 - Speaking engagements for community groups
 - Monthly newsletter, including a water quality dashboard
 - Partnership with the Huron River Watershed and the County Health Department to align communication efforts related to drinking water.
- Completed the Steere Farm well improvement project to increase the reliability of the City's well water production.

WATER TREATMENT SERVICES UNIT

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Provide continuous supply of safe drinking water to citizens of Ann Arbor and neighboring townships.	Reduce water quality complaints.	<38/qtr	48	●
	Meet total coliform detection req'ts.	0/qtr	¾ of qtrs. with 0	●
	Meet E. Coli detection req'ts.	0/qtr	0	●
Raise public awareness of drinking water.	# people attending tours/qtr	400	483 in Q3 918 in Q4	●
Provide laboratory services for existing and future customers	Minimize repeat analyses due to data errors	<35/qtr	13.25/qtr	●
Ensure WTSU staff have sufficient training and skills.	# hours of technical training hours per employee/quarter	>6	5.4	●
Maintain WSTU equipment/facilities.	Ratio of preventive maintenance to corrective maintenance hours.	>1:1	1.63	●
Address infrastructure needs, develop a sustainable CIP, and execute CIP projects.	Ratio of total capital expenditures to budgeted capital expenditures	0.85 – 1.00	0.79	●

WASTEWATER TREATMENT SERVICES UNIT

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Expenditures	\$ 15,301,281	\$ 12,029,620	\$ 3,272,661	21%
VARIANCES				
<ul style="list-style-type: none">Contract and depreciation savings account for expenditure variances.				
CHALLENGES/HORIZON ISSUES				
<ul style="list-style-type: none">Replacement of aging workforce/recruitment of qualified personnel will remain a challenge.Meeting tightened regulatory requirements will .Stricter NPDES permit requirements may drive rate impacts.				

WASTEWATER TREATMENT SERVICES UNIT

Accomplishments

- Addressed facilities safety needs for rooftop and clarifier activities.
 - Installed rooftop safety railing.
 - Purchased and implemented use of safety equipment for clarifier maintenance.
- Beneficially reused 3,611 tons of biosolids.
- Conducted the first plant open house after successful completion of major plant renovation projects – welcomed 221 visitors.
- Treated 6,670.86 million gallons of wastewater achieving 99% compliance with NPDES daily permit limits.

WASTEWATER TREATMENT SERVICES UNIT

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Operate and maintain the WWTP to ensure continuous treatment of sanitary and industrial wastewater that meets or exceeds regulatory standards before discharge to the Huron River.	Compliance with daily NPDES permit limits	100%	99.5%	●
	No bypass of untreated WW or backups from lift stations due to equipment failures.	0	0	●
	Complete maintenance work orders on time.	>75%	93.25%	●
Manage the reuse and disposal of biosolids in a sustainable manner.	Land apply all biosolids May through November	+	+	●
Raise public awareness of wastewater treatment.	Attendees at annual open house.	>100	221	●
	People attending tours annually.	250	141	●
Ensure WWTSU staff have sufficient training and skills.	Staff with up-to-date safety training	100%	100%	●
	Staff with career development plans.	100%	100%	●

PUBLIC WORKS

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 3,367,145	\$ 3,469,838	\$ 102, 693	3.0%
Expenditures	\$ 15,336,397	\$ 14,323,907	\$ 1,021,490	6.6%

VARIANCES

- Revenue variance due to unanticipated road funding and increased commercial franchise usage.
- Expenditure variance due to personnel vacancies.

CHALLENGES/HORIZON ISSUES

- Recruiting, hiring, and retaining adequate staff to meet level of service requirements
- Securing contractors for asphalt repair and emergency water service line replacement
- Securing and modifying equipment to implement full scale use of liquids for winter maintenance
- Fueling compressed natural gas powered solid waste vehicles

PUBLIC WORKS

Accomplishments

- Installed brine making equipment for use of liquids in winter street maintenance.
- Implemented monthly bike lane sweeping.
- Secured a low interest loan to plant 1,000 trees in the City right-of-way.
- Equipped solid waste drivers with technology to report dumpster collections in real time.
- Secured better equipment to free sewer lines of roots and debris.
- Pursued a comprehensive Solid Waste Resources Management Plan, including robust public engagement.
- Continued integration of the work order management system.

