Mark D. Vanderpool	City Manager
Jeffrey A. Bahorski	Assistant City Manager
Michael Viazanko	Building Official
Marcia Magyar-Smith	City Assessor
Marc D. Kaszubski	City Attorney
Melanie D. Ryska	City Clerk
Jason Castor	City Development Director
Brent S. Bashaw	City Engineer
Chris McLeod	City Planner/City Development Manager
Mary Jaganjac	City Treasurer
Vacant	Community Relations Director
Nick Makie	Controller
Jennifer L. Varney	Finance & Budget Director
Christopher Martin	Fire Chief
Kate Baldwin	Human Resources & Benefits Manager
Steve Deon	Information Technology Director
Kyle Langlois	Parks & Recreation Director
Dale Dwojakowski	Police Chief
Tammy L. Turgeon	Public Library Director
Michael Moore	Public Works Director
Jared Beaudoin	Purchasing/Facilities Maintenance Manager

City Seal

Sterling Heights' "Coat of Arms" was officially adopted by the City Council in December, 1968. The words "City of Sterling Heights" encompass the circular seal beginning and ending with five-pointed stars, which represent Quality. Above the crest is the eagle representing Courage. The eagle's talons hold a bundle of arrows, symbolizing Achievement. There are two types of branches beneath the eagle. On the right is an olive branch, representing Peace, while a religious symbol, the palm branch, curves upward on the left. A triskelion, representing Progress radiates above the symbolic City Hall and residents. At the base of the seal is an unrolled scroll with the words, "To Strive on Behalf of All", representing the government's commitment to its residents.■

Note: A copy of this publication is available within five (5) business days in an alternate format, such as Braille or audio tape, for persons with visual impairments.

Table of Contents

*Click on page number to follow link.

City Organizational Chart 4
Reader's Guide 5
Budget Calendar 8
Community Profile 9
City Goals & Objectives 10
Budget Policies 12
City Policy Benchmarks 16
Comparable City Benchmarks 18

Section I – All Funds Summary

Financial Organization Chart 26
Budget Message & Executive Summary 27
All Funds Financial Summary 37
All Funds Revenues By Account 44
All Funds Expenditures By Account 48

Section II – General Fund

How the City Allocates Its Money 56

Trends and Summaries

Summary of Taxes 59
G.F. Revenue, Exp., Fund Balance 61
Revenue Definitions & Assumptions 63
G.F. Revenues by Account 74
G.F. Expenditures by Budgetary Center 78
G.F. Expenditures by Category 80
G.F. Expenditures by Account 83

Personnel Summary

Trends 88
Listing by Department 89

Legislative

City Council 100

City Administration Department

City Management 109
City Clerk 115
Information Technology 119
Assessing 123
Financial Services 127
Purchasing 131
Facilities Maintenance 135
Treasury 139

Public Library Department

Library 149

Police Department

Police Administration 157
Police Investigations 161
Police Operations 167
Police Support Services 171

Fire Department

Fire Administration 179
Fire Extinguishment 185
Fire Prevention 189

Public Works Department

Fleet Maintenance 197
Parks & Grounds Maintenance 201
Public Works Center 203
Refuse Collection 205
Street Services 209

City Development Department

Building 217
Economic Development 221
Engineering 225
Neighborhood Services 229
Planning 233

Community Relations Department

Community Relations 241

Non-Departmental Services

41-A District Court 247
Act 78 Civil Service Commission 251
Arts Commission 254
Beautification Commission 256
General Employees Retirement Board 258
General Expenditures 260
Historical Commission 262
Legal 266
Planning Commission 270
Transfers Out 272
Zoning Board of Appeals 274
Component Unit Funding 276

Table of Contents

Section III – Water & Sewer Fund

Water & Sewer Fund Statement 278
Revenues & Expenses Schedule 279
Revenues & Expenses by Account 281
Water & Sewer Administration 289
Water Distribution 293
Sewage Collection 297

Section IV – Special Revenue Funds

Revenues, Expend. & Fund Balance 302
Revenues & Expenditures by Account 309
Major Road Fund 316
Local Road Fund 318
Land & Water Conservation Fund 320
Parks & Recreation Fund 325
Public Safety Forfeiture Fund 330
Community Dev. Block Grant Fund 332
Indigent Defense Fund 334
Neighborhood Stabilization Program 337
Corridor Improvement Authority Fund 338
Economic Develop. Corporation Fund 340
Local Develop. Finance Authority Fund 342

Section V – Debt Service Funds

Debt Management Program 346
Revenues, Expenditures & Fund Balance 351
Revenues & Expenditures by Account 355
Voted Tax General Obligation Fund 357
Road Bond Debt Retirement Fund 359
Limited Tax General Obligation Fund 361

Section VI – Capital Projects

Revenues, Expenditures & Fund Balance 364
Revenues & Expenditures by Account 366
Capital Projects Fund 370
Facilities Improvement Fund 372
Clinton River Restoration Fund 374
Road Bond Construction Fund 376

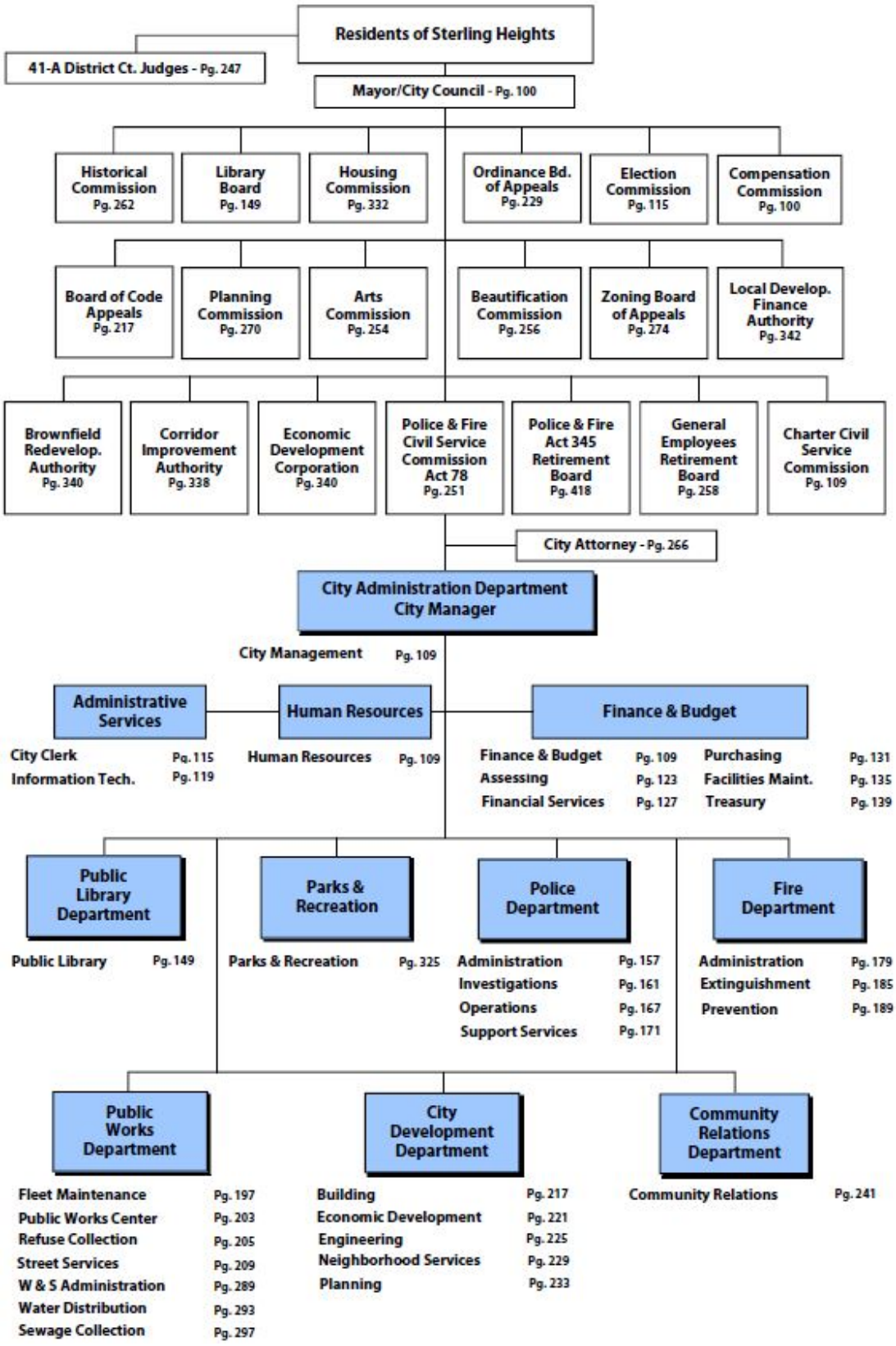
Capital Improvements Program 378
Capital Equipment 380
Information Technology Capital Program 386
Capital Vehicles 388
Capital Improvements 390
Capital Improvement Maps 403

Section VII – Supplemental Information

Financial & Demographic Data 409
Labor Agreements 419
Appropriations Ord. & Fee Schedule 422
Glossary 456
Listing of Acronyms 461
Index 463

City Organization Chart

*Click on page number to follow link.



NOTE: Offices are cross-referenced by budget page number.

INTRODUCTION

As you review the City's Budget document, note that it is organized by fund type. In the printed copy of the document, these fund types are distinguished by the grey laminated tabs and include:

- General Fund
- Water & Sewer Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Project Funds

The General Fund is further divided into major divisions or departments. These departments are comprised of several offices. For example, within the City Administration Department, there are seven offices including City Management, City Clerk, Information Technology, Assessing, Financial Services, Purchasing, and Treasury.

Each office in a department contains a:

- Service & Mission Statement
- Performance Objectives and Indicators
- Staffing and Organization Chart
- Summary of Budget Changes

The Service & Mission Statement highlights the types of services each activity provides and annual Key Goals they strive for each year. The Performance Objectives give specific objectives that the activity hopes to achieve in the current year, while the Performance Indicators provide a listing of key measurements of the activity's service, efforts and accomplishments. Each office's objectives are referenced and linked to the City-wide goals. The Staffing and Organization Chart illustrates the number of budgeted positions and the internal office structure. Finally, the Summary of Budget Changes provides a detailed look at the office's expenditure history and explains the funding level changes that have taken place.

The Functional Organization Charts, Department At A Glance summaries, and Key Departmental Trends provide a quick overview of the entire department.

Q: ***Your budget contains a lot of information! How can I quickly find summary information?***

A: *The information with the* ***All Funds Summary*** *tab provides a quick overview of the City's total budget. It explains how the funds are organized as well as total revenue and expenditure trends. The* ***Executive Summary*** *provides a general overview explaining how the City plans to utilize its resources and highlights some of the more significant changes to the City's budget. The information within the* ***Trends & Summaries*** *tab also contains a multitude of useful information about the City's largest fund - the General Fund.*

Q: ***I noticed that each office has a Funding Level Summary. How can I get more detailed expenditure information by account within each office?***

A: *The Office of City Management produces a separate line-item budget booklet, which details each office's expenditure accounts. These line-items are not included in the City budget document. The City budget document is more focused on total City-wide costs and in the results achieved with the dollars spent. Regardless, each fund and office budget includes a detailed Summary of Budget Changes which provides expenditure account information.*

Q: ***How can I find out information about your Capital Budget?***

A: *The Capital Budget is incorporated in the annual budget document. It details the funds appropriated for specific facilities, equipment, vehicles, and improvement projects. A listing, description, and City map geographically depicting the location of all projects can be found within the* ***Capital Projects*** *tab.*

Q: ***How can I quickly find the location of certain offices within the budget document?***

A: *The* ***Table of Contents*** *at the beginning of the budget lists all offices in the order in which they appear in the document. The* ***Index*** *at the end of the document alphabetically lists each office and the corresponding page number. The City's* ***Organizational Chart*** *is also cross-referenced to the office's corresponding page number within the document.*

Q: ***Where can I find out how many employees are within each department?***

A: *There is a schedule within the* ***Personnel Summary*** *tab that lists all position titles and number of employees within each office.*

Q: ***How much do you spend in the General Fund on salaries for full-time employees?***

A: *Within the* ***Trends & Summaries*** *tab, there is both an Expenditure and Revenue by Account History, which provides the reader with the total dollars spent in each account.*

UNIFORM BUDGETING ACT

The City is legally subject to the budgetary control requirements of State of Michigan P.A. 621 of 1978 (the Uniform Budgeting Act). The following statements represent a brief synopsis of the major provision of this Act.

1. Budgets must be adopted for the General Fund and Special Revenue Funds.
2. The budgets must be balanced.
3. The budgets must be amended when necessary.
4. Debt cannot be entered into unless permitted by law.
5. Expenditures cannot exceed the budget appropriations.
6. Expenditures cannot be made unless authorized in the budget.
7. Public hearings must be held before budget adoptions.

BUDGET PROCESS

In establishing the budgetary information within the budget document, the City follows steps and deadlines outlined in the City Charter.

A. Prior to April 1, the City Manager submits to the City Council a proposed operating budget for the fiscal year commencing the following July 1. The annual operating budget includes proposed expenditures and the means of financing them for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, and the Enterprise Fund.

B. After the City Manager has submitted the proposed budget to the City Council, public hearings are conducted to obtain City Council input and taxpayer comments.

C. Prior to May 10, the budget is legally adopted through the passage of an Appropriations Ordinance for each fund which takes effect the following July 1.

D. The Appropriations Ordinance is the legislative vehicle, which allows for the expenditure of funds throughout the City. The Ordinance is based on the approved and adopted budget and is the final product of the budget cycle.

E. The City Manager is authorized to transfer budgeted amounts within budgetary centers (major activity or department); however, any revisions that alter the total expenditures of any budgetary center must be approved by the City Council.

In addition to the Charter requirements, the Administrators of all City offices have made budget requests to the City Manager, which he has reviewed before arriving at his proposed budget recommendations. The Budget Calendar outlines the entire budget process by month.

The Proposed vs. Approved Budget: The terminology "Proposed Budget" is utilized throughout the document to indicate the budgetary totals and concepts as presented by the City Manager to the City Council on or before April 1. The terminology "Adopted Budget" refers to the official budgetary totals adopted by the City Council after the City Manager's submission and required public hearings are held.

The City adopts its budget by budgetary center, which is in accordance with the State's legal requirement and is the level of classification detail at which expenditures may not legally exceed appropriations.

BASIS OF BUDGETING

The adopted Budget is prepared on a basis consistent with Generally Accepted Accounting Principles (GAAP) except that; operating transfers are treated as revenues and expenditures, certain expenditures such as compensated absences are not recognized for budgetary purposes but are accrued, and capital outlay in the Water & Sewer Fund is recorded as an expense for budgetary purposes as opposed to an adjustment of the balance sheet account. The modified accrual basis of accounting is utilized in the preparation of budgets for all governmental fund types, which are contained within this document. Expenditures, other than accrued interest on long-term debt are recorded at the time liabilities are incurred, and revenues are recorded when received in cash, except for material and/or available revenues which should be accrued to properly reflect the tax levied and revenues earned. The accrual basis of accounting is utilized in developing the Water & Sewer Fund Budget.

Budgets are monitored carefully with the use of an encumbrance system. In addition, budgets are monitored monthly by City Management and necessary amendments approved by City Council periodically throughout the year to ensure fiscal responsibility, accountability, and financial planning.

The budget document for the City also includes additional information summaries for debt and other non-budgetary funds.■

Budget Calendar

October	• Quarterly Budget Report Prepared • Capital budget manual and forms distributed to all offices • Offices submit Capital requests
November	• Revenue and Expenditure forecast prepared • Updated Revenue Study of rates and fees prepared • Preparation of Municipal Improvement Plan and Multi-year Financial Plan • City Management prepares current year Budget Amendment • Capital Coordinating Unit (C.C.U.) reviews capital requests
December	• Prior year Audit released and Comprehensive Annual Financial Report completed • City Management prepares personnel costs for Proposed Budget • Preparation of the Water & Sewer Fund Rate Study • City Management presents the C.C.U.'s Capital Improvements Report to City Manager • City Manager's final capital recommendations are reported to all offices • City Council approves current year Budget Amendment • Distribute Operating Budget Manual and Revenue Worksheets
January	• City Council Strategic Planning Workshop • Operating Budget Worksheets due from all departments • Revenue Worksheets due from all departments • City Management analyzes Department's budget requests
February	• Revenue Forecast prepared by City Management • Budget Meetings held with all City Departments • City Manager makes final proposed Budget recommendations • City Management prepares Proposed Budget document
March	• Proposed Budget printed and distributed to City Council • Budget Video Produced
April	• City Council Workshops – Budget Review, Questions & Adjustments • Budget Notice published in local newspaper
May	• Public Hearing for Budget • City Council adopts Appropriations Ordinance • City Management prepares final current year Budget Amendment
June - July	• City Management prepares Approved Budget document incorporating City Council adjustments • Approved Budget document distributed at first City Council meeting in July • Preparation of Capital Improvement Status Report • Begin Monitoring Budget Performance

The City of Sterling Heights is a vibrant and progressive community with a strong sense of civic pride and determination by its leaders. Its balanced environment is rich with cultural diversity, community wellness, and economic vitality. Sterling Heights is a family community known for its youthful residents, exceptional neighborhoods, scenic parks, and blue-ribbon schools.

A northeast suburb of Detroit, Sterling Heights is located six miles west of Lake St. Clair and 24 miles from the Detroit Metropolitan Airport.

The area now known as Sterling Heights was first incorporated as Jefferson Township on March 17, 1835. In 1838, its name was changed to Sterling Township, and in July of 1968, the City of Sterling Heights was incorporated. Since incorporation, a seven-member City Council, including the Mayor, who serves two-year terms, has governed the City. Under the Council-Manager form of government, the Mayor and City Council appoint two officials: the City Manager and the City Attorney. In turn, the City Manager appoints all department heads and employees.

Geographically, Sterling Heights is the third largest city in the state, occupying 36.8 square miles. Although much of its land is developed, approximately 5% remains vacant and available for development. The 2019 estimated population of Sterling Heights is 132,000. In terms of population, the City is the fourth largest city in Michigan.

Sterling Heights has primarily developed into a residential community. There are approximately 51,902 households in the City and a 40-year old median age. The City's median household income is $64,668. Of all communities with a population of 100,000 or more, Sterling Heights is consistently ranked one of the safest.

The City is a full-service community with the exception of a public transportation system, which is provided by a regional public transit authority. Sterling Heights offers a wide variety of restaurants, movie theaters, churches, and retail shops. Currently, the City maintains 29 developed park sites, four of which are major parks, and several other undeveloped park properties. The City parks provide a variety of



recreational opportunities from baseball diamond complexes, an ice skating rink, a skate park, playgrounds, canoeing and kayaking, to miles of developed walking, jogging, and bicycle riding pathways. The Clinton River flows in a southeast direction through the northeast section of the City.

Sterling Heights takes pride in providing various community events throughout the year to its residents. The grand event highlighted each year is the City's "Sterlingfest", which provides the community with the opportunity to take pleasure in the summer festivity of fun, food, arts and crafts, carnival rides, and music.

Sterling Heights has enjoyed a solid reputation for municipal planning and growth management. The comprehensive Master Land Use Plan has foreseen the Van Dyke corridor and the Lakeside Mall shopping district area as the most significant focal points of the community, and the City continues to be proactive in paving the way for redevelopment as retail shopping habits change and evolve. The commercial and industrial business environment is a mix of services, products, and technological employers. This impressive mix of business opportunities has allowed the City to maintain a relatively low unemployment rate. Principal employers in the City include: Fiat Chrysler Automobiles, Ford Motor Company, Administrative Employer Services, General Dynamics, and Lakeside Associates.

Sterling Heights has received many awards from various professional associations and municipal service organizations for its innovative approaches to service delivery and quality improvements.■

Responsible government is the recognized duty and charge of all City employees and elected officials. The following City-wide goals have been identified to continue serving the residents of Sterling Heights in the most professional, courteous, and efficient manner possible. **Each City office also prepares performance objectives, which are located in the departmental sections of this document, and are directly tied and referenced to at least one of the City's overall goals and objectives.**

ORGANIZATIONAL OPERATIONS

1. Provide quality and innovative services desired by the majority of the community, while maintaining the City's low cost and efficient government operations.
2. Provide managers and employees with the tools, resources and training to properly serve the community.
3. Offer an efficient, progressive, and high quality service delivery system that manages costs, maximizes revenues, empowers managers and employees, rewards success, and encourages accountability and creativity.
4. Stay up to date on the latest trends to meet the changing needs of the community and to continually update the City's long-range plans for land use, roads, parks, technology, capital, financial forecasting, long-term liabilities, debt, and employee succession.
5. Review department structures and staffing levels to achieve continued efficient and effective desired service levels and review the sharing of services and avoiding duplication of services with other units of government and the private sector where feasible.
6. Create high performance organization that adds value and continues to innovatively provide services and solve problems using an interdepartmental collaborative approach and where department goals are directed toward achieving City-wide goals.
7. Facilitate efficient management of City operations and services by keeping abreast of legislation, legal issues, and through regular communication with legislators.
8. Provide a system for financial and performance reporting that complies with accounting standards, ensures the City's long-term financial stability, regularly reports the City's financial condition, controls risk, increases investments returns, and achieves the high City bond rating.

PUBLIC SAFETY

9. Provide for a safe peaceful community by offering first rate emergency response capabilities that ensure a rapid response and which seek to lower the City's crime rate and minimize the effects of medical emergencies and property loss from fire.
10. Stay current with crime and fire prevention efforts, provide public education, and encourage citizen volunteers for neighborhood watch activities.
11. Maintain and improve the City's ability to respond to civil, natural and medical emergencies by partnering and coordinating with other public safety agencies.

PROPERTY VALUES

12. Develop a clear and visual image of the community, which reflects the highest standards of design quality for both the public and private sectors.
13. Protect a property owner's investment by equitably assessing property, monitoring environmental and blighting conditions and land uses which may adversely affect housing values, and encourage and administer property maintenance, enhancement and redevelopment programs in both residential and commercial areas.
14. Emphasize existing programs and develop additional programs and services which reinforce Sterling Heights as a safe, attractive residential community with well-maintained and desirable neighborhoods.
15. Strive for a balance of housing options which is available to meet the needs of all members of the community regardless of age, income or background.

CITY INFRASTRUCTURE & ENVIRONMENT

16. Develop a comprehensive system to maintain and improve City infrastructure including major

and local roads, bridges, parks, sidewalks, City facilities, signage, rivers, and water, storm and sewer mains to serve the needs of Sterling Heights residents.

17. Provide an orderly, balanced, well-maintained and safe transportation plan for vehicular, bike, and pedestrian traffic throughout the City, which is integrated with the regional transit system.
18. Ensure the safety and the physical beauty of the community with well-maintained, groomed, and attractive green spaces, a healthy urban forest, and an effective storm water runoff system.

RECREATIONAL, CULTURAL, AND LEISURE OPPORTUNITIES

19. Offer high quality and diverse educational, recreational, cultural, and leisure opportunities for City residents of all ages.

ECONOMIC DEVELOPMENT

20. Aggressively maintain and improve the City's financial base by emphasizing the importance of economic development, redevelopment, and marketing the City as a distinctive and welcoming place to do business.
21. Refine economic development and marketing policies and work with local partnerships to focus on business retention and attraction efforts including high tech and emerging industries and entrepreneurs, through economic gardening, retail business development, VELOCITY and business incubation, the defense corridor, Blue Water Economy, and tax increments financing which can further diversify and expand the City's tax base and create local jobs.
22. Facilitate strong identifiable City regional centers and successful vibrant and attractive commercial centers with unique offerings and focal points, which offer alternatives to the traditional downtown by providing clusters of community commercial facilities that serve as destinations for residents and visitors.

TECHNOLOGY & INNOVATION

23. Seek and maintain state-of-the-art innovation and technology hardware and software upgrades in City government through automating systems and the City's website, thereby enhancing customer service while reducing costs, leading to increases in efficiency and improves services to residents and businesses.

COMMUNICATIONS

24. Maintain an open line of communication with all stakeholders, inform and promote City services, seek opinions, ideas, and feedback from all and promote cultural understanding in our diverse community.
25. Promote City services and events through a coordinated multi-media strategy incorporating the use of the City Magazine and website, press releases, brochures, social media, SHTV, and radio station AM 1700.
26. Encourage and promote volunteerism within the City to assist at City-wide events and with general operations where feasible.■

2030 VISION STATEMENT:

A vibrant, inclusive community for residents and businesses that is safe, active, progressive and distinctive. Sterling Heights - a bold vision for an exceptional quality of life.

2030 GUIDING PRINCIPLES:

- ***Safe, well maintained and desirable neighborhoods enhanced by great schools.***
- ***Plentiful leisure and recreation opportunities featuring fully utilized parks.***
- ***Abundant pathways for biking and walking.***
- ***Focal points that are both public and private to serve as destinations for residents and visitors.***
- ***Well maintained and aesthetically pleasing roads and green spaces.***
- ***Successful, vibrant and attractive commercial centers with unique offerings.***
- ***Destination for high-tech and emerging industries and entrepreneurs.***

In recent years, changing fiscal conditions and the demand for increased services has forced a reassessment of the roles of local government units. As public officials, we are charged with the responsibility to ensure that all services are provided within acceptable levels of cost, and when required, to seek alternative methods of financing. The budgetary process provides the opportunity to analyze and debate the merits of each service as well as to make decisions about its level and cost.

The budget continues the conservative spending approach that the residents of Sterling Heights have come to expect from City government. The document also assists our efforts to make the operations of the City more efficient, less costly, and more importantly, to target available resources to specific needs of the community.

FINANCIAL POLICIES

The City of Sterling Heights' financial policies set forth basic tenets for the overall fiscal management of the City. Operating independently of changing circumstances and conditions, these policies provide a framework to assist the decision-making process of the City Council and Administration.

These policies provide guidelines for evaluating both current activities as well as proposals for future programs.

1. The budget will first determine how much money is available, it will then allocate the resources among the highest priority results based on analyses, which determine which programs can best achieve the desired results, and it will use a performance measurement process to annually evaluate the results.

2. Emphasis will be increased on those personnel and management areas of long-term importance: employee relations, work simpler but more effectively, implementation of new technologies, long-term work force planning, and management incentives.

3. Expanding an existing service program or adding a new service program will only be considered when a new revenue source can support all of the ongoing costs; or when the requesting department can identify an existing service which can be reduced or eliminated. Programs financed with grant money shall be budgeted in special funds, and when grant revenues are reduced or eliminated, the service program shall be adjusted accordingly.

4. The budget is balanced and the City will maintain a balanced budget in which estimated revenues and fund balance reserves are equal to or greater than estimated expenditures.

5. The City will maintain a budgetary control system to ensure adherence to the budget and will prepare monthly reports comparing actual revenues and expenditures to budgeted amounts.

6. The City will monitor departmental expenditures on a monthly basis to ensure conformity to budgets and decide on actions to bring the budget into balance, if necessary.

7. The City will integrate performance measurement and productivity indicators within the budget.

8. The City will attempt to avoid layoffs in all actions to balance the budget. Any personnel reductions will be scheduled to come from attrition and where necessary, through bumping actions. Any reductions in positions will be proportionately distributed among various levels of employees.

9. The City will avoid budgetary practices or procedures that balance current period expenditures at the expense of future years' revenues.

10. The budget will provide for the adequate maintenance and orderly replacement of capital facilities and equipment.

11. The budget will provide for adequate levels of funding for all retirement systems.

12. The City will develop and maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust.

13. The Operating and Capital Budgets will describe the major goals to be achieved and the services to be delivered, based upon the levels of funding anticipated or provided.

14. The City will finance essential City services, which have a City-wide benefit from revenue sources, which are generated from a broad base, i.e., property taxes, State revenue sharing, assessments, and fees.

15. The impact on the use of property tax financing will be minimized by seeking alternative financing for City services including user fees and upgrading and/or enhancement of the property tax base.

16. Financing formulas and user fee rate structures will be reassessed to accurately charge the cost of service provided to the benefiting property owners and customers while considering the needs of low-income residents.

17. Federal and State legislation will be supported that provides property tax relief and direct aid to cities. Any legislation which forces local service mandates without matching Federal, State, or regional funding will be opposed.

18. In conjunction with the Municipal Improvement Plan (MIP), the City will prepare a three-year projection of operating revenues and expenditures for all major funds. The projection shall be monitored on an ongoing basis and major changes shall be incorporated into the document as they occur.

REVENUE POLICIES

1. The City will attempt to maintain a diversified and stable revenue base to shelter it from short or long-term fluctuations in any one revenue source.

2. Annual City revenues will be projected by an objective and thorough analytical process.

3. The City will maintain sound appraisal procedures and practices to reflect current property values.

4. The City will establish user charges and set fees for services for its Water & Sewer Fund at a level that fully supports both the operational and capital outlay costs of the activity.

5. The City will follow an aggressive policy of collecting revenues.

6. The City will annually review fees and charges and will design or modify revenue systems to allow charges to increase at a rate that keeps pace with the cost of providing the service.

RESERVE POLICIES

1. The City will strive to maintain a minimum General Fund and Self-Insurance Fund reserve of 10% or in an amount equal to 1.2 months of operational expenditures.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

1. An independent audit will be performed annually.

2. The City will produce comprehensive annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP), the body of accounting and financial reporting standards, conventions, and practices that have authoritative support from standard setting bodies such as the Governmental Accounting Standards Board (GASB) and the Financial Accounting Standards Board (FASB).

INVESTMENT POLICIES

1. The City will conduct a cash-flow analysis of all funds on a regular basis. Disbursement, collection and deposit of all funds will be scheduled to insure maximum investment capabilities.

2. When permitted by law, the City will pool cash from several different funds for investment purposes to maximize potential earnings.

3. The City will analyze market conditions and potential investments to maximize its yield, while maintaining the integrity, diversification, and safety of the principal.

4. The City's accounting system will provide monthly information concerning cash position and investment performance.

5. The City's Investment Officer will quarterly report the portfolio holdings by type, the average maturity, earnings and any other information necessary to allow the City Council and Investment Committee to confirm compliance with the adopted investment policy.

DEBT POLICIES

1. The City will confine long-term borrowing to capital improvements or projects that cannot be financed from current revenues. All bonds will be amortized over a period not to exceed the expected useful life of the project.

2. The City will attempt to keep the average maturity of general obligation and all types of revenue bonds at or below 20 years.

3. When possible, the City will use special assessment, revenue, tax increment, or other self-supporting bonds. These bonds may be backed by the limited full faith and credit of the City to achieve a lower interest cost.

4. The City will not incur long-term debt to support current operations.

5. The City will maintain a sound relationship with all bond-rating agencies and will keep them informed about our current capital projects.

6. The City will only use water and/or sewer revenue bonds to finance capital improvements and projects for enterprise activities.

7. The City will annually review all outstanding debt for potential refunding. Outstanding debt will be refunded only when a net savings greater than 1.5% can be achieved.

8. The City will not issue general obligation debt in excess of 10% of the current state equalized value of real and personal property. Additionally, the City will attempt to maintain the per capita debt, for all types of debt, at or below $2,500.

CAPITAL IMPROVEMENT BUDGET POLICIES

1. The fiscal integrity of the City's operating debt service and capital improvement budgets will be maintained in order to provide services, construct and maintain public facilities, streets, and utilities.

2. The City shall make all capital improvements in accordance with an adopted capital acquisition program.

3. The City will annually update its multi-year capital improvements plan including proposed funding sources.

4. The City will coordinate decision making for the capital improvement budget with the operating budget to make effective use of the City's limited resources for operating and maintaining existing services and facilities.

5. The City will attempt to maintain all its assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.

6. The City will use intergovernmental assistance to finance only those capital improvements that are consistent with the adopted capital improvement plan, City priorities, and for which operating and maintenance costs have been included in the operating budget.

7. Capital investments will foster Sterling Heights' goal of preserving its infrastructure.

8. The City will minimize long-term interest expense when financing capital improvements by maintaining an ongoing systematic bonding program, which spreads the costs of the improvements to the benefiting residents. ■

A budget is more than just a series of numbers on a page; it is an embodiment of our values.

~ Barack Obama ~



City Policy Benchmarks

Policy Benchmark	Status
Financial Policy	
• Emphasis on areas of long-term importance such as efficiency, effectiveness, employee relations, automation, and technology improvements	• Update of the City's Information Technology Plan and funding to: replace personal computers, storage and controlling servers, electronic medical reporting, and on line business registration • Creation of detailed five-year financial plan
• Maintain a budgetary control system to ensure adherence to the budget	• Received the GFOA's "Outstanding" budget award in all categories; "Distinguished" budget award for the past 32 years
• Integrate performance measurement and productivity indicators in the budget	• Earned GFOA's "Special Recognition" award for use of performance measurements • Benchmarking included in the Citizen's Guide to Finances, Performance Scorecard and Dashboard • Participation in ICMA's Center for Performance Measurement – one of 16 cities nationally to receive an Award of Distinction • Department objectives linked to City goals
• To avoid practices that balance current expenditures at the expense of future years' revenues	• No short-term borrowing for operations • Low government debt compared to ten benchmark MI cities • Lowest City staffing since 1970's (reduced 163 FT) • Achieved $30.0 million in operational savings
• To provide adequate maintenance and orderly replacement of capital facilities and equipment.	• Facilities repair $8.7 million • Vehicle expenditures $2.3 million • Equipment & technology $3.0 million • Completion of a Facilities Condition Assessment to plan maintenance need for four City buildings.
• Maintain adequate level of funding for all retirement systems	• General Employees System 77.3% funded • Police & Fire Pension System 62.9% funded • Retiree Medical System 55.1% funded • 401(a) Plan for all new general employees; reduced fixed pensions for all existing employees • Eliminated Police & Fire DROP program • Eliminated retiree medical for new hires • Pre-funding retiree medical past 24 years • Updated actuarial assumptions
• Seek property tax relief	• City tax rate lower than 63% of all cities in the State and one of lowest of any Macomb County city • City tax rate is 5.9 mills below the average tax rate of all Macomb cities • Lowest taxes per resident of ten comparable MI cities • Operating millage rate below voter approved maximum
• Enhancement of the property tax base	• City total taxable value has decreased by 14.4% since 2008 • Property values increased 6.7% in 2018 • Nearly 11,000 code enforcement cases in 2018 • Defense Corridor and economic development initiatives • SmartZone and North Van Dyke Corridor Improvements • Proactive planning for future of Lakeside Mall District

City Policy Benchmarks

Policy Benchmark	Status
Revenue Policy	
• Maintain a diversified and stable taxable revenue base	• City's Taxable Value: Residential 70% Commercial & Industrial 30% • 5th highest property values in State • 2nd in industry property values
• Maintain sound appraisal procedures and practices to reflect accurate property values	• Equalization Factor = 1.0 • Use of one and two-year sales studies
• Review fees and charges to assure the cost of providing the service is appropriately charged	• Annual review of rates and fees • Higher non-resident fees • Average $102 monthly City tax bill and $80 water & sewer bill
Reserve Policy	
• 10% minimum/25% target unreserved/undesignated General Fund Balance (excluding Self-Insurance Fund)	• 24.3% of 2019 budgeted expenditures • Low General Fund reserves compared to ten Michigan cities; adding to reserves for six consecutive years
• 37 days of General Fund operations	• 89 days of General Fund operations
Accounting, Auditing, Financial Reporting Policy	
• Produce comprehensive annual reports in accordance with GAAP	• Certificate of Achievement for Excellence in Financial Reporting Award for 31 years • One of first in State to implement GASB 34, earned recognition award from Governmental Accounting Standards Board
Investment Policy	
• Analyze market conditions to maximize yields while maintaining the integrity and safety of principal	• Maximized Interest on Investment earnings • Retiree Health Care Fund Investments maximized
Debt Policy	
• Keep average maturity of general obligation bonds at or below 20 years	• 2019 Capital Improvement Bond 20 yrs. • 2018 Facilities Improvement Bond 20 yrs. • 2018 MTF Road Bond 15 yrs. • 2017 *Re*creating Recreation Capital Bond 20 yrs. • 2017 MTF Road Bond 15 yrs. • 59.6% of City debt paid off within ten years • Refinanced bonds saving $1.5 million
• Maintain a sound relationship with all bond rating agencies	• 3rd highest bond rating of ten comparable MI cities • Fitch's rating AA • Moody's rating Aa2 • Standard & Poors' rating AA
Capital Improvement Policy	
• Make all capital improvements in accordance with an adopted capital acquisition program	• $59.6 million in total Capital Improvement Projects • $7.4 million in neighborhood street repairs • $6.8 million in Major road improvements • $10.0 million in Park improvements
• Continue to implement a multi-year plan for capital improvements	• Municipal Improvement Plan incorporated in the Sterling Vision and budget documents

Comparable City Benchmarks

City Revenues

Total Revenue Per Resident

1.	Ann Arbor	$3,132
2.	Dearborn	2,868
3.	Lansing	2,681
4.	Grand Rapids	2,636
5.	Southfield	2,238
6.	Livonia	1,956
7.	Troy	1,874
8.	Farmington Hills	1,827
9.	**Sterling Heights**	**1,807**
10.	Warren	1,618

Tax Revenue Per Resident

1.	Southfield	$827
2.	Dearborn	804
3.	Grand Rapids	794
4.	Ann Arbor	725
5.	Lansing	705
6.	Warren	675
7.	Troy	616
8.	Farmington Hills	586
9.	Livonia	570
10.	**Sterling Heights**	**477**

State Revenue Sharing Per Resident

1.	Lansing	$126
2.	Grand Rapids	114
3.	Warren	100
4.	Ann Arbor	96
5.	Dearborn	96
6.	Southfield	94
7.	Livonia	92
8.	**Sterling Heights**	**87**
9.	Troy	86
10.	Farmington Hills	85

Gas Tax (Act 51) Revenue Per Resident

1.	Livonia	$94
2.	Lansing	91
3.	Dearborn	90
4.	Grand Rapids	89
5.	Southfield	88
6.	Ann Arbor	87
7.	Farmington Hills	87
8.	Troy	80
9.	Warren	79
10.	**Sterling Heights**	**71**

Comparable City Benchmarks

City Expenditures

Total Expenditures Per Resident

1.	Ann Arbor	$3,001
2.	Dearborn	2,621
3.	Lansing	2,584
4.	Grand Rapids	2,561
5.	Southfield	2,382
6.	Livonia	1,907
7.	Troy	1,823
8.	Farmington Hills	1,759
9.	**Sterling Heights**	**1,490**
10.	Warren	1,477

Police Expenditures Per Resident

1.	Dearborn	$380
2.	Southfield	360
3.	Lansing	340
4.	Warren	313
5.	Grand Rapids	301
6.	Troy	282
7.	**Sterling Heights**	**245**
8.	Farmington Hills	244
9.	Ann Arbor	239
10.	Livonia	238

Fire Expenditures Per Resident

1.	Lansing	$291
2.	Dearborn	235
3.	Southfield	232
4.	Warren	172
5.	Grand Rapids	153
6.	Ann Arbor	144
7.	Farmington Hills	131
8.	Livonia	130
9.	**Sterling Heights**	**130**
10.	Troy	60

Public Works Expenditures Per Resident

1.	Farmington Hills	$327
2.	Lansing	194
3.	Dearborn	180
4.	Ann Arbor	157
5.	Livonia	143
6.	Warren	138
7.	Grand Rapids	133
8.	Southfield	104
9.	**Sterling Heights**	**93**
10.	Troy	66

Comparable City Benchmarks

City Expenditures (continued)

Refuse Expenditures Per Resident

1.	Ann Arbor	$136
2.	Livonia	114
3.	Dearborn	64
4.	Troy	60
5.	Warren	55
6.	Grand Rapids	54
7.	Farmington Hills	47
8.	Lansing	43
9.	Southfield	36
10.	**Sterling Heights**	**34**

Library Expenditures Per Resident

1.	Southfield	$67
2.	Dearborn	54
3.	Grand Rapids	48
4.	Livonia	35
5.	Troy	35
6.	Warren	28
7.	**Sterling Heights**	**19**
8.	Ann Arbor*	0
9.	Farmington Hills*	0
10.	Lansing*	0

**District Library*

Parks & Recreation Expenditures Per Resident

1.	Dearborn	$154
2.	Troy	117
3.	Ann Arbor	116
4.	Farmington Hills	99
5.	Southfield	84
6.	Livonia	73
7.	Lansing	68
8.	Warren	51
9.	Grand Rapids	50
10.	**Sterling Heights**	**16**

2017 Revenues Over (Under) Expenditures Per Resident

1.	**Sterling Heights**	**$317**
2.	Dearborn	247
3.	Warren	141
4.	Ann Arbor	131
5.	Lansing	97
6.	Grand Rapids	75
7.	Farmington Hills	68
8.	Troy	51
9.	Livonia	49
10.	Southfield	(144)

Comparable City Benchmarks

Financial Benchmarks

2017 State Equalized Value (Billions)

1.	Ann Arbor	$7.5
2.	Troy	6.2
3.	Grand Rapids	5.9
4.	**Sterling Heights**	**5.5**
5.	Livonia	4.9
6.	Farmington Hills	4.2
7.	Warren	4.2
8.	Dearborn	3.8
9.	Southfield	3.1
10.	Lansing	2.4

Standard & Poor's Bond Ratings

1.	Farmington Hills	AAA
2.	Troy	AAA
3.	Ann Arbor	AA+
4.	Grand Rapids	AA
5.	Livonia	AA
6.	Southfield	AA
7.	**Sterling Heights**	**AA**
8.	Warren	AA
9.	Lansing	AA-
10.	Dearborn	A+

General Fund Reserves Per Resident

1.	Warren	$533
2.	Southfield	469
3.	Farmington Hills	416
4.	Troy	397
5.	Dearborn	305
6.	Grand Rapids	271
7.	Ann Arbor	204
8.	Lansing	137
9.	**Sterling Heights**	**133**
10.	Livonia	132

2017 Fiscal Health Scores 0 = Best; 10 = Worst

1.	Ann Arbor	0
2.	Farmington Hills	0
3.	Southfield	0
4.	Troy	0
5.	Grand Rapids	1
6.	Livonia	1
7.	**Sterling Heights**	**1**
8.	Warren	1
9.	Dearborn	2
10.	Lansing (2015)	3

Comparable City Benchmarks

City Pension Plans

Annual Required Contribution Per Resident

1.	Lansing	$190
2.	Warren	147
3.	Dearborn	145
4.	Southfield	119
5.	Ann Arbor	116
6.	Grand Rapids	88
7.	**Sterling Heights**	**82**
8.	Farmington Hills	59
9.	Troy	8
10.	Livonia	3

Police & Fire Plan Percent Funded (GASB Valuation)

1.	Troy*	116.8
2.	Livonia*	105.3
3.	Ann Arbor*	87.8
4.	Dearborn	84.1
5.	Farmington Hills*	84.0
6.	Grand Rapids	79.5
7.	Southfield	78.9
8.	Warren	72.8
9.	Lansing	69.4
10.	**Sterling Heights**	**65.2**

**Includes general employees*

General Employees Plan Percent Funded (GASB Valuation)

1.	Troy*	116.8
2.	Livonia*	105.3
3.	Ann Arbor*	87.8
4.	Farmington Hills*	84.0
5.	Dearborn	79.4
6.	**Sterling Heights**	**77.7**
7.	Grand Rapids	76.5
8.	Southfield	71.7
9.	Warren	66.9
10.	Lansing	57.6

**Includes police & fire employees*

Unfunded Pension Liability Per Resident

1.	Lansing	$2,439
2.	Warren	1,825
3.	Southfield	1,340
4.	Dearborn	1,204
5.	Grand Rapids	1,164
6.	**Sterling Heights**	**1,074**
7.	Ann Arbor	598
8.	Farmington Hills	492
9.	Livonia	(120)
10.	Troy	(335)

Comparable City Benchmarks

Retiree Health Benefit Plans

Annual Required Contribution Per Resident

1.	Lansing	$265
2.	Southfield	251
3.	Warren	190
4.	Dearborn	182
5.	Ann Arbor	98
6.	**Sterling Heights**	**88**
7.	Grand Rapids	66
8.	Troy	58
9.	Livonia	47
10.	Farmington Hills	23

Retiree Health Plan Percent Funded

1.	Farmington Hills	107.0
2.	Livonia	61.2
3.	Ann Arbor	56.6
4.	Troy	56.5
5.	**Sterling Heights**	**50.7**
6.	Grand Rapids	35.1
7.	Dearborn	28.5
8.	Southfield	20.6
9.	Lansing	18.1
10.	Warren	16.9

Unfunded Health Liability Per Resident

1.	Lansing	$3,829
2.	Southfield	3,141
3.	Warren	2,431
4.	Dearborn	2,303
5.	Ann Arbor	1,062
6.	**Sterling Heights**	**757**
7.	Troy	736
8.	Livonia	645
9.	Grand Rapids	554
10.	Farmington Hills	(64)

Retirement Health Benefit Recipients Per 1,000 Residents

1.	Ann Arbor	13.9
2.	Lansing	13.4
3.	Dearborn	9.7
4.	Warren	8.4
5.	Southfield	7.7
6.	Livonia	6.8
7.	**Sterling Heights**	**4.7**
8.	Troy	4.2
9.	Grand Rapids	3.6
10.	Farmington Hills	2.9

Comparable City Benchmarks

Miscellaneous Benchmarks

Full-Time Employees Per 1,000 Residents

1.	Grand Rapids	8.1
2.	Southfield	8.0
3.	Dearborn	7.8
4.	Lansing	7.7
5.	Ann Arbor	6.5
6.	Livonia	6.1
7.	Warren	5.3
8.	Farmington Hills	4.4
9.	Troy	4.4
10.	**Sterling Heights**	**3.7**

Government Debt Per Resident

1.	Ann Arbor	$2,753
2.	Dearborn	2,057
3.	Lansing	1,779
4.	Warren	1,064
5.	Southfield	1,059
6.	Farmington Hills	661
7.	Grand Rapids	636
8.	Livonia	635
9.	**Sterling Heights**	**528**
10.	Troy	330

Pension & Retiree Health Care Annual Req'd Contribution Per Resident

1.	Lansing	$455
2.	Southfield	370
3.	Warren	338
4.	Dearborn	327
5.	Ann Arbor	214
6.	**Sterling Heights**	**170**
7.	Grand Rapids	154
8.	Farmington Hills	82
9.	Troy	66
10.	Livonia	50

Average Residential Monthly Water & Sewer Bill

1.	Lansing	$122
2.	Southfield	117
3.	Ann Arbor	84
4.	Dearborn	83
5.	Grand Rapids	80
6.	**Sterling Heights**	**77**
7.	Warren	77
8.	Farmington Hills	75
9.	Livonia	75
10.	Troy	68

All Funds Summary

The All Funds Summary provides the reader with a quick overview of the entire financial plan of the city for the upcoming fiscal year. This section includes an Executive Summary which explains the services each city fund provides and the budget adjustments from the previous year. Several schedules, charts and graphs are also included which highlight the revenue, expenditure, and fund balance history and trends for all of the city's funds and helps to better illustrate the city's overall fund structure.

Financial Organization Chart

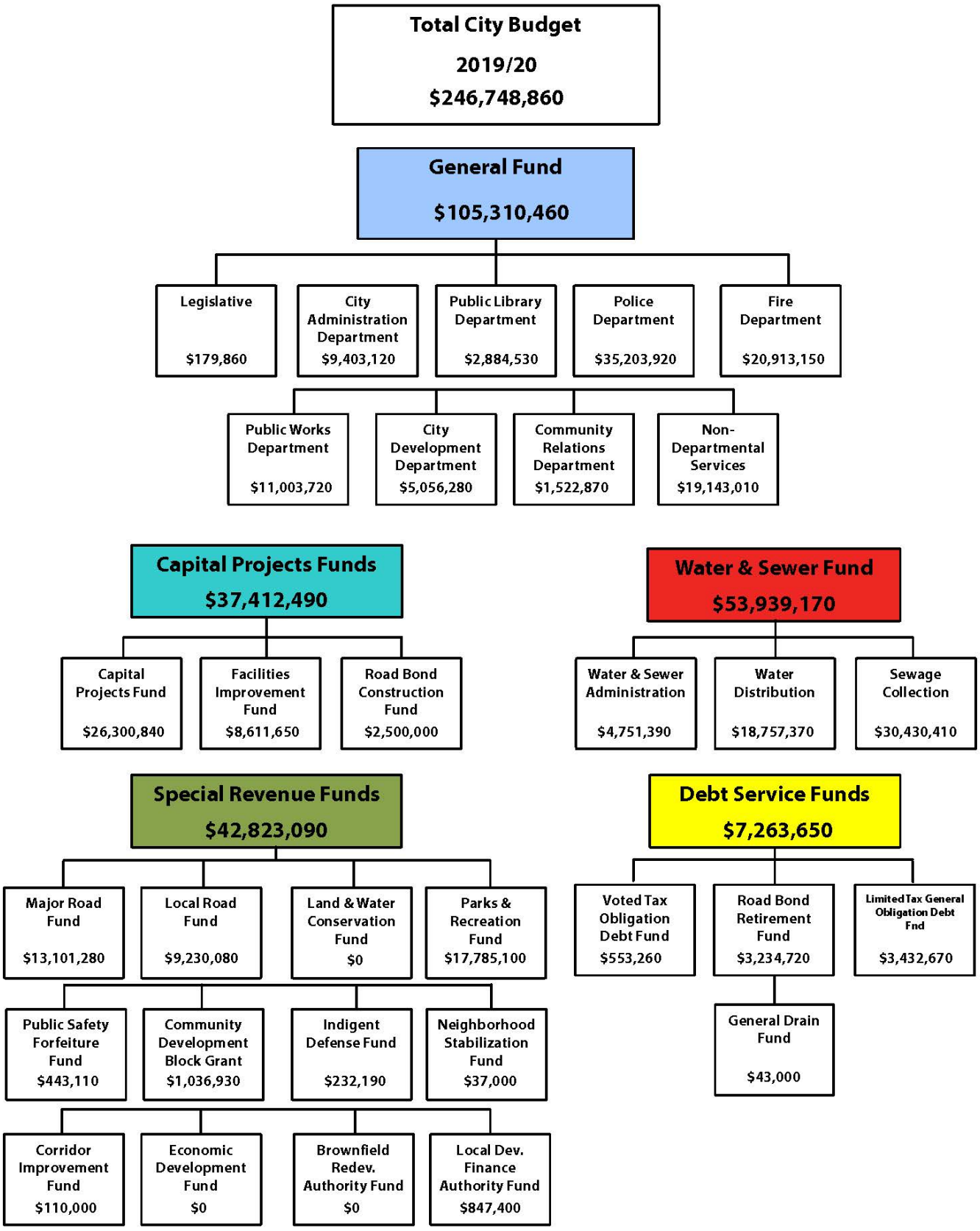


Chart figures correspond to budget tabs and include all transfers.

March 28, 2019

Honorable Mayor and
Members of the City Council

INTRODUCTION

Over the course of the City's history, this document has been integral to the City's ability to remain financially strong and resilient, regardless of the economic times. Although the process is not always smooth or easy, the commitment of City Administration and the City Council to good stewardship of the City's finances has always been reflected in a fiscally sound budget. This commitment, as set forth in annual budgets, has garnered state and national awards. Even more important than these accolades is the positive impact the budgetary process has on the Sterling Heights community in terms of the assured delivery of quality, efficient, and essential public services.

It is also true the budget is more than numbers on paper. It is a living document that reflects what this community strives to be - a safe, vibrant, and welcoming place to live and work. It is in this spirit that City Administration submits the proposed fiscal year 2019/20 Annual Budget.

YEAR IN REVIEW AND PREVIEW

The City of Sterling Heights completed an historic amount of road improvement projects in 2018 that have greatly improved the condition of our roads. Mound Road, Schoenherr Road, Utica Road, and Canal Road are a partial listing of road improvement projects that the City expedited and completed in the 2018 construction season. Unfortunately, there is much more work to be done to improve our roads.

The City continues to meet this daunting challenge by leveraging Federal, State, County and local resources equating to $416 million in road improvement funding between 2014 and 2022. This funding will result in another aggressive construction season in Sterling Heights. In addition to the $23.2 million plan to improve roads in the 2019 construction season, the Department of Public Works Streets Division will be making semi-permanent repairs to neighborhood roads throughout the City. The City's maintenance contractor will also be hard at work sealing pavement joints on various roadways which is necessary to extend the longevity of roads.



It is also important to acknowledge the positive impact that the Safe Streets dedicated millage is having on our local street system. With the completion of this season's local road projects, the City will have improved 252 local streets situated throughout Sterling Heights in the past six years. With Safe Streets expiring this year, the City will be requesting renewal of the 0.8 mill dedicated to local streets by the voters at the November 5, 2019 City election. Due to inadequate funding from the state of Michigan, the City simply cannot keep up with the demand to repair our local streets without the funding source provided by the Safe Streets dedicated millage.



Over the past 10 years we have been laser focused in solidifying the City's financial position on the heels of major restructuring due to declining revenues caused by the great recession. More recently, after completing the City's Visioning 2030 Plan, it was determined that there must be a focus on Quality of Life Services in order to realize long term prosperity. Thankfully the community agreed and the *Re*creating Recreation Initiative was approved. Combined with additional grant funding, a $55 million investment was made in upgraded parks, new amenities and structures, extended bike hike trails, restoration of the Clinton River and so much more. This massive investment in quality of life assets, not to mention an impressive investment in road infrastructure and improvements, is paying dividends for the community. Nowhere is this payoff more evident than property values. Among the five communities with the highest overall property values, Sterling Heights now ranks third highest statewide and number one in Macomb County in terms of residential property valuation! We should all take pride in this remarkable achievement.

Sterling University

While continuing to invest in quality of life services and infrastructure is critical, it is equally important to focus on the need to reinvest in the City's human assets. The Sterling Heights success story is not possible without the continued growth and performance of our employees. If we expect to continue operating as an innovative and high performance organization we must do more to invest in employees. While good wages and benefits are important, providing a fulfilling, rewarding and meaningful work environment is necessary to not only retain our quality employees, but also to promote growth and entice fresh, new talent to the organization. With this in mind, the proposed budget allocates funding to expand Sterling University. This unique program allows employees to spend time in other departments learning first-hand the services provided by their colleagues. Having Community Relations employees learn how to drive a plow truck, for example, is invaluable and ultimately will result in a more knowledgeable workforce and enhance customer service. This year the City Council will attend Sterling U and soon we hope to make it available to the public. The proposed budget also allocates funding to leadership training for directors and managers, technical training for all employees and Lean Six Sigma productivity training through Macomb Community College. For the first time, the City will also offer a one day sabbatical for any employee to attend training of their choice. Employees perform best when they feel valued and know their employer is investing in them under the premise of continuous improvement.

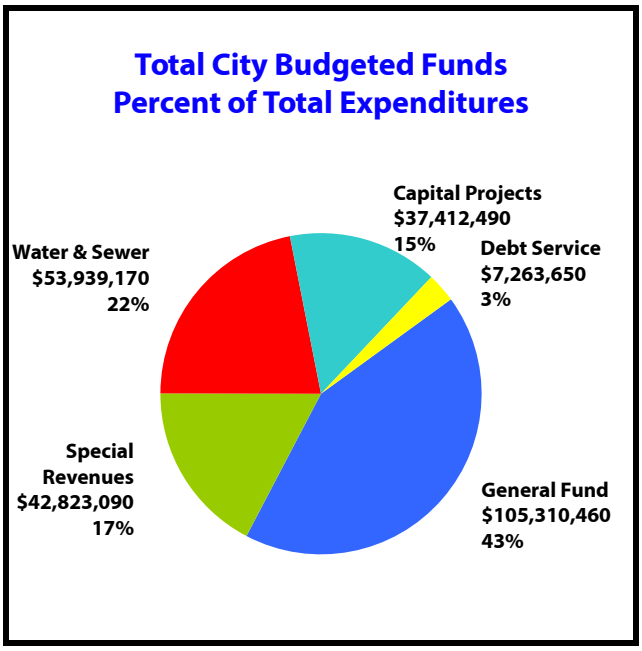
PROPOSED BUDGET

The 2019/20 Budget for all City Funds totals $246.7 million - an increase of $2.5 million or 1.0% from the prior year. The increase can be broken down as follows:

- $14.4 million due to an increase in the Capital Project Funds resulting from budgeted funds of $21 million to demolish and reconstruct a new building for the Department of Public Works (to be funded through bond proceeds), offset by a decrease of $5.5 million in the Road Bond Construction Fund due to the proceeds of an $8.2 million Michigan Transportation Fund bond spent in the prior year. The current year budget for Road Bond Construction includes $2.5 million in preliminary engineering for the Innovate Mound total reconstruction project. These funds will be reimbursed through a Michigan Transportation Fund Bond to be issued in 2020.
- A $1.9 million increase in the Debt Service Funds due to the payment on the planned bond

issuance of $22 million for the new Department of Public Works Building.

- An increase of $0.3 million in the Water & Sewer Fund resulting from an increase in water and sewer costs primarily due to rate increases from the Great Lakes Water Authority.
- Offset by a $14.1 million decrease in the Special Revenue Funds due to:
    - $5.8 million less spending on Major Road construction in the budget year. The prior year included a one-time one mill increase to augment road spending significantly. That millage is rolled back in the current year, resulting in a tax rate decrease. The current year includes $7.3 million in Major Road reconstruction projects, which is detailed later in this document.
    - $10.4 million less spending on Parks & Recreation construction projects due to the timing of project completions. A total of $50 million in new Parks & Recreation buildings and amenities was funded through the voter approved *Re*creating Recreation millage.
    - $1.2 million decrease in construction projects funded through the Local Development Finance Authority. Two road projects were funded in the prior year.
    - Offset by $2.7 million increased spending in the Local Road Fund. The voter approved Safe Streets millage will fund the reconstruction of 13 neighborhood streets and an additional 21 streets will be repaired through the Sectional or Asphalt repair program,
    - And $0.7 million increased spending in the Parks & Recreation Fund due to contractual maintenance for services formerly performed by the Parks & Grounds division.
- Also, offset by a $0.1 million decrease in the General Fund due to:
    - A decrease of $6 million in the General Fund transfer to Major Roads, as a result of the rollback of the one-time 1.0 mill tax increase that funded this transfer in the prior year, offset by a $1.7 million increase in the General Fund transfer to the Debt Service funds, as a result of the increased debt payment to finance the new Public Works building construction.
    - Also offset by an increase of $2.8 million in personnel costs to fund a $0.8 million increase in long-term retirement liabilities, as well as contractual employee wage increases.
    - And a $1.3 million increase to Other Charges primarily due to increased software maintenance costs, an increase in General Liability insurance and investment in employee training and development.



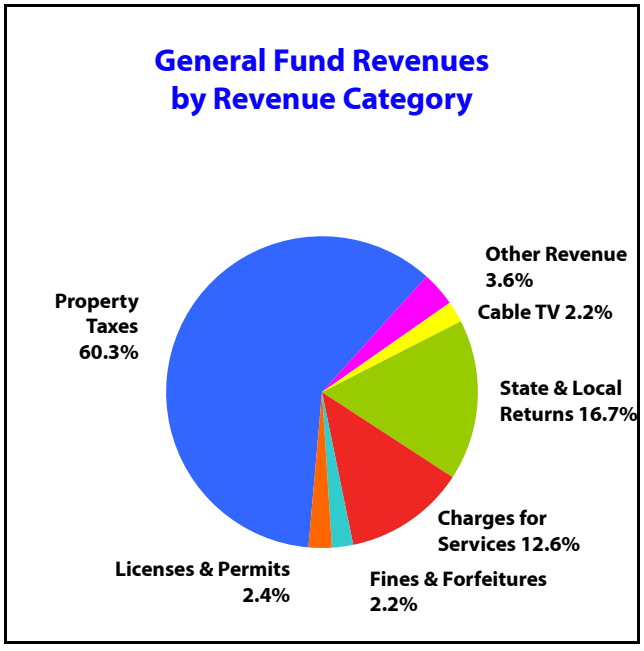
Total City Expenditures of $246,748,860 (including transfers)

The City establishes a budget for 23 separate funds or accounting divisions. These 23 funds can be further grouped into five major fund categories as the graph above illustrates. The largest is the General Fund, which provides $105.3 million in funding towards the majority of services available to City residents through the City's eight departments. The second largest fund is the Water & Sewer Operating Fund,

which provides $53.9 million in funding for the water distribution and sewage disposal services purchased from the Great Lakes Water Authority and Macomb County. Both the General and Water & Sewer Funds will be discussed in depth later in this Executive Summary.

GENERAL FUND

The General Fund revenues of $106.3 million in the proposed budget exceed the proposed General Fund expenditures of $105.3 million by $1.0 million. This marks the sixth consecutive year the City has added to reserves and is estimated to increase the total reserves to 25.6% of General Fund expenditures, reaching the City goal of obtaining and maintaining fund balance reserves of at least 25% of General Fund expenditures. A General Fund balance of 25% - 30% of General Fund expenditures will help ensure the City's ability to weather any future economic downturn.



Total General Fund Revenue of $106,322,350

Revenues by Category

General Fund revenues are budgeted at $106.3 million, which is a decrease of $50,000 from the prior year.

The General Fund derives its revenue from a variety of sources as the graph to the left illustrates. The largest source is from property taxes. The City's tax rate of 16.2069 mills will provide $64.2 million or 60.3% of the total General Fund budget. This is a decrease of $1.3 million in tax revenue from the prior year. Taxes are levied for General Operations, Safe Streets, *Re*creating Recreation, Refuse Collection, Police & Fire Pensions, and Public Improvement Proposal F debt. Tax revenue for General Operations decreased $2.4 million due to a rollback in the millage rate, partially offset by taxable value growth. Tax revenue from the Safe Streets and Parks & Recreation millage increased by a total of $333,000 due to taxable value inflationary growth of 2.4%. Tax revenue from the Police & Fire pension millage increased $777,000 due to an increase in the required contribution to the pension fund, resulting from actuarial changes to the assumed rate of return and updated mortality tables.

CITY MILLAGE RATES	2018/19 Actual	2019/20 Proposed	Increase/ (Decrease)
City Operating	10.4940	9.4940	-1.0000
Safe Streets	2.4678	2.4505	-0.0173
*Re*creating Recreation	0.9516	0.9506	-0.0010
Refuse Collection	1.0420	1.0038	-0.0382
Police & Fire Ret.	2.1279	2.1984	0.0705
Fire Station Imp.	0.0971	0.1096	0.0125
Total City Millage	**17.1804**	**16.2069**	**-0.9735**

The City's Operating millage rate of 9.4940 mills represents a decrease of 1.0 mill below the prior year. This tax reduction is due to the promised rollback of the one-time, one mill increase in the prior year that funded over $4 million in additional Major Road projects.

The City's tax rate continues to be lower than most cities in the State and is one of the lowest of any city in Macomb County. For the 2018 tax year, which included the one-time, one mill increase, the City's tax rate was still 5.9 mills lower than the average tax rate of all Macomb County cities. The proposed tax decrease will ensure the City will continue to have one of the lowest city millage rates in Macomb County.

The City's total taxable value in 2019 increased by 5.5%. Although Proposal A allowed only a 2.4%

inflationary adjustment, due to increased investment in our community, Real Property taxable value increased 6.6%. However, this was offset by a 9.8% decrease in Personal Property value. The Personal Property taxable value decrease is a result of the elimination of certain manufacturing personal property taxes due to a change in State law. The State will be reimbursing the City for the lost personal property tax revenue. The City's total taxable value has started to climb, but is still 17% below 2008 values. As a result, the City has now lost $128.6 million since 2008 in lower property tax revenues compared to receipts in a normal housing market based on historical data. While total Property Tax revenue has been increasing in recent years and now exceeds 2008 levels, this has been primarily accomplished through additional millages such as Safe Streets and *Re*creating Recreation. As noted above, current year taxable values are still significantly below their peak in 2008.

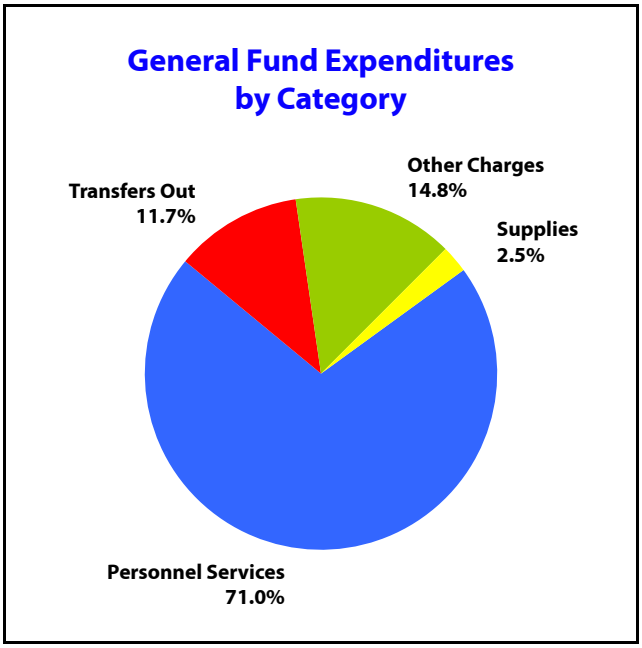
To lessen the burden and reliance on property taxes, the General Fund also realizes revenue from a variety of smaller revenue sources, as detailed in the Chart on the previous page.

Significant changes from the prior year budget in other revenue sources include:

- An increase of $696,000 in State Revenue Sharing due to projections provided by the State of Michigan, which include an expected sales tax growth rate of 2.8%, however the State is still not fully funding statutory revenue payments, which now costs Sterling Heights over $5 million annually and has reduced revenue sharing to the City in the cumulative amount of $57 million since 2003
- An increase of $450,000 in ALS Transport revenue, which began in November 2017, due to a higher number of runs and a higher collection rate than originally estimated
- Increased investment income due to higher rates of return and increased General Fund balance
- A decrease of $380,000 in Federal Grant Revenue due to the lower expected reimbursement in the final year of the SAFER (Staffing for Adequate Fire and Emergency Response) Grant, which funds a portion of the cost of the 15 firefighters hired for EMS Transport in 2018 (75% in years 1 and 2, 35% in year 3)
- A reduction of $250,000 in revenue from cable television fees due to a downward trend in cable television subscriptions

Expenditures by Category

The $105.3 million General Fund budget represents a $120,000 or 0.1% decrease compared to the prior year. The General Fund is comprised of four separate



Total General Fund Budget of $105,310,460

categories as the graph above illustrates. The largest category is Personnel costs, which is made up of wages and fringe benefits and comprises 71.0% of the total budget. Supplies, which is primarily made up of operating supplies, fuel, parts for the repair and maintenance of City vehicles, and the purchase of Library books, totals 2.5% of the budget. Other Charges totals 14.8% of the budget and is primarily for refuse, dispatch, detention facility and custodial contract costs, utility bills, and legal costs. Transfers to other City funds total 11.7% of the General Fund budget.

The total $119,510 decrease in General Fund expenditures can be explained by the following illustration showing where the expenditure changes have occurred:

	Dollar Change	Percentage Change
Personnel Services	$2,760,550	3.8%
Supplies	167,830	6.8%
Other Charges	1,270,270	8.9%
Transfers Out	(4,318,160)	-25.9%
Total	**($119,510)**	**-0.1%**

Personnel Services increased by $2,760,550 or 3.8%. Wages for full-time employees increased $1,462,710 or 4.7% primarily due to contractual wage increases for all employees ranging from 2.0% - 2.5% annually and employee wage-step increases for those not at the top of the wage scale. A net of three full-time positions were also added to the General Fund.

The City will again fully fund its actuarially required contribution for current and future pension and retiree medical liabilities. The total amount the City is required to contribute to fund these liabilities has increased by $830,720 or 9.1% next year.

Overtime costs increased $354,200 or 13.6% primarily due to an increase in overtime in the Fire Department to staff a fifth ambulance and to backfill for required training.

Total active employee health insurance costs decreased by $235,060 or 4.4% due to a 1.5% decrease in the 2019 illustrated rates for the Simply Blue plan and a 5.8% decrease in the CB4 plan. In addition, the first year phase in of an eventual 10% employee cost share for most employee groups, begins January 1, 2020.

The budget (across all funds) includes funding for 486 full-time positions - a net increase of seven positions, as detailed in the table to the right.

In total, the City has reduced funding for 163 full-time positions or 25% of its workforce since 2002, saving $15.5 million annually. The City's employee per resident ratio has decreased by 36%. The City has worked hard to minimize the staffing impact to the Police and Fire Departments. As a result, since 2002, public safety staffing is down only 19% compared to a nearly 34% reduction in other City departments.

The budget also reflects a net decrease of seven part-time positions, primarily due to the elimination of eleven seasonal laborers (whose scope of work was replaced by contractual services) in the Department of Public Works, offset by the addition of college interns in Human Resources and Information Technology, and a part-time Facilities Maintenance Mechanic and Code Enforcement Officer.

Full-Time Position	Cost Center	Headcount
GIS/CAD Coordinator (advance for planned retirement)	Information Technology	1
Assessing Coordinator (succession planning)	Assessing	1
Police Sergeant	Police Admin.	1
Mechanic	Fleet Maintenance	1
Deputy Court Clerk (convert from part-time)	41A District Court	1
Recreation Superintendent	Parks & Recreation	1
Facilities Maintenance Mechanic	Parks & Recreation	1
	Net Increase	**7**

Supplies increased $167,830 or 6.8% primarily due to an increase in Fleet Maintenance parts for the anticipated replacement of two dump truck boxes and the cost of the outfitting equipment for new police cruisers.

Other Charges increased $1,270,270 or 8.9%. Software Maintenance costs increased $616,940 due to new subscriptions and licensing for a security overlay program and annual license fees now

required for MicroSoft Windows. Additional annual licensing is also required for other financial software including Kronos timekeeping and Citiworks. General Liability insurance increased $250,000 based on recent higher claim activity and $100,000 was added to the Economic Development budget to fund a targeted marketing and advertising campaign to highlight the City and its amenities.

Capital Outlay is budgeted in the Capital Projects Fund. All capital equipment and vehicles used by General Fund departments, with the exception of drug forfeiture purchases, are expensed in the Capital Projects Fund and are funded through a Transfer Out from the General Fund. ***A complete list of all capital equipment, vehicles, and projects is located in the Capital Projects section of this document.***

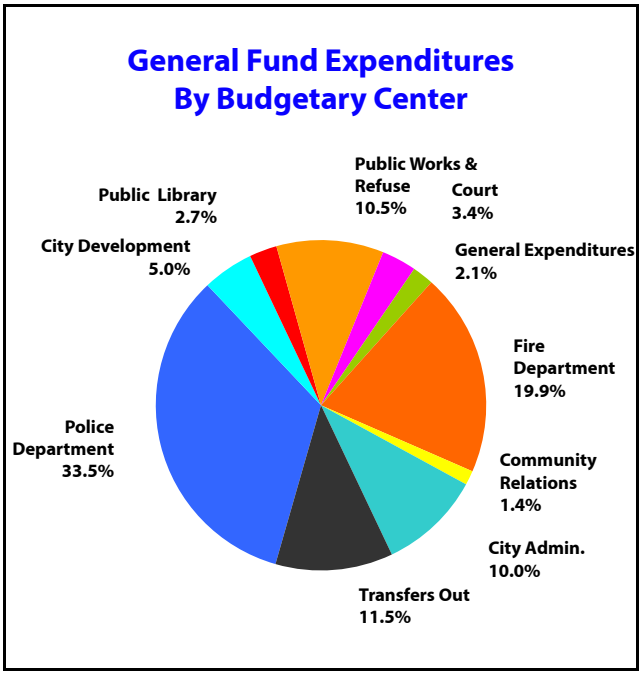
General Fund ***Transfers Out*** to other City Funds decreased by $4,318,160 or 25.9% primarily due to a reduction of $6 million in the General Fund transfer to the Major Road fund. In the prior year, a one-time, one mill tax increase generated $4.2 million and additional funds were transferred to finance nearly $20 million in major road repairs. This is offset by an additional transfer to the Limited Tax General Obligation Debt fund of $1.7 million to fund the annual payment on the planned $22 million debt issuance for the new Public Works building.

Expenditures by Budgetary Center

The General Fund can be further broken down into the departmental or budgetary center level. These centers are comprised of the eight City operating departments as well as other ancillary expenditure cost centers. As you will note on the graph, nearly 64% of the budget is used to fund the three largest City departments - Police, Fire and Public Works.

Detailed information regarding changes in expenditures by department can be found in each department's specific section of this document.

The Special Revenue Funds provide a total of $42.8 million for major and local road maintenance and construction, park development, public safety drug forfeiture purchases, the Local Development Finance Authority, the Corridor Improvement Authority, and for the federally subsidized Community Development Block Grant and the State subsidized Indigent Defense Fund. Due to the passing of the *Re*creating Recreation millage, the 2018 budget established a new special revenue fund for the Parks and Recreation department.



Total General Fund Budget of $105,310,460

Several notable items in the Special Revenue Funds Budget include:

- CDBG funding to replace the Senior Center Roofing system, to replace the concrete on Hamilton Drive, and to assist low and moderate-income families in making minor home repairs, for property maintenance code enforcement efforts, funding for not-for-profit service organizations, and funding for the Special Recreation program
- Funding for continued operation of the business incubator, including the replacement of the flooring at the Velocity Center
- Enhancement to the landscape and streetscape in the Corridor Improvement Authority district

- Increased investment for indigent defense counsel funded through a grant from the State of Michigan
- The continuation of Parks and Recreation improvements funded through the *Re*creating Recreation millage including the construction of the Community Center and enhancements at Delia Park and other neighborhood parks
- Continued investment in major and local road maintenance including additional asphalt repairs, right of way mowing, and street sweeping

Extensive Major Road improvement projects are budgeted next year including:

- **18 Mile asphalt resurfacing from Mound to Ryan and from Ryan to Dequindre (Two projects)**
- **Hayes Road resurfacing from 14 to 15 Mile**
- **Metro Parkway resurfacing from Dequindre to Ryan**
- **Utica Road resurfacing from Hayes to Schoenherr**
- **19 mile asphalt resurfacing from Hayes to Schoenherr**
- **Merrill Road rehabilitation from 18 1/2 Mile to M-59**
- **The preliminary engineering for the $216 million complete reconstruction of Mound Road from I-696 to M-59**

In addition, nearly $7 million will be invested into neighborhood roads, including both sectional repairs and full reconstruction of over 35 local streets.

Please see the Capital Projects section of this document for a complete list of every Major and Local Road project planned for 2019/20.

The Capital Project Funds total $37.4 million. These funds are used for the road construction projects financed by the sale of bonds, the purchase of capital equipment and vehicles, and the repairs to municipal facilities, sidewalks, and storm drains.

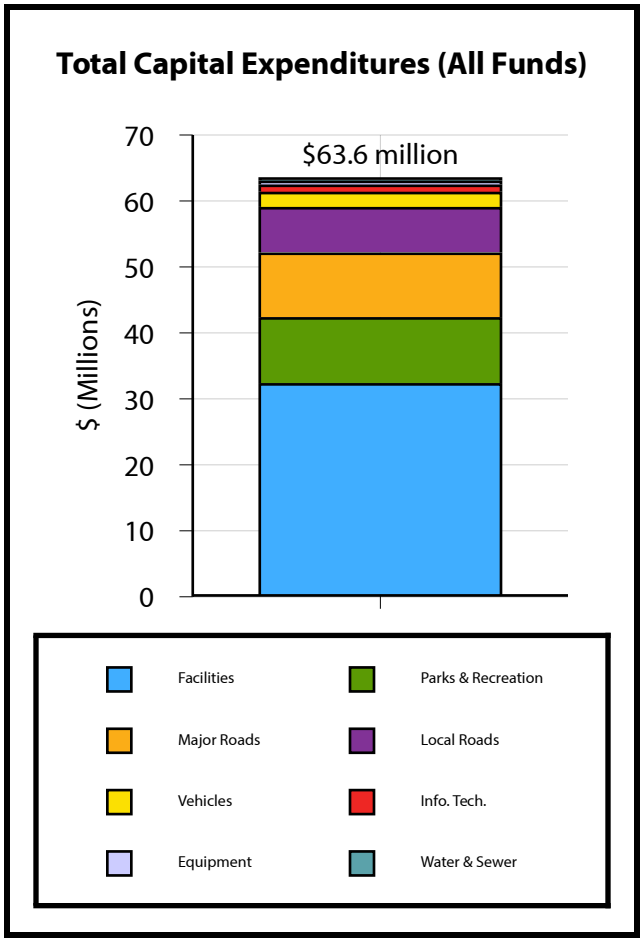
A total of $8,611,650 (of a total of $20 million) is budgeted this year for facilities infrastructure improvements and information technology improvements to be funded through the Facilities Improvement Bond issued in May 2018. A wide range of facilities improvements, which were identified as part of a Facilities Condition Assessment, will be made at City Hall, 41-A District Court, the Police Department and the Public Library. The 2018/19 fiscal year, several projects will be completed including: replacement of the roofing systems, renovations of elevators and replacement of the heating & cooling system at the 41A District Court. It is anticipated that the entire project will be completed over a three-year period.

A summary of the estimated total cost of the improvements for each building is shown below:

	2018/19	2019/20	2020/21	Total
Police Department	$815,215	$2,796,070	$2,000,000	**$5,611,285**
Public Library	651,290	1,058,060	2,000,000	**3,709,350**
City Hall	697,875	1,639,760	2,000,000	**4,337,635**
41A District Court	1,518,710	1,823,020	—	**3,341,730**
Technology Upgrades	1,000,000	1,294,740	705,260	**3,000,000**
	$4,683,090	**$8,611,650**	**$6,705,260**	**$20,000,000**

Other notable capital projects include:

- $1.3 million for replacement vehicles, including ten Police vehicles, nine City Development vehicles and eight other fleet vehicles, a tandem axle dump truck with plow and a street sweeper
- $500,000 for replacement equipment including two additional high speed ballot tabulators, replacement service pistols for Police Officers, five CPR machines, replacement air packs and replacement diesel exhaust systems for the Fire Department
- $1.1 million for technology upgrades including a new integrated financial system, a Human Resources information system and replacement computers for City Administration, the Fire Department, Police Department and the Court



- The first phase of the replacement of the Senior Center HVAC system, the first phase of the replacement of the exterior of the Police Department and Library, upgrades to the North & South entrances of City Hall and the construction of a new Public Works building
- The continuation of the annual sidewalk repair program - this year will be Section 23, which is east of Dodge Park road, from 16 to 17 Mile Road

Finally, the ***Debt Service Funds*** total $7.3 million and provide funding for the debt payments on road construction projects, the City Center, and the debt resulting from the voter approved Proposal F. Total debt service increased $1.9 million or 34.7% over last year primarily due to new debt service on the anticipated Capital bond to be issued in the spring of 2019 to finance the new Public Works building. Even with this additional debt, the City's debt levels are far below what is authorized by charter and among the lowest of our comparable communities and the new debt does not result in a tax increase.

WATER & SEWER FUND

The Water & Sewer Fund is a completely self-supporting activity that does not receive funding from property taxes. It is not designed to make a profit; however, reserves may be built up for future infrastructure improvements. The fund is solely for the purpose of providing water distribution and sewage disposal services to the City of Sterling Heights' residents.

Sterling Heights purchases its water and sewage services from the Great Lakes Water Authority (GLWA) and the Macomb County Public Works office, which directly influences the rates we must charge.

Effective July 1, 2019, the GLWA rates to the City of Sterling Heights will increase by 5.0% primarily due to an increase of operation expenses of 3.1% and a reallocation of fixed costs resulting from contract amendments with 49 other GLWA customers. In addition, Macomb County sewer and debt service charges are estimated to increase 3%. City costs also increased 5.2%, as detailed in the next paragraph. To cover these costs and begin to build up the Water & Sewer fund balance that has been depleted by nearly $17 million in the past six years, a **net 3.3%** rate increase and an inflationary increase in fixed fees will be passed on to Water & Sewer customers.

This is the second year in a row with an increase below 4.0% and even lower than last year's net increase of 3.9%.

The City continues to control its discretionary costs within this fund. Personnel costs increased by $403,260 or 8.9%, due to contractual wage adjustments and an increase to the required funding for long-term liabilities of $41,000. A General Supervisor and a Laborer position were also transferred from the Parks & Grounds division and a temporary part-time Account Clerk will be hired to

catalog domestic water line service information as required by the MDEQ. Other Charges decreased slightly due to funding in the prior year to televise sanitary sewer lines. Capital Outlay includes the purchase of a Sewer Service Worker truck, a flat bed dump truck and a tandem axle dump truck. $494,000 is budgeted to be added to fund balance to continue to build up reserves for future infrastructure improvements.

The City of Sterling Heights strives to create a rate structure that offers quality service at a good value for its customers. The charge below compares the average monthly water & sewer bill for Sterling Heights to our surrounding communities for the 2018/19 fiscal year. We continue have the lowest rates in Macomb County and have the same rates as the City of Warren, which operates it's own sewage treatment plants.

Average Macomb County Residential Monthly Water & Sewer Bill

1.	Fraser	$167
2.	Eastpointe	147
3.	St. Clair Shores	114
4.	Mount Clemens	102
5.	Shelby Township	102
6.	Clinton Township	98
7.	Utica	96
8.	Macomb Township	91
9.	Centerline	83
10.	Roseville	83
11.	**Sterling Heights**	**77**
12.	Warren	77

Rates as of 3/19 using 12,000 cf.

The average Sterling Heights residential customer will pay $80 per month for water & sewer services, a $3/ month increase over last year. According to a 2016 Black & Veatch rate survey, the average monthly water & sewer bill for the City of Sterling Heights is 29% below the average rates and 23% below the median rates of the 50 largest cities in the United States.

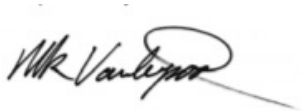
CONCLUSION

It is an exciting time for Sterling Heights as transformative projects are well underway. The proposed budget continues to fund initiatives and projects that will foster continued synergy contributing to yet another successful and prosperous fiscal year 2019/2020 - best summed up in two words - **Innovating Living.**

In closing, I would like to acknowledge the efforts of the Finance & Budget staff: Jennifer Varney, Janice Schoenrath, and Sharon Wennerstrom for their hard work and effort during the budget process. The City's solid financial position is due in large part to their dedication. The City's department directors and managers are also commended for their team effort and continued commitment to service excellence. I am especially grateful to the City employees who remain dedicated to this great organization and work tirelessly on behalf of our customers, delivering exemplary services.

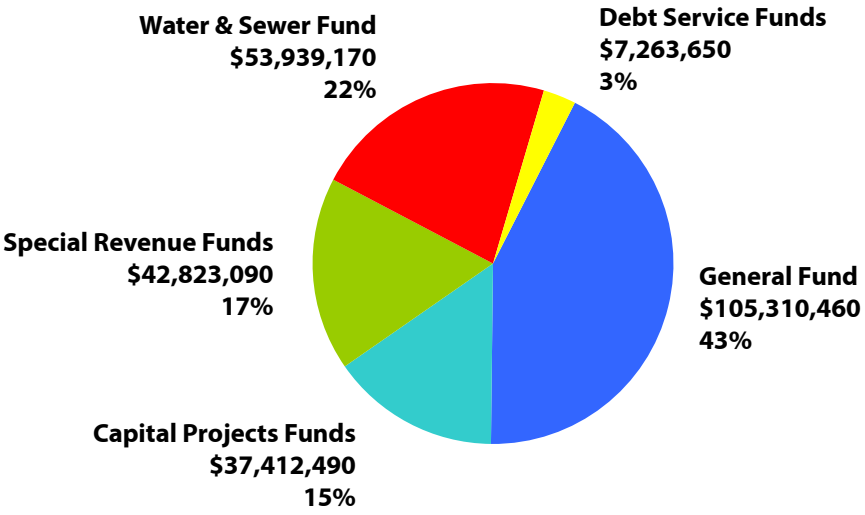
I would also like to thank the Mayor and City Council for their continued leadership and support throughout the year, especially during the months required to prepare and present the annual budget. Thanks to the entire Sterling Heights Team, the City's success story is as strong as ever.

Respectfully submitted,



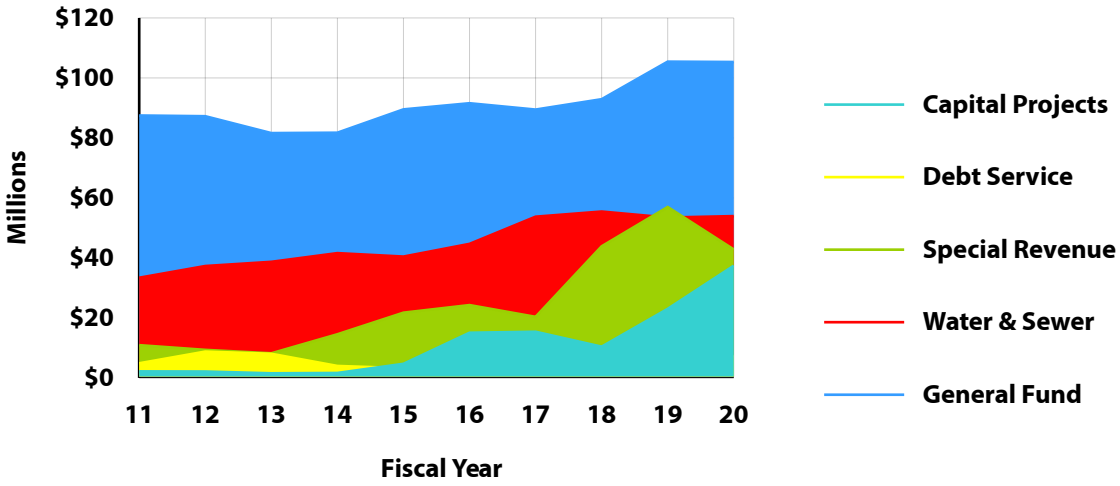
Mark D. Vanderpool
City Manager

Total City Budgeted Funds
Percent of Total Expenditures



Total City Expenditures of $246,748,860
(including transfers)
This graph illustrates total fund expenditures as a percent of all City Funds.

Total City Budgeted Funds
Expenditure History



This graph illustrates the expenditure history of all City budgeted funds.

2019/20 ALL FUNDS – COMBINED BUDGET SUMMARY
OF REVENUES, EXPENDITURES AND FUND BALANCE

	General	Water & Sewer	Special Revenue	Debt Service	Capital Projects	Total Budget
REVENUES BY SOURCE						
City Property Taxes	$64,163,220	$0	$7,759,670	$463,770	$0	**$72,386,660**
Water & Sewer Service	0	51,613,820	0	0	0	**51,613,820**
Proceeds - Long-Term Debt	0	0	0	0	29,000,000	**29,000,000**
Charges for Services	13,419,480	2,176,380	797,540	0	0	**16,393,400**
Interfund Transfers In	0	0	3,800,000	6,575,860	4,878,840	**15,254,700**
Highway & Street Grants	0	0	12,876,560	0	0	**12,876,560**
State Revenue Sharing	12,614,150	0	0	0	0	**12,614,150**
Miscellaneous Revenue	2,831,020	166,250	555,210	193,020	911,020	**4,656,520**
Personal Property Tax Reimb.	4,007,680	0	528,100	29,440	0	**4,565,220**
Federal, State & Local Grants	1,107,800	179,880	2,142,870	27,010	0	**3,457,560**
Licenses & Permits	2,545,000	0	0	0	0	**2,545,000**
Fines & Forfeitures	2,384,000	0	0	0	0	**2,384,000**
Interest on Investments	950,000	297,000	438,200	14,000	612,500	**2,311,700**
Cable Revenue	2,300,000	0	0	0	0	**2,300,000**
TIF/LDFA-SmartZone Capture	0	0	1,748,800	0	0	**1,748,800**
Total Revenues	**106,322,350**	**54,433,330**	**30,646,950**	**7,303,100**	**35,402,360**	**234,108,090**
EXPENDITURES BY OBJECT						
Personnel Services	74,767,850	4,917,390	2,592,400	0	0	**82,277,640**
Capital Improvement Projects	0	0	24,679,000	0	33,167,820	**57,846,820**
Other Charges	11,255,580	39,820,590	3,947,990	4,330	0	**55,028,490**
Interfund Transfers Out	12,337,940	0	3,100,190	43,000	0	**15,481,130**
Principal Payments	0	2,992,250	1,460,000	4,990,000	0	**9,442,250**
Interest Payments	0	2,642,720	1,541,590	2,226,320	0	**6,410,630**
Other Services	0	0	4,874,850	0	0	**4,874,850**
Refuse Collection	4,200,000	0	0	0	0	**4,200,000**
Supplies	2,645,630	405,700	203,930	0	0	**3,255,260**
Capital Equipment	0	25,000	69,640	0	2,901,770	**2,996,410**
Interfund Services	103,460	2,477,520	101,500	0	0	**2,682,480**
Capital Vehicles	0	658,000	252,000	0	1,342,900	**2,252,900**
Total Expenditures	**105,310,460**	**53,939,170**	**42,823,090**	**7,263,650**	**37,412,490**	**246,748,860**
Excess of Revenues Over (Under) Expenditures	1,011,890	*	(12,176,140)	39,450	(2,010,130)	**(13,134,930)**
Beginning Fund Balance	25,947,300	*	17,598,850	415,610	39,868,490	**83,830,250**
Ending Fund Balance	**$26,959,190**	*	**$ 5,422,710**	**$ 455,060**	**$37,858,360**	**$70,695,320**

Note: * Water & Sewer Fund revenue and expenses are excluded from the fund balance calculations.

ALL FUNDS – COMBINED HISTORICAL SUMMARY
OF REVENUES, EXPENDITURES AND FUND BALANCE

	2017/18 Actual	2018/19 Estimate	2019/20 Budget
REVENUES BY SOURCE			
City Property Taxes	$66,282,450	$73,018,060	**$72,386,660**
Water & Sewer Service	47,503,470	49,683,810	**51,613,820**
Proceeds - Long-Term Debt	28,892,810	21,000,000	**29,000,000**
Charges for Services	14,941,510	16,604,490	**16,393,400**
Interfund Transfers In	10,588,030	20,314,100	**15,254,700**
Highway & Street Grants	11,097,270	11,935,220	**12,876,560**
State Revenue Sharing	11,626,230	12,246,750	**12,614,150**
Miscellaneous Revenue	3,851,530	4,103,900	**4,656,520**
Personal Property Tax Reimbursement	6,542,400	4,461,630	**4,565,220**
Federal, State & Local Grants	7,111,810	6,830,020	**3,457,560**
Licenses & Permits	2,648,070	2,735,500	**2,545,000**
Fines & Forfeitures	2,384,500	2,394,500	**2,384,000**
Interest on Investments	1,827,990	2,461,130	**2,311,700**
Cable Revenue	2,414,750	2,350,000	**2,300,000**
TIF/LDFA - SmartZone Capture	1,051,790	1,362,620	**1,748,800**
Total Revenues	**218,764,610**	**231,501,730**	**234,108,090**
EXPENDITURES BY OBJECT			
Personnel Services	73,793,720	78,259,990	**82,277,640**
Capital Improvement Projects	37,189,870	53,822,830	**57,846,820**
Other Charges	58,408,410	51,540,500	**55,028,490**
Interfund Transfers Out	10,888,020	20,633,920	**15,481,130**
Principal Payments	4,257,750	8,212,220	**9,442,250**
Interest Payments	4,353,570	5,864,140	**6,410,630**
Other Services	4,754,420	4,482,260	**4,874,850**
Refuse Collection	4,210,030	4,185,000	**4,200,000**
Supplies	3,425,650	3,160,950	**3,255,260**
Capital Equipment	1,437,750	3,878,590	**2,996,410**
Interfund Services	2,164,400	2,498,020	**2,682,480**
Capital Vehicles	905,740	2,112,850	**2,252,900**
Total Expenditures	**205,789,330**	**238,651,270**	**246,748,860**
Excess of Revenues Over (Under) Expenditures*	17,194,680	(9,009,410)	**(13,134,930)**
Beginning Fund Balance	75,644,980	92,839,660	**83,830,250**
Ending Fund Balance	**$92,839,660**	**$83,830,250**	**$70,695,320**

Note: * Water & Sewer Fund revenue and expenses are excluded from the fund balance calculations.