PUBLIC WORKS UNIT

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Repair and maintain streets	Complete Fall sweeping cycles	2	1	●
	Potholes patched within 72 hours	90%	87%	●
	Sweep bike lanes monthly	+	+	●
Repair and maintain public water and sewer utilities.	% sewer back-ups attributed to City	<20%	<20%	●
	Water values exercised annually.	25%	29%	●
	Clean City's 24" and smaller stormwater pipes and swirl concentrators.	49 miles	51.7 miles	●
Maintain the urban forest.	Prune City trees annually	10%	8%	●
	Annual trees planted.	1,000	1,030	●
	Reduce backlog of tree stumps >6"	50%	54%	●

PUBLIC WORKS UNIT

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Implement solid waste collection programs.	Trash and compost routes completed on straight time.	85%	>90%	●
	Number of vehicular accidents	0	17	●

SYSTEMS PLANNING

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 199,910	\$ 56,855	\$ (143,055)	-72%
Expenditures	\$ 3,328,283	\$ 2,577,497	\$ 750,786	23%

VARIANCES

- Revenue variance due to \$124,910 use of fund balance, which is not financially recognized.
- Expense variance due to lagging completion of Asset Management Plan, which will roll over into FY20.

CHALLENGES/HORIZON ISSUES

- Succession planning for staff retirements remains a challenge.
- Emerging regulatory requirements may created new cost needs.

SYSTEMS PLANNING

Accomplishments

- Completed storm water flyover and impervious area data updates.
- Implemented the Storm Water Outreach & Education Campaign including bus advertisements, digital medial outreach efforts, and a video series – *Heroes of the Storm*.
- Successfully coordinated the Emergency Spill Response Mobilization plan.
- Successfully updated the City's Capital Improvement Program including coordination with community partners.
- Established a data-driven asset management approach.

SYSTEMS PLANNING

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Programs	Apply Green Streets policy on City road reconstruction projects.	100%	100%	●
	MS4 permit issued by 6/19	+	-	●
	Stormwater flyover completed by 12/19	+	+	●
Public Engagement	Facilitate 12Transportation Commission meetings	+	+	●
	Implement Public Services Outreach and Education Project recommendations by July 2019	25%	85%	●
Partnerships	Complete SRF project scheduled for FY19.	100%	30%	●
	Execute Arb maintenance agreement by June 2019.	100%	50%	●
	Develop downtown alleys program work plan by July 2019	Complete	Not started	●

SYSTEMS PLANNING

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Asset Management	Implement 10% of stormwater and sanitary system plans by July 2020	Complete	Not started	●
	Complete 10% of condition assessments of sanitary and stormwater systems by July 2020.	Complete	Complete (10% storm, 34% sanitary)	●
	Improve overall condition assessment scores for stormwater system by July 2020	Complete	Not started	●
	Improve overall condition assessment scores for the sanitary sewer system by July 2020.	Complete	Not started	●

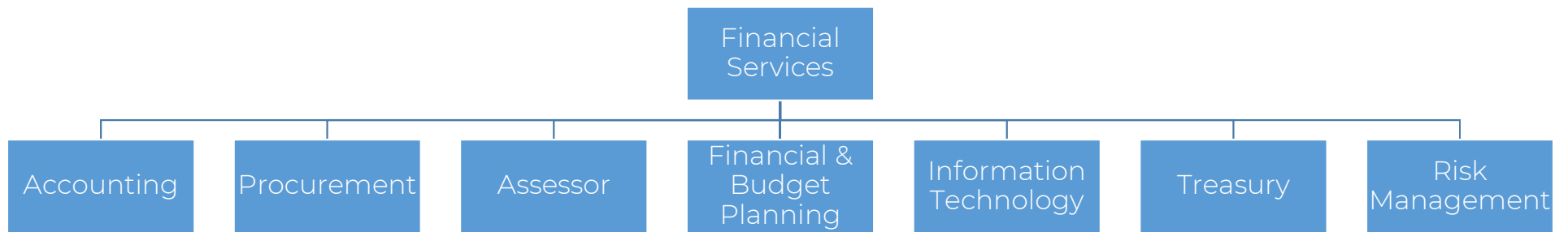
SYSTEMS PLANNING

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Private Development	Complete review of site plans within 3 weeks.	80%	87%	●
	Complete residential grading permit review within 1 week.	90%	89.5%	●
	Complete the Public Services Standards/Specification Book revisions by January 2019.	Complete	85%	●




FINANCIAL SERVICES

FINANCIAL SERVICES



The Financial Services Area is comprised of seven services units: Accounting, Procurement, Assessor, Financial & Budget Planning, Information Technology, Treasury, and Risk Management.

PERFORMANCE SUMMARY

SERVICE UNIT			
Financial Summary	2	4	1
Accounting	13	3	0
Assessor	10	0	2
Budget	8	1	0
Treasury, Risk Management, Customer Service	14	2	0
Procurement	<u>8</u>	<u>0</u>	<u>0</u>
TOTALS	55	10	3
PERCENTAGES	80.9	14.7	4.4

FY19 FINANCIAL SUMMARY

General Revenue, Investment Income, and Intergovernmental Revenues

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 74,537,117	\$ 76,108,609	\$ 1,571,492	2.1%
Expenditures	\$ 4,385,125	\$ 4,070,531	\$ 314,594	7.2%
VARIANCES				
<ul style="list-style-type: none"> • 5.6% revenue variance in State Shared revenues • 134% revenue variance in investment income • 7.2% expense variance due to primarily to personnel vacancies 				
CHALLENGES/HORIZON ISSUES				
<p>Major challenges involve finding funds to pay for deferred maintenance (e.g. Roads) and debt reduction (e.g. unfunded pension liability). Operationally, hiring and retaining staff in light of retirements and vacancies is critical for the continuity of quality services.</p>				

FY19 FINANCIAL SUMMARY

Non-Departmental

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 20,529,338	\$ 20,889,152	\$ 369, 814	1.8%
Expenditures	\$ 14,527,661	\$ 12,742,910	\$ 1,784,751	12.3%
VARIANCES				
<ul style="list-style-type: none"> • Positive revenue variance due to additional DDA parking revenue and antenna/lease sources • Positive expenditure variance due to timing of payments on Y-Lot purchase • 7.2% expense variance due to primarily to personnel vacancies 				
CHALLENGES/HORIZON ISSUES				

FY19 FINANCIAL SUMMARY

Financial Health Indicators

PARAMETER	GOAL	FY18	FY19	STATUS
Independent Assessments				
Financial Audits (material weaknesses/significant deficiencies)	0/0	0/0	0/0	●
Bond Ratings (LTGO/Water/Wastewater)	AA+	See Note 1		●
Fiscal Control				
General Fund structural deficit	No	Yes	Yes	●
General Fund unassigned balance	15%-20%			●
Debt/Liability Management				
Pension Funded Ratio (See Note 2)	100%	86%		●
VEBA (Retiree Health Care) Funded Ratio	100%	66%		●
Funding General Fund Asset Management Requirements	100%	See Note 3		●

FY19 FINANCIAL SUMMARY

Financial Health Indicators - Notes

Note 1: Goal is AA+ rating for all debt categories. Water fund is currently AA due to a debt service coverage ratio issue.

Note 2: Goal is to 100% fund outstanding obligations. Current funding levels exceed state mandated requirements.

Note 3: The City initiated a sinking fund for General Fund requirements in FY18. Development of an asset requirement schedule is in progress.

FINANCIAL SERVICES

Accomplishments

- Hired new Assessor and Treasurer.
- Achieved GFOA Budget and CAFR awards.
- Complete 4d strategic plan for Finance Department.
- Established training plan for new finance employees.
- Funded the acquisition of the 350 S. Fifth Avenue parcel.
- Refinanced the Library Lot garage debt for savings and issued bonds for the Huron Street improvements.
- Presented long-term revenue projects to Council.
- Supported efforts to create affordable housing on a variety of parcels.
- Supported the Economic Development team in working on the North Main Street corridor.
- Obtained outside customers for the A2 I-Net.
- Supported completion of IT Technology Plan goals.
- Supported funding alternatives for the Fire Station Master Plan.