REVENUE COMPARISON
CITY BUDGETED FUNDS

Fund No.	Fund Name	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget	% Change From 18/19
	GENERAL FUND						
1010	General Fund	$95,322,440	$100,354,130	$106,371,610	$107,615,440	**$106,322,350**	0.0 %
	WATER & SEWER FUND						
5790	Water & Sewer Fund - Operations	45,931,040	51,243,190	54,116,000	53,331,100	**54,433,330**	0.6 %
	SPECIAL REVENUE FUNDS						
2020	Major Road Fund	8,061,740	10,542,050	15,635,710	18,238,260	**11,049,890**	-29.3 %
2030	Local Road Fund	7,297,890	7,029,310	6,593,070	7,559,800	**7,410,810**	12.4 %
2440	Land & Water Conservation Fund	325,230	6,790	43,290	43,290	**3,000**	-93.1 %
2760	Parks & Recreation Fund	45,040,970	6,516,160	7,477,320	8,239,280	**8,704,080**	16.4 %
2770	Public Safety Forfeiture Fund	415,360	667,320	306,390	393,320	**41,850**	-86.3 %
2780	Comm. Develop. Block Grant Fund	606,780	1,108,830	961,930	1,030,240	**1,036,930**	7.8 %
2850	Indigent Defense Fund	0	0	273,130	158,180	**231,590**	-15.2 %
2890	Neighborhood Stabilization Fund	11,260	2,970	11,940	10,140	**37,000**	209.9 %
8510	Corridor Improvement Auth. Fund	182,480	204,750	116,950	108,800	**443,970**	279.6 %
8550	Economic Develop. Corp. Fund	305,800	142,290	302,000	307,750	**0**	-100.0 %
8560	Brownfield Redevelopment Fund	91,440	87,150	0	0	**236,890**	
8670	Local Dev. Finance Authority Fund	1,930,030	1,135,730	1,412,680	1,407,720	**1,450,940**	2.7 %
	Total Special Revenue Funds	**64,268,980**	**27,443,350**	**33,134,410**	**37,496,780**	**30,646,950**	**-7.5%**
	DEBT SERVICE FUNDS						
3010	General Drain Fund	20,980	1,660	980	1,820	**1,820**	85.7 %
3050	Voted Gen. Obligation Debt Fund	3,615,520	515,550	449,310	455,480	**540,390**	20.3 %
3270	Road Bond Debt Retirement Fund	2,229,930	2,338,400	2,752,790	2,761,370	**3,328,220**	20.9 %
3690	Ltd. Tax Gen. Obligation Debt Fund	356,080	337,480	1,698,060	1,698,060	**3,432,670**	102.2 %
	Total Debt Service Funds	**6,222,510**	**3,193,090**	**4,901,140**	**4,916,730**	**7,303,100**	**49.0%**
	CAPITAL PROJECT FUNDS						
4030	Capital Projects Fund	5,871,680	6,124,390	5,906,860	27,362,640	**6,089,860**	3.1 %
4040	Facilities Improvement Fund	0	20,297,540	400,000	500,000	**300,000**	-25.0 %
4050	Clinton River Restoration Fund	2,223,630	1,462,500	179,040	179,040	**0**	-100.0 %
4280	Road Bond Construction Fund	5,215,400	8,646,420	30,000	100,000	**29,012,500**	96,608.3 %
	Total Capital Project Funds	**13,310,710**	**36,530,850**	**6,515,900**	**28,141,680**	**35,402,360**	**443.3%**
	Total Revenue	**225,055,680**	**218,764,610**	**205,039,060**	**231,501,730**	**234,108,090**	**14.2%**
	Duplicating Transfers	**(11,380,740)**	**(10,888,030)**	**(19,157,560)**	**(20,614,100)**	**(15,454,700)**	-19.3 %
	Total All Funds	**$213,674,940**	**$207,876,580**	**$185,881,500**	**$210,887,630**	**$218,653,390**	**17.6%**

Note: Figures do not include use of, or contribution to Fund Balance.

EXPENDITURE COMPARISON
CITY BUDGETED FUNDS

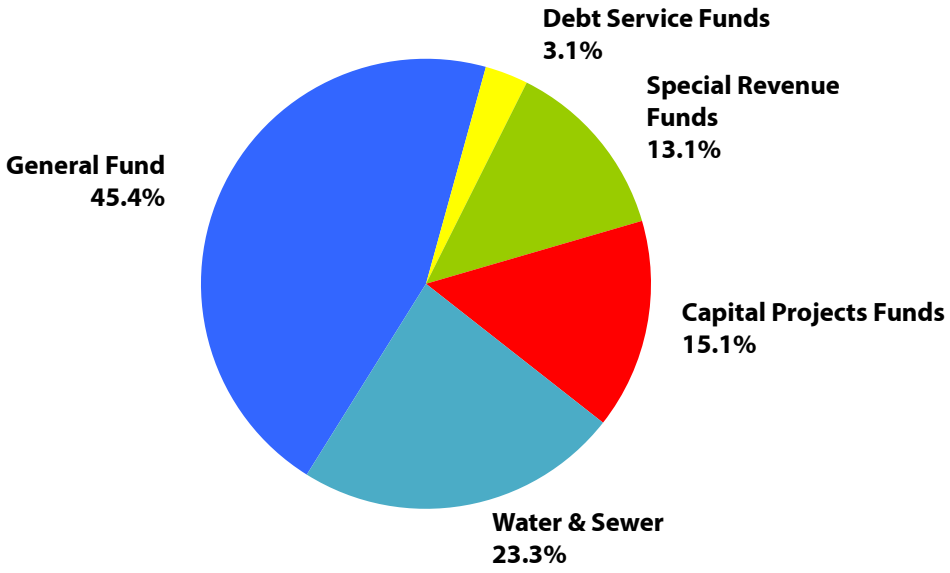
Fund No.	Fund Name	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget	% Change From 18/19
	GENERAL FUND						
1010	General Fund	$89,450,700	$92,906,990	$105,429,970	$106,381,890	**$105,310,460**	-0.1 %
	WATER & SEWER FUND						
5790	Water & Sewer Fund - Operations	53,594,180	55,462,590	53,454,820	51,471,230	**53,939,170**	0.9 %
	SPECIAL REVENUE FUNDS						
2020	Major Road Fund	8,248,050	8,923,370	18,947,800	19,211,450	**13,101,280**	-30.9 %
2030	Local Road Fund	4,946,870	9,197,880	6,529,310	6,250,440	**9,230,080**	41.4 %
2440	Land & Water Conservation Fund	574,250	190,780	56,340	76,340	**0**	-100.0 %
2760	Parks & Recreation Fund	3,123,600	22,219,510	27,496,120	25,250,730	**17,785,100**	-35.3 %
2770	Public Safety Forfeiture Fund	181,010	506,580	515,320	434,440	**443,110**	-14.0 %
2780	Comm. Develop. Block Grant Fund	606,780	1,108,830	961,930	1,030,240	**1,036,930**	7.8 %
2850	Indigent Defense Fund	0	0	273,130	157,580	**232,190**	-15.0 %
2890	Neighborhood Stabilization Fund	11,260	2,970	11,940	10,140	**37,000**	209.9 %
8510	Corridor Improvement Auth. Fund	950	159,010	30,000	88,000	**110,000**	266.7 %
8550	Economic Develop. Corp. Fund	900,000	23,620	127,610	127,610	**0**	-100.0 %
8560	Brownfield Redevelopment Fund	536,830	87,150	0	0	**0**	0.0 %
8670	Local Dev. Finance Authority Fund	1,229,790	1,455,530	2,022,280	2,088,780	**847,400**	-58.1 %
	Total Special Revenue Funds	**20,359,390**	**43,875,230**	**56,971,780**	**54,725,750**	**42,823,090**	**-24.8%**
	DEBT SERVICE FUNDS						
3010	General Drain Fund	0	0	0	0	**43,000**	
3050	Voted Gen. Obligation Debt Fund	3,601,420	487,820	493,660	493,660	**553,260**	12.1 %
3270	Road Bond Debt Retirement Fund	2,143,100	2,300,000	3,198,560	3,260,730	**3,234,720**	1.1 %
3690	Ltd. Tax Gen. Obligation Debt Fund	356,080	337,480	1,698,290	1,698,130	**3,432,670**	102.1 %
	Total Debt Service Funds	**6,100,600**	**3,125,300**	**5,390,510**	**5,452,520**	**7,263,650**	**34.7%**
	CAPITAL PROJECT FUNDS						
4030	Capital Projects Fund	6,104,950	3,770,570	7,857,750	7,775,610	**26,300,840**	234.7 %
4040	Facilities Improvement Fund	0	297,420	7,022,710	4,683,090	**8,611,650**	22.6 %
4050	Clinton River Restoration Fund	2,223,630	1,462,500	179,040	179,040	**0**	-100.0 %
4280	Road Bond Construction Fund	7,066,180	4,888,730	7,966,300	7,982,140	**2,500,000**	-68.6 %
	Total Capital Project Funds	**15,394,760**	**10,419,220**	**23,025,800**	**20,619,880**	**37,412,490**	**62.5%**
	Total Expenditures	**184,899,630**	**205,789,330**	**244,272,880**	**238,651,270**	**246,748,860**	**1.0%**
	Duplicating Transfers	**(11,380,740)**	**(10,888,030)**	**(19,157,560)**	**(20,614,100)**	**(15,454,700)**	-19.3 %
	Total All Funds	**173,518,890**	**194,901,300**	**225,115,320**	**218,037,170**	**231,294,160**	**2.7%**

Note: Figures do not include use of, or contribution to Fund Balance.

YEAR-END UNAPPROPRIATED
FUND BALANCE COMPARISON
GOVERNMENTAL FUNDS

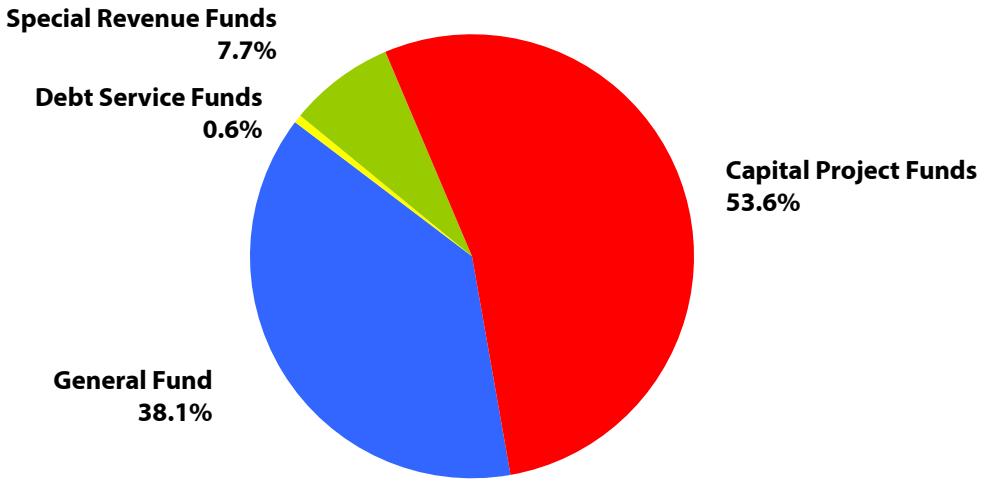
Fund No.	Fund Name	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget	% Change from 18/19
	GENERAL FUND						
1010	General Fund	$17,266,610	$24,713,750	$25,655,390	$25,947,300	**$26,959,190**	5.1 %
	SPECIAL REVENUE FUNDS						
2020	Major Road Fund	3,545,330	5,164,010	1,851,920	4,190,820	**2,139,430**	15.5 %
2030	Local Road Fund	3,462,160	1,293,590	1,357,350	2,602,950	**783,680**	-42.3 %
2440	Land & Water Conservation Fund	374,420	190,440	177,390	157,390	**160,390**	-9.6 %
2760	Parks & Recreation Fund	41,917,370	26,214,020	6,195,220	9,202,570	**121,550**	-98.0 %
2770	Public Safety Forfeiture Fund	567,450	728,190	519,260	687,070	**285,810**	-45.0 %
2780	Comm. Develop. Block Grant Fund	0	0	0	0	**0**	0.0 %
2850	Indigent Defense Fund	0	0	0	600	**0**	0.0 %
2890	Neighborhood Stabilization Fund	0	0	0	0	**0**	0.0 %
8510	Corridor Improvement Auth. Fund	245,840	291,590	378,540	312,390	**646,360**	70.8 %
8550	Economic Develop. Corp. Fund	21,480	140,150	314,540	320,290	**320,290**	1.8 %
8560	Brownfield Redevelopment Fund	0	0	0	0	**236,890**	100.0 %
8670	Local Dev. Finance Authority Fund	1,125,630	805,830	196,230	124,770	**728,310**	271.2 %
	Total Special Revenue Funds	**51,259,680**	**34,827,820**	**10,990,450**	**17,598,850**	**5,422,710**	**-50.7%**
	DEBT SERVICE FUNDS						
3010	General Drain Fund	39,670	41,320	42,300	43,140	**1,960**	-95.4 %
3050	Voted Gen. Obligation Debt Fund	23,330	51,050	6,700	12,870	**0**	-100.0 %
3270	Road Bond Debt Retirement Fund	820,280	858,680	412,910	359,320	**452,820**	9.7 %
3690	Ltd. Tax Gen. Obligation Debt Fund	340	350	120	280	**280**	133.3 %
	Total Debt Service Funds	**883,620**	**951,400**	**462,030**	**415,610**	**455,060**	**-1.5%**
	CAPITAL PROJECT FUNDS						
4030	Capital Projects Fund	1,499,060	3,852,870	1,901,980	23,439,900	**3,228,920**	69.8 %
4040	Facilities Improvement Fund	0	20,000,120	13,377,410	15,817,030	**7,505,380**	-43.9 %
4050	Clinton River Restoration Fund	0	0	0	0	**0**	0.0 %
4280	Road Bond Construction Fund	4,736,010	8,493,700	557,400	611,560	**27,124,060**	4,766.2 %
	Total Capital Project Funds	**6,235,070**	**32,346,690**	**15,836,790**	**39,868,490**	**37,858,360**	**139.1%**
	Unappropriated Total - All Funds	**$75,644,980**	**$92,839,660**	**$52,944,660**	**$83,830,250**	**$70,695,320**	**33.5%**

Total City Budgeted Funds
Percent of Total Revenues



Total City Revenues (including transfers) $234,108,090

Total City Government Funds
Percent of Total Reserves



Total Government Fund Reserves of $70,695,320

TOTAL CITY BUDGETED FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	CITY TAXES						
404000	City Operating Tax	$38,810,825	17.74	$44,694,320	21.80	**$42,257,120**	**18.05**
404001	Property Tax Refunds	(29,256)	(0.01)	(62,200)	(0.03)	**(60,100)**	**(0.03)**
405000	City Refuse Tax	4,425,923	2.02	4,451,730	2.17	**4,516,650**	**1.93**
406000	Police & Fire Pension Tax	8,251,737	3.77	9,036,050	4.41	**9,813,470**	**4.19**
407000	Safe Streets Tax	10,153,121	4.64	10,505,640	5.12	**10,899,510**	**4.66**
408000	Recreating Recreation Tax	3,959,925	1.81	4,050,770	1.98	**4,259,740**	**1.82**
415000	Delinquent Personal Property Tax	101,118	0.05	60,500	0.03	**75,700**	**0.03**
419000	Proposal F Debt Levy	457,715	0.21	415,000	0.20	**461,850**	**0.20**
445000	Penalties & Interest	151,348	0.07	166,000	0.08	**162,720**	**0.07**
	Total City Taxes	**66,282,455**	**30.30**	**73,317,810**	**35.76**	**72,386,660**	**30.92**
	IMPROVEMENT TAXES						
420000	Property Taxes - TIF	44,298	0.02	116,150	0.06	**370,290**	**0.16**
420010	Property Taxes - TIF - BAE	84,250	0.04	0	0.00	**0**	**0.00**
422000	LDFA - Smartzone Capture	923,239	0.42	610,720	0.30	**616,510**	**0.26**
423000	LDFA - General Capture	0	0.00	638,960	0.31	**652,130**	**0.28**
424000	BRA - School Capture	0	0.00	0	0.00	**109,870**	**0.05**
	Total Improvement Taxes	**1,051,788**	**0.48**	**1,365,830**	**0.67**	**1,748,800**	**0.75**
	LICENSES & PERMITS						
451000	Business Operating License	41,095	0.02	25,000	0.01	**30,000**	**0.01**
452000	Mobile / Temporary Vendor	5,887	0.00	4,000	0.00	**5,000**	**0.00**
453000	Liquor License	83,296	0.04	100,000	0.05	**95,000**	**0.04**
454000	Vending/Amusement Device Fee	19,716	0.01	10,500	0.01	**15,000**	**0.01**
461000	Electrical Registration & Permits	414,539	0.19	280,000	0.14	**400,000**	**0.17**
462000	Heating Registration & Permits	391,092	0.18	285,000	0.14	**300,000**	**0.13**
463000	Plumbing Registration & Permits	208,943	0.10	200,000	0.10	**200,000**	**0.09**
464000	Sign Registration & Permits	40,808	0.02	45,000	0.02	**50,000**	**0.02**
470000	Building Registration & Permits	1,189,225	0.54	1,200,000	0.59	**1,200,000**	**0.51**
471000	Fence Permits	16,356	0.01	15,000	0.01	**15,000**	**0.01**
477000	Fire Suppression Permits	86,171	0.04	90,000	0.04	**75,000**	**0.03**
478000	Animal Permits	47,187	0.02	55,000	0.03	**50,000**	**0.02**
479401	Non-Homestead Resident Insp. Fee	61,570	0.03	65,000	0.03	**65,000**	**0.03**
479402	Re-Inspection Code Enforcement Fee	42,185	0.02	40,000	0.02	**45,000**	**0.02**
	Total Licenses & Permits	**2,648,069**	**1.21**	**2,414,500**	**1.18**	**2,545,000**	**1.09**
	STATE & LOCAL RETURNS						
529000	Federal Grant - Other	3,517,476	1.61	2,181,440	1.06	**1,626,800**	**0.69**
529002	Federal Program Income	2,969	0.00	11,940	0.01	**0**	**0.00**
529003	Revenue Direct Loans	64,150	0.03	25,000	0.01	**100,000**	**0.04**
529004	Federal - Interest Rebates	30,435	0.01	28,970	0.01	**27,010**	**0.01**
529100	Federal Forfeiture Grant	496,220	0.23	72,670	0.04	**0**	**0.00**
529101	Federal Forfeiture Program Income	230	0.00	0	0.00	**0**	**0.00**
529200	Treasury Forfeiture	3,797	0.00	0	0.00	**0**	**0.00**
539002	State Grants	570,221	0.26	1,315,890	0.64	**410,470**	**0.18**
539200	State Forfeiture Grant	116,032	0.05	197,040	0.10	**0**	**0.00**
539201	State Forfeiture Program Income	4,952	0.00	2,000	0.00	**2,000**	**0.00**
539300	Gambling Forfeitures	2,924	0.00	80	0.00	**0**	**0.00**
539348	Act 48 Public Right of Way	394,897	0.18	375,000	0.18	**395,000**	**0.17**
539400	OWI Forfeitures	7,650	0.00	900	0.00	**0**	**0.00**
539500	Act 302 Training Funds	26,350	0.01	27,800	0.01	**26,350**	**0.01**

TOTAL CITY BUDGETED FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
544000	Drunk Driving Case Flow Assistance	9,272	0.00	9,200	0.00	**9,200**	**0.00**
546000	Highway & Street Grants	11,097,275	5.07	11,198,230	5.46	**12,876,560**	**5.50**
549101	Funding from General Government	300,000	0.14	300,000	0.15	**200,000**	**0.09**
567001	State Aid - Library	89,919	0.04	94,420	0.05	**102,960**	**0.04**
569000	State Grants - Other	811,026	0.37	0	0.00	**0**	**0.00**
569001	Judges Salary Stand Payments	137,172	0.06	137,170	0.07	**137,170**	**0.06**
573386	Personal Prop. Tax Reimbursement	6,542,400	2.99	4,282,720	2.09	**4,565,220**	**1.95**
574000	State Revenue Sharing	11,626,225	5.31	11,917,890	5.81	**12,614,150**	**5.39**
581001	Municipal Credit Transportation	315,273	0.14	215,000	0.10	**215,000**	**0.09**
583000	Macomb Auto Theft Squad - Grant	61,144	0.03	62,700	0.03	**65,600**	**0.03**
585000	Drug Enforce. Admin. - Federal	37,385	0.02	20,000	0.01	**40,000**	**0.02**
587001	County Contrib. - Library Penal Fines	112,313	0.05	105,000	0.05	**100,000**	**0.04**
	Total State & Local Returns	**36,377,707**	**16.63**	**32,581,060**	**15.89**	**33,513,490**	**14.32**
	OTHER FINANCING SOURCES						
699101	Transfer from General Fund	8,588,025	3.93	16,357,560	7.98	**12,154,510**	**5.19**
699202	Transfer from Major Road Fund	2,000,000	0.91	2,500,000	1.22	**3,100,190**	**1.32**
	Total Other Financing Sources	**10,588,025**	**4.84**	**18,857,560**	**9.20**	**15,254,700**	**6.52**
	FINES & FORFEITURES						
656003	Contempt Court Fines	47,785	0.02	45,000	0.02	**35,000**	**0.01**
656004	Ordinance Fines & Costs	1,968,727	0.90	2,100,000	1.02	**2,000,000**	**0.85**
656005	Municipal Civil Infractions	20,950	0.01	6,500	0.00	**10,000**	**0.00**
657001	Library Fines	43,034	0.02	45,000	0.02	**30,000**	**0.01**
658001	Bond Forfeitures	95,162	0.04	110,000	0.05	**100,000**	**0.04**
659001	Driver Reinstatement Fee	36,865	0.02	35,000	0.02	**36,000**	**0.02**
659002	Default Judgment Fee	159,310	0.07	180,000	0.09	**160,000**	**0.07**
659003	Crime Victim Rights Admin. Fee	12,643	0.01	13,000	0.01	**13,000**	**0.01**
659005	DNA Assessment Fee	23	0.00	0	0.00	**0**	**0.00**
	Total Fines& Forfeitures	**2,384,497**	**1.09**	**2,534,500**	**1.24**	**2,384,000**	**1.02**
	CHARGES FOR SERVICES						
603000	Court Filing Fee	126,798	0.06	120,000	0.06	**125,000**	**0.05**
603001	Jury Demand Fee	3,612	0.00	2,000	0.00	**3,600**	**0.00**
604000	Probation Oversight	262,022	0.12	250,000	0.12	**260,000**	**0.11**
605000	Garnishments - Filing Fee	119,460	0.05	125,000	0.06	**125,000**	**0.05**
606000	Split/Combination Fee	4,630	0.00	8,000	0.00	**7,000**	**0.00**
607000	Fire Permits, Fees, & Inspections	20,622	0.01	23,000	0.01	**20,000**	**0.01**
608000	Recording Fees	4,280	0.00	3,000	0.00	**3,000**	**0.00**
609000	Mobile Home Tax	9,608	0.00	9,600	0.00	**9,700**	**0.00**
610000	Vital Statistics	75,862	0.03	70,000	0.03	**70,000**	**0.03**
611000	Attorney Fee Reimbursement	40,616	0.02	40,000	0.02	**30,000**	**0.01**
612000	Alcohol Assessment Fee	43,714	0.02	45,000	0.02	**45,000**	**0.02**
626000	Services - PTAF	1,799,014	0.82	1,835,250	0.90	**1,954,250**	**0.83**
627000	Water & Sewer Activity	1,679,460	0.77	1,911,810	0.93	**1,789,530**	**0.76**
627276	Administrative Services - RR	0	0.00	60,230	0.03	**82,500**	**0.04**
627444	Administrative Services - Roads	307,917	0.14	250,000	0.12	**250,000**	**0.11**
627531	Admin Services-Refuse	69,100	0.03	69,100	0.03	**103,460**	**0.04**
627556	Admin Services-Water Distribution	349,230	0.16	383,880	0.19	**532,140**	**0.23**

TOTAL CITY BUDGETED FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
627574	Admin Services-W&S Improvements	150,300	0.07	153,300	0.07	**0**	**0.00**
627677	Administrative Services-Self Insurance	289,050	0.13	313,350	0.15	**266,550**	**0.11**
627732	Administrative Services-P&F Pension	7,318	0.00	7,000	0.00	**7,000**	**0.00**
628001	Voter Lists	515	0.00	700	0.00	**500**	**0.00**
629001	Labor Services - Roads	1,130,191	0.52	1,007,500	0.49	**1,050,000**	**0.45**
629002	Labor Services - Cross Charges	43,107	0.02	30,000	0.01	**30,000**	**0.01**
629003	Labor Services - Fleet Maintenance	21,229	0.01	85,000	0.04	**75,000**	**0.03**
631001	Police & Fire Services	148,446	0.07	320,000	0.16	**407,000**	**0.17**
631002	Towed Vehicle Impound Fee	107,860	0.05	120,000	0.06	**110,000**	**0.05**
632001	Inspection Services-Projects-Other	166,754	0.08	200,000	0.10	**250,000**	**0.11**
632002	Inspection Services-City Projects	492,113	0.22	350,000	0.17	**400,000**	**0.17**
632003	Engineering Review Fee	222,502	0.10	100,000	0.05	**120,000**	**0.05**
632004	Engineering & Design - Project	1,109,730	0.51	750,000	0.37	**800,000**	**0.34**
632005	Building Number Assignments	4,464	0.00	500	0.00	**1,000**	**0.00**
632006	SESC Review Fee	42,898	0.02	25,000	0.01	**20,000**	**0.01**
632007	SESC Inspection Fee	65,147	0.03	60,000	0.03	**60,000**	**0.03**
632008	Easement Vacation	520	0.00	1,000	0.00	**500**	**0.00**
632009	ROW Permit Fees	6,725	0.00	3,000	0.00	**5,000**	**0.00**
633001	Water Tap Fees	199,495	0.09	175,000	0.09	**175,000**	**0.07**
633002	Sewer Tap Fees	39,640	0.02	40,000	0.02	**40,000**	**0.02**
633003	Meter Charges	489,418	0.22	385,000	0.19	**400,000**	**0.17**
633004	Inspection	12,455	0.01	15,000	0.01	**10,000**	**0.00**
633005	Water & Sewer Services	89,962	0.04	70,000	0.03	**60,000**	**0.03**
633006	Hydrant Rental	162,950	0.07	169,530	0.08	**172,920**	**0.07**
633009	Turn-On Charge	13,728	0.01	15,000	0.01	**15,000**	**0.01**
634003	Supplies & Gasoline Revenue	43,030	0.02	45,000	0.02	**43,000**	**0.02**
634004	Parts-Vehicle Maintenance	65,996	0.03	40,000	0.02	**40,000**	**0.02**
635535	Refuse Collection Fees	14,636	0.01	14,700	0.01	**12,600**	**0.01**
636000	Plan Review Fee	87,720	0.04	80,000	0.04	**80,000**	**0.03**
636001	Building Department Plan Review	420,080	0.19	375,000	0.18	**425,000**	**0.18**
637001	Copies & Forms	14,757	0.01	15,200	0.01	**15,600**	**0.01**
637002	Maps	173	0.00	400	0.00	**200**	**0.00**
637003	Police Reports	93,372	0.04	100,000	0.05	**100,000**	**0.04**
637005	Fire Reports	1,929	0.00	2,000	0.00	**2,000**	**0.00**
637006	PBT User Fee	208	0.00	250	0.00	**250**	**0.00**
637007	False Alarm Fees	127,961	0.06	100,000	0.05	**110,000**	**0.05**
637009	Transport Fees	1,923,506	0.88	3,050,000	1.49	**3,500,000**	**1.50**
637301	Notary Fee	1,334	0.00	1,200	0.00	**1,200**	**0.00**
638000	Application Fees	7,360	0.00	15,000	0.01	**8,960**	**0.00**
639001	Parks & Recreation Fees	553,951	0.25	578,110	0.28	**751,940**	**0.32**
639253	Treasury Transfer & Late Fees	52,487	0.02	60,000	0.03	**60,000**	**0.03**
640001	5% Cash Deposit	2,291	0.00	2,500	0.00	**2,000**	**0.00**
640002	Weed Cutting	70,731	0.03	75,000	0.04	**75,000**	**0.03**
640003	Board of Zoning Appeals Fees	18,357	0.01	20,000	0.01	**20,000**	**0.01**
640004	Tree Sales & Planting	42,835	0.02	45,000	0.02	**40,000**	**0.02**
640005	Ordinance Board of Appeals Fees	60,173	0.03	65,000	0.03	**65,000**	**0.03**

TOTAL CITY BUDGETED FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
640010	Chipping Fee	3,910	0.00	5,000	0.00	**5,000**	**0.00**
643000	Water Services	17,978,154	8.22	19,588,000	9.55	**20,632,440**	**8.81**
644000	Collections - Sewer	29,525,311	13.50	30,790,500	15.02	**30,981,380**	**13.23**
645000	Penalties - Water & Sewer	824,659	0.38	650,000	0.32	**750,000**	**0.32**
646000	Industrial & Pollution Surcharge	577,603	0.26	625,000	0.30	**400,000**	**0.17**
	Total Charges for Services	**62,444,985**	**28.54**	**65,944,610**	**32.16**	**68,007,220**	**29.05**
	OTHER REVENUE						
656006	Interpreter Fees	16,857	0.01	17,000	0.01	**10,000**	**0.00**
665000	Interest on Investments	1,813,110	0.83	1,853,980	0.90	**2,299,700**	**0.98**
665445	Interest & Penalties - Tax Roll	14,882	0.01	10,050	0.00	**12,000**	**0.01**
667002	Rental Income - Utica Road	47,610	0.02	54,000	0.03	**155,850**	**0.07**
667003	Rental Income - DPS	82,950	0.04	114,060	0.06	**179,460**	**0.08**
667005	Rental - DPW - Impound Lot	48,000	0.02	48,000	0.02	**48,000**	**0.02**
667007	Rental - Universal Ambulance	0	0.00	0	0.00	**0**	**0.00**
667009	Rental - Towers	186,814	0.09	187,650	0.09	**199,620**	**0.09**
667716	Rental Income Smart Incubator	198,776	0.09	150,000	0.07	**167,300**	**0.07**
669001	Rental - Road Equipment	1,232,969	0.56	1,100,000	0.54	**1,000,000**	**0.43**
669002	Rental - Equipment - Cross Charges	32,608	0.01	30,000	0.01	**30,000**	**0.01**
672000	Special Assessment Revenue	222,250	0.10	146,050	0.07	**135,930**	**0.06**
672445	Special Assessment Delinq. Int.	541	0.00	200	0.00	**280**	**0.00**
672665	Special Assessment Interest	82,133	0.04	75,700	0.04	**63,540**	**0.03**
673000	Sale of Fixed Assets	41,655	0.02	59,290	0.03	**30,000**	**0.01**
675000	Contributions & Donations	9,977	0.00	21,000	0.01	**10,000**	**0.00**
675001	Donations - Parks & Recreation	10,826	0.00	15,000	0.01	**63,000**	**0.03**
675003	Art Fair Revenue	49,251	0.02	277,000	0.14	**300,000**	**0.13**
676000	Reimbursements	1,364,160	0.62	870,710	0.42	**1,716,140**	**0.73**
676001	Reimbursements - Legal	1,663	0.00	2,000	0.00	**2,000**	**0.00**
677008	Unrealized Gain/Loss	(595,808)	(0.27)	0	0.00	**0**	**0.00**
679000	Police Auction	2,933	0.00	0	0.00	**0**	**0.00**
679752	Parks & Recreation Retail Sales	1,633	0.00	1,000	0.00	**200**	**0.00**
679792	Library Book Sales	1,713	0.00	2,000	0.00	**0**	**0.00**
685000	Miscellaneous Revenue	351,253	0.16	206,000	0.10	**200,000**	**0.09**
685015	Misc. Revenue - MCPWC	302,657	0.14	80,500	0.04	**170,000**	**0.07**
685292	Misc Revenue - Comm Relations	11,795	0.01	11,000	0.01	**0**	**0.00**
685792	Miscellaneous Revenue - Library	80,078	0.04	80,000	0.04	**80,000**	**0.03**
687000	Refunds & Rebates	0	0.00	0	0.00	**60,000**	**0.03**
690000	O.U.I.L. Recovery	30,151	0.01	30,000	0.01	**30,000**	**0.01**
690002	Warrant Arrest Processing Fee	5,175	0.00	6,000	0.00	**5,200**	**0.00**
695000	Insurance Recovery & Subrogation	30,905	0.01	0	0.00	**0**	**0.00**
698000	Proceeds - Long Term Debt	27,590,000	12.61	0	0.00	**29,000,000**	**12.39**
698001	Bond Premiums	1,302,812	0.60	0	0.00	**0**	**0.00**
	Total Other Revenue	**34,572,329**	**15.80**	**5,448,190**	**2.66**	**35,968,220**	**15.36**
680000	Cable TV Revenue	2,414,752	1.10	2,575,000	1.26	**2,300,000**	**0.98**
	Total City Budgeted Funds	**$218,764,606**	**100.00**	**$205,039,060**	**100.00**	**$234,108,090**	**100.00**

Note: The 2017-2018 Actual Column is rounded to the nearest dollar.

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	PERSONNEL SERVICES						
703000	Wages-Elected & Appointed	$137,724	0.07	$143,040	0.06	**$147,770**	**0.06**
704000	Wages & Salaries-Permanent	31,125,366	15.12	34,154,790	13.98	**35,865,330**	**14.54**
704001	Sick Time Buy Back	482,591	0.23	422,800	0.17	**438,840**	**0.18**
704721	Health Insurance Allowance	137,833	0.07	156,750	0.06	**173,000**	**0.07**
705000	Wages-Salaries - Temp/Part Time	2,571,782	1.25	2,978,840	1.22	**3,298,510**	**1.34**
706000	Wages-Salaries - Occasional	69,675	0.03	120,000	0.05	**120,000**	**0.05**
708000	Overtime	3,035,288	1.47	2,933,000	1.20	**3,392,200**	**1.37**
708001	Compensatory Time Buy Back	1,874,032	0.91	1,760,820	0.72	**1,789,410**	**0.73**
708795	Overtime - F.L.S.A.	16,805	0.01	25,000	0.01	**25,000**	**0.01**
709000	Other Benefits/Reimbursements	42,443	0.02	55,360	0.02	**67,550**	**0.03**
710000	Longevity	710,171	0.35	740,280	0.30	**797,880**	**0.32**
711000	Holiday Pay	968,427	0.47	1,096,900	0.45	**1,102,750**	**0.45**
713500	Car Allowance	4,000	0.00	4,000	0.00	**4,000**	**0.00**
714000	Food Allowance	84,583	0.04	89,000	0.04	**90,000**	**0.04**
715000	Clothing Allowance	331,824	0.16	344,200	0.14	**348,850**	**0.14**
717000	FICA	1,672,730	0.81	1,848,540	0.76	**1,924,180**	**0.78**
718000	Worker's Compensation	346,999	0.17	340,860	0.14	**362,710**	**0.15**
719000	Unemployment Compensation	7,766	0.00	20,000	0.01	**10,000**	**0.00**
720000	Pension-General Emp Retirement	4,156,651	2.02	3,612,060	1.48	**3,768,410**	**1.53**
720001	Pension-Police and Fire Retirement	8,297,370	4.03	9,091,400	3.72	**9,813,390**	**3.98**
720002	Defined Contribution - Employer	307,300	0.15	341,990	0.14	**376,740**	**0.15**
720010	Employer Contribution Recovery	(200,000)	(0.10)	0	0.00	**0**	**0.00**
721000	Health Insurance	5,251,866	2.55	5,899,450	2.42	**5,656,960**	**2.29**
721001	Health Insurance - Retirees	11,314,473	5.50	11,452,950	4.69	**11,500,000**	**4.66**
721003	Retiree Health Savings - City	280,184	0.14	314,510	0.13	**352,710**	**0.14**
722000	Dental Insurance	422,401	0.21	489,910	0.20	**455,940**	**0.18**
723000	Life Insurance	68,738	0.03	75,630	0.03	**80,730**	**0.03**
724000	Eye Care Insurance	29,083	0.01	30,880	0.01	**36,090**	**0.01**
725000	Disability Insurance - Long Term	69,568	0.03	75,590	0.03	**76,420**	**0.03**
725355	Disability Insurance - Short Term	176,044	0.09	194,030	0.08	**202,270**	**0.08**
	Total Personnel Services	**73,793,717**	**35.86**	**78,812,580**	**32.26**	**82,277,640**	**33.34**
	SUPPLIES						
729000	Postage	232,322	0.11	263,220	0.11	**265,840**	**0.11**
730000	Publications	26,924	0.01	24,770	0.01	**26,200**	**0.01**
741000	Ammunition	68,930	0.03	63,750	0.03	**70,250**	**0.03**
741302	Ammunition - Act 302 Grant	0	0.00	0	0.00	**0**	**0.00**
742000	Dog Care Supplies	2,002	0.00	6,000	0.00	**6,000**	**0.00**
750000	Fuels & Lubricants	511,887	0.25	528,970	0.22	**558,000**	**0.23**
750001	Fuel & Lubricant Inventory	17,204	0.01	24,500	0.01	**24,500**	**0.01**
751000	Operating Supplies	784,647	0.38	716,830	0.29	**699,380**	**0.28**
751001	Operating Supplies - Federal Funds	35,657	0.02	0	0.00	**0**	**0.00**
751290	Supplies - School Programs	0	0.00	0	0.00	**11,000**	**0.00**
758000	Computer Software	528	0.00	2,500	0.00	**1,500**	**0.00**
759000	Parts & Sublet Services	1,027,286	0.50	825,000	0.34	**950,000**	**0.39**
760000	Playground & Athletic Supplies	27,378	0.01	35,000	0.01	**0**	**0.00**
761000	Program Activity Supplies	50,051	0.02	66,720	0.03	**95,660**	**0.04**
762000	Seniors Program Supplies	17,419	0.01	17,980	0.01	**18,660**	**0.01**
763000	Public Art	115,168	0.06	0	0.00	**0**	**0.00**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
769000	Audio Visual Media	30,333	0.01	36,000	0.01	**37,000**	**0.01**
770000	Water Meters - Assembled	162,976	0.08	155,000	0.06	**160,000**	**0.06**
771000	Fire Hydrant Parts	14,440	0.01	23,000	0.01	**23,000**	**0.01**
772000	Tap-In Materials - Water	43,287	0.02	50,000	0.02	**50,000**	**0.02**
774000	Water Meter Parts	84,069	0.04	75,000	0.03	**80,000**	**0.03**
783000	Seeding & Planting Supplies	12,125	0.01	10,000	0.00	**0**	**0.00**
785000	Books	161,014	0.08	160,800	0.07	**178,270**	**0.07**
	Total Supplies	**3,425,646**	**1.66**	**3,085,040**	**1.26**	**3,255,260**	**1.32**
	OTHER CHARGES						
802000	Audit & Accounting Services	95,330	0.05	97,240	0.04	**107,810**	**0.04**
803000	Computer Consultant Services	1,045	0.00	6,600	0.00	**4,500**	**0.00**
804000	Engineering Consultants	8,249	0.00	0	0.00	**0**	**0.00**
805000	Administrative Services	538,769	0.26	551,800	0.23	**556,080**	**0.23**
805100	Management Services	247,983	0.12	350,000	0.14	**350,000**	**0.14**
806000	Legal Services - Other	443,712	0.22	338,400	0.14	**358,200**	**0.15**
806001	Legal Services - City Attorney	884,830	0.43	804,600	0.33	**840,100**	**0.34**
807000	Medical Services	43,516	0.02	44,850	0.02	**29,980**	**0.01**
807001	Medical Services - Grant	0	0.00	0	0.00	**0**	**0.00**
808000	Reporting Services	21,500	0.01	21,880	0.01	**22,640**	**0.01**
810000	Other Fees	667,349	0.32	242,000	0.10	**263,530**	**0.11**
820000	Tree/Weed Cutting	36,624	0.02	45,000	0.02	**55,000**	**0.02**
821000	Spraying Services	45,082	0.02	30,600	0.01	**0**	**0.00**
822000	Rubbish Removal	4,210,033	2.05	4,185,000	1.71	**4,200,000**	**1.70**
824000	Water Tap Install - Contractor	45,160	0.02	45,000	0.02	**45,000**	**0.02**
825000	Animal Collection	26,101	0.01	33,000	0.01	**30,000**	**0.01**
826000	Other Contracted Services	5,637,951	2.74	7,033,320	2.88	**7,242,470**	**2.94**
826412	Nuisance Abatements	(14,653)	(0.01)	30,000	0.01	**30,000**	**0.01**
826900	Subrecipient Funding	74,416	0.04	84,540	0.03	**84,540**	**0.03**
827000	Interfund Services	2,164,400	1.05	2,498,020	1.02	**2,682,480**	**1.09**
829000	Hazardous Waste Disposal	2,689	0.00	2,500	0.00	**2,500**	**0.00**
832000	Building Maintenance	432,536	0.21	298,520	0.12	**363,200**	**0.15**
833000	Equipment Maintenance	538,990	0.26	646,920	0.26	**347,010**	**0.14**
833001	Personal Computer Maintenance	6,265	0.00	6,120	0.00	**9,000**	**0.00**
835000	Vehicle Maintenance	99,018	0.05	189,000	0.08	**147,000**	**0.06**
836000	Radio Maintenance	11,391	0.01	17,700	0.01	**11,850**	**0.00**
837000	Retention Pond Maintenance	74,014	0.04	55,000	0.02	**75,000**	**0.03**
838000	Parks & Grounds Maintenance	6,444	0.00	20,000	0.01	**0**	**0.00**
840000	Water Main Repair	1,470,022	0.71	200,000	0.08	**270,000**	**0.11**
841000	Distribution Line Repair	211,378	0.10	270,000	0.11	**263,000**	**0.11**
842000	Sewer Main Repair	37,324	0.02	100,000	0.04	**100,000**	**0.04**
880000	Community Promotion	0	0.00	35,200	0.01	**101,000**	**0.04**
902000	Publishing	15,663	0.01	24,280	0.01	**24,410**	**0.01**
903000	Printing	84,991	0.04	90,530	0.04	**117,820**	**0.05**
913000	Liability Insurance	653,524	0.32	655,280	0.27	**971,400**	**0.39**
915000	Other Insurance	21,420	0.01	21,420	0.01	**21,420**	**0.01**
921000	Electric	599,391	0.29	673,000	0.28	**688,500**	**0.28**
922000	Telephone	107,174	0.05	144,060	0.06	**139,640**	**0.06**
922001	Fiber Optic Lease Charges	57,419	0.03	59,150	0.02	**61,000**	**0.02**
923000	Gas - Fuel - Oil	235,340	0.11	243,250	0.10	**258,750**	**0.10**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
924000	Street Lighting	952,711	0.46	968,020	0.40	**960,750**	**0.39**
925000	Water	340,471	0.17	413,510	0.17	**436,400**	**0.18**
931000	Water Purchased	15,583,183	7.57	15,100,000	6.18	**15,725,900**	**6.37**
932000	Sewage Disposal	19,325,116	9.39	20,756,160	8.50	**20,565,670**	**8.33**
933000	Software Maintenance Fees	0	0.00	0	0.00	**1,049,230**	**0.43**
934000	Industrial & Pollution Surcharge	606,258	0.29	625,000	0.26	**400,000**	**0.16**
942000	Building Rental	21,681	0.01	20,000	0.01	**20,000**	**0.01**
944000	Hydrant Rental	162,950	0.08	169,530	0.07	**172,920**	**0.07**
945000	Other Rental	451,666	0.22	489,800	0.20	**524,230**	**0.21**
949000	Interpreter Fees	75,092	0.04	70,000	0.03	**75,000**	**0.03**
950000	Witness Fees	629	0.00	4,000	0.00	**1,000**	**0.00**
951000	Juror Fees	6,327	0.00	5,000	0.00	**6,500**	**0.00**
952000	Investigators & Experts	0	0.00	10,000	0.00	**10,000**	**0.00**
954000	Mileage	722	0.00	1,200	0.00	**1,230**	**0.00**
956000	Local Meetings	8,954	0.00	9,840	0.00	**10,970**	**0.00**
956002	Special Events	46,204	0.02	350	0.00	**2,500**	**0.00**
956003	Sterlingfest	2,547	0.00	247,500	0.10	**270,000**	**0.11**
957000	Memberships & Dues	123,883	0.06	151,420	0.06	**151,880**	**0.06**
959000	Education & Training	237,696	0.12	303,600	0.12	**456,810**	**0.19**
959001	Education & Training - Grant	1,283	0.00	0	0.00	**0**	**0.00**
960000	Donation Expense Non-Capital	9,390	0.00	4,000	0.00	**4,000**	**0.00**
961000	Athletic Entry Fees	0	0.00	200	0.00	**0**	**0.00**
962000	Miscellaneous Expense	504,596	0.25	104,050	0.04	**101,150**	**0.04**
962001	Misc Exp - Cash - Short/Over	(258)	0.00	0	0.00	**0**	**0.00**
962010	Miscellaneous Expense	84,672	0.04	0	0.00	**0**	**0.00**
962200	Misc. Expense - Inventory	19,680	0.01	25,000	0.01	**25,000**	**0.01**
963900	Misc. - Capital Program	68,085	0.03	56,850	0.02	**50,000**	**0.02**
964000	Refunds & Rebates	15,603	0.01	15,000	0.01	**15,000**	**0.01**
968000	Depreciation	6,291,307	3.06	0	0.00	**0**	**0.00**
969000	Contingency	0	0.00	0	0.00	**0**	**0.00**
	Total Other Charges	**64,782,838**	**31.48**	**59,743,810**	**24.46**	**61,910,970**	**25.10**
	OTHER SERVICES						
886162	Access Road Maintenance	46,075	0.02	50,000	0.02	**50,000**	**0.02**
887000	Bridge Maintenance	7,872	0.00	0	0.00	**0**	**0.00**
888000	Surface Maintenance	894,280	0.43	1,050,000	0.43	**950,000**	**0.39**
888001	Surface Maintenance - County	94,758	0.05	1,000	0.00	**1,000**	**0.00**
888272	2015 Joint Sealing Program	0	0.00	100,000	0.04	**100,000**	**0.04**
888324	2018 Joint Sealing Program	0	0.00	200,000	0.08	**200,000**	**0.08**
889000	Shoulder Maintenance	15,731	0.01	25,000	0.01	**22,500**	**0.01**
890000	Sweeping & Flushing	291,663	0.14	300,000	0.12	**300,000**	**0.12**
890001	Sweeping & Flushing - County	58,180	0.03	55,000	0.02	**60,000**	**0.02**
890002	Sweeping & Flushing - State	0	0.00	6,000	0.00	**10,850**	**0.00**
891000	Grass & Weed Control	267,793	0.13	335,000	0.14	**333,000**	**0.13**
891001	Grass & Weed Control - County	189,535	0.09	175,000	0.07	**300,000**	**0.12**
891002	Grass & Weed Control - State	177,713	0.09	175,000	0.07	**175,000**	**0.07**
892000	Roadside Cleanup	24,268	0.01	12,500	0.01	**22,500**	**0.01**
892001	Roadside Cleanup - County	5,389	0.00	8,000	0.00	**20,000**	**0.01**
892002	Roadside Cleanup - State	6,400	0.00	5,000	0.00	**10,000**	**0.00**
893000	Curb & Gutter Maintenance	3,245	0.00	5,000	0.00	**5,000**	**0.00**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
894000	Storm Drain Maintenance	287,568	0.14	305,000	0.12	**405,000**	**0.16**
895000	Tree & Shrub Maintenance	618,817	0.30	603,500	0.25	**530,000**	**0.21**
895001	Tree & Shrub Maint. - County	39,239	0.02	6,000	0.00	**20,000**	**0.01**
895002	Tree & Shrub Maintenance - State	2,504	0.00	5,000	0.00	**20,000**	**0.01**
897000	Snow & Ice Removal	1,431,408	0.70	1,000,000	0.41	**1,000,000**	**0.41**
897001	Snow & Ice Removal -County	0	0.00	2,000	0.00	**0**	**0.00**
898000	Traffic Signs/Signals	257,936	0.13	275,000	0.11	**270,000**	**0.11**
898001	Traffic Signs/Signals - County	2,884	0.00	3,000	0.00	**3,000**	**0.00**
899000	Pavement Markings	31,164	0.02	75,000	0.03	**67,000**	**0.03**
	Total Other Services	**4,754,419**	**2.31**	**4,777,000**	**1.96**	**4,874,850**	**1.97**
	CAPITAL OUTLAY						
971000	Land Acquistion	48,812	0.02	50,840	0.02	**0**	**0.00**
972000	Land Improvements	9,990	0.00	10,000	0.00	**0**	**0.00**
972350	Dodge Park Improvements	10,081,504	4.90	0	0.00	**0**	**0.00**
972351	Community Center	1,305,606	0.63	10,000,000	4.09	**10,000,000**	**4.05**
972352	Skate Park	504,580	0.25	10,420	0.00	**0**	**0.00**
972795	Park Improvements	4,562,934	2.22	10,756,090	4.40	**0**	**0.00**
975000	Buildings & Improvements	501,185	0.24	7,344,050	3.01	**8,787,110**	**3.56**
975010	Muni Bldg Modernization	4,207	0.00	150,850	0.06	**0**	**0.00**
975020	Library Renovations	39,585	0.02	0	0.00	**0**	**0.00**
975030	DPW Building	0	0.00	0	0.00	**21,000,000**	**8.51**
975060	Schoenherr Towers Expansion	0	0.00	0	0.00	**10,500**	**0.00**
975130	Civic Center Concrete Replace.	10,824	0.01	10,000	0.00	**0**	**0.00**
975140	Misc. DPW Improvements	0	0.00	100,000	0.04	**0**	**0.00**
975210	Fire Station Renovations	0	0.00	143,400	0.06	**140,710**	**0.06**
975220	Misc. Fire Station Improvements	153,519	0.07	93,000	0.04	**0**	**0.00**
975850	Park Signage	3,861	0.00	0	0.00	**0**	**0.00**
979000	Computer Equipment	565,478	0.27	1,765,890	0.72	**1,421,740**	**0.58**
979080	Microsoft Office	41,287	0.02	0	0.00	**0**	**0.00**
979100	Financial System - Software	0	0.00	136,000	0.06	**832,940**	**0.34**
979150	Financial System - Hardware	37,615	0.02	64,800	0.03	**154,000**	**0.06**
979300	Tax & Assessing - Software	0	0.00	0	0.00	**15,270**	**0.01**
979800	Fire Department - Software	3,822	0.00	0	0.00	**0**	**0.00**
979850	Fire Department - Hardware	0	0.00	85,400	0.03	**0**	**0.00**
981000	Electronic Equipment	82,194	0.04	64,800	0.03	**0**	**0.00**
982000	Machinery & Equipment	558,934	0.27	2,182,510	0.89	**572,460**	**0.23**
982001	Machinery & Equipment - Grant	131,070	0.06	19,680	0.01	**0**	**0.00**
983000	Fire Equipment	17,348	0.01	0	0.00	**0**	**0.00**
984000	Vehicles	520,041	0.25	698,300	0.29	**910,000**	**0.37**
984265	Vehicles - Facilities Maintenance	0	0.00	0	0.00	**28,000**	**0.01**
984292	Vehicles - Community Relations	0	0.00	0	0.00	**25,000**	**0.01**
984310	Vehicles - Police Investigations	98,796	0.05	0	0.00	**0**	**0.00**
984315	Vehicles - Police Operations	280,455	0.14	309,500	0.13	**350,000**	**0.14**
984337	Vehicles - Fire Administration	0	0.00	17,500	0.01	**47,000**	**0.02**
984338	Vehicles - Fire Transport	0	0.00	172,170	0.07	**0**	**0.00**
984339	Vehicles - Fire Extinguishment	0	0.00	500,000	0.20	**0**	**0.00**
984412	Vehicles - Building	20,077	0.01	0	0.00	**69,000**	**0.03**
984417	Vehicles - Neighborhood Services	0	0.00	52,500	0.02	**141,000**	**0.06**
984444	Vehicles - DPW Street	405,005	0.20	260,000	0.11	**656,400**	**0.27**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
984535	Vehicles - Refuse	0	0.00	40,000	0.02	**0**	**0.00**
984752	Vehicles - Parks & Recreation	0	0.00	61,940	0.03	**26,500**	**0.01**
984770	Vehicles - Parks & Grounds	101,402	0.05	40,000	0.02	**0**	**0.00**
986000	Major Drain Improvement	303,329	0.15	0	0.00	**0**	**0.00**
987000	Public Art	0	0.00	334,830	0.14	**25,000**	**0.01**
988000	Construction	814,414	0.40	6,852,760	2.81	**16,843,500**	**6.83**
988235	17 Mile Bridge Replacment	936	0.00	0	0.00	**0**	**0.00**
988236	2014 Sidewalk Repl. Program	29	0.00	0	0.00	**0**	**0.00**
988246	Van Dyke Streetscape	(880)	0.00	50,000	0.02	**0**	**0.00**
988254	Dodge Park - Metro to Utica	255,849	0.12	416,690	0.17	**0**	**0.00**
988257	Gardner Street East	12,081	0.01	362,920	0.15	**0**	**0.00**
988270	Senior Center Parking Lot Recon.	4,319	0.00	275,000	0.11	**0**	**0.00**
988276	2017 Bridge Repair Program	254,903	0.12	136,670	0.06	**0**	**0.00**
988277	Dodge Park Trail Bridge	186,917	0.09	0	0.00	**0**	**0.00**
988278	Clinton River Restoration	1,462,504	0.71	179,040	0.07	**0**	**0.00**
988280	Smartzone District Improvements	72,005	0.03	0	0.00	**50,000**	**0.02**
988283	2016 Concrete Reconstruct.	21,722	0.01	0	0.00	**0**	**0.00**
988284	Canal Resurfacing Schoen. to V/D	1,338,124	0.65	3,325,870	1.36	**0**	**0.00**
988285	15 Mile Resurf. - Cavant to Mound	1,599,000	0.78	31,000	0.01	**0**	**0.00**
988288	Schoenherr - 17 Mile to C/R	1,208	0.00	0	0.00	**0**	**0.00**
988289	Riverland Pedestrian Bridge	(194)	0.00	0	0.00	**0**	**0.00**
988290	Arlingdale Drive	358,815	0.17	0	0.00	**0**	**0.00**
988291	M-59 Regional Median Improvements	1,224,999	0.60	402,700	0.16	**0**	**0.00**
988293	2017 Concrete Reconstruction	4,982,832	2.42	0	0.00	**0**	**0.00**
988294	2017 Concrete Replacement	2,593,765	1.26	0	0.00	**0**	**0.00**
988295	LDFA Improvements-Phase I	271,539	0.13	700,000	0.29	**0**	**0.00**
988296	Clinton River Resurfacing	653,955	0.32	10,000	0.00	**0**	**0.00**
988297	2017 Sidewalk Replacement	547,201	0.27	0	0.00	**0**	**0.00**
988302	Dodge Park - 15 Mile to Metro	328,966	0.16	0	0.00	**0**	**0.00**
988304	Fairway and Barnum Drive	63	0.00	1,300,000	0.53	**0**	**0.00**
988305	2018 Sidewalk Repl. Program	0	0.00	400,000	0.16	**990,000**	**0.40**
988306	2018 Concrete Replacement	879,775	0.43	548,770	0.22	**0**	**0.00**
988307	2018 Concrete Reconstruction	12,543	0.01	3,087,550	1.26	**0**	**0.00**
988309	Stadler Road Resurfacing	1,933	0.00	550,000	0.23	**0**	**0.00**
988310	17 Mile/Mitchell Signal	262,247	0.13	25,750	0.01	**0**	**0.00**
988311	Traffic Signal - Metro & Mound	0	0.00	80,000	0.03	**0**	**0.00**
988312	Traffic Signal - Mound & Center	607	0.00	52,390	0.02	**0**	**0.00**
988313	Van Dyke M59 to Clinton Rvr Bridge	368,846	0.18	1,431,150	0.59	**0**	**0.00**
988314	15 Mile - Mustang to Schoenherr	63	0.00	1,218,430	0.50	**0**	**0.00**
988315	19 Mile Road Joint Repair	177,403	0.09	1,600	0.00	**0**	**0.00**
988316	17 Mile Resurfacing - Utica to Plbrook	100,293	0.05	2,729,330	1.12	**0**	**0.00**
988318	Schoenherr - 15 Mile to Metro	266,012	0.13	0	0.00	**0**	**0.00**
988321	Northlawn Drive Ped. Bridge	26,088	0.01	181,020	0.07	**0**	**0.00**
988323	Saal Road Joint Repairs	53,760	0.03	0	0.00	**0**	**0.00**
988326	Mound Resurfacing - 14 to 18 Mile	0	0.00	2,100,000	0.86	**0**	**0.00**
988328	Island Park Bridge Stabilization	5,264	0.00	83,560	0.03	**0**	**0.00**
988329	LDFA - Phase II	0	0.00	400,000	0.16	**0**	**0.00**
988332	Metro Parkway Resurfacing	0	0.00	834,300	0.34	**0**	**0.00**
988333	Utica Road Resurf. - DP to Schoen.	0	0.00	888,600	0.36	**0**	**0.00**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
988335	Sterling Relief Drain Improvements	0	0.00	125,000	0.05	**0**	**0.00**
988700	Dequindre Rd - 18 to M-59	0	0.00	428,770	0.18	**0**	**0.00**
	Total Capital Outlay	**39,533,362**	**19.21**	**64,683,340**	**26.48**	**63,096,130**	**25.57**
	DEBT SERVICE						
992000	Principal	4,257,750	2.07	8,152,770	3.34	**9,442,250**	**3.83**
993000	Interest	2,026,746	0.98	3,107,990	1.27	**3,767,910**	**1.53**
993001	Interest - OMID	647,069	0.31	530,920	0.22	**503,270**	**0.20**
993002	Interest - MID	1,219,369	0.59	1,775,610	0.73	**1,718,800**	**0.70**
993003	Interest - N. Gratiot	95,364	0.05	97,110	0.04	**90,850**	**0.04**
993005	Interest - Clintondale Pump	365,024	0.18	350,610	0.14	**329,800**	**0.13**
	Total Debt Service	**8,611,321**	**4.18**	**14,015,010**	**5.74**	**15,852,880**	**6.42**
	TRANSFERS OUT						
999101	Transfer to General Fund	0	0.00	0	0.00	**43,000**	**0.02**
999202	Transfer to Major Road Fund	1,000,000	0.49	7,000,000	2.87	**1,000,000**	**0.41**
999203	Transfer to Local Road Fund	500,000	0.24	0	0.00	**0**	**0.00**
999244	Transfer to L&W Conservation Fund	0	0.00	0	0.00	**0**	**0.00**
999276	Transfer to P&R Fund	1,247,460	0.61	1,942,000	0.80	**2,800,000**	**1.13**
999285	Transfer to MIDC Fund	0	0.00	0	0.00	**26,430**	**0.01**
999327	Transfer to Road Bond Debt	2,000,000	0.97	2,500,000	1.02	**3,100,190**	**1.26**
999369	Transfer to LTGO Debt Fund	337,475	0.16	1,698,060	0.70	**3,432,670**	**1.39**
999403	Transfer to Capital Projects Fund	5,503,090	2.67	5,716,040	2.34	**4,878,840**	**1.98**
999851	Transfer to CIA Fund	160,000	0.08	0	0.00	**200,000**	**0.08**
999855	Transfer to EDC Fund	140,000	0.07	300,000	0.12	**0**	**0.00**
	Total Transfers Out	**10,888,025**	**5.29**	**19,156,100**	**7.84**	**15,481,130**	**6.27**
	Total City Budgeted Funds	**$205,789,330**	**100.00**	**$244,272,880**	**100.00**	**$246,748,860**	**100.00**

Note: The 2017-2018 Actual Column is rounded to the nearest dollar.

YEAR-END
NET ASSET COMPARISON
NON-BUDGETARY FUNDS

Fund No.	Fund Name	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual
	PROPRIETARY FUNDS					
	ENTERPRISE FUND					
5740	Water & Sewer Improvement Fund	$ 23,960,199	$ 19,873,205	$ 14,617,172	$ 12,974,017	$7,879,223
	INTERNAL SERVICE FUND					
6770	Self-Insurance Fund	20,028,461	16,013,770	12,757,301	9,979,915	9,560,071
	Total Proprietary Funds	**43,988,660**	**35,886,975**	**27,374,473**	**22,953,932**	**17,439,294**
	FIDUCIARY FUNDS					
	TRUST FUNDS					
7010	Retiree Medical Benefits Fund	74,626,106	83,072,213	86,860,837	101,249,866	112,075,196
7370	General Employees Retirement System	118,470,102	114,783,962	106,683,028	110,237,925	110,271,962
7380	Police & Fire Retirement System	203,771,027	203,358,526	192,115,761	201,782,195	206,639,692
	Total Fiduciary Funds	**396,867,235**	**401,214,701**	**385,659,626**	**413,269,986**	**428,986,850**
	Total All Non-Budgetary Funds	**$ 440,855,895**	**$ 437,101,676**	**$ 413,034,099**	**$ 436,223,918**	**$446,426,144**

This informational schedule is included in the budget document to illustrate fund balance reserves or "net assets" of the City's non-budgeted funds. The net assets shown are recorded in the City's audited financial statements as of June 30th for each fiscal year end. By listing these net assets as supplementary information, all City Funds' reserves or net assets are now reflected in the City's budget document.

In accordance with the State's Uniform Budgeting Act and the City Charter, the City produces a budget for the required governmental fund types including the General Fund and Special Revenue Funds. Though not required, we also produce a budget for the Debt Service Funds, Capital Project Funds, Water & Sewer Operating Fund, and Component Units.

The Funds listed on this informational page do not require a budget. However, many of their revenues and expenditures are directly budgeted in other City Funds. For example, the Self-Insurance Fund, Retiree Medical Benefits Fund, and the General Employees and Police & Fire Retirement Systems derive most of their revenue from budgeted cross-charges from the General Fund and Water & Sewer Operating Fund. The Trust Funds are managed based on actuarial methods and assumptions approved by their fiduciary boards and by approved labor contracts. The Trust Funds' net assets, however, have not been netted against long-term actuarial determined liabilities. Trust Fund net assets are restricted for future benefit payments. The net assets in the Retiree Medical Benefits Fund exclude the provision for uninsured liabilities in order to reflect the amount of funds available to pay benefits as calculated in the retiree health actuarial study. The Water & Sewer Improvement Fund is used to record water & sewer main improvements as adopted by the City Council and found in the City's Capital Improvement Plan. The net assets shown for the Water & Sewer Improvement Fund exclude investments in capital assets and amounts restricted for county drain improvements. Unrestricted net assets are available to fund the completion of the City's water & sewer main system and for future infrastructure replacement needs as the City matures.

General Fund

The General Fund is the city's major operating fund, providing the majority of the services available to our residents.

The services provided include City Administration, Public Library, Police, Fire, Public Works, City Development, Community Relations and the 41-A District Court.

Local property taxes and state shared revenues are the primary sources of revenue used to fund these services.

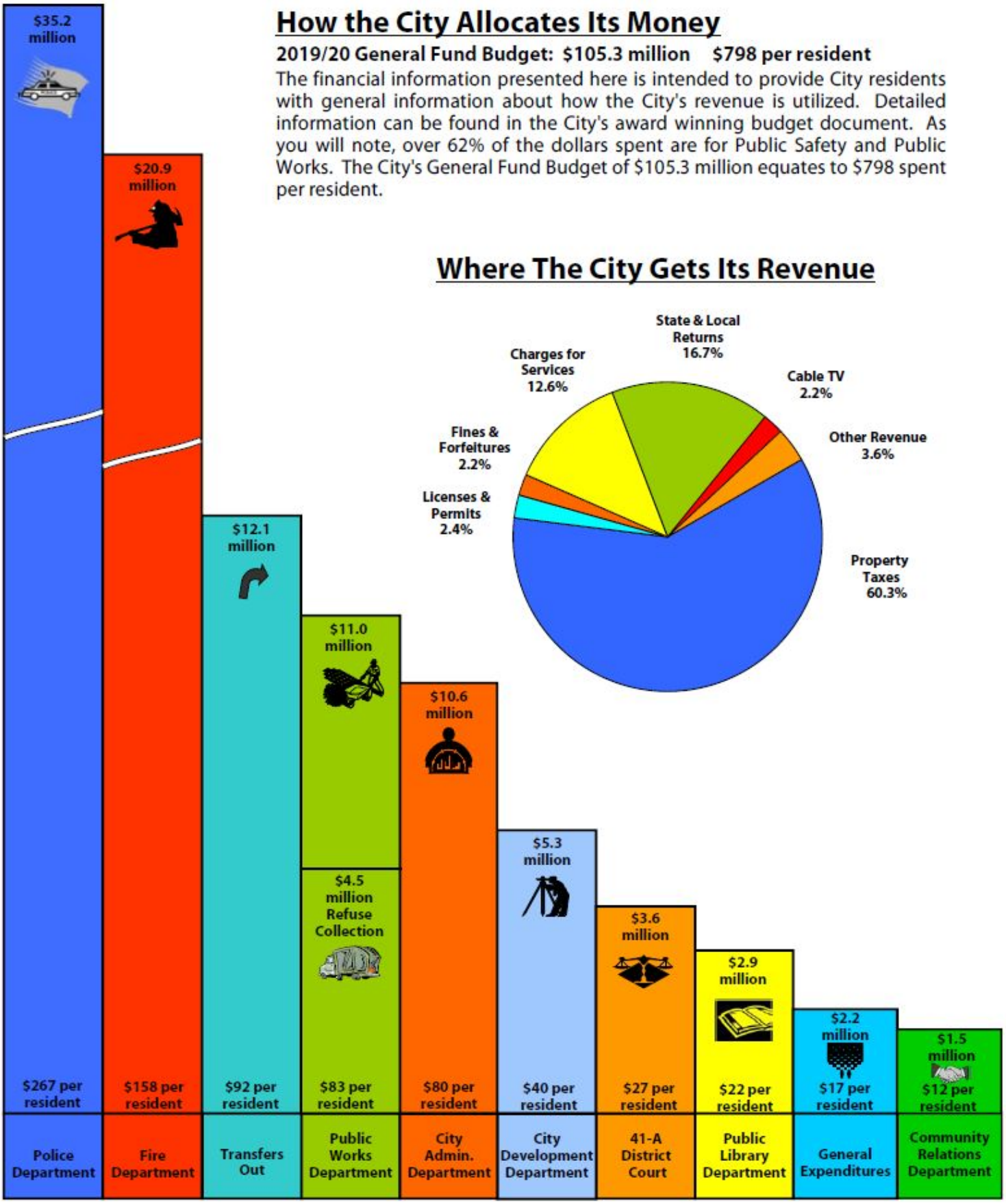
The General Fund also provides for Refuse Collection and Police and Fire Pensions. Revenues to cover these specific expenditures are generated by taxes levied exclusively for these purposes.

How the City Allocates Its Money

2019/20 General Fund Budget: $105.3 million $798 per resident

The financial information presented here is intended to provide City residents with general information about how the City's revenue is utilized. Detailed information can be found in the City's award winning budget document. As you will note, over 62% of the dollars spent are for Public Safety and Public Works. The City's General Fund Budget of $105.3 million equates to $798 spent per resident.

Where The City Gets Its Revenue



Trends & Summaries

The Trends & Summaries section presents a concise synopsis of the General Fund's historical trends. Included is a wealth of useful information, both financial and demographic in nature, which should answer any questions the reader may have regarding the history behind the numbers. This history allows the reader to develop an idea of where Sterling Heights has come from and in what direction the community intends to go.

Graphs, tables and schedules numerically depict the relationship between revenues and expenditures. Historical data are presented by budgetary center, activity, and account.

Property Tax Benefit Statement

Have you ever wondered how much of your total property tax bill goes to pay for City services and what you receive in City services for your tax dollar?

The average residential property tax bill is $2,779 for those in the Utica Community School district and $3,328 for those in the Warren Consolidated School district. Of this amount, the City receives 41%, or $1,224, to fund all local City services such as police and fire protection, refuse collection, and snow plowing services. The average homeowner pays $102 per month in City taxes.

	Utica Schools	Warren Schools
Average Residential Total Property Tax Bill: *(based on home with a market value of $198,080 and taxable value of $75,500)*	**$2,779**	**$3,328**
Average Residential Property Tax (City Portion Only):	**$1,224**	**$1,224**



The City of Sterling Heights spends an average of $2,614 per parcel on the following general public programs and services. The funds are distributed as follows:

Cost of City Services			
Service	**City Average Cost**	**% of Total**	**Average Residential Tax Paid Toward Service**
Police Department	$808	31%	$378
Fire Department	$478	18%	$224
Public Works	$251	10%	$117
City Administration Department	$243	9%	$114
General Expenditures & Transfers	$186	7%	$87
Parks & Recreation	$178	7%	$83
City Development Department	$120	5%	$56
Debt Service	$92	4%	$43
41-A District Court	$81	3%	$38
Local Roads	$78	3%	$37
Public Library Department	$65	2%	$31
Community Relations Department	$34	1%	$16
Total Per Parcel	**$2,614**	**100%**	**$1,224**

Because the average amount of residential property tax the City receives is only $1,224, you will see that property taxes for most households are not enough to support the services rendered. To make up the difference, the City relies on property taxes from businesses and other revenue sources such as state revenue sharing, grants, engineering and building permits and fees, court fines, and interest on investments.

RESIDENTIAL TAX RATES

(UTICA COMMUNITY SCHOOLS)

Taxing Entity	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Tax Rate Shown in Mills							
Utica Community Schools	9.850	9.850	9.850	9.850	9.850	9.850	**9.760**
Macomb County	4.574	4.574	4.574	4.560	4.529	4.529	**4.498**
Macomb Community College	1.531	1.526	1.530	1.420	1.403	1.403	**1.464**
Macomb Intermediate School District	2.943	2.943	2.943	2.940	2.915	2.915	**2.895**
Huron Clinton Metro Authority	0.215	0.215	0.215	0.215	0.214	0.214	**0.213**
S.M.A.R.T.	0.590	1.000	1.000	0.997	0.990	0.990	**1.000**
County Zoo/Veterans/DIA	0.340	0.340	0.340	0.339	0.365	0.365	**0.365**
Property Tax Administration Fee	0.327	0.356	0.356	0.353	0.364	0.374	**0.374**
STERLING HEIGHTS	12.686	15.186	15.186	15.186	16.156	17.180	**16.207**
Total Millage Rates	**33.055**	**35.989**	**35.993**	**35.860**	**36.786**	**37.820**	**36.776**
Average Residential Taxable Value	**$62,800**	**$63,800**	**$64,820**	**$65,010**	**$65,600**	**$71,460**	**$75,500**
Average Tax Rates Shown in Dollars							
Utica Community Schools	$619	$628	$638	$640	$646	$704	**$737**
Macomb County Government	287	292	296	296	297	324	**340**
Macomb Community College	96	97	99	92	92	100	**111**
Macomb Intermediate School District	185	188	191	191	191	208	**219**
Huron Clinton Metro Authority	13	14	14	14	14	15	**16**
S.M.A.R.T.	37	64	65	65	65	71	**76**
County Zoo/Veterans/DIA	21	22	22	22	24	26	**28**
Property Tax Administration Fee	21	23	23	23	24	27	**28**
STERLING HEIGHTS	797	969	984	987	1,060	1,228	**1,224**
Total Tax Bill	**$2,076**	**$2,296**	**$2,333**	**$2,330**	**$2,413**	**$2,703**	**$2,779**

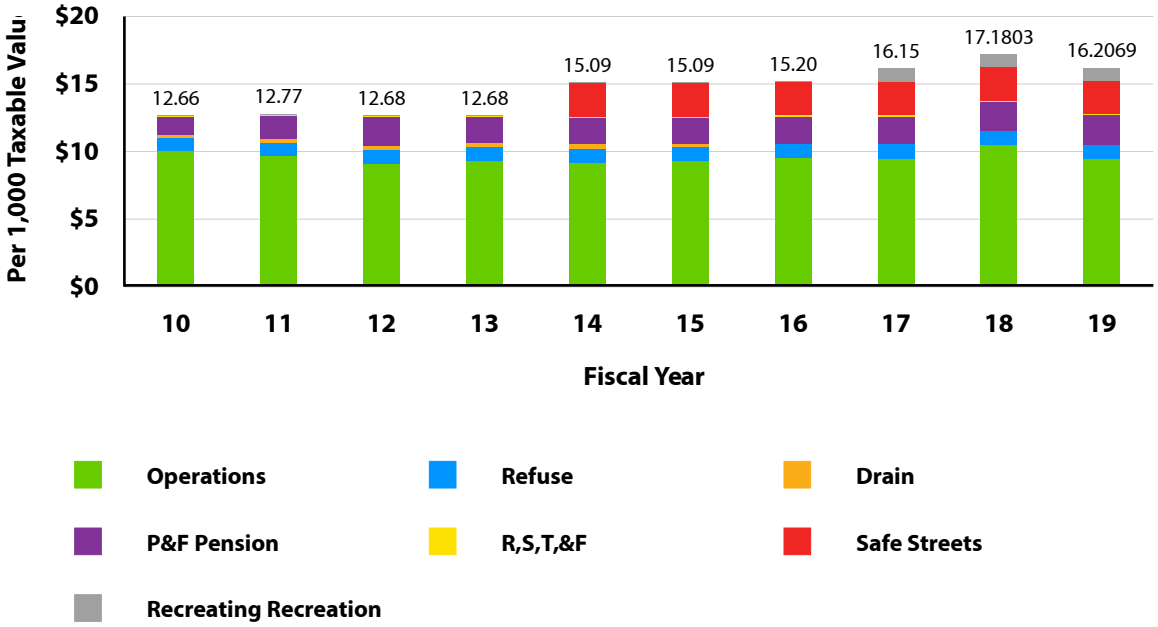
(WARREN CONSOLIDATED SCHOOLS)

Taxing Entity	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Tax Rate Shown in Mills							
Warren Consolidated Schools	17.383	16.760	16.697	17.661	17.289	17.289	**16.948**
Macomb County	4.574	4.574	4.574	4.560	4.529	4.529	**4.498**
Macomb Community College	1.531	1.526	1.530	1.420	1.403	1.403	**1.464**
Macomb Intermediate School District	2.943	2.943	2.943	2.940	2.915	2.915	**2.895**
Huron Clinton Metro Authority	0.215	0.215	0.215	0.215	0.214	0.214	**0.213**
S.M.A.R.T.	0.590	1.000	1.000	0.997	0.990	0.990	**1.000**
County Zoo/Veterans/DIA	0.340	0.340	0.340	0.339	0.365	0.365	**0.365**
Property Tax Administration Fee	0.403	0.425	0.425	0.432	0.439	0.449	**0.446**
STERLING HEIGHTS	12.686	15.186	15.186	15.186	16.156	17.180	**16.207**
Total Millage Rates	**40.664**	**42.969**	**42.909**	**43.750**	**44.300**	**45.334**	**44.036**
Average Residential Taxable Value	**$62,800**	**$63,800**	**$64,820**	**$65,010**	**$65,600**	**$71,460**	**$75,500**
Average Tax Rates Shown in Dollars							
Warren Consolidated Schools	$1,092	$1,069	$1,082	$1,148	$1,134	$1,235	**$1,280**
Macomb County Government	287	292	296	296	297	324	**340**
Macomb Community College	96	97	99	92	92	100	**111**
Macomb Intermediate School District	185	188	191	191	191	208	**219**
Huron Clinton Metro Authority	13	14	14	14	14	15	**16**
S.M.A.R.T.	37	64	65	65	65	71	**76**
County Zoo/Veterans/DIA	21	22	22	22	24	26	**28**
Property Tax Administration Fee	25	27	28	28	29	32	**34**
STERLING HEIGHTS	797	969	984	987	1,060	1,228	**1,224**
Total Tax Bill	**$2,552**	**$2,741**	**$2,781**	**$2,843**	**$2,906**	**$3,239**	**$3,328**

Average Total Tax Bill	**$2,315**	**$2,519**	**$2,557**	**$2,587**	**$2,660**	**$2,971**	**$3,054**

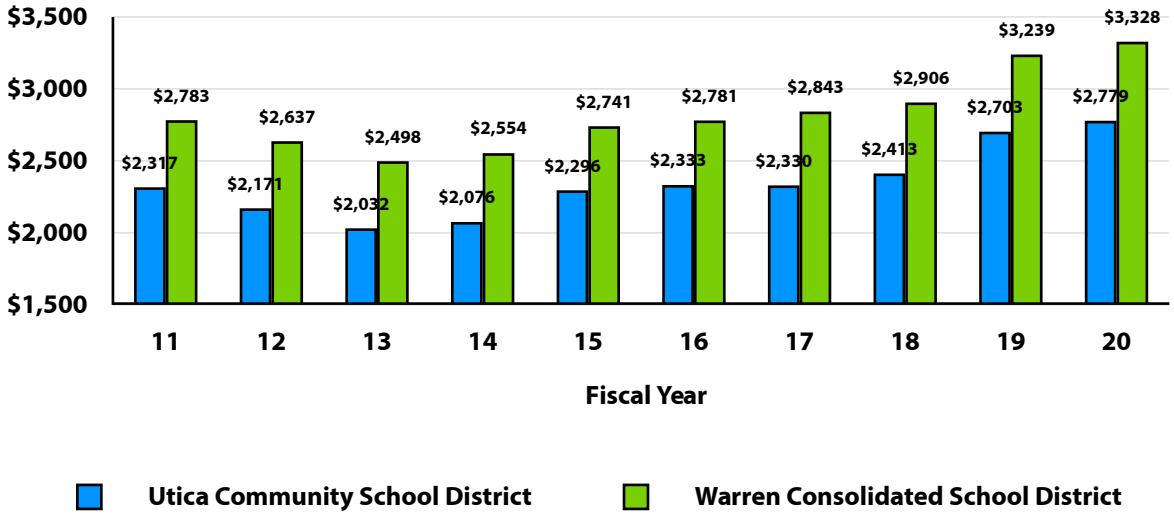
Non-City tax rates are estimated. School rates are for principal residences. Totals may not foot due to rounding.

City of Sterling Heights
Millage Rates



This graph illustrates the millage rates for the various City millage levies.

Total Property Tax Bill
Average Resident

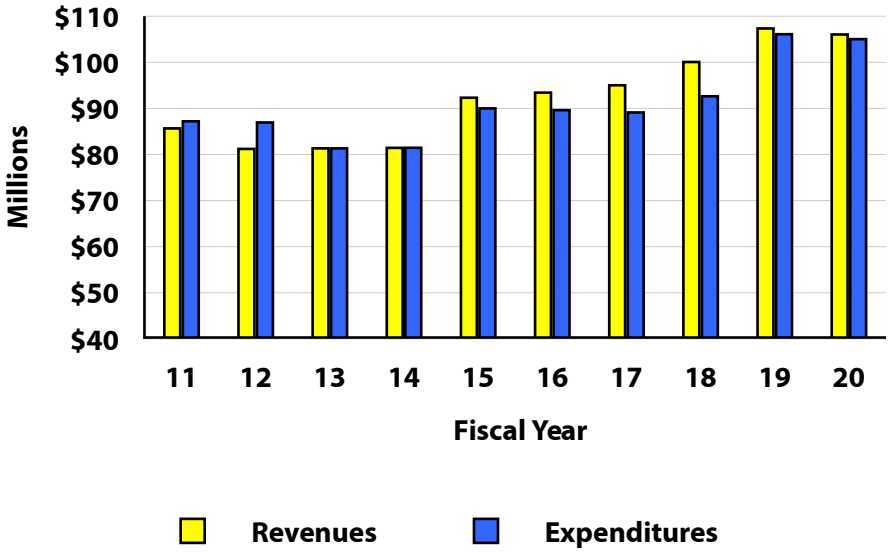


This graph shows the total property tax bill for the average City resident residing in either the Utica Community School District (UCS) or the Warren Consolidated School District (WCS) for the past 10 years.

GENERAL FUND
REVENUES, EXPENSES & FUND BALANCE

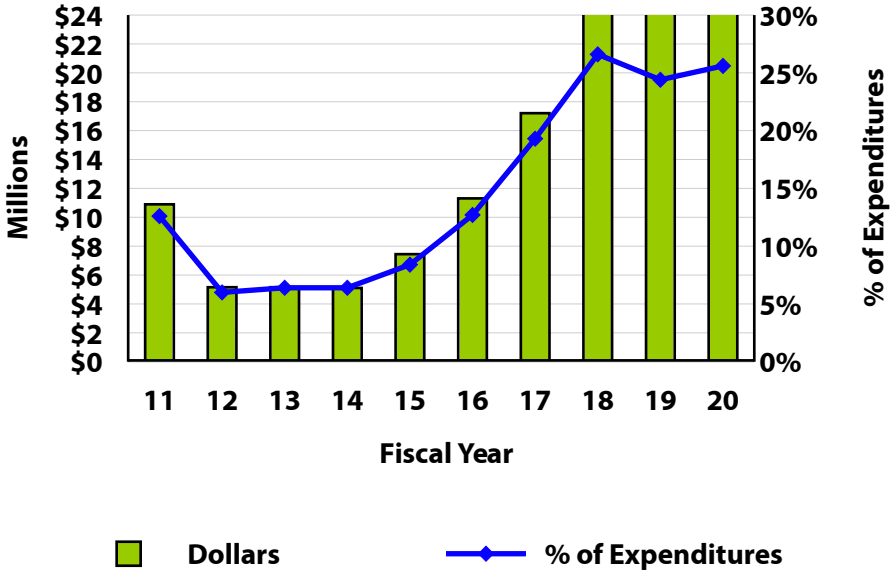
Budgetary Centers	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Budget
REVENUES						
City Operating Taxes	$38,164,740	$39,015,830	$44,853,720	$44,629,520	$42,421,520	**$42,421,520**
Refuse Tax	4,418,200	4,425,920	4,451,730	4,449,070	4,516,650	**4,516,650**
Police & Fire Pension Tax	7,914,370	8,251,740	9,036,050	9,019,870	9,813,470	**9,813,470**
Safe Streets Tax	6,781,420	6,904,120	7,143,750	7,112,010	7,411,580	**7,411,580**
Licenses & Permits	2,568,900	2,648,070	2,414,500	2,735,500	2,545,000	**2,545,000**
Federal/State/Local Returns	17,503,110	19,390,050	17,328,880	17,624,350	17,729,630	**17,729,630**
Fines & Forfeitures	2,944,500	2,384,500	2,534,500	2,394,500	2,384,000	**2,384,000**
Charges For Services	9,842,020	11,819,700	12,684,770	13,696,770	13,419,480	**13,419,480**
Other Revenue	2,605,580	3,099,450	3,348,710	3,603,850	3,781,020	**3,781,020**
Cable Revenue	2,579,600	2,414,750	2,575,000	2,350,000	2,300,000	**2,300,000**
Total Revenues	**95,322,440**	**100,354,130**	**106,371,610**	**107,615,440**	**106,322,350**	**106,322,350**
Other Financing Sources						
Transfers In	0	0	0	0	0	**0**
Total Revenues & Sources	**$95,322,440**	**$100,354,130**	**$106,371,610**	**$107,615,440**	**$106,322,350**	**$106,322,350**
EXPENDITURES						
City Administration Dept.	$7,204,720	$7,772,220	$9,455,730	$9,548,100	$10,596,240	**$10,576,240**
Public Library Department	2,524,650	2,589,500	2,855,740	2,747,930	2,889,230	**2,889,230**
Parks & Recreation Dept.	2,016,840	0	0	0	0	**0**
Police Department	31,614,920	31,722,480	34,081,050	33,876,720	35,195,420	**35,203,920**
Fire Department	16,870,380	18,387,000	19,818,590	19,851,640	20,893,150	**20,913,150**
Public Works Department	6,381,360	7,090,440	6,493,310	6,427,020	6,486,920	**6,486,920**
Refuse Collection	4,437,520	4,462,720	4,451,650	4,444,710	4,516,800	**4,516,800**
City Development Dept.	5,687,710	5,960,940	5,086,090	5,046,360	5,279,020	**5,279,020**
Community Relations Dept.	1,095,330	1,341,970	1,485,250	1,455,320	1,523,640	**1,523,640**
41-A District Court	3,242,870	3,309,840	3,545,610	3,430,830	3,595,230	**3,595,230**
General Expenditures	1,118,900	1,681,850	1,800,850	1,719,340	2,198,330	**2,188,370**
Total Expenditures	**82,195,200**	**84,318,960**	**89,073,870**	**88,547,970**	**93,173,980**	**93,172,520**
Other Financing Uses						
Transfers Out	7,255,500	8,588,030	16,356,100	17,833,920	12,137,940	**12,137,940**
Total Expenditures & Uses	**$89,450,700**	**$92,906,990**	**$105,429,970**	**$106,381,890**	**$105,311,920**	**$105,310,460**
Excess of Revenues Over (Under) Expenditures	**5,871,740**	**7,447,140**	**941,640**	**1,233,550**	**1,010,430**	**1,011,890**
Beginning Fund Balance	**11,394,870**	**17,266,610**	**24,713,750**	**24,713,750**	**25,947,300**	**25,947,300**
Ending Fund Balance	**$17,266,610**	**$24,713,750**	**$25,655,390**	**$25,947,300**	**$26,957,730**	**$26,959,190**

General Fund
Revenues vs. Expenditures



The data presented plots revenues vs. expenditures in the General Fund.

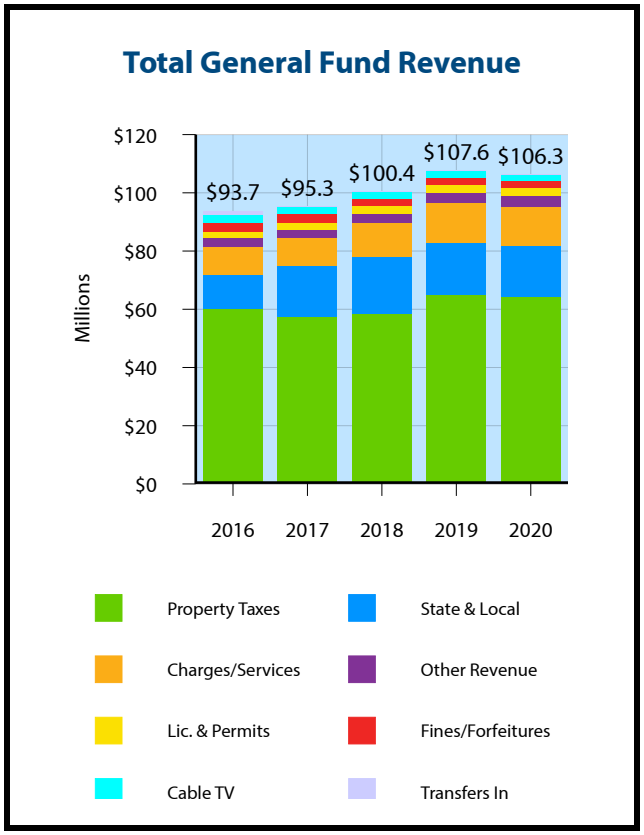
General Fund
Fund Balance



This graph illustrates the cumulative result of excess General Fund revenues over expenditures and total fund balance as a percent of General Fund expenditures.

TOTAL GENERAL FUND REVENUES

The General Fund derives its revenue from a variety of sources. Property Taxes and State & Local Returns make up the largest portion, followed by Charges for Services, Other Revenues, Licenses & Permits, Fines & Forfeitures, Cable Television and Transfers In. The graph below summarizes General Fund revenues for five years, including the budget year. Each revenue source will be covered in detail in this section.



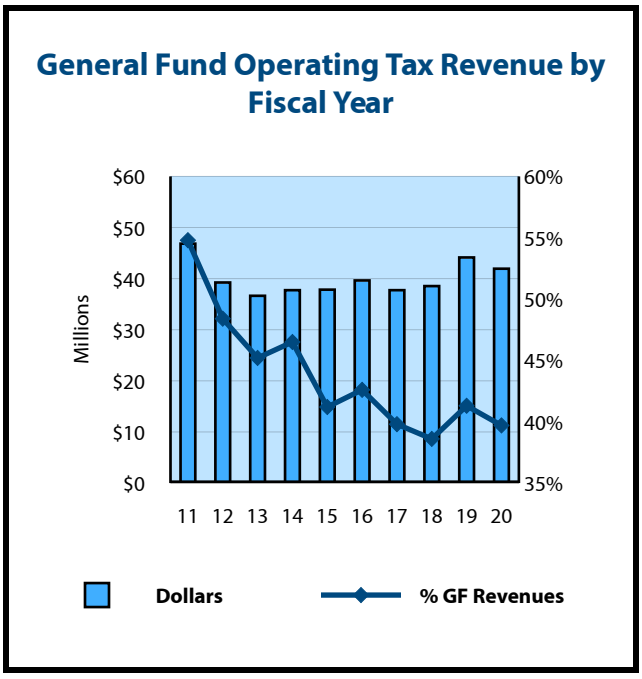
CITY OPERATING TAX

The City's largest source of revenue is from property taxes. Tax revenues are based on two variables. The first is the assessed taxable property valuation of industrial, commercial, and residential parcels, both real and personal property. This valuation is called the TV or Taxable Valuation. The second variable is the application of a specific tax millage levy. Changes in either of these two variables directly correlate to changes in City tax revenue.

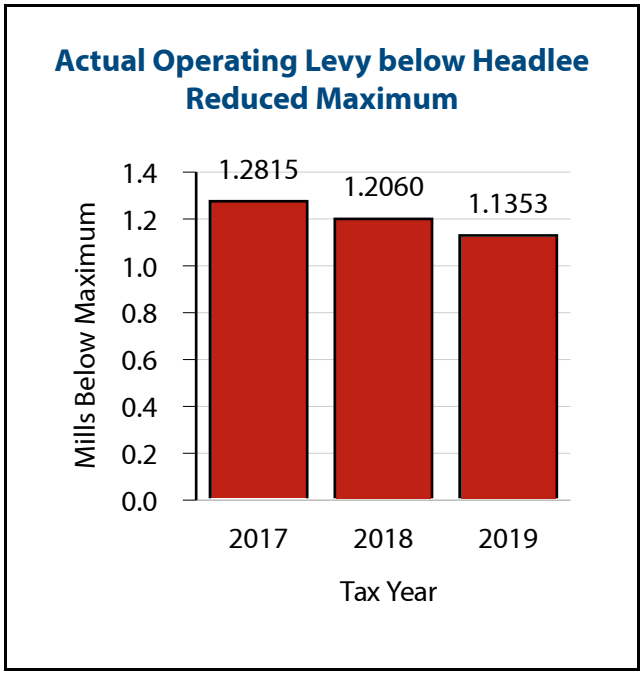
The City has six individual tax levies - the largest is for Operations. Over the past ten years, changes in Operating Tax revenues have varied. Since 2008, due to overall decreases in taxable values, the Operating revenues as a percent of total General Fund revenues has declined. Amounts collected have increased in the past three years due to increasing taxable values. In the prior year, there was a spike in Operating Tax revenues due to the one-time, one mill tax increase that funded additional road improvements.

In the 2019/20 Budget, Operating Tax revenue represents 39.7% of total General Fund revenues, a $2.2 million, or 4.9% decrease from the amount to be collected in 2019. The decrease results from the promised rollback of the one-time, one mill increase in the prior year, partially offset by a 5.5% increase in the City's overall taxable value. Despite the recent growth in taxable value, the City's Operating Tax revenues are still $7.7 million lower than what was collected in 2008.

For the third year in a row, the City's Headlee rollback maximum allowable tax levy has been reduced and is now equal to 10.6293. Prior to 2017, the City's maximum tax rate had not been rolled back since



2003. The elimination of personal property tax has had the unintended consequence of rollbacks in the tax rate for the past three years and reductions are expected to continue, minimizing the City's ability to capture revenue from new tax growth. Although Operating Tax revenue is currently not affected because our current millage rate is below the Headlee maximum, that gap becomes smaller with each rollback and will eventually decrease the amount of Operating Tax revenue collected. Other millages, such as the Safe Streets millage and the *R*ecreating Recreation millage have already been affected and are now being collected at rates below the voter approved maximums.



The proposed Operations tax rate for 2019/20 is 9.494 mills per $1,000 Taxable Value which remains below the 12.0 millage rate limit established by the City Charter and is 1.1353 mill below the newly reduced maximum levy. The City's millage rate continues to be lower than 63% of cities in the State and is one of the lowest of any city in Macomb County.

The City's total taxable value for 2019/20 increased by 5.5%. Real property increased by 6.6% due to new construction, property turnover leading to the uncapping of assessments, and a 2.4% inflationary factor on all existing properties. These increases are offset by an additional 9.8% decline in personal property assessments. The State legislated phased-in exemption of eligible manufacturing personal property continues and property purchased prior to 2007 and after 2012 is exempt from personal property taxes. The City also continues to experience the loss of personal property taxes due to the State law that exempts personal property under $40,000 in taxable value. As a result, the City's total taxable value has now fallen by 14.0% since 2008.

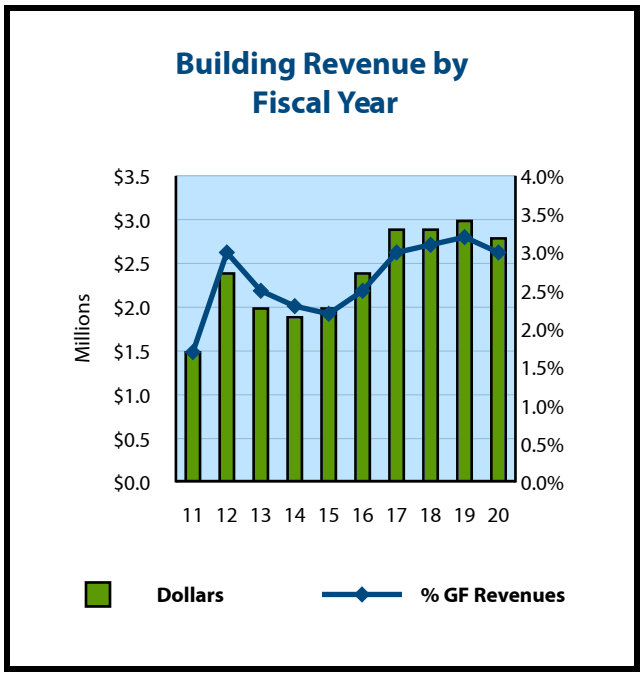
LICENSES AND PERMITS

The revenue source of Licenses and Permits represents fees charged by City offices to individuals and businesses for the building of new structures as well as improvements made to existing structures. New structures that require permits include garages, sheds, decks, porches, and buildings. Improvements such as central air conditioning, furnace replacement, electrical and plumbing modifications, fences, and pools also require permits.

License and Permit revenues are primarily comprised of building revenues. With the State's economic downturn, building revenues fell to a ten-year low in 2009. Fewer new subdivisions, renovations or new commercial sites were developed. In 2012, revenues increased due to one-time large new development projects from BAE and Chrysler. In 2017, revenues peaked again due to significant development activity including a 200,000 square foot automotive manufacturing facility built by Mitchell Plastics. Significant development activity is expected to continue in the next five years. Several large projects are on the horizon, such as The Verandas, an 807 unit community to be built around the redesigned golf course at Maple Lane, several new hotels and the headquarters for Christian Financial Credit Union.

In the 2019/20 Budget, License and Permit revenues represent 2.4% of total General Fund revenue sources, a $190,500 or 7.0% decrease from 2019 estimated collections, which are currently coming in higher than originally budgeted. The 2019/20 budget assumes a continuation of increased activity for residential and

commercial permits. To continue to strengthen and enforce property maintenance standards, the budget includes the revenues from the non-homestead residential property inspection program.



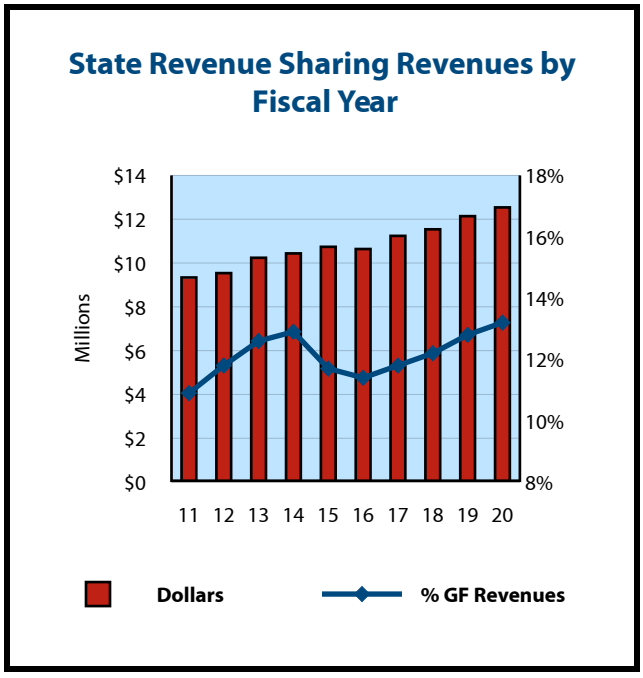
STATE AND LOCAL RETURNS

The second largest source of revenue to the General Fund is State & Local returns. This revenue is comprised of grants from the Federal, State, and County levels of government. The major revenue sources in this category are State Revenue Sharing and reimbursement from the State for lost Personal Property Tax revenue. Revenue sharing payments, made by the State to communities in Michigan from sales tax receipts, are distributed based on formulas that take into consideration population, government type, and taxable values per capita.

In 2019/2020, it is estimated the City will receive $12.6 million in State Revenue Sharing, an increase of $367,400 or 3.0% over what is estimated to be received in 2019. Since 2002, the amount of Revenue Sharing the City has received has fallen dramatically. While the State has increased revenue sharing payments since 2011, the City has lost $57.5 million cumulatively since 2002 and the current annual payments are more than $5.5 million below the full funding level as recommended by state statute. As a percent of General Fund revenues, State revenue sharing has fallen from 20% in 2002 to only 11.9% today.

Another significant source of revenue in this category is payments received from the State of Michigan for reimbursement of property tax losses on exempt personal property. The State reimbursement for losses is based on comparisons to 2013 taxable values. As a result, the City will never see reimbursements for exempt personal property added after 2013.

In 2019/20, State reimbursement for lost personal property tax is expected to be $4.0 million which is a $137,050 increase from the amount estimated to be received in 2019. As more personal property is eliminated each year, the personal property tax reimbursement is expected to increase correspondingly.



In the 2019/20 Budget, total State & Local Return revenues represent 16.7% of General Fund revenue sources, an increase of $105,280 or 0.6% above 2019 estimated receipts. As noted above, increases are

expected in State Revenue Sharing and the Personal Property Tax Reimbursement. These increases are offset by lower expected revenue from the SAFER (Staffing for Adequate Fire and Emergency Response) Grant, which funds a portion of the cost of the 15 firefighters hired for EMS Transport in 2018 (75% in years 1 and 2, 35% in year 3).

FINES & FORFEITURES

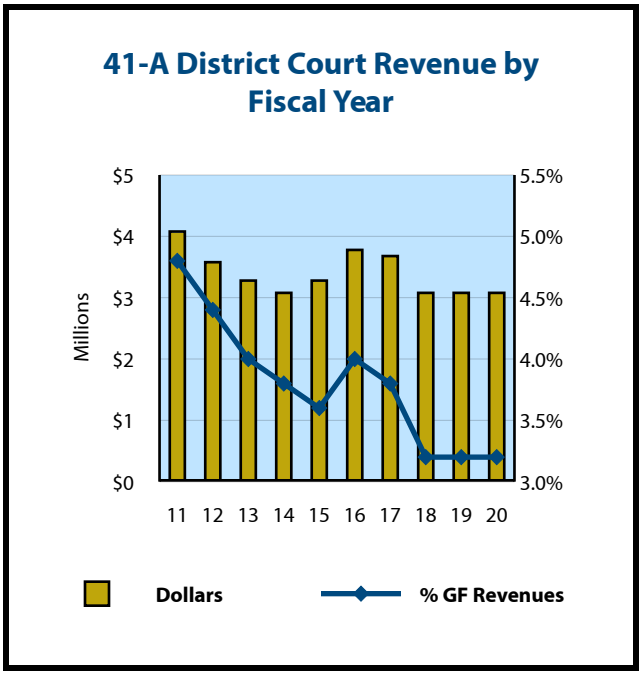
Fines and Forfeiture revenues are comprised of payments made by individuals or businesses that have violated various statutes, ordinances, or laws.

Included in this revenue center are library fines, court costs, parking fines, bond forfeitures, and default judgment fees. Over 95% of these revenues are generated and collected by the judicial branch of our municipal government, the City's 41-A District Court, working in conjunction with the Police Department.

Historical trends show 41-A District Court revenue decreasing since its peak in 2010, largely due to a decrease in the number of tickets issued. Over the past several years, Court revenues had begun to slightly rebound; however, recent Michigan Supreme Court rulings requiring an ability-to-pay hearing prior to the enforcement of fines may further decrease overall Court revenues. Court revenues have declined from 5.1% of total General Fund revenues in 2010 to 3.2% in 2020. In the 2019/20 Budget, Fines & Forfeiture revenues represent 2.2% of General Fund revenues. Fines are conservatively estimated to remain consistent with 2019 expected levels. Court revenues have now declined by $1 million or 23.8% in the past ten years.

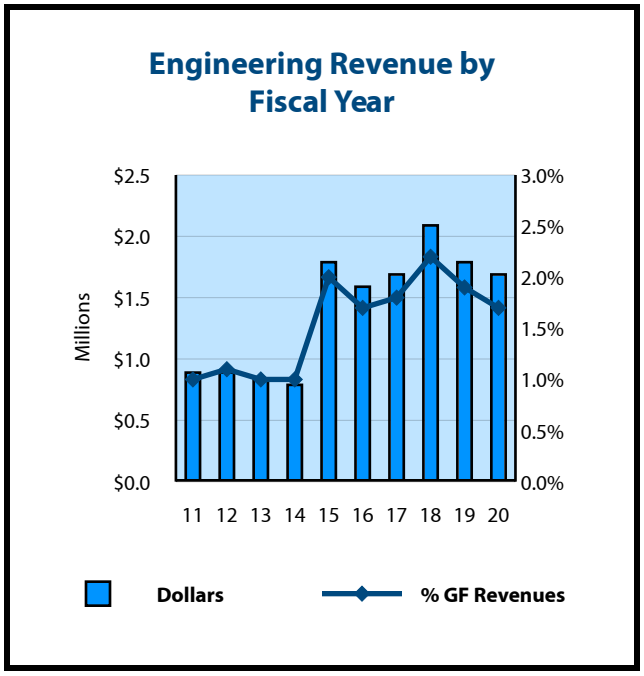
CHARGES FOR SERVICES

Charges for Services consist of revenues received from individuals, businesses, and cross-charges from other City Funds. These monies reimburse the



General Fund for services provided by General Fund employees. The revenue accounts within this revenue center include Property Tax Administration fees, revenue from EMS transport services, Water & Sewer and Road Fund cross-charges, False Alarm fees, Engineering inspection and design charges, and Building review fees.

Revenue from the newly implemented EMS Transport services is one of the largest sources of Charges for Services revenues. The Sterling Heights Fire Department assumed responsibility for EMS Transport in November 2017 and through the use of an outside medical services billing company, began billing Medicare, Medicaid, other insurance companies, commercial businesses and uninsured individuals for EMS Transport services. After one year of activity, EMS revenue is trending above original projections due to more runs and a higher collection rate that originally anticipated. For 2019/20, EMS revenue is estimated at $3.5 million, a $100,000 or 2.9% increase over estimated collections in the current year.



Engineering revenues make up another large source of Charges for Services revenues. Engineering revenues declined from nearly $1.2 million in 2008 to $811,000 in 2014 due to the State's overall economic downturn. However, due to the passage of the Safe Streets proposal, Engineering revenues began to increase starting in 2015, as the General Fund receives a cross-charge from the Local Road Fund for the reimbursement of administration, design and inspection costs of neighborhood road repairs. For 2019/20, Engineering Revenue is expected to fall by $176,300 or 9.6%, due to the completion of several large road projects in the 2018/19 budget year.

In the 2019/20 Budget, Charges for Services revenues represent 12.6% of General Fund revenue sources, an decrease of $277,290 or 2.0% below 2019 estimated receipts. This decrease is primarily due to lower expected Engineering revenue as noted above and a decrease in the amount cross charged for the Water & Sewer Fund.

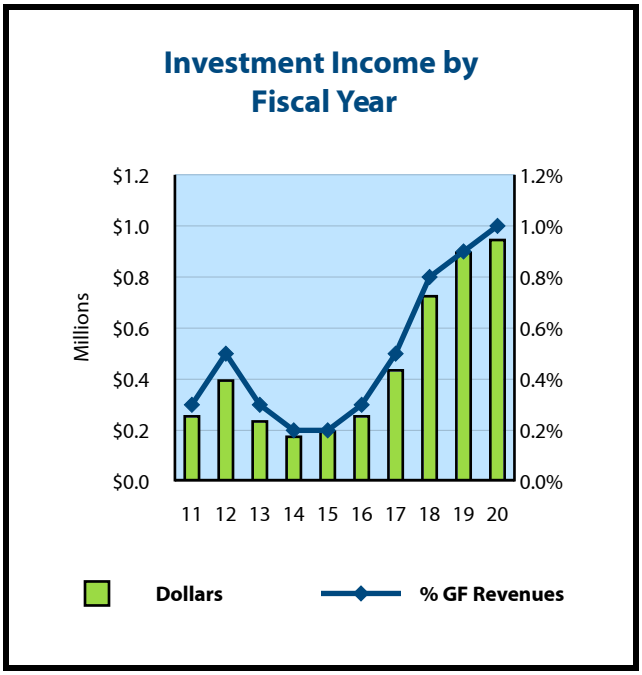
OTHER REVENUE

Other Revenue includes revenues that cannot be easily classified in another revenue center. Included in this revenue center is Interest on Investments, Rental Income from different sources, sales of fixed assets, Reimbursements, and OUIL cost recovery fees.

Due to interest rate cuts by the Federal Reserve starting in 2008 and declining fund balance reserves, Interest on Investments had fallen for many years.

The Federal Reserve began to increase interest rates in 2017 and continued with two more rate increases in 2018. These increases in interest rates, coupled with higher General Fund Reserves, have increased expected Interest Revenue to $900,000 for 2018/19. A further increase in revenue of $50,000, or 5.6% is expected for 2019/20.

In the 2019/20 Budget, Other Revenue represents 3.6% of General Fund revenue sources, an increase of $177,170 or 4.9% from 2019 estimates. Most of the increase is due to the increase in Investment Income and an increase in rental income from the Water & Sewer Fund.



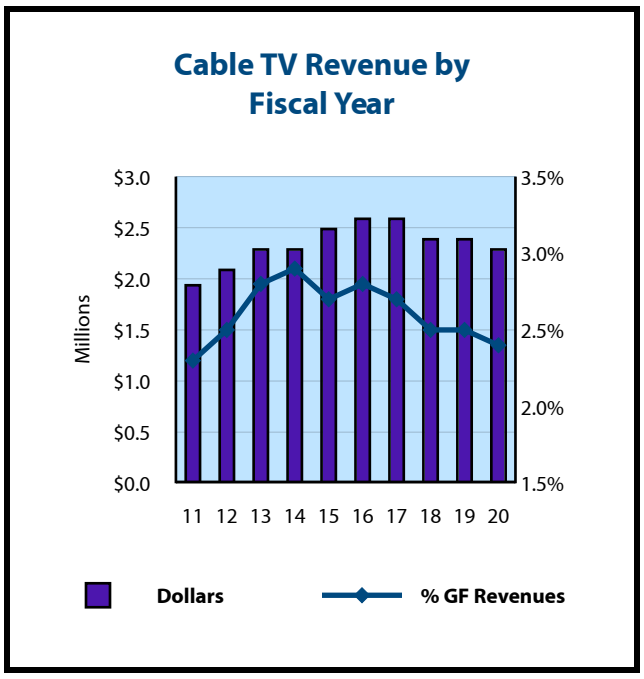
CABLE TV REVENUE

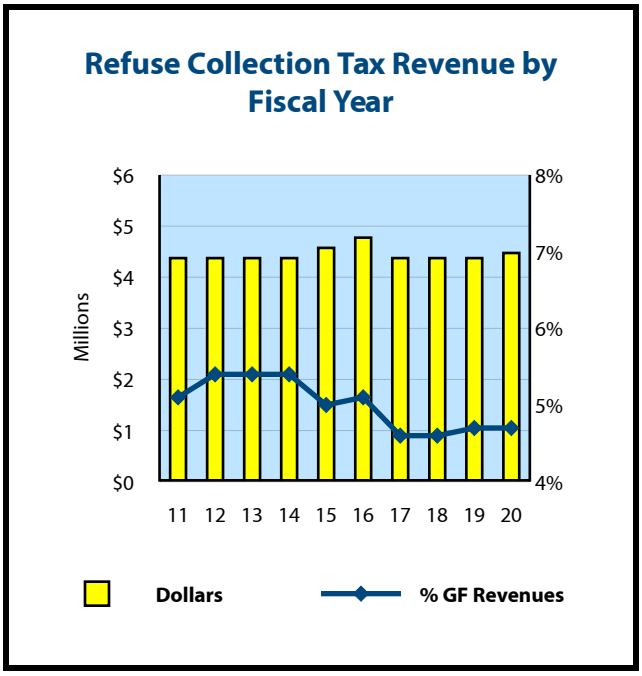
Cable Television Revenues are received from Comcast, AT&T, and Wide Open West (WOW!) as franchise fees between these companies and either the City or the State of Michigan. 83.3% of these fees repay the City for the use of our rights-of-way, while 16.7% of the fees reimburse the City for its cost of public access programming.

Cable Revenue started to decrease for the first time in 2016/17. The rise in the phenomenon of "cord cutting", using the internet for television viewing as opposed to cable, is no doubt responsible for this decline. In 2019/20, Cable Revenue is estimated to continue to decline by $50,000 or 2.1% to total $2.3 million, or 2.2% of General Fund revenue sources.

REFUSE TAX

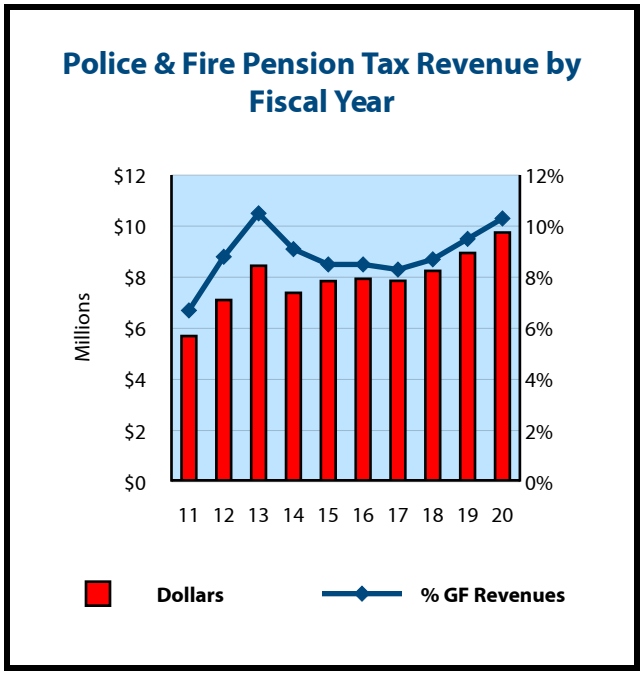
Another significant source of revenue to the City of Sterling Heights is the tax to pay the City's Refuse Collection costs. The refuse collection expenditures and the City's taxable valuation are used to determine the ad-valorem tax to levy on all properties in the City.





Revenues generated by the refuse collection levy are used to pay for the collection, removal, and drop-off center recycling of all garbage in the City. The voluntary curbside recycling program costs are billed directly to the homeowner. The refuse collection millage rate is adjusted annually to cover the projected cost of the Refuse activity, less any refuse collection fees paid by apartments, mobile home parks and school districts.

The historical trend experienced over the past ten years is a direct reflection of the refuse collection contract costs. In the 2019/20 Budget, the Refuse Tax represents 4.2% of General Fund total revenue sources. Due to the eight-year refuse contract that took effect on May 1, 2016, total refuse costs only increased slightly over the prior year primarily due to an increase in the number of collection points. Due to the 5.5% increase in taxable values, the Refuse millage rate declined by 0.0382 mills, or 3.7%, from 1.042 to 1.0038 mills in order to generate sufficient funds to cover the estimated refuse contract costs.



POLICE & FIRE PENSION TAX

The Police & Fire Pension Tax is another substantial source of revenue to the City. The calculation of this revenue source is much like that of the Refuse Tax. Revenues are generated in an amount sufficient to cover the City's actuarially required contribution to fund Police & Fire pensions. By dividing these projected expenditures by the City's taxable property valuation, an ad-valorem tax levy is calculated. The Police & Fire Tax millage rate is adjusted annually to cover the pension expenditures for which this revenue is restricted.

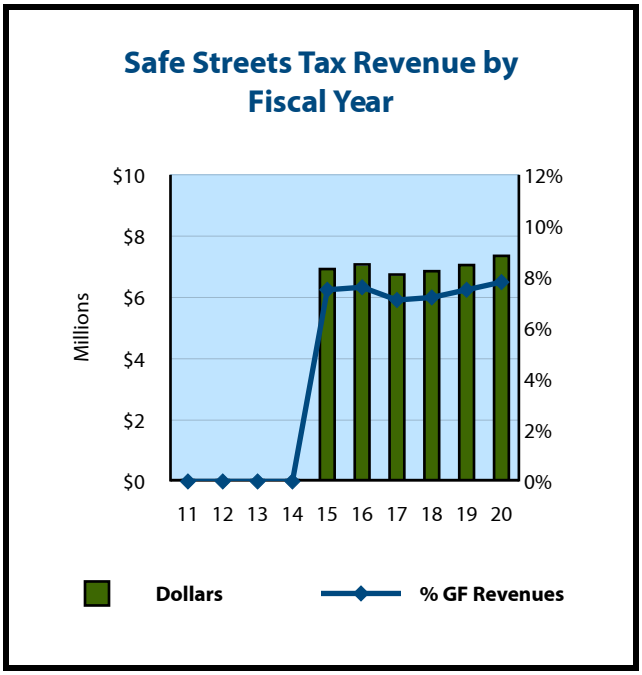
The pension tax revenue increased to match a higher required pension contribution of $9.8 million. The overall pension liability increased primarily due to revised actuarial assumptions which decreased the assumed rate of return, updated mortality tables due to an increase in the average life expectancy, and the number of years over which the liability is spread. The required contribution to the pension system for 2019/20 has increased to its highest level and is now $4.0 million higher than ten years ago.

In the 2019/20 Budget, the Police & Fire Pension Tax represents 9.2% of General Fund revenue sources, an increase of $793,600 or 8.8%. The Police & Fire Pension Tax levy for 2019/20 is 2.1984 mills per $1,000 Taxable Value, an increase of 0.0705 mills. The millage increase is due to the higher required contribution offset by the 5.5% increase in taxable value.

SAFE STREETS TAX

In November 2013, City residents approved a six-year 2.5 mill tax levy starting July 1, 2014. Due to the third consecutive Headlee rollback, this millage will be further reduced to 2.4505 for 2019. 1.6663 of the 2.4505 mills will generate $7.4 million in the General Fund to prevent further staffing cuts to Police and Fire positions. The remaining 0.7842 mills will generate nearly $3.5 million in the Local Road Fund to cover the cost of asphalt and concrete repairs to neighborhood streets.

In the 2019/20 Budget, General Fund revenue from the Safe Streets Tax increased by $299,570 or 4.2% from amounts collected in 2019 due to the increase in City taxable values. Safe Streets Tax revenue represents 7.0% of General Fund revenue sources.



This revenue source has been critical in allowing the City to avoid further staff reductions in public safety, restoring capital purchases and infrastructure repairs that had been reduced during the economic downturn, and to restoring General Fund reserves back to adequate levels.

OTHER FINANCING SOURCES

Other Financing Sources include the proceeds received from long-term debt and the transfers into the General Fund from other City funds. There is no revenue from Other Financing Sources in the current or prior year budget.

USE OF FUND BALANCE

A budgeted Use of, or Contribution to, Fund Balance exists when there is an inequality between budgeted revenues and expenditures. If expenditures exceed revenues, a Use of Fund Balance is needed to balance the budget. If revenues exceed expenditures, then a Contribution to Fund Balance exists.

Due to the economic downturn, the City was forced to use General Fund Balance to support operations from 2008 - 2012.

In 2013 and 2014, while little or no use of General Fund reserves occurred, the City used Self-Insurance Funds to balance the General Fund budget due to a fifth and sixth consecutive year of declining taxable values. General Fund Balance reserves totaled only $5.2 million or 6.5% of General Fund expenditures - the lowest reserve level in 27 years or since 1987.

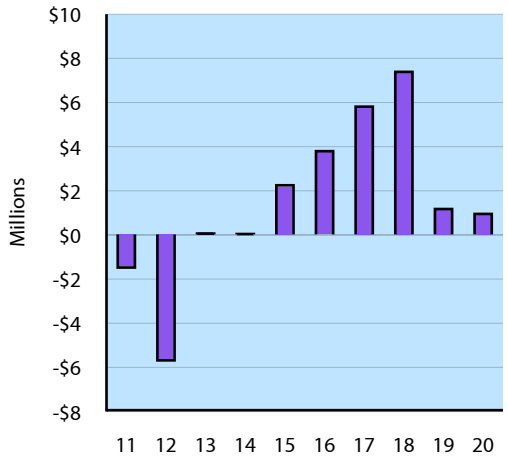
Beginning in 2015, the City was once again able to contribute to Fund Balance. Largely due to the continued impact of the Safe Streets millage, we estimate contributing an additional $1.2 million to General Fund Balance reserves in 2018/19. The 2019/20 budget will contribute an additional $1.0 million to General Fund reserves, bringing the total reserves to an estimated $26.9 million or 25.6% of expenditures at year-end.

OTHER CITY TAXES

There are two additional property tax millages levied by the City that are not recorded in the General Fund. The Public Improvements (Proposal F - Fire Station Improvements) millage is recorded in the Debt Service fund and increased by 0.0125 mills to 0.1096 mills. The Proposal F millage rate is higher due to an increase in the required debt payment offset by an increase in taxable values. The $43,000 fund balance in the General Drain Fund was also transferred to the fund to further offset the required millage increase. The Fire Station Debt will be paid off in 2022, after which this millage will no longer be collected.

The *Rec*reating Recreation millage was approved by voters in November 2016 and is recorded in the Parks and Recreation Special Revenue Fund. This millage was approved at 0.97 mills, however due to three years of consecutive Headlee rollbacks, the millage is again reduced by 0.001 mill to 0.9506 mill for 2019/20 and will generate $4.3 million. More detail can be found in the Special Revenues section of this document.■

Change in Fund Balance Reserves by Fiscal Year

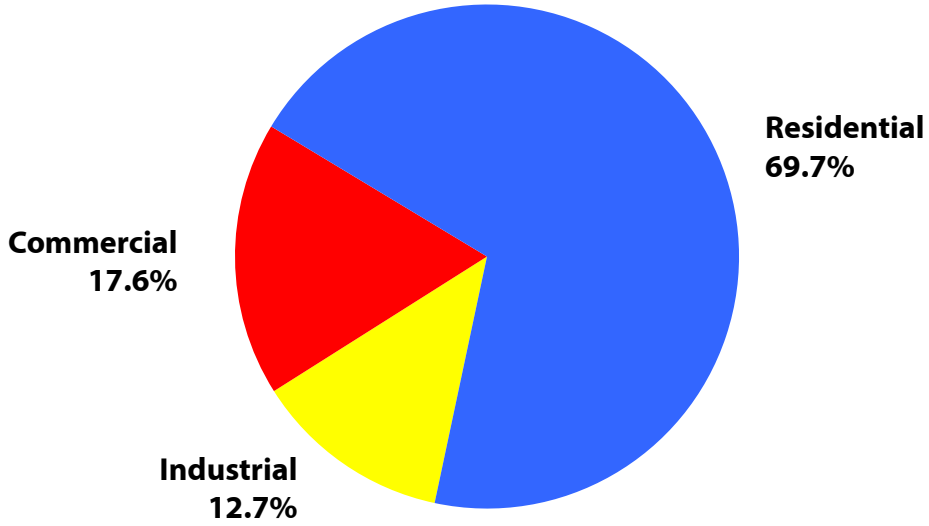


When completed, the budget must provide the services we have promised to our constituents.

~ Jane D. Hull, Former Governor of Arizona ~



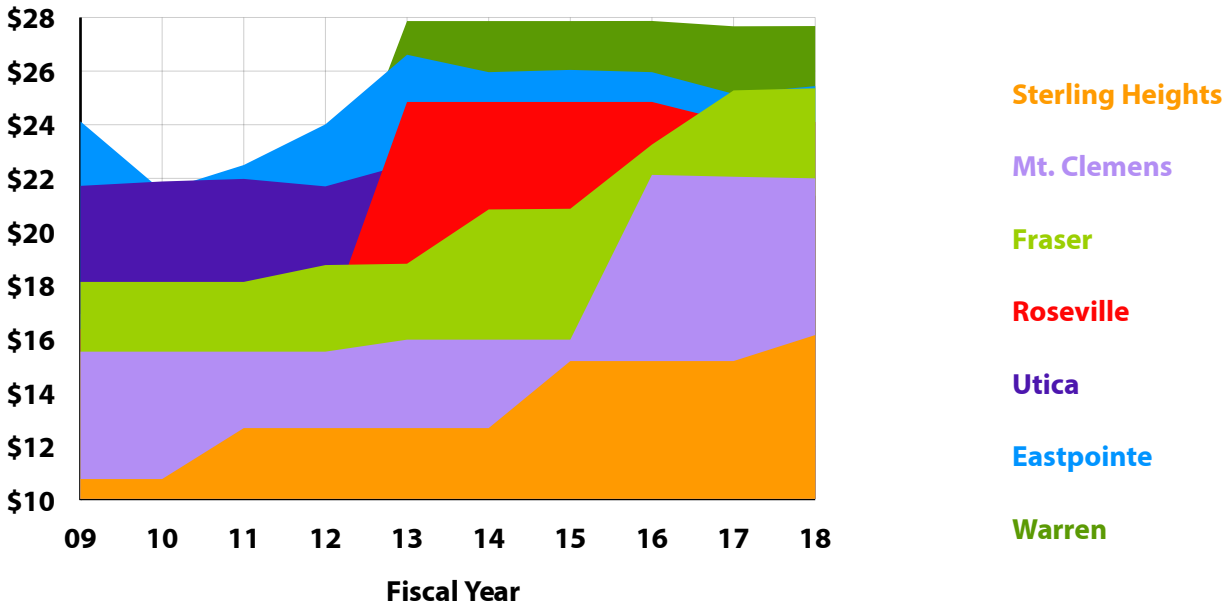
Property Taxes by Customer Class



This graph illustrates the taxable value of property in the City as a percent by customer class.

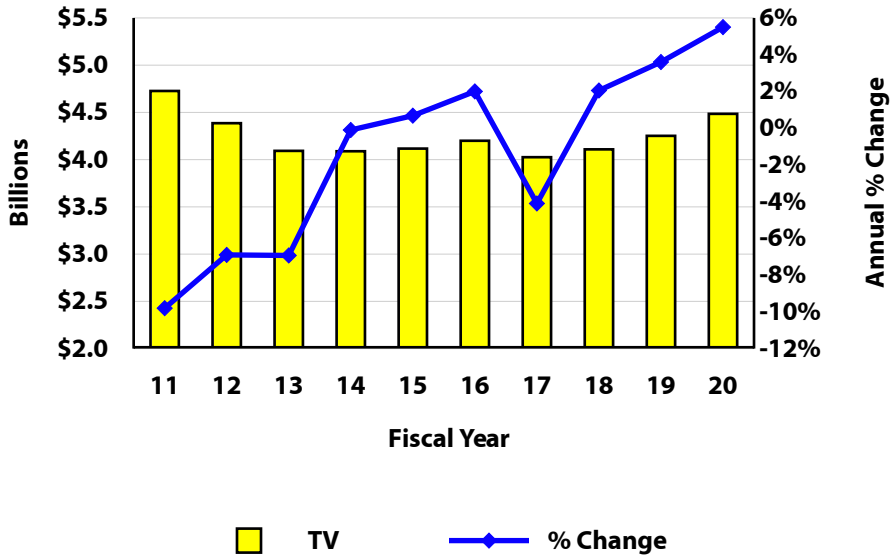
Comparable Tax Rates of Surrounding Macomb County Cities

Per $1,000 TV



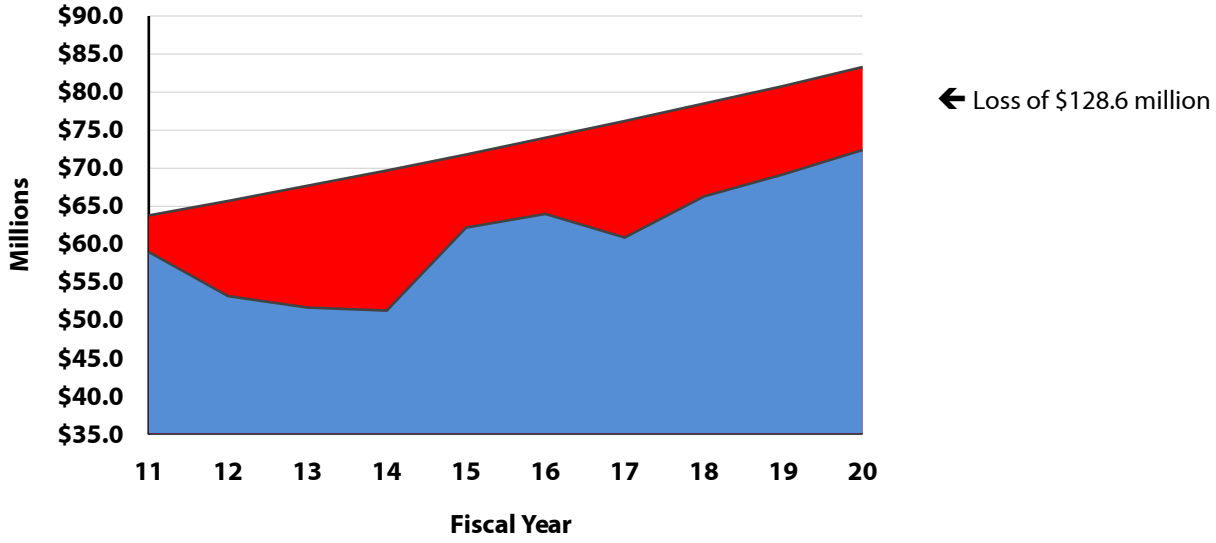
This graph illustrates the taxes levied by Macomb County cities for the past 10 years.

City Taxable Values (TV)



This graph illustrates the property value assessments for real and personal property in the City. The TV, along with the millage rate, determines the total property tax collected.

Property Tax Revenues



This graph illustrates that City property tax revenues historically increased, despite a declining City tax rate, due to inflationary property assessment increases and new development. Starting in 2009, revenues declined due to falling assessments, partially offset by a millage adjustment in 2011, 2015, 2018.

GENERAL FUND
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	CITY OPERATING TAXES						
404000	City Operating Tax	$38,810,116	38.67	$44,693,720	42.02	**$42,256,520**	**39.74**
404001	Property Tax Refunds	(27,679)	(0.03)	(55,000)	(0.05)	**(55,000)**	**(0.05)**
415000	Delinquent Personal Property Tax	94,194	0.09	55,000	0.05	**70,000**	**0.07**
445000	Penalties & Interest	139,201	0.14	160,000	0.15	**150,000**	**0.14**
	Total Taxes	**39,015,832**	**38.88**	**44,853,720**	**42.17**	**42,421,520**	**39.90**
	LICENSES & PERMITS						
451000	Business Operating License	41,095	0.04	25,000	0.02	**30,000**	**0.03**
452000	Mobile / Temporary Vendor	5,887	0.01	4,000	0.00	**5,000**	**0.00**
453000	Liquor License	83,296	0.08	100,000	0.09	**95,000**	**0.09**
454000	Vending/Amusement Device Fee	19,716	0.02	10,500	0.01	**15,000**	**0.01**
461000	Electrical Registration & Permits	414,539	0.41	280,000	0.26	**400,000**	**0.38**
462000	Heating Registration & Permits	391,092	0.39	285,000	0.27	**300,000**	**0.28**
463000	Plumbing Registration & Permits	208,943	0.21	200,000	0.19	**200,000**	**0.19**
464000	Sign Registration & Permits	40,808	0.04	45,000	0.04	**50,000**	**0.05**
470000	Building Registration & Permits	1,189,225	1.19	1,200,000	1.13	**1,200,000**	**1.13**
471000	Fence Permits	16,356	0.02	15,000	0.01	**15,000**	**0.01**
477000	Fire Suppression Permits	86,171	0.09	90,000	0.08	**75,000**	**0.07**
478000	Animal Permits	47,187	0.05	55,000	0.05	**50,000**	**0.05**
479401	Non-Homestead Resident Insp. Fee	61,570	0.06	65,000	0.06	**65,000**	**0.06**
479402	Re-Inspection Code Enforcement Fee	42,185	0.04	40,000	0.04	**45,000**	**0.04**
	Total Licenses & Permits	**2,648,069**	**2.64**	**2,414,500**	**2.27**	**2,545,000**	**2.39**
	STATE & LOCAL RETURNS						
529000	Federal Grant - Other	815,903	0.81	1,032,500	0.97	**652,870**	**0.61**
539002	State Grants	10,612	0.01	0	0.00	**0**	**0.00**
544000	Drunk Driving Case Flow Assistance	9,272	0.01	9,200	0.01	**9,200**	**0.01**
567001	State Aid - Library	89,919	0.09	94,420	0.09	**102,960**	**0.10**
569001	Judges Salary Stand Payments	137,172	0.14	137,170	0.13	**137,170**	**0.13**
573386	Personal Prop. Tax Reimbursement	6,490,104	6.47	3,950,000	3.71	**4,007,680**	**3.77**
574000	State Revenue Sharing	11,626,225	11.59	11,917,890	11.20	**12,614,150**	**11.86**
581001	Municipal Credit Transportation	0	0.00	0	0.00	**0**	**0.00**
583000	Macomb Auto Theft Squad - Grant	61,144	0.06	62,700	0.06	**65,600**	**0.06**
585000	Drug Enforce. Admin. - Federal	37,385	0.04	20,000	0.02	**40,000**	**0.04**
587001	County Contrib. - Library Penal Fines	112,313	0.11	105,000	0.10	**100,000**	**0.09**
	Total State & Local Returns	**19,390,049**	**19.32**	**17,328,880**	**16.29**	**17,729,630**	**16.68**
	FINES & FORFEITURES						
656003	Contempt Court Fines	47,785	0.05	45,000	0.04	**35,000**	**0.03**
656004	Ordinance Fines & Costs	1,968,727	1.96	2,100,000	1.97	**2,000,000**	**1.88**
656005	Municipal Civil Infractions	20,950	0.02	6,500	0.01	**10,000**	**0.01**
657001	Library Fines	43,034	0.04	45,000	0.04	**30,000**	**0.03**
658001	Bond Forfeitures	95,162	0.09	110,000	0.10	**100,000**	**0.09**
659001	Driver Reinstatement Fee	36,865	0.04	35,000	0.03	**36,000**	**0.03**
659002	Default Judgment Fee	159,310	0.16	180,000	0.17	**160,000**	**0.15**
659003	Crime Victim Rights Admin. Fee	12,643	0.01	13,000	0.01	**13,000**	**0.01**
659004	Forensic Admin. Fee	0	0.00	0	0.00	**0**	**0.00**
659005	DNA Assessment Fee	23	0.00	0	0.00	**0**	**0.00**
	Total Fines & Forfeitures	**2,384,497**	**2.38**	**2,534,500**	**2.38**	**2,384,000**	**2.24**

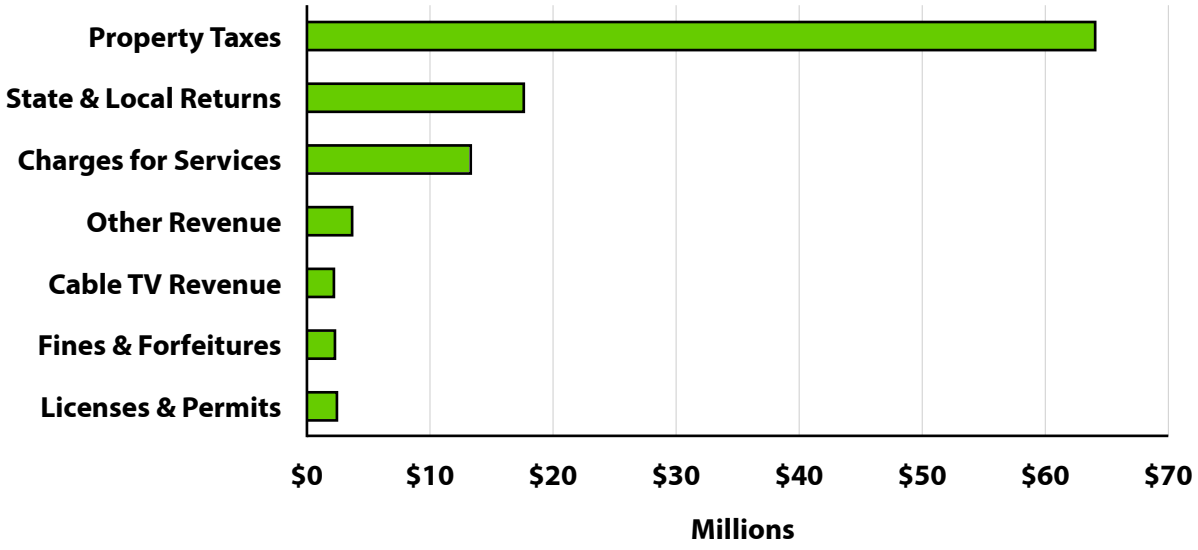
GENERAL FUND
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	CHARGES FOR SERVICES						
603000	Court Filing Fee	126,798	0.13	120,000	0.11	**125,000**	**0.12**
603001	Jury Demand Fee	3,612	0.00	2,000	0.00	**3,600**	**0.00**
604000	Probation Oversight	262,022	0.26	250,000	0.24	**260,000**	**0.24**
605000	Garnishments - Filing Fee	119,460	0.12	125,000	0.12	**125,000**	**0.12**
606000	Split/Combination Fee	4,630	0.00	8,000	0.01	**7,000**	**0.01**
607000	Fire Permits, Fees, & Inspections	20,622	0.02	23,000	0.02	**20,000**	**0.02**
608000	Recording Fees	4,280	0.00	3,000	0.00	**3,000**	**0.00**
609000	Mobile Home Tax	9,608	0.01	9,600	0.01	**9,700**	**0.01**
610000	Vital Statistics	75,862	0.08	70,000	0.07	**70,000**	**0.07**
611000	Attorney Fee Reimbursement	40,616	0.04	8,100	0.01	**30,000**	**0.03**
612000	Alcohol Assessment Fee	43,714	0.04	45,000	0.04	**45,000**	**0.04**
626000	Services - PTAF	1,799,014	1.79	1,835,250	1.73	**1,954,250**	**1.84**
627000	Water & Sewer Activity	1,679,460	1.67	1,911,810	1.80	**1,789,530**	**1.68**
627276	Administrative Services - RR	0	0.00	60,230	0.06	**82,500**	**0.08**
627444	Administrative Services - Roads	307,917	0.31	250,000	0.24	**250,000**	**0.24**
627556	Admin Services-Water Distribution	349,230	0.35	383,880	0.36	**532,140**	**0.50**
627574	Admin Services-W&S Improvements	150,300	0.15	153,300	0.14	**0**	**0.00**
627677	Administrative Services-Self Insurance	289,050	0.29	313,350	0.29	**266,550**	**0.25**
627732	Administrative Services-P&F Pension	7,318	0.01	7,000	0.01	**7,000**	**0.01**
628001	Voter Lists	515	0.00	700	0.00	**500**	**0.00**
629001	Labor Services - Roads	1,088,230	1.08	1,000,000	0.94	**1,000,000**	**0.94**
629002	Labor Services - Cross Charges	43,107	0.04	30,000	0.03	**30,000**	**0.03**
629003	Labor Services - Fleet Maintenance	21,229	0.02	85,000	0.08	**75,000**	**0.07**
631001	Police & Fire Services	148,446	0.15	320,000	0.30	**407,000**	**0.38**
631002	Towed Vehicle Impound Fee	107,860	0.11	120,000	0.11	**110,000**	**0.10**
632001	Inspection Services-Projects-Other	166,754	0.17	200,000	0.19	**250,000**	**0.24**
632002	Inspection Services-City Projects	492,113	0.49	350,000	0.33	**400,000**	**0.38**
632003	Engineering Review Fee	222,502	0.22	100,000	0.09	**120,000**	**0.11**
632004	Engineering & Design - Project	1,109,730	1.11	750,000	0.71	**800,000**	**0.75**
632005	Building Number Assignments	4,464	0.00	500	0.00	**1,000**	**0.00**
632006	SESC Review Fee	42,898	0.04	25,000	0.02	**20,000**	**0.02**
632007	SESC Inspection Fee	65,147	0.06	60,000	0.06	**60,000**	**0.06**
632008	Easement Vacation	520	0.00	1,000	0.00	**500**	**0.00**
632009	ROW Permit Fees	6,725	0.01	3,000	0.00	**5,000**	**0.00**
634003	Supplies & Gasoline Revenue	43,030	0.04	45,000	0.04	**43,000**	**0.04**
634004	Parts-Vehicle Maintenance	65,996	0.07	40,000	0.04	**40,000**	**0.04**
635535	Refuse Collection Fees	14,636	0.01	14,700	0.01	**12,600**	**0.01**
636000	Plan Review Fee	87,720	0.09	80,000	0.08	**80,000**	**0.08**
636001	Building Department Plan Review	420,080	0.42	375,000	0.35	**425,000**	**0.40**
637001	Copies & Forms	14,616	0.01	15,000	0.01	**15,000**	**0.01**
637002	Maps	173	0.00	400	0.00	**200**	**0.00**
637003	Police Reports	93,372	0.09	100,000	0.09	**100,000**	**0.09**
637005	Fire Reports	1,929	0.00	2,000	0.00	**2,000**	**0.00**
637006	PBT User Fee	208	0.00	250	0.00	**250**	**0.00**

GENERAL FUND
REVENUE SUMMARY BY ACCOUNT

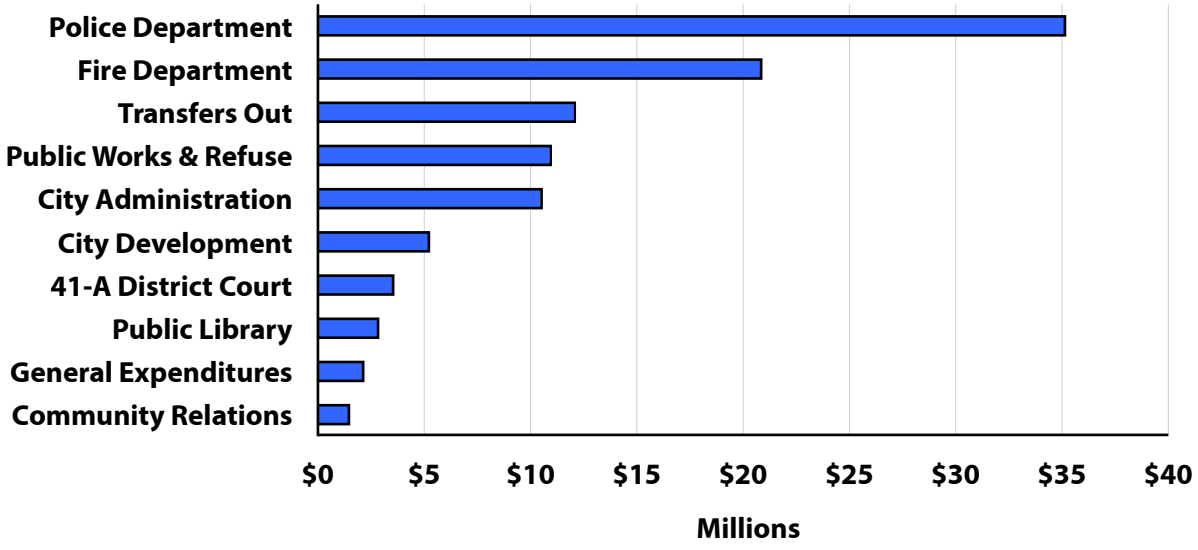
Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	CHARGES FOR SERVICES						
637007	False Alarm Fees	127,961	0.13	100,000	0.09	**110,000**	**0.10**
637009	Transport Fees	1,923,506	1.92	3,050,000	2.87	**3,500,000**	**3.29**
637301	Notary Fee	$1,334	0.00	$1,200	0.00	**$1,200**	**0.00**
638000	Application Fees	7,360	0.01	15,000	0.01	**8,960**	**0.01**
639001	Parks & Recreation Fees	(8)	0.00	0	0.00	**0**	**0.00**
639253	Treasury Transfer & Late Fees	52,487	0.05	60,000	0.06	**60,000**	**0.06**
640001	5% Cash Deposit	$2,291	0.00	$2,500	0.00	**$2,000**	**0.00**
640002	Weed Cutting	70,731	0.07	75,000	0.07	**75,000**	**0.07**
640003	Board of Zoning Appeals Fees	18,357	0.02	20,000	0.02	**20,000**	**0.02**
640005	Ordinance Board of Appeals Fees	60,173	0.06	65,000	0.06	**65,000**	**0.06**
	Total Charges for Services	**11,819,704**	**11.78**	**12,684,770**	**11.92**	**13,419,480**	**12.62**
	OTHER REVENUE						
656006	Interpreter Fees	16,857	0.02	17,000	0.02	**10,000**	**0.01**
665000	Interest on Investments	729,438	0.73	700,000	0.66	**950,000**	**0.89**
667002	Rental Income - Utica Road	47,610	0.05	54,000	0.05	**155,850**	**0.15**
667003	Rental Income - DPS	82,950	0.08	114,060	0.11	**179,460**	**0.17**
667005	Rental - DPW - Impound Lot	48,000	0.05	48,000	0.05	**48,000**	**0.05**
667009	Rental - Towers	186,814	0.19	187,650	0.18	**199,620**	**0.19**
669001	Rental - Road Equipment	1,232,969	1.23	1,100,000	1.03	**1,000,000**	**0.94**
669002	Rental - Equipment - Cross Charges	32,608	0.03	30,000	0.03	**30,000**	**0.03**
673000	Sale of Fixed Assets	39,692	0.04	20,000	0.02	**30,000**	**0.03**
675000	Contributions & Donations	9,977	0.01	10,000	0.01	**10,000**	**0.01**
675001	Donations - Parks & Recreation	0	0.00	0	0.00	**0**	**0.00**
675003	Art Fair Revenue	49,251	0.05	277,000	0.26	**300,000**	**0.28**
676000	Reimbursements	637,932	0.64	600,000	0.56	**620,890**	**0.58**
676001	Reimbursements - Legal	1,663	0.00	2,000	0.00	**2,000**	**0.00**
677008	Unrealized Gain/Loss	(223,461)	(0.22)	0	0.00	**0**	**0.00**
679000	Police Auction	2,933	0.00	0	0.00	**0**	**0.00**
679752	Parks & Recreation Retail Sales	0	0.00	0	0.00	**0**	**0.00**
679792	Library Book Sales	1,713	0.00	2,000	0.00	**0**	**0.00**
685000	Miscellaneous Revenue	44,400	0.04	60,000	0.06	**70,000**	**0.07**
685292	Misc Revenue - Comm Relations	11,795	0.01	11,000	0.01	**0**	**0.00**
685792	Miscellaneous Revenue - Library	80,078	0.08	80,000	0.08	**80,000**	**0.08**
687000	Refunds & Rebates	0	0.00	0	0.00	**60,000**	**0.06**
690000	O.U.I.L. Recovery	30,151	0.03	30,000	0.03	**30,000**	**0.03**
690002	Warrant Arrest Processing Fee	5,175	0.01	6,000	0.01	**5,200**	**0.00**
695000	Insurance Recovery & Subrogation	30,905	0.03	0	0.00	**0**	**0.00**
	Total Other Revenue	**3,099,450**	**3.09**	**3,348,710**	**3.15**	**3,781,020**	**3.56**
405000	City Refuse Tax	4,425,923	4.41	4,451,730	4.19	**4,516,650**	**4.25**
406000	P&F Pension Tax	8,251,737	8.22	9,036,050	8.49	**9,813,470**	**9.23**
407000	Safe Streets Tax	6,904,122	6.88	7,143,750	6.72	**7,411,580**	**6.97**
680000	Cable TV Revenue	2,414,752	2.41	2,575,000	2.42	**2,300,000**	**2.16**
	Total General Fund Revenue	**$100,354,136**	**100.00**	**$106,371,610**	**100.00**	**$106,322,350**	**100.00**

General Fund Revenues by Revenue Category



This graph illustrates the amount budgeted for each of the revenue categories.

General Fund Expenditures by Budgetary Center



This graph illustrates the amount budgeted for each budgetary center.

GENERAL FUND EXPENDITURES
BY BUDGETARY CENTER

Activity Name	Activity No.	2017/18 Actual	2018/19 Budget	2019/20 Budget	% Change From 18/19
LEGISLATIVE					
1. City Council	1010	$151,280	$167,590	**$179,860**	7.3%
CITY ADMINISTRATION DEPARTMENT					
1. City Management	1720	1,336,800	1,434,760	**1,453,010**	1.3%
2. City Clerk	2160	735,170	903,830	**955,050**	5.7%
3. Information Technology	2580	1,029,780	1,105,450	**1,499,110**	35.6%
4. Assessing	2090	1,005,050	974,520	**1,062,610**	9.0%
5. Financial Services	2010	780,650	834,800	**937,980**	12.4%
6. Purchasing	2330	450,380	416,440	**489,610**	17.6%
7. Facilities Maintenance	2650	0	1,455,130	**1,770,030**	21.6%
8. Treasury	2530	1,180,250	1,210,880	**1,235,720**	2.1%
9. Act 78 - Civil Service Commission	2200	45,740	45,000	**44,370**	-1.4%
10. General Employees Pension Board	2390	62,170	59,230	**78,890**	33.2%
11. Legal	2100	994,950	848,100	**870,000**	2.6%
Total City Administration Department		**7,772,220**	**9,455,730**	**10,576,240**	**11.9%**
PUBLIC LIBRARY DEPARTMENT					
1. Library	7920	2,585,240	2,851,140	**2,884,530**	1.2%
2. Historical Commission	8030	4,260	4,600	**4,700**	2.2%
Total Public Library Department		**2,589,500**	**2,855,740**	**2,889,230**	**1.2%**
POLICE DEPARTMENT					
1. Police Administration	3050	5,171,590	5,353,410	**5,609,900**	4.8%
2. Police Investigations	3100	6,702,800	6,915,050	**7,798,110**	12.8%
3. Police Operations	3150	18,201,260	20,004,530	**19,989,930**	-0.1%
4. Police Support Services	3260	1,646,830	1,808,060	**1,805,980**	-0.1%
Total Police Department		**31,722,480**	**34,081,050**	**35,203,920**	**3.3%**
FIRE DEPARTMENT					
1. Fire Administration	3370	1,498,400	1,505,710	**1,594,140**	5.9%
2. Fire Extinguishment	3390	15,735,290	17,186,970	**18,151,430**	5.6%
3. Fire Prevention	3410	1,153,310	1,125,910	**1,167,580**	3.7%
Total Fire Department		**18,387,000**	**19,818,590**	**20,913,150**	**5.5%**

GENERAL FUND EXPENDITURES
BY BUDGETARY CENTER

Activity Name	Activity No.	2017/18 Actual	2018/19 Budget	2019/20 Budget	% Change From 18/19
PUBLIC WORKS DEPARTMENT					
1. Fleet Maintenance	5530	3,012,640	2,917,170	**3,223,300**	10.5%
2. Parks & Grounds Maintenance	7700	1,458,050	560,110	**0**	-100.0%
3. Public Works Center	4420	179,300	174,400	**266,520**	52.8%
4. Street Services	4440	2,440,450	2,841,630	**2,997,100**	5.5%
Total Public Works Department		**7,090,440**	**6,493,310**	**6,486,920**	**-0.1%**
REFUSE COLLECTION					
1. Refuse Collection	5350	4,462,720	4,451,650	**4,516,800**	1.5%
Total Refuse Collection		**4,462,720**	**4,451,650**	**4,516,800**	**1.5%**
CITY DEVELOPMENT DEPARTMENT					
1. Building	4120	2,328,160	1,115,140	**1,136,430**	1.9%
2. Economic Development	4150	318,290	333,870	**439,370**	31.6%
3. Engineering	4470	1,300,040	1,376,370	**1,411,070**	2.5%
4. Neighborhood Services	4170	1,525,150	1,666,080	**1,792,390**	7.6%
5. Planning	4020	172,070	276,520	**277,020**	0.2%
6. Planning Commission	4030	10,300	10,360	**12,270**	18.4%
7. Zoning Board of Appeals	4130	6,930	7,750	**10,470**	35.1%
8. Component Unit Funding	9670	300,000	300,000	**200,000**	-33.3%
Total City Development Department		**5,960,940**	**5,086,090**	**5,279,020**	**3.8%**
COMMUNITY RELATIONS DEPARTMENT					
1. Community Relations	2920	1,341,190	1,484,480	**1,522,870**	2.6%
2. Arts Commission	7930	780	720	**720**	0.0%
3. Beautification Commission	8060	0	50	**50**	0.0%
Total Community Relations Department		**1,341,970**	**1,485,250**	**1,523,640**	**2.6%**
41-A DISTRICT COURT	1360	3,309,840	3,545,610	**3,595,230**	1.4%
GENERAL EXPENDITURES	8950	1,681,850	1,800,850	**2,188,370**	21.5%
TRANSFERS OUT	9660	8,588,030	16,356,100	**12,137,940**	-25.8%
Total General Fund Expenditures		**$92,906,990**	**$105,429,970**	**$105,310,460**	**-0.1%**

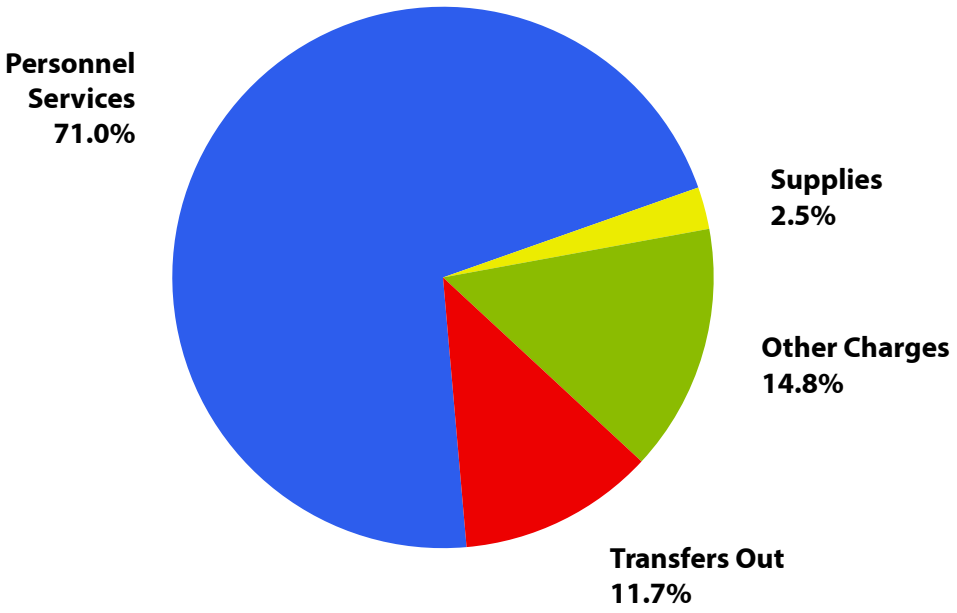
GENERAL FUND BUDGETARY CENTERS
EXPENDITURES BY CATEGORY

Activity Name	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget
CITY ADMINISTRATION DEPARTMENT					
Personnel Services	$5,098,710	$5,503,940	$5,789,900	$6,594,700	**$6,986,790**
Supplies	204,600	189,450	190,390	247,440	**257,460**
Other Charges	1,507,330	1,511,320	1,791,930	2,613,590	**3,331,990**
Total	**6,810,640**	**7,204,710**	**7,772,220**	**9,455,730**	**10,576,240**
PUBLIC LIBRARY DEPARTMENT					
Personnel Services	2,033,380	2,041,180	2,085,600	2,339,850	**2,344,700**
Supplies	208,950	216,180	226,950	225,450	**244,560**
Other Charges	250,770	267,300	276,950	290,440	**299,970**
Total	**2,493,100**	**2,524,660**	**2,589,500**	**2,855,740**	**2,889,230**
PARKS & RECREATION DEPARTMENT					
Personnel Services	1,514,230	1,588,110	0	0	**0**
Supplies	67,010	78,450	0	0	**0**
Other Charges	319,410	350,280	0	0	**0**
Total	**1,900,650**	**2,016,840**	**0**	**0**	**0**
POLICE DEPARTMENT					
Personnel Services	30,074,130	28,683,780	28,696,460	30,962,720	**32,012,920**
Supplies	161,830	161,590	233,580	158,250	**169,150**
Other Charges	2,699,300	2,769,550	2,792,440	2,960,080	**3,021,850**
Total	**32,935,260**	**31,614,920**	**31,722,480**	**34,081,050**	**35,203,920**
FIRE DEPARTMENT					
Personnel Services	15,872,440	16,240,070	17,500,350	18,772,370	**19,845,460**
Supplies	178,320	160,220	320,830	321,430	**312,710**
Other Charges	534,540	470,100	565,820	724,790	**754,980**
Total	**16,585,300**	**16,870,390**	**18,387,000**	**19,818,590**	**20,913,150**
PUBLIC WORKS DEPARTMENT					
Personnel Services	4,206,220	4,118,520	4,475,270	4,500,320	**4,513,480**
Supplies	1,380,830	1,364,830	1,634,390	1,387,210	**1,522,520**
Other Charges	692,840	898,010	980,780	605,780	**450,920**
Total	**6,279,890**	**6,381,360**	**7,090,440**	**6,493,310**	**6,486,920**
REFUSE					
Personnel Services	129,330	116,400	120,980	124,400	**140,690**
Supplies	3,350	150	0	2,000	**1,500**
Other Charges	4,634,340	4,320,970	4,341,740	4,325,250	**4,374,610**
Total	**4,767,020**	**4,437,520**	**4,462,720**	**4,451,650**	**4,516,800**
CITY DEVELOPMENT DEPARTMENT					
Personnel Services	4,393,330	4,413,310	4,548,670	4,431,800	**4,601,310**
Supplies	47,120	44,140	64,590	24,240	**25,900**
Other Charges	885,320	930,260	1,047,670	330,050	**451,810**
Transfers Out	300,000	300,000	300,000	300,000	**200,000**
Total	**5,625,770**	**5,687,710**	**5,960,930**	**5,086,090**	**5,279,020**

GENERAL FUND BUDGETARY CENTERS
EXPENDITURES BY CATEGORY

Activity Name	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget
COMMUNITY RELATIONS DEPARTMENT					
Personnel Services	863,760	940,380	974,200	1,042,260	**1,062,900**
Supplies	41,990	47,250	161,040	49,080	**50,330**
Other Charges	117,040	107,690	206,730	393,910	**410,410**
Total	**1,022,790**	**1,095,320**	**1,341,970**	**1,485,250**	**1,523,640**
41-A DISTRICT COURT					
Personnel Services	2,924,960	2,931,090	2,971,830	3,218,880	**3,249,600**
Supplies	42,330	41,820	39,420	42,700	**41,500**
Other Charges	256,450	269,960	298,590	284,030	**304,130**
Total	**3,223,740**	**3,242,870**	**3,309,840**	**3,545,610**	**3,595,230**
GENERAL EXPENDITURES					
Personnel Services	26,860	14,510	7,770	20,000	**10,000**
Supplies	15,810	18,820	18,580	20,000	**20,000**
Other Charges	982,410	1,085,570	1,655,500	1,760,850	**2,158,370**
Total	**1,025,080**	**1,118,900**	**1,681,850**	**1,800,850**	**2,188,370**
TRANSFERS OUT					
Transfers Out	7,217,320	7,255,500	8,588,030	16,356,100	**12,137,940**
TOTAL EXPENDITURES BY CATEGORY					
Personnel Services	67,137,350	66,591,300	67,171,020	72,007,300	**74,767,850**
Supplies	2,352,160	2,322,900	2,889,780	2,477,800	**2,645,630**
Other Charges	12,879,750	12,981,000	13,958,170	14,288,770	**15,559,040**
Transfers Out	7,517,320	7,555,500	8,888,020	16,656,100	**12,337,940**
Total General Fund	**$89,886,580**	**$89,450,700**	**$92,906,990**	**$105,429,970**	**$105,310,460**

General Fund Expenditures by Expenditure Category



Total General Fund Budget of $105,310,460

This graph illustrates expenditures by category as a percent of the General Fund. Personnel Services, for example, comprises 71.0% of total General Fund expenditures.

GENERAL FUND
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	PERSONNEL SERVICES						
703000	Wages-Elected & Appointed	$137,724	0.15	$143,040	0.14	**$147,770**	**0.14**
704000	Wages & Salaries-Permanent	28,844,930	31.05	31,414,390	29.80	**32,877,100**	**31.22**
704001	Sick Time Buy Back	458,582	0.49	401,410	0.38	**417,070**	**0.40**
704721	Health Insurance Allowance	119,333	0.13	132,750	0.13	**149,000**	**0.14**
705000	Wages-Salaries - Temp/Part Time	1,788,278	1.92	2,004,200	1.90	**2,075,990**	**1.97**
706000	Wages-Salaries - Occasional	69,675	0.07	120,000	0.11	**120,000**	**0.11**
708000	Overtime	2,631,699	2.83	2,613,000	2.48	**2,967,200**	**2.82**
708001	Compensatory Time Buy Back	1,854,028	2.00	1,736,050	1.65	**1,762,960**	**1.67**
708795	Overtime - F.L.S.A.	16,805	0.02	25,000	0.02	**25,000**	**0.02**
709000	Other Benefits/Reimbursements	32,518	0.04	41,660	0.04	**52,700**	**0.05**
710000	Longevity	658,325	0.71	681,200	0.65	**732,360**	**0.70**
711000	Holiday Pay	968,427	1.04	1,096,900	1.04	**1,102,750**	**1.05**
713500	Car Allowance	4,000	0.00	4,000	0.00	**4,000**	**0.00**
714000	Food Allowance	84,583	0.09	89,000	0.08	**90,000**	**0.09**
715000	Clothing Allowance	325,012	0.35	337,200	0.32	**341,100**	**0.32**
717000	FICA	1,402,449	1.51	1,524,880	1.45	**1,580,480**	**1.50**
718000	Worker's Compensation	319,369	0.34	312,450	0.30	**335,010**	**0.32**
719000	Unemployment Compensation	7,766	0.01	20,000	0.02	**10,000**	**0.01**
720000	Pension - General Emp Retirement	2,532,150	2.73	2,778,490	2.64	**2,887,220**	**2.74**
720001	Pension - Police and Fire Retirement	8,297,370	8.93	9,091,400	8.62	**9,813,390**	**9.32**
720002	Defined Contribution - Employer	274,761	0.30	298,680	0.28	**322,900**	**0.31**
720010	Employer Contribution Recovery	(186,149)	(0.20)	0	0.00	**0**	**0.00**
721000	Health Insurance	4,879,856	5.25	5,400,040	5.12	**5,164,980**	**4.90**
721001	Health Insurance - Retirees	10,678,360	11.49	10,655,490	10.11	**10,687,000**	**10.15**
721003	Retiree Health Savings - City	267,522	0.29	298,310	0.28	**331,110**	**0.31**
722000	Dental Insurance	389,541	0.42	447,180	0.42	**414,900**	**0.39**
723000	Life Insurance	62,561	0.07	68,150	0.06	**71,910**	**0.07**
724000	Eye Care Insurance	25,891	0.03	27,000	0.03	**31,360**	**0.03**
725000	Disability Insurance - Long Term	64,515	0.07	69,440	0.07	**70,010**	**0.07**
725355	Disability Insurance - Short Term	161,141	0.17	175,990	0.17	**182,580**	**0.17**
	Total Personnel Services	**67,171,021**	**72.30**	**72,007,300**	**68.30**	**74,767,850**	**71.00**
	SUPPLIES						
729000	Postage	226,519	0.24	254,670	0.24	**258,440**	**0.25**
730000	Publications	26,924	0.03	24,770	0.02	**26,200**	**0.02**
741000	Ammunition	66,130	0.07	60,950	0.06	**67,450**	**0.06**
742000	Dog Care Supplies	2,002	0.00	6,000	0.01	**6,000**	**0.01**
750000	Fuels & Lubricants	468,857	0.50	486,470	0.46	**514,000**	**0.49**
750001	Fuel & Lube Inventory	17,204	0.02	24,500	0.02	**24,500**	**0.02**
751000	Operating Supplies	679,648	0.73	591,700	0.56	**578,270**	**0.55**
751001	Operating Supplies - Federal Funds	35,657	0.04	0	0.00	**0**	**0.00**
751290	Supplies - School Programs	0	0.00	0	0.00	**11,000**	**0.01**
758000	Computer Software	528	0.00	2,500	0.00	**1,500**	**0.00**
759000	Parts & Sublet Services	1,027,286	1.11	825,000	0.78	**950,000**	**0.90**
760000	Playground & Athletic Supplies	27,378	0.03	9,360	0.01	**0**	**0.00**

GENERAL FUND
EXPENDITURE SUMMARY BY ACCOUNT

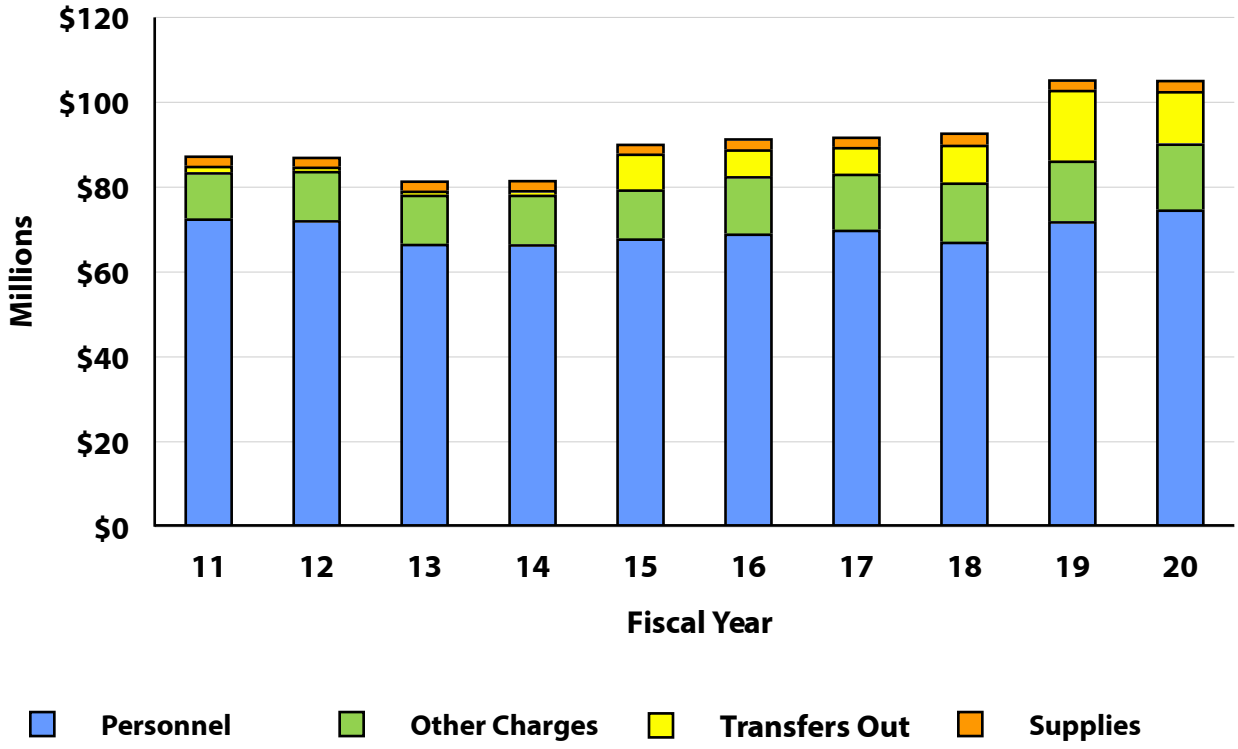
Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
761000	Program Activity Supplies	0	0.00	0	0.00	**0**	**0.00**
762000	Seniors Program Supplies	0	0.00	0	0.00	**0**	**0.00**
763000	Public Art	115,168	0.12	0	0.00	**0**	**0.00**
769000	Audio Visual Media	30,333	0.03	36,000	0.03	**37,000**	**0.04**
783000	Seeding & Planting Supplies	12,125	0.01	2,080	0.00	**0**	**0.00**
785000	Books	154,016	0.17	153,800	0.15	**171,270**	**0.16**
	Total Supplies	**2,889,776**	**3.11**	**2,477,800**	**2.35**	**2,645,630**	**2.51**
	OTHER CHARGES						
802000	Audit & Accounting Services	56,250	0.06	57,380	0.05	**63,620**	**0.06**
803000	Computer Consultant Services	1,045	0.00	6,600	0.01	**4,500**	**0.00**
804000	Engineering Consultants	8,249	0.01	0	0.00	**0**	**0.00**
806000	Legal Services - Other	133,485	0.14	54,100	0.05	**56,900**	**0.05**
806001	Legal Services - City Attorney	875,908	0.94	800,600	0.76	**835,600**	**0.79**
807000	Medical Services	41,953	0.05	42,580	0.04	**27,610**	**0.03**
807001	Medical Services - Grant	0	0.00	0	0.00	**0**	**0.00**
808000	Reporting Services	21,500	0.02	21,880	0.02	**22,640**	**0.02**
810000	Other Fees	73,867	0.08	73,590	0.07	**74,900**	**0.07**
820000	Tree/Weed Cutting	36,624	0.04	45,000	0.04	**55,000**	**0.05**
821000	Spraying Services	45,082	0.05	13,120	0.01	**0**	**0.00**
822000	Rubbish Removal	4,210,033	4.53	4,185,000	3.97	**4,200,000**	**3.99**
825000	Animal Collection	26,100	0.03	33,000	0.03	**30,000**	**0.03**
826000	Other Contracted Services	4,016,803	4.32	4,201,900	3.99	**4,217,500**	**4.00**
826412	Nuisance Abatements	(14,653)	(0.02)	30,000	0.03	**30,000**	**0.03**
827000	Interfund Services	69,100	0.07	69,100	0.07	**103,460**	**0.10**
829000	Hazardous Waste Disposal	2,688	0.00	2,500	0.00	**2,500**	**0.00**
832000	Building Maintenance	395,741	0.43	262,320	0.25	**327,000**	**0.31**
833000	Equipment Maintenance	375,091	0.40	431,490	0.41	**162,610**	**0.15**
833001	Personal Computer Maintenance	6,265	0.01	6,120	0.01	**9,000**	**0.01**
835000	Vehicle Maintenance	4,493	0.00	60,000	0.06	**20,000**	**0.02**
836000	Radio Maintenance	11,391	0.01	17,700	0.02	**11,850**	**0.01**
837000	Retention Pond Maintenance	74,014	0.08	24,000	0.02	**75,000**	**0.07**
838000	Parks & Grounds Maintenance	6,444	0.01	2,600	0.00	**0**	**0.00**
880000	Community Promotion	0	0.00	0	0.00	**100,000**	**0.09**
902000	Publishing	9,595	0.01	14,730	0.01	**16,360**	**0.02**
903000	Printing	81,901	0.09	84,610	0.08	**111,850**	**0.11**
913000	Liability Insurance	505,778	0.54	505,100	0.48	**756,000**	**0.72**
915000	Other Insurance	18,960	0.02	18,960	0.02	**18,960**	**0.02**
921000	Electric	445,599	0.48	456,670	0.43	**446,500**	**0.42**
922000	Telephone	38,115	0.04	63,260	0.06	**64,740**	**0.06**
922001	Fiber Optic Lease Charges	57,419	0.06	59,150	0.06	**61,000**	**0.06**
923000	Gas - Fuel - Oil	173,446	0.19	171,000	0.16	**174,000**	**0.17**
924000	Street Lighting	952,711	1.03	968,020	0.92	**960,750**	**0.91**
925000	Water	314,504	0.34	278,060	0.26	**227,000**	**0.22**
933000	Software Services	0	0.00	0	0.00	**885,820**	**0.84**

GENERAL FUND
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
944000	Hydrant Rental	162,950	0.18	169,530	0.16	**172,920**	**0.16**
945000	Other Rental	241,351	0.26	237,250	0.23	**226,290**	**0.21**
949000	Interpreter Fees	75,092	0.08	70,000	0.07	**75,000**	**0.07**
950000	Witness Fees	629	0.00	4,000	0.00	**1,000**	**0.00**
951000	Juror Fees	6,327	0.01	5,000	0.00	**6,500**	**0.01**
954000	Mileage	722	0.00	1,200	0.00	**1,230**	**0.00**
956000	Local Meetings	8,586	0.01	9,530	0.01	**10,550**	**0.01**
956002	Special Events	46,204	0.05	350	0.00	**2,500**	**0.00**
956003	Sterlingfest	2,547	0.00	247,500	0.23	**270,000**	**0.26**
957000	Memberships & Dues	115,496	0.12	141,190	0.13	**142,890**	**0.14**
959000	Education & Training	156,826	0.17	243,380	0.23	**399,990**	**0.38**
959001	Education & Training - Grant	1,283	0.00	0	0.00	**0**	**0.00**
960000	Donation Expense Non-Capital	9,390	0.01	4,000	0.00	**4,000**	**0.00**
962000	Miscellaneous Expense	55,525	0.06	95,700	0.09	**93,500**	**0.09**
962001	Misc Exp - Cash - Short/Over	(258)	0.00	0	0.00	**0**	**0.00**
969000	Contingency	0	0.00	0	0.00	**0**	**0.00**
	Total Other Charges	**13,958,173**	**15.02**	**14,288,770**	**13.55**	**15,559,040**	**14.77**
	TRANSFERS OUT						
999202	Transfer to Major Road Fund	1,000,000	1.08	7,000,000	6.64	**1,000,000**	**0.95**
999203	Transfer to Local Road Fund	500,000	0.54	0	0.00	**0**	**0.00**
999244	Transfer to L&W Conservation Fund	0	0.00	0	0.00	**0**	**0.00**
999276	Transfer to P&R Fund	1,247,460	1.34	1,942,000	1.84	**2,800,000**	**2.66**
999285	Transfer to MIDC Fund	0	0.00	0	0.00	**26,430**	**0.03**
999369	Transfer to LTGO Debt Fund	337,475	0.36	1,698,060	1.61	**3,432,670**	**3.26**
999403	Transfer to Capital Projects Fund	5,503,090	5.92	5,716,040	5.42	**4,878,840**	**4.63**
999851	Transfer to CIA Fund	160,000	0.17	0	0.00	**200,000**	**0.19**
999855	Transfer to EDC Fund	140,000	0.15	300,000	0.28	**0**	**0.00**
	Total Transfers Out	**8,888,025**	**9.57**	**16,656,100**	**15.80**	**12,337,940**	**11.72**
	Total General Fund	**$92,906,995**	**100.00**	**$105,429,970**	**100.00**	**$105,310,460**	**100.00**

Note: The 2017-2018 Actual Column is rounded to the nearest dollar.

General Fund Expenditure History



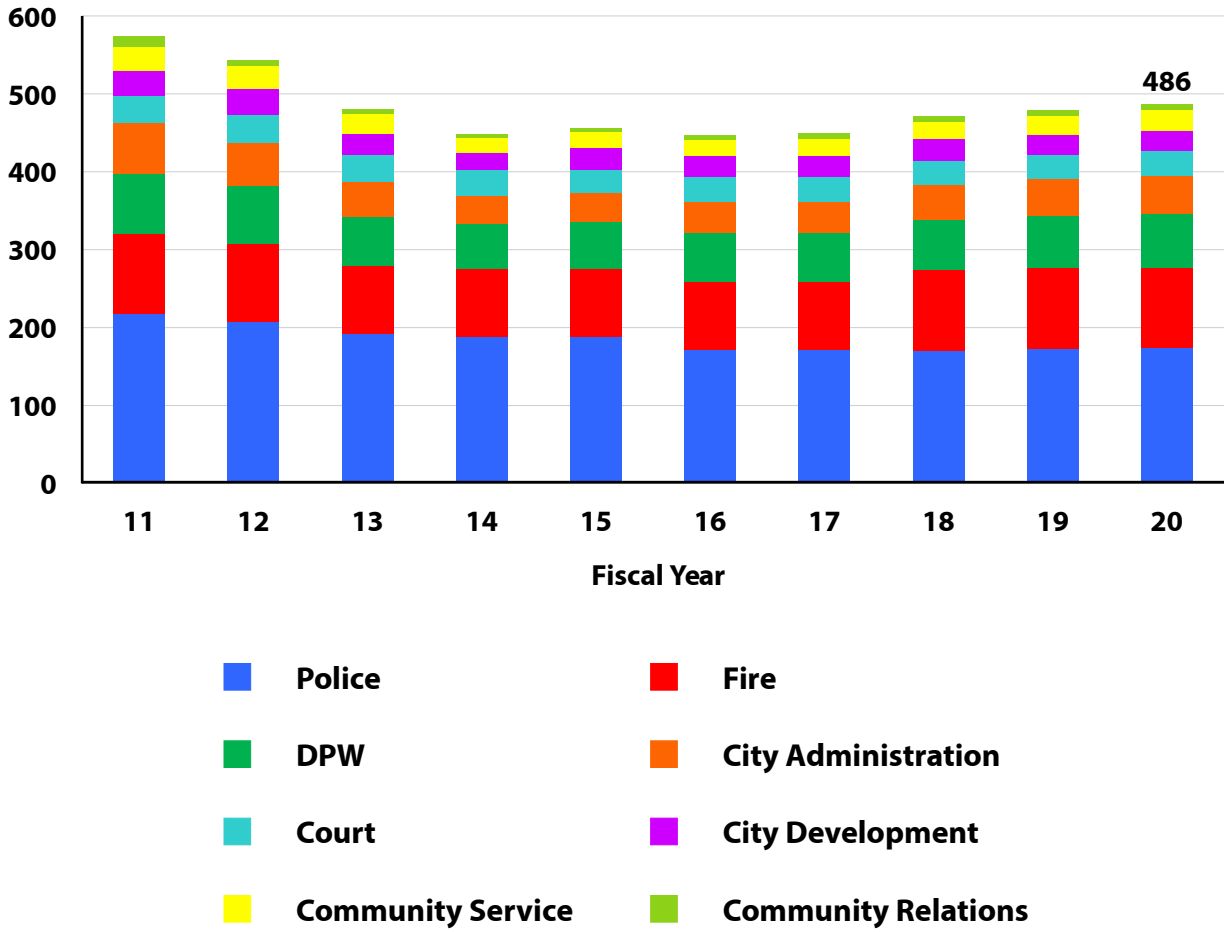
This graph illustrates the expenditure category history for the General Fund.

Personnel Summary



The Personnel Summary portion of the city budget represents a historical summary of all personnel related information. This information includes graphs showing the number of full-time personnel employed by the city, along with fringe benefit expenses. Also presented is a breakdown of the personnel assigned within each activity and the budgeted wages for each position.

Full-time Personnel History by Department



This graph illustrates the number of full-time employees by department for the past 10 years.

HEADCOUNT SUMMARY BY DEPARTMENT

OFFICE	Budget 2017/18 Full Time	Budget 2017/18 Part TIme	Budget 2018/19 Full Time	Budget 2018/19 Part TIme	Budget 2019/20 Full Time	Budget 2019/20 Part TIme
CITY ADMINISTRATION DEPARTMENT						
CITY MANAGEMENT	9	0	9	0	9	1
CITY CLERK	5	1	5	1	5	1
INFORMATION TECHNOLOGY	5	0	5	0	6	1
ASSESSING	8	1	7	1	8	0
FINANCIAL SERVICES	5	2	5	2	5	2
PURCHASING	4	0	3	0	3	0
FACILITIES MAINTENANCE	0	0	5	1	5	2
TREASURY	8	3	8	3	8	3
TOTAL CITY ADMINISTRATION DEPARTMENT	44	7	47	8	49	10
PUBLIC LIBRARY DEPARTMENT	12	26	13	26	13	26
POLICE DEPARTMENT						
POLICE ADMINISTRATION	13	0	13	0	14	0
POLICE INVESTIGATIONS	37	0	38	0	43	0
POLICE OPERATIONS	111	30	111	30	106	30
POLICE SUPPORT SERVICES	10	4	11	4	11	2
TOTAL POLICE DEPARTMENT	171	34	173	34	174	32
FIRE DEPARTMENT						
FIRE ADMINISTRATION	8	1	8	1	8	2
FIRE EXTINGUISHMENT	90	0	90	0	90	0
FIRE PREVENTION	5	0	5	0	5	0
TOTAL FIRE DEPARTMENT	103	1	103	1	103	2
PUBLIC WORKS DEPARTMENT						
FLEET MAINTENANCE	12	1	12	1	14	2
PARKS & GROUNDS	5	12	6	13	0	0
REFUSE COLLECTION	0	5	0	4	0	4
STREET SERVICES	18	6	18	6	21	7
TOTAL PUBLIC WORKS DEPARTMENT	35	24	36	24	35	13
CITY DEVELOPMENT DEPARTMENT						
BUILDING	10	0	7	1	7	1
ECONOMIC DEVELOPMENT	1	0	1	0	1	0
ENGINEERING	8	1	8	2	8	2
NEIGHBORHOOD SERVICES	9	11	8	12	8	13
PLANNING	1	0	2	0	2	0
TOTAL CITY DEVELOPMENT DEPARTMENT	29	12	26	15	26	16

HEADCOUNT SUMMARY BY DEPARTMENT

OFFICE	Budget 2017/18 Full Time	Budget 2017/18 Part TIme	Budget 2018/19 Full Time	Budget 2018/19 Part TIme	Budget 2019/20 Full Time	Budget 2019/20 Part TIme
COMMUNITY RELATIONS DEPARTMENT	7	2	7	2	7	2
41-A DISTRICT COURT	31	11	31	11	32	10
TOTAL GENERAL FUND	432	117	436	121	439	111
PARKS & RECREATION FUND	9	5	11	4	13	4
WATER & SEWER FUND						
WATER & SEWER ADMINISTRATION	6	3	5	1	6	1
WATER DISTRIBUTION	10	4	11	4	12	7
SEWAGE COLLECTION	14	5	16	5	16	5
TOTAL WATER & SEWER FUND	30	12	32	10	34	13
TOTAL ALL FUNDS	471	134	479	135	486	128

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2017/18 Full Time	Budget 2017/18 Part TIme	Budget 2018/19 Full Time	Budget 2018/19 Part TIme	Budget 2019/20 Full Time	Budget 2019/20 Part TIme
	CITY ADMINISTRATION DEPARTMENT						
	CITY MANAGEMENT						
165,000	City Manager	1		1		1	
138,375	Assistant City Manager	1		1		1	
100,192 - 126,077	Finance & Budget Director	1		1		1	
79,522 - 109,549	Human Resources & Benefits Manager	1		1		1	
63,958 - 71,587	Budget Management Coordinator	1		1		1	
52,101 - 64,704	Risk Management Coordinator	1		1		1	
57,890 - 64,704	Special Projects Coordinator	1		1		1	
43,350 - 56,271	Management Assistant	1		1		1	
46,542 - 54,369	Administrative Assistant	1		1		1	
6,000	Human Resources Intern (P.T)		0		0		1
	Total	**9**	**0**	**9**	**0**	**9**	**1**
	CITY CLERK						
90,173 - 126,077	City Clerk	1		1		1	
52,703 - 65,442	Clerk Coordinator	0		1		1	
43,350 - 56,271	Management Assistant	2		1		1	
37,943 - 49,276	Senior Clerk	1		1		0	
41,887 - 54,369	Elections Assistant	0		0		1	
28,327 - 46,214	Clerk Typist	1		1		1	
21,440 - 28,440	Clerk Typist (P.T.)		1		1		1
	Total	**5**	**1**	**5**	**1**	**5**	**1**
	INFORMATION TECHNOLOGY						
99,566 - 123,444	Information Technology Director	1		1		1	
67,057 - 87,050	GIS/CAD Coordinator	0		1		2	
63,254 - 70,699	Senior Systems Analyst	2		2		2	
54,194 - 67,964	Information Technology Specialist	2		1		1	
15,000	GIS Intern (P.T.)		0		0		1
	Total	**5**	**0**	**5**	**0**	**6**	**1**
	ASSESSING						
83,499 - 115,026	City Assessor	2		1		1	
74,508 - 87,050	Assessing Coordinator	0		0		1	
63,738 - 80,734	Appraiser III	2		2		2	
56,331 - 71,352	Appraiser II	2		2		2	
49,287 - 62,428	Appraiser I	1		1		1	
44,982 - 58,390	Appraiser Aide	1		1		1	
	Clerk Typist (P.T)		1		1		0
	Total	**8**	**1**	**7**	**1**	**8**	**0**
	FINANCIAL SERVICES						
83,499 - 115,026	Controller	1		1		1	
63,958 - 71,587	Payroll Accountant	1		1		1	
55,689 - 69,506	Accountant	1		1		1	
41,887 - 48,931	Senior Account Clerk	2		2		2	
19,184 - 26,280	Account Clerk (P.T.)		2		2		2
	Total	**5**	**2**	**5**	**2**	**5**	**2**
	PURCHASING						
83,499 - 115,026	Purchasing/Facilities Maintenance Manager	1		1		1	
	Purchasing Manager	1		0		0	
57,980 - 64,704	Purchasing Specialist	1		1		1	
46,542 - 54,369	Administrative Assistant	1		1		1	
	Total	**4**	**0**	**3**	**0**	**3**	**0**

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2017/18 Full Time	Budget 2017/18 Part TIme	Budget 2018/19 Full Time	Budget 2018/19 Part TIme	Budget 2019/20 Full Time	Budget 2019/20 Part TIme
	FACILITIES MAINTENANCE						
58,559 - 65,442	Building Maintenance Coordinator	0		1		1	
54,417 - 63,397	Lead Facilities Maintenance Mechanic	0		1		2	
44,826 - 57,777	Facilities Maintenance Mechanic	0		2		1	
32,567 - 37,776	Facilities Maintenance Mechanic (P.T.)		0		1		2
46,336 - 57,543	Management Services Specialist	0		1		1	
	Total	**0**	**0**	**5**	**1**	**5**	**2**
	TREASURY						
83,499 - 115,026	City Treasurer	1		1		1	
60,835 - 76,478	Treasury Services Coordinator	0		1		1	
	Pension Administrator/Utility Billing Accountant	1		0		0	
61,877 - 69,506	Accountant	1		1		1	
43,350 - 56,271	Management Assistant	1		1		2	
46,542 - 54,369	Senior Account Clerk	2		2		1	
35,070 - 49,276	Account Clerk	2		2		2	
20,783 - 30,324	Account Clerk (P.T.)		3		3		3
	Total	**8**	**3**	**8**	**3**	**8**	**3**
	Total City Administration Department	**44**	**7**	**47**	**8**	**49**	**10**
	PUBLIC LIBRARY DEPARTMENT						
99,566 - 123,444	Public Library Director	1		1		1	
61,877 - 70,194	Library Service Area Coordinator	2		2		2	
60,215 - 67,964	Public Relations & Programs Coordinator	1		1		1	
52,034 - 64,935	Librarian	2		3		3	
35,578 - 45,083	Librarian (P.T.)		10		9		9
54,764 - 62,428	Circulation Supervisor	1		1		1	
44,982 - 58,390	Library Services Specialist	1		1		1	
46,542 - 54,369	Library Assistant II	3		3		3	
43,227 - 50,500	Library Assistant I	1		1		1	
19,984 - 23,700	Library Clerk (P.T.)		6		6		6
6,615 - 7,700	Library Page (P.T.)		10		10		10
9,000	Summer Intern (P.T.)		0		1		1
	Total Public Library Department	**12**	**26**	**13**	**26**	**13**	**26**
	POLICE DEPARTMENT						
	POLICE ADMINISTRATION						
104,442 - 131,071	Chief of Police	1		1		1	
115,555 - 118,346	Captain	1		1		1	
105,548 - 110,281	Lieutenant	1		1		1	
95,425 - 100,324	Sergeant	2		2		3	
48,143 - 83,478	Police Officer	2		2		2	
39,101 - 54,284	Secretary to Chief	1		1		1	
38,060 - 53,243	Administrative Secretary	4		4		5	
	Technical Secretary	1		1		0	
	Total	**13**	**0**	**13**	**0**	**14**	**0**
	POLICE INVESTIGATIONS						
115,555 - 118,346	Captain	1		1		1	
105,548 - 110,281	Lieutenant	2		2		2	
95,425 - 100,324	Sergeant	4		4		5	
48,143 - 83,478	Police Officer	26		28		32	
38,060 - 53,243	Administrative Secretary	2		1		1	
27,020 - 46,454	Technical Secretary	2		2		2	
	Total	**37**	**0**	**38**	**0**	**43**	**0**

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2017/18 Full Time	Budget 2017/18 Part TIme	Budget 2018/19 Full Time	Budget 2018/19 Part TIme	Budget 2019/20 Full Time	Budget 2019/20 Part TIme
	POLICE OPERATIONS						
115,555 - 118,346	Captain	1		1		1	
105,548 - 110,281	Lieutenant	4		4		4	
95,425 - 100,324	Sergeant	16		16		15	
48,143 - 83,478	Police Officer	87		87		83	
38,060 - 53,243	Administrative Secretary	2		2		2	
25,745 - 46,454	Technical Secretary	1		1		1	
5,000	Crossing Guards (P.T.)		30		30		30
	Total	**111**	**30**	**111**	**30**	**106**	**30**
	POLICE SUPPORT SERVICES						
95,425 - 100,324	Sergeant	1		1		1	
26,853 - 31,358	Laboratory Technician (P.T.)		1		1		1
39,101 - 54,284	Evidence Clerk	1		1		1	
38,060 - 53,243	Administrative Secretary	1		2		2	
38,060 - 53,243	Data Analyst	1		1		1	
40,616 - 51,196	Animal Control Officer	2		2		2	
26,036 - 29,536	Animal Control Officer (P.T.)		0		1		1
34,183 - 48,181	Terminal Agency Coordinator	1		1		1	
25,745 - 46,454	Technical Secretary	3		3		3	
	Technical Secretary (P.T.)		2		2		0
	Co-op (P.T.)		1		0		0
	Total	**10**	**4**	**11**	**4**	**11**	**2**
	Total Police Department	**171**	**34**	**173**	**34**	**174**	**32**
	FIRE DEPARTMENT						
	FIRE ADMINISTRATION						
86,738	Fire Chief	1		1		1	
111,556 - 121,020	Division Chief/Assistant Fire Chief	1		1		1	
102,344 - 111,539	Chief of Training	1		1		1	
100,461 - 104,295	EMS Coordinator	1		1		1	
95,724 - 99,467	Training Officer	1		1		1	
49,980 - 58,390	Fire Services Specialist	1		1		1	
48,168 - 56,271	Management Assistant	1		1		1	
46,542 - 54,369	Administrative Assistant	1		1		1	
21,440 - 28,440	Clerk Typist (P.T.)		1		1		1
10,000	Co-op (P.T.)		0		0		1
	Total	**8**	**1**	**8**	**1**	**8**	**2**
	FIRE EXTINGUISHMENT						
100,340 - 106,228	Battalion Chief	3		3		3	
96,734 - 102,365	Captain-Advanced Life Support	5		5		6	
87,832 - 93,914	Lieutenant-Advanced Life Support	14		14		14	
82,862 - 88,599	Lieutenant	2		2		1	
82,526 - 84,126	Sergeant - Fire Engine Operator	9		9		9	
45,920 - 81,663	Fire Fighter-Advanced Life Support	45		45		45	
45,054 - 80,122	Fire Fighter-Fire Engine Operator	12		12		12	
	Total	**90**	**0**	**90**	**0**	**90**	**0**
	FIRE PREVENTION						
102,344 - 111,539	Fire Marshal	1		1		1	
95,724 - 99,467	Fire Inspector	3		3		4	
	Fire Prevention Specialist	1		1		0	
	Total	**5**	**0**	**5**	**0**	**5**	**0**
	Total Fire Department	**103**	**1**	**103**	**1**	**103**	**2**

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2017/18 Full Time	Budget 2017/18 Part TIme	Budget 2018/19 Full Time	Budget 2018/19 Part TIme	Budget 2019/20 Full Time	Budget 2019/20 Part TIme
	PUBLIC WORKS DEPARTMENT						
	FLEET MAINTENANCE						
66,393 - 87,518	Division Supervisor	1		1		1	
46,222 - 66,482	Mechanic	10		10		11	
43,410 - 60,549	Storekeeper	1		1		1	
31,039 - 58,808	Laborer	0		0		1	
24,000 - 26,000	Seasonal Laborer (P.T.)		1		1		2
	Total	**12**	**1**	**12**	**1**	**14**	**2**
	PARKS & GROUNDS MAINTENANCE						
	Division Supervisor	1		1		0	
	Parks & Grounds Maintenance Worker	3		3		0	
	Laborer	1		2		0	
	Seasonal Laborer (P.T.)		12		13		0
	Total	**5**	**12**	**6**	**13**	**0**	**0**
	REFUSE COLLECTION						
27,178 - 34,367	Account Clerk (P.T.)		1		1		1
24,000 - 26,000	Seasonal Laborer (P.T.)		4		3		3
	Total	**0**	**5**	**0**	**4**	**0**	**4**
	STREET SERVICES						
66,393 - 87,518	Division Supervisor	1		1		1	
48,373 - 66,482	Equipment Operator A	1		1		1	
45,486 - 63,078	Equipment Operator B	7		7		6	
50,540 - 63,078	Traffic Sign Worker	2		2		2	
45,486 - 63,078	Street Services Inspector	1		1		1	
43,410 - 60,549	Equipment Operator C	2		2		6	
31,039 - 58,808	Laborer	4		4		4	
6,000 - 26,000	Seasonal Laborer (P.T.)		6		6		7
	Total	**18**	**6**	**18**	**6**	**21**	**7**
	Total Public Works Department	**35**	**24**	**36**	**24**	**35**	**13**
	CITY DEVELOPMENT DEPARTMENT						
	BUILDING						
99,084 - 122,845	Building Official	1		1		1	
77,071 - 90,644	Building Plan Review Coordinator	1		1		1	
66,505 - 82,173	Building Inspector	2		2		2	
24,160 - 26,860	Building Inspector (P.T.)		0		1		1
66,505 - 82,173	Electrical Inspector	1		1		1	
66,505 - 82,173	Mechanical Inspector	1		1		1	
66,505 - 82,173	Plumbing Inspector	1		1		1	
	Lead Facilities Maintenance Mechanic	1		0		0	
	Facilities Maintenance Mechanic	2		0		0	
	Total	**10**	**0**	**7**	**1**	**7**	**1**
	ECONOMIC DEVELOPMENT						
58,175 - 65,022	Building Services Specialist - Velocity	1		1		1	
	Total	**1**	**0**	**1**	**0**	**1**	**0**

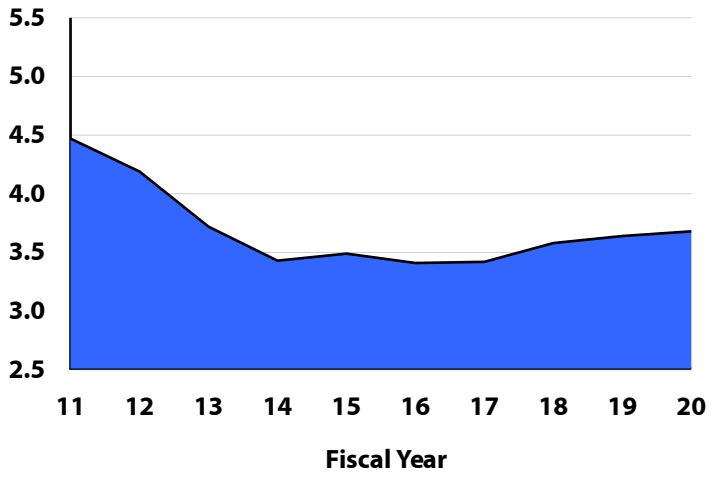
PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2017/18 Full Time	Budget 2017/18 Part TIme	Budget 2018/19 Full Time	Budget 2018/19 Part TIme	Budget 2019/20 Full Time	Budget 2019/20 Part TIme
	ENGINEERING						
99,084 - 122,845	City Engineer	1		1		1	
67,057 - 87,050	Civil Engineer II	2		2		2	
54,850 - 71,198	Civil Engineer I	0		1		1	
	GIS/CAD Coordinator	1		0		0	
71,389 - 78,472	Construction Coordinator	1		1		1	
46,619 - 74,249	Engineering Aide	3		3		3	
11,250	Intern (P.T.)		0		1		1
5,500	Co-op (P.T.)		1		1		1
	Total	**8**	**1**	**8**	**2**	**8**	**2**
	NEIGHBORHOOD SERVICES						
90,173 - 126,077	City Development Director	1		1		1	
	City Development Manager	1		0		0	
72,254 - 84,979	Code Enforcement Coordinator	1		1		1	
63,254 - 70,699	HUD Program Coordinator	1		1		1	
61,393 - 69,979	Neighborhood Property Maintenance Code Officer	1		1		1	
48,168 - 56,271	Management Assistant	2		2		2	
41,887 - 54,369	Administrative Assistant	1		1		1	
37,943 - 49,276	Senior Clerk	1		1		1	
33,373 - 38,040	Code Enforcement Officer (P.T.)		8		9		10
21,440 - 28,440	Clerk Typist (P.T.)		2		2		2
15,000	CDBG Intern (P.T.)		1		1		1
	Total	**9**	**11**	**8**	**12**	**8**	**13**
	PLANNING						
86,338 - 118,936	City Planner /City Development Manager	0		1		1	
	City Planner	1		0		0	
56,929 - 70,699	Planning Coordinator	0		1		1	
	Total	**1**	**0**	**2**	**0**	**2**	**0**
	Total City Development Department	**29**	**12**	**26**	**15**	**26**	**16**
	COMMUNITY RELATIONS DEPARTMENT						
90,171 - 120,325	Community Relations Director	1		1		1	
65,020 - 73,565	Broadcast Services Coordinator	1		1		1	
55,234 - 62,350	Broadcast Programming Specialist	1		1		1	
49,710 - 62,350	Digital Content Coordinator	1		1		1	
51,484 - 58,694	Community Relations Services Specialist	1		1		1	
50,476 - 56,415	Citizen Services Specialist	1		1		1	
47,955 - 56,037	Printing Technician II	1		1		1	
30,750	Graphic Specialist (P.T.)		1		1		1
11,250	Intern (P.T.)		1		1		1
	Total Community Relations Department	**7**	**2**	**7**	**2**	**7**	**2**
	41-A DISTRICT COURT						
45,724	Judge	3		3		3	
128,615	Court Administrator/Magistrate	1		1		1	
75,026	Chief Probation Officer	1		1		1	
68,301	Chief Deputy Clerk	1		1		1	
62,597	Court Recorder	3		3		3	
58,237	Court Officer	3		3		3	
48,231 - 50,910	Probation Officer	1		1		1	
32,385 - 47,370	Deputy Clerk	18		18		19	
17,653 - 22,836	Deputy Clerk (P.T.)		7		7		6
17,000 - 20,400	Security Guards (P.T.)		4		4		4
	Total 41-A District Court	**31**	**11**	**31**	**11**	**32**	**10**
	Total General Fund	**432**	**117**	**436**	**121**	**439**	**111**

PERSONNEL DETAILED SUMMARY

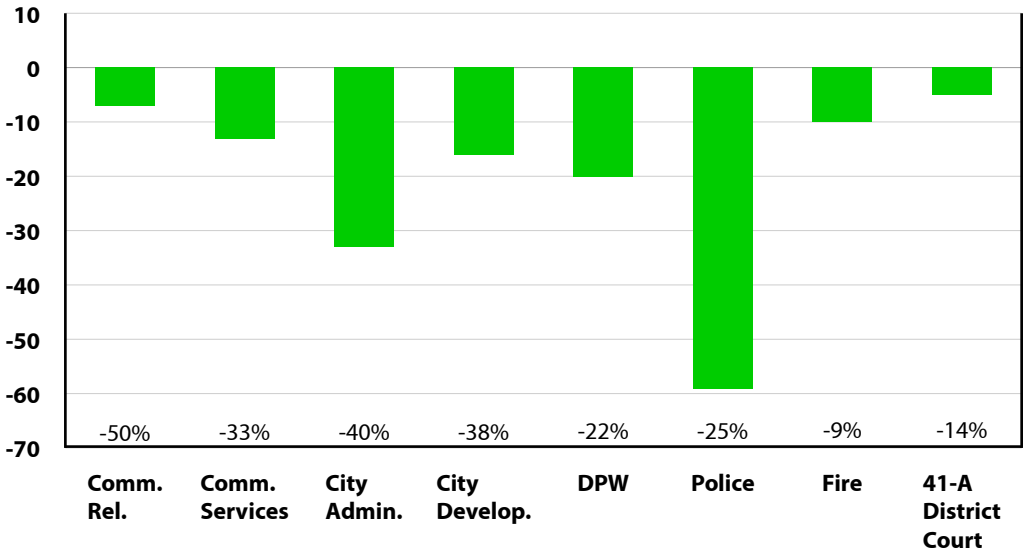
Current Pay Range	OFFICE	Budget 2017/18 Full Time	Budget 2017/18 Part TIme	Budget 2018/19 Full Time	Budget 2018/19 Part TIme	Budget 2019/20 Full Time	Budget 2019/20 Part TIme
	PARKS & RECREATION FUND						
99,566 - 123,444	Parks & Recreation Director	1		1		1	
58,518 - 73,565	Recreation Superintendent	0		1		2	
60,215 - 67,964	Recreation Supervisor	4		3		3	
	Recreation Supervisor (P.T.)		1		0		0
48,124 - 53,785	Recreation Specialist	0		2		2	
33,564 - 37,512	Recreation Specialist (P.T.)		3		2		2
46,542 - 54,369	Administrative Assistant	1		1		1	
37,943 - 49,276	Program & Services Assistant	2		2		2	
25,944 - 30,324	Program & Services Assistant (P.T.)		1		1		1
44,826 - 57,777	Facilities Maintenance Mechanic	0		0		1	
37,943 - 49,276	Senior Clerk	1		1		1	
21,440 - 28,440	Clerk Typist (P.T.)		0		1		1
	Total Parks & Recreation Fund	**9**	**5**	**11**	**4**	**13**	**4**
	WATER & SEWER FUND						
	WATER & SEWER ADMINISTRATION						
104,422 - 131,071	Public Works Director	1		1		1	
75,193 - 99,174	Operations Manager	1		1		1	
69,625 - 91,795	General Supervisor	1		1		2	
	Clerk Dispatcher	1		0		0	
46,542 - 54,369	Senior Account Clerk	1		1		1	
31,475 - 46,214	Clerk Typist	1		1		1	
24,000 - 26,000	Seasonal Laborer (P.T.)		3		1		1
	Total	**6**	**3**	**5**	**1**	**6**	**1**
	WATER DISTRIBUTION						
66,393 - 87,518	Division Supervisor	0		1		1	
	Maintenance Supervisor	1		0		0	
45,486 - 63,078	Water Inspector	2		2		2	
45,486 - 63,078	Water Service Worker	5		5		5	
43,410 - 60,549	Meter Repair/Installer	2		2		2	
31,039 - 58,808	Laborer	0		1		2	
20,783 - 30,324	Account Clerk (P.T.)		0		0		1
4,000 - 26,000	Seasonal Laborer (P.T.)		4		4		6
	Total	**10**	**4**	**11**	**4**	**12**	**7**
	SEWAGE COLLECTION						
66,393 - 87,518	Division Supervisor	0		1		1	
	Maintenance Supervisor	1		0		0	
46,222 - 63,860	Plant Operator/Mechanic	2		2		2	
45,486 - 63,078	Sewer Service Worker (Clean)	2		2		2	
45,486 - 63,078	Water/Sewage Inspector	3		3		3	
43,410 - 61,739	Sewer Service Worker (Maint.)	1		1		1	
31,039 - 58,808	Laborer	5		7		7	
6,000 - 26,000	Seasonal Laborer (P.T.)		5		5		5
	Total	**14**	**5**	**16**	**5**	**16**	**5**
	Total Water & Sewer Fund	**30**	**12**	**32**	**10**	**34**	**13**
	Total All Funds	**471**	**134**	**479**	**135**	**486**	**128**

Full-time Employees per 1,000 Population



This graph illustrates the number of City employees per 1,000 residents.