FINANCIAL SERVICES

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Budget				
Lead budget development	Lead development of organizational budgets.	Receive GFOA award	+	●
	Forecast impacts of decisions on fund balances so fund balances meet policy requirements.	+	+	●
	Balance recurring requirements so that recurring revenues offset recurring requirements	+	+	●
Forecast year-end performance.	April forecast is within 1% of year end actual results	1%	1.46% on revenues. 1.86% on expenses.	●
	Ensure managers participate in budget development and understand their budgets.	100% participate	100%	●

FINANCIAL SERVICES

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Budget				
Provide financial/business analyses and financial reporting.	Operating documents are prepared for quarterly reviews.	+	+	●
	Participate in and provide financial support for labor negotiations.	+	+	●
	Review financial policies and modify to incorporate best practices.	+	+	●
Provide internal audit function.	Establish and monitor internal controls and perform internal audits annually.	3	0	●
Support economic development efforts.	Identify and lead initiatives that can increase City revenues by participating forward projects for Council consideration	2	2	●

FINANCIAL SERVICES

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Treasury, Risk Management, & Customer Service				
Customer Interaction	Handle quarterly mean of 14,286 calls.	+	+	●
	Process quarterly mean of 75,399 transactions.	+	+	●
	Automated meter reading (AMR) efficiency.	>97%	94.35%	●
	% of work requests initiated through A2 Fixit (not manually).	>70%	73%	●
Cash & Investment Management	Forecast cash flow requirements to meet requirements.	±1%	0.36%	●
	Investment portfolio performance exceeds the 12-month trailing 2-year T-Note.	2-year T-Note	-.32%	●

FINANCIAL SERVICES

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Treasury, Risk Management, & Customer Service				
Collections	Decrease the % of over-the-counter manual collections	<15% manual	12.12%	●
	Manage parking appeal to resolution time.	<7 days	0 days	●
	Audit cash collection locations	Biennially	+	●
Risk Management	Monitor workers compensation expenditures per \$100 of salary	<\$1.37	\$0.82	●
	Manage claim volume per 10,000 of population.	1.2	1.07	●
	Manage claim expense per capita.	\$0.91	\$0.27	●
	Reduce the number of claims that proceed to litigation,	<4.4%	3.2%	●

FINANCIAL SERVICES

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Treasury, Risk Management, & Customer Service				
Debt Issuance & Management	Utilization of debt is lower than 20% and comparable to peer cities.	20%	14%	●
	Debt per capita is comparable to peer cities.	<\$3,000	\$2,675	●
	General obligation bond rating.	AA+	AA+	●
Assessor				
Appraise all real and personal property annually.	% of tax parcels reviewed annually.	10%	6.9%	●
	Equalization factor	1.00	1.00	●

FINANCIAL SERVICES

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Assessor				
Appeals and Reviews	Board of Appeals reviews mailed within two weeks of the end of the Board of Review	100%	100%	●
	Small Claims Tribunal appeals answered within 28 days of notification	100%	100%	●
	Full Tribunal Appeals answered within 28 days of notification	100%	100%	●
	All valuation disclosures are filed 21 days or greater from hearing date.	100%	100%	●
Property Sales, Ownership, & Legal Description Data	Process all sales data, changes of ownership transfer, and legal descriptions adjustments within 45 days of notification.	100%	100%	●

FINANCIAL SERVICES

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
<i>Assessor</i>				
Handle customer inquiries and information requests.	Update on-line data daily	100%	100%	●
	Answer customer requests within 1 day.	100%	100%	●
	Ad hoc requests performed within 3 business days.	100%	100%	●
<i>Assessor</i>				
Appraise all real and personal property annually.	% of tax parcels reviewed annually.	10%	6.9%	●
	Equalization factor	1.00	1.00	●