Full-time Staffing Reductions By Department Since 2002



The City's full time staffing has decreased by 163 positions or 25% since 2002.

The person who says it cannot be done should not interrupt the person who is doing it.

~ Chinese Proverb ~



Legislative



The Sterling Heights City Council (L-R)
Councilman Michael V. Radtke Jr., Councilwoman Maria G. Schmidt, Mayor Pro Tem Liz Sierawski, Mayor Michael C. Taylor, Councilwoman Deanna Koski, Councilwoman Barbara A. Ziarko, Councilman Henry Yanez.

City Council

MISSION STATEMENT: ***To represent the residents of the City of Sterling Heights in a responsible and judicious manner ensuring their health, safety and well-being.***

The Sterling Heights City Council assumes many duties and responsibilities. Unlike the Mayor/Council form of government, separation of powers between the elected Mayor and Council does not exist in Sterling Heights. The legislative powers of the Council are shared equally among all members. The Mayor and Council members are collectively responsible for establishing policy and adopting a budget, as well as hiring, directing, and evaluating the City Manager, the chief administrator responsible for the City's administrative operations. The City Council also appoints, directs and evaluates the City Attorney.

One of the main duties of the City Council is to establish policies. Priorities include the adoption of goals and objectives, the establishment of priorities for public services, and the approval of programs throughout the City. This also includes the approval and amendment of the operating and capital budgets, approval of expenditures and payments, and grant applications. The City Council also ratifies contracts, adopts zoning ordinances and changes, and resolves appeals.

The City Council acts indirectly in a supervisory role as part of its duties and responsibilities. Direction is given to City Administration through the City Council regarding the implementation and evaluation of various programs. Residents' concerns are forwarded to City Administration by the City Council.

The Sterling Heights City Council represents the City in various local, regional, state, and national boards, commissions and committees, provides public leadership, and communicates with constituents about various issues. Public leadership is provided by the City Council through verbal and written communications with constituents. The wishes of the constituents are brought forth and addressed at the City Council meetings. Ultimately, the City Council is responsible for the arbitration of conflicting interests that arise during the course of City Business.

KEY GOALS

- ***To provide policy direction to City Administration in the implementation and evaluation of various City programs.***
- ***To ensure the City's long-term financial stability by seeking alternative revenue sources.***
- ***To preserve and improve the City's infrastructure and economic base.***
- ***To enhance communications between the residents and City government through cable programming, focus groups, surveys, and other written material.***
- ***To promote a legislative agenda dedicated to neighborhood safety, economic development, environmental issues, and traffic enforcement.***

The final category of responsibility, which falls upon the City Council, is the decision-making duty. City Council studies the issues, reviews alternatives, and determines the best course of public policy.■

Did you know…
…the City Council was named the 2017 mParks Local Elected Official of the Year for efforts in enhancing resident quality of life through the promotion of parks and recreation?

City Council

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Regular City Council Meetings	24	24	24	24	24	24
	Special City Council Meetings	4	4	5	4	4	5
	Public Hearings Held	6	21	10	12	7	10
	Ordinances and Amendments Adopted	9	15	16	18	14	16
	Agenda Items Reviewed and Acted Upon	320	396	359	350	330	350
	City Council Members Attending Training Sessions	6	19	22	12	12	16
	"Nice Neighbor" Awards Presented	6	5	3	8	4	6
Effectiveness	City Council Member Attendance at Council Mtgs.	98%	98%	99%	100%	100%	100%
	% Legislative Items Acted on within 1 Month	95%	95%	100%	100%	100%	100%
	% Diff. from Proposed to Adopted Budget (G.F.)	0.35%	-0.20%	0.01%	0.00%	0.22%	0.00%
	Activity Expenditures as % of General Fund	0.16%	0.16%	0.16%	0.16%	0.16%	0.19%

City Council

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

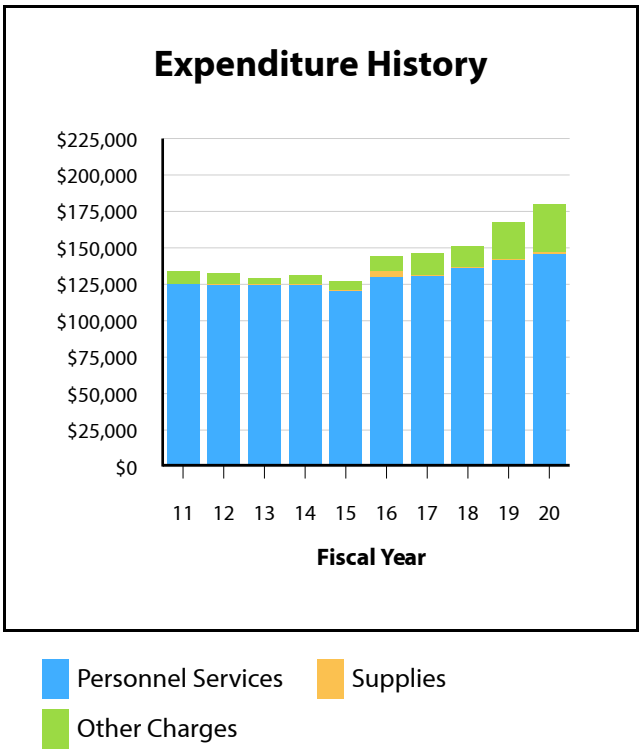
The total budget increased by 7.3%.

Personnel Services - Total Increase $4,240 or 3.0% due to wage increases as determined at the meeting of the Elected Officials Compensation Commission held on February 20, 2019.

Supplies - Total Supplies increased $20 or 1.6%. Postage costs increased slightly by $20, as additional mailings may be required due to the upcoming election.

Other Charges - Total Other Charges increased $8,010 or 32.4% primarily due to increased educational funding for City Council members to attend professional development and training next year. $500 was added for increased attendance at local City meetings and events. Printing costs for business cards increased $50, as it is an election year and more funding may be needed. Telephone costs decreased $260 to bring the budget more in line with the current year's estimated expenditure usage.

Capital - There is no Capital proposed for this activity.



CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Other Charges - Total Other Charges decreased by $20,000 as educational funding for City Council members to attend professional development and training was reduced.

FUNDING LEVEL SUMMARY

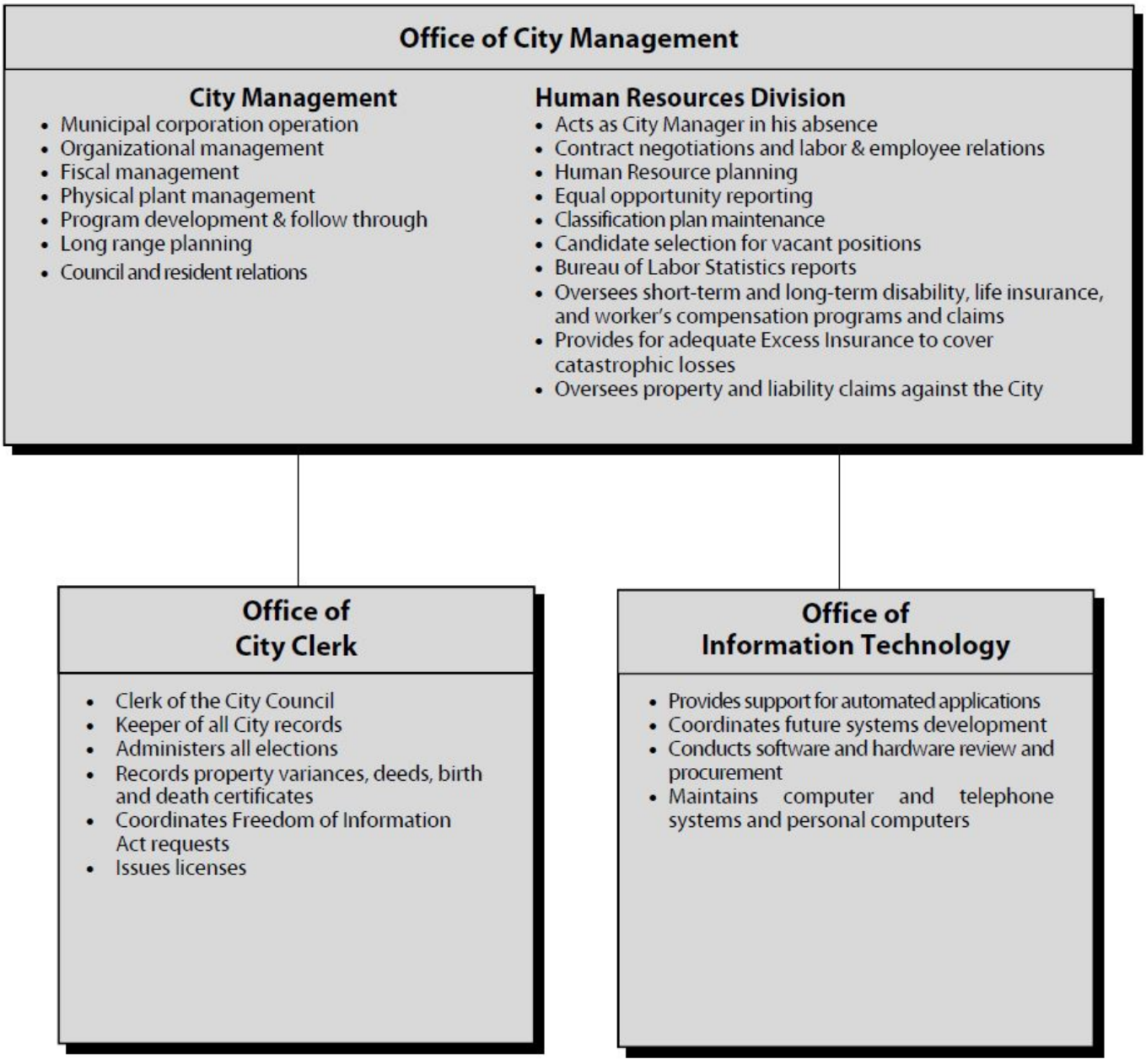
	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$136,576	$141,650	$140,900	$145,890	$145,890
Supplies	788	1,220	620	1,240	1,240
Other Charges	13,918	24,720	25,520	52,730	32,730
Total	$151,282	$167,590	$167,040	$199,860	$179,860

City Administration Department



FUNCTIONAL ORGANIZATION CHART

City Administration Department



FUNCTIONAL ORGANIZATION CHART

City Administration Department (continued)

Office of City Management

Finance & Budget Division

- Manages and administers the activities of the Finance & Budget division
- Prepares annual operating and capital budgets
- Responsible for expenditure cost control & revenue monitoring
- Prepares Water & Sewer rate analysis
- Performs City rates & fees studies
- Manages the City's Performance Measurement Program
- Performs position & salary analysis
- Prepares financial analysis, Strategic Plan, Forecasts & Budget Reports
- Conducts management studies
- Coordinates capital improvements
- Conducts internal audits

Office of Financial Services

- Responsible for the proper recording of all City activities in the General Ledger and subsidiary ledgers
- Produces the Comprehensive Annual Financial Report (CAFR)
- Processes all City payroll and related fringe benefit payments
- Processes all payments for goods and services purchased by the City
- Responsible for debt management including the coordination of bond sales
- Implements and coordinates all Government Accounting Standards Board (GASB) financial reporting changes

Office of Treasury

- Administers revenue collection, tax and special assessment programs
- Issues all water and sewer bills and maintains related account balances
- Administers cash management and banking programs
- Coordinates and records the activities of both City pension funds
- Treasurer – P & F and GERS retirement systems
- Administers investment policy

Office of Assessing

- Ensures equitable assessments
- Maintains assessment roll with current data
- Assesses residential, real and personal commercial, and industrial properties
- Represents City in tribunals
- Maintains field sheets for residents' review
- Conducts Board of Review hearings
- Processes tax abatements

Office of Purchasing & Facilities Maintenance

- Procures goods and services at lowest reasonable cost
- Responsible for encumbrance system
- Maintains vendor files
- Coordinates and monitors all City purchase requisitions
- Maintains 19 City-owned facilities
- Plans & directs outside vendors
- Performs indoor and outdoor building maintenance
- Coordinates furniture and office layouts
- Maintains shipping & receiving services

DEPARTMENT AT A GLANCE

City Administration Department

BUDGET SUMMARY

City Administration increased by $1,067,310 or 12.80%. Personnel costs increased $387,850 or 6.01% primarily due to the conversion of one full-time position in Assessing, the advance hiring of a new GIS Coordinator in anticipation of a retirement, contractual wage adjustments, and an increase in the required funding for long-term liabilities. Supplies increased $10,000 or 4.07% primarily for additional hand tools for Facilities Maintenance. Other Charges increased $669,460 or 40.90% for increased software maintenance agreements in the Information Technology Department and Financial Services, temporary administrative assistance in the Purchasing Office, and higher custodial contract costs and contractual maintenance of municipal grounds.



FUNDING LEVEL SUMMARY

	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget	% Change From 18/19
City Management	$1,225,850	$1,336,800	$1,434,760	$1,453,010	1.3%
City Clerk	894,110	735,170	903,830	955,050	5.7%
Information Technology	944,480	1,029,780	1,105,450	1,499,110	35.6%
Assessing	910,020	1,005,050	974,520	1,062,610	9.0%
Financial Services	755,550	780,650	834,800	937,980	12.4%
Purchasing	319,150	450,380	416,440	489,610	17.6%
Facilities Maintenance	0	0	1,455,130	1,770,030	21.6%
Treasury	1,085,910	1,180,250	1,210,880	1,235,720	2.1%
Total Department	$6,135,070	$6,518,080	$8,335,810	$9,403,120	12.8%
Personnel Services	$5,372,880	$5,653,320	$6,453,050	$6,840,900	6.0%
Supplies	188,740	189,370	245,780	255,780	4.1%
Other Charges	573,450	675,390	1,636,980	2,306,440	40.9%
Total Department	$6,135,070	$6,518,080	$8,335,810	$9,403,120	12.8%

Note: In 2018/19 the Facilities Maintenance budget was moved to City Administration from City Development.

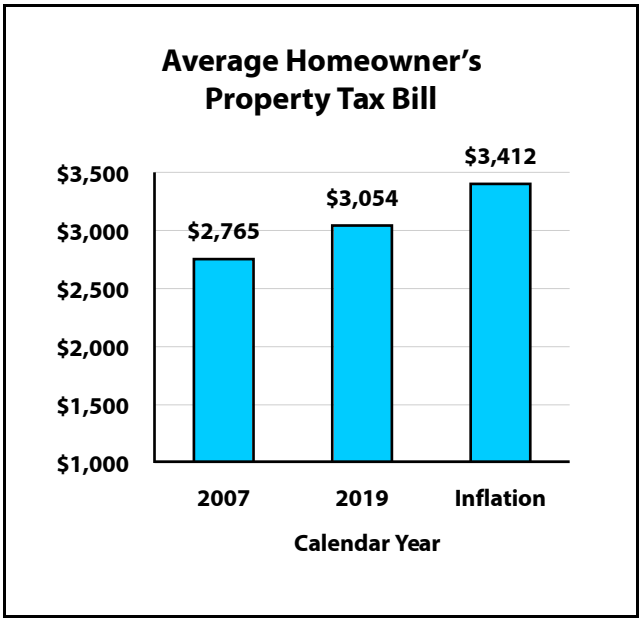
PERSONNEL SUMMARY

	2016/17		2017/18		2018/19		2019/20	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
City Management	8	1	9	0	9	0	9	1
City Clerk	6	1	5	1	5	1	5	1
Information Technology	5	0	5	0	5	0	6	1
Assessing	7	1	8	1	7	1	8	0
Financial Services	4	4	5	2	5	2	5	2
Purchasing	3	0	4	0	3	0	3	0
Facilities Maintenance	0	0	0	0	5	1	5	2
Treasury	8	3	8	3	8	3	8	3
Total Department	41	10	44	7	47	8	49	10

Excludes Legal Activity and Boards and Commissions.

KEY DEPARTMENTAL TRENDS

City Administration Department



Despite an increase in the City's millage rate in 2014 due to the voter approved Safe Streets Proposal, and in 2017 due to the *Re*creating Recreation Proposal and due to lower property assessments, the average homeowner's tax bill is only 10.7% higher than it was twelve years ago and 23% lower than the rate of inflation over the same time period.

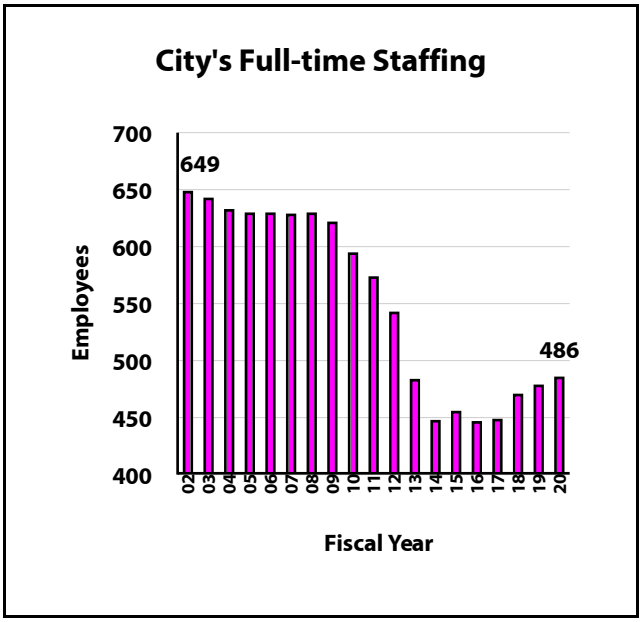
Macomb City Tax Rates (2018)

1.	Centerline	38.58
2.	Eastpointe	29.34
3.	Warren	27.62
4.	Fraser	25.38
5.	St. Clair Shores	25.22
6.	Roseville	24.10
7.	Mount Clemens	22.01
8.	Utica	21.29
9.	**STERLING HEIGHTS**	**17.18** *
10.	Richmond	16.31
11.	Memphis	16.08
12.	New Baltimore	14.17

Macomb Average: 23.11 mills

*In 2019, the City millage rate will be reduced to 16.20.

The City's property tax rate is lower than 63% Michigan cities. It is also one of the lowest of any city in Macomb County. The tax rate in Sterling Heights is 5.9 mills below the average of all cities in Macomb County. The tax rate in Warren, for example, is over 10.4 mills or 61% higher than in Sterling Heights.



City staffing has declined by 25%, or 163 positions between 2002 and 2020, saving $15.5 million annually.

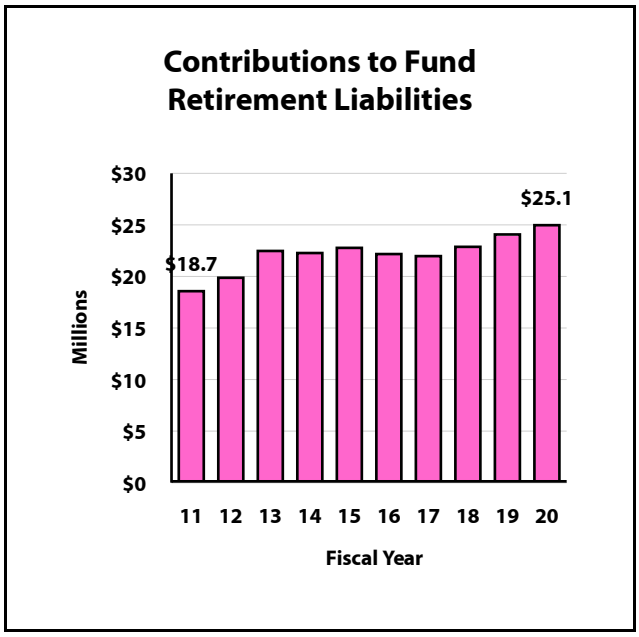
Full-Time Employees Per 1,000 Residents

1.	Grand Rapids	8.1
2.	Southfield	8.0
3.	Dearborn	7.8
4.	Lansing	7.7
5.	Ann Arbor	6.5
6.	Livonia	6.1
7.	Warren	5.3
8.	Farmington Hills	4.4
9.	Troy	4.4
10.	**STERLING HEIGHTS**	**3.7**

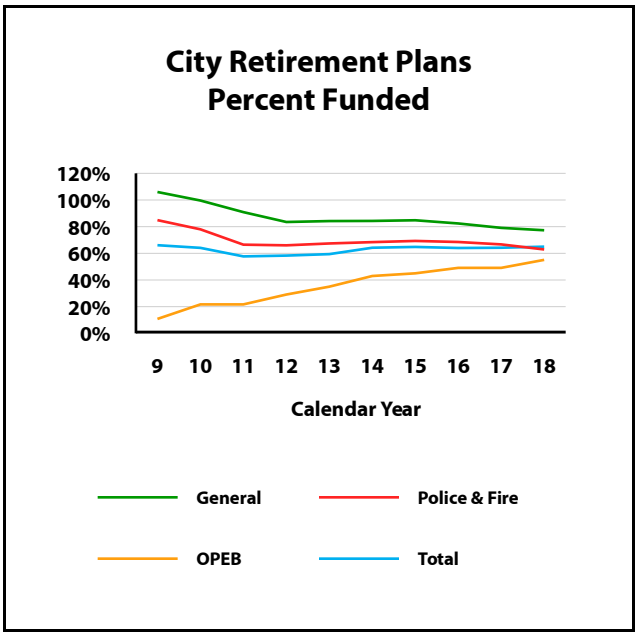
Based on current staffing data and the 2010 census, Sterling Heights has 3.7 full-time employees per 1,000 residents – the lowest of our benchmark communities. Despite having the third largest population, Sterling Heights has the fewest employees. Based on a 2010 study of over 140 cities, 89% of communities had a higher number of full-time employees per 1,000 residents.

KEY DEPARTMENTAL TRENDS

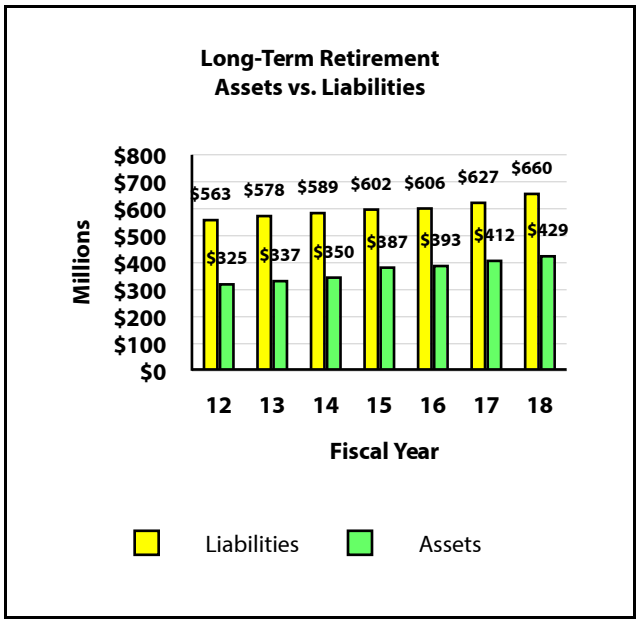
City Administration Department (continued)



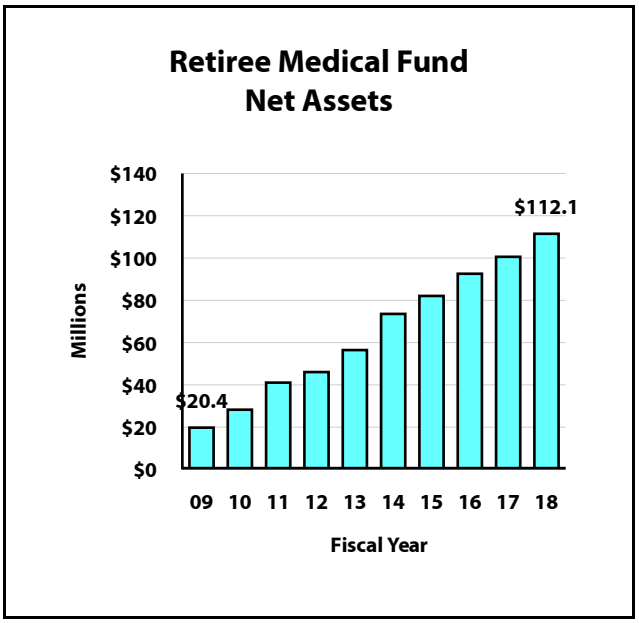
The City annually contributes 100% of the actuarially required funding for all long-term retiree liabilities including police & fire pensions, general employee pensions, and retiree medical. The amounts contributed have increased from $13.9 million in 2009 to $25.1 million in 2020. 63% is to fund police & fire pensions.



Both the General Employees and Police & Fire pension systems have seen a decrease in funding levels due to prior year declines in the stock market and revised actuarial assumption. The General Employees pension system and retiree medical plans are closed to new members. In addition, all employee pensions and medical benefits have been reduced with new labor contracts.



$429 million has been set aside to fund future long-term retirement liabilities. The City has closed its General Employees pension plan, which will begin to reduce long-term liabilities. Nearly 50% of the gap between assets and liabilities is a result of medical inflation, which has increased retiree medical liabilities. The City has worked hard to reduce the growth of the liabilities by changing future retiree benefits and eliminating benefits for new hires.



The City has dramatically increased the assets being set aside to pay for future retiree medical benefit costs. We now have over five times the assets we had only nine years ago, and we continue to fully fund these liabilities each year, unlike many communities. In addition, the City has reduced the cost of the benefits for all employees, and benefits have been completely eliminated for new hires.

MISSION STATEMENT: ***To effectively and efficiently manage the delivery of City services in accordance with the guidelines and policies established by the Mayor and City Council.***

As the City's Chief Administrative Officer, the City Manager is ultimately responsible for all operations of the municipal corporation.

The Manager's work can be summarized into five distinct categories including organizational, fiscal, physical plant management, program development and follow-through, and long-range planning. Each requires daily planning and organizing of ongoing programs and services.

The City Manager is responsible for creating new and innovative City programs and services. Public policy issues are researched and analyzed in anticipation of future needs and problems.

Maintaining good relations with the Mayor and City Council is an important aspect of this office. This involves maintaining effective communications, and being available to the City Council. This office must present an image that conveys vitality, professionalism, and quality service to private agencies, organizations, groups, and residents.

The Finance & Budget Director oversees the Assessing, Financial Services, Purchasing, Treasury and Facilities Maintenance offices. The City's budget is prepared in accordance with the State Budgeting Act. This office monitors the City's financial and service performance through budget amendments, forecasts, quarterly budget reports, and the management of the City's performance measurement program. In addition, salary wage spreads, personnel costs, labor contract analyses, telephone and Internet monitoring reports, travel requests, and insufficient funds purchase orders are processed. The Capital Improvement Plan, Citizen's Guide to Finances, water and sewer rate studies, benchmarking and performance reports, financial & demographic trend reviews, department audits, and revenue studies are also prepared.

The Human Resources function administers programs including employee education and development, labor and employee relations, human resource planning, and equal opportunity reporting. This office also administers all short-term disability, long-term disability, worker's compensation, and Family & Medical Leave Act requests.

KEY GOALS

- ***To identify key priorities and establish management procedures that develop and effectively utilize City resources.***
- ***To create a results-oriented budget for City operations and capital improvements that encourages accountability, flexibility, and creativity in response to community needs.***
- ***To provide leadership, coordination and administrative support to City departments.***
- ***To hire the most qualified employees using selection methods based on merit and equal opportunity.***
- ***To work in partnership with the City Council to achieve the City's mission and goals.***
- ***To provide risk management activities which will safeguard all City assets in the most cost effective manner.***

A Human Resource Plan is developed annually to determine staffing levels for full-time, part-time, seasonal employees, and contractual services. Labor negotiations and grievance processing are conducted with 12 different bargaining units representing over 99% of the City's workforce.

This office assures that the City meets equal employment requirements by monitoring employment practices and completing annual State and Federal reports.

Loss control and risk management functions are also performed by this office. Management of risks include general liability, property, and automobile. Procuring appropriate insurance certificates and performance bonds are also duties of this office.■

Did you know…
…that you can go to the City's website to get a detailed receipt of your property taxes and see exactly how your tax dollars are used?

City Management

2019/20 INTENTION STATEMENTS *(City Management)*

1. To ensure that all City operations and strategic initiatives are aligned with the City's Visioning 2030 Plan. *(City Goal 1, 2, 5, 6, 14, 20, 22)*

2. To collaborate with City Council to advance the following initiatives:
   - Reforestation Plan
   - Non-Motorized Transportation Plan, including a strong focus on eliminating sidewalk gaps
   - Partner with the Governor's office, State Legislators and other stakeholders to explore new road funding options
   - Partner with existing and potential new Lakeside Mall owners to implement the City's Master plan for the district
   - Develop a new marketing plan for the City with a focus on quality of life amenities *(City Goal 1, 16, 17, 18, 19)*

3. To provide strategic leadership and input on the Safe Street Millage Renewal scheduled for the November 2019 election. *(City Goal 2, 9, 14)*

4. To provide strategic leadership for the City "Investment in Human Assets" initiative to ensure the providing of an unprecedented level of training opportunities for employees. *(City Goal 1, 2, 3, 5, 6)*

5. To continue to foster inclusiveness and diversity throughout the organization and community. *(City Goal 1,24)*

6. To oversee the City's newly established Safe Homes Task Force with a focus on hoarding situations which has become a growing challenge for communities across the country. *(City Goal 1, 7, 10, 12, 14)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Admin. Policy & Procedure Orders Reviewed/Updated	16	21	45	45	12	6
	False Alarm Appeals Received	44	35	15	15	16	15
	False Alarm Appeals Completed	44	35	15	15	15	15
	Special Projects Initiated	15	15	15	16	12	12
	Policy Resolutions Presented to Council	9	9	10	8	4	8
	Legislative Issues Monitored	10	10	10	10	15	12
	Interoffice Meetings Facilitated	180	200	208	215	220	215
	Development Project Meetings	47	52	54	60	62	60
	Resident/Business Meetings Facilitated	48	52	53	55	52	55
	Intergovernmental Membership Meetings	62	78	75	75	70	75
	New Programs & Policies Developed	6	6	5	5	4	5
	Residential/Business Inquiry Responses Sent	60	75	82	80	76	80
	Presentation Created	12	20	32	35	31	35
	Weekly City Connect Newsletter Distributed	52	52	52	52	52	52
	Conferences Attended/Business Travel	4	4	4	4	5	5
Efficiency	Activity Expenditures as % of General Fund	1.02%	1.37%	1.44%	1.36%	1.32%	1.38%

City Management

2019/20 PERFORMANCE OBJECTIVES *(Finance & Budget)*

1. To investigate a software solution to streamline the expense reporting process. *(City Goal 6, 8, 23)*

2. To implement the budgeting module of selected financial system. *(City Goal 6, 8, 23)*

3. To study alternatives to the current water rate structure. *(City Goal 3, 8)*

4. To continue to implement Wdesk to streamline the budgeting process. (*City Goal 6, 8, 23)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	City Budgeted Funds Monitored (Millions)	$167.7	$184.9	$205.8	$244.3	$238.7	$246.7
	Budget Amendments Prepared	2	2	2	2	2	2
	Internal Budget Adjustments Analyzed	24	17	34	25	25	25
	City Council Agenda Statements Reviewed	320	396	359	350	350	350
	Travel Requests Reviewed for Policy Compliance	138	163	209	180	180	180
Efficiency & Effectiveness	City Bond Rating (Moody's, Fitch, S & P)	Aa2,AA+,AA	Aa2,AA,AA	Aa2,AA,AA	Aa2,AA,AA	Aa2,AA,AA	Aa2,AA,AA
	City's Fiscal Indicator Score	2	1	1	1	1	1
	General Fund Expenditures Per Capita	$686	$682	$707	$799	$807	$798
	Government Debt Per Capita	$115	$175	$494	$676	$676	$819
	OPEB Ann'l Req'd Contribution Funded (Millions)	$11.6	$11.5	$11.5	$11.5	$11.5	$11.5
	OPEB Trust Funding Status	43.0%	49.1%	49.1%	55.0%	55.1%	60.0%
	Accuracy Forecasting Expenditures - General Fund	99.1%	98.8%	98.8%	100.0%	100.0%	100.0%
	Accuracy Forecasting Revenues - General Fund	100.1%	100.3%	100.8%	100.0%	100.0%	100.0%
	Years Rec'd. G.F.O.A. Distinguished Budget Award	29	30	31	32	32	33
	Savings from Reviewing Travel Requests	$1,128	$852	$1,355	$1,200	$1,300	$1,200
	Average Cost to Review a Travel Request	$6.30	$6.65	$5.89	*	*	*

**Cost is calculated for "Actual" columns only.*

City Management

2019/20 PERFORMANCE OBJECTIVES *(Human Resources)*

1. To successfully implement a training program for all employees to further develop and build skill sets for the workforce. *(City Goal 2, 6)*

2. To analyze, select and implement a Human Resource Information System to improve capabilities, efficiencies and processes. *(City Goal 1, 2, 6)*

3. To reevaluate talent acquisition processes to further develop and enhance recruitment efforts and create a more diverse and inclusive workforce. *(City Goal 2, 4, 6)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Promotional Job Postings	29	51	38	46	40	43
	Open Competitive Job Postings	14	14	28	23	36	30
	Applications Reviewed & Processed	1,108	893	708	675	1,200	938
	Employees Hired (Full-time/Part-time)	42/133	18/85	52/133	27/100	26/102	27/101
	Police/Fire Promotional Tests	3	1	3	2	3	3
	Labor Contracts Settled (Incl. Re-opened Contracts)	3	3	5	2	4	3
	Worker's Compensation Incident Reports	23	13	12	21	10	16
	New Short-Term Disability Claims Opened	22	18	13	17	10	14
	Life Insurance Claims	2	5	2	3	2	3
	New Worker's Compensation Claims	67	52	35	58	58	58
	Liability/Property Claims	141	125	136	175	102	139
	Liability/Property Incident Reports	75	70	91	116	164	140
	New Lawsuits/Lawsuits Closed	7/6	8/7	3/3	7/8	3/2	3/2
Efficiency & Effectiveness	Avg. # Work Days to Complete External Recruitment	30	30	55	60	50	55
	# Labor Grievances Per 100 F.T. Union Employees	2.1	2.1	3.6	2.1	2.8	2.2
	Avg. # Work Days to Complete Internal Recruitment	23	23	30	30	31	31
	% of Grievances Resolved Before Arbitration	90%	95%	100%	95%	100%	100%
	Total FTE's Per 1,000 Residents	4.2	4.2	4.4	4.4	4.4	4.4
	Full-time Employee Turnover Rate (Excl. Retirements)	1.3%	0.5%	1.2%	1.0%	1.2%	1.2%
	% Minorities in Work Force	2.0%	2.0%	2.0%	2.0%	2.0%	2.0%
	# of Employees Not Completing Probation	1	0	0	1	5	3
	Cost to Recruit & Hire a Full-time General Employee	$708	$921	$876	*	*	*
	# Worker's Comp Claims Per 100 FTE's	12.8	10.2	11.5	12.0	11.4	12.0
	% Worker's Comp Claims Paying Compensation	6.0%	19.6%	17.0%	10.0%	8.0%	5.0%
	W/C Lost Work Days Due to Injury Per 100 FTE's	45	48	165	77	186	100
	# of Accidents Per 100,000 Miles Driven	2.12	1.50	0.61	2.50	3.45	2.50

**Cost is calculated for "Actual" columns only.*

City Management



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
City Manager	1	1	1
Assistant City Manager	1	1	1
Finance & Budget Director	1	1	1
Human Resources & Benefits Manager	1	1	1
Budget Management Coordinator	1	1	1
Risk Management Coordinator	1	1	1
Special Projects Coordinator	1	1	1
Management Assistant	1	1	1
Administrative Assistant	1	1	1
Human Resources Intern (P.T)	0	0	1
Total	9	9	10

City Management

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

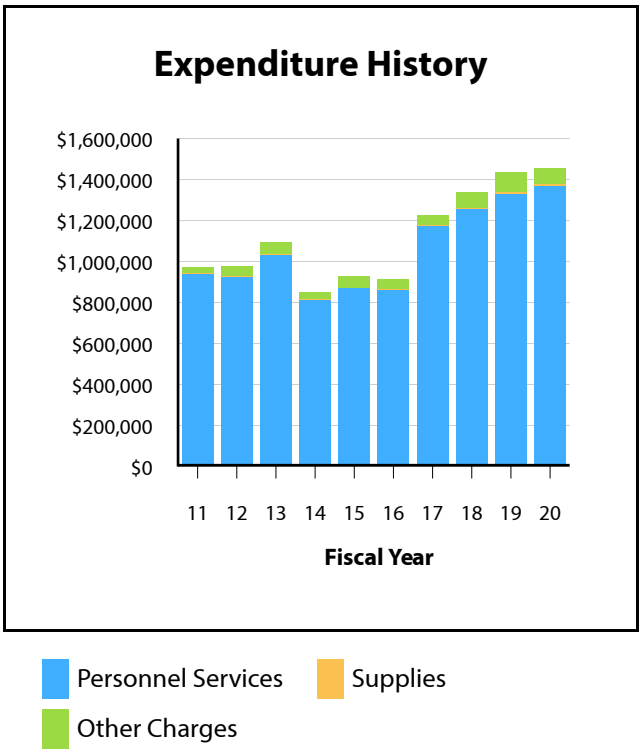
The total budget increased by 1.3%.

Personnel Services - Total Increase $40,510 or 3.0%

- $34,000 due to contractual wage adjustments
- $6,000 due to the addition of a Human Resources Intern
- $6,000 due to increased overtime costs
- $2,450 due to required funding for pension liabilities
- Partially offset by savings in health insurance costs due to changes in coverages

Supplies - Total Supplies increased $360 or 4.6%. $220 was added due to increased business subscription costs. Postage increased $60 to more accurately reflect past postal rate increases. $80 was added due to an inflationary increase in supply costs.

Other Charges - Total Other Charges decreased $22,620 or 23.4%. Contracted service costs can be reduced $48,600 as the prior year budget included one-time funding for Budget Book Builder software and the Sergeant exam, which is administered every two years. In addition, software maintenance contract costs were transferred to a newly designated account for $25,400. Publishing costs decreased $1,000 based on recent actual expenditure usage. $500 was saved, as fewer Proposed Budget documents will be printed. Funding increased $600 based on a more accurate estimate of per-page copier print fees. $430 was added for increased membership fees and $250 was added for staff to attend additional educational programs and one-day seminars.



Capital - Total Capital of $43,840 is budgeted. $42,940 is for a Human Resources Software System that will be used to electronically capture all personnel-related transactions and send data to benefit carriers. $900 is for a personal computer to replace a 5-year old unit.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$1,255,339	$1,330,310	$1,305,400	$1,370,820	$1,370,820
Supplies	3,922	7,820	8,040	8,180	8,180
Other Charges	77,535	96,630	89,890	74,010	74,010
Total	$1,336,796	$1,434,760	$1,403,330	$1,453,010	$1,453,010

MISSION STATEMENT: ***To serve the public, City departments, and City Council by efficiently providing relevant information regarding the many diverse functions that fall under the direction of this office.***

The City Clerk's Office is responsible for many diverse functions of the City, acting as both an internal and external office. All City offices, residents, community associations, businesses, and industries benefit from the services offered by this Office.

The City Clerk attends and records all City Council meetings. A summary report of Council's actions is prepared and distributed. The City Clerk also prepares the tentative and final agendas with the assistance of the City Manager. All public hearing notices are posted and submitted for publishing by the City Clerk's Office.

As Keeper of the Records, the Clerk maintains and/or records the following City documents: Boards and Commissions meeting minutes, bids, summonses, lawsuits and legal documents, property variances and deeds, and birth and death certificates. The City Clerk also processes requests filed under the Freedom of Information Act.

The City Clerk receives and processes all Boards and Commissions applications. The business registry is annually updated to ensure that information utilized by various City offices is accurate. The dog license program ensures that dogs receive their mandatory vaccinations in order to protect the health and welfare of City residents.

The Elections staff registers potential new voters, processes absentee ballot applications, hires and supervises precinct workers, tabulates election results, verifies nominating petitions, and conducts tests on the election program to detect errors prior to an election.

License applications for amusement devices, solicitors, temporary-use vendors, auctions, carnivals/festivals, going out of business sales, mobile vendors, and house moving are filed with the City Clerk.

In addition to these services, the City Clerk also serves as administrative liaison to several City boards and commissions. These include the Act 78 Civil Service Commission, Local Officials Compensation Commission, and the Election Commission.■

KEY GOALS

- ***To provide accurate and efficient record keeping by incorporating the use of modern technology to streamline programs whenever possible.***
- ***To assist City Council by expediting information to them that will aid in establishing policy and by communicating Council's actions regarding items on the agenda.***
- ***To facilitate efficient management of the election process by keeping abreast of proposed and current legislation and any new technological developments relating to the election field.***
- ***To oversee and monitor the license application process to ensure that appropriate inspections and/or investigations are completed thus protecting public safety.***

Did you know…
…that you can automatically receive an absent voter ballot application every election cycle by calling the City Clerk's office and asking to be placed on the permanent absent voter list?

City Clerk

2019/20 PERFORMANCE OBJECTIVES

1. To focus on the 2020 Census through a Complete Count Committee to ensure every resident is counted and qualify for the greatest possible amount of Federal and State Funding. *(City Goal 4, 24)*

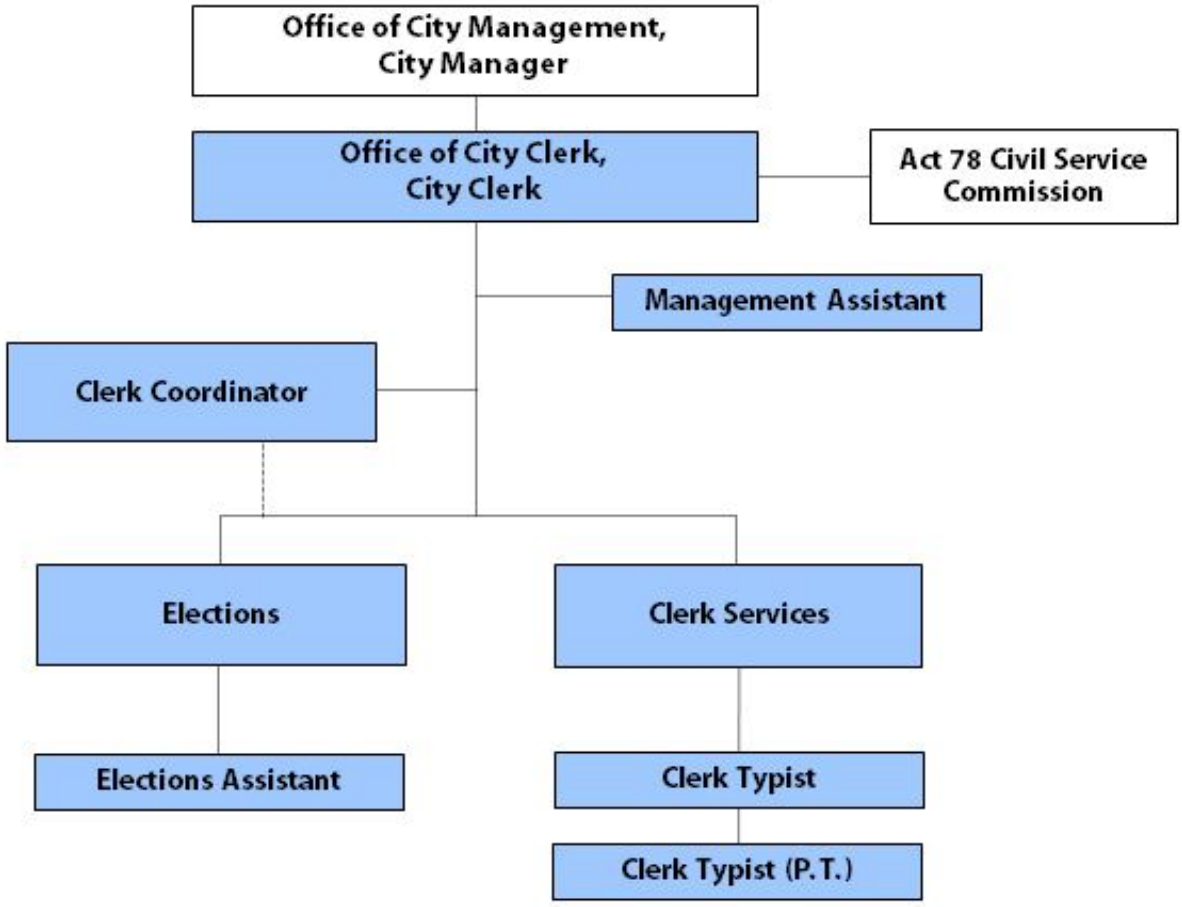
2. To evaluate precinct lines to accommodate new residential developments, ensuring compliance with State law with regard to number of registered voters per precinct. *(City Goal 4, 7)*

3. To continue implementing record retention policies and promote electronic record storage to improve retrieval times and reduce paper document inventory. *(City Goal 1, 2, 3, 18)*

4. To continue to streamline internal procedures promoting efficiency and reducing costs. *(City Goal 1, 2, 3, 5, 6)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Council Agenda Items Processed	380	441	453	400	400	400
	Council Actions Correspondence E-mailed & Mailed	284	217	321	350	300	300
	Number of Registered Voters (November)	86,465	88,520	84,781	87,000	86,500	86,500
	Voter Reg. Processed - New & Status Changes	23,542	27,885	18,080	20,000	20,000	20,000
	Absent Voter Applications Mailed	20,325	20,405	34,176	20,000	15,000	20,000
	Absent Voter Ballots Mailed	20,465	27,917	16,642	18,000	24,512	16,000
	Elections Conducted	3	3	2	3	2	2
	# of Voters Voting at Polls (November)	8,178	41,578	8,130	25,000	35,160	8,000
	# of Voters Voting Absentee (November)	8,475	16,443	8,221	12,000	14,232	10,000
	Business Registrations - New	153	114	375	300	100	200
	Business Registrations - Renewals	1,496	1,804	1,583	2,100	2,100	2,100
	Class C Liquor Licenses Approved (New/Transferred)	10	4	3	3	2	2
	Licenses Issued (Specialty Licenses)	62	70	111	60	60	60
	Dog Licenses Issued	6,458	6,538	5,813	8,000	6,000	6,000
	Freedom of Information Requests Processed	154	194	234	175	250	200
	Documents Recorded	78	118	104	100	100	100
	Birth & Death Certificates Processed	807	704	771	700	700	700
	Pieces of Outgoing Mail Processed	83,822	98,069	130,634	125,000	125,000	12,500
	Board/Commission Applications on File	152	158	170	165	176	175
Efficiency	% of Registered Voters Voting (November)	19.00%	65.55%	19.29%	43.00%	57.10%	20.00%
	% of License Applications Reviewed within 48 Hours	100%	100%	100%	100%	100%	100%
	% of FOI Requests Responded to within Legal Limits	100%	100%	100%	100%	100%	100%
	Activity Expenditures as % of General Fund	0.84%	1.00%	0.79%	0.86%	0.83%	0.91%

City Clerk



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
City Clerk	1	1	1
Clerk Coordinator	0	1	1
Management Assistant	2	1	1
Senior Clerk	1	1	0
Elections Assistant	0	0	1
Clerk Typist	1	1	1
Clerk Typist (P.T.)	1	1	1
Total	6	6	6

City Clerk

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

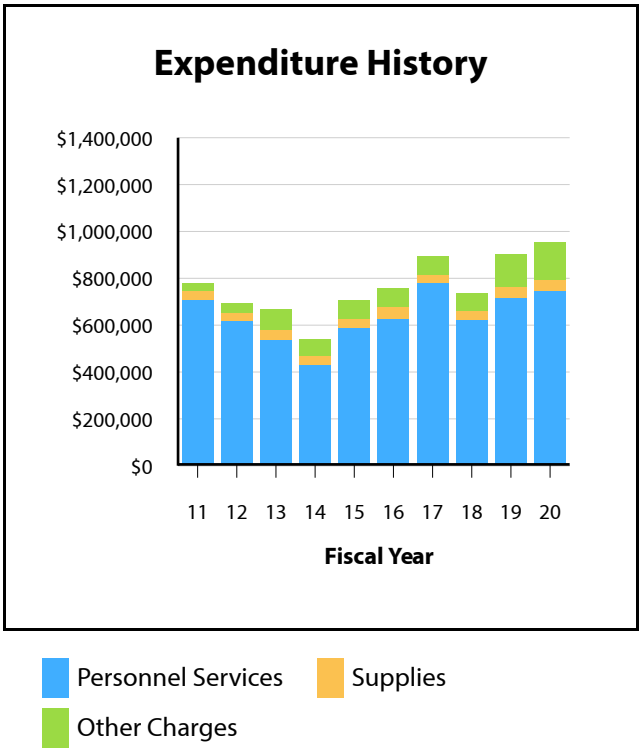
The total budget increased by 5.7%.

Personnel Services - Total Increase $30,850 or 4.3%

- $20,000 due to contractual wage adjustments
- $3,000 due to required funding for pension liabilities
- $8,000 due to an increase in part-time wages for election workers

Supplies - Total Supplies decreased $3,900 or 8.1%. Operating supply costs decreased $2,400 primarily due to the prior year one-time purchase of a camera and photo printer for passport processing and six replacement scanners. Postage costs fell $1,500 as fewer absentee ballots will need to be mailed.

Other Charges - Total Other Charges increased $24,270 or 17.6%. Printing costs rose $28,340 for marketing materials needed for the 2020 Census and to purchase voting ballots for two City elections. Funding for Business Licensing and Content Management software maintenance and support increased slightly by $400. The training budget increased $180 and includes funding for the Clerk's attendance at the Michigan Association of Municipal Clerks (MAMC) Master Academy. Contracted services for City code updates and animal licensing decreased $3,490 and voting machine programming costs decreased $2,100, all based on recent actual expenditure levels.



Capital - Total Capital of $106,300 is proposed. Two touchscreen ExpressVote Machines and two High Speed Tabulators are budgeted for $75,700. $27,000 is for 45 Election Laptops to replace the existing 7-year old units. This office is scheduled to receive four personal computers totaling $3,600 to replace the existing five-year old units.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$622,571	$718,100	$720,720	$748,950	$748,950
Supplies	37,430	48,100	43,400	44,200	44,200
Other Charges	75,168	137,630	122,270	161,900	161,900
Total	$735,169	$903,830	$886,390	$955,050	$955,050

Information Technology

MISSION STATEMENT: ***The Office of Information Technology is committed to excellence and ensuring the business of government is efficient by providing an information technology infrastructure and applications that are reliable, long-term, financially viable and secure.***

The goals and objectives of the Information Technology (I.T.) Office are approved by the City Manager and established by prioritizing the technology needs of the City's operating departments. I.T. continually strives to improve the dissemination of City information using expanded communications, computing technology, and effective telecommunications oversight.

The three major areas of responsibility within the Information Technology activity are: Network Administration, Maintenance, and Operations. The Network Administration section is responsible for the development and maintenance of the Wide Area Network (WAN). This WAN supports the voice and data communication needs of the City. I.T. provides stable and reliable network and enterprise technology systems to support the effective and efficient operation of City business. This section also assumes the responsibility for all security, configuration and back up of permanent data files.

The second area of responsibility is the Maintenance section. This section is responsible to support all City offices in the implementation and support of enterprise applications. This section is responsible for enhancements to current application and operating software which resides on various hardware platforms throughout the City. The responsibility of troubleshooting hardware and software issues falls within this area. Hardware support is provided on Windows, Macintosh, and AS400 platforms. The emphasis of this section is to standardize workstation hardware and software wherever possible. The trend has been to acquire third party packaged software rather than develop applications in-house. All communication devices, with the exception of the 800MHz radio system, are also maintained by the Office of Information Technology.

KEY GOALS

- ***To respond to the needs of end-users in a timely and pleasant manner.***
- ***To share query solutions with end-users to encourage self-reliance whenever possible.***
- ***To collaborate with user departments to ensure state-of-the-art status on all computer systems.***
- ***To standardize computer workstations throughout the City.***

The third area of Information Technology is Operations. The Operations area provides support to all workstations, printers, telephone desk sets, telephone wall units and all wireless communication devices such as cellular telephones and smartphones.■

Did you know…
…that Information Technology is currently upgrading the 20-year old phone system, and the phone replacement will involve all departments and facilities, and is a key component in the five-year technology plan?

Information Technology

2019/20 PERFORMANCE OBJECTIVES

1. To successfully implement workstation replacements in the offices of Assessing, City Clerk, City Management, Community Relations, Court, Engineering, Facilities Maintenance, Finance, Fire, Police and Treasury. *(City Goal 6, 17, 18)*

2. To replace the current MUNIS ERP System, which will involve replacing major software modules such as Utility Billing, Accounts Payable, Accounts Receivable, Payroll, and General Ledger. *(City Goal 6, 17, 18)*

3. To implement the security overlay program for cyber security protection and detection, and educate employees on computer security policies. *(City Goal 6, 17, 18)*

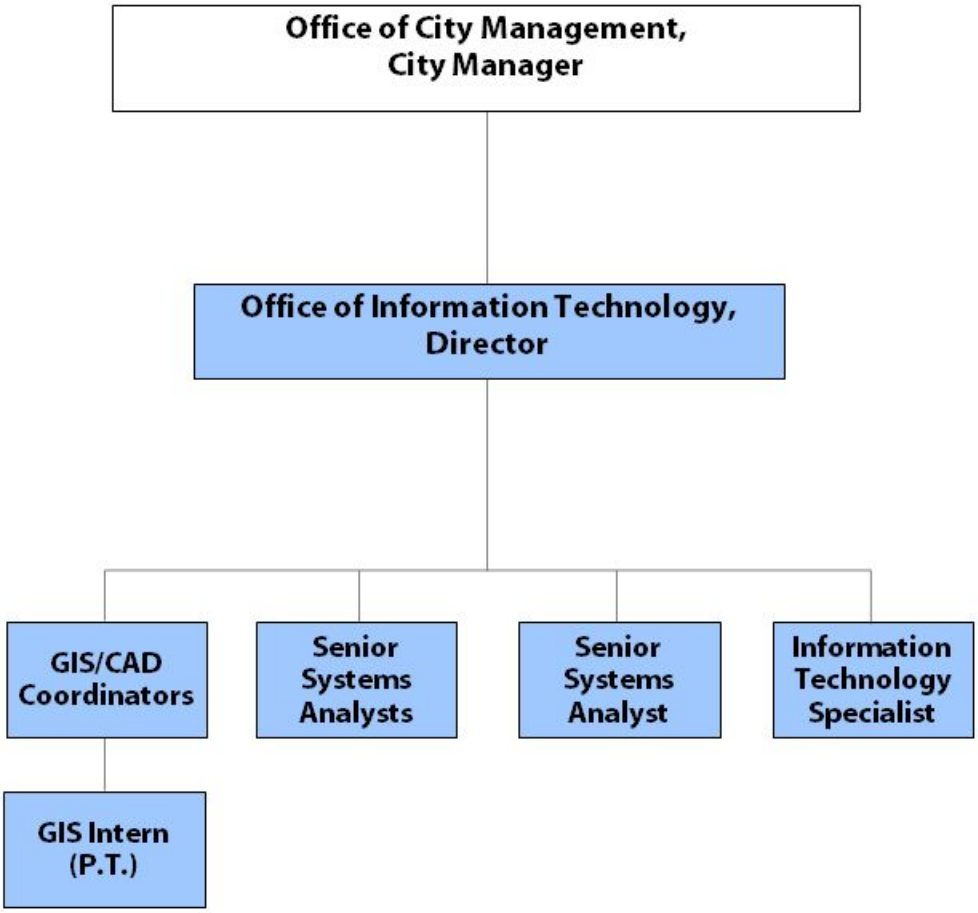
4. To successfully implement the technology for the new Community Center. *(City Goal 6, 17, 18)*

5. To provide all technology needs for the facilities remodel project and complete year two projects under the Capital Improvement Bond. *(City Goal 6, 17,18)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Hardware Platforms Supported-(Windows, Unix, etc.)	5	5	5	5	5	5
	Applications/Database Systems Supported	34	34	36	36	37	38
	"Help Desk" Communications Received	8,150	8,150	8,160	8,200	8,200	8,200
	Computers Supported (Desk/Laptops)	457	460	477	475	480	485
	MDC's and Tablets Supported	127	145	159	166	168	175
	Printers Supported	68	68	68	68	69	70
	Land Line Telephones Supported	556	558	558	558	558	558
	Mobile Telephones Supported	159	159	158	140	142	140
	E-Mail Accounts Supported	650	655	666	665	677	685
	Servers Maintained	44	56	78	78	85	95
	Network Equipment Maintained (Routers/Switches)	35	38	44	45	62	65
	Wireless Access Point/Infrastructure Maintained	36	40	35	35	40	42
	Hours Spent on Computer Support/Repair	9,100	9,100	9,100	9,100	9,100	9,100
Efficiency & Effectiveness	% of "Help Desk" Issues Resolved w/i 8 hrs.	90%	90%	90%	90%	90%	90%
	# of Computers/Tablets/MDC's per FTE	1.06	1.10	1.11	1.10	1.11	1.13
	Telephone Problems Resolved within 1 day	90%	90%	90%	90%	90%	90%
	% of Revolving 5-yr. Technology Plan Implemented	90%	15%	40%	60%	60%	70%
	% of Time Computer Network Down	0.8%	0.4%	0.4%	0.8%	0.8%	0.8%
	Overtime/Comp Hours Required to Meet Demand	310	311	367	380	600	400
	Average Annual Cost to Support a PC	$248	$239	$226	*	*	*
	Cost to Support User Systems	$315,463	$316,073	$310,020	*	*	*
	Activity Expenditures as % of General Fund	0.98%	1.06%	1.11%	1.05%	1.05%	1.42%

**Cost is calculated for "Actual" columns only.*

Information Technology



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Information Technology Director	1	1	1
GIS/CAD Coordinator	0	1	2
Senior Systems Analyst	2	2	2
Information Technology Specialist	2	1	1
GIS Intern (P.T.)	0	0	1
Total	5	5	7

Information Technology

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 35.6%.

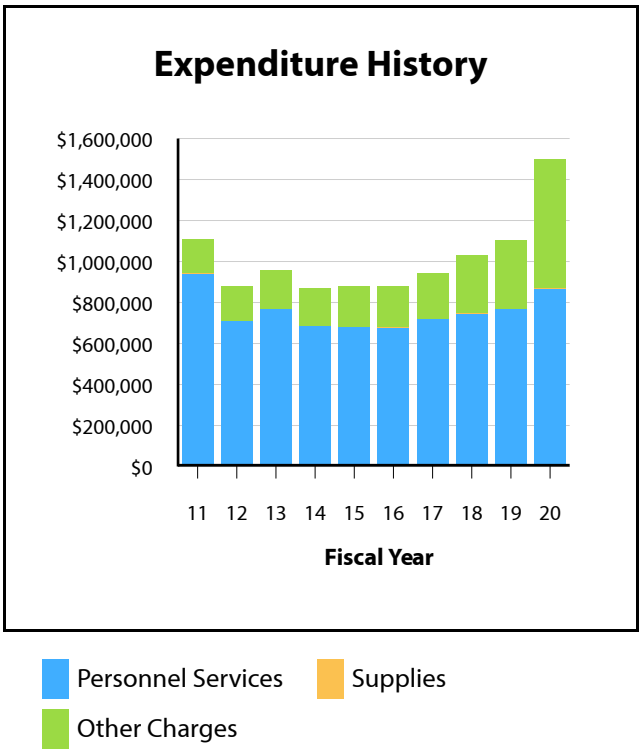
Personnel Services - Total Increase $100,670 or 13.1%

- $14,000 due to contractual wage adjustments
- $47,000 due to replacement of the GIS coordinator in advance of retirement
- $16,000 due to the addition of a GIS intern
- $4,000 due to required funding for pension liabilities
- $7,000 due to an increase in required overtime
- $7,000 due to health care coverage changes

Supplies - Total Supplies decreased $2,260 or 52.4% primarily due to fewer required software updates.

Other Charges - Total Other Charges increased $295,250 or 88.4%. Software maintenance increased $323,120 for subscriptions and licensing related to the new system security overlay program and user license fees now required for Microsoft Windows. This was partially offset by an increase for professional service contracts for the security overlay program and additional consultant services for GIS and other new technology projects. Training funds increased $6,640 for a staff member to attend the Cityworks annual conference and an information security conference.

Capital - Total Capital of $1,129,210 is proposed. $790,000 is for a new Financial Software System that fully integrates with other City software. $139,500 is for 125 replacement Personal Computers and 45 Election Laptops. A Human Resources Software System is funded for $42,940. $41,500 is to upgrade seven forensic computer workstations. $15,270 is for Pivot Point Software for Appraisers. $100,000 is to support innovative technology improvements that are requested during the fiscal year. $1,294,740 is budgeted in the Facilities Improvement Fund for planned information technology improvements throughout City buildings.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$746,059	$767,280	$781,460	$867,950	$867,950
Supplies	2,070	4,310	4,310	2,050	2,050
Other Charges	281,654	333,860	333,860	629,110	629,110
Total	$1,029,783	$1,105,450	$1,119,630	$1,499,110	$1,499,110

Assessing

MISSION STATEMENT: ***To promote and foster positive interaction between the Office of Assessing and the taxpayers of the City of Sterling Heights by ensuring that all assessments are accurate, fair, equitable, and lawful.***

The primary and continuing goal of the Assessing activity is to achieve fair and equitable assessments in all classes of property.

Assessments are most importantly used in conjunction with the millage rates adopted by the various legislative bodies to generate property taxes guaranteeing revenues for the operation of all local governing units.

This activity continues to introduce new technology, update existing programs, and develop cost-saving practices to allow for the efficient operation of equipment and personnel. To achieve this goal, extensive research in all phases of residential, commercial, industrial, and personal property must be conducted. These include: 1) gathering sales data on vacant property and homes, 2) compiling rental and lease information for apartments, 3) assembling commercial and industrial information, and 4) auditing personal property accounts. This research process must be done annually to maintain equitable valuations in all classes of property.

At the conclusion of this research, a computerized listing, or assessment roll, containing the property identification number, property address and legal description, school district, property classification and tentative state equalized and taxable values for all properties in the City is generated. The assessment roll is the only record in the City that ties the property owner of record with the legal description and/or property address. It is in constant use by taxpayers, appraisers, and real estate personnel.

Assessing information is available on-line via the City's website at www.sterling-heights.net. This allows those with access to the Internet the ability to search by parcel number, property address, or comparable building attribute, in order to obtain general assessment, building appraisal and tax information 24 hours a day.

KEY GOALS

- ***To provide an accurate and equitable assessment annually for residential, commercial, industrial, and personal property.***
- ***To provide accurate and timely implementation of Primary Residence Exemption requests.***
- ***To inform taxpayers, residents, and potential investors of new or pertinent assessment information.***
- ***To ensure that recipients of Industrial Facilities Tax Exemptions comply with all program requirements.***
- ***To meet and/or exceed all State Tax Commission and Macomb County Equalization Department requirements.***

Today's economic conditions warrant up-to-date data from the sale and development of both vacant and occupied land. The assessment roll provides the information required to ensure proper growth in our community.

With tax reform a reality now and in the future, the staff continues to keep informed of all new regulations. The Assessing Office is monitored closely by higher taxing authorities (e.g. Macomb County Equalization Department and State Tax Commission) to make sure all necessary guidelines are followed. It is a difficult task, but the end result will benefit the taxpayers of Sterling Heights.■

Did you know…
…the average selling price for a single-family residential home in Sterling Heights in 2018 was $201,700 which represents a positive change of 6.8% over the 2017 average selling price of $188,900?

Assessing

2019/20 PERFORMANCE OBJECTIVES

1. To continue to create digital sketches of the remaining 31,764 houses and 4,140 condominiums in the City and have them accessible on the City's website. *(City Goal 14,18)*

2. To complete the migration from the State Tax Commission Assessing Cost Manual to the Michigan Marshall & Swift Valuation Platform (MMSVP) for valuing real property using the BS&A Assessing software. *(City Goal 6, 7)*

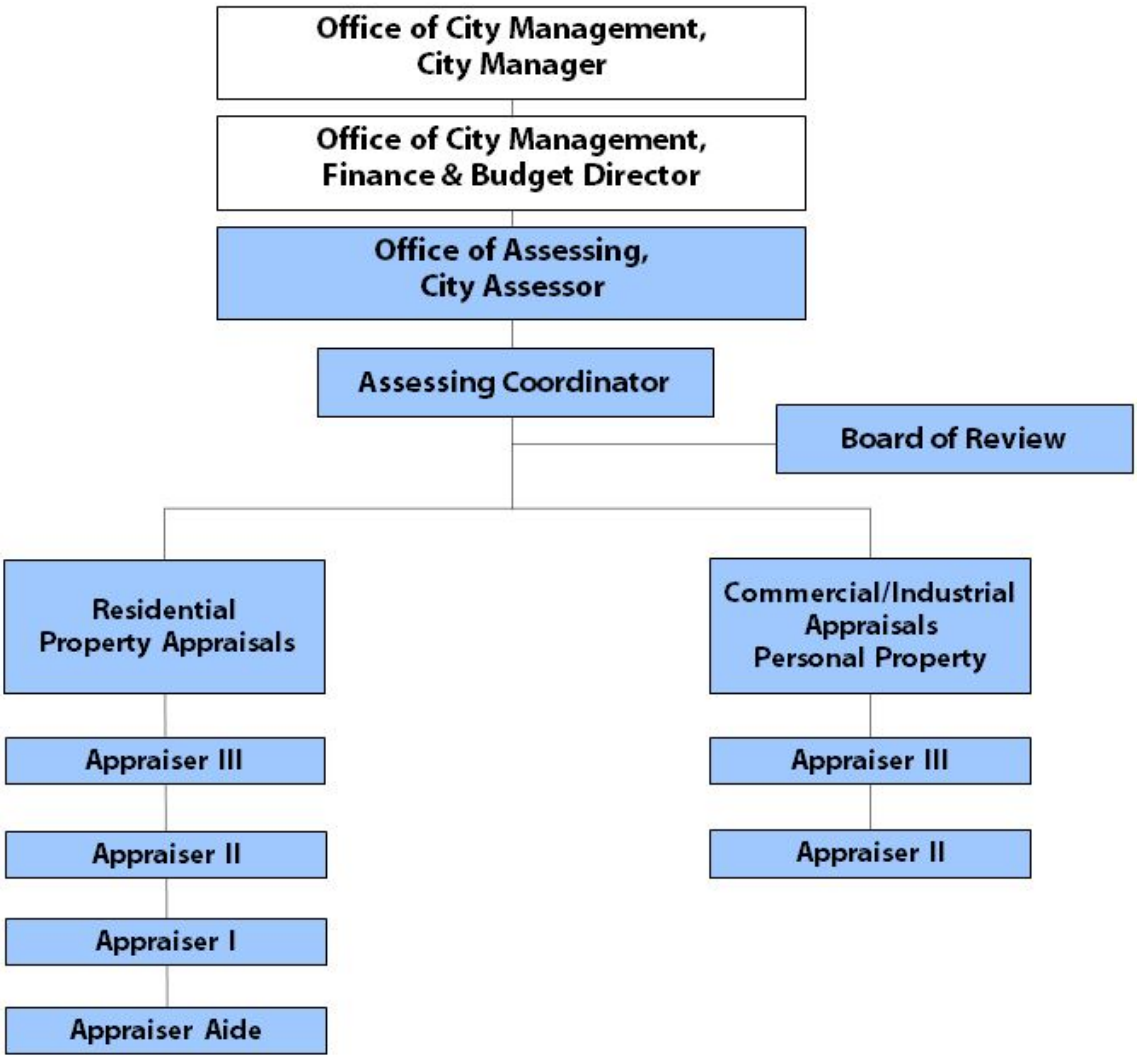
3. To increase the number of residential property re-appraisals, which will improve the accuracy of real property data and ensure equity amongst taxpayers. (*City Goal 6, 13)*

4. To continue to incorporate field laptop computers to increase personnel efficiency. *(City Goal 2, 4, 23)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Assessment Notices Processed - Real/Personal	48,762	47,636	46,650	48,000	46,600	47,000
	Residential Property Appraisals (including Partials)	113	110	92	200	133	250
	Commercial/Industrial Property Appraisals - Real	80	80	78	80	225	300
	Full Tax Tribunal Applications - Businesses	66	19	31	30	50	60
	Board of Review Appeals	589	581	695	600	800	700
	Land Divisions/Combinations Processed	17	22	14	15	25	25
	Resident Assessing Online Retrievals	134,070	134,934	213,165	180,000	150,000	175,000
	Deeds & Property Owner Updates	4,950	4,563	4,958	4,800	5,000	5,000
	Property Transfer Affidavits Processed	3,591	3,721	3,084	3,800	3,450	4,000
	Homestead Exemption Affidavits Processed	3,614	3,784	4,050	3,800	4,200	4,500
	Residential Digital Sketches Created	99	100	776	150	850	1,000
	IFEC's/328's Personal Property Exemptions Approved	0	6	8	5	10	10
	Total Invest. Resulting from IFEC's/328's (millions)	$4	$82	$17	$30	$10	$25
Efficiency & Effectiveness	I.F.T. Roll & Certif. Status Reported by Deadline	100%	100%	100%	100%	100%	100%
	Total I.F.T. Valuation as a % of City Tax Base (TV)	5.6%	2.9%	3.0%	4.0%	3.0%	4.0%
	% Change in City Tax Base (TV)	2.00%	2.20%	3.35%	2.00%	4.00%	4.00%
	% Site Plans Reviewed within 2 days	95%	95%	100%	95%	98%	95%
	% Land Divisions/Comb. Processed w/i 3 days	90%	90%	95%	90%	95%	95%
	Equalization Factor	1.000	1.000	1.000	1.000	1.000	1.000
	Average Cost to Appraise a Residential Parcel	$2.99	$3.00	$3.07	*	*	*
	Activity Expenditures as % of General Fund	0.98%	1.02%	1.08%	0.92%	0.92%	1.01%

**Cost is calculated for "Actual" columns only.*

Assessing



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
City Assessor	2	1	1
Assessing Coordinator	0	0	1
Appraiser III	2	2	2
Appraiser II	2	2	2
Appraiser I	1	1	1
Appraiser Aide	1	1	1
Clerk Typist (P.T)	1	1	0
Total	9	8	8

Assessing

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

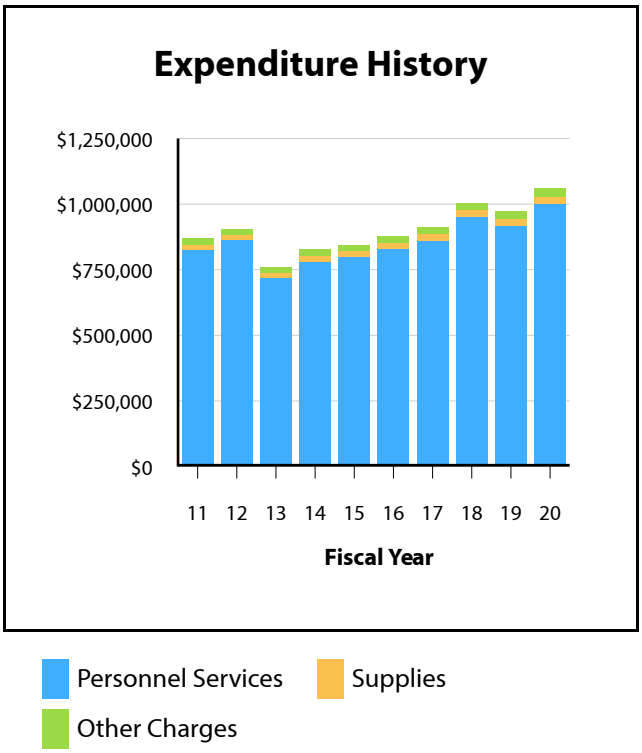
The total budget increased by 9.0%.

Personnel Services - Total Increase $82,620 or 9.0%

- $22,000 due to contractual wage increases
- $57,000 due to staff changes related to succession planning
- $4,000 due to required funding for pension liabilities

Supplies - Total Supplies increased $540 or 2.0% primarily due to an increase in postage costs based on the recent year's estimated expenditure usage and a recent postal rate increase. $40 was added for an inflationary increase in supply costs.

Other Charges - Total Other Charges increased $4,930 or 17.2%. $3,200 was added for the cost of contracting an intern through an outside internship program. Rental costs rose $800 based on a more accurate estimate of per-page copier print fees. $620 was added for additional professional memberships and a slight increase in existing membership costs. The budget increased $600 for wireless service for field iPads. Software maintenance contract costs increased $460 and were reallocated to a newly designated account for budgeting purposes. Increased attendance at local meetings is funded for $150. Less funding is required for BS&A training, saving $680.



The budget can be reduced by $350 based on the recent reallocation of telephone expenditures to the Information Technology office.

Capital - Total Capital of $17,070 is proposed. $15,270 is budgeted for Pivot Point Software for Appraisers to manage inspection work from iPads while in the field. $1,800 is funded for two personal computers to replace the existing 5-year old units.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$951,767.56	$918,720	$922,890	$1,001,340	$1,001,340
Supplies	27,101.07	27,100	27,100	27,640	27,640
Other Charges	26,180.32	28,700	29,880	33,630	33,630
Total	$1,005,049	$974,520	$979,870	$1,062,610	$1,062,610

Financial Services

MISSION STATEMENT: ***To provide competent and comprehensive financial services to the City and its residents.***

The Financial Services activity is directly responsible for all financial records, payroll, accounts payable, bond sale activity, benefit plan activities and annual audit completion and reporting.

Financial Services develops and maintains tracking systems for funds, projects, grants, capital assets and other financial needs. This office prepares required work papers, schedules and financial statements to complete the annual external audit and the award winning Comprehensive Annual Financial Report (CAFR), as well as annual reports to the State of Michigan and compliance reports for state and federal granting agencies. This office also prepares monthly reports for City Council, City management and City departments, as well as other specifically required periodic reports.

Payroll processing and record keeping for all City employees is executed in Financial Services. This processing includes data input and coordination of insurance benefits, withholding and reporting of income taxes, maintenance of records and payment of all other deductions. Payroll processing and record keeping functions are performed for 11 bargaining units and two (2) employee groups, all with unique benefits.

Financial Services processes all accounts payable including data entry, reconciliation, and filing of vendor invoices. Related bill listings are generated for approval at each regularly scheduled City Council meeting.

Project and grant cost records are maintained by Financial Services. Unlike most financial reporting, which occurs within a fiscal year framework, specific project ledgers are kept for the duration of road, water and sewer, capital projects and grant programs ensuring that the City fulfills bond and grant covenants.■

KEY GOALS

- ***To meet all payroll and related reporting deadlines on a timely basis with a tolerance of zero defects.***
- ***To provide timely payments to vendors after appropriate internal approvals have been granted.***
- ***To ensure an annual audit is performed and that a comprehensive annual financial report is distributed to City Council and is available to all residents.***

Did you know…
…that more than 400 schedules and workpapers are prepared in order to facilitate the City's annual financial audit and complete the annual financial report, which is required by the State of Michigan?

Financial Services

2019/20 PERFORMANCE OBJECTIVES

1. To implement Governmental Accounting Standards Board number 84 into the audited financial statements. *(City Goal 7, 8)*

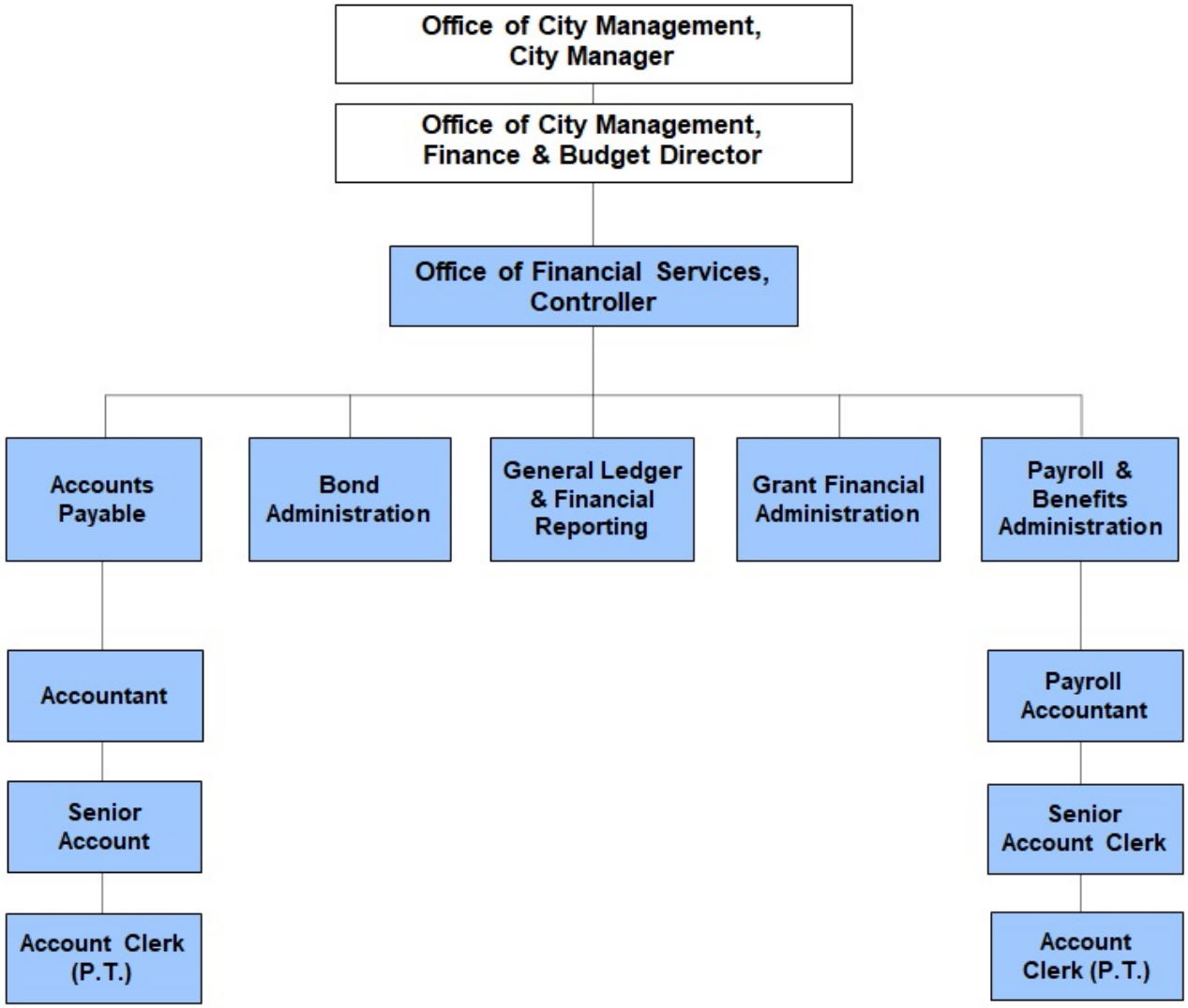
2. To assess and implement a citywide accounting system that fully integrates with existing Assessing, tax and time keeping systems. *(City Goal 1, 3, 8)*

3. To adjust the current General Ledger to comply with the new State Chart of Accounts. *(City Goal 8)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Bank Statements Reconciled	240	240	216	216	216	216
	General Journal Entries Processed	1,641	1,601	1,701	1,700	1,600	1,700
	Accounts Payable Invoices Processed	15,073	13,919	14,833	14,600	15,300	15,300
	Accounts Payable Checks Issued	7,046	6,169	6,358	6,400	6,300	6,400
	Payroll Checks & Deposit Notices Generated	18,334	17,998	17,810	17,000	18,900	18,950
	Accounting Funds Maintained	28	29	30	29	31	31
	Retirees/Beneficiaries Receiving Medical Benefits	635	669	685	690	693	695
	Federal Grants Tracked	29	28	30	27	23	25
	Audit Workpapers Prepared	400	375	450	425	450	450
	Active Assets Tracked	5,684	5,857	5,629	5,900	6,000	6,000
	Vendor Files Maintained	3,682	2,956	3,030	3,200	3,000	3,100
Efficiency & Effectiveness	Avg. Days to Compile Monthly Financial Statements	14.0	14.0	14.0	14.0	14.0	14.0
	% of A/P Checks Issued Without Error	99.5%	99.7%	99.5%	99.0%	99.3%	99.0%
	% of Payroll Checks Issued Without Error	99.6%	99.6%	99.0%	99.2%	99.5%	99.5%
	Active Employees Receiving Compensation/Benefits	1,410	1,613	1,662	1,550	1,425	1,450
	Financial Statement Correcting Entries by Auditors	0	0	0	0	0	0
	Financial Admin. of Federal Grant Expenditures	$2,329,798	$6,176,102	$4,015,909	$3,000,000	$2,500,000	$3,000,000
	Cost for an Independent Auditor to Perform Audit	$97,700	$99,600	$101,600	$103,650	$103,650	$112,650
	Years Received G.F.O.A. CAFR Award	28	29	30	31	31	32
	Cost to Process an Accounts Payable Invoice	$9.25	$9.69	$9.41	*	*	*
	Cost of Payroll Service Per Employee	$308	$316	$323	*	*	*
	Activity Expenditures as % of General Fund	0.98%	0.84%	0.84%	0.79%	.079%	0.89%

**Cost is calculated for "Actual" columns only.*

Financial Services



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Controller	1	1	1
Payroll Accountant	1	1	1
Accountant	1	1	1
Senior Account Clerk	2	2	2
Account Clerk (P.T.)	2	2	2
Total	7	7	7

Financial Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

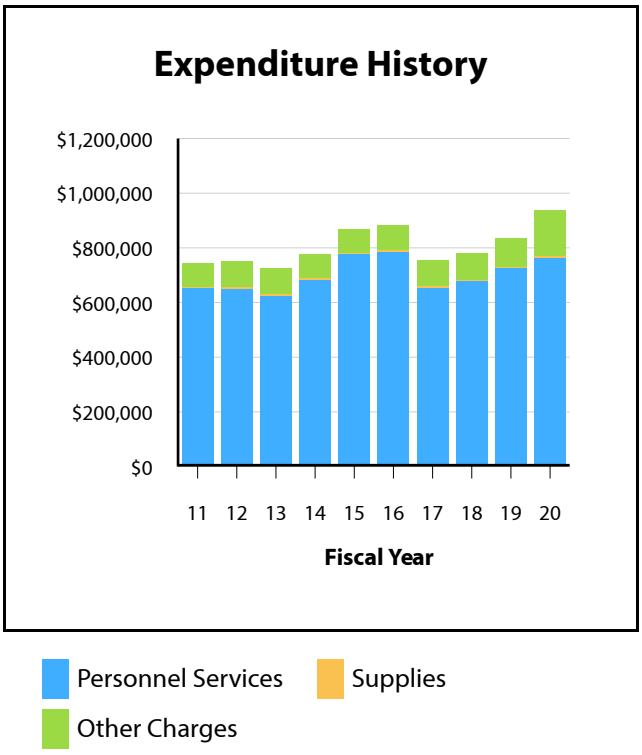
The total budget increased by 12.4%.

Personnel Services - Total Increase $39,620 or 5.5%

- $30,000 due to contractual wage adjustments
- $4,000 due to increased part-time hours
- $4,500 due to required funding for pension liabilities

Supplies - Total Supplies decreased $370 or 5.7%. Postage costs decreased $400 based on recent expenditure levels. The decrease was slightly offset due to inflationary increases in office supply costs.

Other Charges - Total Other Charges increased $63,930 or 62.0%. Software maintenance fees, which have been reallocated to a newly designated account for budgeting purposes, increased $64,200. The increase is primarily for the new support agreement for the Kronos payroll/timekeeping software system that was purchased in the prior year, and for a slight increase in Fixed Asset and MUNIS licensing and support fees. Application fees for participation in the annual GFOA certificate program increased $170. Funding decreased $240 based on the recent reallocation of telephone costs to the Information Technology office.



Capital - Total Capital of $790,900 is proposed. $790,000 is to replace the current Financial Software System with a system that will allow greater integration with other software utilized by the City. This office is also scheduled to receive a replacement personal computer totaling $900.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$678,413	$725,290	$734,390	$764,910	$764,910
Supplies	4,697	6,480	6,070	6,110	6,110
Other Charges	97,545	103,030	102,510	166,960	166,960
Total	$780,655	$834,800	$842,970	$937,980	$937,980

Purchasing

MISSION STATEMENT: ***To procure goods and services at the lowest competitive price and to maintain efficiency, quality and ethical standards while acting in the City's best interest.***

The procurement of goods and services is an integral part of the quality control procedures currently being applied to all levels of the organization. Several policies and procedures are in place to ensure that all purchase requisitions are screened for compliance.

The use of several different purchasing methods allows for the purchase of goods and services at the lowest competitive price. Examples include: on-line requisitioning, cooperative purchasing, quantity purchases, Requests for Proposals, purchasing cards and an on-line e-procurement program that allows registered vendors instant access to bids and quotes. Having these alternatives available allows for a more expedient method of procuring goods and services.

Surplus items such as vehicles, furniture, computer equipment, police related items, etc. are disposed of through GovDeals.com, an online liquidity service marketplace.

The issues involving ethical standards of purchasing are continually monitored to maintain the highest level of standards. These issues include establishing policies and procedures, preparing specifications, and the testing and inspecting of materials and supplies purchased by and for the City.

Purchasing is also responsible for encumbering and monitoring all purchase requisitions through the MUNIS system, which coordinates with the modules used by the City's other financial and management offices. The encumbrance module strengthens the control and reporting procedures of the City.

Additional Purchasing responsibilities include training personnel on the use of online requisitioning, purchasing cards, Internet purchases of office supplies, and coordinating all office, cable television, fitness equipment and Print Shop equipment maintenance. Determination is made for equipment replacement, service contracts, and/or vendor performance. This office also coordinates digitalization services for most City departments.■

KEY GOALS

- ***To ensure that the maximum number of vendors are contacted in order to obtain the best possible price and quality.***
- ***To research products and services to ensure quality, particularly in large purchases.***
- ***To participate in statewide and local cooperatives to broaden purchasing operations and to obtain better pricing by combining orders with multiple communities.***
- ***To monitor purchasing histories and activities identifying areas where purchases can be consolidated to allow for further cost reduction.***
- ***To provide guidance to departments and vendors regarding purchasing practices.***

Did you know…
…the Purchasing Office has become an Amazon Business Prime member, providing exclusive discounts and express two-day shipping for everyday purchases required by all departments?

Purchasing

2019/20 PERFORMANCE OBJECTIVES

1. To work with City Departments to identify legacy documents that require digitalization to improve efficiencies, document retention, and workspace. *(City Goal 2, 3, 6, 23)*

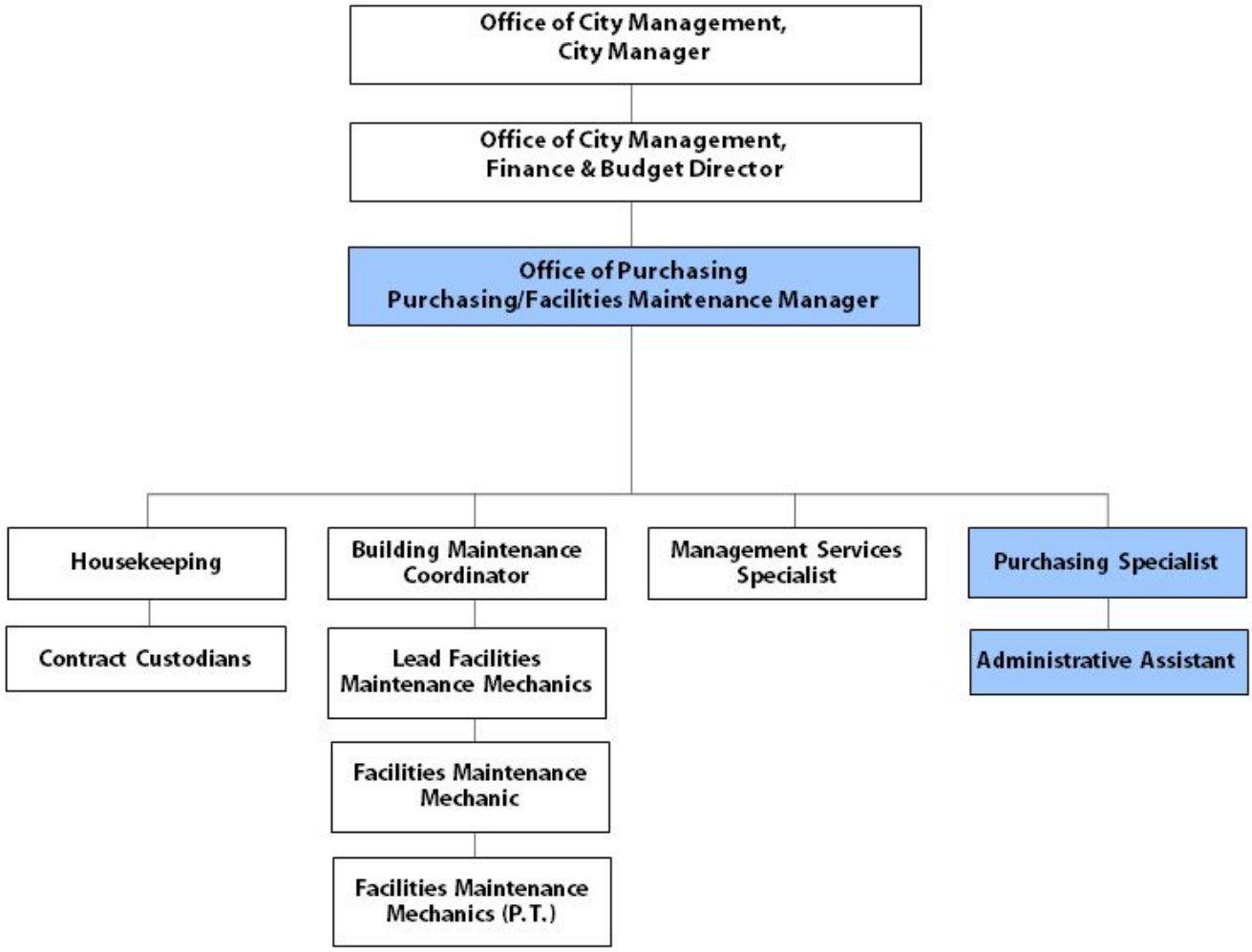
2. To investigate cost saving opportunities through cooperative purchasing contracts for the purchase of favorably priced commodities. *(City Goal 1, 2, 3, 4, 6, 23)*

3. To serve the role of 'Pilot Program' and maximize the functionality of the City Clerk's OnBase document management system. *(City Goal 1, 2, 3, 4, 6, 23)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Purchase Orders Processed	1,091	1,189	1,350	1,300	1,400	1,400
	Bid Solicitation Occurrences	50	50	59	50	60	60
	Total # of Bid Responses Reviewed	164	181	174	180	180	180
	Electronic Bids Reviewed	4	60	46	40	50	50
	Surplus Item Auctions Conducted	71	206	47	70	35	40
	Agenda Items Presented to City Council	86	108	115	120	125	130
	Written Quotation Solicitation Occurrences	3	1	2	4	2	3
	Written Quotation Responses Reviewed	18	5	4	16	4	6
	# of Employees Assigned a Purchasing Card	56	64	71	78	75	80
	Purchasing Card Transactions	1,708	1,845	3,725	4,000	4,000	4,500
Efficiency & Effectiveness	% of P.O.'s Processed within 5 days	95%	95%	95%	95%	95%	95%
	Avg. Days to Process a P.O. (informal/formal pricing)	7/30	7/30	7/30	7/30	7/30	7/30
	Online Procurement System - Registered Vendors	8,238	9,854	13,831	14,000	13,700	14,000
	Revenue from Sale of Surplus Property	$61,500	$26,744	$42,625	$20,000	$31,260	$30,000
	Dollar Value of Purchasing Card Transactions	$274,515	$405,077	$1,519,493	$1,500,000	$500,000	$550,000
	Cost to Issue a Purchase Order	$80	$75	$66	*	*	*
	Average Cost to Go Out to Bid	$1,278	$1,301	$1,202	*	*	*
	Total Dollar Value of Purchase Orders	$16.9M	$21.7M	$36.5M	$30.0M	$50.0M	$55.0M
	Revenue from Purchasing Card Rebate Program	$1,854	$3,256	$15,552	$10,000	$4,000	$4,000
	Activity Expenditures as % of General Fund	0.35%	0.36%	0.48%	0.40%	0.40%	0.47%

**Cost is calculated for "Actual" columns only.*

Purchasing



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Purchasing/Facilities Maintenance Manager	1	1	1
Purchasing Manager	1	0	0
Purchasing Specialist	1	1	1
Administrative Assistant	1	1	1
Total	4	3	3

Purchasing

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 17.6%.

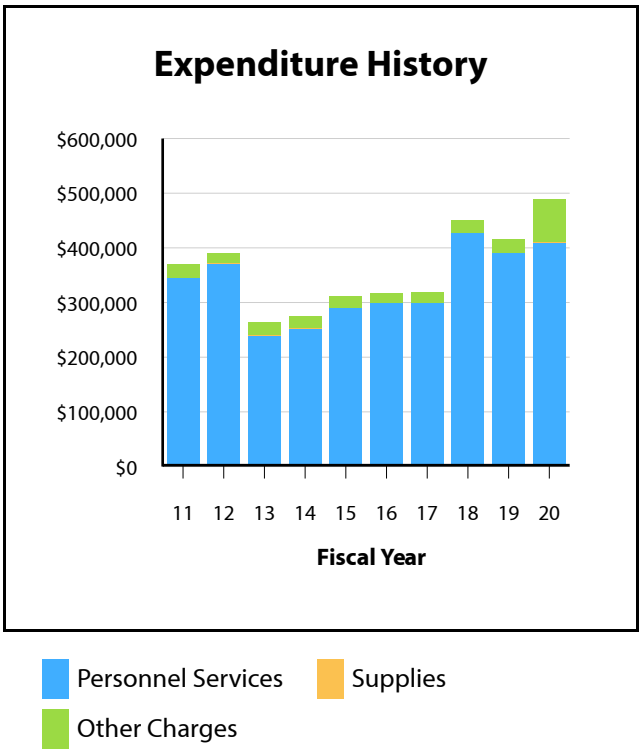
Personnel Services - Total Increase $19,700 or 5.0%

- $15,000 due to contractual wage adjustments
- $2,000 due to required funding for pension liabilities

Supplies - Total Supplies increased $40 or 3.2% due to an inflationary increase in supply costs.

Other Charges - Total Other Charges increased $53,430 or 213.5%. Contracted Services increased $50,000 for temporary administrative help. Educational funding increased $1,910 for online courses and testing fees necessary for the Purchasing Manager to obtain Professional Public Buyer (PPB) and Public Procurement Officer (PPO) certifications. $970 was added due to an increase in citywide office equipment repairs. Funding increased $460, as increased digitizing of City records for retention purposes is planned. One new membership to the Institute for Public Procurement (NIGP) is funded for $190. Funding decreased $100, as all remaining telephone costs for this office were reallocated to the Information Technology office in the prior year.

Capital - There is no Capital proposed for this office.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$427,036	$390,160	$398,370	$409,860	$409,860
Supplies	1,350	1,260	1,260	1,300	1,300
Other Charges	21,990	25,020	25,410	78,450	78,450
Total	$450,376	$416,440	$425,040	$489,610	$489,610

Facilities Maintenance

MISSION STATEMENT: ***To maintain all City facilities in a safe, clean and economical manner for the benefit of the residents and staff of the City of Sterling Heights.***

The primary goal of Facilities Maintenance is to maintain all City facilities in a safe, clean, and economical manner for the benefit of the residents and staff of the City of Sterling Heights.

The Facilities Maintenance contractors and staff pride themselves on their ability to operate efficiently, reduce unnecessary spending, and effectively deliver the services needed to maintain the City's facilities.

The Building Maintenance Coordinator plans and directs the operations of the maintenance staff as well as all outside contracted work and vendors. The overseeing of outside contractors and vendors ensures the quality of workmanship and materials on projects and the adherence of all applicable State and City codes, while meeting all safety standards prescribed by State and federal regulations. The maintenance staff is the "nuts and bolts" component of a wide range of projects that have been constructed and completed in-house.

The maintenance staff also ensures that through preventative maintenance programs, all mechanical, electrical, and plumbing equipment operates at safe and optimum efficiency. The staff maintains all interior and exterior surfaces that require painting throughout the year to ensure that facilities stay attractive year round.

Facilities Maintenance is responsible for housekeeping services at ten City facilities on a daily basis. This service ensures that residents and employees of Sterling Heights have clean and safe facilities to carry on their day-to-day business as well as maintaining the high level Board of Health standards at a 24-cell detention facility.

The staff assists all departments with furniture transfers and office furniture and equipment layout to help ensure that personnel and equipment are properly and ergonomically situated. Facilities Maintenance is an integral part in the planning, programming, and implementation phases of building modernization and efficiency.

KEY GOALS

- ***To operate efficiently, reduce unnecessary spending and effectively maintain the City's facilities.***
- ***To oversee outside contractors/ vendors to ensure the quality of materials and workmanship on projects and adherence to all applicable State and City codes.***
- ***To meet all safety standards prescribed by State and federal regulations.***
- ***To conduct preventative maintenance programs on all mechanical, electrical, and plumbing equipment, ensuring it operates at safe and optimum efficiency.***
- ***To ensure the turf and landscaping at municipal building sites are cut, trimmed and upgraded in accordance with maintenance schedules.***
- ***To provide snow and ice control at municipal building sites.***

To ensure that all municipal grounds are well maintained, the following activities are undertaken: grass cutting and trimming, turf maintenance, tree and shrub trimming, planting and replacement of flowers/plants/trees, and fertilizer/herbicide application at all municipal sites. When conditions warrant, snow, and ice are removed at all municipal sites. ■

Did you know…
…that Facilities Maintenance will oversee renovations to over 168,000 square feet of public facilities during the 2019/20 fiscal year?

Facilities Maintenance

2019/20 PERFORMANCE OBJECTIVES

1. To ensure health and safety standards are met in every City facility through cleaning schedule improvements and proactive maintenance of Infrastructure Systems. *(City Goal 1, 3)*

2. To establish a systematic LED conversion program to reduce overhead, maintenance, and utility costs. *(City Goal 1, 3, 4,16)*

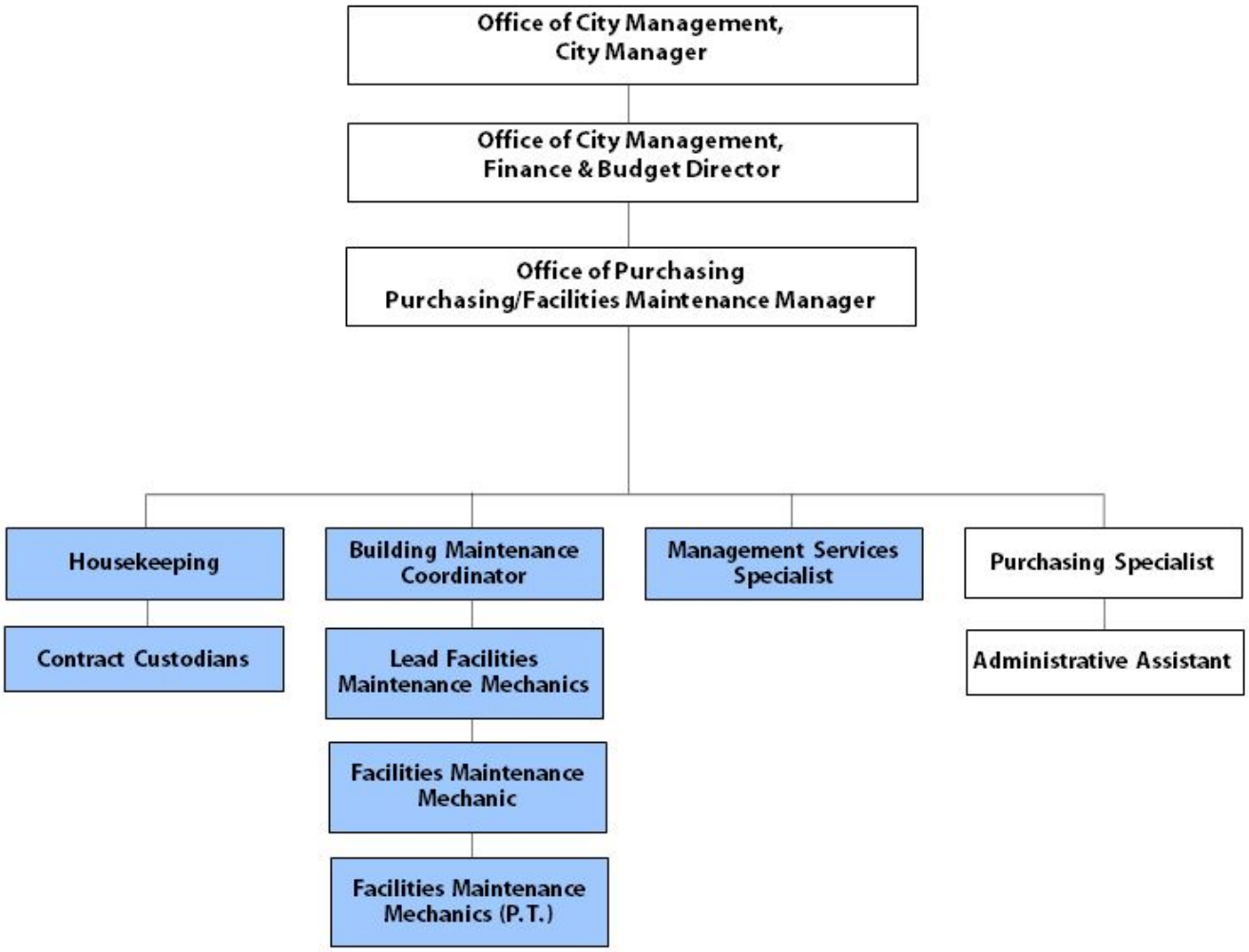
3. To manage proceeds from the $20 million Facilities Improvement Bond, addressing critical infrastructure needs and asset management. *(City Goal 1, 2, 16)*

4. To effectively manage the grounds of all City facilities through the development and execution of strategic contracts that ensure quality performance and safety. *(City Goal 1, 3,16)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	City Facilities Supported - Square Feet	360,823	360,823	360,823	347,897	347,897	445,897
	City Facilities Receiving Daily Housekeeping - Sq. Ft.	246,434	246,434	246,434	233,508	233,508	331,508
	Renovations/Projects Supervised/Coordinated	$260,000	$514,700	$402,390	$6,018,000	$4,000,000	$9,800,000
	Cuttings/Trimmings - 9 Mun. Sites (Subcontracted)	30	27	25	32	32	32
	Snow/Ice Control Call-Ins	16	20	16	25	21	25
	Trash Collection Days - Municipal Sites	242	258	266	255	104	104
	Interior Preventive Maintenance Cycles	6	6	12	12	12	12
	Exterior Preventive Maintenance Cycles	4	5	12	12	12	12
	Maintenance/Custodial Service Requests Processed	1,400	1,410	1,009	1,200	1,150	1,200
	FedEx/UPS Packages Processed	1,713	1,946	2,083	2,300	2,450	2,500
	Deliveries to City Council Members	55	55	2	10	5	10
	Car Pool Vehicles Supervised	2	2	2	2	2	2
	Voting Precincts (Assembled & Delivered)	94	107	64	122	64	96
Efficiency & Effectiveness	% of Emg. Call-Ins Reported to w/i 30 minutes	98%	98%	99%	100%	100%	100%
	% of Service Requests Met Within 15 Days	98%	98%	92%	98%	98%	98%
	Hrs. Spent for Building Maintenance Per 1,000 s.f.	19.0	19.0	18.1	23.9	26.0	25.0
	Overtime/Comp Hours Worked	260	265	414	280	700	700
	Cost to Complete In-House Maint. Service Requests	$369,571	$362,600	$229,191	*	*	*
	Activity Expenditures as % of General Fund	N/A	N/A	N/A	1.38%	1.44%	1.68%

**Cost is calculated for "Actual" columns only.*

Facilities Maintenance



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Building Maintenance Coordinator	0	1	1
Lead Facilities Maintenance Mechanic	0	1	2
Facilities Maintenance Mechanic	0	2	1
Facilities Maintenance Mechanic (P.T.)	0	1	2
Management Services Specialist	0	1	1
Total	0	6	7

Facilities Maintenance

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 21.6%.

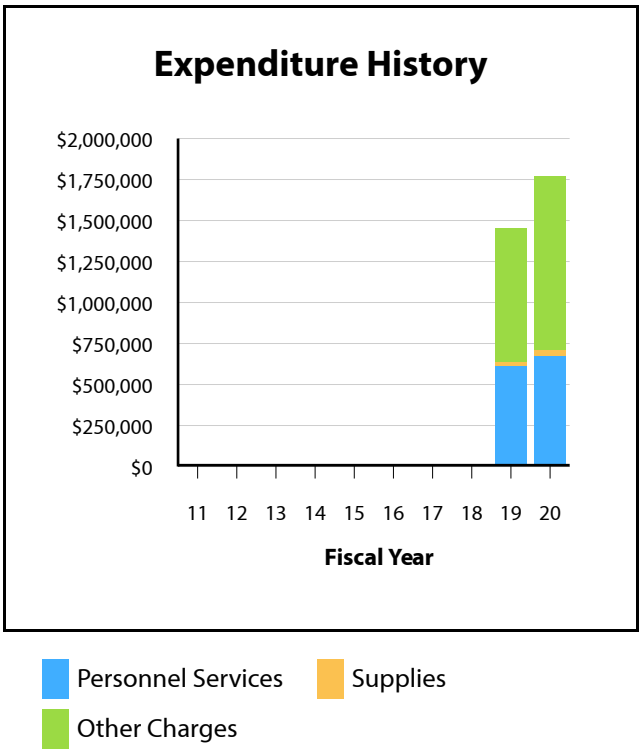
Personnel Services - Total Increase $62,300 or 10.2%

- $20,000 due to the addition of a part-time Facilities Maintenance Mechanic position
- $16,000 due to contractual wage adjustments
- $16,000 increase in required overtime
- $5,000 due to changes in insurance coverages
- $3,000 required funding for pension liabilities

Supplies - Total Supplies increased $9,750 or 32.2% for additional hand tools and materials needed to maintain the City's municipal grounds due to the transfer of responsibilities to this office.

Other Charges - Total Other Charges increased $242,850 or 29.9%. The budget increased $203,950 for higher custodial contract costs and for the contractual maintenance of municipal grounds reassigned to this department. $50,000 was added for increased building maintenance needs. Utility costs decreased $7,260 based on recent expenditure levels. Equipment maintenance costs decreased $11,590 based on fewer recent equipment repairs and the transfer of the Cityworks annual support fees to a new software maintenance account.

Capital - Total Capital of $1,254,900 is proposed. $28,000 is for a Cargo Van, $29,000 is for a Kubota 4x4 Utility Vehicle, and $2,700 is for three replacement personal computers. $90,000 is funded for the first phase of a two-year Upton House Exterior Renovations project. $480,000 is for the first phase of upgrades to the Library and Police Exterior Insulation Finishing Systems. Upgrades to the City Hall entrances are funded for $490,000. $125,000 is for the replacement of four HVAC units and $10,200 is for the refinishing of the gym floor at the Senior Center. $7,316,910 is budgeted in the Facilities Improvement Fund for the continuation of the facilities infrastructure improvements.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$612,550	$618,690	$674,850	$674,850
Supplies	0	30,250	38,000	40,000	40,000
Other Charges	0	812,330	870,630	1,055,180	1,055,180
Total	$0	$1,455,130	$1,527,320	$1,770,030	$1,770,030

Treasury

MISSION STATEMENT: ***To accurately bill and collect all City revenues on a timely basis and invest idle funds prudently while establishing and accomplishing strategic financial objectives of the City.***

Treasury is responsible for the receipt, deposit, control, and distribution of all receipts (taxes, water and sewer, and all other revenues) of the City on a daily basis.

A major function of Treasury is the investment of available City funds. The City utilizes Internet technology to provide current market information to allow timely purchases and trades, thus decreasing costs and increasing earnings.

Treasury also bills, collects, and maintains all special assessments for water, sewer, pavement, sidewalks, and drains.

Monthly water and sewer bills are prepared for residential, industrial and commercial customers. Delinquent account reports are generated and transferred to tax rolls after approval by the City Manager on a semi-annual basis.

Other responsibilities involve acting as Treasurer and trustee for both the Police & Fire and the General Employees Retirement Systems. Through prudent investment strategies, both systems continue to maximize investment earnings.

The Treasurer provides administrative support to the Corridor Improvement Authority (CIA), the Brownfield Redevelopment Authority, and the Local Development Finance Authority (LDFA). The Brownfield Redevelopment Authority reviews and processes applications for potential development on contaminated sites while the CIA and LDFA work to enhance commercial districts in the City by offering development incentives in order to increase economic vitality within these districts. Administrative support is also provided to the Economic Development Corporation (EDC).

Treasury is also responsible for the various defined contribution plans (401(A) and 457 plans) and the defined benefit plan (General Employee's Retirement System or GERS) sponsored by the City. For the defined contribution plans, duties include the day-to-day administration and working with various service providers relative to investment options, coordination of employee education and general employee assistance. Duties related to the GERS include day-to-day administration of the system, preparing agendas and packets for monthly meetings, coordinating with money managers and service providers for quarterly performance meetings, assisting the system's legal actuary and custodial bank to ensure timely and proper benefit payments to retired employees.

The office also compiles and provides all required data to complete the annual actuarial valuation for both defined benefit pension plans and the bi-annual actuarial valuation of the retiree health and other post employment benefits trust fund. ■

KEY GOALS

- ***To effectively administer tax programs in accordance with all applicable laws.***
- ***To serve all water and sewer customers with accurate and timely billing and collections.***
- ***To administer cash management programs with the goal of decreasing costs and increasing earnings.***
- ***To assist in administering the City's two pension funds: Police & Fire and General Employees.***
- ***To assist in developing and implementing programs to reduce costs, increase revenues, and add efficiencies.***

Did you know…
…that historical property tax and water billing information is available on the City's website?

Treasury

2019/20 PERFORMANCE OBJECTIVES

1. To work with the printing company and BS&A to print past due summer balance amounts on winter tax bills. *(City Goal 6)*

2. To implement a check-scanner feature for depositing checks electronically. *(City Goal 1, 3)*

3. To implement the use of individual scanners so the Treasury team can upload files electronically to software, which will provide a higher level of customer service when questions arise regarding account and payment discrepancies. *(City Goal 6)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Tax Bill Payments Processed - Manually (incl. partials)	23,020	22,943	22,544	23,400	23,000	24,000
	Tax Bill Payments Processed - Electronically (escrows)	33,177	33,317	37,382	34,000	34,000	35,000
	Tax Bill Payments Processed - Lock Box	28,285	27,770	26,441	27,000	27,500	27,500
	Tax Bill Payments Processed - Online	4,330	4,649	5,746	5,270	4,500	4,500
	Special Assessment Parcels Billed	75	65	76	80	85	85
	Invoices Billed	2,432	2,815	2,265	2,700	1,991	2,000
	Investments Bought/Sold - Number of Transactions	353	319	250	300	300	300
	Tax Adjustments Processed	1,061	825	655	800	800	800
	Resident Tax Online Retrievals	67,931	70,787	72,212	70,000	68,000	70,000
	Cash Receipts Processed by Treasury Personnel	57,761	60,169	60,255	66,000	60,554	65,000
	City-Wide Credit Card Payments Received	48,636	54,217	52,148	53,000	53,000	59,000
	Dollar Value of All Credit Card Transactions (Millions)	$8.4	$11.2	$10.5	$11.2	$11.2	$12.0
	Defined Contribution Active Employees	96	109	126	130	138	145
	Defined Benefit Active GERS Employees	109	99	88	80	88	80
	GERS Retirements Processed	4	7	6	10	8	8
	GERS Retirees/Beneficiaries Receiving Benefits	359	364	364	370	365	375
	Pension Calculations Prepared (P&F and GERS)	18	30	39	30	30	30
	Water and Sewer Bills Issued	190,812	191,180	190,892	193,000	192,500	193,000
	Final Water Bills Prepared	1,143	1,238	1,132	1,500	1,200	1,400
	Water & Sewer Customer Bill Online Retrievals	41,007	46,360	51,963	55,000	54,000	56,000
	Water & Sewer Auto Pay Customers	2,281	2,281	2,287	2,300	2,280	2,300
	Water & Sewer Budget Billing Customers	88	83	82	70	75	80
	Service Orders Processed by Utility Billing	3,193	2,975	2,791	2,900	3,000	3,200
	Water Bill Adjustments	2,264	2,048	2,253	2,700	2,500	2,600

Treasury

2018/19 PERFORMANCE OBJECTIVES

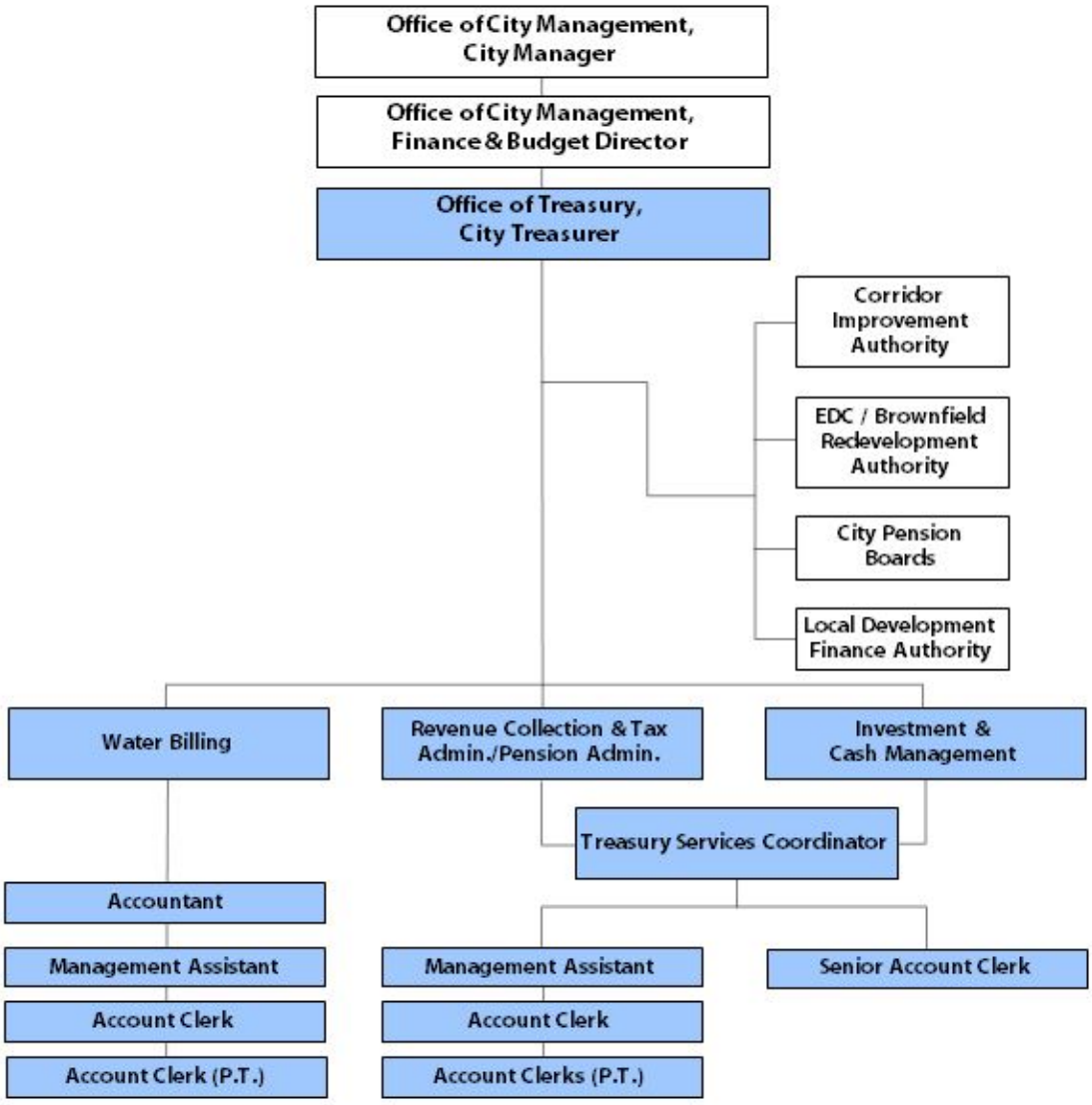
4. To investigate the option of providing customers with the ability to schedule online tax payments with the existing eCheck payment option. (City Goal 6)

5. To investigate the use of an Electronic Lockbox (ELB) for residents to submit their property tax payments electronically using their personal online banking system. *(City Goal 1)*

6. To investigate the accepting of credit cards (other than Discover) over the counter for property taxes. *(City Goal 1)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Efficiency & Effectiveness	% of Real & Personal City Prop. Tax Levy Collected	97%	97%	97%	97%	97%	97%
	% of Prop. Tax Parcels Turned Delinquent to County	5.67%	5.18%	5.20%	6.00%	6.00%	6.00%
	Average Rate of Return on Investments	1.40%	1.32%	1.67%	1.70%	2.00%	2.15%
	Average 2-Year T-Note Rate	0.68%	0.93%	1.18%	1.12%	1.12%	1.17%
	City's Return as a % of 2-Year T-Note	206%	142%	142%	152%	179%	184%
	% of Portfolio Invested in Active Market	84.1%	81.9%	81.2%	85.0%	85.0%	85.0%
	Total Interest Earnings - Budgeted Funds (Millions)	$0.6	$0.8	$1.8	$1.8	$2.4	$2.3
	Police & Fire Pension System - % Funded	69.3%	69.5%	69.5%	68.0%	62.9%	62.9%
	General Employees Pension System - % Funded	84.8%	82.5%	82.5%	81.0%	77.3%	77.3%
	Ratio of Active GERS Employees to GERS Retirees	1:3.29	1:3.68	1:4.14	1:4.63	1:4.15	1:4.69
	Annual % Change in GERS Market Value - Fiscal Year	-2.8%	11.5%	9.3%	7.5%	7.5%	7.5%
	Annual % Change in P&F Market Value - Fiscal Year	-2.4%	12.5%	11.0%	7.5%	7.5%	7.5%
	Ratio of Active P&F Employees to P&F Retirees	1:1.56	1:1.78	1:1.59	1:1.59	1:1.55	1:1.55
	% of Water & Sewer Bills Adjusted	1.19%	1.07%	1.18%	1.50%	1.30%	1.40%
	Activity Expenditures as % of General Fund	1.20%	1.21%	1.27%	1.15%	1.13%	1.17%

Treasury



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
City Treasurer	1	1	1
Treasury Services Coordinator	0	1	1
Pension Administrator/Utility Billing Accountant	1	0	0
Accountant	1	1	1
Management Assistant	1	1	2
Senior Account Clerk	2	2	1
Account Clerk	2	2	2
Account Clerk (P.T.)	3	3	3
Total	11	11	11

Treasury

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

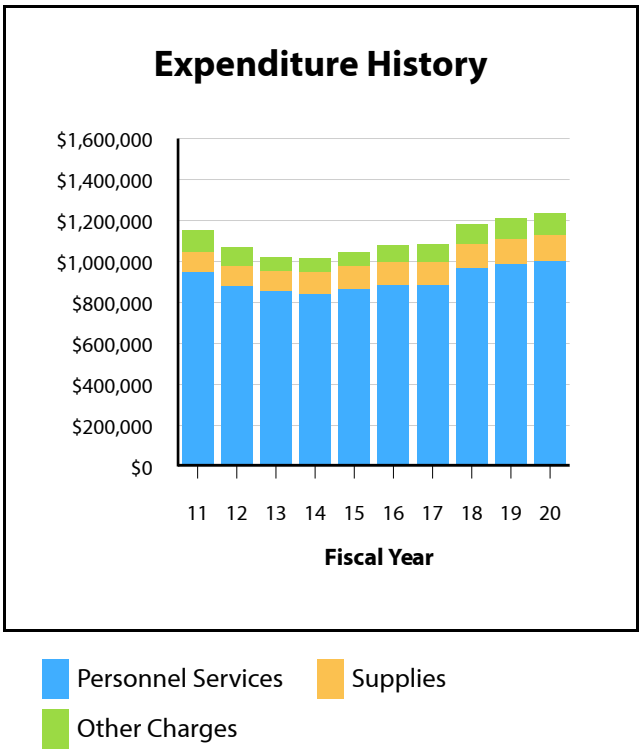
The total budget increased by 2.1%.

Personnel Services - Total Increase $11,580 or 1.2%

- $27,000 due to contractual wage adjustments
- $4,500 due to required funding for pension liabilities
- $8,000 due to an increase in part-time hours, offset by:
- $29,000 savings in wages due to employee turnover

Supplies - Total Supplies increased $5,840 or 4.8%. Postage costs increased $4,680 due to an increase in the cost of tax and water bill mailings. Operating supply costs rose $1,160 primarily for the one-time purchase of desk scanners for the electronic documentation of cash receipts, which will allow staff to respond to resident inquiries faster and more effectively.

Other Charges - Total Other Charges increased $7,420 or 7.4%. $4,900 was added due to higher credit card service fees. Contracted service costs increased $2,100 for BS&A programming costs to incorporate summer tax balances on winter tax bills and to upgrade the existing tax bill payment program. $480 was added for two staff members to attend the MGFOA Back to Basics seminar. $100 was added for one new membership to the Macomb County Treasurers Association (MCTA) . The budget can be reduced by $600 based on the recent reallocation of citywide telephone expenditures to the Information Technology office.



Capital - This office is scheduled to receive a personal computer totaling $900 to replace an existing five-year old unit.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$972,137	$990,640	$984,910	$1,002,220	$1,002,220
Supplies	112,796	120,460	120,580	126,300	126,300
Other Charges	95,316	99,780	93,750	107,200	107,200
Total	$1,180,249	$1,210,880	$1,199,240	$1,235,720	$1,235,720

A room without books is like a body without a soul.

~ Marcus Tullius Cicero ~



Public Library Department



FUNCTIONAL ORGANIZATION CHART

Public Library Department

Library Administration

- Directs the Public Library Department
- Prepares and administers library's budget
- Recommends and implements policies
- Coordinates and evaluates activities of staff
- Formulates and develops service programs and priorities; assesses long-range needs
- Coordinates and administers grants
- Compiles and maintains statistical records
- Guides and directs activities of the Library Board of Trustees
- Guides and directs activities of the Historical Commission
- Represents and promotes the library to the community
- Serves as liaison to the Suburban Library Cooperative
- Provides administrative support for activities of Friends

Library Programming & Community Services

- Plans and coordinates publicity and public relations activities
- Creates and maintains library's Internet site
- Conducts technical training for patrons and staff
- Coordinates adult, teen and youth programming and volunteer activities
- Coordinates memorial/gift book and exhibit case programs
- Plans and schedules cable channel programs

Circulation Services

- Check-out and check-in of library materials
- Registers eligible borrowers
- Processes claim-returned items
- Processes inter-library loans, renewals and holds
- Maintains patron database
- Provides materials notification through voice, email and text
- Collects overdue fines and fees for lost materials
- Coordinates with collection agency for resolution of delinquent accounts
- Coordinates material delivery

Public Services

- Reference/information retrieval
- Provides bibliographic instruction
- Collection development and evaluation
- Provides outreach service to senior citizen residences & the homebound
- Processes deposit collections and extension loans
- Shelves materials for user access
- Maintains periodical and newspaper collections
- Provides Readers' Advisory Services
- Selects online reference sources
- Coordinates Internet access and instruction
- Coordinates Young Adult Services
- Conducts Youth programming and seasonal activities
- Creates exhibits, displays and information packets
- Coordinates MeLCat access to materials

Technical Services

- Coordinates the acquisition and processing of materials
- Catalogs and classifies materials
- Administers online catalog and Internet systems
- Processes and routes donations
- Maintains online catalogs and equipment
- Maintains ongoing collection inventory and statistical analysis
- Processes items and donations for Upton House Historical Collection
- Installs and maintains software and hardware for staff and public workstations

DEPARTMENT AT A GLANCE

Public Library Department

BUDGET SUMMARY



Note that the 2016/17 Actuals include the Parks and Recreation Department which has been moved to the Special Revenue section beginning in 2017/18.

The Public Library budget increased $33,390 or 1.2%. Personnel costs increased $4,850 or 0.2%, due to contractual wage increases, and an increase in the funding for long-term retirement liabilities. Supplies increased 19,370 or 8.8% to expand the Library's digital book collection. Other Charges increased $9,170 or 3.2% primarily due to increased fees from the Suburban Library Cooperative and to add internet service for ten new portable wifi hot spots available for patron checkout.

FUNDING LEVEL SUMMARY

	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget	% Change From 18/19
Public Library	$2,524,450	$2,585,240	$2,851,140	$2,884,530	1.2%
Parks & Recreation	2,016,840	0	0	0	N/A
Total Department	$4,541,290	$2,585,240	$2,851,140	$2,884,530	1.2%
Personnel Services	$3,629,290	$2,085,600	$2,339,850	$2,344,700	0.2%
Supplies	294,560	223,350	221,300	240,670	8.8%
Other Charges	617,440	276,290	289,990	299,160	3.2%
Total Department	$4,541,290	$2,585,240	$2,851,140	$2,884,530	1.2%

In 2017/18, the Parks & Recreation budget was moved to the Special Revenue Section.

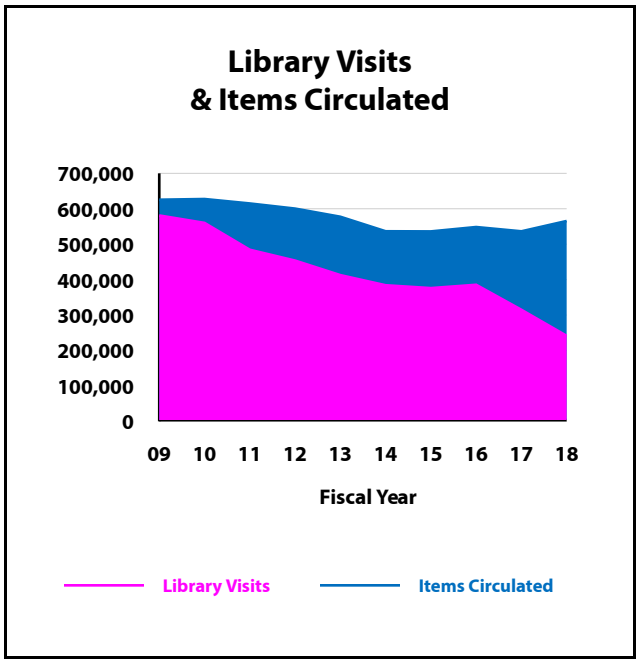
PERSONNEL SUMMARY

	2016/17		2017/18		2018/19		2019/20	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Public Library	12	26	12	26	13	26	13	26
Total Department	12	26	12	26	13	26	13	26

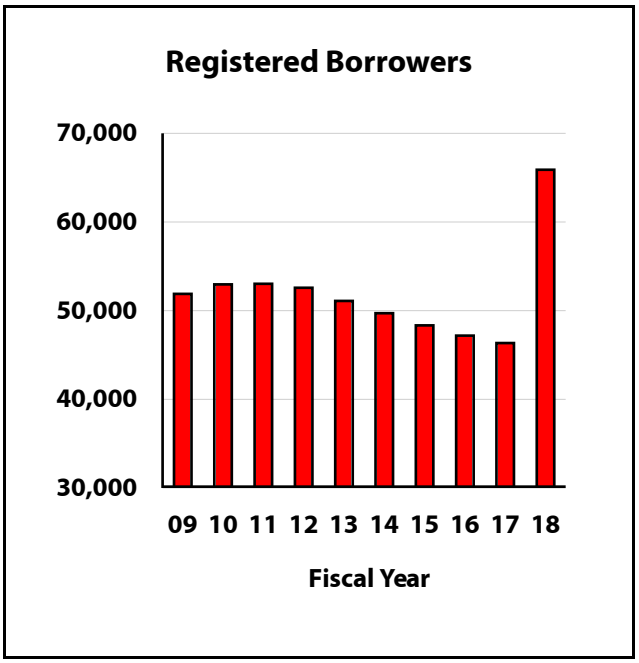
Excludes Historical Commission.

KEY DEPARTMENTAL TRENDS

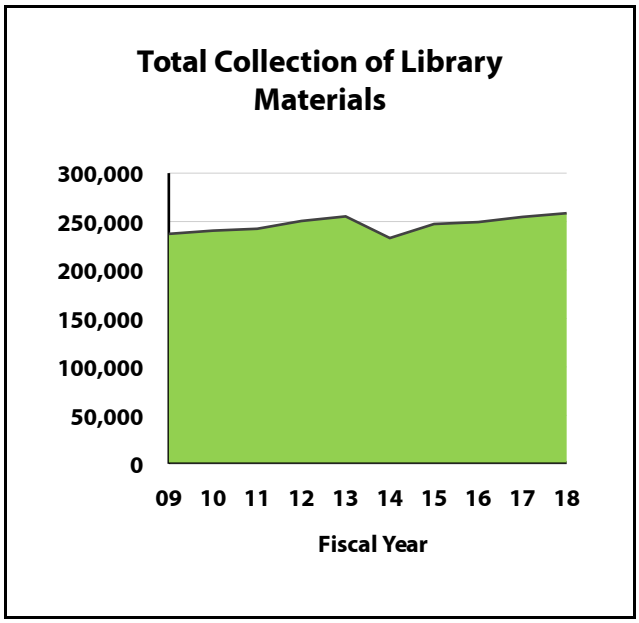
Public Library Department



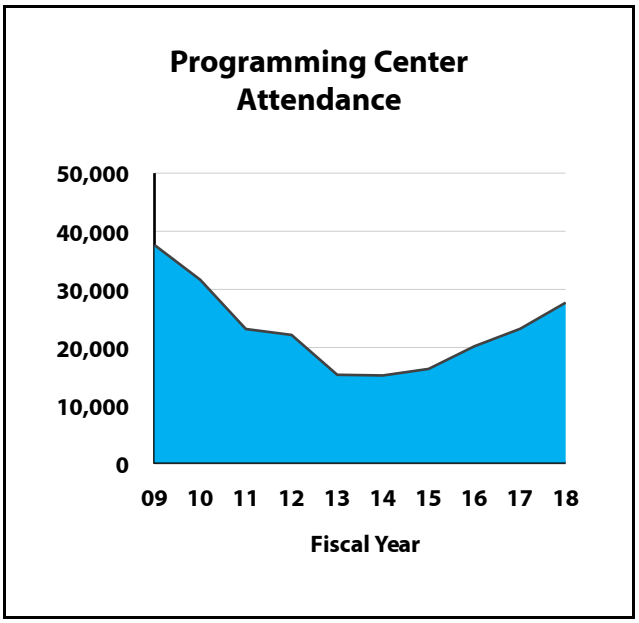
Due to the increased demand for digital materials, library attendance has begun to decline. In 2018, 241,000 visits were recorded or an average of 125 visits per hour open. 565,000 items (or an average of 1.7 items per visit) were circulated. Library Sunday hours were restored effective September, 2015.



Registered borrowers increased by nearly 20,000 in 2018 due to the implementation of the Virtual Library Card Program that issued cards to all UCS and WCS students.



The size of the Library's collections, including books, audiovisual, and software materials, has generally grown over the past ten years. There are currently 258,647 materials on hand, or an average of 2.0 items per resident. A total of 914,000 online and electronic database uses were recorded in 2018.



Attendance at the Library's Programing Center continues to increase due to the variety and success of new programs.

MISSION STATEMENT: ***To serve as an information center for our community, offering a wide variety of materials and services for education, entertainment, and enrichment in a welcoming and helpful environment.***

The Sterling Heights Public Library offers a full range of services for all community residents. Activities such as preschool story times, adult, teen and youth summer reading programs, computer and Internet assistance, film festivals, book talks, author visits, consumer interest programs, reference and readers' advisory services, educational cable programming, an oral history collection, and a wide selection of books, online reference sources, digital collections and audiovisual materials provide residents with excellent educational opportunities.

Digital information retrieval is offered with the online catalog of 21 libraries in the Suburban Library Cooperative. The Digital Media Archives section of the online catalog includes hundreds of digital photographs of Sterling Township farms and families from the 1860's. The Library also participates in the MeLCat statewide catalog and delivery system, allowing City residents to borrow materials from hundreds of public, school and academic libraries throughout Michigan. Other services include full-text online magazine and newspaper reference sources, Internet access at public workstations, wireless Internet access, area newspapers on microfilm, and a Tech for Tots area with educational software applications and games.

The Library's web site, www.shpl.net, serves as an effective guide to the wealth of resources provided by the Library in addition to an introduction to the vast resources of the Internet providing access to thousands of full-text electronic books, downloadable audiobooks, digital magazines, downloadable music and an online tutoring service. Technology training sessions are regularly offered to allow residents to make optimal use of the Library's online resources. A van delivers a wide selection of materials, including large print books, directly to the homebound and senior citizen housing units.

The Library has an international language collection of popular fiction and magazines in 22 languages, and a unique collection of English as a second language materials designed to improve English language skills. For patrons with visual disabilities, the Library provides large print and audio books.

Additionally, the City's cable channel broadcasts quality educational programs daily on behalf of the Library. These programs feature topics in literacy, arts and history, science, cultural enrichment, and youth and teen issues.

The Library is committed to quality service that satisfies the individual and enriches the community.■

KEY GOALS

- ***To provide up-to-date information for residents in their pursuit of educational, job-related, and personal goals.***
- ***To provide access to information and resources beyond the Library's in-house collection through interlibrary cooperation, online databases, digital collections, programming, and outreach services.***
- ***To maintain a high standard of friendly and professional assistance in providing reference, information, referral, and circulation services.***
- ***To provide high demand, high interest popular materials in a variety of formats and in a timely manner for residents of all ages.***
- ***To provide materials and services which promote learning and reading for children.***

Did you know…
…the Sterling Heights Library has a Teen Advisory Board that meets monthly to plan programs and events for other teen patrons, while they also earn service hours?

Library

2019/20 PERFORMANCE OBJECTIVES

1. To study the concept of a fine-free library without an impact on the overall library budget. (*City Goal 1, 6)*

2. To continue to foster an environment of creativity to preserve and expand quality of life services in cooperation with the Parks & Recreation Department. *(City Goal 1, 19)*

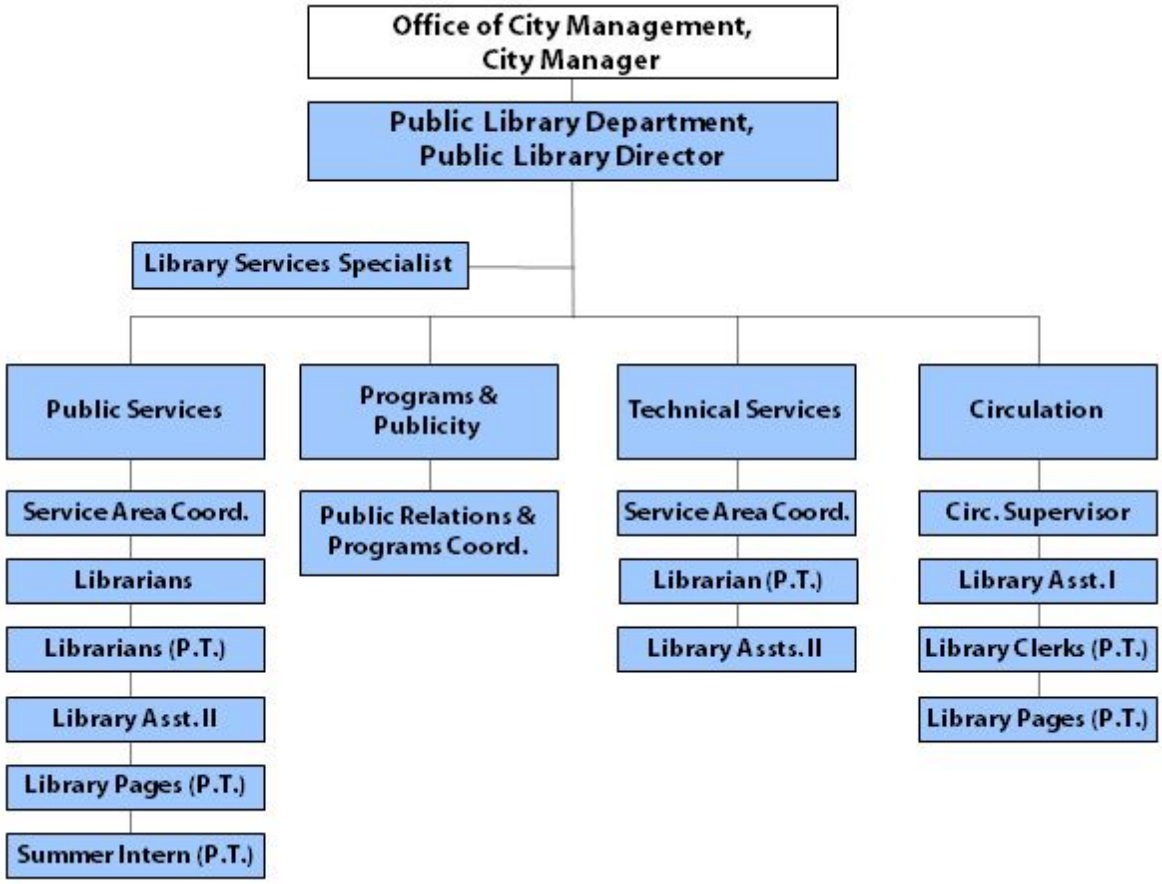
3. To investigate a mobile phone self-checkout option for residents. (*City Goal 1)*

4. To promote the library's services through increased in-person outreach efforts with the schools, community groups and other events located within the City. *(City Goal 1, 24)*

5. To seek grants, community partnerships, and other sources of revenue to improve core library services. *(City Goal 1, 19)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Library Registered Borrowers	47,334	46,498	66,043	63,000	63,000	63,000
	Annual Library Attendance	385,398	314,813	241,302	250,000	245,000	245,000
	Total Collection of Lib. Materials (Excl. magazines)	249,466	254,804	258,647	260,000	260,000	260,000
	Items Circulated	548,414	536,321	565,478	550,000	600,000	600,000
	Program Attendance	20,209	23,208	27,721	25,000	27,000	27,000
	Reference & General Information Requests	65,587	64,893	59,864	62,000	56,000	56,000
	Hours of Library Operation Weekly	61.5	61.5	61.5	61.5	61.5	61.5
	Materials Added to Collection	19,011	17,628	17,360	17,000	16,000	16,000
	In-Library Use of Materials	54,742	39,714	32,590	35,000	33,000	33,000
	Items Processed for Loan to Other Libraries	70,606	62,818	61,479	64,000	62,000	62,000
	Items Processed for Receipt from Other Libraries	78,015	71,796	69,323	70,000	68,000	68,000
	Online & Electronic Database Usage	921,671	998,803	913,999	930,000	930,000	930,000
	Wireless Computer Users	114,533	131,721	152,261	150,000	140,000	140,000
	Outreach Loans by Library Van	2,833	2,797	2,837	2,800	2,800	2,800
Efficiency & Effectiveness	Registered Borrowers as a % of Population	36%	35%	50%	48%	48%	48%
	Library Materials per Capita	1.90	1.94	1.97	1.97	1.97	1.97
	Circulation of Materials per 1,000 Population	4,186	4,086	4,300	4,100	4,550	4,550
	% of Hold Material Requests Filled within 30 days	81%	80%	79%	80%	79%	79%
	% of Material Reshelved within 24 hours	98%	98%	98%	98%	98%	98%
	Full-time Equivalent Staff Per 1,000 Population	0.19	0.19	0.19	0.20	0.20	0.20
	Library Material Acquisition Costs Per Resident	$1.48	$1.48	$1.50	$1.54	$1.54	$1.68
	Library Cost Per Capita	$19.03	$19.23	$19.66	$21.64	$20.82	$21.85
	Total Cost Per Library Registered Borrower	$52.66	$54.29	$39.14	$45.26	$43.54	$45.79
	Activity Expenditures as % of General Fund	2.77%	2.82%	2.78%	2.70%	2.58%	2.74%

Library



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Public Library Director	1	1	1
Library Service Area Coordinator	2	2	2
Public Relations & Programs Coordinator	1	1	1
Librarian	2	3	3
Librarian (P.T.)	10	9	9
Circulation Supervisor	1	1	1
Library Services Specialist	1	1	1
Library Assistant II	3	3	3
Library Assistant I	1	1	1
Library Clerk (P.T.)	6	6	6
Library Page (P.T.)	10	10	10
Summer Intern (P.T.)	0	1	1
Total	38	39	39

Library

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

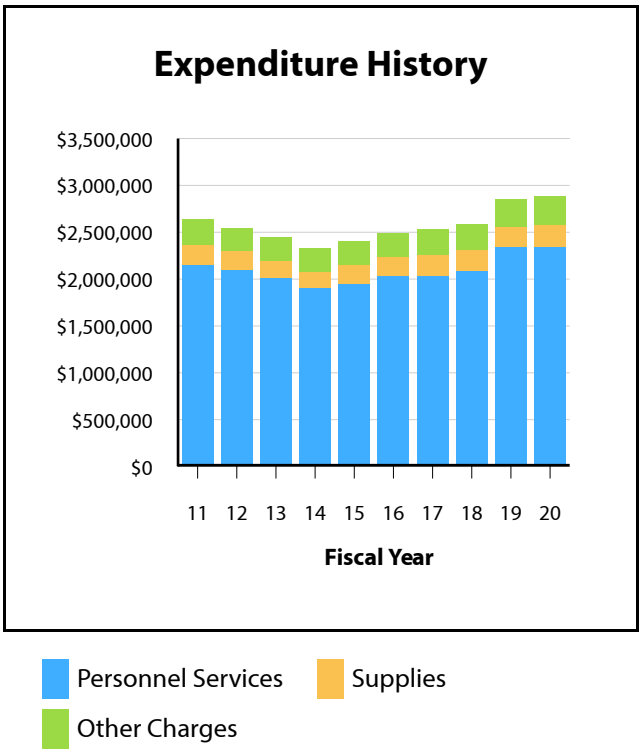
The total budget increased by 1.2%.

Personnel Services - Total Increase $4,850 or 0.2%

- $13,000 due to contractual wage adjustments
- $9,500 due to required funding for pension liabilities
- Partially offset by a reduction in part-time hours

Supplies - Total Supplies increased $19,370 or 8.8%. Increased funding to expand the Library's digital book collection is included for $17,470. $1,000 was added for additional audiovisual materials. Operating supply costs increased $900 due to the increased costs of book processing supplies and security jackets. Postage costs decreased $100 based on historic expenditure trends.

Other Charges - Total Other Charges increased $9,170 or 3.2%. $4,440 was added due to an increase in the Library Cooperative membership fee, which is tied to higher state aid, and a slight increase in other existing membership costs. Contracted service costs increased $4,140 primarily to upgrade the wireless Internet service for five existing mobile Internet access devices and to add service for ten new devices. Existing online subscription services also increased slightly. $670 was added for the Director's attendance at a training workshop. Rental costs increased $460 due to rate increases from the Cooperative for the Library's computer system and maintenance fees. Water costs decreased $500 as the budget can be reduced based on recent expenditure levels.



Capital - Total Capital of $12,190 is proposed. $6,500 is for an Interactive Game Table for the Youth Services area. A patron Scanning Station System is funded for $5,690.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$2,085,598	$2,339,850	$2,236,210	$2,344,700	$2,344,700
Supplies	223,347	221,300	221,250	240,670	240,670
Other Charges	276,293	289,990	285,870	299,160	299,160
Total	$2,585,238	$2,851,140	$2,743,330	$2,884,530	$2,884,530

Police Department



FUNCTIONAL ORGANIZATION CHART

Police Department

Police Administration

- Administration of department's divisions
- Provides public information and responses to citizen complaints
- Coordinates departmental responses to litigation
- Coordinates all Police administrative and personnel activities as they relate to City business
- Monitors and processes all expenditures, including payroll
- Oversees budgeting and auditing for the department
- ***Community Services Bureau*** – provides crime prevention and public safety information
- ***Training Bureau*** – coordinates training, monitors changes in law, responds to lawsuits
- ***Special Investigations Bureau*** – conducts background investigations
- Investigates allegations of misconduct by department members
- Regulates the sale of alcoholic beverages
- ***Detention*** - responsible for the processing, housing and release of prisoners

Police Investigations

- ***Detective Bureau*** –handles cases involving adults, case law, conducts follow-ups
- Investigates check fraud, serves warrants and performs technical polygraph examinations
- ***Youth Bureau*** – handles cases involving juveniles, case law, conducts follow-ups and includes three School Resource Officers
- ***Crime Suppression Unit*** - enforces all controlled substance violations, gambling, prostitution and other vice crimes
- ***Community Response Unit*** - conducts surveillances, apprehends people committing criminal acts

Police Operations

- ***Traffic Safety Bureau*** – investigates vehicle accidents, assists the injured, enforces traffic codes
- Coordinates all Crossing Guard activity with Warren Consolidated and Utica Community Schools
- ***Patrol Bureau*** – suppresses criminal wrong-doing, first response to emergencies, enforces State and City laws, maintains the peace, collects evidence, maintains canine program and oversees the Citizens on Patrol (COP) program.

Police Support Services

- ***Records Bureau*** – collects, analyzes and reports performance data, processes handgun permits, maintains evidence and property
- Inputs source documents into the department computer system and generates reports as required by various agencies
- Maintains files of active warrants for wanted persons and file jackets on all arrested persons
- ***Animal Control Unit*** – responds to and investigates animal nuisance complaints and violations

DEPARTMENT AT A GLANCE

Police Department

BUDGET SUMMARY

The Police Department budget increased $1,122,870 or 3.29% . Personnel costs increased $1,050,200 or 3.4% primarily due to contractual wage increases of $663,000 and an increase to the funding for long-term liabilities of $424,000. Supplies increased $10,900 or 6.9% due to an increase in the budget for the SMART Moves program. Other Charges increased $61,770 or 2.1% due to the purchase of an extended warranty for in-car cameras and a 4.3% cost increase from Macomb County Dispatch.



FUNDING LEVEL SUMMARY

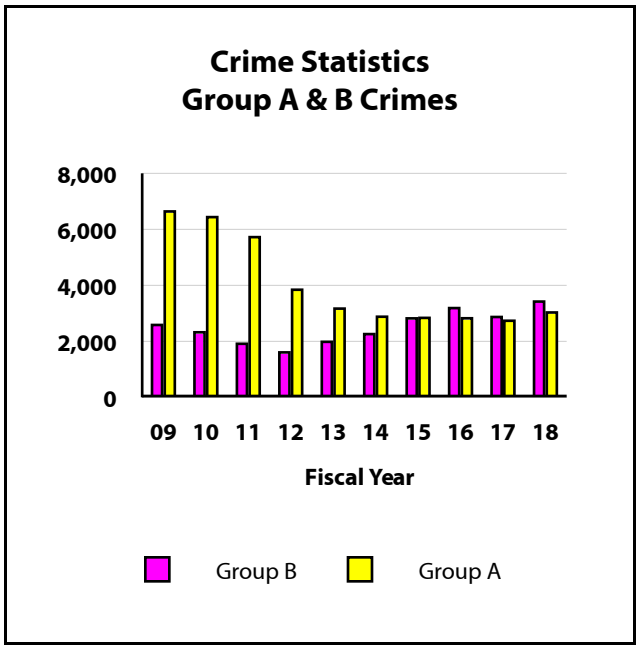
	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget	% Change From 18/19
Police Administration	$5,033,940	$5,171,590	$5,353,410	$5,609,900	4.8%
Police Investigations	6,347,830	6,702,800	6,915,050	7,798,110	12.8%
Police Operations	18,701,540	18,201,260	20,004,530	19,989,930	-0.1%
Police Support Services	1,531,610	1,646,830	1,808,060	1,805,980	-0.1%
Total Department	$31,614,920	$31,722,480	$34,081,050	$35,203,920	3.3%
Personnel Services	$28,683,780	$28,696,460	$30,962,720	$32,012,920	3.4%
Supplies	161,590	233,580	158,250	169,150	6.9%
Other Charges	2,769,550	2,792,440	2,960,080	3,021,850	2.1%
Total Department	$31,614,920	$31,722,480	$34,081,050	$35,203,920	3.3%

PERSONNEL SUMMARY

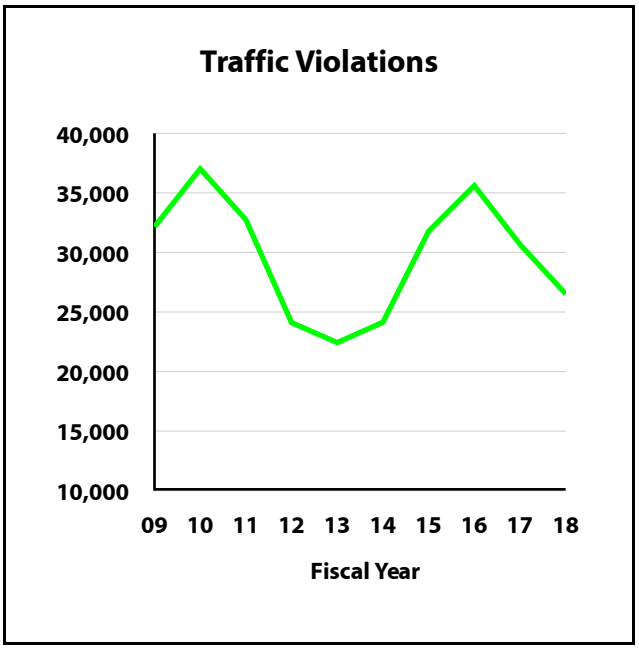
	2016/17		2017/18		2018/19		2019/20	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Police Administration	13	0	13	0	13	0	14	0
Police Investigations	36	0	37	0	38	0	43	0
Police Operations	112	30	111	30	111	30	106	30
Police Support Services	10	1	10	4	11	4	11	2
Total Department	171	31	171	34	173	34	174	32

KEY DEPARTMENTAL TRENDS

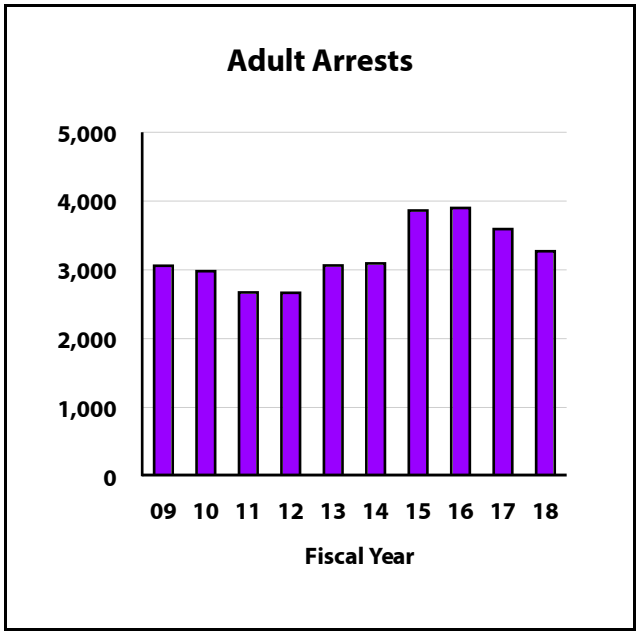
Police Department



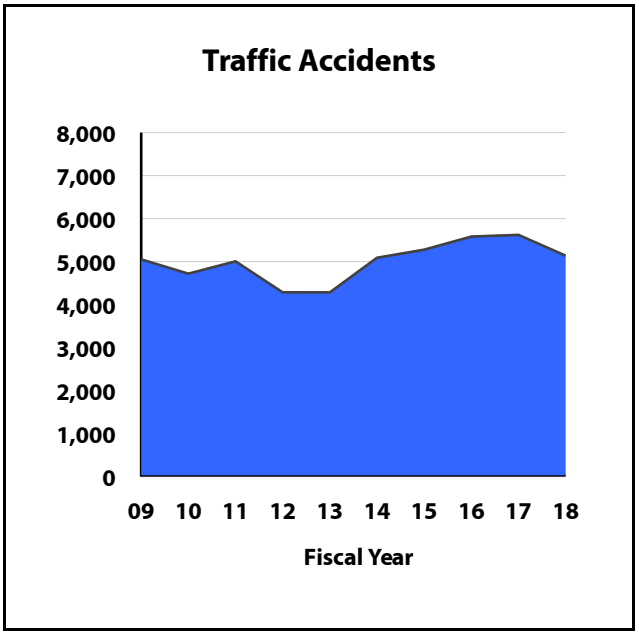
Group A and Group B crimes have decreased over the past ten years. As a result, the City's total crime statistics are lower than levels ten years ago. Group A crimes include murder, robbery, burglary, car theft, damage to property, larceny, and retail fraud. Group B crimes include assault, family trouble, OUIL and disorderly conduct. Nationwide trends have shown a slight increase in violent crimes.



Traffic violations rose as the department initiated a multi-faceted strategy to increase traffic enforcement by concentrating on high accident areas and those locations where residents expressed a concern. A lower number of traffic tickets have been issued recently due to lower manpower resulting from staff turnover.



This graph reflects the number of arrests in the City. After increasing for the prior four years, the number of arrests decreased the past two years possibly due to a decrease in proactive patrol time caused by staff turnover.



Despite an increase in traffic over the past ten years due to the growth in the City and in the surrounding northern communities, traffic accidents fell in 2012 to a 10-year low. The number of accidents has increased slightly in over the past four years due in part to increased distracted drivers from cell phone usage.

Police Administration

MISSION STATEMENT: ***To provide effective, efficient and ethical police services through the management of allocated human and physical resources.***

The Chief of Police is responsible for the overall management of police services in the community. Reporting to the City Manager, the Chief and his staff plan, organize and direct all Police Department operations to provide a safe and orderly environment for residents and visitors.

The Chief is assisted by three Captains who serve as commanders of the Department's divisions and report directly to him. The Chief is responsible for media relations and manages responses to citizen complaints and inquiries.

Under the direction of the Chief, the Special Investigations Bureau (S.I.B.) investigates allegations of serious misconduct by Police Department members, and incidents that may result in civil litigation. This Bureau also conducts background investigations of various applicants for employment and licensing. The Bureau also enforces laws regulating the sale of alcoholic beverages and prepares the Department's response to litigation.

The Community Service Bureau (CSB) is responsible for all social media (Facebook, Instagram & Twitter), the Skills Mastery and Resilience Training (SMART) Moves Program, the Community Outreach and Engagement (CORE) program, the Citizen's Police Academy, Community Emergency Response Team (CERT), Citizens on Patrol (COP) and planning public relation events.

Through a variety of training and educational mediums, the Training Bureau identifies training needs and provides officers with the necessary equipment to effectively perform their jobs. The training unit also organizes and oversees the Community Emergency Response Team (CERT).

The Administrative Captain and the Police Administration staff prepare the annual budget, monitor and process all expenditures, oversee audits and are responsible for the Department's inventory. This Division also administers personnel matters and processes the Department's payroll.■

KEY GOALS

- ***To provide leadership, coordination and support to the Department's four divisions.***
- ***To conduct thorough investigations on prospective City employees, liquor license applicants, and any internal allegations of serious misconduct.***
- ***To provide staff training in various areas of law enforcement to reduce liability and improve services.***
- ***To provide public education in areas of crime prevention, personal safety, and child protection.***
- ***To coordinate special projects that will provide for a more effective and efficient service to the public.***
- ***To coordinate crime fighting efforts with other law enforcement agencies, utilizing the latest in crime analysis software and technology.***
- ***To coordinate the citywide Emergency Response Program.***
- ***To provide the SMART Moves Program throughout the schools.***

Did you know…
…the Police Department increased public programs from three in 2017 to over 120 programs in 2018, which included Neighborhood Watch, security/safety presentations and school demonstrations?

Police Administration

2019/20 PERFORMANCE OBJECTIVES

1. To demonstrate compliance with the Michigan Law Enforcement Accreditation Program (MLEAC). *(City Goal 4, 6, 7, 9, 10, 11)*

2. To implement a City Police Department Twitter account as another way to engage the community and disseminate information to the public. *(City Goal 4, 9)*

3. To reduce the use of time sheets and overtime slips by using the new City-wide timekeeping software which will also improve the Department's efficiency. *(City Goal 7, 8)*

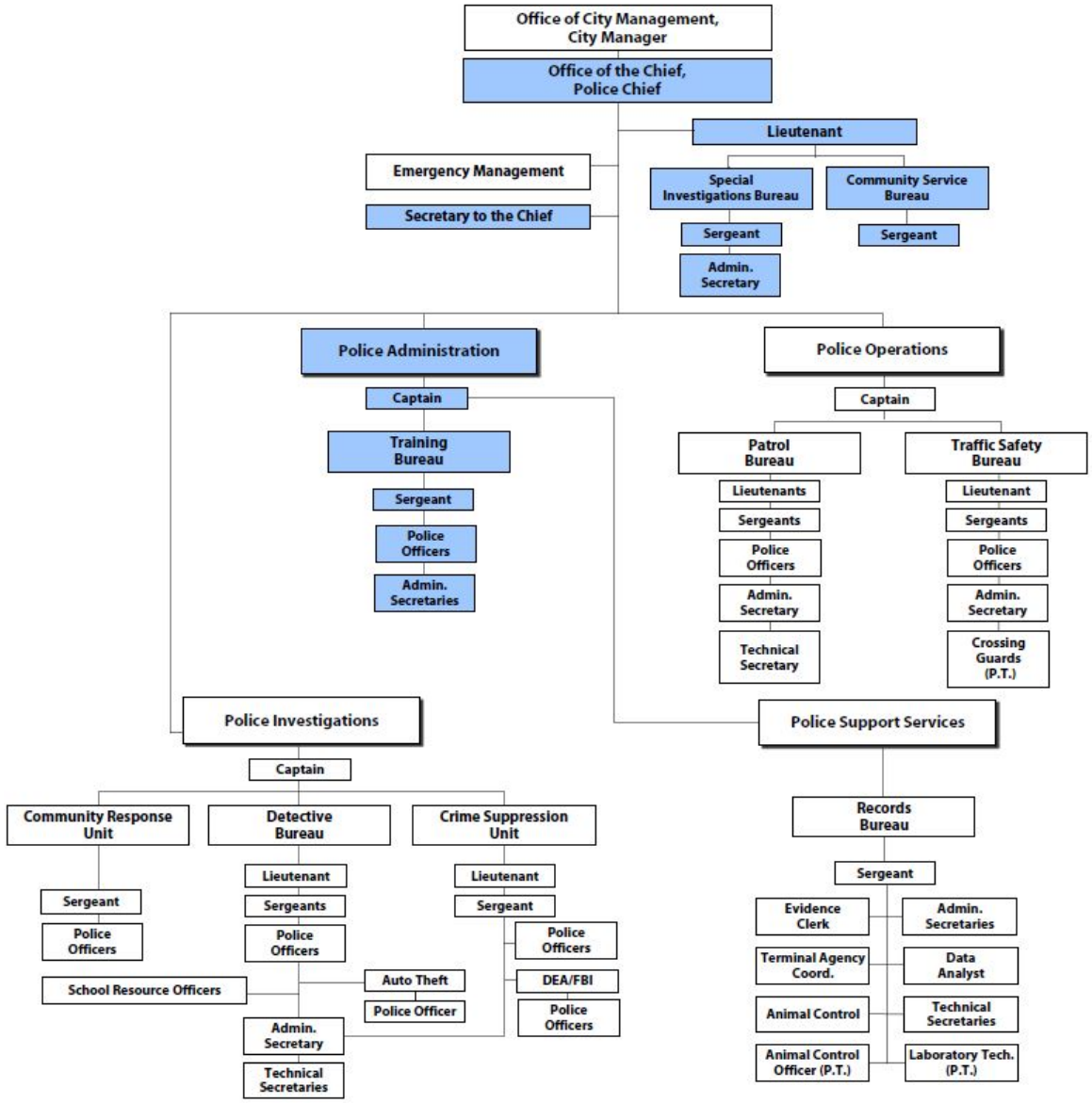
4. To implement and utilize Crime Mapping to help map, visualize and analyze crime incident patterns. *(City Goal 1, 10, 25)*

5. To conduct a manpower study to evaluate the appropriate placement and level of manpower. *(City Goal 1, 5, 6)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Public Education Programs Presented	3	2	23	112	310	310
	Security/Safety Presentations	3	2	10	10	20	20
	Neighborhood Watch Programs	0	0	4	3	7	10
	Elementary and Middle School Programs	0	5	7	100	280	280
	Citizen's Police Academy Programs	N/A	N/A	2	2	2	2
	General Orders Issued or Amended	11	9	16	10	12	12
	School Safety Program - Students Impacted	0	0	0	1,000	1,500	1,500
	Training Seminars Attended - Department-wide	279	389	322	450	475	475
	Employment Background Investigations	89	107	104	60	118	120
	Internal Affairs Investigations	32	28	14	30	22	25
	Liquor License Background Investigations	25	9	9	10	4	10
	Other Special Investigations Bureau Investigations	1,261	1,124	670	650	66	60
	Liquor & Tobacco Inspections/Observations	134	132	122	130	220	200
	Liquor License Violations	0	0	1	5	2	5
	Citizen's Police Academy Participants	N/A	N/A	34	40	26	40
Efficiency & Effectiveness	FT Staff to Workers Comp./Disability Claims Ratio	7.9:1	7.4:1	6.8:1	5.0:1	5.0:1	5.0:1
	Employment Background Investigations - % Hired	83%	88%	80%	75%	45%	75%
	# of Complaints per Officer	0.20	0.02	0.02	0.00	0.00	0.00
	Average Cost of an Administrative Investigation	$509	$535	$623	*	*	*
	Average Liquor License or Tobacco Inspection Cost	$93	$89	$96	*	*	*
	Department Cost per Capita	$251	$241	$241	$259	$257	$267
	Division Expenditures as % of General Fund	5.46%	5.63%	5.57%	5.08%	5.09%	5.32%

**Cost is calculated for "Actual" columns only.*

Police Administration



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Chief of Police	1	1	1
Captain	1	1	1
Lieutenant	1	1	1
Sergeant	2	2	3
Police Officer	2	2	2
Secretary to Chief	1	1	1
Administrative Secretary	4	4	5
Technical Secretary	1	1	0
Total	13	13	14

Police Administration

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

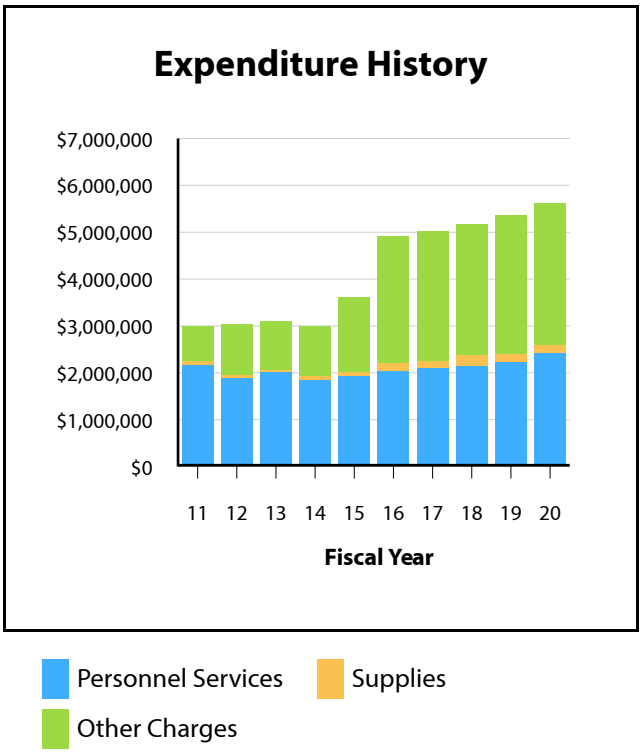
The total budget increased by 4.8%.

Personnel Services - Total Increase $184,120 or 8.2%

- $32,000 due to contractual wage adjustments
- $115,000 due to the transfer of one sergeant from Operations
- $24,000 due to required funding for pension liabilities
- $13,000 due to buyout reserve for potential retirements

Supplies - Total Supplies increased $10,900 or 6.9%. Funding for t-shirts and notebooks for the SMART Moves program increased $1,000, while funding for bullet proof vests and uniforms decreased $5,000 due to a reappropriated encumbrance. $6,500 was added for increased firearms training ammunition.

Other Charges - Total Other Charges increased $61,470 or 2.1%. Equipment maintenance costs rose $25,500 primarily to fund the extended warranty on the In-Car Cameras. Utility costs increased $19,000. $2,890 was added for updated Computer Crime Unit (CCU) software. Contracted services decreased $77,830, as funding for software support has been relocated to a new software maintenance account. The decrease was partially offset due to an increase in Macomb County Dispatch contract costs. The budget decreased $27,600 as prior year funding for additional training can be reduced due to less anticipated staff turnover.



Capital - The Police Department is scheduled to receive 73 personal computers totaling $65,700 to replace the existing five-year old units. $79,760 is budgeted for the replacement of 195 Service Pistols.

CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Supplies - Total Supplies increased $8,500 to purchase Citizen's Patrol and CERT uniforms.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$2,148,395	$2,237,280	$2,278,540	$2,421,400	$2,421,400
Supplies	233,579	158,250	182,050	160,650	169,150
Other Charges	2,789,619	2,957,880	2,958,990	3,019,350	3,019,350
Total	$5,171,593	$5,353,410	$5,419,580	$5,601,400	$5,609,900

Police Investigations

MISSION STATEMENT: ***To deliver professional, effective and efficient investigative services to the community.***

The primary responsibility of the Investigations Division is the investigation and prosecution of criminal activity occurring within the City.

The Investigations Division consists of four squads of detectives. The Detective Bureau consists of two squads that investigate criminal activity involving persons 17 and over. This includes the processing of arrest warrants, and the presentation of evidence in court. The Detective Bureau has one detective assigned to the Macomb Auto Theft Squad (MATS), one detective assigned to FBI Violent Crimes Task Force and one detective assigned to the United States Marshals on a part-time, as-needed basis.

The Community Response Unit (CRU) is a six-member unit, made up of five Police Officers and one Sergeant. The CRU conducts focused directed patrols in both uniform and plain clothes in the areas of surveillance, gathering intelligence, and taking appropriate enforcement action in order to identify, arrest, successfully prosecute and otherwise deter criminal activity.

The Youth Bureau examines all law violations involving persons 16 years of age and younger. The Youth Bureau is also responsible for the investigation and subsequent prosecution of all cases involving child abuse and neglect. The Youth Bureau has three School Resource Officers, assigned to Sterling Heights High Schools, who are responsible for providing crime prevention education and serving as liaisons for the Neighborhood Watch, Child Watch and other community groups. The Youth Bureau has also entered into an agreement with the Michigan State Police Internet Crime Against Children (ICAC) Task Force to assign a detective full-time to investigate cybercrime related to children.

The Crime Suppression Unit is a group of detectives that enforces all controlled substance violations, gambling, prostitution and other vice crimes. Additionally, this unit coordinates with federal, state and local task forces to address organized drug trafficking issues, conduct surveillances, and apprehend persons actively committing criminal acts. This Unit also has personnel assigned to Drug Enforcement Administration and the medical marijuana task force.

KEY GOALS

- ***To quickly respond to complainants and/ or victims.***
- ***To create a safer community through the vigorous enforcement of controlled substance laws and other vice crimes.***
- ***To assist school administrators in the creation of a safe and secure learning environment within the City's schools.***
- ***To foster close working relationships with other law enforcement professionals to accomplish the Division's mission.***
- ***To conduct timely and thorough investigations of criminal activity and process these cases through the appropriate criminal justice system.***
- ***To efficiently and effectively provide accurate and timely information to various entities in accordance with State statutes.***

The investigators assigned to this Division continually pursue training in all aspects of criminal investigation. Victim assistance and citizen satisfaction are key objectives to our approach toward lessening the effects of crime on our community. Detectives work in close partnership with social response agencies, such as Turning Point, Macomb County Victims Assistance Unit, Forensics Nurses Examiner Program, and Crime Stoppers.■

Did you know…
…that School Resource Officers are partnering with Warren Consolidated and Utica Community Schools to implement security measures to continue to improve school safety?

Police Investigations

2019/20 PERFORMANCE OBJECTIVES

1. To standardize case updating with supervisory monitoring in order to standardize work process and streamline workflow. *(City Goal 1, 9, 10)*

2. To enhance the involvement of the new Resource Officers at our three High Schools to broaden community engagement with the students and faculty. *(City Goal 2, 3, 6, 9)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Total Detective Bureau Cases Assigned	3,385	3,433	3,440	3,800	3,428	3,500
	Adult Investigative Cases	2,693	2,811	2,806	3,100	2,916	2,975
	Juvenile Investigative Cases	692	622	634	700	512	525
	Auto Theft Investigative Cases	113	110	83	115	128	130
	Theft from Auto Invest. Cases (Incl. Parts/Access.)	126	155	110	180	136	140
	Crime Suppression Unit (CSU) Investigative Cases	415	410	386	420	466	475
	Total Interviews Conducted	24,887	24,095	21,541	24,800	22,088	22,455
	Suspect Interviews	4,323	4,436	3,782	5,000	3,584	3,655
	Witness & Informant Interviews	11,721	11,230	10,643	11,500	11,840	12,000
	Victim Interviews	8,843	8,429	7,116	8,300	6,664	6,800
	Arrest Warrants Obtained	1,525	1,486	1,221	1,400	974	1,000
	Search Warrants Obtained/Executed	605	621	582	720	466	475
	Criminal Surveillances	2,491	2,662	2,453	2,750	2,130	2,172
	Federal Forfeiture Cases Processed	90	51	44	50	16	18
	State Forfeiture Cases Processed	51	55	72	85	114	116
	School Resource Officers - # of Hours at Schools	1,450	1,450	2,378	4,350	4,350	4,350
	# of Students Served by School Resource Officers	1,650	1,600	5,330	5,330	5,977	5,977

Police Investigations

2018/19 PERFORMANCE OBJECTIVES

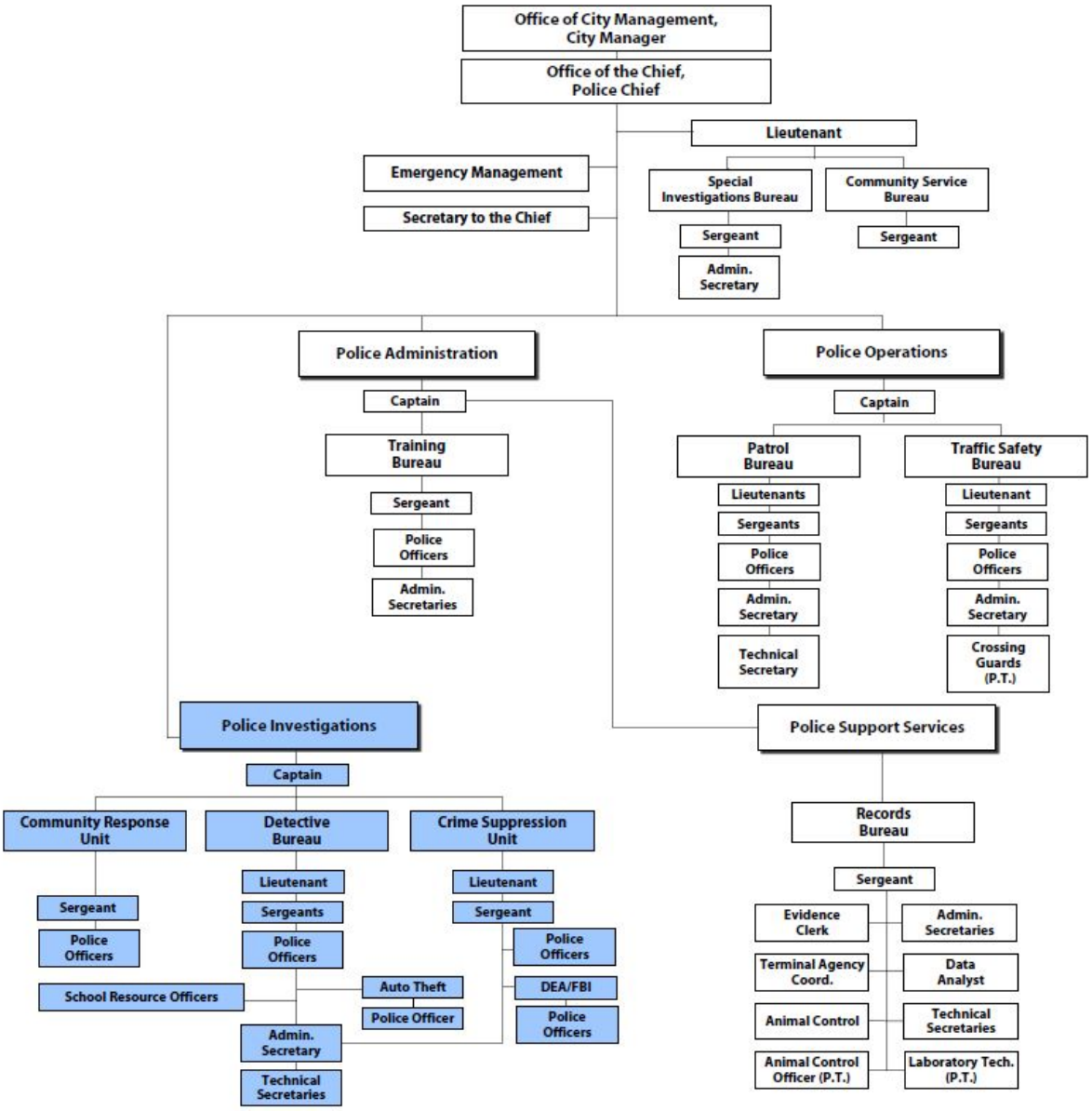
3. To work in partnership with the U.S. Marshalls/ Michigan State Police in Sex Offenders Registry (SOR) compliance enforcement relating to partnering with our neighboring cities and new legislative requirements. *(City Goal 1, 9, 14)*

4. To fully utilize the CRU Officers in surveillance and enforcement strategies to increase the efficiency of overall investigations. *(City Goa 1, 9, 10)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Efficiency & Effectiveness	% of Petitions Obtained vs. Requested	97%	93%	94%	95%	90%	93%
	% of Arrest Warrants Obtained vs. Requested	86%	88%	84%	85%	83%	85%
	Detective Bureau Cases per Investigator	226	229	215	224	202	205
	Crime Suppression Unit Cases per Investigator	69	68	64	70	78	80
	% of Part I Violent Crimes Cleared	52.0%	60.0%	60.0%	58.0%	60.0%	58.0%
	Part I Violent Crimes Cleared Per Sworn Dept. FTE	0.7	0.8	1.2	0.8	0.9	0.9
	Juvenile Arrests Violent Crimes - % of Total Arrests	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	% of Part I Property Crimes Cleared	40.0%	33.0%	40.0%	40.0%	37.0%	38.0%
	Part I Property Crimes Cleared Per Sworn Dept. FTE	5.8	5.5	7.2	6.0	3.5	5.6
	Juvenile Arrests Property Crimes - % of Total Arrests	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	Auto Theft Ratio Per 1,000 Population	0.9	0.8	0.6	0.9	1.0	1.0
	Average Cost to Investigate a Case	$563	$546	$547	*	*	*
	Division Expenditures as % of General Fund	6.93%	7.10%	7.21%	6.56%	7.14%	7.41%

**Cost is calculated for "Actual" columns only.*

Police Investigations



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Captain	1	1	1
Lieutenant	2	2	2
Sergeant	4	4	5
Police Officer	26	28	32
Administrative Secretary	2	1	1
Technical Secretary	2	2	2
Total	37	38	43

Police Investigations

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 12.8%.