FINANCIAL SERVICES

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Accounting				
Ensure compliance and timely filing of the Annual Audit and Comprehensive Annual Financial Report (CAFR).	Receive GFOA Award .	+	+	●
	No internal control deficiencies.	+	+	●
	No compliance issues.	+	+	●
	Completion of staff training in new audit areas each year as part of succession training.	100%	99.3%	●
	Compliance filings are timely and accurate.	+	+	●
Payroll and Tax Reporting	No compliance issues.	+	+	●
	No errors in payroll processing.	+	+	●
	Staff is trained as part of succession planning.	50% complete	50% complete	●

FINANCIAL SERVICES

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Accounting				
Manage accounts payable and vendor maintenance	No compliance issues with the IRS.	+	+	●
	Payments disbursed within 30 days.	100%	100%	●
		+	+	●
	Staff is trained as part of succession planning.	50%	55%	●
	No compliance issues with P-Cards.	<1%	2.25%	●
Maintain and analyze the general ledger.	Reconciliations prepared within 30 days of month/quarter end.	+	+	●
	Staff is trained as part of succession planning.	100%	98%	●
	Documentation exists for all processes.	100%	98%	●

FINANCIAL SERVICES

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Procurement				
Internal Purchasing Compliance	100% of required forms collected.	+	+	●
	100% of PO's processed or updated within 24 hours.	+	+	●
	Change orders exceeding original approved contract value needing Council approval.	<5%	3.08%	●
Formal Solicitations	No formal protests of solicitations.	+	+	●
	Average vendor response rates to solicitations	>3	4.7	●
External/Vendor Interactions	On-time FOIA responses.	100%	100%	●
	Participate/represent City at industry events	+	+	●
Purchasing Card Administration	Submission/entry of P-card applications within 24 hours	100%	100%	●

AFFILIATED AND OTHER AGENCIES

15th DISTRICT COURT

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 1,858,040	\$1,553,026	\$ (305,004)	-16.4%
Expenditures	\$ 4,785,004	\$ 4,743,686	\$ 41,318	0.9%

VARIANCES

- -18% variance in revenue from fines and forfeitures due to decreased case load.
- 39% savings in Materials and Other Supplies
- 34% savings in Other Personnel Services (Severance & Overtime)

CHALLENGES/HORIZON ISSUES

Court is balancing decrease in traffic and criminal cases against increase in civil cases; increasing forgiveness of costs; and additional specialty court needs.

15th DISTRICT COURT

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Administration				
Direct, supervise, and coordinate the non-judicial functions of the Court	Compliance with State Court Administrative (SCAO) reporting requirements	95%	100%	●
Judicial & Direct Support				
Resolve civil & criminal cases in a fair, consistent, & timely manner	Clearance rate	100% (±3%)	95%	●
	Court user satisfaction rating	90%	88%	●
Maintain the record of court proceedings	Participant understands what happens in court	90%	90%	●
Manage dockets and keep decorum	Complaints filed against court recorders with State Board of Review	<2	0	●

15th DISTRICT COURT

Performance Summary

MISSION STATEMENT	PERFORMANCE MEASURE	STANDARD	ACTUAL	STATUS
Case Processing				
Create, maintain, retain, and dispose of case files	Abstract timeliness	99%	98%	●
Manage juries	Staff treats court users with courtesy and respect	90%	94%	●
Accept fee payment	Payments processed accurately	95%	97%	●
Probation				
Conduct pre-sentence investigations	Clients successfully complete probation	70%	93%	●
Prepare reports to assist judges in determining appropriate sentences				
Supervise offenders placed on probation to ensure compliance				
File probation charges against non-compliant probationers				
Refer probationers to ancillary services				

City Attorney's Office

Financial Summary

PARAMETER	BUDGET	ACTUAL	VARIANCE (\$)	VARIANCE (%)
Revenues	\$ 277,976	\$ 277,992	\$ (4)	0%
Expenditures	\$ 2,836,400	\$ 2,775,662	\$60,738	2.1%
VARIANCES				
<ul style="list-style-type: none"> • 28% savings in Materials and Other Supplies • 13% savings on Outside Legal Costs 				
CHALLENGES/HORIZON ISSUES				
<p>Transitioning legal staff will extend into FY20. City Attorney may face additional needs for outside counsel in FY20.</p>				
<p>Note the City Attorney reports separately on achievements and performance measures due to the legal nature of his work.</p>				



THANK YOU