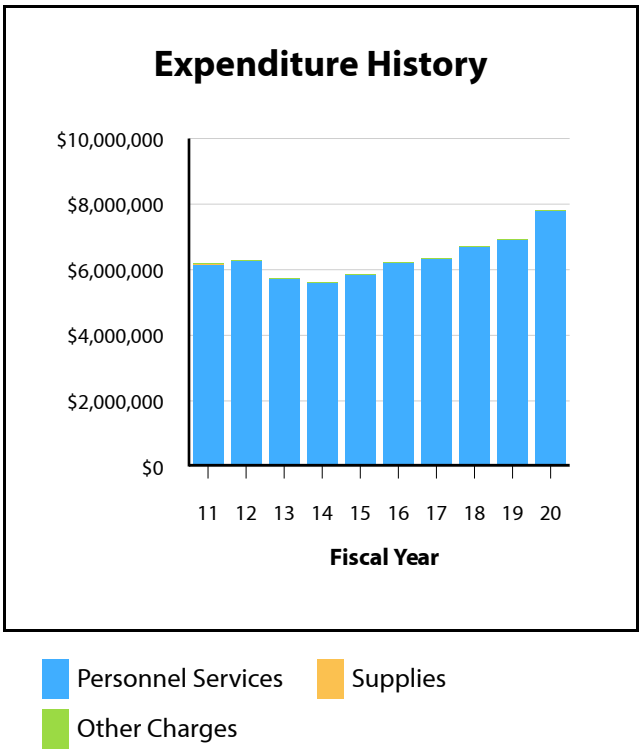
Personnel Services - Total Increase $882,760 or 12.8%

- $80,000 due to contractual wage adjustments
- $700,000 in wages and benefits due to the transfer of the five-officer Community Resources Unit from Operations to Investigations
- $87,000 due to required funding for pension liabilities

Supplies - All Supplies for the Police Department are budgeted in Police Administration.

Other Charges - All Other Charges for the Police Department are budgeted in Police Administration, except miscellaneous expenses. Funding increased $300 due to an inflationary cost increase for investigative materials.

Capital - Total Capital of $319,270 is proposed. A grant-funded Ready to Respond - Active Shooter project is budgeted for $25,770, which will equip investigative vehicles with the required equipment to administer first-aid to gun-shot victims. $41,500 is funded to upgrade seven forensic computer workstations. $252,000 is budgeted in the Public Safety Forfeiture Fund to replace nine high-mileage investigative vehicles.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$6,700,981	$6,913,850	$7,593,810	$7,796,610	$7,796,610
Supplies	0	0	0	0	0
Other Charges	1,821	1,200	1,500	1,500	1,500
Total	$6,702,802	$6,915,050	$7,595,310	$7,798,110	$7,798,110

A well adjusted person is one who makes the same mistake twice without getting nervous.

~ Alexander Hamilton ~



MISSION STATEMENT: ***To function as the primary first responder to scenes requiring police assistance and enforcing laws in an effort to maintain a safe community.***

Police Operations is divided into two Bureaus: Patrol and Traffic Safety. The Division commander is a Captain who reports directly to the Chief of Police.

The Patrol Bureau is responsible for the suppression of all criminal wrongdoing. Patrol personnel are the first responders to most emergency situations. They conduct the initial investigation of all reported incidents of crime. The Evidence Technicians from within this Bureau locate and collect forensic evidence in support of criminal cases. Other responsibilities include maintaining peace, ensuring order at public gatherings, enforcing State and City laws and ordinances, and mediating disputes.

Three officers are assigned to the K-9 program. The dogs are trained in narcotics and tracking. These officers and their partners are not only involved in criminal apprehension, but in the identification of illegal contraband. They have been recognized with national awards and honors.

The Traffic Safety Bureau investigates motor vehicle collisions, assists the injured, and impounds disabled vehicles at accident scenes. They enforce motor carrier laws, investigate abandoned autos, and are the primary traffic enforcement agency for state and local traffic codes.

This Bureau trains and maintains a cadre of part-time adult school crossing guards. These crossing guards ensure direct street safety for elementary and junior high students in grades K-9.

The Special Response Team (SRT) is a unit of Police Operations which reports to the Police Operations Captain. The SRT is responsible for special operations where appropriate, such as crisis negotiations, active shooter situations, hostage situations, barricade situations, sniper situations, high-risk apprehension, high-risk warrant service, and other highly tactical situations.■

KEY GOALS

- ***To suppress criminal activity; respond to crimes and emergencies; conduct preliminary investigations; and collect forensic evidence.***
- ***To enforce compliance with State laws, traffic laws, and local ordinances; and to arrest or cite violators as necessary.***
- ***To provide prompt and efficient service to the public.***
- ***To provide a safe environment for vehicular and pedestrian traffic by implementing effective traffic safety strategies and providing traffic and pedestrian safety information.***

Did you know…
…the Police Department's drone program is active with six Police Officers who are certified remote pilots through the Federal Aviation Administration?

Police Operations

2019/20 PERFORMANCE OBJECTIVES

1. To continue to develop a relationship of trust with the community by providing opportunities for public interactions with the Police through programs such as SMART Moves, CORE Officers, Citizen's Patrol and communication with the Chaldean Foundation. *(City Goal 10, 24, 26)*

2. To seek and maintain advanced technology methods including a laser scanner for preserving crime scenes and fatal accidents to enhance the service to the public. *(City Goal 6, 23)*

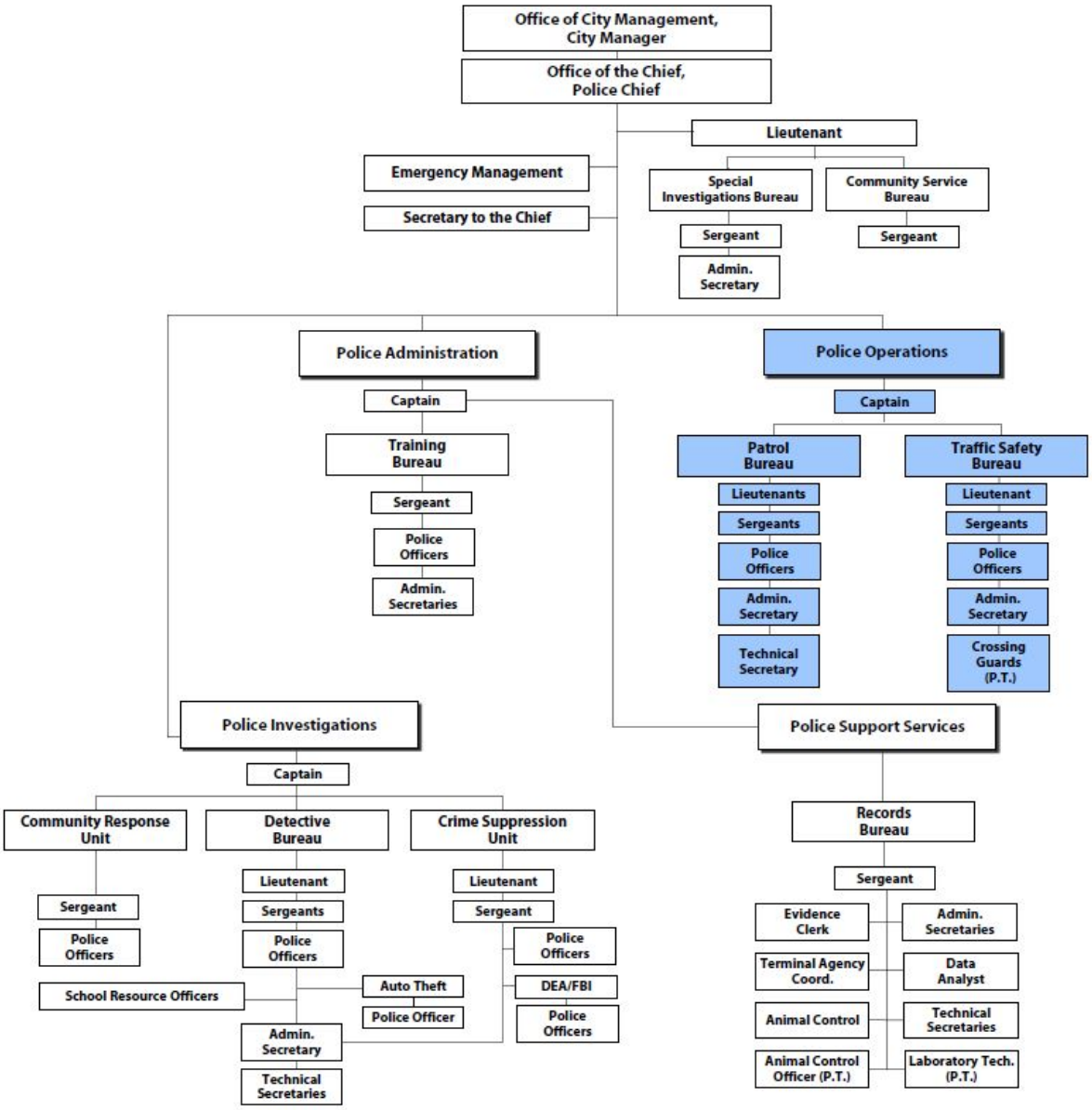
3. To enhance the safety and security of the City parks and trail systems by increasing bicycle patrol officers in the parks. *(City Goal 2, 9)*

4. To facilitate communication of legal updates to ensure officers receive the most up to date information on state and local laws. *(City Goal 7, 10)*

5. To continue efforts to have a workforce reflective of the community demographic, including but not limited to, development of a Cadet Program. (City Goal 1, 6, 9, 11)

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Police Incident Reports Completed	53,917	51,931	49,184	50,685	51,910	52,948
	Group A Crime Reports	2,871	2,782	3,078	3,119	3,278	3,344
	Group B Crime Reports	3,235	2,917	3,467	3,153	4,038	4,119
	Vehicular Accident Reports	4,644	4,793	4,838	5,130	4,718	4,812
	All Other Rpts. (incl. cases prev. not given case #)	43,167	41,439	37,801	39,283	39,876	40,674
	Adults/Juveniles Arrested	3,919/212	3,612/116	3,290/99	3,357/110	3,572/220	3,643/86
	Total Traffic Violations Issued	35,610	30,678	26,521	26,295	29,734	30,329
	Motor Carrier Violations Issued	274	135	50	48	10	21
	Residential Traffic Enforcement Violations	1,857	1,791	1,513	1,473	1,638	1,671
	SMART Radar Trailer Deployments	605	385	369	359	286	292
	K-9 Unit Deployments	167	113	118	134	106	108
	OUIL Arrests	169	138	157	158	124	126
	SWAT/SRT Call-outs	6	9	13	5	10	10
	COPS Program Participants	25	25	20	25	20	25
Efficiency & Effectiveness	Group A Crimes per 1,000 Population	21.9	21.2	23.4	23.7	40.5	39.7
	Group B Crimes per 1,000 Population	24.7	22.2	26.4	23.9	32.9	32.2
	% of Productive K-9 Deployments	98%	98%	98%	98%	98%	98%
	# of Incident Reports per Sworn Division Personnel	490	476	455	470	346	350
	# of Injury Traffic Accidents per 100,000 Pop.	992	964	899	756	924	942
	# of Traffic Fatalities Per 100,000 Population	9.0	5.0	3.0	5.0	2.0	2.0
	% of Total Sworn Personnel in Traffic & Patrol	74%	74%	63%	72%	68%	68%
	OUIL Arrests Per 1,000 Residents	1.3	1.1	1.2	1.2	1.1	1.1
	Division Expenditures as % of General Fund	22.56%	20.91%	19.59%	18.97%	17.94%	19.00%

Police Operations



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Captain	1	1	1
Lieutenant	4	4	4
Sergeant	16	16	15
Police Officer	87	87	83
Administrative Secretary	2	2	2
Technical Secretary	1	1	1
Crossing Guards (P.T.)	30	30	30
Total	141	141	136

Police Operations

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 0.1%.

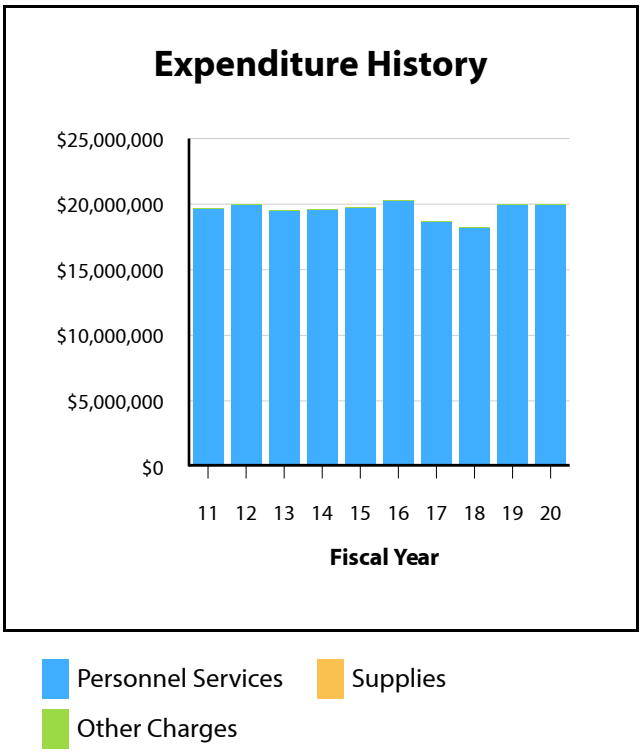
Personnel Services - Total Decrease $14,600 or 0.1%

- $700,000 savings in wages and benefits due to the transfer of the five-officer Community Resources Unit from Operations to Investigations
- $125,000 in health care savings due to coverage changes and a decrease in illustrated rates, offset by:
- $523,000 increase due to contractual wage adjustments
- $297,000 increase due to required funding for pension liabilities

Supplies - All Supplies for the Police Department are budgeted in Police Administration.

Other Charges - All Other Charges for the Police Department are budgeted in Police Administration, except miscellaneous expenses. Funding will remain the same at $1,000.

Capital - Total Capital of $387,500 is proposed. $350,000 is funded to replace 10 high-mileage traffic and patrol vehicles. Grant funding is anticipated for the budgeted purchase of 46 Tactical Vest Plate Carrier Systems for the first responding patrol unit Officers, totaling $11,110. $26,390 is budgeted in the Public Safety Forfeiture Fund and includes $6,500 for a Portable Speed Display Sign, $12,310 for seven Sniper Rifles for the Special Response Team (SRT), $3,000 for a Drone Camera, and $4,580 for a replacement Computer Data Logger used in accident reconstruction investigations.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$18,200,257	$20,003,530	$19,082,440	$19,988,930	$19,988,930
Supplies	0	0	0	0	0
Other Charges	1,000	1,000	1,000	1,000	1,000
Total	$18,201,257	$20,004,530	$19,083,440	$19,989,930	$19,989,930

Police Support Services

MISSION STATEMENT: ***To function as the Police Department's main information center.***

The Support Services Division is one of four divisions within the Police Department. The Division commander is a Sergeant who reports to a Captain. The Captain oversees the Records Bureau and the Animal Control Unit.

The Records Bureau serves as the information center for businesses, attorneys and the public. The Records Bureau collects, maintains, and distributes reports of crimes, incidents, vehicular accidents and other matters of interest to the public and those needed for police operations. Records personnel respond to all police-related document requests filed under the Freedom of Information Act. They receive, process and monitor file jackets pertaining to arrested persons. Records personnel input source documents into the Department's computer system and generate reports as required by the State of Michigan, the Federal Bureau of Investigations (FBI) and other Police Department personnel.

The Records Bureau also maintains the inventory of all recovered or confiscated property, items of evidence, impounded motor vehicles and property in conjunction with other City departments. Personnel process all applications for the purchase of handguns and concealed weapon permits.

The Computer Services function of the Records Bureau provides for the capture and retrieval of information designated by statute and/or the needs of the Department. The Lab Technician is responsible for processing all photographic evidence. This area assists other City departments in processing photographs and serves as a resource to the Department's Evidence Technicians.

The Animal Control Unit patrols, responds to and investigates reported violations of the City's Animal Control Regulatory Ordinance and other animal nuisance complaints.■

KEY GOALS

- ***To collect, maintain and disseminate information to the public as needed.***
- ***To input report information into the computer database in compliance with State and federal guidelines.***
- ***To properly receive, record and store property and criminal evidence.***
- ***To monitor, enforce and educate the public regarding the City's Animal Control Regulatory Ordinance and to impound stray or neglected animals as necessary.***
- ***To provide prompt, efficient service when public requests for service are received.***

Did you know…
…that you can go to the City's website to view a list of found property that has been turned in to the Police Department?

Police Support Services

2019/20 PERFORMANCE OBJECTIVES

1. To develop a more cost efficient process to dispose of confiscated narcotics. *(City Goal 6)*

2. To consolidate and digitize past homicide cases to save storage space and time spent on inventory. *(City Goal 23, 10)*

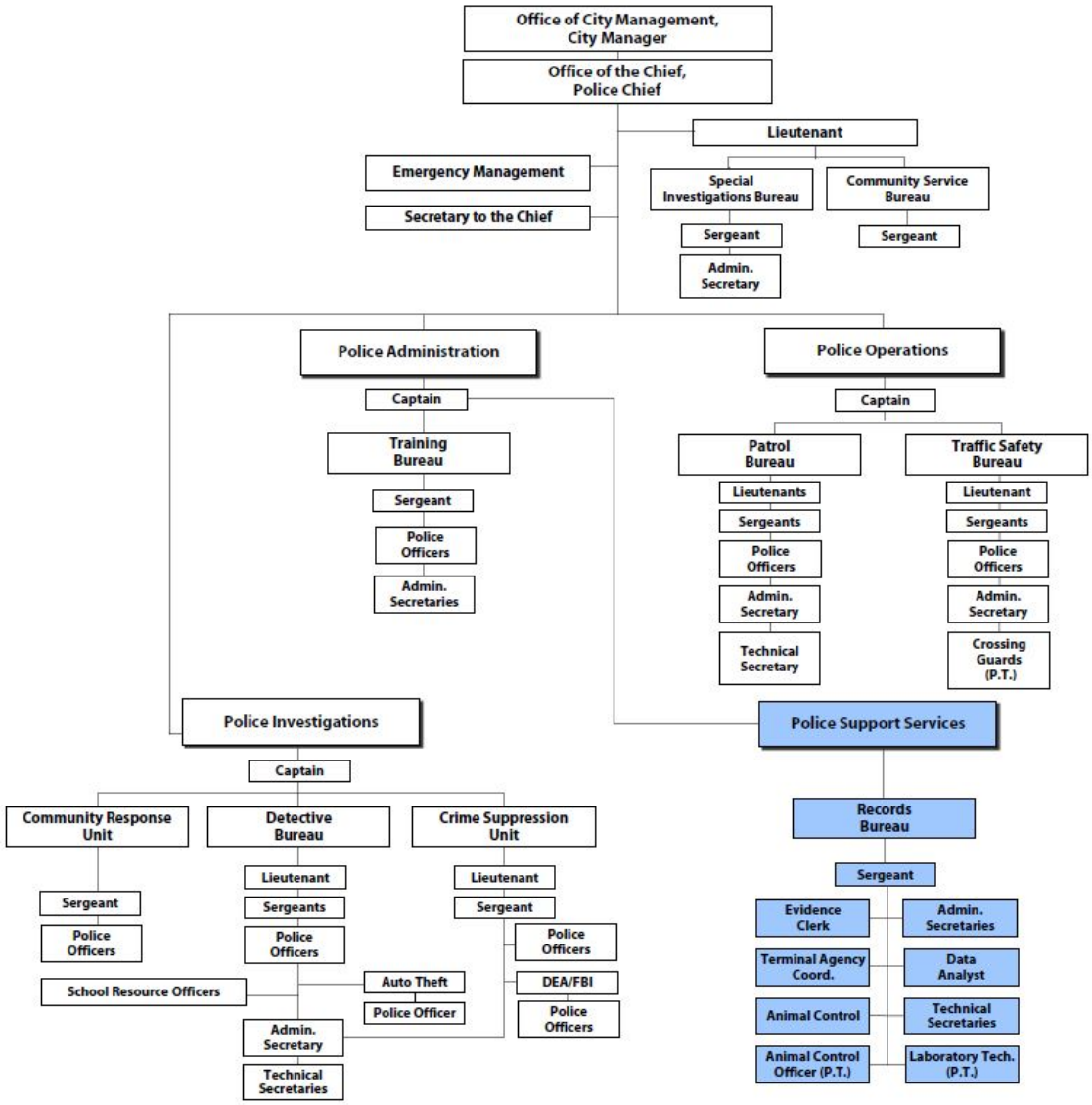
3. To review and address the organization and integrity of the evidence storage lot. *(City Goal 9, 10, 18)*

4. To digitize property tags records to save storage space and time spent on inventory. *(City Goal 10, 23)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Incidents Processed into Computer	53,917	51,931	49,184	50,685	52,000	52,000
	Police Reports Provided on Request	7,097	6,625	6,060	7,000	4,500	5,000
	Gun Permits Obtained	4,094	3,703	3,263	3,600	2,750	3,000
	Responses by Animal Control	2,389	2,639	2,557	2,900	2,900	2,900
	Freedom of Information Act Requests	1,634	1,628	1,785	1,750	1,800	1,800
	Arrests Processed	4,131	3,728	3,389	3,470	3,660	3,600
	Pieces of Evidence Collected	3,025	3,004	3,623	3,300	3,450	3,500
Efficiency & Effectiveness	% of FOI Requests Responded to within Legal Limits	100%	100%	100%	100%	100%	100%
	Average Animal Control Response Time (Minutes)	35	35	35	35	35	35
	Average Cost of an Animal Control Response	$31.88	$30.34	$31.32	*	*	*
	Average Cost to Process a FOIA Request	$36	$38	$34	*	*	*
	Outsourced Dispatch Operations Cost	$1.7M	$1.7M	$1.7M	$1.8M	$1.8M	$1.9M
	Testing & Maintenance of Warning Systems (Hours)	20	20	20	20	20	20
	Division Expenditures as % of General Fund	1.70%	1.71%	1.77%	1.72%	1.67%	1.72%

**Cost is calculated for "Actual" columns only.*

Police Support Services



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Sergeant	1	1	1
Laboratory Technician (P.T.)	1	1	1
Evidence Clerk	1	1	1
Administrative Secretary	1	2	2
Data Analyst	1	1	1
Animal Control Officer	2	2	2
Animal Control Officer (P.T.)	0	1	1
Terminal Agency Coordinator	1	1	1
Technical Secretary	3	3	3
Technical Secretary (P.T.)	2	2	0
Co-op (P.T.)	1	0	0
Total	14	15	13

Police Support Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 0.1%.

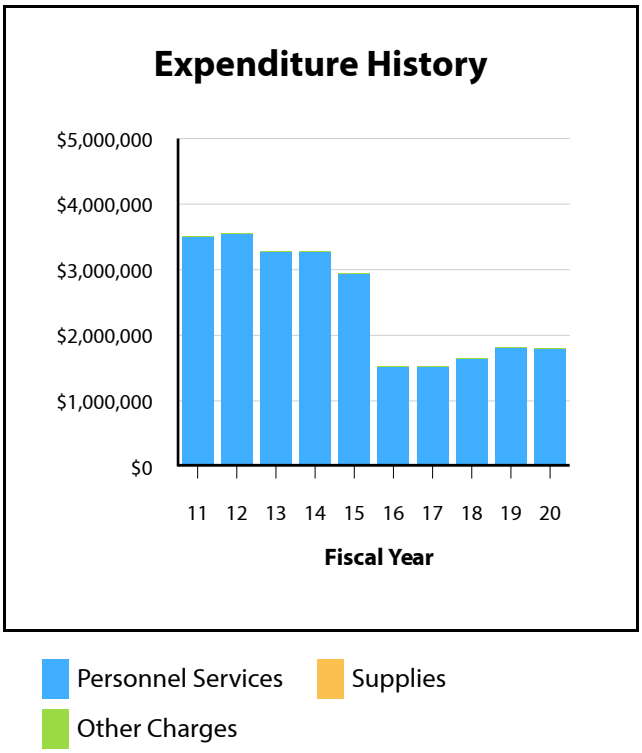
Personnel Services - Total Decrease $2,080 or 0.1%

- $42,500 savings due to the elimination of two part-time technical secretaries, offset by:
- $28,000 increase due to contractual wage adjustments
- $16,000 increase due to required funding for pension liabilities

Supplies - All Supplies for the Police Department are budgeted in Police Administration.

Other Charges - All Other Charges for the Police Department are budgeted in Police Administration.

Capital - There is no Capital proposed for this activity.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$1,646,835	$1,808,060	$1,778,390	$1,805,980	$1,805,980
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Total	$1,646,835	$1,808,060	$1,778,390	$1,805,980	$1,805,980

Fire Department



FUNCTIONAL ORGANIZATION CHART

Fire Department

Fire Administration

Administration Division

- Administration of department
- Plans and develops all fire programs
- Maintains knowledge of latest Fire Department management techniques
- Responsible for resource management
- Coordinates Safety Committee
- Serves as liaison to Fire Prevention Board of Appeals
- Coordinates all special assignments and duties
- Coordinates emergency management activities with Macomb County and City Departments

Training Division

- Studies and monitors all mandated training requirements
- Develops, coordinates and facilitates all fire personnel training
- Coordinates special public education training programs
- Monitors and maintains all training documentation, certifications and licenses
- Manages the department's training resources and teaching aids

Fire Extinguishment Division

- Saves lives and property from fire destruction
- Provides advanced and basic emergency medical technician care including transportation to the hospital
- Responds to hazardous material incidents, gas leaks, wires down, cave-ins, floods, vehicle accidents, etc.
- Responsible for pre-fire survey information
- Inspects and maintains fire apparatus

Fire Prevention Division

- Performs inspections of existing and new buildings
- Reviews building and site plans
- Performs fire investigations and complaint inspections
- Facilitates sprinkler system and fire alarm acceptance tests
- Performs inspections for the Michigan Department of Consumer and Industrial Services
- Enforces all fire codes and ordinances
- Coordinates public education training programs
- Maintains records of hazardous materials

DEPARTMENT AT A GLANCE

Fire Department

BUDGET SUMMARY

The Fire Department budget increased $1,094,560 or 5.5%. Personnel costs rose $1,073,090 or 5.7% primarily due to contractual wage adjustments and an increase to the required funding for long-term liabilities of $308,000. Additional overtime will also be required to staff a fifth ambulance and for backfill coverage for additional training needs. Supplies decreased $8,720 or 2.7% due to one-time funding needs in the prior year. Other Charges increased $30,190 or 4.2% due to a pilot program to decentralize routine building maintenance for the five fire stations and to fund a department staffing study..



FUNDING LEVEL SUMMARY

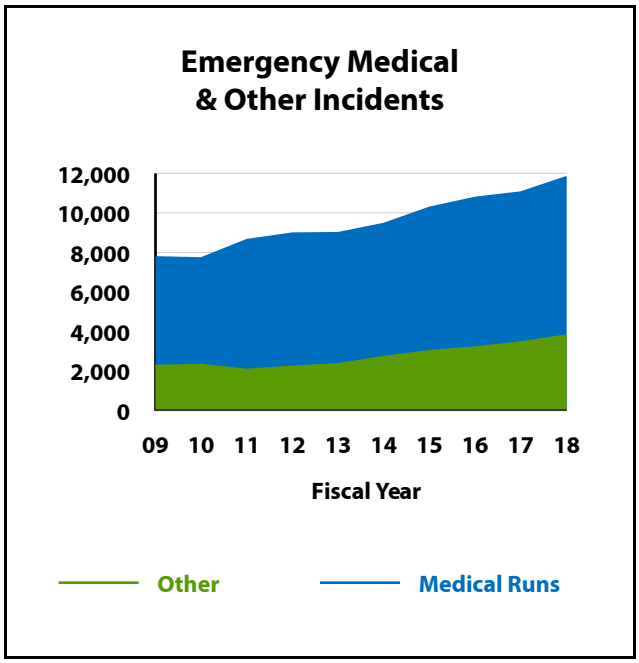
	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget	% Change From 18/19
Fire Administration	$1,487,740	$1,498,400	$1,505,710	$1,594,140	5.9%
Fire Extinguishment	14,347,690	15,735,290	17,186,970	18,151,430	5.6%
Fire Prevention	1,034,960	1,153,310	1,125,910	1,167,580	3.7%
Total Department	$16,870,390	$18,387,000	$19,818,590	$20,913,150	5.5%
Personnel Services	$16,240,070	$17,500,350	$18,772,370	$19,845,460	5.7%
Supplies	160,220	320,830	321,430	312,710	-2.7%
Other Charges	470,100	565,820	724,790	754,980	4.2%
Total Department	$16,870,390	$18,387,000	$19,818,590	$20,913,150	5.5%

PERSONNEL SUMMARY

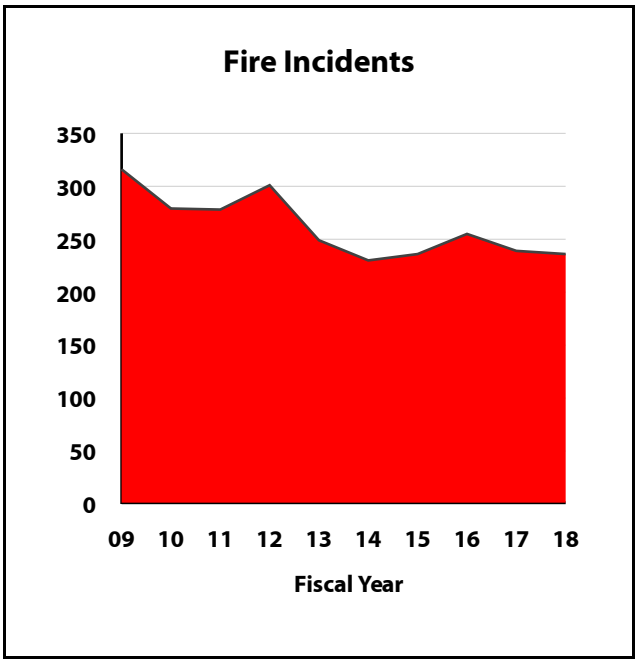
	2016/17		2017/18		2018/19		2019/20	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Fire Administration	8	1	8	1	8	1	8	2
Fire Extinguishment	75	0	90	0	90	0	90	0
Fire Prevention	5	0	5	0	5	0	5	0
Total Department	88	1	103	1	103	1	103	2

KEY DEPARTMENTAL TRENDS

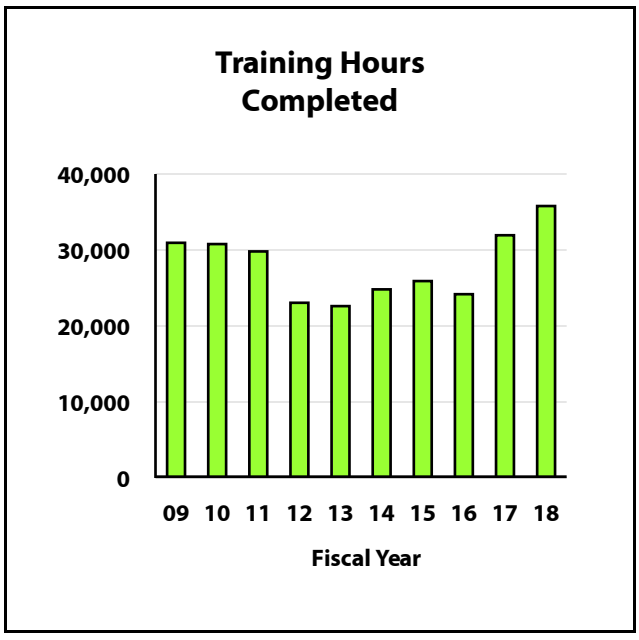
Fire Department



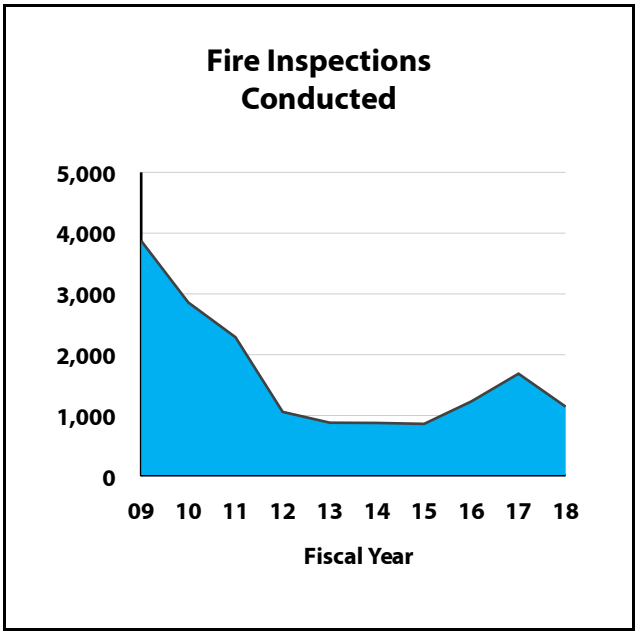
There has been an overall increase in the number of emergency medical runs and other incidents over the past ten years. The City's medical rescue services continue to receive high marks from patients and the survival rate of heart attack victims is one of the best in the nation.



Over the past 10 years, the number of fires has declined by 25%, reaching a low of 230 in 2014. The value of non-residential fire fires spiked in 2018 to $15.2 million due to two large commercial fires. The City currently averages fewer than one fire incident per week at each of the City's five fire stations.



The City's firefighters devote many hours during the year toward in-house formalized training provided by the Fire Training division. In recent years, training has been necessary for Advance Life Support, Hazardous Materials, Building Collapse Rescue, Peer Fitness, and Weapons of Mass Destruction education. Training hours increased in 2017 and 2018 due to staff turnover.



Fire inspections declined due to a decrease in the number of Fire Inspectors. In 2016, two additional Fire Inspectors were added which increased inspections by 43%. The Department continues to annually inspect the high-risk structures, while routine inspections were changed to a biennial cycle. The Department also began limited in-company inspections performed by firefighters during their shift.

Fire Administration

MISSION STATEMENT: ***To reduce deaths, injuries, and property loss from fire, hazardous material incidents, emergency medical situations, and other disasters/emergencies.***

Fire Administration is responsible for supervising the prevention and extinguishment of fires and the protection of life and property against the hazards of fire in the City of Sterling Heights.

The Fire Chief directs the planning and development of all Fire Department programs.

In addition, the Fire Chief must keep informed of the latest fire techniques to develop policies that improve and enhance the operations of the Department. This will ensure that the Fire Department is providing the finest fire extinguishment and emergency medical service available to the City's residents.

The Fire Chief also serves as a liaison to the Board of Code Appeals. Within the Department, the Chief conducts weekly briefing sessions with divisional managers, holds monthly meetings with staff, and conducts semi-annual meetings with all Department officers. Maintaining discipline and adherence to Fire Department policies rests with the Fire Chief. The Fire Chief stays active with other agencies in the County and throughout the State to foster professional working relationships to ensure that mutual aid is efficient during times of need.

Resource management is another part of administration. Preparing the annual Fire Department budget is a large part as well as the ongoing process of revenue and expenditure monitoring. Administrative support for the entire Department lies within Fire Administration. The support staff maintains all records, files, and employee time records, coordinates public relations and educational activities, and performs word processing and mail distribution functions.

This activity includes the funding support of the Fire Training Division, which is headed by the Chief of Training, and is responsible for all firefighter training.

KEY GOALS

- ***To develop, deliver, evaluate, and document training of Fire Department members.***
- ***To ensure that training meets all federal, state and locally mandated requirements.***
- ***To develop, deliver, evaluate, and document public fire safety education.***
- ***To research and implement new equipment and procedures.***
- ***To budget for training facilities, supplies, training aids, and training staff.***

The Training Division develops, coordinates, facilitates, and conducts training to ensure that all personnel are proficient in the operation of all departmental equipment and technical skills. The State and federal governments, and the firefighters' collective bargaining agreement have mandated new programs and standards. With these new standards, there are certain training packages that must be delivered, certification processes that must be met, standards that must be adhered to, and accurate documentation that must be prepared for all aspects of these programs.■

Did you know…
…the Fire Department, along with the Police Department, train together annually as a Rescue Task Force (RTF) to better respond to an active assailant?

Fire Administration

2019/20 PERFORMANCE OBJECTIVES *(Administration)*

1. To continually analyze all revenues and expenses associated with Advanced Life Support Transport to ensure a cost effective model is maintained. *(City Goal 1, 3, 4, 5, 6, 7, 8, 9, 11)*

2. To develop, implement, and maintain a recruitment program to ensure that a steady stream of viable candidates is available to fill vacancies. *(City Goal 1, 6, 9, 11)*

3. To continue to develop and implement a Countywide approach to responding to active assailant incidents that addresses life safety issues and first responder safety. *(City Goal 1, 2, 4, 5, 9, 11)*

4. To work with all other communities in the County to identify ways to better provide fire-based special operation capabilities. *(City Goal 1, 3, 4, 5, 6, 11)*

5. To research the potential benefits of obtaining accreditation. (*City Goal 1, 3, 4, 5, 6, 11)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Incident Reports Reviewed for Quality	14,293	14,805	15,930	15,800	15,800	15,900
	Employee Evaluations Conducted/Tracked	87	86	309	150	300	150
	APPO's and Standard Operating Guidelines Reviewed	193	204	248	250	250	250
	Freedom of Information Act Requests	60	54	65	60	66	60
	Staff/Battalion Meetings Conducted	14	12	26	14	14	14
	Presentations to Civic Groups/Organizations	12	14	15	20	24	60
	Students Receiving Fire Safety Tours	2,616	2,441	3,314	2,800	4,150	3,500
	Employee/Civilian Citations Processed	37	44	126	100	44	50
	Service Complaints Processed	19	15	11	20	5	15
	Safety Recommendations Implemented	8	10	12	12	12	18
	Residents Receiving Safe Sleep Education/Information	N/A	N/A	9	50	32	50
	EOC Activations/Emerg. Responses/Train. Exercises	2	2	2	3	3	3
Efficiency	% of Incident Reports Reviewed for Quality	100%	100%	100%	100%	100%	100%
	% Employee Evaluations Conducted on Time	100%	100%	100%	100%	100%	100%
	% of Safety Suggestions Acted Upon within 90 Days	100%	100%	100%	100%	100%	100%
	Department Cost per Capita	$127	$129	$140	$150	$151	$158
	Division Expenditures as % of General Fund	1.67%	1.68%	1.61%	1.43%	1.43%	1.50%

Fire Administration

2018/19 PERFORMANCE OBJECTIVES *(Training)*

1. To train personnel on the Countywide Rescue Task Force (RTF) operations, which will enable the Fire Department to work effectively with neighboring communities at active assailant incidents. *(City Goal 1, 2, 3, 6, 8, 9, 11)*

2. To train personnel in Blue Card Command practices and principles to enable better incident scene management, control, and communication. *(City Goal 1, 2, 6, 9, 10, 24)*

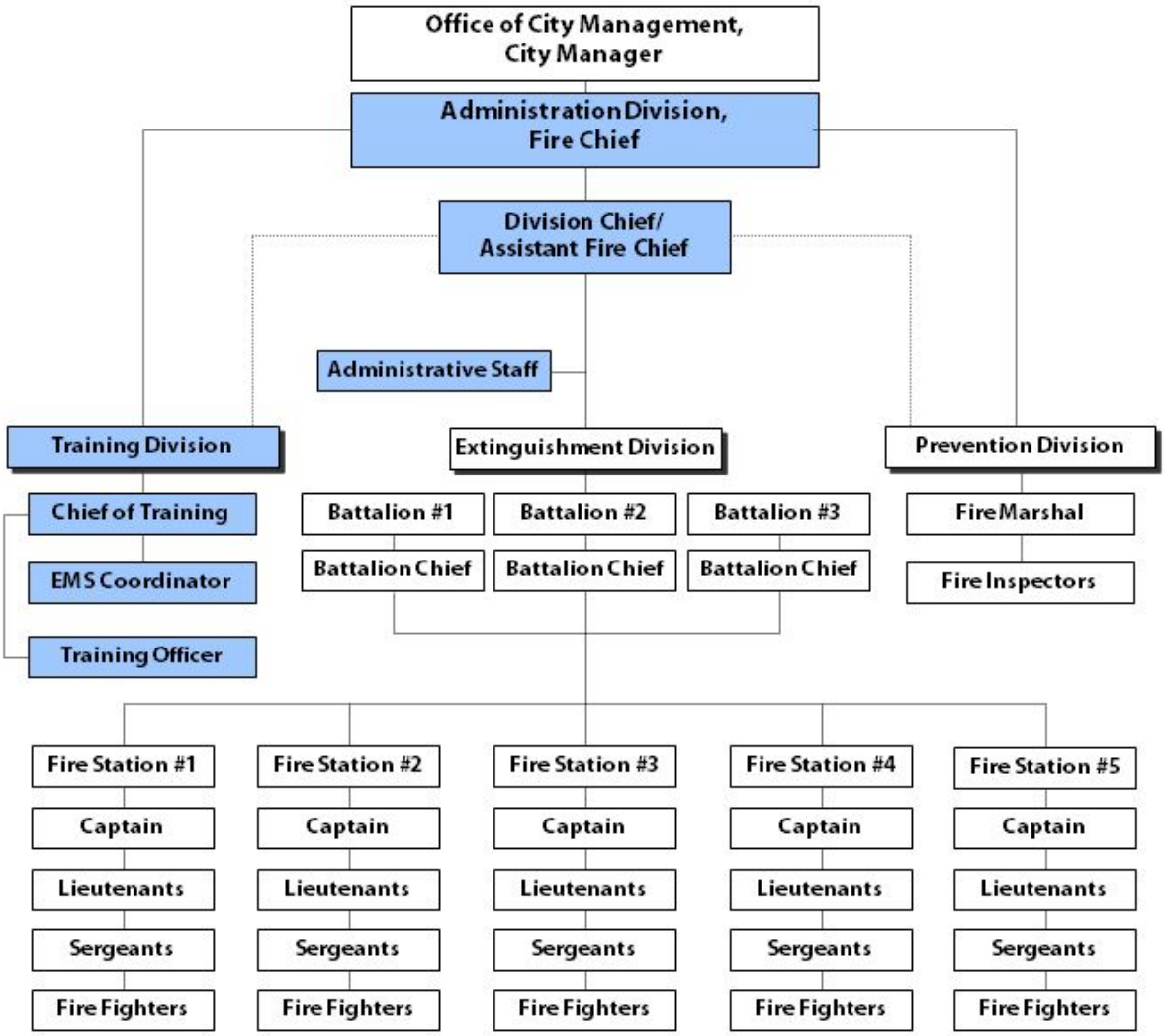
3. To train personnel in the use of the TargetSolutions training platform to supplement fire and EMS training and allow for the tracking of all training hours and credentials. *(City Goal 1, 2, 3, 6, 9)*

4. To train the division in the roll of Training Chief due to the anticipated retirement of the current Training Chief. *(City Goal 1, 2, 9, 11)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Total Formal Training Hours Coordinated	24,359	32,116	35,960	36,870	39,600	31,100
	Hours of Fire Officer Training	2,234	1,909	1,754	2,640	2,700	2,100
	Hours of EMS Training	2,360	3,930	3,676	3,100	4,500	3,500
	Hours of Fire Suppression Training	4,587	6,840	9,397	8,350	9,000	8,400
	Hours of Hazardous Materials Training	880	1,207	644	1,080	800	950
	Hours of Professional Development Training	1,210	1,609	1,231	1,100	1,100	1,400
	Hours of Physical Training	9,855	8,600	10,598	12,200	12,000	12,000
	Hours of Technical Rescue Training	1,379	1,634	817	1,400	1,500	1,250
	Hours of All Other Training	1,854	6,387	7,843	7,000	8,000	1,500
	Residents Receiving Formal Public Education	565	530	560	500	600	460
	Individuals Receiving CPR Instruction	257	476	170	500	600	400
	Paramedic/EMT License Applications Processed	28	27	31	35	35	35
	Procedures Developed and Updated	38	25	47	30	30	20
Efficiency	Days of Work Lost Due to Injury	61	4	86	50	360	0
	% of Right-to-Know Training Completed	100%	100%	100%	100%	100%	100%
	Avg. Training Hrs. Received per Sworn Personnel	287	378	360	370	400	311
	Training Division Cost per Fire Fighter	$2,925	$3,028	$3,025	*	*	*

**Cost is calculated for "Actual" columns only.*

Fire Administration



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Fire Chief	1	1	1
Division Chief/Assistant Fire Chief	1	1	1
Chief of Training	1	1	1
EMS Coordinator	1	1	1
Training Officer	1	1	1
Fire Services Specialist	1	1	1
Management Assistant	1	1	1
Administrative Assistant	1	1	1
Clerk Typist (P.T.)	1	1	1
Co-op (P.T.)	0	0	1
Total	9	9	10

Fire Administration

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

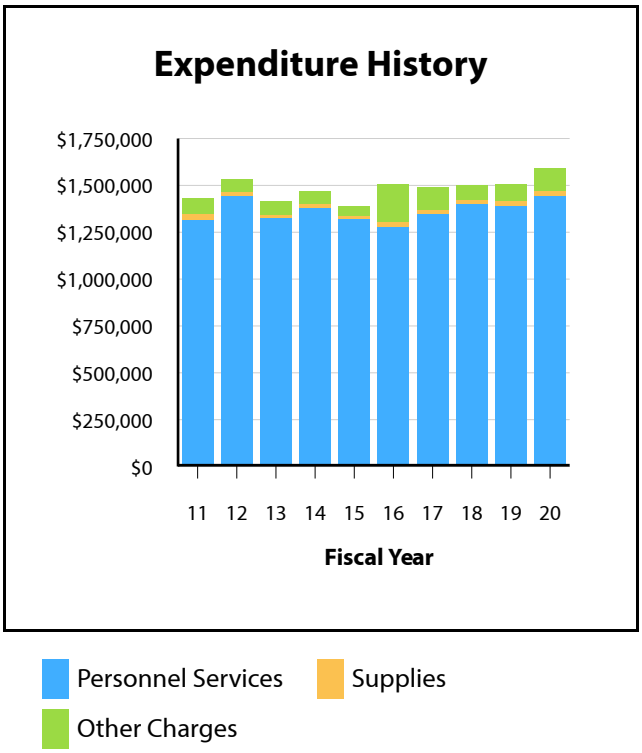
The total budget increased by 5.9%.

Personnel Services - Total Increase $55,750 or 4.0%

- $25,000 due to contractual wage adjustments
- $18,000 due to required funding for pension liabilities
- $10,000 for a high school co-op position

Supplies - Total Supplies decreased $990 or 3.4%. Operating supplies decreased due to the prior year one-time funding of reusable coveralls for the Citizens Fire Academy. The decrease was partially offset by an increase due to higher supply costs and for the purchase of CPR cards and necessary supplies to provide CPR classes to the public.

Other Charges - Total Other Charges increased $33,670 or 38.9%. $30,000 was added for a pilot program to decentralize routine building maintenance at the five fire stations. The training budget increased $11,540 for new Fire Inspector training, additional classes for all Inspectors due to recent changes in State requirements, and Staff and Command training for the Assistant Fire Chief. Contracted services decreased $20,010 due to a prior year reappropriated encumbrance and the redirecting of funds for the potential hiring of two interns toward the personnel cost of a high school co-op. $8,070 was saved as TB testing and HazMat physicals were completed with grant funds in the prior year.



Capital - Total Capital of $74,900 is proposed for 31 replacement personal computers and two Utility Vehicles to replace high-mileage vehicles utilized by the Fire Marshal and Chief of Training.

CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Other Charges - Contracted service costs increased $20,000 for a staffing study to be conducted.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$1,403,394	$1,389,580	$1,409,610	$1,445,330	$1,445,330
Supplies	18,160	29,510	29,510	28,520	28,520
Other Charges	76,846	86,620	80,570	100,290	120,290
Total	$1,498,400	$1,505,710	$1,519,690	$1,574,140	$1,594,140

Good ideas are the backbone of good government.

~ Brian Schweitzer, Former Governor of Montana ~



Fire Extinguishment

MISSION STATEMENT: ***To reduce deaths and limit pain and suffering through proper emergency medical services while preserving, protecting, and minimizing loss of property from fire.***

The primary function of the Fire Extinguishment Division is to save lives, minimize property from loss, and reduce the time needed to recover from medical emergencies, fires, and man-made or natural disasters in the City of Sterling Heights.

Fire Extinguishment Division personnel follow regulations, recommended practices, and guidelines of the Superfund Amendment Reauthorization Act (SARA), National Fire Academy's Incident Command System (NFA-IC), and the National Fire Protection Association (NFPA), to efficiently manage a wide spectrum of emergency events safely with the proper techniques and needed equipment.

The Division's three battalions respond to a wide variety of incidents including medical issues, hazardous material leaks and spills, down wires, vehicle accidents, cave-ins, floods, technical rescue, and much more in addition to providing fire protection service. Fire Extinguishment Division personnel also provide public education and fire safety programs to the residents of our community.

The Fire Department is transitioning into providing the transportation services for all emergency medical patients who need to be taken to the hospital. A cost effective program was developed to provide a significant increase in the service delivery of emergency medical services to our residents, with no increase in funding to the department. This should reduce response times to all incidents throughout the City.

This Division also performs pre-incident surveys of major buildings in the City to develop plans to reduce risk to personnel and damage to the facility in the event of fire or other destructive events.

Division personnel are responsible for the daily maintenance of all emergency response apparatus and the corresponding equipment. This also holds true for emergency medical equipment, as well as maintaining the five fire stations.

To maintain proficiency in multiple skills, firefighters attend daily training in emergency medicine, fire ground tactics and operations, vehicle accident victim extrication, search & rescue, hazardous materials, and emergency situation management. In addition to their training, firefighters receive the continuing education required to maintain their various levels of licensure and certification.

The Fire Extinguishment Division works diligently to provide skilled professionals to successfully mitigate emergencies and raise public awareness of safety, in a cost effective manner.■

KEY GOALS

- ***To provide the highest quality fire protection possible thereby saving lives and property from the ravages of fire.***
- ***To provide the highest quality advanced life support delivery system possible thereby saving lives and minimizing the effects of medical emergencies and injuries.***
- ***To provide for community betterment through Fire Department sponsored public education.***

Did you know…
…the Fire Extinguishment Division responded to a total of 15,817 calls for service last year, which is an increase of 133 incidents from 2017?

Fire Extinguishment

2019/20 PERFORMANCE OBJECTIVES

1. To adopt and implement the Countywide Rescue Task Force (RTF) operational plans and procedures, which will enable the Fire Department to work effectively with neighboring communities in active assailant situations. *(City Goal 1, 2, 3, 6, 8, 9, 10, 11, 12)*

2. To implement the practice and techniques of Blue Card Command to enable better incident scene management, control, and communication. *(City Goal 1, 2, 6, 9, 10, 24)*

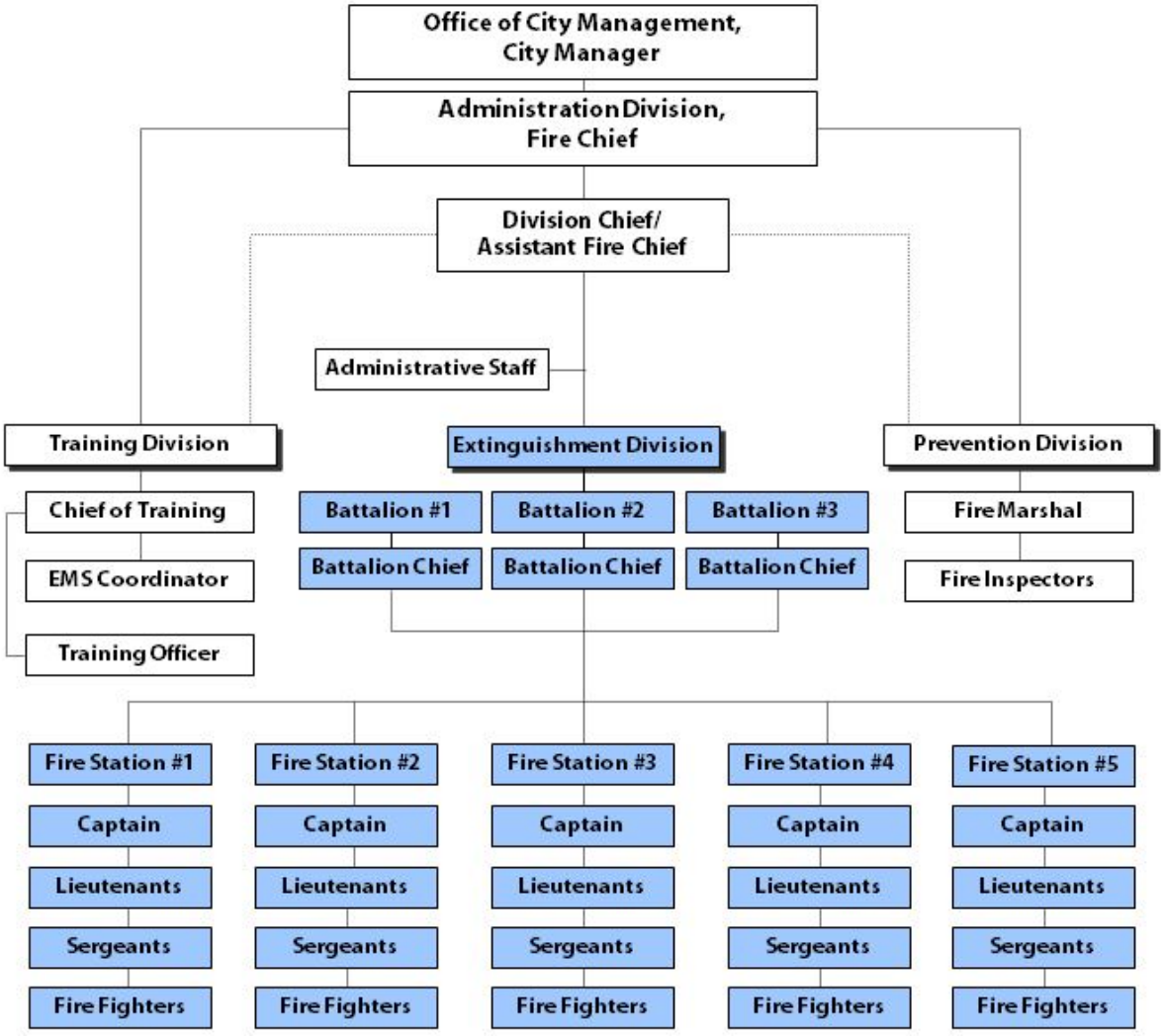
3. To implement the TargetSolutions training platform to supplement fire and EMS training and allow for the tracking of all training hours and credentials. *(City Goal 1, 2, 3, 4, 6, 9, 23)*

4. To continually assess response plans to insure the most appropriate resources are being sent based on the call for service information. *(City Goal 1, 2, 9, 10, 11, 14)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Total Fire Department Incidents	14,293	14,805	15,930	15,800	15,800	15,900
	Fire Incidents	255	239	236	275	238	240
	Hazardous Material Incidents	99	96	98	85	87	85
	All Other Incidents	3,186	3,445	3,793	3,740	3,625	3,700
	EMS-Related Incidents	10,753	11,025	11,803	11,700	11,850	11,875
	Total Patients Transported to Hospitals	N/A	N/A	6,842	10,700	10,100	10,200
	Priority 1 Patients	N/A	N/A	339	1,100	570	580
	Priority 2 Patients	N/A	N/A	2,520	5,600	4,700	4,750
	Priority 3 Patients	N/A	N/A	3,983	4,000	4,830	4,870
	Collection Recovery Rate/Avg. recovery per incident	N/A	N/A	70%/$311	70%/$310	63%/$387	70%/$350
	Transports handled by another agency	N/A	N/A	99	200	130	130
	Mutual Aid Provided/Received (Man Hours)	96/30	25/80	112/522	120/120	100/250	100/150
Efficiency & Effectiveness	Average Scene Time (Hours) per Fire/ALS Incident	.60/.30	.63/.30	.72/.25	.70/.30	.78/.25	.75/.30
	Fire Fighter Injuries/Deaths	43/0	31/0	41/0	0/0	42/0	0/0
	Civilian Fire Related Injuries/Deaths	7/0	7/3	11/0	0/0	14/0	0/0
	% of Emg. Incidents Responded w/i 5 Min. Fire/EMS	80%/74%	81%/70%	82%/74%	75%/75%	80%/72%	75%/75%
	Average EMS Response Time - Minutes	5.1	5.2	5.2	4.9	4.8	4.9
	Average Cost of an EMS Incident	$135	$131	$127	*	*	*
	Average Cost of a Fire Extinguishment Incident	$2,463	$2,587	$2,620	*	*	*
	Division Expenditures as % of General Fund	15.61%	16.04%	16.94%	16.30%	16.03%	17.25%

**Cost is calculated for "Actual" columns only.*

Fire Extinguishment



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Battalion Chief	3	3	3
Captain-Advanced Life Support	5	5	6
Lieutenant-Advanced Life Support	14	14	14
Lieutenant	2	2	1
Sergeant - Fire Engine Operator	9	9	9
Fire Fighter-Advanced Life Support	45	45	45
Fire Fighter-Fire Engine Operator	12	12	12
Total	90	90	90

Fire Extinguishment

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

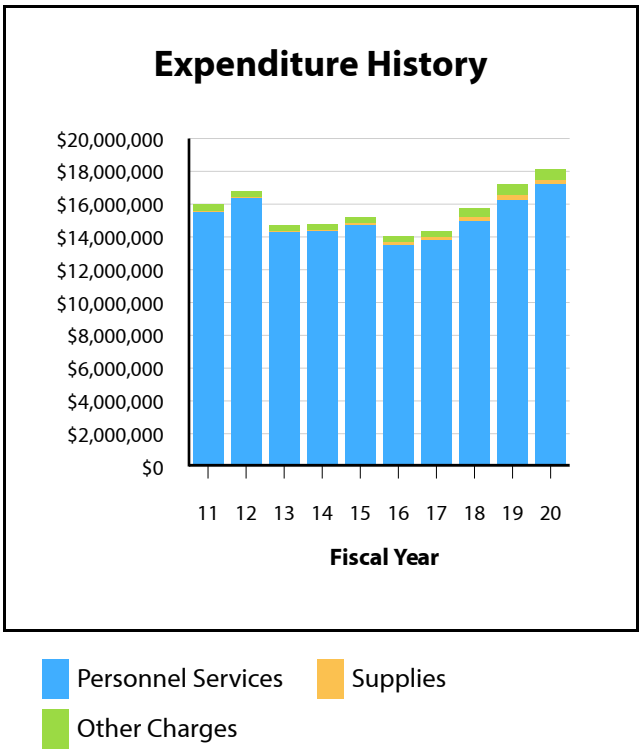
The total budget increased by 5.6%.

Personnel Services - Total Increase $975,670 or 6.0%

- $416,000 due to contractual wage adjustments
- $270,000 due to required funding for pension liabilities
- $308,000 due to increased overtime to staff a fifth ambulance and backfill coverage for additional training needs; offset by:
- $20,000 savings due to changes in insurance coverages

Supplies - Total Supplies decreased $7,730 or 2.6%. Operating supplies decreased $10,260 due to the prior year one-time funding of swift water rescue equipment and reappropriated encumbrances. Fuel costs increased $2,530 primarily for a fifth in-service ambulance.

Other Charges - Total Other Charges decreased $3,480 or 0.5%. Vehicle maintenance contractual costs can be reduced $40,000 as a new DPW Mechanic position will perform ambulance maintenance in-house. Equipment maintenance costs fell $25,860 due to a prior year reappropriated encumbrance. Contracted services increased $13,330 primarily due to increased medical billing costs resulting from higher transport revenue. Utility costs increased $10,000 based on recent expenditure trends.



Capital - Total Capital of $358,610 is proposed. $98,100 is for five Automatic External Chest Compression Systems. $84,800 is for the replacement of 16 Self-Contained Breathing Apparatus Units. $35,000 is budgeted to replace the failing parts of the existing Diesel Exhaust Systems for seven apparatus housed at the five stations. $13,170 is for the replacement of the deteriorating apparatus bay floor Drain System at Station #5. Replacement of the Concrete Approach at Station #1 is budgeted for $127,540.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$14,943,639	$16,256,880	$16,118,590	$17,232,550	$17,232,550
Supplies	302,673	291,920	290,400	284,190	284,190
Other Charges	488,979	638,170	647,060	634,690	634,690
Total	$15,735,291	$17,186,970	$17,056,050	$18,151,430	$18,151,430

Fire Prevention

MISSION STATEMENT: ***To ensure structures are built and maintained in accordance with the adopted fire prevention code and to reduce and ultimately, eliminate fire and life safety hazards through diligent code enforcement and public fire education.***

The Fire Prevention Division is responsible for the following duties and activities:

Inspections:
1. Existing buildings
2. New buildings
3. Fire systems

Plan Reviews:
1. Site
2. Buildings
3. Fire systems

Fire Investigations:
1. Photography
2. State/Federal Reporting
3. Arson Follow-up
4. Evidence Preservation

D.S.S. Fire System Acceptance Test Inspections:
1. Adult Foster Care
2. Child Day Care
3. Child Foster Care

State Inspections:
1. Clinics
2. Cooperative Inspections
3. Health Care Facilities
4. Schools

Public Fire Education:
1. Health Care Facilities
2. Senior Citizens
3. Industrial Personnel
4. Commercial & Mercantile Personnel
5. Child Fire Safety Programs in all schools
6. Juvenile Firesetter Intervention

This Division is also responsible for capacity inspections, complaint inspections and investigations, environmental hazard mitigation, fire emergency preparedness, and referrals to other City departments.

Fire Prevention personnel are actively involved in legislative improvements. The staff is active in the Oakland Macomb Fire Prevention Society, attends required certification training, schedules and attends meetings with Building, Planning, Engineering, Public Works, Police, and the Macomb County Health Department. Meetings are also held as necessary with architects and contractors.

KEY GOALS

- ***To reduce fire incident rates to the lowest achievable level in inspectable buildings.***
- ***To remove and ultimately eliminate fire hazards through diligent code enforcement efforts.***
- ***To educate the commercial/ business/ industrial community in fire and life safety methodology.***
- ***To educate residents in fire safety practices thereby reducing residential fire incidents and ultimately eliminating fatal and large loss residential fires.***

The Fire Prevention Division prepares an annual report based on the files that are maintained throughout the year. This Division maintains files on all buildings located in the City.

The Fire Prevention Division is the lead division on all fire code enforcement and related issues and the coordination of efforts between the Fire Department and other City departments responsible for code and ordinance enforcement. The Fire Prevention Division uses a third party reporting company to ensure compliance to the fire code.■

Did you know…
…that residential Key-Safe information is available on the City of Sterling Heights Fire Prevention website or by calling Fire Prevention at (586) 446-2970?

Fire Prevention

2019/20 PERFORMANCE OBJECTIVES

1. To work in conjunction with the offices of Assessing and City Clerk to update the business and building registration process for owner and occupant contact information. *(City Goal 1, 2, 6, 10, 11, 12, 13)*

2. To create a business outreach program that will provide a pathway to update contact information for the New World Systems (NWS) database and the opportunity to host information seminars to empower businesses to perform self-inspections. *(City Goal 1, 2, 6, 9, 10, 24)*

3. To use the Apex System software and Google Earth to create electronic pre-fire documents for all commercial buildings to assist field personnel in incident mitigations. *(City Goal 1, 2, 3, 4, 6, 9, 23)*

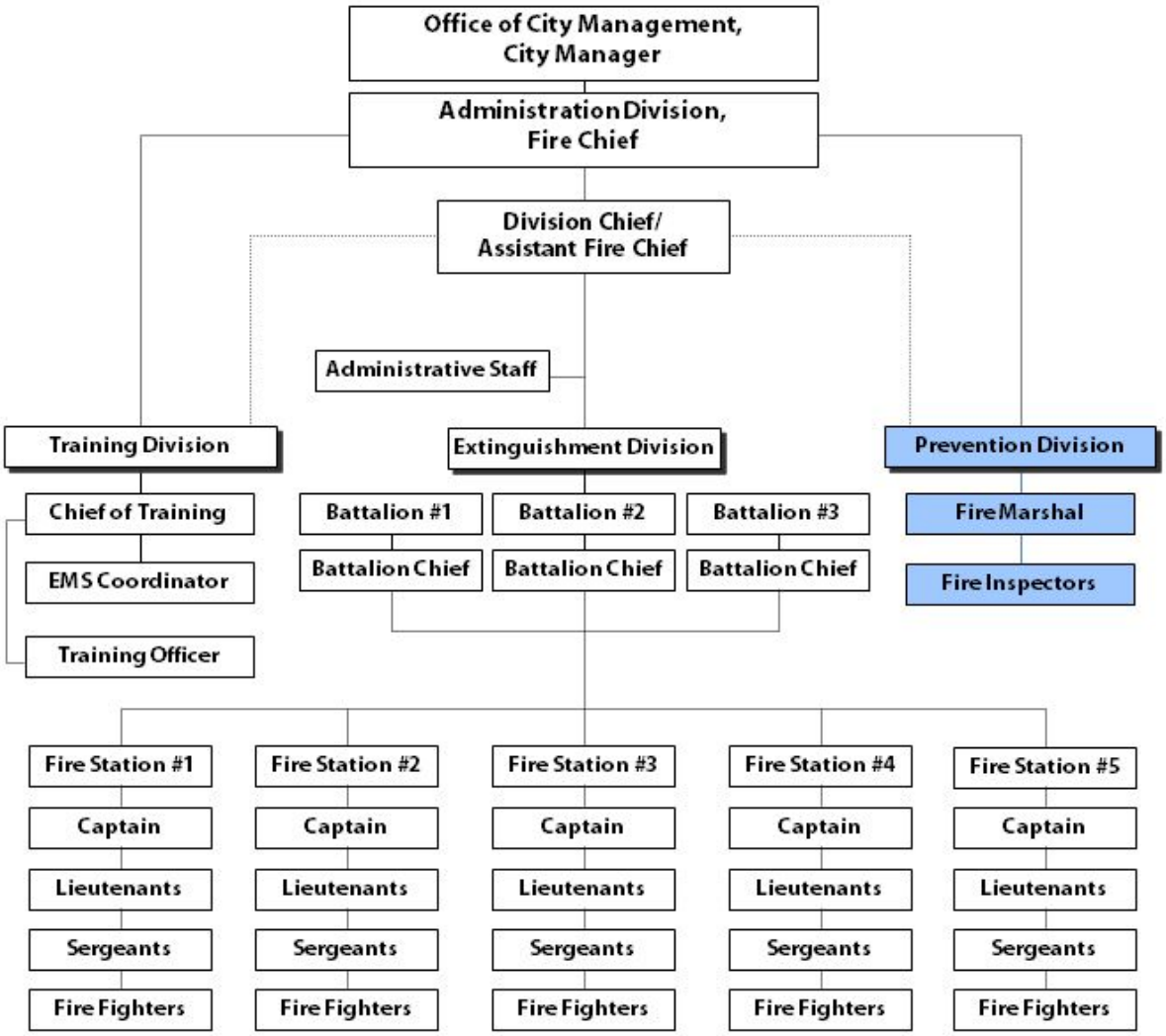
4. To create a succession plan for the Fire Prevention Division to ensure a seamless transition of leadership with anticipated retirements. *(City Goal 1, 2, 6, 9, 10, 25)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Total Inspections Conducted	1,232	1,688	1,146	1,680	1,340	1,400
	Use Permit, Bldg. Permit & General Inspections	508	708	355	800	400	460
	Specialty License & Hazardous Bldg. Inspections	138	118	131	130	120	120
	Witnessed Acceptance Test Inspections	100	108	95	80	170	170
	Reinspections of Violations	240	453	305	350	300	300
	Citizen Assistance Inspections	90	92	20	20	50	50
	In-Service Company Inspections	156	209	240	300	300	300
	High Risk & Complex Code Enf. Issues/Total Hours	N/A	12/960	44/583	18/144	20/300	20/300
	IROL's Submitted & Reviewed	380	400	878	1,000	2,000	1,500
	Violations Discovered and Issued	2,433	2,472	2,500	2,500	2,700	2,500
	Investigations (Fire and Other)/Total Hours	27/243	28/252	24/240	30/270	36/500	30/400
	Plan Reviews (sites, buildings, alarms)	100	161	71	100	150	120
Efficiency & Effectiveness	% Bus. Receiving Violations during Inspections	99%	99%	96%	99%	99%	99%
	Value of Non-Residential Fire Loss	$1,066,725	$799,100	$15,231,700	$500,000	$4,000,000	$1,000,000
	% of Solicited Inspections Performed w/i 1 Day	80%	80%	95%	80%	95%	90%
	% of Inspectable Occupancies Experiencing Fires	0.27%	0.32%	0.15%	0.30%	0.30%	0.30%
	Inspections Conducted Per Inspector/Marshal**	307	423	259	400	300	310
	% of Site Plans Reviewed within 20 Days	90%	100%	100%	100%	100%	100%
	Average Plan Review Cost	$227	$220	$256	*	*	*
	Division Expenditures as % of General Fund	1.17%	1.16%	1.24%	1.07%	1.20%	1.11%

**Cost is calculated for "Actual" columns only.*

***Excludes In-Service Company Inspections.*

Fire Prevention



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Fire Marshal	1	1	1
Fire Inspector	3	3	4
Fire Prevention Specialist	1	1	0
Total	5	5	5

Fire Prevention

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 3.7%.

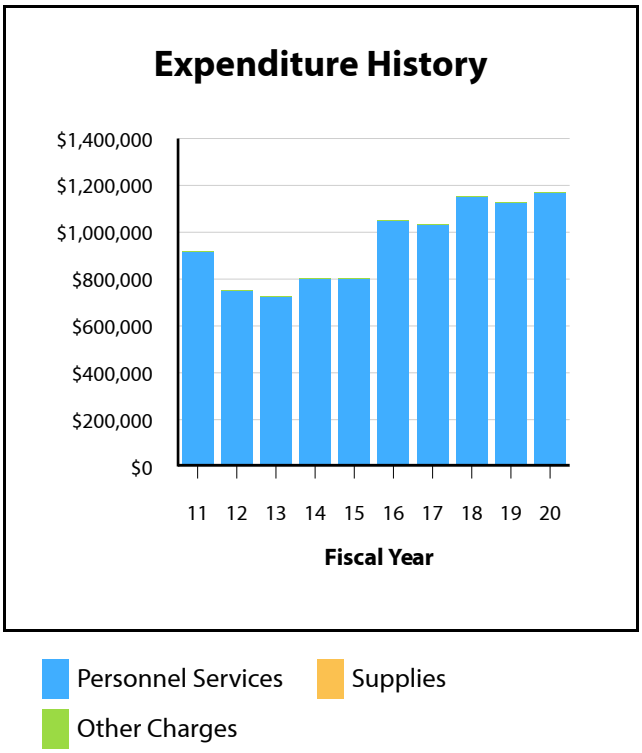
Personnel Services - Total Increase $41,670 or 3.7%

- $16,000 due to contractual wage adjustments
- $20,000 due to required funding for pension liabilities
- $4,000 due to a slight increase in overtime costs

Supplies - All Supplies for this division are budgeted in the Fire Administration division.

Other Charges - All Other Charges for this division are budgeted in the Fire Administration division.

Capital - There is no Capital proposed for this division.



FUNDING LEVEL SUMMARY

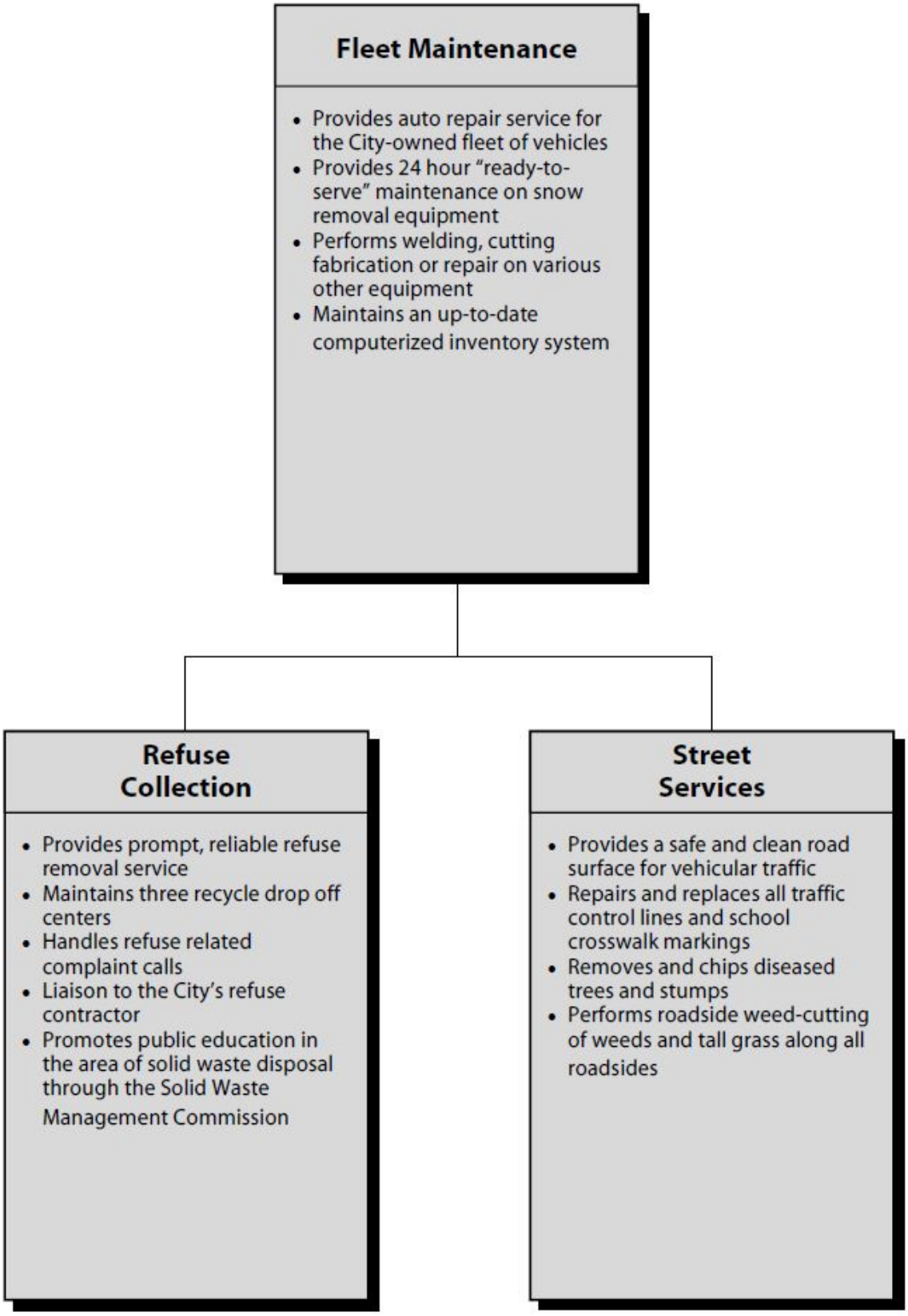
	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$1,153,312	$1,125,910	$1,275,900	$1,167,580	$1,167,580
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Total	$1,153,312	$1,125,910	$1,275,900	$1,167,580	$1,167,580

Public Works Department



FUNCTIONAL ORGANIZATION CHART

Public Works Department



DEPARTMENT AT A GLANCE

Public Works Department

BUDGET SUMMARY

The Public Works budget decreased $6,390 or 0.1%. Personnel costs increased $13,160 or 0.3% due to the addition of one full-time Mechanic, contractual wage adjustments and the required funding for long-term liabilities. The increase was offset by savings from the transfer of the Parks & Grounds Supervisor to the Water & Sewer Fund and the implementation of a 5% employee cost share for health insurance effective January 1, 2020. Supplies increased $135,310 or 9.8% due to higher costs for vehicle and equipment repairs. Other Charges decreased $154,860 or 25.6% due to the transfer of the responsibilities of the Parks & Grounds division to Facilities Maintenance and Parks & Recreation.



FUNDING LEVEL SUMMARY

	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget	% Change From 18/19
Fleet Maintenance	$2,593,770	$3,012,640	$2,917,170	$3,223,300	10.5%
Parks & Grounds Maint.	1,429,620	1,458,050	560,110	0	-100.0%
Public Works Center	206,670	179,300	174,400	266,520	52.8%
Street Services	2,151,300	2,440,450	2,841,630	2,997,100	5.5%
Total Department	$6,381,360	$7,090,440	$6,493,310	$6,486,920	-0.1%
Personnel Services	$4,118,520	$4,475,270	$4,500,320	$4,513,480	0.3%
Supplies	1,364,830	1,634,390	1,387,210	1,522,520	9.8%
Other Charges	898,010	980,780	605,780	450,920	-25.6%
Total Department	$6,381,360	$7,090,440	$6,493,310	$6,486,920	-0.1%

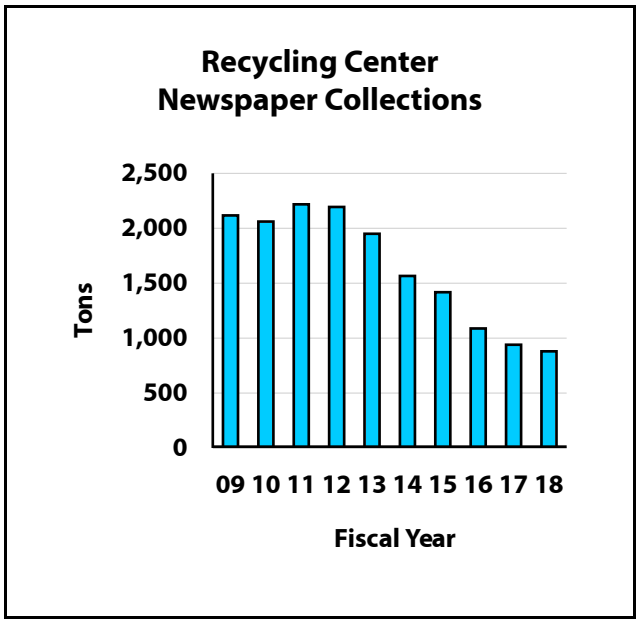
Notes: The Parks & Grounds division was eliminated in 2019. Excludes Refuse Collection.

PERSONNEL SUMMARY

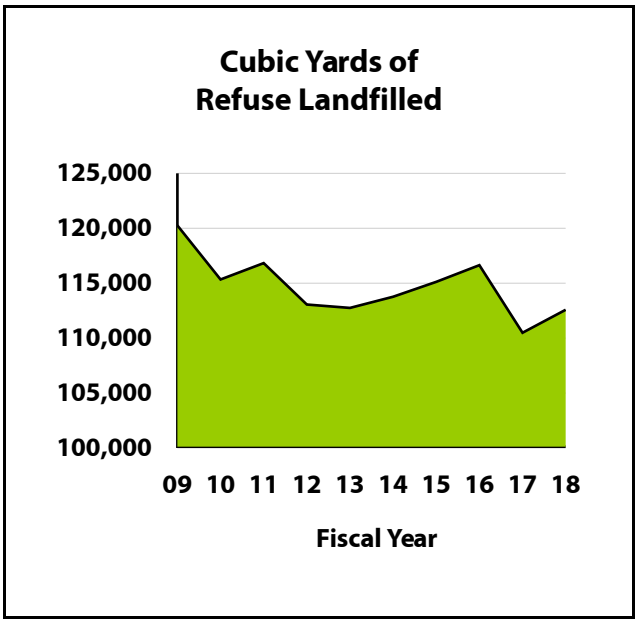
	2016/17		2017/18		2018/19		2019/20	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Fleet Maintenance	11	1	12	1	12	1	14	2
Parks & Grounds Maint.	5	12	5	12	6	13	0	0
Refuse Collection	0	5	0	5	0	4	0	4
Street Services	18	6	18	6	18	6	21	7
Total Department	34	24	35	24	36	24	35	13

KEY DEPARTMENTAL TRENDS

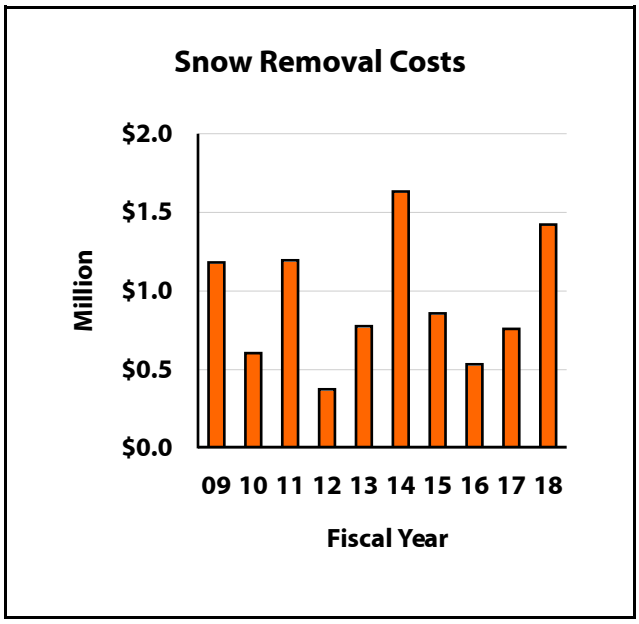
Public Works Department



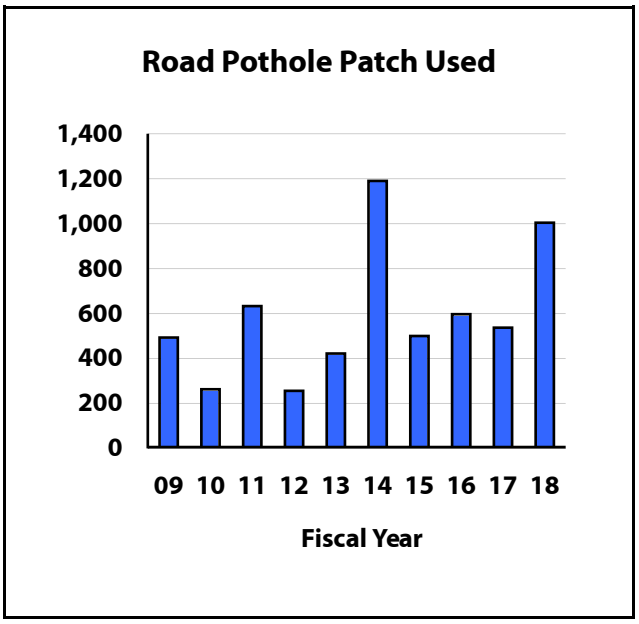
The amount of newspaper recycled at the three drop-off recycling centers has declined due to the growth in the number of non-city newspaper recycling sites and the subscription based curbside recycling program initiated in 2013. The average homeowner pays only $70 per year for trash pickup, which is much lower than most communities. Only five cities in a national study had a lower recycling cost per ton recycled.



The number of cubic yards of refuse landfilled increased to 112,580 in 2018, however total refuse continues to decline from its highest levels. Fewer apartment complexes and mobile home parks elected to receive City refuse service. The separate collection of yard waste, which is now composted, and additional Recycling Center and curbside recycling collections have also contributed to the decline in the amount of garbage annually landfilled.



The City's snow removal costs have generally increased over ten years. Expenditures decreased in some years due to warmer winters or reduced snowfalls. Snow removal costs reached a ten-year high of $1.64 million in 2014, while costs fell in 2012 to a low of $384,000.



The City had to increase the amount of road patch needed since 2007 in order to repair City roads due to the loss of State gas tax revenues, which has limited the City's ability to reconstruct major roads. Road patch use increased in 2018 due to the harsh winter.

Fleet Maintenance

MISSION STATEMENT: ***To efficiently and economically maintain the City-owned fleet of vehicles and equipment in a safe and properly functioning condition.***

The Fleet Maintenance Division is responsible for maintaining the City-owned fleet of vehicles and equipment in a safe and properly functioning condition. An adequate parts inventory is maintained in order to complete repairs in a timely manner to minimize down time.

The Division is "ready to serve". Twenty-four (24) hour service is available for repairs required on snow removal equipment during a snow emergency, pumps during flood control operations, or Fire Department equipment at a fire scene.

This Division handles the maintenance and repair of the City-owned fleet of vehicles and equipment on an as-needed basis. Approximately 53 pieces of heavy equipment, 421 pieces of various equipment ranging from chainsaws to tractors, and 253 cars and trucks are repaired. Preventative maintenance is performed on approximately 767 vehicles or pieces of equipment. Also included is the repair and preventative maintenance on 29 Fire Department emergency vehicles, and 11 buses for the Parks & Recreation Department. Fleet Maintenance provides road call service to vehicles in the field to minimize down time. Fleet Maintenance performs welding, cutting, fabrication, repair of park gates, play apparatus, bike racks, bleachers, retention pond gates, pumping stations, and many other repair projects. This Division repairs heating-cooling and exhaust systems, bridges, and guardrails. This involves the planning and designing of modifications performed on various pieces of equipment.

Another responsibility of Fleet Maintenance is to maintain an up-to-date inventory of frequently used parts and a computerized inventory system. This inventory system ensures that a sufficient quantity of proper parts, tools, and materials are stocked. This Division also distributes parts and tools as necessary.

Fleet Maintenance maintains its own records and files. On a daily basis, a record of fuel being dispensed from the pumping facilities is maintained to ensure sufficient availability.

This Division also performs an annual physical inventory to count and record each stock item by identifying quantity, location, and price.■

KEY GOALS

- ***To provide an effective vehicle/ equipment repair program in order to maintain a full complement of vehicles/ equipment in service.***
- ***To maintain an adequate parts inventory to minimize downtime.***
- ***To provide a preventative maintenance program on a scheduled basis consistent with manufacturer's recommendations and professional standards.***
- ***To provide preseason maintenance and winterization programs for spring/ winter equipment.***
- ***To recommend specifications for the purchase of vehicles/equipment and the economical replacement of the City fleet.***

Did you know…
…the Fleet Maintenance Division keeps an inventory of over 5,400 parts necessary to keep the City's fleet of vehicles and equipment operational and also works with a network of vendors to ensure that specialty items are available?

Fleet Maintenance

2019/20 PERFORMANCE OBJECTIVES

1. To provide the required training for Fleet Mechanics to achieve Automotive Service Excellence (ASE) certification. *(City Goal 2)*

2. To train Fleet Maintenance Mechanics in best industry welding practices including Arc, Mig, and Tig. *(City Goal 2, 6)*

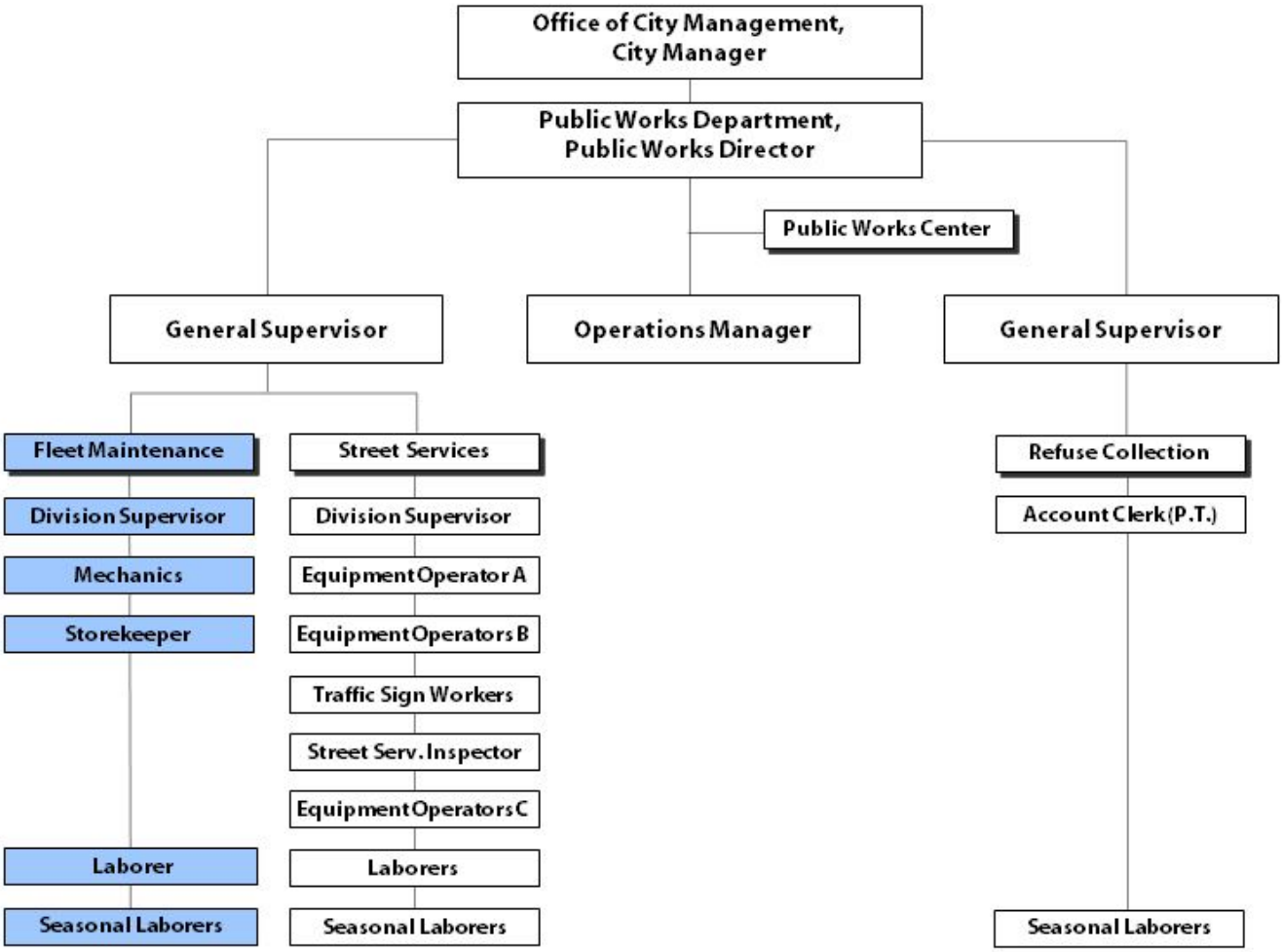
3. To utilize the Cityworks software to email City vehicle maintenance scheduling notifications and notices of completion. *(City Goal 6)*

4. To develop new methods to prepare equipment as quickly as possible without sacrificing the quality and equipment longevity. *(City Goal 1)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Full Service Preventive Maintenances Performed	405	395	423	410	400	400
	Preseason Maintenance - Trucks with Plows	41	48	50	50	50	50
	Preseason Maintenance - Snow Plows	41	48	50	50	50	50
	Preseason Maintenance - Salt Spreaders	21	21	23	21	21	21
	Preseason Maintenance - Street Sweepers	3	4	4	4	4	4
	Fire Trucks Prepared & Pump Tested	10	10	10	10	10	10
	Vehicle Tires Replaced	484	488	508	510	500	500
	Safety Inspections Conducted on Hoists	10	16	11	16	16	16
	Material Safety Data Sheets Maintained	400	400	400	400	400	400
Efficiency & Effectiveness	% of Preventive Maint. Performed on Schedule	85%	85%	90%	85%	85%	85%
	Avg. Time to Perform Maintenance on a Car (Mins.)	50	50	50	50	50	50
	Avg. # of Vehicles/Equip. Maintained Per Mechanic	84	88	88	86	86	86
	Average Age of Police Vehicles (Years)	4.3	4.0	4.0	4.0	4.0	4.0
	Average Age of Fire Engines (Years)	12.0	13.0	14.0	15.0	15.0	15.0
	% of Snow Removal Vehicles & Equipment Available	95%	95%	95%	95%	95%	95%
	% of Snow Vehicles & Equip. Prepared by Nov. 15	100%	100%	100%	100%	100%	100%
	% of Front Line Fire Pumper Trucks Avail. for Service	99%	99%	99%	99%	99%	99%
	% of Actual Inventory to Inventory Ledger	95%	95%	95%	95%	95%	95%
	Cost of a Passenger Car Oil Change	$25.99	$26.94	$25.31	*	*	*
	Preventive Maintenance Cost of a Passenger Car	$60.03	$60.42	$61.19	*	*	*
	Activity Expenditures as % of General Fund	2.95%	2.90%	3.24%	2.77%	2.75%	2.99%

**Cost is calculated for "Actual" columns only.*

Fleet Maintenance



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Division Supervisor	1	1	1
Mechanic	10	10	11
Storekeeper	1	1	1
Laborer	0	0	1
Seasonal Laborer (P.T.)	1	1	2
Total	13	13	16

Fleet Maintenance

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

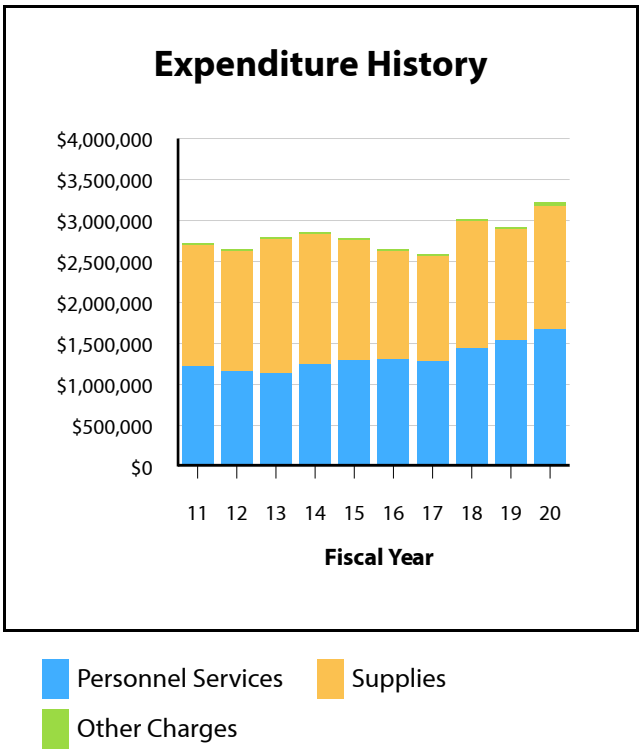
The total budget increased by 10.5%.

Personnel Services - Total Increase $135,030 or 8.7%

- $76,000 due to the addition of a Mechanic dedicated to ambulances
- $45,000 due to contractual wage adjustments
- $25,000 due the transfer of one year-round seasonal laborer from Parks & Grounds
- $10,000 due to required funding for pension liabilities, offset by:
- $27,000 savings in health care costs due to changes in coverages and employee cost share

Supplies - Total Supplies increased $151,050 or 11.2%. $125,000 was added for the increased cost of City vehicle and equipment repairs and parts. Fuel costs increased $25,000 based on the current year's estimated expenditure usage. Operating supply costs rose $1,000, as more small hand tools and fasteners need to be replenished.

Other Charges - Total Other Charges increased $20,050 or 96.6%. Software maintenance increased $15,000 for a portion of the Cityworks annual support agreement based on a revised allocation of this cost. Existing software support fees also increased slightly and have been reallocated from equipment maintenance to the new software maintenance account. Educational funding for the Mechanics to obtain Automotive Service Excellence (ASE) certifications is budgeted for $1,220.



Capital - There is no Capital proposed for this division.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$1,443,566	$1,546,670	$1,503,440	$1,681,700	$1,681,700
Supplies	1,548,699	1,349,750	1,401,250	1,500,800	1,500,800
Other Charges	20,379	20,750	19,350	40,800	40,800
Total	$3,012,644	$2,917,170	$2,924,040	$3,223,300	$3,223,300

Parks & Grounds Maintenance

SUMMARY OF BUDGET CHANGES

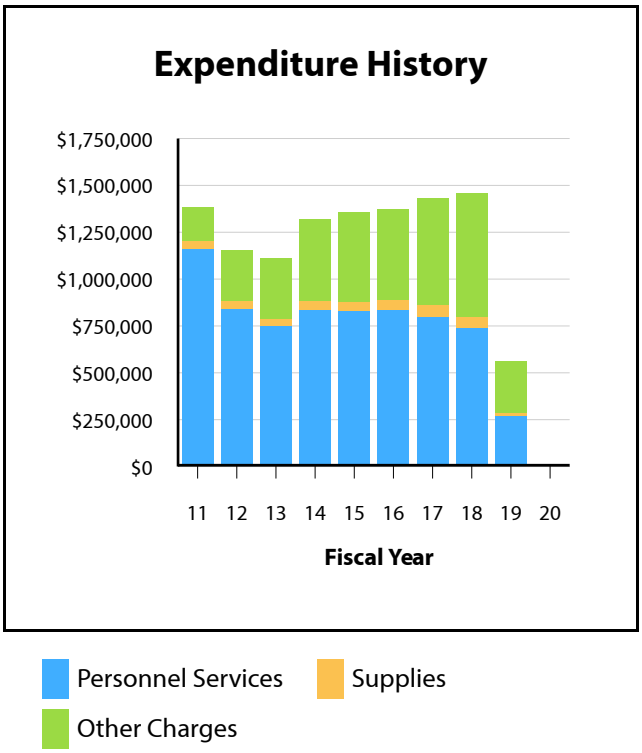
SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 100.0%.

Personnel Services - The total Personnel budget decreased $270,730 or 100.0% due to the elimination of the Parks & Grounds division. Personnel from this division were transferred to Street Services, Fleet Maintenance and Water and Sewer.

Supplies - Total Supplies decreased $16,160 or 100.0% due to the elimination of the Parks & Grounds division. The responsibilities of the division have been divided between the Facilities Maintenance division and the Parks & Recreation Department.

Other Charges - Total Other Charges decreased $273,220 or 100.0% due to the elimination of the Parks & Grounds division.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$741,578	$270,730	$270,760	$0	$0
Supplies	57,347	16,160	16,910	0	0
Other Charges	659,126	273,220	273,040	0	0
Total	$1,458,051	$560,110	$560,710	$0	$0

The only limit to our realization of tomorrow will be our doubts of today.

~ Franklin D. Roosevelt ~



Public Works Center

MISSION STATEMENT: ***To budget and account for expenditures that are incurred for the maintenance and operation of the Public Works Department that are not reflected in any other Public Works activity.***

The Public Works Center is used to budget and account for expenditures that are incurred throughout the fiscal year for the operations and maintenance of the Public Works facility (including required repairs and preventative maintenance). There are no department staff members assigned to this activity. The Public Works Director and the Operations Manager oversee the administrative functions of this activity, which are necessary to ensure the efficient and effective delivery of services.

Examples of the types of expenditures that are charged to this activity include water, heating, and electric costs for the operation of the Public Works facility, office supplies, building maintenance and custodial supplies, licensing fees for the 800 MHz radio communication system, and office telephone charges. In addition, the contracted service cost for preventative maintenance on the facility's heating and cooling system is also included in this activity.

Costs associated with the Facility Maintenance and Repair Program are accounted for in the Public Works Center and include the facilitation of required repairs and maintenance of the Public Works facility including general cleaning, internal and external electrical and lighting repairs, minor plumbing repairs, garage door repair, and maintenance of facility equipment. This program also includes the preventive maintenance contract on the furnaces and air conditioning equipment at the Public Works facility.■

KEY GOALS

- ***To provide a means of accounting for facility maintenance and repair expenditures which benefit all offices of the Public Works Department.***
- ***To provide a means of accounting for certain operational expenditures for the Public Works facility.***

Did you know…
…the Public Works building houses five divisions and provides a facility designed to accommodate 100 employees that are on-call 24/7/365?

Public Works Center

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

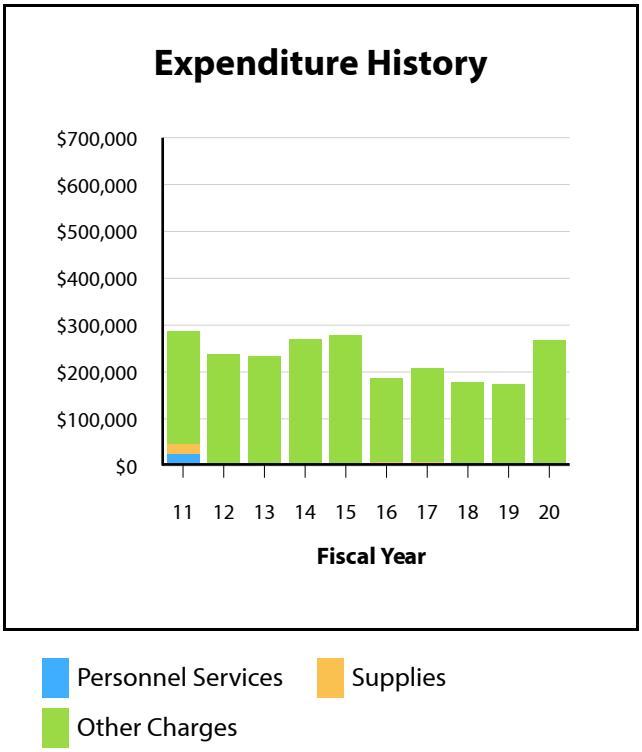
The total budget increased by 52.8%.

Personnel Services - There is no staff assigned to this division.

Supplies - Total Supplies increased $120 or 2.0% due to an inflationary increase in the cost of small hand tools and supplies needed to maintain the Public Works facility.

Other Charges - Total Other Charges increased $92,000 or 54.6%. The budget increased $75,000 as retention pond maintenance costs are now expensed in this division. $10,000 was added for the additional spraying and cutting of Phragmite in retention ponds and ditches to help prevent flooding issues. $5,000 was added for increased specialized training for department staff. Utility costs rose $4,000 based on recent expenditure trends. Telephone costs decreased $1,200 based on a more accurate estimate of costs for improved cellular service in the prior year.

Capital - Total Capital of $21,000,000 is budgeted in the Capital Projects Fund for the cost to construct and furnish a new Department of Public Works facility. The proceeds of a Capital Improvement bond sold in the spring of 2019 will be used to finance the project.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	5,107	6,000	6,000	6,120	6,120
Other Charges	174,194	168,400	215,370	260,400	260,400
Total	$179,301	$174,400	$221,370	$266,520	$266,520

Refuse Collection

MISSION STATEMENT: ***To provide prompt, reliable and efficient refuse collection for each household in the City and ensure that all waste generated in the City is properly collected, transported, and disposed of in accordance with State and federal laws and professional standards.***

Refuse Collection provides prompt, reliable, and efficient refuse collection by a private contractor weekly from residential homes, condominiums, commercial curbsides, and City dumpster pick- ups. A voluntary subscription-based curbside recycling program is also provided by the City's contractor.

Through the cost recovery program, apartment complexes are eligible for City-provided collection services at affordable rates.

A separate collection of yard waste is made from early April through mid-December from all curbside collection stops. Yard waste is composted and diverted from landfill disposal. A separate collection of Christmas trees for composting is also provided.

Refuse Collection includes pick up of bulky items on regularly scheduled collection days as well as the separate collection of "white" goods, i.e. stoves, refrigerators, etc. These white goods are delivered to a scrap metal recycler for reuse. All refuse related files and correspondences are maintained in this activity.

The General Supervisor serves as the City's liaison with the refuse contractor to ensure the contractor is performing in accordance with the contract and City ordinance. The handling and resolution of more difficult complaints and the provision of information and reports is accomplished through this area. The clerical support staff verifies the contractor's monthly invoices, prepares requests for payment and monthly reports, maintains all refuse files, and types all related correspondence.

The Solid Waste Management Commission is funded in the Refuse activity. The Operations Manager serves as the liaison to the Commission. The Commission serves in an advisory capacity to the City Council and Administration.

KEY GOALS

- ***To ensure that all properly placed refuse is collected on a weekly basis by the City's private contractor and transported and disposed of at an approved facility.***
- ***To provide recycling and composting opportunities in a cost-effective manner.***
- ***To assist the Solid Waste Management Commission in its review of the City's solid waste collection, recycling, composting and waste reduction efforts.***
- ***To maintain and supervise the City's recycling centers.***
- ***To continually review the status of solid waste management legislation.***

The Commission's responsibility is to continually review and update the City's position regarding solid waste disposal activities.

Clerical support is also provided for tree planting, tree removal, trimming, as well as general information requests.■

Did you know…
…that 40,000 stops per week are serviced for refuse collection, which equates to 2,080,000 service collection points per year?

Refuse Collection

2019/20 PERFORMANCE OBJECTIVES

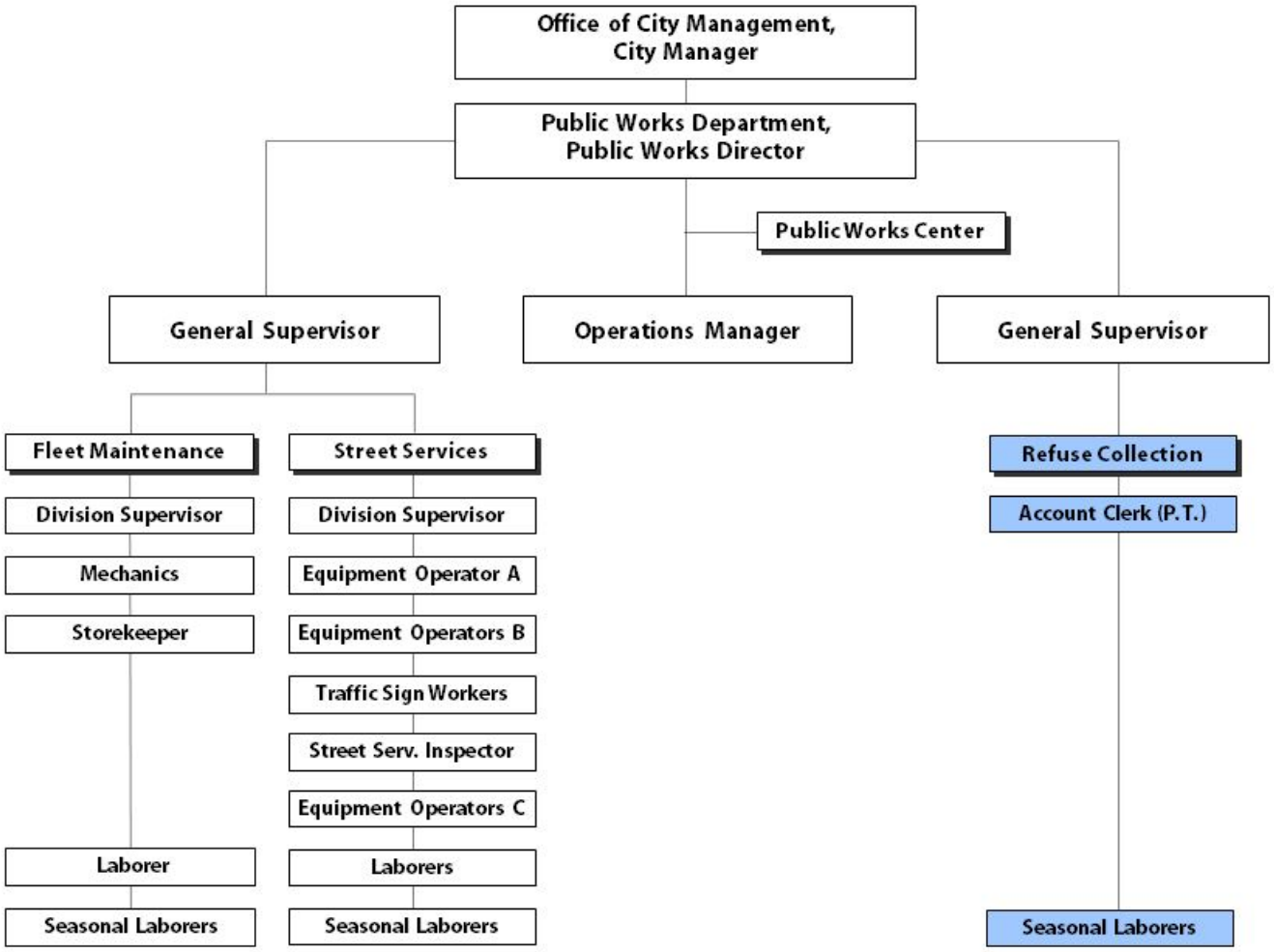
1. To closely monitor refuse collections to minimize residential complaints. *(City Goal 1, 6, 7)*

2. To evaluate the recycling program to determine the most productive recycling option. *(City Goal 4)*

3. To educate residents on acceptable and non-acceptable trash for curb-side collection. *(City Goal 1, 6)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Curbside Refuse Collection Points (Per Week)	39,800	39,835	39,912	39,900	40,000	40,000
	Cubic Yards of Refuse Landfilled	116,640	110,490	112,580	115,000	115,000	115,000
	Tons of Yard Waste Composted/Diverted	10,366	12,489	9,586	12,000	12,000	12,000
	Christmas Trees Chipped and Composted	1,193	1,683	492	1,300	1,000	1,300
	Cubic Yards of Plastics Recycled (Recycling Center)	125	347	254	300	300	300
	Tons of Paper Recycled (Recycling Center)	1,100	952	892	1,300	1,300	1,300
	Curbside Recycling Subscribers	5,400	4,500	5,863	6,000	6,000	7,000
	Curbside Recycling Volume (tons)	1,550	1,520	1,867	1,500	2,000	2,500
Efficiency & Effectiveness	Refuse Violations Tagged by Contractor	19	19	120	100	200	250
	% of Refuse Collection Stops Making Complaints	0.20%	0.20%	0.09%	0.10%	0.01%	0.10%
	% of Trouble Calls Remedied within 24 Hours	99%	100%	99%	100%	100%	100%
	Reduction in Landfill Volume vs. 1989/1990	47.6%	48.0%	48.0%	48.0%	48.0%	48.0%
	Refuse Collection Costs per Capita	$36.39	$33.81	$33.94	$33.79	$33.74	$34.22
	Refuse Collection Millage Rate	1.14	1.11	1.08	1.04	1.04	1.00
	Refuse Cost for Average Homeowner	$74	$72	$70	$74	$74	$76
	Net Cost to Operate Three Recycling Centers	$171,670	$125,170	$180,000	$170,000	$170,000	$170,000
	Recycling Costs Per Ton Recycled	$37.05	$37.25	$37.50	$38.00	$39.00	$39.00
	Cost to Collect/Dispose of Refuse (1 cubic yard)	$40.87	$40.16	$39.64	$38.71	$38.65	$39.28
	Activity Expenditures as % of General Fund	5.30%	4.96%	4.80%	4.22%	4.18%	4.29%

Refuse Collection



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Account Clerk (P.T.)	1	1	1
Seasonal Laborer (P.T.)	4	3	3
Total	5	4	4

Refuse Collection

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 1.5%.

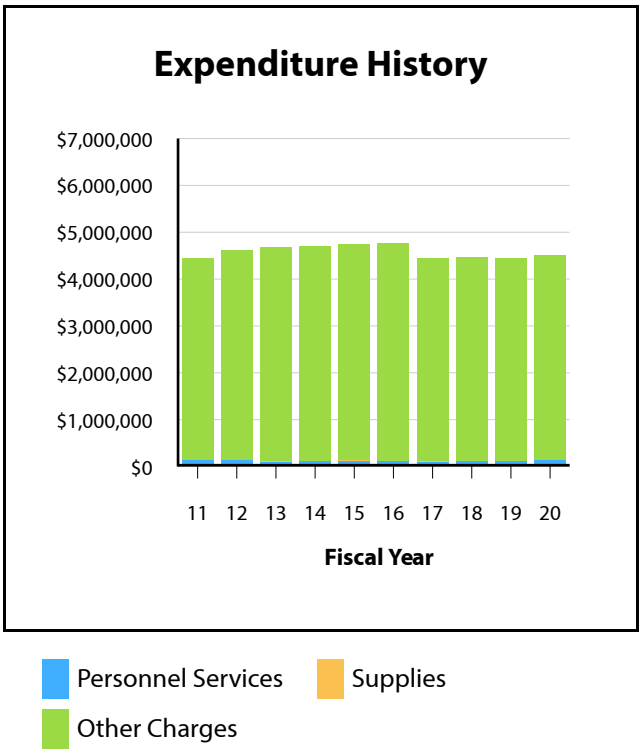
Personnel Services - Total Increase $16,290 or 13.1%

- $13,000 due to an increase in the hourly rate for year-round seasonal laborers and an increase in hours for the part-time account clerk
- $2,200 due to insurance costs for year-round seasonal laborers

Supplies - Total Supplies decreased $500 or 25.0%, as fewer supplies and small tools need to be replenished.

Other Charges - Total Other Charges increased $49,360 or 1.1%. Interfund service costs rose $34,360 due to a revised allocation of Water & Sewer administrative costs for time spent on refuse related functions. The rubbish removal budget increased $15,000 primarily due to a greater number of refuse collection stops. The budget assumes the continuation of the voluntary subscription-based curbside recycling program.

Capital - There is no Capital proposed for this division.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$120,980	$124,400	$117,920	$140,690	$140,690
Supplies	0	2,000	1,500	1,500	1,500
Other Charges	4,341,740	4,325,250	4,325,290	4,374,610	4,374,610
Total	$4,462,720	$4,451,650	$4,444,710	$4,516,800	$4,516,800

Street Services

MISSION STATEMENT: ***To maintain the City's streets and rights-of-way in such a manner as to ensure safety for vehicular and pedestrian traffic as well as presenting a clean, well-groomed, attractive roadside environment.***

Three specific programs set up within this Public Works division detail the mission of the Street Services activity. Roads and Streets Maintenance, Supplementary Roadside Maintenance, and Snow and Ice Control programs provide excellent care to the City's streets. Street Services provides a safe and clean road surface for vehicular traffic, adequate visual direction and a safe, maintained, and unobstructed roadside environment on more than 350 miles of City roads.

The Roads and Streets Maintenance program strives to maintain safe road surfaces for vehicular and pedestrian traffic by ensuring adequate pavement markings. One-third of all school crosswalks and stop bar pavement markings are repaired or replaced every year.

Street Services strives to sweep all paved road surfaces a minimum of four times per year on 395 miles of major, local, and county roads. This activity is responsible for road patching and shoulder grading to maintain safe roads.

The Supplementary Roadside Maintenance program provides a safe, well-maintained roadside environment. Cutting of weeds and tall grass along all roadsides, ditches, and medians is done 18 times per year.

Support activities include the installation of new street signs, maintenance and repair of existing signs, and the installation of informational signs for the municipal sites and 29 developed parks.

Another support activity is the maintenance of Sterling Heights' urban forest. Approximately 29,000 right-of-way trees are maintained, including inspection, trimming, removal of trees and stumps, and replanting of trees.

KEY GOALS

- ***To provide a safe and clean road surface for vehicular traffic.***
- ***To provide adequate visual direction to regulate, warn, or guide vehicular and pedestrian traffic through proper signage and pavement markings.***
- ***To provide a safe, well-maintained and unobstructed roadside environment.***
- ***To provide effective storm water runoff without damaging our stream ecology.***
- ***To provide an organized snow and ice control program based on designated priorities in order to maintain safe, passable streets.***

Catch basin cleaning is another important function. Catch basins are routinely cleaned allowing for the rapid disposal of storm water runoff and drainage. Drainage ditches are cleaned and the culverts are maintained to ensure adequate capacity for storm runoff.

During a declared Snow Emergency, the Snow and Ice Control program ensures an organized procedure for snow removal of all City roads within 48 hours after snowfall ceases. This objective is achieved on 60 miles of major roads and 289 miles of local roads.■

Did you know…
…the goal of Street Services is to have all major and local roads cleared within 48 hours of the declaration of a snow emergency?

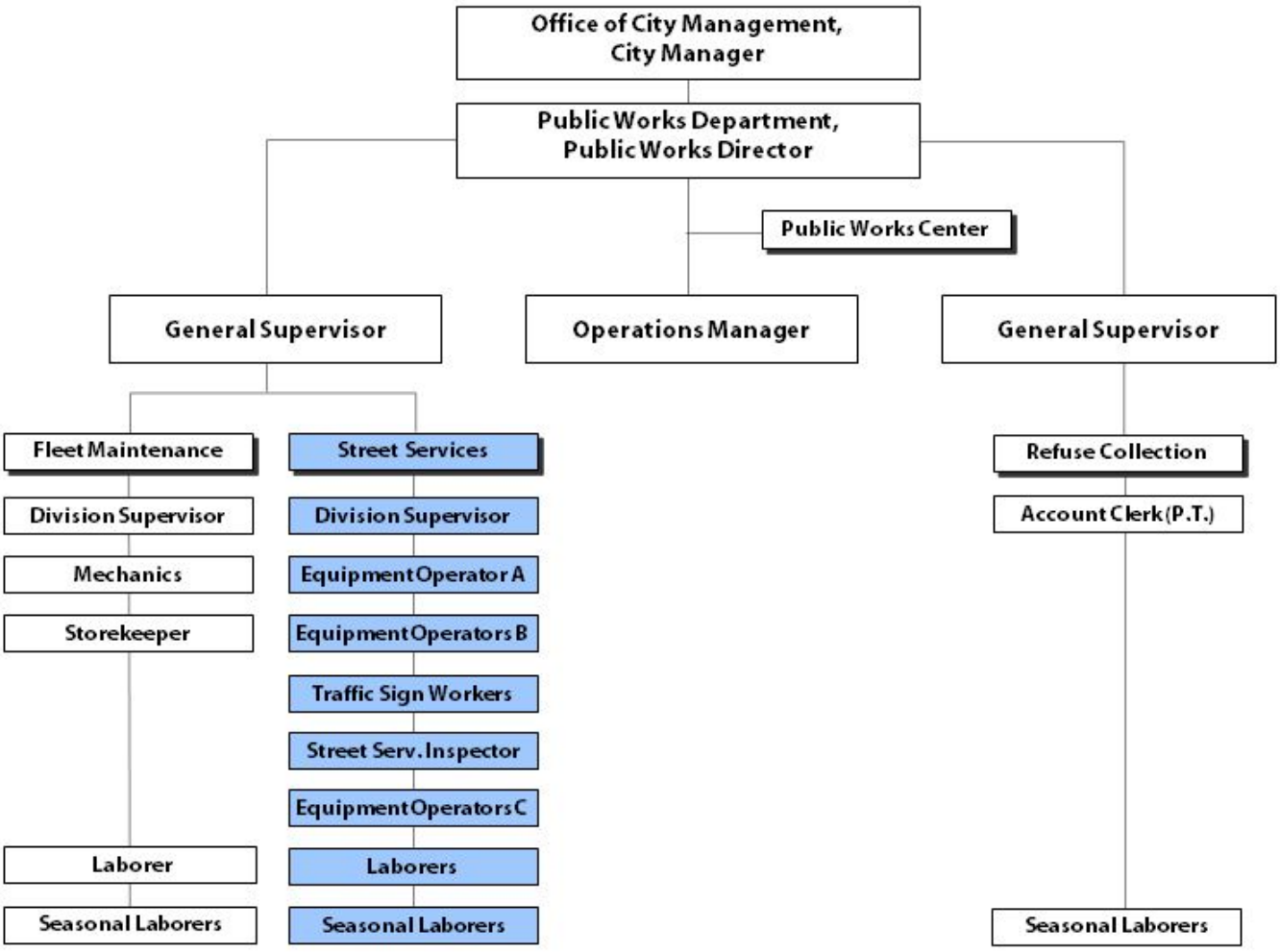
Street Services

2019/20 PERFORMANCE OBJECTIVES

1. To more effectively maintain the City's dirt roads by using better materials and grading techniques. *(City Goal 1, 9, 16, 17)*
2. To spend more time removing Phragmites and overgrowth along guardrails using new tractor and brush cutting tools. *(City Goal 18)*
3. To pursue federal grants to reforest the community and increase the overall tree canopy. *(City Goal 12)*
4. To concentrate more time to milling and asphalting the subdivisions and to utilize the Skidsteer and Planer for faster results in hard to maneuver areas. *(City Goal 1, 16, 17)*
5. To more effectively remove snow from over 350 miles of roads by the use of brine, new equipment, and adding routes. *(City Goal 1, 9, 16, 17)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Miles of Roads in City (Major & Local)	349	349	351	351	351	351
	After Hours Snow Removal Occurrences	27	28	38	30	25	25
	Tons of Road Salt Used	5,221	5,328	9,631	9,000	5,000	5,000
	Miles of Snow Fence Installation or Removal	2.1	2.1	2.5	2.1	2.5	2.5
	Pothole Patching - Tons of Patch Used	603	543	1,010	500	375	400
	Sidewalk Patching - Number of Locations	180	182	520	300	368	350
	Street Sweeping - Rotation (395 miles)	3	3	3	5	3	3
	Roadside Clean-Up Major Rds.-Revol. (107 miles)	8	8	7	9	7	7
	Storm Catch Basin Cleaning-Number of Locations	1,087	1,348	929	1,100	1,200	1,200
	Street Trees Removed (In-House/Contractor)	137/297	134/150	79/214	150/300	195/335	150/300
	Street Trees Planted (Subcontracted)	157	404	655	700	1,000	500
	Street Trees Pruned (Subcontracted)	4,980	3,964	4,542	4,500	4,100	4,200
	Street Trees Trimmed (In-House)	212	1,164	1,054	700	1,200	1,000
	Homeowner Tree Inquiries/Inspection Responses	1,512	1,759	886	1,000	475	600
	Res. Tree/Branch Chipping Req. Filled (Incl. ROW's)	477	317	280	300	96	150
	Traffic Sign Repairs or Replacements	426	401	300	500	179	250
	Gravel Roads - Lane Miles Graded	54	53	50	50	50	50
	Dust Control - Gallons Calcium Chloride Applied	33,900	14,000	10,000	35,000	20,000	20,000
	Signs Installed for Adopt-A-Road	0	0	0	1	1	1
	Refuse Pick-Ups Made from Adopt-A-Road	21	20	10	15	10	10
Efficiency	% of Tree Chipping Requests Completed w/i 1 week	99%	99%	99%	99%	99%	99%
	% of Emergency Calls Responded to w/i 1 hour	100%	100%	100%	100%	100%	100%
	% of Total Easement Trees Insp. due to Complains	10%	10%	10%	10%	10%	10%
	Property Damage Due to Snow Removal Operation	$381	$525	$1,054	$1,000	$1,100	$1,000
	Street Services Cost Per Capita	$15.80	$16.39	$18.56	$21.57	$20.65	$22.71
	Activity Expenditures as % of General Fund	2.30%	2.41%	2.63%	2.70%	2.56%	2.85%

Street Services



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Division Supervisor	1	1	1
Equipment Operator A	1	1	1
Equipment Operator B	7	7	6
Traffic Sign Worker	2	2	2
Street Services Inspector	1	1	1
Equipment Operator C	2	2	6
Laborer	4	4	4
Seasonal Laborer (P.T.)	6	6	7
Total	24	24	28

Street Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 5.5%.

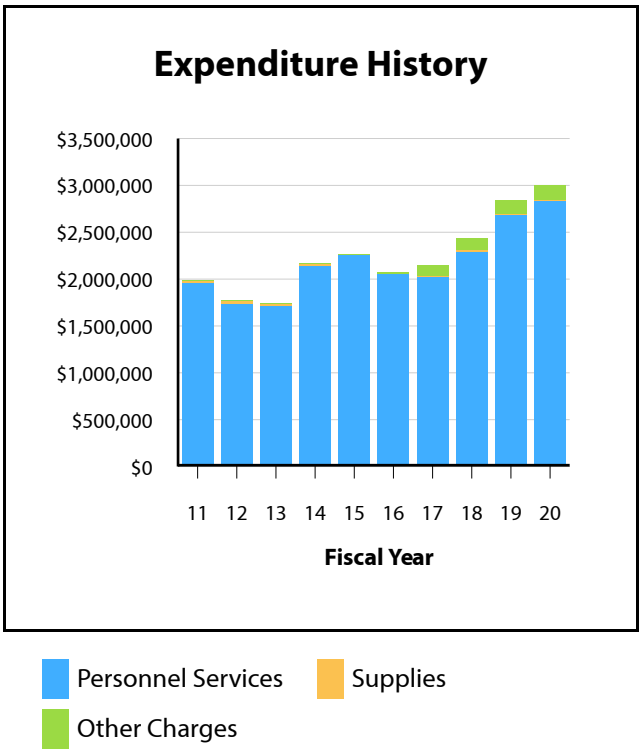
Personnel Services - Total Increase $148,860 or 5.5%

- $59,000 due to contractual wage adjustments and an increase to the hourly rate for seasonal laborers
- $20,000 due to buybacks related to potential retirements
- $69,000 due to required funding for pension liabilities

Supplies - Total Supplies increased $300 or 2.0% due to the higher cost and greater need for small hand-held equipment and personal protective gear.

Other Charges - Total Other Charges increased $6,310 or 4.4%. Water costs increased $15,000 for new irrigation recently installed in city medians and rights-of way. Educational funding increased $6,310 for a snow plow class and for aerial platform training and recertification for applicable DPW personnel. Rental costs decreased $10,800 primarily due to the one-time rental of a street sweeper in the prior year. Electric costs fell $3,500 as the budget can be reduced and brought more in line with the current year's estimated expenditure usage.

Capital - Total Capital of $656,400 is proposed. $280,000 is for a Street Sweeper utilized in daily operations and road clean-up emergencies. It will replace a 2002 sweeper that is past its useful life. $270,000 is for a Tandem Axle Dump Truck with Plow to replace a 30-year old truck used for snow and tree removal, road grading and paving projects, and other road maintenance duties. $80,000 is budgeted to replace two 4x4 Pickup Trucks, each with over 100,000 miles, and $26,400 is for a Transit Van to replace a 2004 vehicle with over 160,000 miles, all utilized in daily operations.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$2,290,130	$2,682,920	$2,554,110	$2,831,780	$2,831,780
Supplies	23,240	15,300	15,300	15,600	15,600
Other Charges	127,083	143,410	151,490	149,720	149,720
Total	$2,440,453	$2,841,630	$2,720,900	$2,997,100	$2,997,100

City Development Department



FUNCTIONAL ORGANIZATION CHART

City Development Department

Building

- Monitors building and development
- Inspects construction
- Processes permits
- Performs trade inspections
- Performs electrical inspections
- Serves as liaison to Board of Code Appeals (BOCA)
- Work with Fire Department to assure compliance to adopted code including any fire prevention code amendments
- Assist City Clerk, Fire, & Police Departments with enforcement of licenses issued by the Clerk's office to assure compliance with City's ordinances
- As a member of our Economic Development team, we meet with developers and contractors to ensure a successful new development
- Enforce the International Property Maintenance Code as adopted by the City

Economic Development

- Initiates personal contact with new business prospects
- Maintains active business retention and expansion program for existing businesses
- Provides referrals and other assistance to small businesses
- Tracks and monitors economic development activities receiving City financial support
- Maintains external relationships with the business community and real estate development practitioners
- Processes/Approves Brownfield Redevelopment plans
- Serves as liaison to Economic Development Corporation, Corridor Improvement Authority, LDFA, Brownfield Redevelopment Authority, and the business community
- Provides support for VELOCITY and Macomb OU-INCubator

Engineering

- Oversees all Engineering services
- Maintains and updates all records on City utilities, streets, etc.
- Provides information to builders and developers regarding City utilities
- Prepares and supervises construction projects
- Reviews all public improvement plans
- Coordinates and supervises capital projects
- Serves as liaison to county, state and federal agencies
- Applies for and administers grants for capital improvements
- Coordinates water meter connection and use monitoring
- Coordinates City-wide street lighting

Neighborhood Services

- Administers the Sterling Heights Initiative for Neighborhood Excellence (SHINE) program
- Performs property maintenance code enforcement inspections
- Serves as liaison to Board of Ordinance Appeals
- Manages City-owned real estate assets
- Provides oversight of the noxious weed cutting program

Planning

- Prepares the Master Land Use Plan
- Amends ordinances to effect goals of the Master Plan
- Conducts zoning studies to fully implement the Master Plan
- Interprets and enforces zoning ordinances
- Reviews site plans for zoning
- Serves as liaison to Planning Commission and Zoning Board of Appeals

DEPARTMENT AT A GLANCE

City Development Department

BUDGET SUMMARY

The City Development Department budget increased $288,300 or 6.0%. Personnel costs increased $168,720 or 3.8% due to contractual wage adjustments, an increase in the funding for long-term liabilities of $36,000 and the addition of a part-time Code Enforcement Officer to handle the rodent control program. Supplies increased $1,510 or 6.9% primarily due to the one-time purchase of updated construction code books. Other Charges increased $118,070 or 36.9% primarily for a targeted marketing campaign that uses high-profile resources to market the City and its amenities.



FUNDING LEVEL SUMMARY

	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget	% Change From 18/19
Building	$2,011,310	$2,328,160	$1,115,140	$1,136,430	1.9%
Economic Development	372,460	318,290	333,870	439,370	31.6%
Engineering	1,261,000	1,300,040	1,376,370	1,411,070	2.5%
Neighborhood Services	1,535,800	1,525,150	1,666,080	1,792,390	7.6%
Planning	193,620	172,070	276,520	277,020	0.2%
Total Department	$5,374,190	$5,643,710	$4,767,980	$5,056,280	6.0%
Personnel Services	$4,408,470	$4,543,140	$4,426,160	$4,594,880	3.8%
Supplies	42,140	61,840	22,020	23,530	6.9%
Other Charges	923,580	1,038,730	319,800	437,870	36.9%
Total Department	$5,374,190	$5,643,710	$4,767,980	$5,056,280	6.0%

Note: In 2018/19 the Facilities Maintenance budget moved to City Administration from City Development.

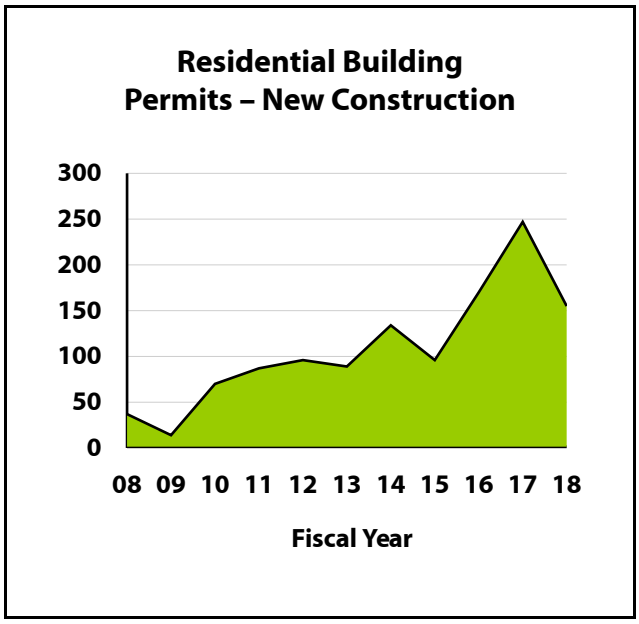
PERSONNEL SUMMARY

	2016/17		2017/18		2018/19		2019/20	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Building	9	1	10	0	7	1	7	1
Economic Development	1	0	1	0	1	0	1	0
Engineering	8	2	8	1	8	2	8	2
Neighborhood Services	9	11	9	11	8	12	8	13
Planning	1	0	1	0	2	0	2	0
Total Department	28	14	29	12	26	15	26	16

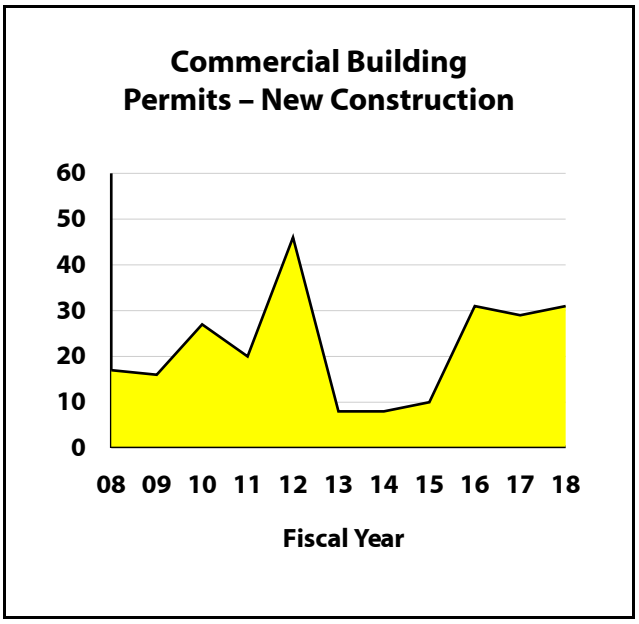
Excludes Boards & Commissions.

KEY DEPARTMENTAL TRENDS

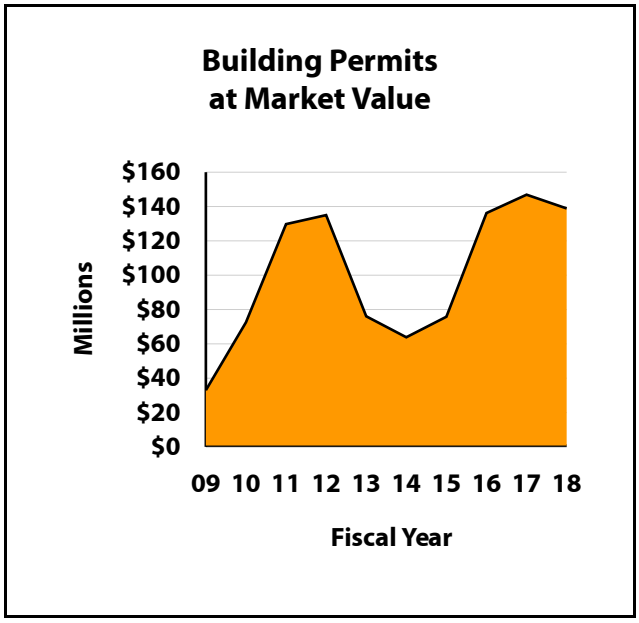
City Development Department



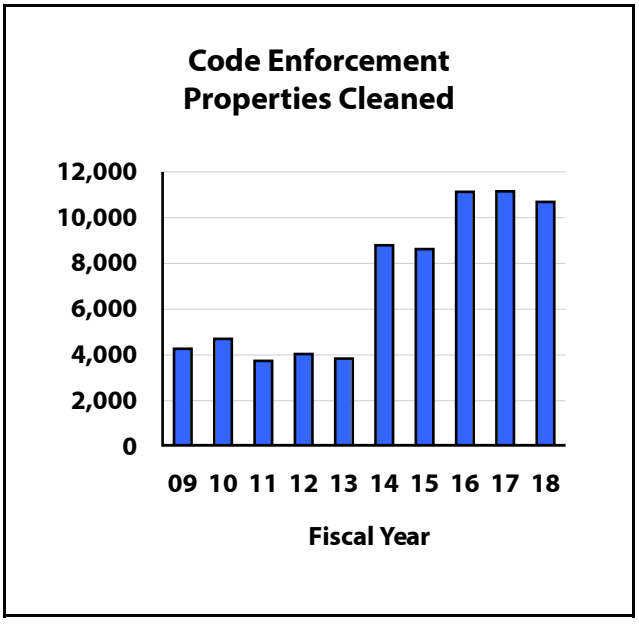
The number of residential building permits declined to a ten year low in 2009 as only 14 permits were issued. The number of permits issued has continued to increase in recent years.



The number of new commercial building permits decreased in 2013 and 2014 to reach a ten-year low. Permits increased in 2016 to their highest level since 2012 and have maintained that level for the past two years.



The dollars invested in new building construction and improvements fell from $113 million in 2007 to a low of $33 million in 2009. The number of residential permits dramatically declined. The market value of commercial permits rose in 2011, 2012, and 2015 due to several large projects, including BAE and FCA. Commercial construction continued at a high level in 2017 and 2018.



The number of code enforcement cases have dramatically increased since 2008. The City has made a concerted effort to strengthen and vigorously maintain property values by eliminating blighting influences. In 2009 the City's building inspectors began to assist code enforcement officers with code inspections, and in 2011 the SHINE program began. Three additional part-time code inspectors were hired in both 2014 and 2016. 95% of inspections were performed within 48 hours of complaint and 98% of violations were corrected prior to City action.

MISSION STATEMENT: ***To maintain a well-balanced program of monitoring building construction, so that the community may enjoy a safe environment and to maintain all City facilities in a safe, clean and economical manner.***

The Building office monitors the building and development activities in the City. The objective of the staff is to inspect projects for compliance to the State adopted construction codes to ensure the health, safety and welfare of the public. This is achieved through an aggressive inspection program in all types of construction - residential, commercial, and industrial. Daily inspections are performed throughout the City to assure compliance to State and local building codes and ordinances.

The wellness of the community is looked after from the ground up when it comes to the construction of buildings that are open to the general public. The community is safeguarded against improperly constructed structures by numerous inspections performed by the inspection staff from the beginning through the completion of a project.

To best serve the interests of the taxpayers, developers and investors in the community, the Building activity is operated in a very efficient manner to ensure that inspections are conducted in a timely manner. The established plan review process provides for the efficient administration of the permitting process.

The inspectors employed within the Building office are highly qualified and trained professionals who are monitored not only by the City, but also by the State. They have obtained nationally recognized certifications and participate in continuing education to stay informed of all new construction techniques and code changes. A highly competent clerical staff supports the inspectors and assists customers visiting the Building office.

The Building Official is responsible for proper enforcement of code requirements throughout the construction process. He oversees the daily responsibilities of the department and provides assistance to the inspection staff as needed. The Building Official has the authority to render interpretations of the codes and to adopt policies and procedures in order to clarify the provisions.■

KEY GOALS

- ***To aggressively inspect all new residential construction to ensure a safe living environment for our residents.***
- ***To process permits in an expedient and efficient manner.***
- ***To review plans and construction drawings in a manner that will reduce the time necessary to issue permits.***
- ***To protect public safety, health, and welfare and preserve property values by strictly enforcing property maintenance standards.***
- ***To oversee outside contractors/vendors to ensure the quality of materials and workmanship on projects and adherence to all applicable State and City codes.***

Did you know…
…the Building Department is responsible for overseeing the construction on every residential, commercial and industrial structure built within the City?

Building

2019/20 PERFORMANCE OBJECTIVES

1. To create a "Starting a New Business" brochure to distribute and help guide individuals through the process of opening a business in Sterling Heights. *(City Goal 1, 2, 6)*

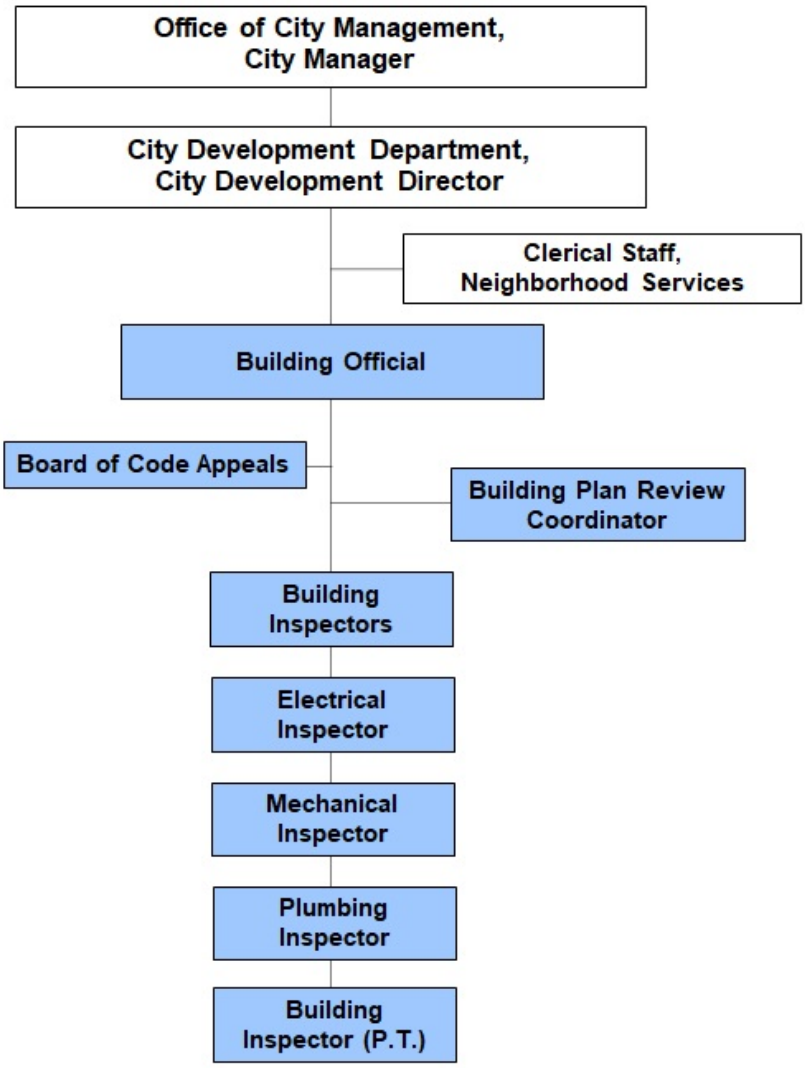
2. To create an online residential plan review checklist to assist property owners with the requirements needed on construction plans submitted to the City for a permit. *(City Goal 1, 6,14)*

3. To provide an online commercial plan review checklist to assist Architects with the requirements needed on construction plans submitted to the City for a permit. *(City Goal 1, 6)*

4. To work with local businesses to bring awareness to the National Builder's Safety Week. *(City Goal 1, 2, 6)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Total Permits Issued	6,709	6,972	7,043	8,230	6,350	7,170
	Building Permits Issued	2,119	2,464	2,110	2,950	1,892	2,100
	Mechanical Permits Issued	1,877	1,848	2,210	2,400	1,750	1,900
	Plumbing Permits Issued	913	999	890	1,100	886	1,210
	Electrical Permits Issued	1,220	1,007	1,153	1,200	1,220	1,345
	Special Inspection Permits Issued	130	139	170	170	142	150
	Fence Permits Issued	344	399	394	275	288	290
	Fire Alarm Permits Issued	35	50	43	60	82	85
	Fire Suppression Permits Issued	71	66	73	75	90	90
	Total Inspections Performed	17,524	17,470	19,692	21,370	22,650	22,800
	Building Inspections	7,965	6,937	8,801	9,400	10,200	10,200
	Mechanical Inspections	3,208	3,151	3,421	4,100	4,000	4,100
	Plumbing/Fence Inspections	2,583	3,618	3,168	3,170	3,650	3,700
	Electrical Inspections	2,668	2,364	2,702	3,000	3,000	3,000
	# of Follow-Up Inspection Communications	1,100	1,400	1,600	1,700	1,800	1,800
	Ordinance Complaint Tickets Issued	3	1	2	0	10	12
	Board of Code Appeals Applications	6	4	4	4	4	5
Efficiency & Effectiveness	Insurance Service Office (ISO) Rating	3	3	3	3	3	3
	% of Inspections Performed on Schedule	95%	98%	98%	98%	95%	95%
	% of Commercial Plans Reviewed w/i 20 days	100%	100%	100%	100%	95%	95%
	% of Residential Plans Reviewed w/i 10 days	95%	100%	95%	100%	95%	95%
	Average No. of Inspections per Budgeted Inspector	3,186	3,176	3,282	3,288	3,485	3,510
	Market Value of Building Permits (Millions)	$136.2	$146.9	$138.9	$130.0	$150.6	$160.0
	Permits Issued via City's Website	299	362	566	650	744	800
	Activity Expenditures as % of General Fund	2.19%	2.25%	2.51%	1.06%	1.03%	1.08%

Building



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Building Official	1	1	1
Building Plan Review Coordinator	1	1	1
Building Inspector	2	2	2
Building Inspector (P.T.)	0	1	1
Electrical Inspector	1	1	1
Mechanical Inspector	1	1	1
Plumbing Inspector	1	1	1
Lead Facilities Maintenance Mechanic	1	0	0
Facilities Maintenance Mechanic	2	0	0
Total	10	8	8

Building

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

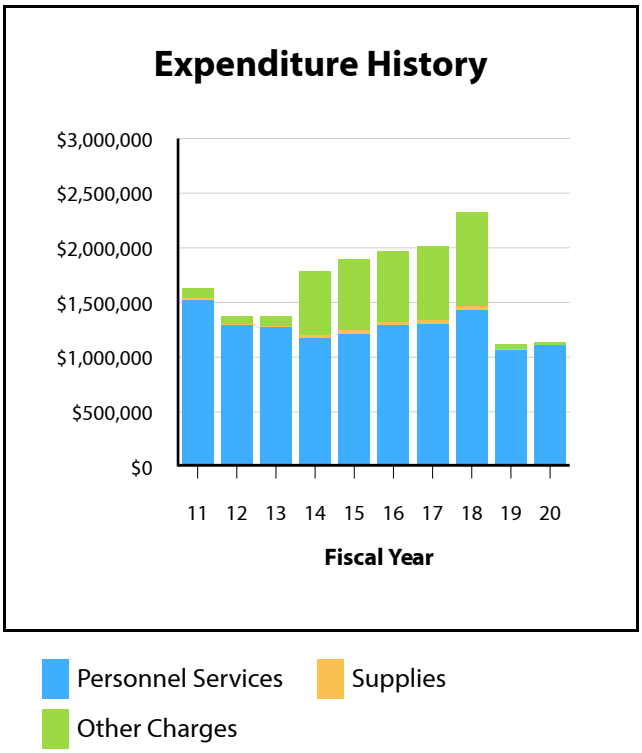
The total budget increased by 1.9%.

Personnel Services - Total Increase $40,050 or 3.7%

- $18,000 increase due to contractual wage adjustments
- $9,000 increase due to required funding for pension liabilities
- $13,000 increase due to an increase in vacation buybacks

Supplies - Total Supplies increased $1,320 or 20.6%. The increase is primarily for the one-time purchase of updated construction code books. Postage costs increased $150 for increased mailings of expired permit notifications. $70 was added for office supplies due to an inflationary cost increase.

Other Charges - Total Other Charges decreased $20,080 or 52.2%. Building maintenance costs decreased $15,320 due to a prior year reappropriated encumbrance. $2,800 was saved based on a reduced group membership rate for an online building standards reference service that is required by the State. Telephone costs can be reduced $1,700 as additional staff who are required to carry a cell phone have opted to take the cell phone stipend, which is included in personnel costs. Membership fees decreased $1,310 as Inspector recertification is only required once every three years. Funding for permit and complaint tracking software support increased slightly and educational funding also increased $560 primarily for Inspectors to attend additional training workshops.



Capital - Total Capital of $69,000 is proposed for three all-wheel drive Utility Vehicles to replace three high-mileage vehicles used by Inspectors.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$1,430,949	$1,070,250	$1,057,490	$1,110,300	$1,110,300
Supplies	41,352	6,400	6,600	7,720	7,720
Other Charges	855,860	38,490	33,340	18,410	18,410
Total	$2,328,161	$1,115,140	$1,097,430	$1,136,430	$1,136,430

Economic Development

MISSION STATEMENT: ***To implement and maintain a progressive and proactive economic development program designed to sustain and expand the City's economic and employment base. Sterling Heights Economic Development will seek to retain Sterling Heights' ranking as one of the nation's premier communities to live, work, play and prosper.***

Sterling Heights Economic Development is the key point of contact for business support and needs. Sterling Heights Economic Development implements policies, programs, and activities that seek to improve the economic well-being of the community by supporting the creation or retention of jobs, and facilitating investment and growth in the City. Fiscal oversight and management of all economic development projects is handled in a responsible manner. Proposing and implementing economic development programs and functions that address the goals of the City are also primary objectives.

This office maintains an active program that encourages the retention and expansion of existing businesses providing quality jobs, a diverse workforce and expanded tax base. The Business Attraction program fosters an economic development climate that attracts and encourages the recruitment of businesses in targeted industries to Sterling Heights. The office also works with a variety of partners to promote workforce development in the City.

The partnership between the City of Sterling Heights, Macomb County, and Oakland University at VELOCITY is fostered by this office to promote business incubation and collaboration in advanced manufacturing, defense, and homeland security.

This office offers a professional image that demonstrates a strong customer focus and a positive image of the City as a great place to do business.■

KEY GOALS

- ***To maintain a solid foundation for a competitive economic development program that is high performing, targeted, and efficient.***
- ***To implement and maintain a business retention strategy focused on existing employers, particularly in targeted clusters that represent growth opportunities for Sterling Heights.***
- ***To establish a targeted business attraction strategy for Sterling Heights by being "set up for success" and focused on target-rich mediums.***
- ***To establish a marketing and outreach plan that provides relevant and timely information to the business community.***
- ***To work in partnership with the local communities, Macomb County, MEDC, and other stakeholders to identify and develop a Defense Corridor strategy.***
- ***To implement a meaningful retail business development strategy that achieves a high return for the public investment.***
- ***To work in partnership with Macomb County and Oakland University to support the VELOCITY collaborative center that serves as a hub for business incubation and collaboration.***
- ***To maintain and develop "green" economic development opportunities that can stimulate business activity and create jobs.***

Did you know…
…that Economic Development routinely supports companies within the City to help them grow and create jobs? To help promote a job fair at AGS Automotive, Economic Develop., along with Community Relations, published press releases, social media postings and direct email blasts to notify interested parties of open positions in Sterling Heights.

Economic Development

2019/20 PERFORMANCE OBJECTIVES

1. To work strategically with Macomb County Planning and Economic Development to implement a Robotics Collaboration Center at Velocity. *(City Goal 12, 20, 22)*

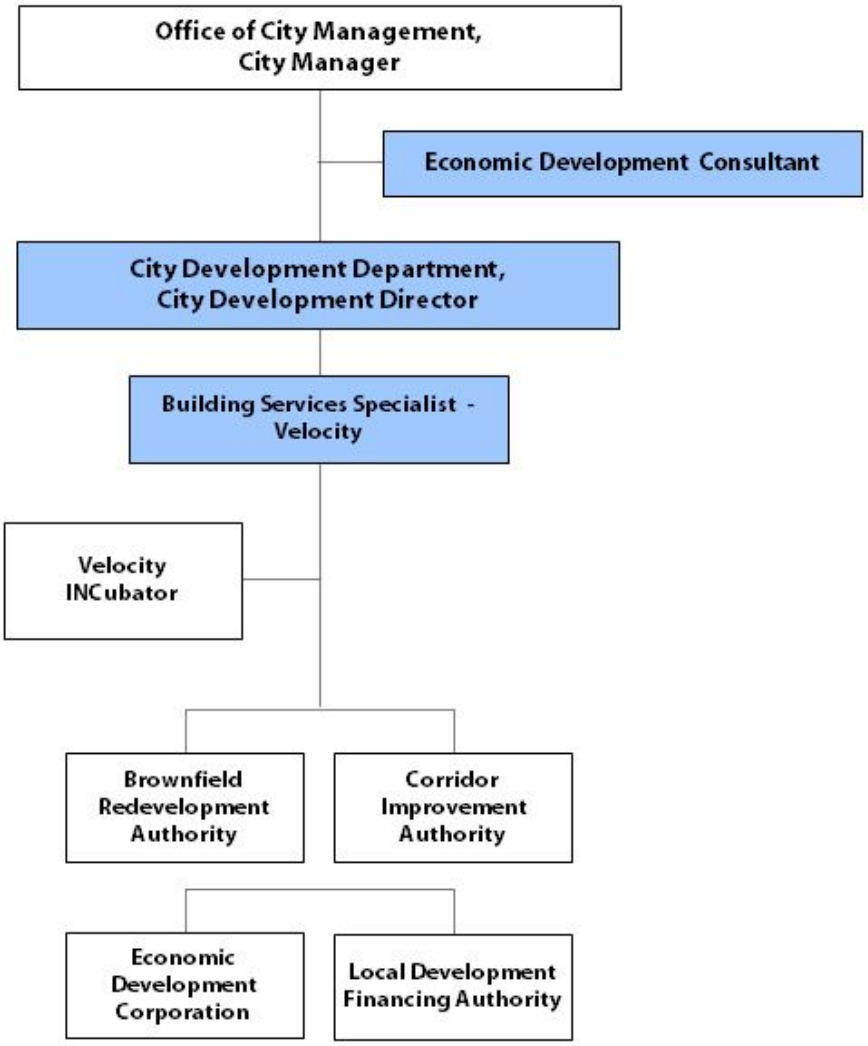
2. To work together with Macomb-OU INCubator to develop innovative programs, leveraging University resources, to assist in the growth and diversification of Sterling Heights companies. *(City Goal 12, 20, 21, 22)*

3. To create opportunities in the Corridor Improvement Authority for landscape and façade improvement projects to enhance the aesthetics of the corridor. *(City Goal 16, 20, 22)*

4. To work cooperatively with the ownership of Lakeside Shopping Center to market the property as an opportunity to create a high-density mixed use project in the City. *(City Goal 20, 21)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Business Retention/Attraction Contacts Made	40	40	108	80	111	85
	Redevelop. Projects (Comm. >20K s.f. & Ind. >$500K)	3	3	10	5	10	6
	State & Federal Legislative Contacts Made	3	3	20	10	7	5
	Banking & Real Estate Contacts Made	53	75	79	100	60	75
	LDFA Meetings Held	9	4	8	9	6	9
	Meetings with Chambers of Commerce	6	8	15	8	8	10
	Targeted Industry Events Attended	2	3	15	7	15	10
	Velocity Partner Meetings Held	3	3	9	5	15	10
	Economic Development Partner Meetings	20	24	26	20	30	20
	Velocity Events & Meetings Held	122	132	71	120	60	100
	Business Awards Presented	6	5	6	5	5	5
	Hits on City's Econ. Develop. Website (Home Page)	2,908	2,449	1,840	2,000	1,800	2,000
Efficiency & Effectiveness	Velocity Center Number of Businesses	21	20	19	21	13	14
	Velocity Center Occupancy Rate	95%	91%	90%	95%	81%	88%
	Businesses and/or Participants at Velocity Events	2,854	2,984	1,657	2,800	2,700	2,800
	Value of Redevelop. Projects & New Investments	$49M	$91M	$82M	$50M	$100M	$50M
	Grant Dollars Provided to Small Businesses	$81,731	$97,000	$57,782	$100,000	$30,000	$60,000
	Industrial Vacancy Rate	0.50%	1.00%	2.00%	1.00%	1.50%	2.50%
	Retail Vacancy Rate	9.30%	6.70%	4.00%	8.00%	4.50%	5.00%
	City Unemployment Rate (April)	4.3%	3.7%	3.4%	5.0%	4.0%	4.3%
	Activity Expenditures as % of General Fund	0.36%	0.42%	0.34%	0.32%	0.31%	0.42%

Economic Development



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Building Services Specialist - Velocity	1	1	1
Total	1	1	1

Economic Development

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 31.6%.

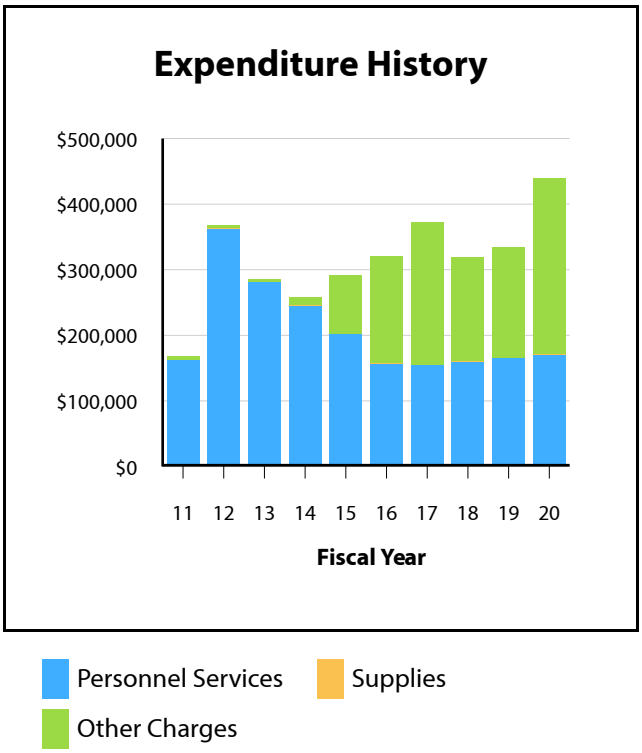
Personnel Services - Total Increase $5,450 or 3.3%

- $4,080 due to contractual wage adjustments
- $1,370 due to required funding for pension liabilities

Supplies - Total Supplies is proposed to remain the same at $200. There are no proposed changes to the postage and operating supply accounts.

Other Charges - Total Other Charges increased $100,050 or 59.5% primarily for a targeted marketing and advertising campaign that utilizes more high-profile, digital and cable media resources to market the City and its amenities. Local meeting costs rose $50 due to a greater number of City events held at Velocity.

Capital - There is no Capital proposed for this office.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$160,848	$165,470	$167,760	$170,920	$170,920
Supplies	41	200	120	200	200
Other Charges	157,404	168,200	161,800	268,250	268,250
Total	$318,293	$333,870	$329,680	$439,370	$439,370

MISSION STATEMENT: ***To develop and implement master plans and programs and to supervise and inspect all public improvements constructed by or for the City.***

Major responsibilities of the Engineering office include the supervision and performance of all engineering services of the City. Engineering is responsible for the development of master plans and programs for public improvements, supervision, and inspection of all improvements constructed by or for the City.

Engineering maintains and updates, on a regular basis, all records of City utilities, streets, properties including parks, zoning changes, rights-of-way and addresses. Updating of Engineering records is necessary when changes are made or become available through other City departments.

Information is provided to prospective developers, builders, and consulting engineers on the availability, size, and location of all City utilities. Information is provided to residents and other interested parties on scheduled or future public improvements. In addition, information is provided to residents regarding water and sanitary sewer connection fees and traffic signs and signals. Other activities include the review of site plans and building plans for appropriate water and sewer connections, the issuance of culvert permits, common area irrigation permits, and monitoring well permits.

Engineering reviews all planned public improvements, City projects, City awarded contracts, and subdivision sites which generate revenues to the City each year.

Engineering prepares the plans and specifications and supervises construction of all projects authorized by City Council. This office prepares ordinance variance agreements and coordinates activities and decisions involving the City and other agencies such as the Road Commission of Macomb County and the City of Detroit. Multi-jurisdictional contracts are often required with road construction projects. The City Engineer serves as liaison to County, State and federal agencies to synchronize the approval process for orderly and organized project development.

KEY GOALS

- ***To maintain and regularly update all records of City utilities, streets, properties, parks, zoning changes, rights-of-way, and addresses.***
- ***To provide current information to prospective developers, builders, consulting engineers, residents and other interested parties on City utilities and scheduled or future public improvements.***
- ***To review plans for consideration of public and private improvements.***
- ***To prepare plans and specifications and supervise construction of all authorized projects.***
- ***To administer the Soil Erosion and Sedimentation Control Program.***

The Soil Erosion and Sedimentation Control Program is administered by the Engineering Office as required by the State of Michigan and the National Pollutant Discharge Elimination System Program. Plans for private development are submitted to Engineering to review for conformance to City standards and specifications. After plans are approved and implemented by the private developer, inspections are conducted to ensure conformance with City ordinance and the State of Michigan Soil Erosion and Sedimentation Control Act.■

Did you know…
…that 2019 marks the sixth year of neighborhood road improvements completed via the Safe Streets millage, during which time 246 streets were improved, totaling 32 miles of pavement?

Engineering

2019/20 PERFORMANCE OBJECTIVES

1. To implement the five-year road plan and continue to look for ways to improve and build on the current plan. *(City Goal 16, 17, 18)*

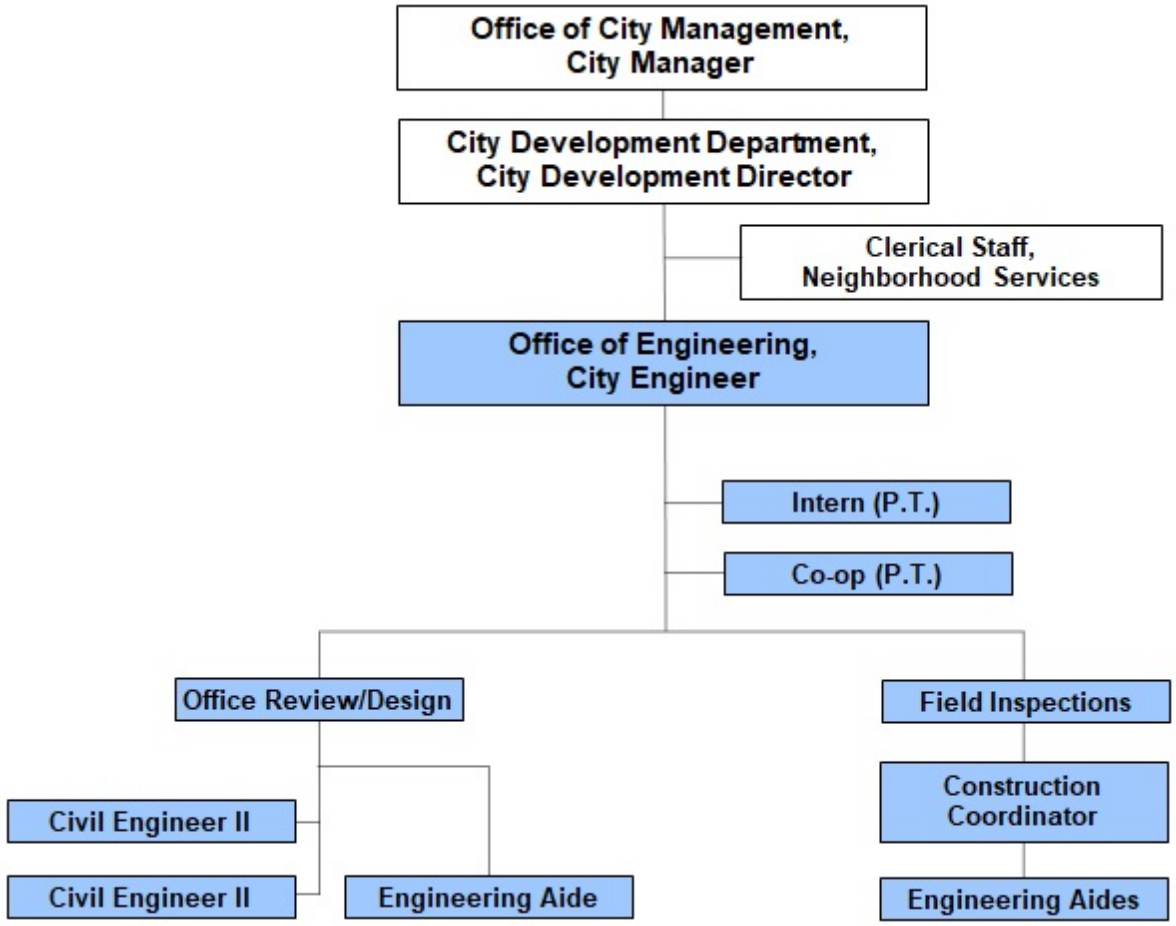
2. To implement the digital site plan review process to aid in improving our development friendly community. *(City Goal 6, 20)*

3. To create plans and specifications and administer contracts for various capital improvement projects including water main, sanitary sewer, drain, road and sidewalk projects. *(City Goal 6, 22)*

4. To optimally utilize local road funding and improve the overall condition of local road infrastructure to promote well-maintained and desirable neighborhoods. *(City Goal 5, 13, 23)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Site Plans Approved	34	36	38	36	28	30
	Land Divisions Reviewed	16	24	11	15	15	15
	Plot Plans/Grading Plans Approved	113	106	62	20	40	50
	Utility Company Permits Issued	48	46	48	50	90	90
	SESC Permits Issued	126	138	102	125	70	100
	Value of Const. Contracts Awarded & Supervised	$15.3M	$7.9M	$16.5M	$14.8M	$16.6M	$11.0M
	Miles of Sidewalks in City	619	621	623	623	624	625
	Service Requests Processed	375	350	484	450	450	500
Efficiency & Effectiveness	% of First Site Plans Reviewed w/i 4-6 weeks	64%	72%	73%	85%	85%	90%
	% of Utility Company Permits Reviewed w/i 15 days	90%	90%	90%	90%	90%	90%
	% of Plot or Grading Plans Reviewed w/i 10 days	85%	85%	90%	90%	90%	90%
	% of Capital Projects Completed w/i 5% of Bid Costs	100%	100%	100%	90%	80%	90%
	% of Initial Traffic Requests Resp. to w/i 35 Days	100%	100%	100%	100%	100%	100%
	Visual Road Surface (PASER) Rating - Good, Fair, Poor	11%,81%,8%	12%,79%,9%	14%,78%,8%	14%,78%,8%	15%,77%,8%	16%,75%,9%
	Eng. Inspection Hrs. Required to Meet Demand	7,945	7,200	9,067	7,300	7,300	7,200
	Activity Expenditures as % of General Fund	1.43%	1.41%	1.40%	1.31%	1.29%	1.34%

Engineering



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
City Engineer	1	1	1
Civil Engineer II	2	2	2
Civil Engineer I	0	1	1
GIS/CAD Coordinator	1	0	0
Construction Coordinator	1	1	1
Engineering Aide	3	3	3
Intern (P.T.)	0	1	1
Co-op (P.T.)	1	1	1
Total	9	10	10

Engineering

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 2.5%.

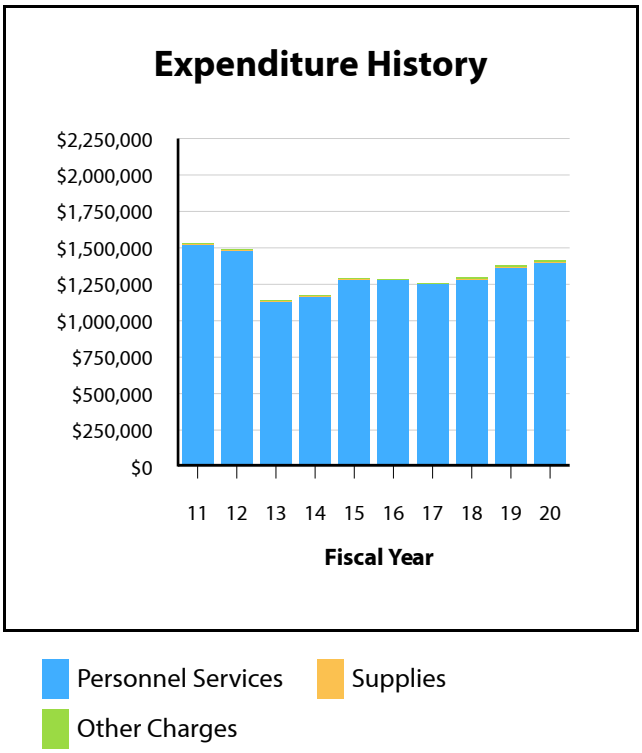
Personnel Services - Total Increase $34,290 or 2.5%

- $23,000 due to contractual wage adjustments
- $8,000 due to required funding for pension liabilities

Supplies - Total Supplies increased $130 or 2.0%, as postage funding increased to bring the budget more in line with the current year's estimated expenditure usage. Operating supply costs decreased slightly by $10.

Other Charges - Total Other Charges increased $280 or 3.8%. The budget increased $180 due to the addition of one cellular phone in the prior year. Rental costs rose $100 based on a more accurate estimate of per-page copier print fees.

Capital - This office is scheduled to receive two personal computers totaling $1,800 to replace the existing five-year old units.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$1,278,636	$1,362,560	$1,357,250	$1,396,850	$1,396,850
Supplies	9,272	6,500	6,740	6,630	6,630
Other Charges	12,130	7,310	7,260	7,590	7,590
Total	$1,300,038	$1,376,370	$1,371,250	$1,411,070	$1,411,070

Neighborhood Services

MISSION STATEMENT: To protect a property owner's investment by enhancing the quality of life in our neighborhoods, educating residents, and performing neighborhood outreach as well as encouraging economic development through the promotion of energy efficiency, water-related tourism, and Science, Technology, Engineering, and Mathematics (STEM) workforce development initiatives.

Neighborhood Services is an office in the City Development Department responsible for code enforcement as well as economic development programs related to energy efficiency and technology, the Blue Economy (promotion of water resources) and Science, Technology, Engineering, and Mathematics (STEM) workforce development initiatives.

This office works closely with the office of Community Relations to implement and administer the principals of SHINE - Sterling Heights Initiative for Neighborhood Excellence. Those principals include working closely with community groups to advise property owners on maintenance issues; using multi-lingual resources to communicate in neighborhoods where there may have been a significant influx of refugees; coordinating clean-ups to assist residents who may have challenges that prevent them from maintaining their property.

Neighborhood Services' Code Enforcement Officers strive to preserve residential and commercial property values through strict enforcement of property maintenance standards. Property owners who do not voluntarily comply are sent to the Ordinance Board of Appeals (OBA) and a nuisance abatement public hearing is held. The mission of the Ordinance Board of Appeals is to consider appeals and requests for variances from City ordinances as authorized by the City Council. The Ordinance Board of Appeals also reviews dangerous and potentially dangerous dog cases. The City Development Director is the staff liaison to the Ordinance Board of Appeals.

To support efficient and sustainable energy-related policies and practices, the City is a member of the Southeast Michigan Regional Energy Office (SEMREO), a unique collaboration of nonprofits and local governments encouraging greener communities to attract talent and consequently help revive Michigan's economy.

The City Development Director also works to encourage the development of STEM initiatives, such as Velocity Jr., the STEM educational partnership with Utica Community Schools that encourages the growth of a diverse, talented and educated workforce that will attract businesses to Sterling Heights.■

KEY GOALS

- ***To protect a property owner's investment by administering property maintenance ordinances and the City's Noxious Weed Program.***
- ***To implement the principals of SHINE - Sterling Heights Initiative for Neighborhood Excellence - to encourage long-term property maintenance.***
- ***To support policies and practices that will attract talent to the area and consequently help revive the economy.***
- ***To develop STEM (science, technology, engineering and math) educational initiatives that will encourage the growth of a diverse, talented and educated local workforce that will attract businesses to Sterling Heights.***

Did you know…
…that 97% of properties with code violations are cleaned up by the property owner?

Neighborhood Services

2019/20 PERFORMANCE OBJECTIVES

1. To continue to enhance the City Development process to further integrate all applicable departments including Planning, Engineering, Building, Code Enforcement, Police and Fire. *(City Goal 1,3, 5, 6, 7)*

2. To continue interdepartmental coordination for Code Enforcement with DPW, Building, Planning, Police, and Fire. *(City Goal 6, 13, 14)*

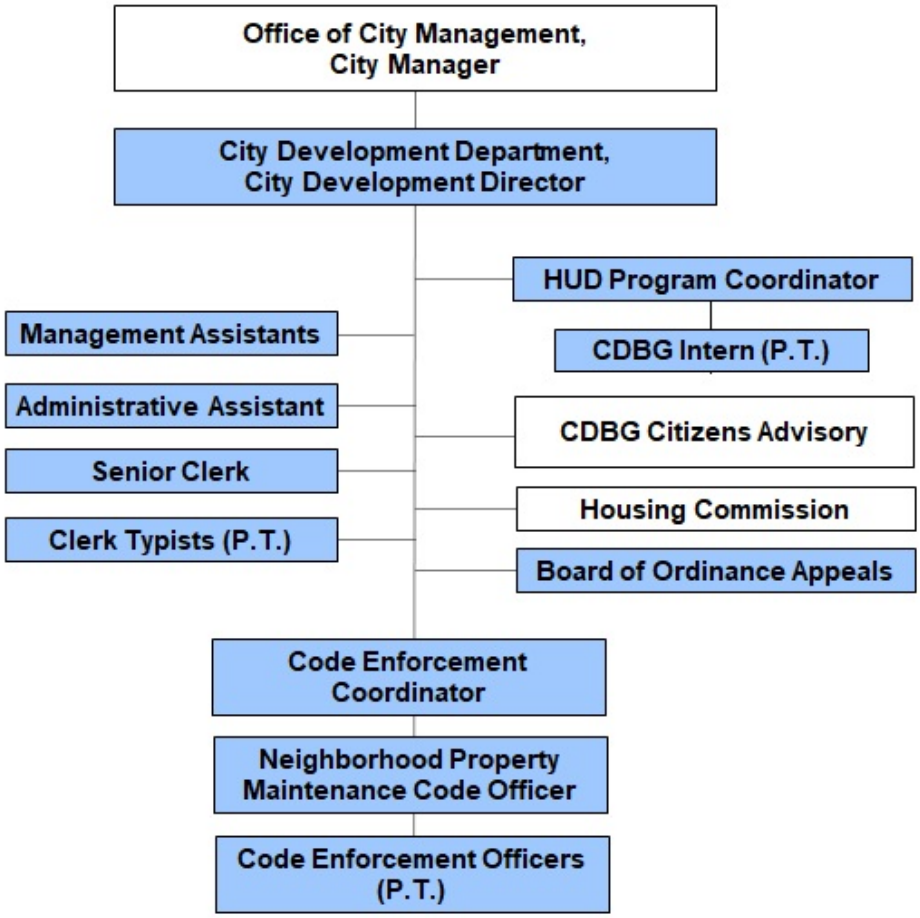
3. To work with the contracted canoe and kayak business to keep Clinton River portage free and landings maintained. *(City Goal 18,19,25)*

4. To assist in the coordination of the remaining *Re*creating Recreation projects. *(City Goal 1, 18, 19)*

5. To administer the Rodent Control Program through cooperation with Code Enforcement. *(City Goal 1, 6, 13, 14)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Total Inspections Performed	22,038	20,631	19,870	18,000	19,000	19,000
	Total Code Enforcement Cases/Properties Cleaned	11,185	11,209	10,745	10,800	11,300	11,300
	# of Proactive Code Enforcements (City Observed)	8,523	8,434	7,986	8,000	8,500	8,500
	# of Code Complaints Received	2,662	2,775	2,759	2,800	2,800	2,800
	Tall Grass/Weed Cutting Revolutions (317 acres)	6	6	6	6	6	6
	Vacant Parcels Cut - Tall Grass/Weed Program	256	243	179	250	160	200
	Parcels Cut - Occupied Res. Homes/Businesses	156	334	414	350	400	400
	Board of Ordinance Appeals Hearings	23	22	22	22	22	22
	Ordinance Board Cases Prepared - Nuisances	316	304	333	290	300	300
	Civil Infraction & Misdemeanor Tickets Issued	27	37	35	150	100	100
	# of Snow Emerg. Vehicle Tickets Issued (incl. Police)	436	475	565	690	690	600
	# of Snow Sidewalk Tags Issued	112	158	337	150	150	300
	# of Illegal Signs Removed from ROW	3,387	2,887	2,120	3,000	2,900	3,000
	# of Dangerous Dog Cases Reviewed	2	0	0	1	0	1
	# of SHINE Tags Issued	333	595	466	450	425	450
	# of CDBG Home Rehab Applications Received	17	14	6	15	15	15
	Contractor Assisted Canoe/Kayak thru City	N/A	2,100	2,500	2,000	2,000	2,100
Efficiency & Effectiveness	% of Insp. Performed w/i 48 Hours of Complaints	95%	95%	95%	95%	95%	95%
	Avg. Days Between Violation Notice & 1st Inspection	8	8	8	8	8	10
	% of Violations Corrected Prior to City Action	98%	98%	98%	98%	98%	98%
	Inspections Performed Per Inspector (FTE's)	2,938	2,751	2,650	2,250	2,375	2,235
	Code Enforcement Cases Per Inspector (FTE's)	1,491	1,495	1,433	1,350	1,410	1,330
	Code Enforcement Cases Per 1,000 Residents	85.4	85.4	81.7	82.0	85.8	85.6
	Activity Expenditures as % of General Fund	1.68%	1.72%	1.64%	1.58%	1.57%	1.70%

Neighborhood Services



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
City Development Director	1	1	1
City Development Manager	1	0	0
Code Enforcement Coordinator	1	1	1
HUD Program Coordinator	1	1	1
Neighborhood Property Maintenance Code Officer	1	1	1
Management Assistant	2	2	2
Administrative Assistant	1	1	1
Senior Clerk	1	1	1
Code Enforcement Officer (P.T.)	8	9	10
Clerk Typist (P.T.)	2	2	2
CDBG Intern (P.T.)	1	1	1
Total	20	20	21

Neighborhood Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES –2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

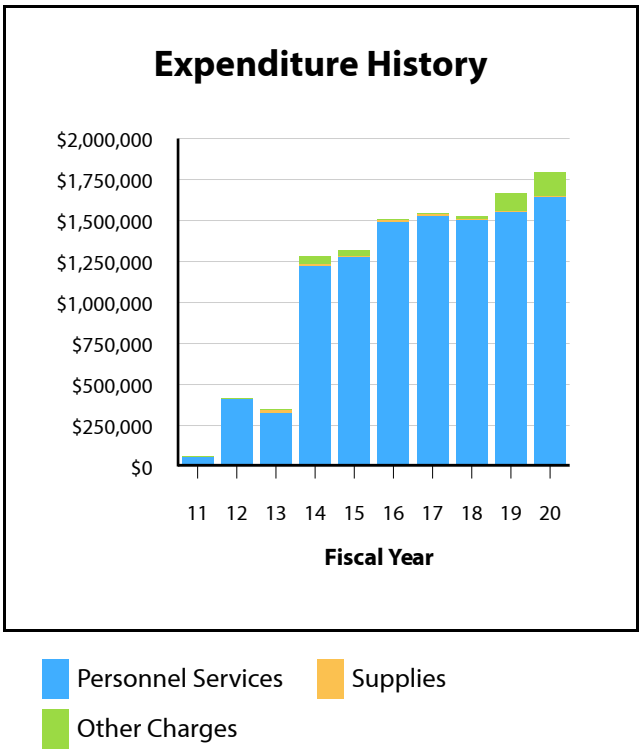
The total budget increased by 7.6%.

Personnel Services - Total Increase $89,930 or 5.8%

- $48,000 increase due to contractual wage adjustments
- $38,000 increase due to the addition of a part-time code enforcement officer to handle the rodent control program
- $14,000 due to increased hours for the CDBG Intern
- $7,000 increase due to required funding for pension liabilities, offset by:
- $20,000 savings due to staff turnover resulting in new hires at a lower wage rate

Supplies - Total Supplies increased $50 or 0.6%. Postage costs increased $100 to bring the budget more in line with the current year's estimated expenditure usage. Funding for operating supplies decreased $50 due to a prior year reappropriated encumbrance.

Other Charges - Total Other Charges increased $36,330 or 34.7%. Contracted services increased $52,130 primarily due to the transfer of the rodent control program from the Water & Sewer Administration division. Funding is also included for a contractual recording secretary to attend and produce meeting minutes for the Ordinance Board of Appeals (OBA) and Code of Appeals (COA). Educational funding decreased $12,200 due to the one-time funding of BS&A training in the prior year. Telephone costs fell $3,500, as more eligible employees have elected the cellular phone stipend. One membership was eliminated, saving $100.



Capital - Total Capital of $141,000 is proposed for five all-wheel drive Utility Vehicles and a 4x4 Pickup Truck to replace high-mileage vehicles used by the Code Officers.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$1,501,578	$1,553,090	$1,560,860	$1,643,020	$1,643,020
Supplies	10,731	8,320	8,620	8,370	8,370
Other Charges	12,843	104,670	100,870	141,000	141,000
Total	$1,525,152	$1,666,080	$1,670,350	$1,792,390	$1,792,390

Planning

MISSION STATEMENT: ***To act as the principal technical source of assistance to the Planning Commission and Zoning Board of Appeals in carrying out their duties in accordance with State enabling legislation.***

It is the responsibility of the Office of Planning to coordinate site plan reviews, and interpret and enforce the Zoning and other general ordinances of the City. This is done in accordance with its duty of providing administrative and technical assistance to both the Planning Commission and Zoning Board of Appeals (ZBA).

The City Planner serves as the administrative liaison to the Planning Commission. The Commission is required, by State enabling legislation, to prepare and adopt a Master Land Use Plan as set forth in the Michigan Planning Enabling Act, Public Act 33 of 2008. Planning provides the technical and professional assistance necessary for the creation of the plan, including any successive amendments.

As master land use plans generally entail a long range planning projection of between 15 to 20 years, continual review and maintenance is required by both the Planning Commission and Office of Planning. The Master Land Use Plan guides the physical development of the City as it relates to uses of land, public and quasi-public facilities, transportation systems, and utilities.

Planning is also responsible for the interpretation and enforcement of the Zoning, Tree Preservation, and other ordinances. Certain annual inspections such as review of liquor license establishments are also conducted by this office. In addition, this office provides information to residents regarding street lighting.

This office reviews plans for compliance with community standards that have been implemented in the Code of Ordinances. Development plans for industrial, commercial, and residential units are reviewed for height limitations, building setback, site density, parking accommodations, and floodplain violations.

KEY GOALS

- ***To provide technical support to the Planning Commission to prepare and adopt a Master Land Use Plan.***
- ***To provide technical support to the Planning Commission to prepare and adopt Zoning and Subdivision Regulation Ordinances.***
- ***To provide technical review and assistance on all development applications.***
- ***To protect public safety, health, welfare, and property values by administering regulations, zoning ordinances, and other general codes.***
- ***To provide support services to residents, businesses, developers, and builders.***

The ZBA has specific powers and duties as provided in Act 110 of the Public Acts of 2006, as amended. The ZBA is a quasi-judicial body, and serves as the only body at the municipal level to hear appeals on various zoning matters. These duties include ordinance interpretations, appeals of administrative decisions, modification, and variance of ordinance requirements, and use variances. The City Planner also serves as liaison to this Board.■

Did you know…
…the Office of Planning processed approximately 50 site plan applications, 16 special approval applications and 3 planned unit development applications in 2018?

Planning

2019/20 PERFORMANCE OBJECTIVES

1. To assist the Planning Commission with the review and updating of the Zoning Ordinance to help implement the City's Master Land Use Plan. *(City Goal 13, 20)*

2. To digitize and attach all new applications, site plans, and planning information to the appropriate parcels in the BS&A software system as well as continue the same for older files. *(City Goal 2, 5, 6)*

3. To continue to rewrite all planning and zoning application forms. *(City Goal 2, 5, 6)*

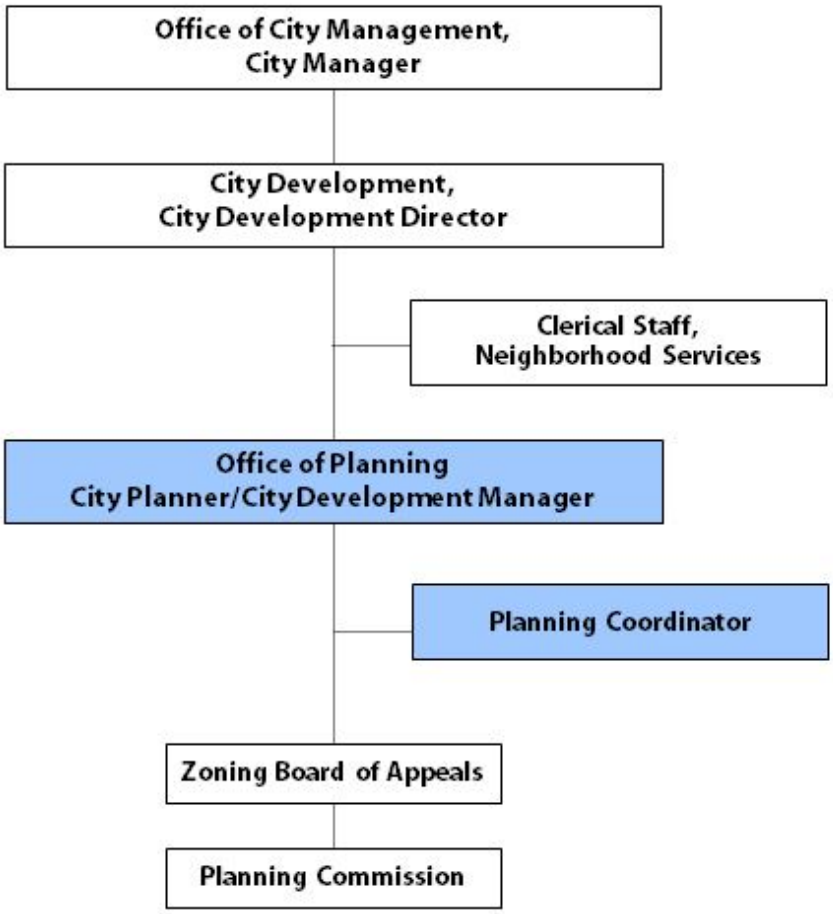
4. To continue to enhance the City Development process to integrate all applicable departments including Planning, Engineering, Building, Code Enforcement, Police and Fire and develop a usable procedure manual. *(City Goal 1, 3, 5, 6, 7)*

5. To implement new review software and hardware in the Planning and Engineering Departments. *(City Goal 2, 5, 6)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Site Plans Reviewed	96	101	89	100	98	90
	Rezoning Petitions Processed	8	13	19	8	8	6
	Residential Developments	5	8	5	5	6	4
	Special Approval Land Uses Processed	6	21	24	20	19	22
	Site Inspections Conducted	277	261	155	250	225	250
	Planning Commission Cases Prepared	19	41	44	36	38	40
	Planning Commission Meetings Attended	9	12	13	12	12	12
	Temporary Uses, Variances, & Vacations Reviewed	54	60	84	80	80	80
	Zoning Board of Appeals Cases Prepared	33	34	43	30	35	30
	Zoning Board of Appeals Meetings Held	11	11	12	12	12	12
	Council Agenda Items Prepared	8	26	19	24	10	16
	Zoning Compliance, Use Permits Reviewed	251	235	230	225	230	230
Efficiency	% of Preliminary Site Plans Reviewed w/i 10 days	90%	90%	90%	90%	90%	90%
	% of Final Site Plans Reviewed w/i 3 days	90%	90%	90%	90%	90%	90%
	% of Property Splits Reviewed w/i 2 days	90%	90%	90%	90%	90%	90%
	Average Cost to Review a Site Plan	$1,010	$987	$936	*	*	*
	Activity Expenditures as % of General Fund	0.25%	0.22%	0.19%	0.26%	0.24%	0.26%

**Cost is calculated for "Actual" columns only.*

Planning



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
City Planner /City Development Manager	0	1	1
City Planner	1	0	0
Planning Coordinator	0	1	1
Total	1	2	2

Planning

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 0.2%.

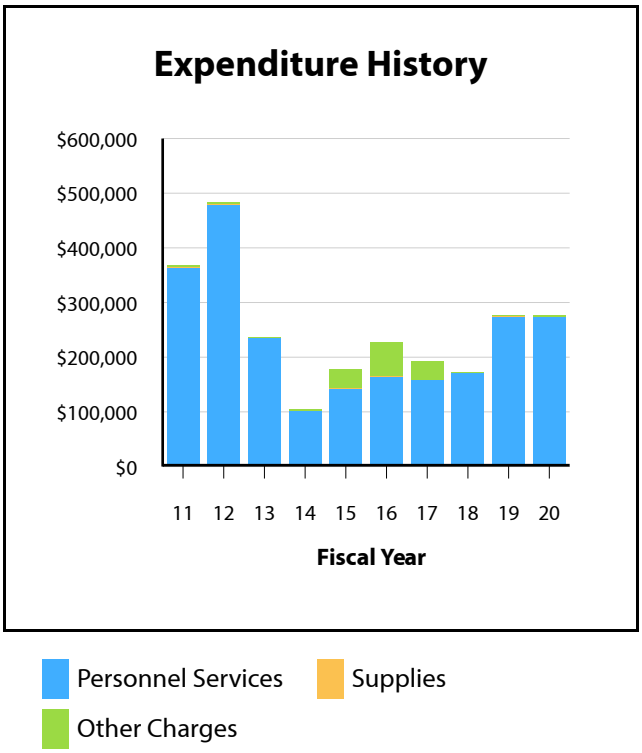
Personnel Services - Total Decrease $1,000 or 0.4%

- $11,000 due to lower health care costs due to changes in coverages, offset by:
- $9,000 increase due to contractual wage adjustments
- $1,000 increase due to required funding for pension liabilities

Supplies - Total Supplies increased $10 or 1.7%. Postage costs rose slightly due to a recent postal rate increase.

Other Charges - Total Other Charges increased $1,490 or 131.9%. The training budget increased $1,000 for two staff members to attend the Michigan Association of Planning Spring Institute and additional educational online programs. $600 was added for two new memberships for the Planning Coordinator and an increase in existing membership fees. Telephone costs decreased $120 based on the recent reallocation of citywide telephone expenditures.

Capital - There is no Capital proposed for this office.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$171,133	$274,790	$255,830	$273,790	$273,790
Supplies	442	600	600	610	610
Other Charges	500	1,130	1,020	2,620	2,620
Total	$172,075	$276,520	$257,450	$277,020	$277,020

Community Relations Department



FUNCTIONAL ORGANIZATION CHART

Community Relations Department

Office of Community Relations

- Administration of department
- Implements policies and procedures
- Serves as public information officer in emergency disaster situations
- Coordinates all media contacts on behalf of the City Council and City Manager
- Coordinates all City special events, such as Sterlingfest, Memorial Day Parade, and Cultural Exchange
- Coordinates staff assignments and responsibilities
- Coordinates events for members of City Council and City Manager
- Handles miscellaneous correspondence for members of City Council and City Manager
- Produces information and publicity for all City departments
- Administers the SH Film Office to attract film makers to the City and to coordinate City service in the event of a production
- Serves as liaison to Arts and Beautification Commissions, Ethnic Community Committee, and Community Foundation
- Prepares and manages the department budget
- Publishes website and intranet
- Coordinates focus groups
- Coordinates City surveys
- Assists with implementation and coordination of volunteers

Communication Services

- Staffs and maintains the "Citizen Contact Center"
- Prepares all official City press releases & publications and media kits
- Serves as City liaison for a variety of homeowners' groups, civic organizations, church groups, and municipal focus groups
- Coordinates and produces City's social media websites
- Provides material for and manages City's website and Employee Intranet
- Provides high quality, efficient in-house printing services

Broadcast Services

- Operates Sterling Heights Television (SHTV) and Sterling Heights Informational Radio
- Produces and directs several television series
- Develops web and social media productions
- Provides standby videotaping service to Emergency Operations Center, Police, Fire and Public Works Departments
- Provides video production service for informational programs and in-house training for all City departments
- Researches, writes, tapes and edits all material for original SHTV programs and Web videos
- Broadcasts City Council, Zoning Board of Appeals, Planning, and Ordinance Board of Appeals meetings

DEPARTMENT AT A GLANCE

Community Relations Department

BUDGET SUMMARY

The Community Relations Department budget increased $38,390 or 2.6%. Personnel costs increased $20,640 or 2.0% due to contractual wage adjustments and an increase to the required funding for long-term liabilities. Supplies increased $1,250 or 2.6% primarily due to a postage rate increase. Other Charges increased $16,500 or 4.2% due to an anticipated increase in Sterlingfest costs and the purchase of new media monitoring software.



FUNDING LEVEL SUMMARY

	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget	% Change From 18/19
Community Relations	$1,094,230	$1,341,190	$1,484,480	$1,522,870	2.6%
Total Department	$1,094,230	$1,341,190	$1,484,480	$1,522,870	2.6%
Personnel Services	$940,380	$974,200	$1,042,260	$1,062,900	2.0%
Supplies	46,280	160,380	48,450	49,700	2.6%
Other Charges	107,570	206,610	393,770	410,270	4.2%
Total Department	$1,094,230	$1,341,190	$1,484,480	$1,522,870	2.6%

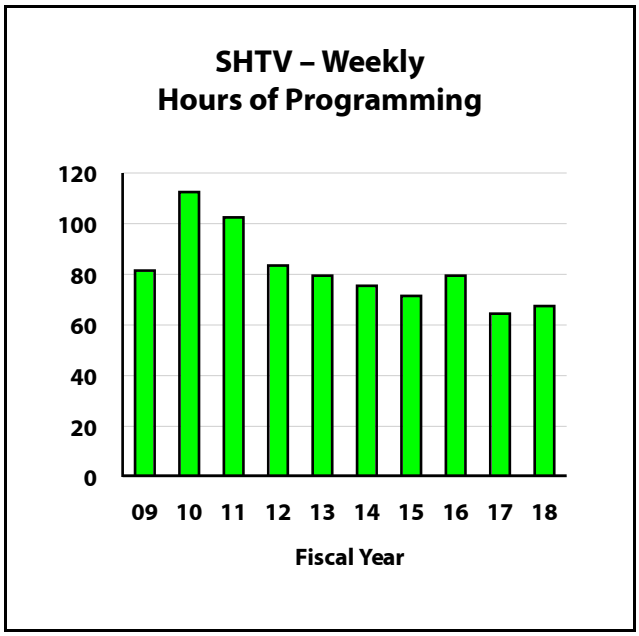
PERSONNEL SUMMARY

	2016/17		2017/18		2018/19		2019/20	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Community Relations	7	1	7	2	7	2	7	2
Total Department	7	1	7	2	7	2	7	2

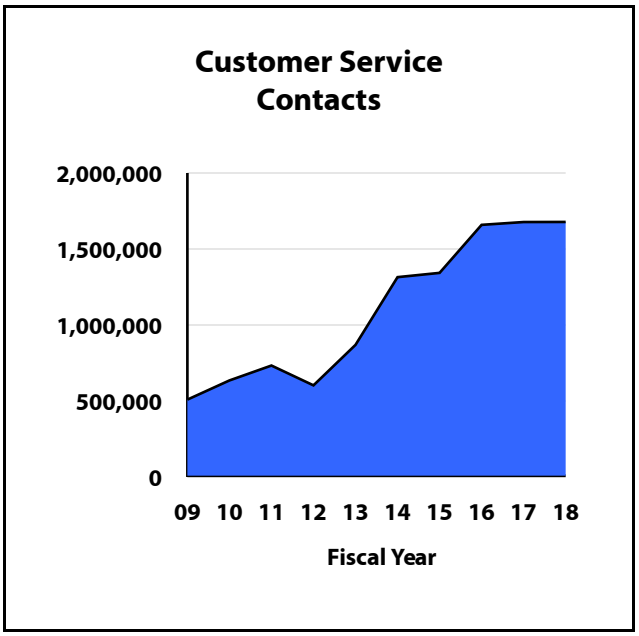
Excludes Boards & Commissions.

KEY DEPARTMENTAL TRENDS

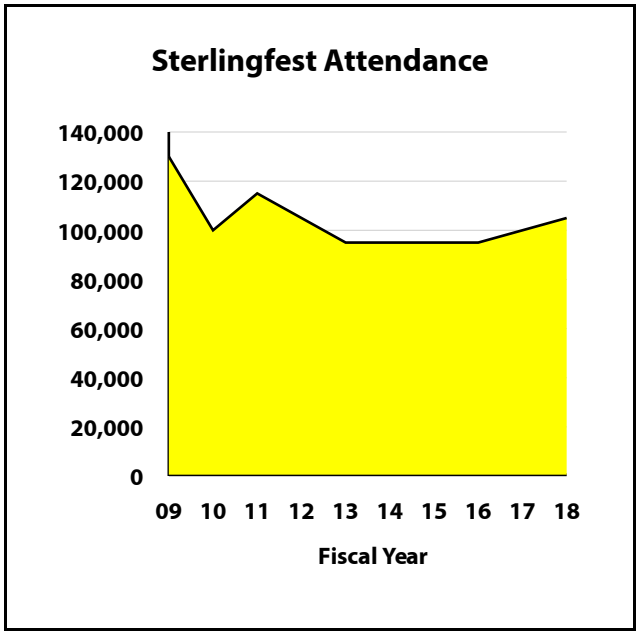
Community Relations Department



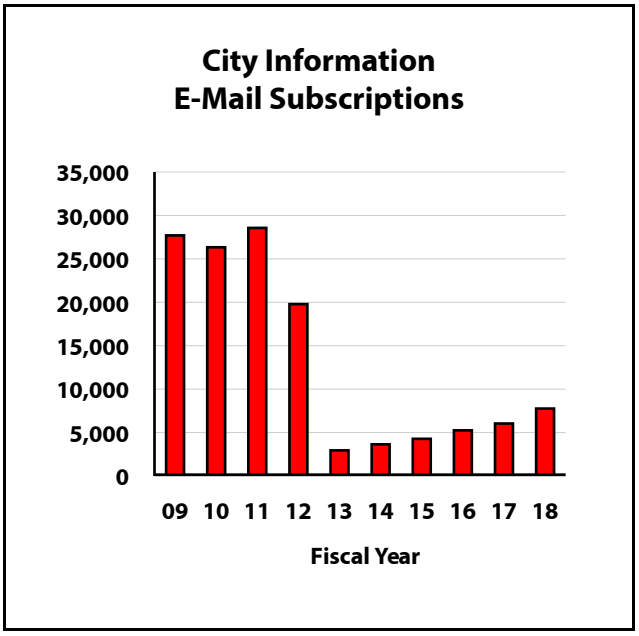
Sterling Heights Television programming hours decreased starting in 2017 due to the change to highly crafted short pieces in lieu of longer studio style programs.



City Website visits account for 99% of total service contacts. Community Relations has increased its customer service contacts through Citizen Contact Center calls received from residents, e-mails, social media, and additional electronic feedback programs.



The Sterlingfest Art and Jazz Fair now includes a carnival midway, additional restaurant vendors, a beer tent, concerts, art and jazzfest areas during the three-day event. Attendance has increased in recent years due to the inclusion of recognized headline acts.



The City offers a free e-mail subscription service to receive information about City meetings, events, job postings, garage sales, public safety updates, SHTV programming and the latest City news and information. A new subscription e-mail service in 2013 required all existing e-mail addresses to be purged. Subscriptions to City e-mail have been steadily increasing.

Community Relations

MISSION STATEMENT: ***To coordinate and prepare all communication efforts for the City of Sterling Heights in accordance with the goals, objectives, and policies adopted by the City Council and City Manager.***

Under the leadership of the Community Relations Director, the Community Relations Department provides accurate information to the public through all means of communication. The Community Relations Office is subdivided into two divisions: Communications and Broadcast Services. Each division has separate and distinct duties and responsibilities.

The Communications Division prepares publications such as the City Magazine, press releases, advertisements, brochures, pamphlets and service directories. This division also maintains and updates information on the City's website at www.sterling-heights.net, Facebook, Twitter, Radio Station AM 1700, and employee news and information on the City's Intranet. The City's Print Shop is responsible for printing all City publications.

Community Relations serves as the public information contact in the event of Emergency Operation Center activation. It is responsible for emergency press releases, speeches, press conferences, and coordination of a rumor control hotline.

One of the City's most unique programs is the "Citizen Contact Center." A Citizen Services Specialist is available for residents to contact regarding any concern or need for City information. These referrals are documented and followed up with a telephone call. Residents are also welcome to voice their input on the City's website or by phone at (586) 446-CITY.

The Broadcast Services, or Sterling Heights Television Division, is responsible for the City Hall and Library public access channels. Each station offers residents an alternative to keep informed of the workings of Sterling Heights government. This division also compiles multi-media productions for broadcast on the Internet and YouTube Channel SHTV1.

KEY GOALS

- ***To keep the lines of communication open among residents, businesses and municipal government.***
- ***To promote City government services and events through various media in order to inform the public of what is available to them.***
- ***To listen to the needs and concerns of the community and process its desires to the City Council and administration.***
- ***To maintain a cost effective in-house printing center.***
- ***To promote and showcase City meetings, events, programs and services in a televised manner so that residents stay informed.***
- ***To preserve and enhance the City's physical and economic development.***

The Community Relations Director assists the Economic Development Manager with activities to promote general development in the City and proposes policies that produce a better community in which to live, work, and play.■

Did you know…
…that Jaycee Park was renamed Donovan Park in 2018 to honor the City's first mayor, Gerald N. Donovan? The park was renamed in honor of the City's 50th Anniversary and the naming ceremony featured an appearance by Mr. Donovan himself.

Community Relations

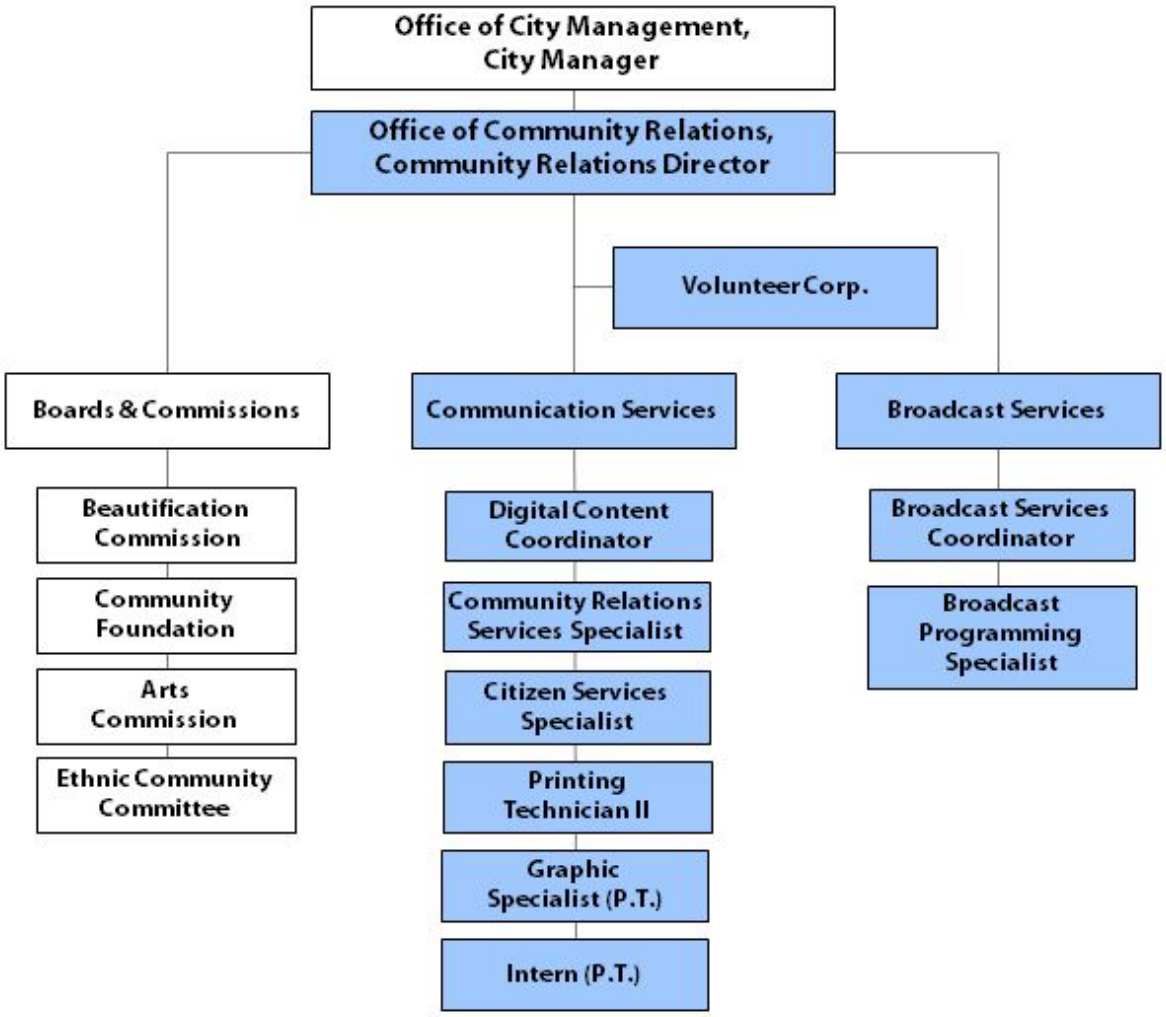
2019/20 PERFORMANCE OBJECTIVES

1. To design and implement a marketing and advertising campaign that brings awareness of amenities offered in Sterling Heights. *(City Goal 24)*
2. To work with multiple departments to better collect and organize resident contact information in an effort to reach more residents with important and timely city information and news. *(City Goal 24)*
3. To streamline the Holiday Assistance Program to save staff time and resources. (*City Goal 24)*
4. To re-vamp the City's existing media contacts and the media coordination across multiple departments and to firmly establish Community Relations as the hub of information. *(City Goal 25)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Total Customer Service Contacts	1,658,815	1,677,382	1,677,953	1,512,875	1,562,900	1,513,000
	Citizen Action Center Calls/Walk-ins	9,080	9,500	10,050	10,000	10,000	10,000
	E-Mail Requests	2,924	2,818	2,800	2,875	2,900	3,000
	Sterling Heights Website Home Page Views	1,646,811	1,665,064	1,665,103	1,550,000	1,550,000	1,500,000
	Total Tapings & Programs Aired	202	215	215	215	220	225
	SHTV Hours of Programming (Weekly)	80	65	68	70	70	70
	City Council, Board & Commission Live Broadcasts	73	75	75	75	75	75
	Press Releases Produced	80	76	74	75	70	70
	Employee Newsletters	19	14	16	20	20	20
	City Magazine/Brochures Produced	28	29	46	45	45	45
	Typesetting/Graphic Design Projects	285	301	332	350	350	350
	City Information E-mail Subscription Recipients	5,409	6,195	7,914	8,500	8,600	10,000
	Average Reach Per Facebook Post	6,976	11,154	11,220	11,000	12,500	13,000
	Facebook Followers	10,213	11,601	12,864	13,000	13,500	15,000
	Twitter Followers	2,614	3,200	3,369	4,000	3,700	4,100
	Sterlingfest & Memorial Day Parade Attendance	100,000	100,000	110,000	105,000	110,000	110,000
	Neighborhood Clean Up Events Scheduled (SHINE)	11	8	8	7	8	8
	# of Homes Cleaned-Up through SHINE	88	85	89	90	94	90
	Volunteer Corps Membership	480	460	600	750	718	750
	Beautification Awards Presented	61	42	50	50	50	50
	Print Requests Completed	194	255	260	280	272	280
	Stockroom Requests Completed	183	155	160	180	180	180
Efficiency	% of Citizen Inquiries Resolved w/i 48 hrs.	90%	90%	90%	90%	90%	90%
	Cost per Citizen Contact Center Call Received	$2.90	$2.84	$2.71	*	*	*
	Average Cost to Televise a Public Meeting	$960	$945	$950	*	*	*
	Activity Expenditures as % of General Fund	1.14%	1.22%	1.44%	1.41%	1.37%	1.48%

**Cost is calculated for "Actual" columns only.*

Community Relations



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Community Relations Director	1	1	1
Broadcast Services Coordinator	1	1	1
Broadcast Programming Specialist	1	1	1
Digital Content Coordinator	1	1	1
Community Relations Services Specialist	1	1	1
Citizens Services Specialist	1	1	1
Printing Technician II	1	1	1
Graphics Specialist (P.T.)	1	1	1
Intern (P.T.)	1	1	1
Total	9	9	9

Community Relations

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 2.6%.

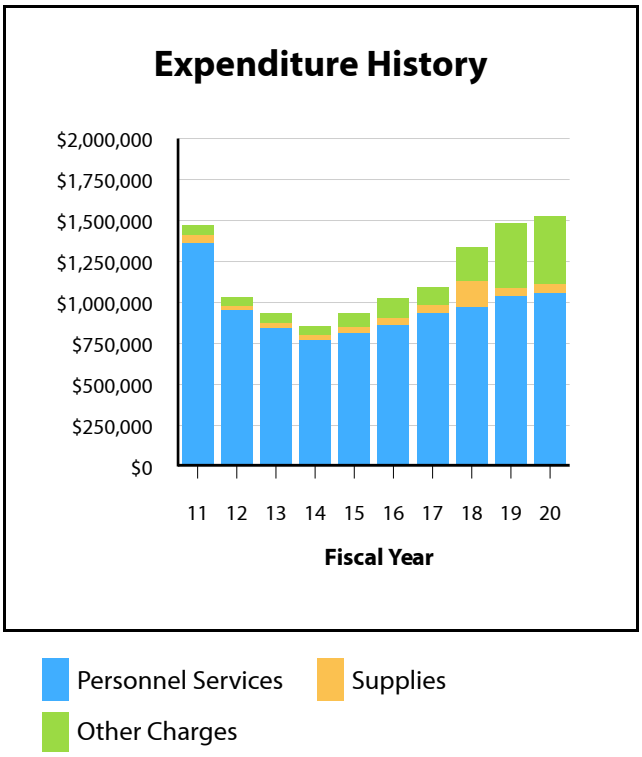
Personnel Services - Total Increase $20,640 or 2.0%

- $37,000 due to contractual wage adjustments
- $7,000 due to required funding for pension liabilities, offset by:
- $26,000 savings due to staff turnover resulting in lower wage rates

Supplies - Total Supplies increased $1,250 or 2.6% primarily due to a postal rate increase.

Other Charges - Total Other Charges increased $16,500 or 4.2%. $22,500 was added for increased Sterlingfest costs. Revenues from Sterlingfest are budgeted in the General Fund and offset these costs. Software maintenance fees increased $12,000 for new media monitoring software. Existing software support fees also increased slightly. Contracted services also decreased $19,000 due to the one-time prior year funding of professional services for a City marketing campaign. Telephone costs decreased as all eligible staff have elected to receive the cellular phone stipend.

Capital - Total Capital of $80,890 is proposed. $18,640 is for a Video Editing System to replace an obsolete system that is lacking storage space. $25,000 is for the maintenance, cleaning, and commissioning of public art. A wireless Communication System for use at special events and productions is funded for $7,750. $25,000 is for a 4x4 Utility Vehicle to replace a 100,000-mile vehicle utilized by staff to transport equipment for volunteer programs and City events. Five replacement personal computers are budgeted for $4,500.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$974,197	$1,042,260	$1,001,730	$1,062,900	$1,062,900
Supplies	160,381	48,450	48,450	49,700	49,700
Other Charges	206,609	393,770	404,370	410,270	410,270
Total	$1,341,187	$1,484,480	$1,454,550	$1,522,870	$1,522,870

Non-Departmental Services



Assumptions are the termites of relationships.

~ Henry Winkler ~



41-A District Court

MISSION STATEMENT: ***To provide a forum of equitable, peaceful, and timely legal dispute resolution, based on the principles of due process, while instilling public confidence in the Court system.***

The Judicial branch of the City of Sterling Heights is the 41-A District Court. The Kenneth J. Kosnic 41-A District Court and Probation offices are located in the Judicial Services Center on the grounds of City Center Commons.

The Court staff consists of three judges and a full-time magistrate who hears small claims cases, signs warrants, sets bonds, etc. The District Court Administrator oversees the court operations and supervises the support staff. The court is subdivided into six divisions and one Probation division. The six court divisions include Civil, Criminal, Traffic and Ordinance, Landlord/Tenant, Small Claims, and the Violations Bureau.

The Civil Division handles the jurisdiction of all civil litigation up to $25,000.

The Criminal Division handles all felony and misdemeanor complaints filed by law enforcement agencies.

The Traffic and Ordinance Division handles complaints filed by law enforcement agencies regarding traffic and city ordinances.

The Landlord/Tenant Division processes claims filed involving the eviction of tenants and land contract forfeitures.

The Small Claims Division hears civil cases, which are below $5,500 and require no attorney.

The Violations Bureau handles all non-court traffic and ordinance violations. These infractions can be resolved without a court appearance by the involved parties.

The Probation Division is responsible for providing services to judges and probationary clients. The Probation Officer provides special reports and analyses to the judges for assistance on sentencing decisions. The Court's "Alternatives to Incarceration Program" is one example of how the community may benefit from cost savings and community service work when this option is appropriate. The services provided to probationary clients include securing employment, school, or training and referrals to rehabilitation programs to assist those with drug, alcohol, or emotional problems.■

KEY GOALS

- ***To provide a safe and secure environment for the people involved in all dispute resolutions within our jurisdiction.***
- ***To provide an unbiased climate for resolving disputes in the areas of Civil, Criminal, Traffic and Ordinance, Landlord/Tenant, Small Claims, and non-court traffic and ordinance violations.***
- ***To assist sentencing decisions through the use of a Probation Division by providing personalized analysis, special reports, and rehabilitation programs.***

Did you know…
…the 41-A District Court Probation Department monitored 1,299 misdemeanor probations last fiscal year?

41-A District Court

2019/20 PERFORMANCE OBJECTIVES

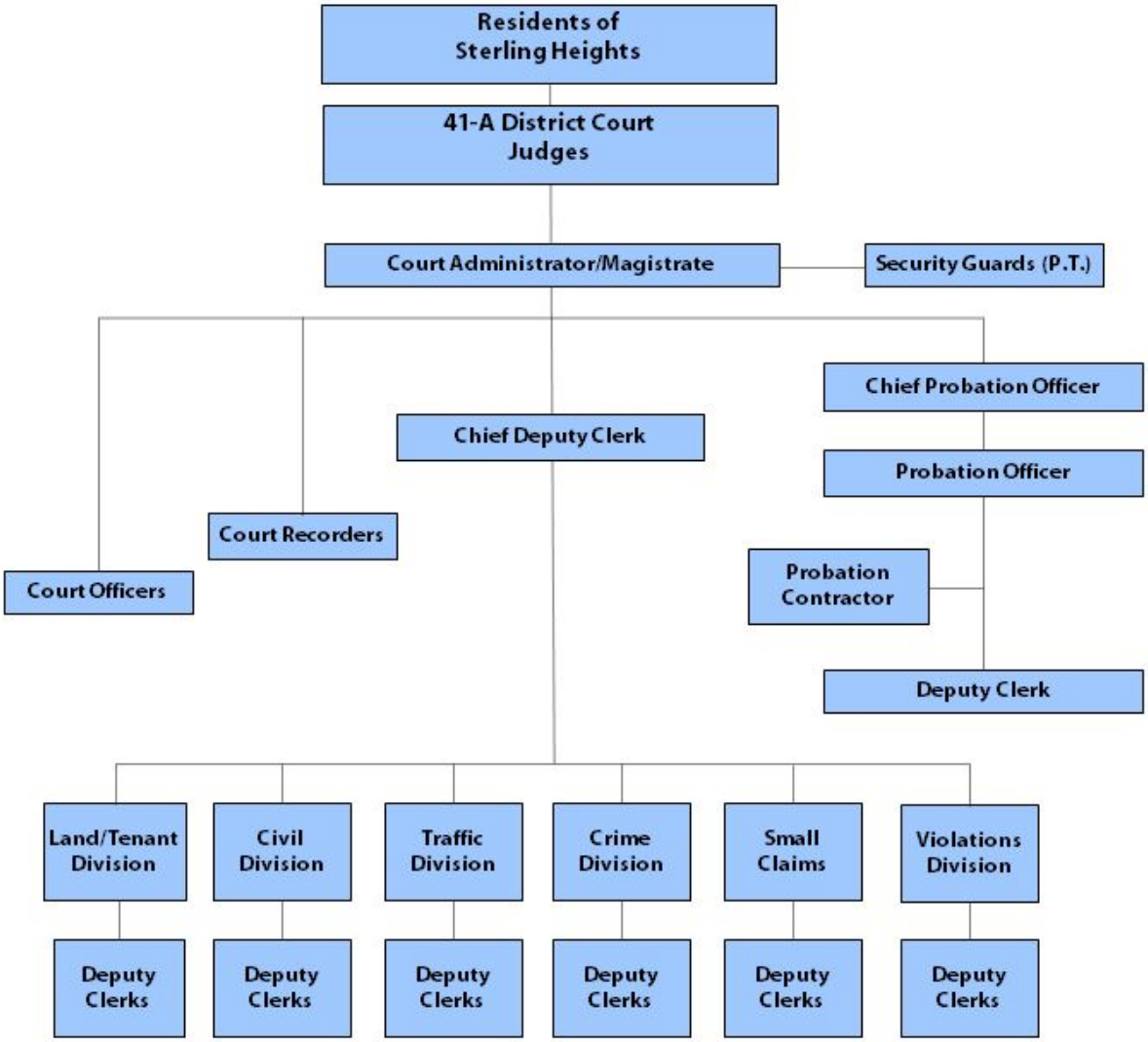
1. To group together informal traffic ticket hearings that require interpreters in order to reduce the total cost of interpreters. *(City Goal 1)*

2. To negotiate with the Court Clerical Union to allow for more flexibility with scheduling part-time employees. *(City Goal 1)*

3. To finalize the implementation of updating criminal files in the courtroom rather than at the counter. *(City Goal 1)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Total Active Caseload	48,968	39,528	36,727	40,000	39,000	39,000
	Total New Cases	40,341	36,294	34,046	36,340	35,200	35,000
	Traffic Cases	29,809	25,641	23,150	26,000	24,200	25,000
	Parking Cases	1,775	1,293	1,739	1,300	1,740	1,500
	Misdemeanor Cases	3,143	3,864	3,314	3,500	3,400	3,500
	Felony Cases	501	556	511	600	500	500
	General Civil Cases	2,566	2,612	3,021	2,600	3,000	3,000
	Small Claims Cases	386	393	340	390	350	350
	Landlord/Tenant Cases	2,161	1,932	1,971	1,950	1,900	1,950
	Magistrate Dispositions	11,042	13,117	11,105	11,000	11,230	11,200
	Jury/Bench Verdicts	10,403	10,454	8,183	10,500	8,270	8,500
	Guilty/Admissions/Default - By Party	14,646	15,580	16,976	15,000	16,900	16,000
	Dismissals - By Court or Party	5,908	8,868	9,501	5,900	9,500	9,000
	Probation Caseload (includes Shelby)	1,335	1,310	1,345	1,300	1,299	700
Efficiency	Total Court Expenditures Per Capita	$24.61	$24.71	$25.17	$26.91	$26.04	$27.24
	Cost per Active Case	$66	$82	$90	$89	$88	$92
	# of Active Cases per FT Employee	1,580	1,275	1,185	1,290	1,258	1,220
	Activity Expenditures as % of General Fund	3.59%	3.63%	3.56%	3.36%	3.24%	3.42%

41-A District Court



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Judge	3	3	3
Court Administrator/Magistrate	1	1	1
Chief Probation Officer	1	1	1
Chief Deputy Clerk	1	1	1
Court Recorder	3	3	3
Court Officer	3	3	3
Probation Officer	1	1	1
Deputy Clerk	18	18	19
Deputy Clerk (P.T.)	7	7	6
Security Guard (P.T.)	4	4	4
Total	42	42	42

41-A District Court

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

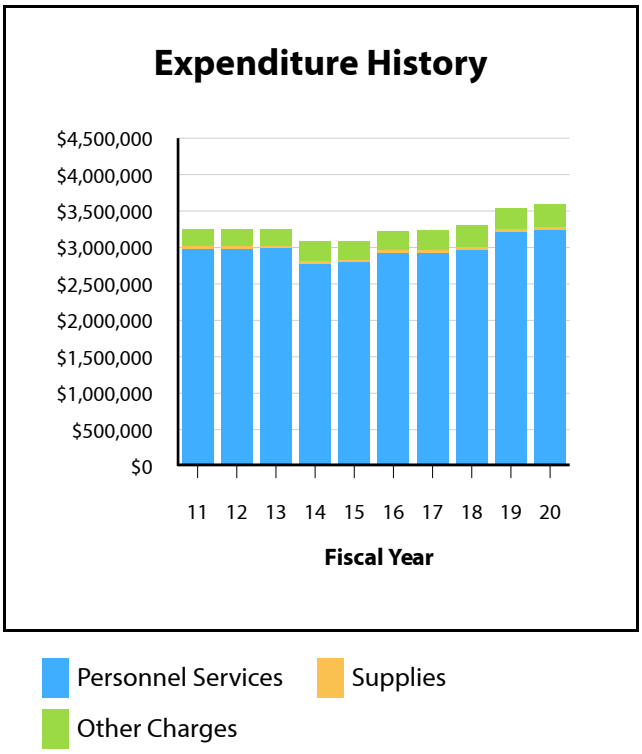
The total budget increased by 1.4%.

Personnel Services - Total Increase $30,720 or 1.0%

- $45,000 due to contractual wage adjustments
- $13,000 due to required funding for pension liabilities
- $27,000 due to the conversion of one part-time deputy court clerk to full-time; offset by:
- $52,000 savings due to changes in insurance coverages

Supplies - Total Supplies decreased $1,200 or 2.8% as fewer operating supplies need to be replenished and fewer court mailings have been required in recent years.

Other Charges - Total Other Charges increased $20,100 or 7.1%. Software maintenance costs, which have been reallocated to a newly designated account, increased $10,000 due to higher State computer software maintenance and support fees for the Court's dedicated server. Utility costs increased $7,000 to bring the budget more in line with current estimated expenditure usage. $5,000 was added for the increased use of interpreters. Liability insurance costs rose by $900. Juror fees increased $1,500, while witness fees decreased $3,000, both based on recent expenditure trends. Funding can be reduced by $1,900 as one employee has elected to receive the wireless phone stipend and most remaining telephone costs have been reallocated to the Information Technology office.



Capital - The Court is scheduled to receive two replacement personal computers totaling $1,800.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$2,971,825	$3,218,880	$3,089,300	$3,249,600	$3,249,600
Supplies	39,421	42,700	39,950	41,500	41,500
Other Charges	298,594	284,030	301,580	304,130	304,130
Total	$3,309,840	$3,545,610	$3,430,830	$3,595,230	$3,595,230

Act 78 – Civil Service Commission

MISSION STATEMENT: ***To govern the testing for appointment, employment, and promotion of Police and Fire personnel.***

The Act 78 Civil Service Commission is a General Fund activity and is budgeted and accounted in a manner similar to other General Fund activities. The plan of Civil Service as established by Act No. 78 of the Public Acts of 1935, as amended, is incorporated in the Charter of the City and can be changed only by a formal amendment to the City Charter.

The City Clerk acts as ex officio liaison to the Commission and provides the necessary administrative and clerical support.

The Commission governs all aspects of the testing procedures for Police and Fire personnel. From the physical and agility aptitude exams to the written, oral, physiological, and psychological examinations, the Commission has a hands-on interface with the selection of examiners, criteria for examination, and selection of final evaluators. This important role of the Act 78 Civil Service Commission ensures the best candidates are selected for employment. The three members of the Commission serve without compensation during their term.■

KEY GOALS

- ***To set requirements for Police Officer and Firefighter applicants that will best serve the interest and well-being of the residents of Sterling Heights.***
- ***To keep Police Officer and Firefighter eligibility lists current by initiating the application process in a timely fashion.***
- ***To monitor the testing process for new hires and personnel who have applied for certain promotions within the Police and Fire Departments.***

Did you know…
…the Civil Service Commission is responsible for the hearing and ruling on appeals from candidates that failed the selection process or employees discharged from employment?

Act 78 – Civil Service Commission

2019/20 PERFORMANCE OBJECTIVES

1. To establish a new eligibility list for the Police Department. *(City Goal 1, 2, 3)*

2. To establish a new eligibility list for the Fire Department. *(City Goal 1, 2, 3)*

3. To hire nine new Firefighters and two new Police Officers. *(City Goal 1, 5, 9)*

4. To maintain high eligibility requirements for Police and Fire, ensuring new hires can perform to the City's exceptional standards. *(City Goal 1, 2, 3, 9)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Minutes of Act 78 Meetings Recorded	4	3	7	3	4	3
	Police Officer Eligibility List Applications	399	422	120	50	50	50
	Fire Fighter Eligibility List Applications	0	61	39	50	47	50
	Written Tests - Police Officer Eligibility List	399	422	120	50	50	50
	Written Tests - Fire Fighter Eligibility List	125	61	39	50	47	50
	Oral Interviews - Police Officer Eligibility List	69	81	52	25	25	25
	Oral Interviews - Fire Fighter Eligibility List	0	54	17	25	25	25
	Physical/Psychological Test - Police/Fire Candidates	58	67	40	20	20	20
Effectiveness	# of Appeals by Candidates/ Terminated Employees	1	0	1	0	0	0
	Activity Expenditures as % of General Fund	0.05%	0.04%	0.05%	0.04%	0.04%	0.04%

Act 78 – Civil Service Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

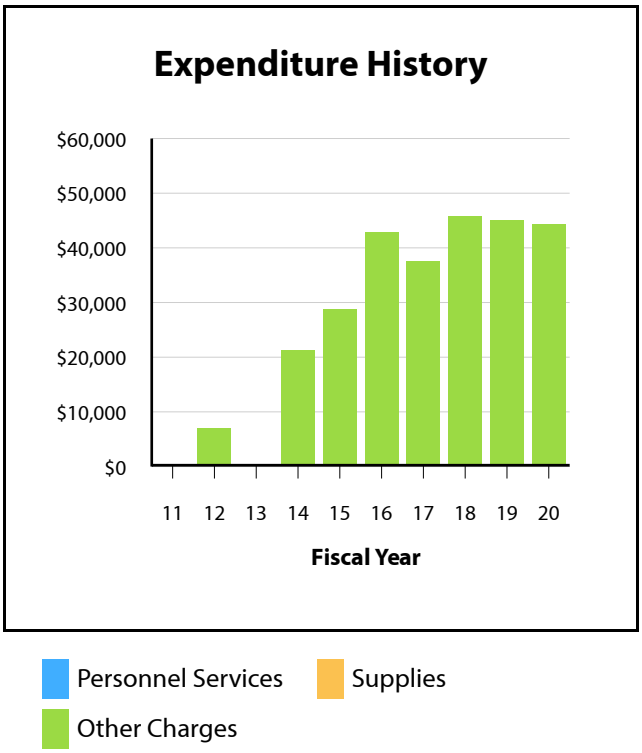
The total budget decreased by 1.4%.

Personnel Services - There is no Personnel budget for this commission.

Supplies - Total Supplies is proposed to remain the same at $170. There are no proposed funding changes to the postage and operating supply accounts.

Other Charges - Total Other Charges decreased $630 or 1.4%. Funding for medical services decreased $8,400 as fewer new Firefighter and Police Officer pre-employment physical and psychological exams are anticipated next year. The decrease was partially offset by an increase of $7,970 for the cost of an outside assessment center for promotions to Police Lieutenant and Police Captain. Publishing costs also fell slightly by $200.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	24	170	170	170	170
Other Charges	45,715	44,830	44,630	44,200	44,200
Total	$45,739	$45,000	$44,800	$44,370	$44,370

Arts Commission

MISSION STATEMENT: ***To serve in an advisory capacity to the City Council for the development of City-wide art programs.***

Programs and projects sponsored by the Arts Commission are developed in accordance with the goals and objectives set by the City Council and administration.

The Arts Commission's primary responsibility is to consider, study and recommend City-wide art programs. Culture reflects the act of developing social, moral, and intellectual faculties through education. The Commission promotes, coordinates and develops the performing and creative arts by recommending art programs and opportunities.

The "Featured Artist" program reinforces the attitude expressed by the Commission that culture should be appreciated. Throughout the year, local artists are chosen to professionally display their art in a public forum.

The "Sterlingfest Art & Music Fair" and the accompanying food festival held in Dodge Park brings thousands of area residents together. This festive and family-friendly atmosphere is conducive to good times and the appreciation of the performing, visual and culinary arts.

The annual "Memorial Day Ceremony & Parade" honors those men and women who gave their lives for our American freedom. The Arts Commission sponsors this event as well as Best Float and Band awards for those groups who best display their creativity during the parade event.

The 12 members of the Arts Commission are appointed by the City Council and serve without compensation. The Community Relations Director serves as the liaison.■

KEY GOALS

- ***To sponsor City events, such as "Sterlingfest", that showcase various forms of the performing and visual arts and encourages family entertainment.***
- ***To develop an art appreciation program targeted at the City's youth, including programs that encourage creative painting and the visual arts at City events such as Sterlingfest and Teenfest.***
- ***To maintain the City's outdoor publicly-owned sculptures to preserve them for future generations.***

Did you know…
…the City of Sterling Heights installed its first art murals in 2018? The three murals can be found on the back-side of the Library in the Children's Garden, on the M-53 underpass slope-wall along the Dodge Park trail and on the back-side of the BP gas station at Dodge Park and Utica Road.

Arts Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

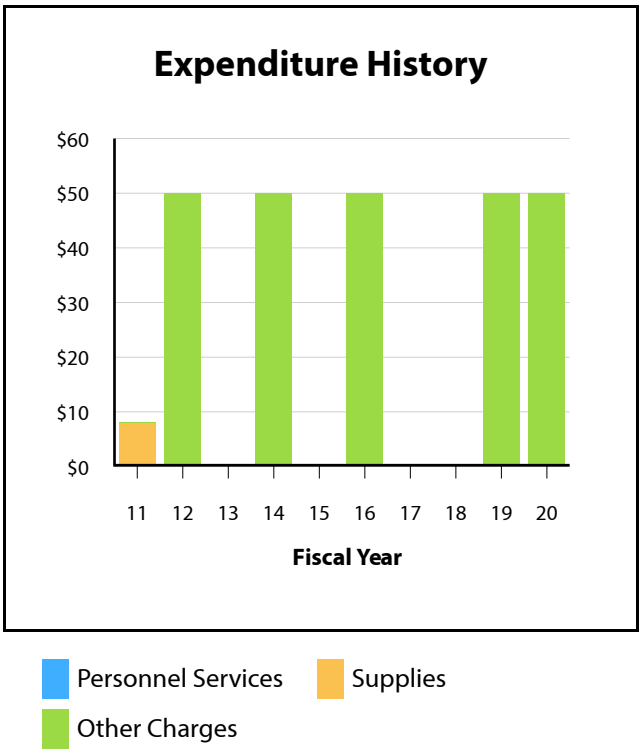
The total budget increased by 0.0%.

Personnel Services - There is no Personnel budget for this commission.

Supplies - There is no Supplies budget for this commission.

Other Charges - Total Other Charges is proposed to remain the same at $50. There is no proposed funding change to the membership account.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	0	0	0	0	0
Other Charges	0	50	50	50	50
Total	$0	$50	$50	$50	$50

Beautification Commission

MISSION STATEMENT: ***To promote public interest in the general improvement of the City's appearance.***

Residents and owners of all property within the City of Sterling Heights are encouraged to accept basic responsibilities in preserving and enhancing the beauty of public and private properties. An annual awards program assists the Beautification Commission in promoting its mission throughout the City. Nominations are submitted annually for properties in Sterling Heights that exemplify the enhancement of both public and private properties. The Commission reviews these nominations and those that are worthy of the award receive City-wide recognition.

Special projects are organized and coordinated to lead the way for residents to follow suit. Environmental awareness education for residents tops the list of priorities. The Beautification Commission initially proposed the City's recycling centers. This landmark project has gained City-wide acceptance and resident participation.

The Beautification Commission recommends the planting and preservation of trees, flowers, plants, and shrubbery, as well as the placing of other ornamentation throughout the City. The Beautification Commission also promotes public education for the disposal of litter in our community through its contacts with schools, scouting troops and businesses. This is accomplished through programs such as "Adopt a City Road".

The 12 member Commission includes a variety of City residents appointed by the City Council. The Community Relations Director serves as staff liaison to the Beautification Commission, coordinating its activities within City guidelines. The Commission was established pursuant to Ordinance No. 145. The Commission sets a specific budget for purposes of funding programs and projects.■

KEY GOALS

- ***To recognize and honor those individuals who take the initiative to beautify their properties.***
- ***To sponsor educational programs to teach students how to beautify their City.***
- ***To partner with other communities to inform residents of ways to beautify their communities.***

Did you know…
…the Beautification Commission helped pull weeds and clear debris in the Children's Garden at the Library in 2018, which helped to beautify a much-loved public space?

Beautification Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

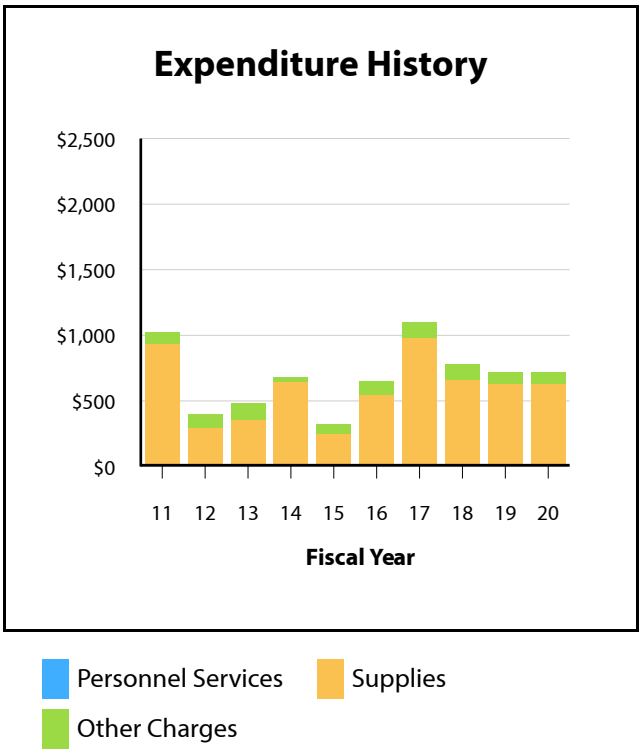
The total budget increased by 0.0%.

Personnel Services - There is no Personnel budget for this commission.

Supplies - Total Supplies is proposed to remain the same at $630. There are no proposed funding changes to the operating supplies account.

Other Charges - Total Other Charges is proposed to remain the same at $90. There are no proposed funding changes to the local meetings and membership accounts.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	658	630	630	630	630
Other Charges	120	90	90	90	90
Total	$778	$720	$720	$720	$720

General Employees Retirement Board

MISSION STATEMENT: ***To invest plan assets prudently while meeting or exceeding actuarial liabilities, while insuring timely and proper distribution of benefits to which plan participants are entitled.***

The General Employees Retirement Board activity was established with the authority to administer, manage, and operate the retirement system following the provisions established by the retirement ordinance referenced in the City Charter and Code of Ordinances. The mission of the General Employees Retirement Board is to ensure that the assets of the retirement fund are invested in a safe and prudent manner, yielding the highest possible return on the investment of the funds. The Board is also responsible for calculation of retiree benefits. Board meetings are held on the third Thursday of every month at 1:30 p.m. in City Hall. These are public meetings with the agenda posted by the end of the week prior to each meeting.

Assets in the fund as of June 30, 2018 total a market value of $112,095,301 while the City's contribution for the 2019/20 fiscal year will be $3,768,403. The fund is now 77.3% funded.

The Board has established the following asset allocation guidelines:

Equities:	
Large cap	22%
Small Midcap	10%
International	27%
Fixed Income	32%
Real Estate Investment Trust	4%
Master Limited Partnerships	5%
Cash	0%

There are currently 364 retirees receiving benefits from the fund and 88 active members of the system who pay into the system. Retirement benefits vest after five or ten years of service depending on the participant's labor agreement. As of June 30, 2018, all active members were vested.

KEY GOALS

- ***To monitor investments and liabilities to ensure proper matching while making necessary adjustments to maintain proper balance and long-term funding levels.***
- ***To develop and follow procedures whereby plan participants receive the benefits to which they are entitled by contract and/or ordinance.***
- ***To provide adequate communication to members of the retirement system so that they know how their funds are managed and what to expect at retirement.***

Five members serve on the General Employees Retirement Board. The officers include the Finance & Budget Director as the Board Secretary and the City Treasurer as the Treasurer of the retirement system and asset custodian. A resident is appointed by City Council to serve on the Board while two employee representatives are elected for staggered three-year terms by members of the General Employees Retirement System. An attorney designated by the Board acts as legal advisor while the Pension Administrator serves as the pension board liaison.■

Did you know…
…the members of the General Employee's Retirement System contribute 8% of their gross wages to the retirement system?

General Employees Retirement Board

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

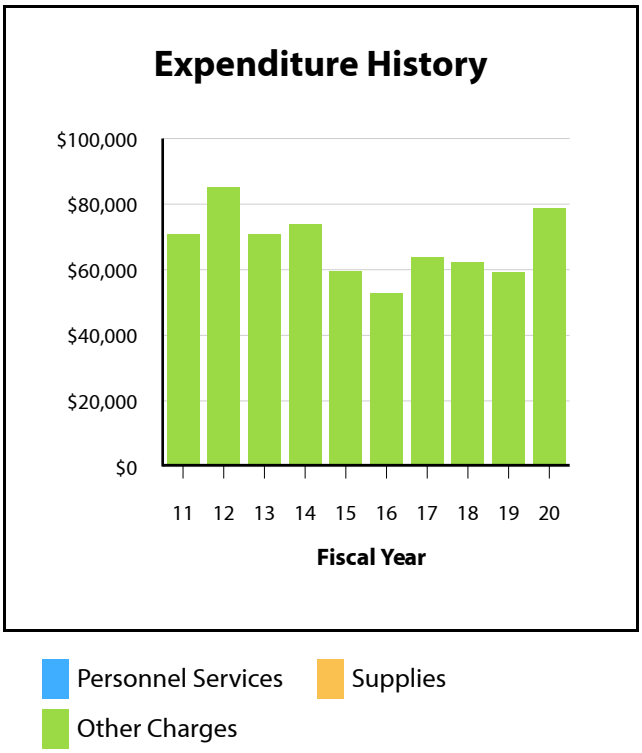
The total budget increased by 33.2%.

Personnel Services - There is no Personnel budget for this board.

Supplies - Total Supplies is proposed to remain the same at $270. There are no proposed funding changes to the postage and operating supply accounts.

Other Charges - Total Other Charges increased $19,660 or 33.3%. Contracted services increased $3,500 for a new actuarial calculation required by the Michigan Department of Treasury. $15,900 was added for legal services provided to the Board based on recent billings. One new professional staff membership is budgeted for $100. Educational funding increased $160 due to higher costs for the annual spring and fall MAPERS conferences.

Capital - There is no Capital proposed for this board.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	213	270	130	270	270
Other Charges	61,957	58,960	72,340	78,620	78,620
Total	$62,170	$59,230	$72,470	$78,890	$78,890

General Expenditures

MISSION STATEMENT: ***To budget and account for general expenditures not assigned to specific users within the City due to their non-specific nature.***

The General Expenditures activity of the General Fund is used to budget and account for all general expenditures that are incurred throughout the fiscal year. This activity is a budgetary center within the General Fund. Expenditures are charged to this activity because of the inability to properly reflect the expenditures in any other activity. This situation exists when an expenditure is incurred by the City in which benefit is realized by more than one activity. Rather than allocate the expense over the many activities in the City, it is much simpler and more auditable to charge it to an activity specifically set up for this type of expenditure - the General Expenditures activity.

Examples of these types of expenditures include employee unemployment compensation costs, postage for City publications and miscellaneous bulk mailings, and operating supplies for the copiers used throughout the City.

Other Charges, such as audit and accounting services for the annual year-end financial report, and contracted services for potential studies and reports are included in this activity. City street lighting, all liability and property insurance for the City, and citywide memberships and dues are other items of interest found in this activity.

The General Expenditures activity is its own budgetary center. If, and when, amendments are necessary to this activity, approval must be received from City Council before the adjustment is made. This budgetary center rarely requires any formal budget amendment.■

KEY GOALS

- ***To provide a means of accounting for certain unallocable citywide expenditures which benefit all City departments or the public at large.***
- ***To provide a means of accounting for certain benefits to residents such as street lighting, auditing costs, and citywide memberships.***
- ***To provide a means of budgeting and accounting for citywide liability insurance coverage.***

Did you know…
…the average monthly cost of $80,000 for the operation of over 3,900 street lights contributes to the City's reputation as a safe city?

General Expenditures

SUMMARY OF BUDGET CHANGES

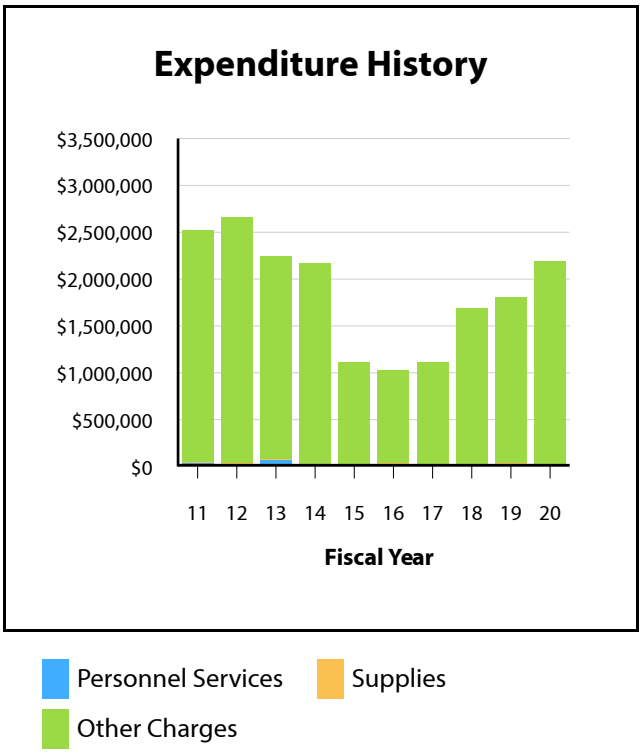
SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 21.5%.

Personnel Services - Total Decrease $10,000 or 50.0%. Unemployment compensation decreased by $10,000 based on recent usage trends.

Supplies - Total Supplies is proposed to remain the same at $20,000. There are no proposed funding changes to the operating supplies account.

Other Charges - Total Other Charges increased $397,520 or 22.6%. $250,000 was added to the budget for liability insurance based on recent higher claim activity. Educational funding increased $151,500 for additional organization-wide training opportunities and initiatives. Membership costs increased $10,580 due to slightly higher existing membership dues and the reinstatement of the City's membership to the National League of Cities (NLC). $6,020 was added due to an increase in the cost of the annual audit of City financial statements. Streetlighting costs decreased $7,270 based on recent actual expenditure trends. $3,350 was saved based on a more accurate estimate of per-page print fees for the City's large copy machine.



Capital - There is no Capital proposed for this cost center.

CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Other Charges - Total funding was reduced by $9,960 as the reinstatement of the City's membership to the NLC was eliminated.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$7,770	$20,000	$10,000	$10,000	$10,000
Supplies	18,580	20,000	20,000	20,000	20,000
Other Charges	1,655,500	1,760,850	1,689,340	2,168,330	2,158,370
Total	$1,681,850	$1,800,850	$1,719,340	$2,198,330	$2,188,370

Historical Commission

MISSION STATEMENT: ***To foster an understanding and appreciation of local history and to identify the heritage of our City.***

The Historical Commission strives to promote an awareness of the community's heritage; to identify local preservation concerns; to attend workshops and seminars relating to preservation management; to study public policies designed to protect and preserve local history; and to provide opportunities for residents to share and shape their historical legacy.

Through membership in the Macomb County Heritage Alliance, the National Council on Public History, and the Historical Society of Michigan, the Commission works to expand its perceptions and knowledge of current practices in the field of local history. It keeps informed of state and federal legislation, as well as identifies sources of funding such as grants and endowments.

The Historical Commission has the responsibility to identify structures and sites of historic significance; to study the value of their preservation, and to make recommendations for future use. The Residential Date Plaque Award Program, established in 1992, has recognized 33 homes of historic value in Sterling Heights as identified by age and architectural significance.

To encourage an appreciation of local history, the Sterling Heights Historical Commission is also responsible for the development of the Sterling Historical Collection in the Upton House and its displays in the Library. The Commission collects and exhibits items reflecting life and times in our community since its inception as a township in 1835.

The Commission, in partnership with the Friends of the Library, produced a book on local history entitled, *Seven Miles from Home: An Oral History of Sterling Township, a Michigan Farm Community*. In addition, in partnership with the Public Library, the Commission authored *Sterling Township: 1875 - 1968*, a pictorial history.

As Sterling Heights continues to change, it is important to remember that learning about our history creates a bridge from the past to the present. What is happening here today will be tomorrow's history.

KEY GOALS

- ***To increase public knowledge about local history and historic preservation.***
- ***To collect and archive historic photographs.***
- ***To collect, maintain, and promote a Sterling Historical Collection in the Upton House and the Library.***
- ***To promote cooperation and resource sharing with local, state, and national preservation organizations.***

The Commission most recently published the book, *Sterling Heights* in Arcadia's Images of America series. The book is authored by Debra Vercellone, a Librarian at the Sterling Heights Public Library, and is a tribute to the City's 50th Anniversary. The people and places that impacted the City of Sterling Heights throughout its first 50 years are highlighted.

The seven member Historical Commission acts in an advisory capacity to the City Council. Members serve uncompensated terms of three years. The Commission, established in 1970, meets quarterly. The Library Director is the staff liaison, relating the activities of the Commission to City Administration.■

Did you know…
… that groups can schedule tours of the Upton House with the Sterling Heights Historical Commission by calling the Sterling Heights Public Library?

Historical Commission

2019/20 PERFORMANCE OBJECTIVES

1. To transform the inside of the Upton House into a local historical museum that reflects the history of Sterling Heights and the surrounding area, as funds permit. *(City Goal 19)*

2. To host a historical program of interest to residents at the Sterling Heights Public Library. *(City Goal 19)*

3. To update the Library's digital media archive by having volunteers scan historical photos, transfer oral histories, and make the City's history more accessible. *(City Goal 19, 26)*

4. To host a cemetery walk, emphasizing the township's earliest residents. *(City Goal 19)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Meetings Held	4	3	4	4	4	4
	Local History Exhibits and Displays	2	3	8	8	14	14
	Programs/Lectures on Local History Topics	1	1	2	1	2	2
	Professional Memberships	3	3	3	3	3	3
	Historic Photographs and Memorabilia Collected	115	20	75	10	10	10
	Program/Exhibit Attendance	1,109	1,042	1,491	1,300	1,300	1,300

Historical Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

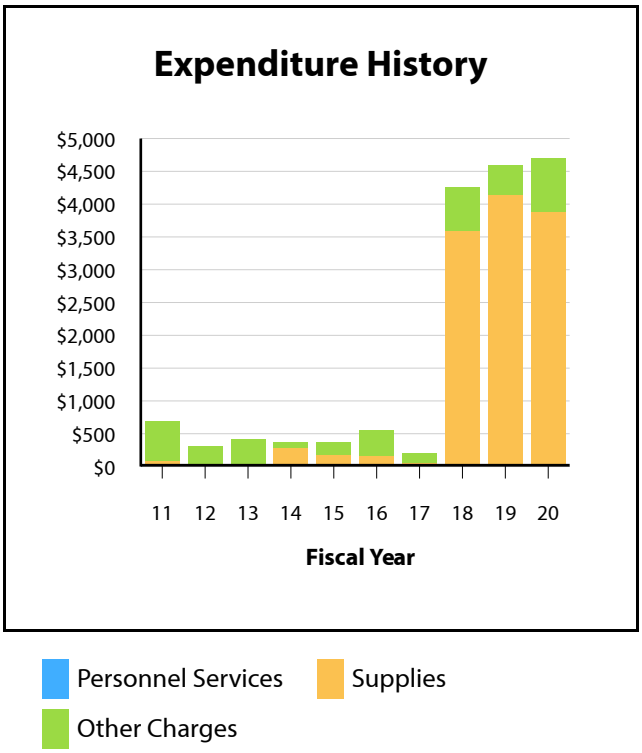
The total budget increased by 2.2%.

Personnel Services - There is no Personnel budget for this commission.

Supplies - Total Supplies decreased $260 or 6.3%, as fewer supplies need to be replenished for the display of donated local historic photos.

Other Charges - Total Other Charges increased $360 or 80.0% to provide Internet access for historical presentations and visitors at the Upton House.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	3,602	4,150	4,150	3,890	3,890
Other Charges	660	450	450	810	810
Total	$4,262	$4,600	$4,600	$4,700	$4,700

An investment in knowledge pays the best interest.

~ Benjamin Franklin ~



MISSION STATEMENT: ***To provide all legal services, legal support, and advice to the City Council, City Manager, and City employees in a prompt professional manner.***

The Legal activity is used to account for all legal services charged to the General Fund.

The City Attorney is appointed by the City Council and serves as legal advisor and counsel for the City Council and City Manager. When requested, he advises City department directors and administrators on legal matters.

The City Attorney prosecutes District Court ordinance and traffic violations and represents the City in court cases and other legally constituted tribunals as the City Council may request. The City Clerk keeps copies of all written legal opinions, records, and files relating to City matters.

The City Attorney prepares and reviews all ordinances, contracts, bonds, and other written instruments that are submitted by either the City Council or City Manager. All new and modified matters of law and changes in the developments affecting the City are called to the attention of the City Council and City Manager after review by the City Attorney's office.

The City Attorney bills the City on a monthly basis for services rendered. These itemized billings are distributed to those activities that received benefit from the legal services. Administrators review the bills for accuracy and seek clarification from the Financial Services office if discrepancies arise. The General Fund charges will be ultimately expended to the Legal activity in the Legal Services - City Attorney account. This method of accounting for legal services has been determined to be superior to the past practice of recording expenditures in each specific activity. Centralized monitoring is more practical using the current method.

Anticipated payment for outside legal services is also budgeted in this activity. These services include a labor attorney and fees paid to visiting judges.■

KEY GOALS

- ***To provide legal services in an efficient, competent and cost effective manner.***
- ***To identify key legal priorities of the City.***
- ***To assist the City Council and other Boards and Commissions regarding legal issues that may arise at meetings.***
- ***To establish legal procedures, guidelines and standards in support of the City Council and City Administration's missions and goals.***
- ***To provide advice and counsel regarding developing state and federal legislation, as well as recent court decisions.***

Did you know…
…the City Attorney represents the City of Sterling Heights in over 8,000 cases per year?

Legal

2019/20 PERFORMANCE OBJECTIVES

1. To identify, research, and prepare new ordinances that will serve to update the City Code and improve the effectiveness and efficiency of the affected City department. *(City Goal 6, 7)*

2. To update legal procedures, guidelines, and standards in support of the City Council and City Administration's missions and goals. *(City Goal 6, 7)*

3. To provide legal counsel in connection with the development of a comprehensive business license ordinance to improve effectiveness and efficiency of the City Clerk's office in conjunction with departments performing inspections. *(City Goal 7, 20)*

4. To provide legal counsel in connection with the emerging Recreational Marihuana industry. *(City Goal 4, 7)*

5. To provide legal counsel and aggressively pursue litigation against operations, businesses, and individuals causing nuisance conditions to exist within the City that affect the health, safety and welfare of residents and the surrounding community. *(City Goal 4, 7, 21)*

6. To mitigate and aggressively defend all liability claims alleged against the City and its personnel in order to minimize exposure to damages and costs of litigation. *(City Goal 7)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	District Court Cases	7,080	8,528	10,903	7,500	9,000	9,000
	Legal Opinions Rendered	12	8	14	12	12	12
	Ordinances and Amendments Prepared	14	12	4	12	10	12
	Commission Meetings Attended	34	30	31	30	30	30
	Council Meetings Attended	26	24	29	26	26	26
	Number of Open Lawsuits	17	18	10	17	13	15
	Number of Closed Lawsuits	14	7	11	12	9	10
	Number of Files Opened	37	54	46	30	30	30
	Number of Files Closed	106	27	52	30	25	25
	Legislative Issues Reviewed	70	70	70	75	75	75
	Hours Spent on City Business	7,015	7,629	8,071	7,800	8,150	8,150
Efficiency & Effectiveness	% Opinions Replied to on Agreed Schedule	100%	100%	100%	100%	100%	100%
	% Resolutions Drafted on Agreed Schedule	100%	100%	100%	100%	100%	100%
	% Contracts Drafted on Agreed Schedule	100%	100%	100%	100%	100%	100%
	Activity Expenditures as % of General Fund	0.96%	0.92%	1.07%	0.80%	0.83%	0.83%

Legal

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

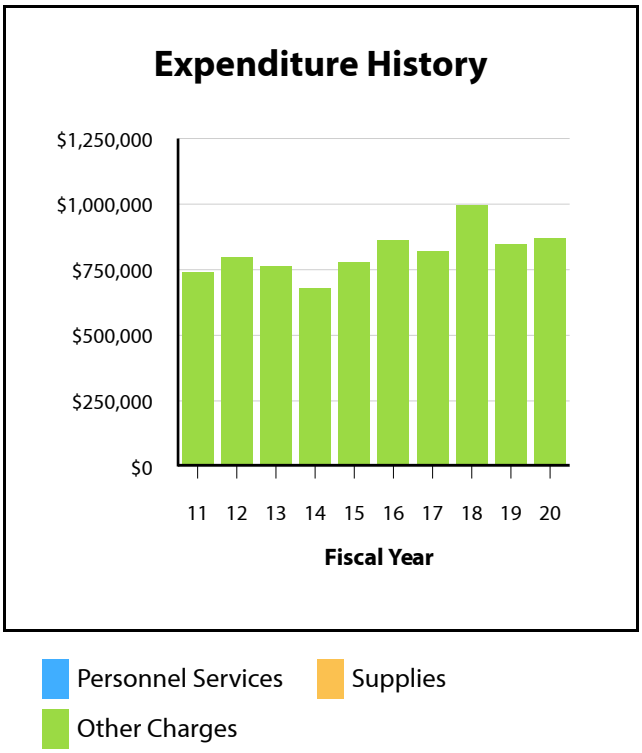
The total budget increased by 2.6%.

Personnel Services - There is no Personnel budget for this cost center.

Supplies - There is no Supplies budget for this cost center.

Other Charges - Total Other Charges increased $21,900 or 2.6%. Funding for City Attorney legal services increased $35,000 to bring the budget more in line with the current year's estimated expenditure usage, which reflected an increase in billable hours. No hourly rate change is proposed for next year. The budget decreased $13,100 as funding for the City's labor attorney and visiting judges can be reduced based on lower activity levels. In addition, all public defender and court-appointed attorney costs are now being expensed in the recently established Indigent Defense Fund.

Capital - There is no Capital proposed for this cost center.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	0	0	0	0	0
Other Charges	994,955	848,100	880,000	870,000	870,000
Total	$994,955	$848,100	$880,000	$870,000	$870,000

Coming together is a beginning; keeping together is progress; working together is success.

~ Edward Everett Hale ~



Planning Commission

MISSION STATEMENT: ***To develop and adopt a Master Land Use Plan for the physical growth and development of the City, review and approve public development proposals and develop and implement zoning and subdivision regulations.***

Ordinance No. 113 adopted in August of 1968 established the Planning Commission. The City Council appointed Commission consists of nine members who serve terms not exceeding three years without reappointment. The Commission is an activity within the General Fund charged with several key responsibilities. The mission of the Planning Commission involves the preparation of a Master Land Use Plan for the physical development of the City. In furthering the policies and objectives of the adopted Master Land Use Plan, the Planning Commission is also empowered to review and approve a comprehensive Municipal Improvement Program (MIP) for public structures and improvements.

Similarly, the Planning Commission reviews and approves the development plans on all parks in accordance with the City's adopted Recreation Plan and Municipal Improvement Program.

The Planning Commission reviews and approves subdivision plats of land for conformity with various elements of the Master Land Use Plan and adopted City ordinances. The Commission also provides recommendations to the City Council on amendments to the Zoning and Subdivision Regulation Ordinances. The Commission reviews and recommends plans related to municipal facilities.

The review and approval of special land uses, temporary uses, and temporary buildings are also included among the key responsibilities of the Planning Commission. Recommendations are provided to the City Council relative to proposed projects under the federal Community Development Block Grant (CDBG) Program.

The members of the Planning Commission are compensated as appointed officials. Much of its budgeted expenditures are related to the recording services for the meetings; the publishing of notices or minutes; education and training; and other related matters.

KEY GOALS

- ***To prepare and maintain the City's Master Land Use Plan.***
- ***To prepare and implement zoning regulations affecting the use of land to protect the health, safety, and welfare of the public.***
- ***To prepare and implement subdivision regulations related to the subdividing or platting of land.***
- ***To provide technical review and recommendations on rezonings, site plans, special approval land uses, temporary uses, special development options, and subdivision plats.***

The City Planning Commission adopted a new Master Land Use Plan in February 2017 after nearly two (2) years of development and input. The previous Master Land Use Plan was adopted in May 2005 with amendments in 2007 and 2009.■

Did you know…
…the Planning Commission heard 38 cases in 2018?

Planning Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

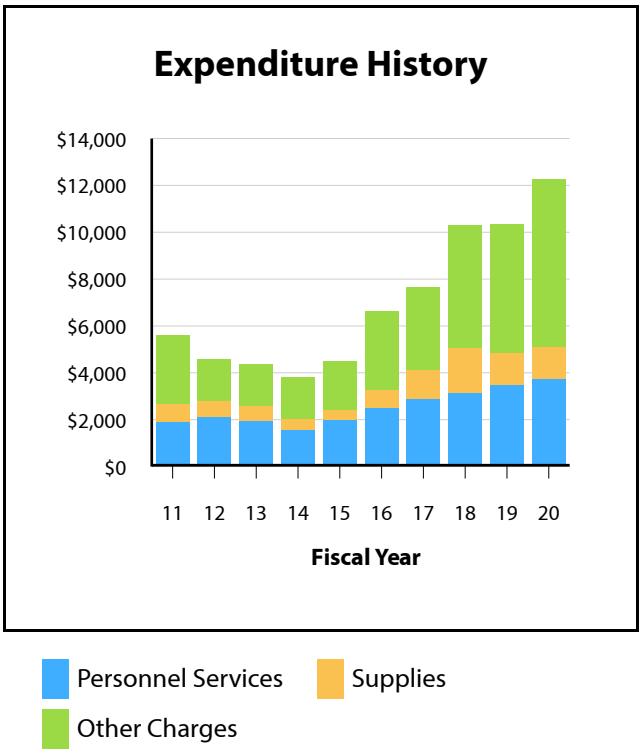
The total budget increased by 18.4%.

Personnel Services - Total Increase $270 or 7.7% due to an increase in the expected number of meetings.

Supplies - Total Supplies is proposed to remain the same at $1,370. There are no proposed funding changes within the Supplies accounts.

Other Charges - Total Other Charges increased $1,640 or 29.8%. Publishing costs increased $1,200 as a greater number of newspaper notices with lengthier agendas have been required. The budget increased $300 to provide more training and educational opportunities for the Planning Commission members. $100 was added due to an increase in the Michigan Association of Planning membership fee.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$3,135	$3,490	$3,490	$3,760	$3,760
Supplies	1,915	1,370	1,270	1,370	1,370
Other Charges	5,245	5,500	6,500	7,140	7,140
Total	$10,295	$10,360	$11,260	$12,270	$12,270

Transfers Out

MISSION STATEMENT: ***To facilitate the accountability of revenues and expenditures by providing a means of tracing the transfer of monies from one fund to another.***

The Transfers Out activity in the General Fund is used to account for the outgoing transfers of funds to support other City funds. The expenditure in this activity is offset in its entirety by a revenue source in the fund receiving the transfer.

This fiscal year, five transfers are budgeted from the General Fund totaling $12,137,940. They include a transfer to the Capital Projects Fund, the Limited Tax General Obligation Debt Service Fund, the Parks & Recreation Fund, the Major Road Fund, and the Michigan Indigent Defense Commission (MIDC) Fund.

The $4,878,840 Transfer Out to the Capital Projects Fund will be used for the funding of budgeted equipment, vehicles, information technology capital items, and capital projects.

The $3,432,670 General Fund transfer to the Limited Tax General Obligation Debt Service Fund will be used for the debt payments on the City Center Commons bond, the Facilities Improvement bond, and the new 2019 Capital Improvement bond for the new Public Works Building.

The $2,800,000 General Fund transfer to the Parks & Recreation Fund will fund the additional expenses incurred as a result of the transfer of Parks & Grounds responsibilities to Parks & Recreation, and the pre-existing expenses of the Department prior to the passing of the *Re*creating Recreation millage. This transfer ensures that the revenue generated from the millage will only be used to fund the new services and amenities in the *Re*creating Recreation Plan.

The Transfer Out to the Major Road Fund totals $1,000,000, and allows for additional investments in emergency major road repair.

KEY GOALS

- ***To provide a system to track monies out of one fund and into another.***
- ***To accurately transfer out monies in order to provide the appropriate level of funding to allow the receiver fund to pay its obligations.***

The $26,430 Transfer Out to the MIDC Fund will be used to fund the required local share of the cost of the Indigent Defense System.■

Did you know…
…the monies for equipment and vehicles for the General Fund offices are transferred out and accounted for in the Capital Projects Fund?

Transfers Out

SUMMARY OF BUDGET CHANGES

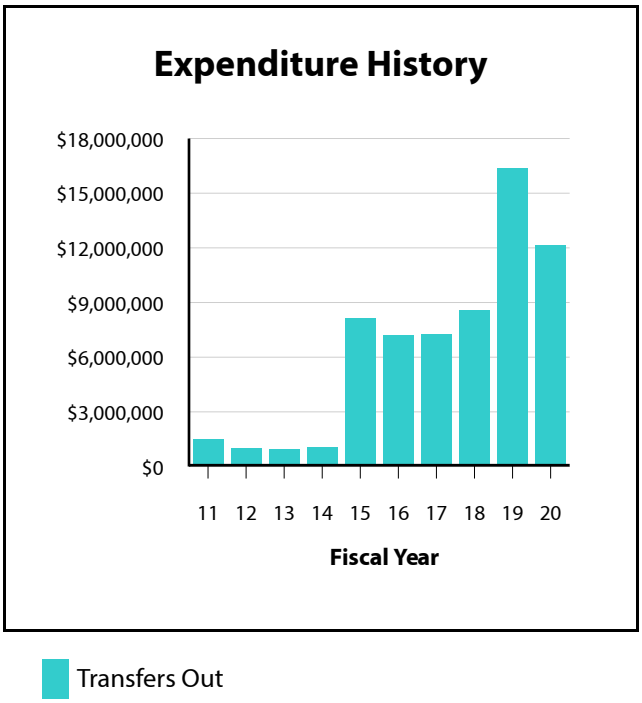
SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 25.8%.

Personnel Services - There is no Personnel budget for this cost center.

Other Charges - There is no Other Charges budget for this cost center.

Transfers Out - Transfers Out to other City funds totals $12,137,940. Transfers to the Capital Projects Fund total $4,878,840 for the funding of equipment, vehicles, information technology capital items, and capital projects. ***A listing of all proposed equipment, vehicles, and projects can be found in the Capital schedules within the Capital Projects section of this budget document.*** Transfers to the Limited Tax General Obligation Debt Service Fund total $3,432,670. This transfer will fund the principal and interest payments on the City Center Commons bond, the 2018 Facilities Improvement Bond, and the new 2019 Capital Improvement Bond for the DPW facility. Transfers to the Parks & Recreation Fund total $2,800,000 to fund the pre-existing expenses of the department prior to the passing of the *Rec*reating Recreation millage and the additional expenses incurred as a result of the transfer of Parks & Grounds responsibilities to Parks & Recreation. A transfer to the Major Road Fund is budgeted for $1,000,000 for additional funding that will be utilized for major road projects. A transfer to the Michigan Indigent Defense Commission (MIDC) Fund is budgeted for $26,430 to fund the required local share of the cost of the Indigent Defense System.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	0	0	0	0	0
Transfer Out	8,588,030	16,356,100	17,833,920	12,137,940	12,137,940
Total	$8,588,030	$16,356,100	$17,833,920	$12,137,940	$12,137,940

Zoning Board of Appeals

MISSION STATEMENT: ***To hear and act upon appeals on various zoning matters related to the development and use of land in the City and to provide ordinance interpretation.***

The Zoning Board of Appeals was established in accordance with Zoning Ordinance No. 278. The Board performs its duties and exercises its powers as provided in Act 110 of the Public Acts of 2006, as amended. Execution of its duties are performed in such a way that the objectives of the Zoning Ordinance shall be observed and met, public safety secured, and substantial justice done. The Zoning Board of Appeals consists of seven members appointed by City Council for a term of three years.

The Zoning Board of Appeals enjoys all the powers granted to it by both State law and Ordinance No. 278, which includes certain specific powers. Ordinance and map interpretations, modification of height, wall, buffering, screening and landscape requirements, modification of vehicle parking stalls, loading area and placement regulations, and the granting of use variances are specific examples of power granted to this Board.

The members of the Board are compensated as appointed officials. Much of its budgeted expenditures are related to the recording services for the meetings; the publishing of notices or minutes; education and training; and other related matters.

Zoning Board of Appeals meetings are open to the public except those authorized to be conducted in closed session pursuant to the Open Meetings Act. The public is afforded the opportunity to speak at any public hearing in accordance with the Rules of Procedure and Bylaws of the Board. No business is conducted unless a majority of the members are present.

If the Board approves a variance, it shall remain in effect only as long as the facts and circumstances, as presented, continue to exist and conditions attached to the approval are satisfied and maintained. If the variance is not exercised within 12 months from the date it was granted, the variance shall lapse.

KEY GOALS

- ***To review and act upon use and dimensional variances to the City's Zoning Ordinance.***
- ***To hear appeals in regard to special land uses and planned unit developments.***
- ***To hear and act upon appeals made from a review, order, requirement, decision or determination made by a public body or official administering the Zoning Ordinance.***
- ***To hear and act upon questions referred to the Board that may arise from the administration of the Zoning Ordinance including ordinance interpretation, standards review and the zoning district map.***

The appeal process begins by filing a notice of appeal accompanied by an application fee. The notice of appeal must specify the requirement from which a variance is sought and the nature and extent of such variance. An official record is prepared for each appeal upon which the Board has based a decision.■

Did you know…
…the Zoning Board of Appeals heard 52 cases in 2018?

Zoning Board of Appeals

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

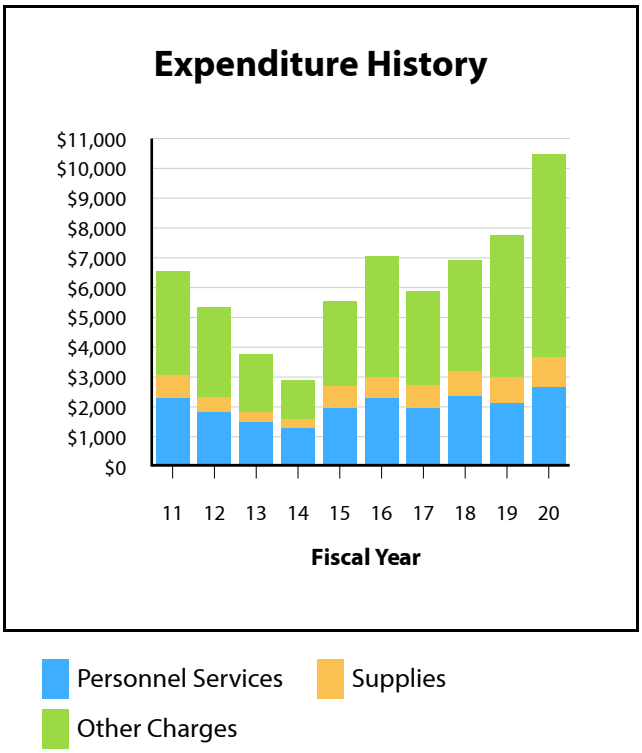
The total budget increased by 35.1%.

Personnel Services - Total Increase $520 or 24.2% due to an increase in the expected number of meetings.

Supplies - Total Supplies increased $150 or 17.6%, as postage funding increased based on a greater number of legal notification mailings required in recent years and a postal rate increase.

Other Charges - Total Other Charges increased $2,050 or 43.2%. Publishing costs rose $900 as a greater number of newspaper notices with lengthier agendas have been required. The budget increased $600 to provide more training and educational opportunities for the Zoning Board members. $500 was added for reporting services to bring the budget more in line with recent expenditure trends. $50 was added due to an increase in the Michigan Association of Planning membership fee.

Capital - There is no Capital proposed for this board.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$2,392	$2,150	$2,250	$2,670	$2,670
Supplies	840	850	950	1,000	1,000
Other Charges	3,696	4,750	5,740	6,800	6,800
Total	$6,928	$7,750	$8,940	$10,470	$10,470

Component Unit Funding

SUMMARY OF BUDGET CHANGES

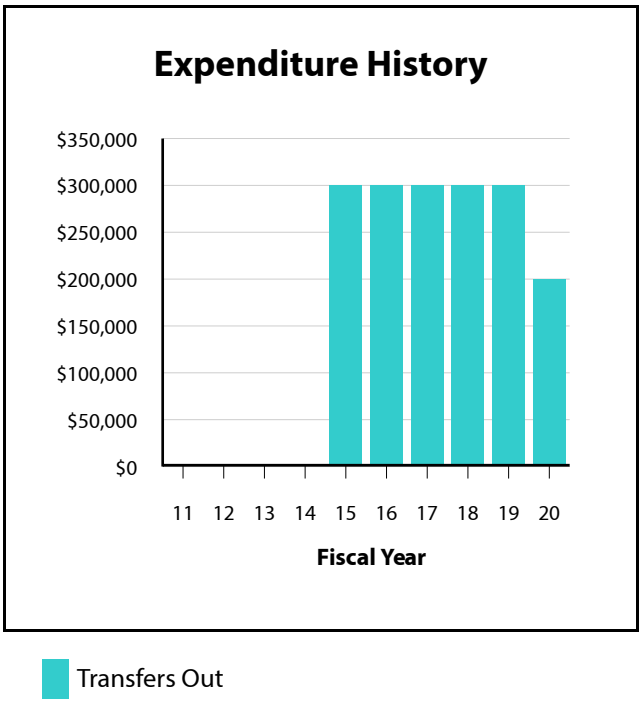
SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 33.3%.

Personnel Services - There is no Personnel budget for this cost center.

Other Charges - There is no Other Charges budget for this cost center.

Transfers Out - Total Transfers Out decreased $100,000 or 33.3%. A transfer is budgeted to the Corridor Improvement Authority Fund for $200,000 for additional funding that will be utilized for landscape and streetscape improvements in the Corridor. A transfer of funds was made in the prior year to the Economic Development Corporation Fund to be utilized for property development and marketing efforts.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	0	0	0	0	0
Transfer Out	300,000	300,000	300,000	200,000	200,000
Total	$300,000	$300,000	$300,000	$200,000	$200,000

Water & Sewer Fund



The Water & Sewer Fund is an Enterprise Fund responsible for operation of the city's combined water supply and sewage disposal system. The fund is used to finance the cost of providing services to residents through user fees. Activities that make up the Water & Sewer Fund include Water & Sewer Administration, Water Distribution, and Sewage Collection.

The Enterprise Fund of the City of Sterling Heights is the Water & Sewer Fund. It is used to provide water and sewer services to residential, industrial, and commercial customers. It is self-supporting and is designed to meet its obligations free of taxation. An annual independent audit is prepared on prior year financial results and administrative staff projects a forecast of the next year. Together they are used to help determine what, if any, adjustments need to be made so the fund will remain financially sound.

The City's water and sewer rates are calculated based on the proposed expenditures for capital and operational expenses for the budget year. The use of, or replenishment of financial reserves during a given fiscal year may also influence rates. The City has made several adjustments to its rate structure as a direct result of changes in the way the City is billed for water and sewage disposal costs.

For example, in 2004/05, Detroit implemented a computerized meter reading system to accurately obtain the maximum peak usage of water, resulting in a 16.5% water and 4.4% sewage rate increase. The City passed on an 11.9% water and sewage rate increase to its customers. Then in 2005/06, Sterling Heights changed from a single-tier to an inclining two-tier water rate structure to help reduce maximum day and peak hour usage and lessen future water cost increases.

In 2010/11, the Detroit water rate increased by 8.6%. Detroit also implemented a new fixed rate structure, which included an annual $1.3 million fixed cost. Detroit's sewage rate also increased by 10.0%. The City passed along a 9.9% water and sewer rate increase to its customers.

In 2012/13, Detroit increased its water rate by 8.9%. Detroit's sewage fees increased 9.2%, while fixed sewage charges rose 13.5% and the City's share of sewer rehabilitation debt increased by 23.9%. The City passed along an 8.9% water and 13.9% sewer rate increase and implemented a fixed charge as a result of Detroit's increasing fixed charges. To lessen the impact to the average residential customer, the first tier water rate and consumption amount for the minimum bill user also decreased.

In 2014/15, sewage fixed charges to the City increased by 5.8%. To become more in line with Detroit's increasing fixed rate structure, Sterling Heights increased its fixed fees per billing period by $1 for residential users and $2 for commercial users.

In 2016/17, the cost of water from the Great Lakes Water Authority (GLWA) increased by 6.7%, while Macomb's sewage costs were estimated to increase by 10.4%. Debt payments on the District's sewer rehabilitation projects also increased by 3.7% and a charge for unpaid Highland Park debt was now factored into the City's sewer rate. The City passed along a 9.9% water and 14.9% sewer rate adjustment to its customers. Fixed fees per bill were adjusted by $2.75 for residential customers and $4.00 for commercial users, while the consumption amount for the minimum bill also increased from 800 to 900 cubic feet.

In 2018/19, the GLWA water cost decreased by 7.4% primarily due to renegotiated contract terms that reduced the City's maximum day and peak hour usage. The savings was offset by an estimated 2.7% increase in Macomb's sewer charge and a 7.1% increase in debt service costs. In addition, City costs rose by 4.9%. As a result, the City passed along a net 3.9% water and sewer rate increase.

In 2019/20, the GLWA increased its water rate by 5.0%, while Macomb County sewer and debt service charges are estimated to increase by 3.0%. The City's costs also rose 5.2%. To cover these cost increases and to begin to build up the Water & Sewer fund balance, a net 3.3% increase and an inflationary increase of fixed charges will be passed on to the City's water and sewer customers.■

Did you know…
…that this year's water and sewer rate increase is the lowest increase in eleven years?

WATER & SEWER SYSTEM
OPERATING FUND REVENUES & EXPENSES

Budgetary Centers	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
REVENUES					
Water & Sewer Service	$43,005,120	$47,503,460	$50,378,500	$49,683,810	$51,613,820
Penalties & Interest	676,680	824,660	650,000	750,000	750,000
Hydrant Rental	166,210	162,950	169,530	172,920	172,920
Interfund Service	69,100	69,100	69,100	69,100	103,460
Tap and Meter Revenue	542,950	728,550	600,000	615,000	615,000
Repair and Service	72,650	131,920	77,500	110,000	110,000
Inspection Fees	17,070	12,460	15,000	10,000	10,000
Turn-On Charge	15,360	13,730	15,000	15,000	15,000
Ind./Pollution Surcharge	614,950	577,600	625,000	400,000	400,000
Miscellaneous	328,160	421,570	181,710	168,610	166,250
Interest on Investments	236,940	237,580	260,000	262,000	297,000
Federal/State Grants	185,850	559,610	1,074,660	1,074,660	179,880
Total Revenues	**$45,931,040**	**$51,243,190**	**$54,116,000**	**$53,331,100**	**$54,433,330**
EXPENDITURES					
WATER & SEWER ADMIN.					
Personnel Services	$1,307,750	$1,180,900	$1,141,980	$1,152,320	$1,255,760
Supplies	11,170	8,560	9,100	9,500	9,700
Other Charges	8,633,630	9,291,780	3,034,630	3,104,850	3,462,930
Capital Outlay	92,750	59,760	395,400	1,350	23,000
Total Expenses	**10,045,300**	**10,541,000**	**4,581,110**	**4,268,020**	**4,751,390**
WATER DISTRIBUTION					
Personnel Services	$1,712,280	$1,695,690	$1,558,530	$1,564,520	$1,675,410
Supplies	285,260	335,920	338,000	347,000	349,500
Other Charges	17,714,760	17,590,600	16,351,330	15,744,110	16,667,460
Capital Outlay	68,150	0	63,000	59,600	65,000
Total Expenses	**19,780,450**	**19,622,210**	**18,310,860**	**17,715,230**	**18,757,370**
SEWAGE COLLECTION					
Personnel Services	1,969,900	1,961,530	1,813,620	1,896,460	1,986,220
Supplies	35,580	45,690	45,400	47,000	46,500
Other Charges	19,518,570	20,965,340	22,598,560	21,409,420	22,167,720
Capital Outlay	0	0	478,800	508,520	595,000
Debt Service	2,244,380	2,326,820	5,626,470	5,626,580	5,634,970
Total Expenses	**23,768,430**	**25,299,380**	**30,562,850**	**29,487,980**	**30,430,410**
Total Operating Expenses	**$53,594,180**	**$55,462,590**	**$53,454,820**	**$51,471,230**	**$53,939,170**

Note: Miscellaneous Revenue excludes Water & Sewer Special Assessment Revenue and Capital and Frontage charges.

STATE & LOCAL RETURNS

This source of revenue is comprised of grants from the Federal, State, and/or County levels of government. In fiscal year 2019/20, $179,880 is budgeted.

CHARGES FOR SERVICES

Charges for Services consists of revenue received from individuals, businesses, and other City funds. These monies are used to reimburse the Water & Sewer Fund for services provided to other entities, funds, or departments. The primary revenue accounts within this revenue center include Water Services and Sewage Collections.

In the 2019/20 Budget, Charges for Services revenue represents 98.8% of total revenue sources, an increase of $1,190,570.

In 2019/20, the Great Lakes Water Authority's (GLWA) rates to the City will increase by 5.0% and Macomb County sewer charges and debt service costs are estimated to increase by 3.0%. To cover these costs and begin to build up fund balance in the Water & Sewer Fund, a combined 3.3% adjustment on water and sewage rates and an inflationary increase in fixed fees will be passed on to our resident and corporate customers. This is the second year in a row with an increase below 4.0% and even lower than last year's net increase of 3.9%. The average residential customer will pay approximately $80 per month for water and sewer services.

The average residential customer will pay approximately $80 per month for water & sewer services.

In 2012/13, due to Detroit's increasingly higher fixed charges, the City began passing along a portion of fixed costs to its users as part of the overall rate increase. The fixed fee allowed the City to reduce its first tier water rate, where most residential consumption is billed, thereby lowering the water bill increase. The consumption amount for the minimum bill user also decreased to lessen the fixed fee impact to very low users.

After three years without an increase, in 2019/20, the residential fixed fee will increase by $1.25 per quarterly bill, while commercial accounts will see a $1.75 per bill adjustment to continue to become more in-line with the GLWA's fixed rate structure. This billing method will better prevent revenue shortfalls and help avoid higher rate increases that can lead to further decreases in usage. Fixed fees reduce revenue volatility and avoid overcharging customers in years where usage increases.

OTHER REVENUE

The revenue source of Other Revenue includes revenues that cannot be easily classified in other revenue centers. Included in this revenue center are Interest on Investments, Reimbursements, and Miscellaneous Revenue.

In the 2019/20 Budget, Other Revenues represents 0.9% of total revenue sources, an increase of $21,540. This increase is primarily due to higher interest on investments, partially offset by a decrease in billing adjustment revenue.

In the 2019/20 Budget, Other Revenues represents 0.9% of total revenue sources, an increase of $21,540.

CONTRIBUTION TO (USE OF) NET ASSETS

In the 2019/20 Budget, revenues exceed expenses by $494,160, allowing for a contribution to net assets to continue to build up water and sewer reserves.■

WATER & SEWER FUND
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	STATE & LOCAL RETURNS						
539002	State Grants	$559,609	1.09	$1,074,660	1.99	$179,880	0.33
	Total State & Local Returns	**559,609**	**1.09**	**1,074,660**	**1.99**	**179,880**	**0.33**
	CHARGES FOR SERVICES						
627531	Administrative Services - Refuse	69,100	0.13	69,100	0.13	103,460	0.19
629001	Labor Services - Roads	41,960	0.08	7,500	0.01	50,000	0.09
633001	Water Tap Fees	199,495	0.39	175,000	0.32	175,000	0.32
633002	Sewer Tap Fees	39,640	0.08	40,000	0.07	40,000	0.07
633003	Meter Charges	489,418	0.96	385,000	0.71	400,000	0.73
633004	Inspection	12,455	0.02	15,000	0.03	10,000	0.02
633005	Water & Sewer Services	89,962	0.18	70,000	0.13	60,000	0.11
633006	Hydrant Rental - Fire Department	162,950	0.32	169,530	0.31	172,920	0.32
633009	Turn-On Charge	13,728	0.03	15,000	0.03	15,000	0.03
643000	Water Services	17,978,154	35.08	19,588,000	36.20	20,632,440	37.90
644000	Collections - Sewer	29,525,311	57.62	30,790,500	56.90	30,981,380	56.92
645000	Penalties - Water & Sewer	824,659	1.61	650,000	1.20	750,000	1.38
646000	Industrial & Pollution Surcharge	577,603	1.13	625,000	1.15	400,000	0.73
	Total Charges for Services	**50,024,435**	**97.62**	**52,599,630**	**97.20**	**53,790,200**	**98.82**
	OTHER REVENUE						
665000	Interest on Investments	222,694	0.43	250,000	0.46	285,000	0.52
665445	Interest & Penalties - Tax Roll	14,882	0.03	10,000	0.02	12,000	0.02
676000	Reimbursements	265,684	0.52	41,710	0.08	36,250	0.07
677008	Unrealized Gain/Loss	(143,342)	(0.28)	0	0.00	0	0.00
685000	Miscellaneous Revenue	299,228	0.58	140,000	0.26	130,000	0.24
695000	Insurance Recovery	0	0.00	0	0.00	0	0.00
	Total Other Revenue	**659,146**	**1.29**	**441,710**	**0.82**	**463,250**	**0.85**
	Total Water & Sewer Fund	**$51,243,190**	**100.00**	**$54,116,000**	**100.00**	**$54,433,330**	**100.00**

Note: The 2017-2018 Actual Column is rounded to the nearest dollar.

WATER & SEWER FUND
EXPENDITURE SUMMARY BY ACCOUNT

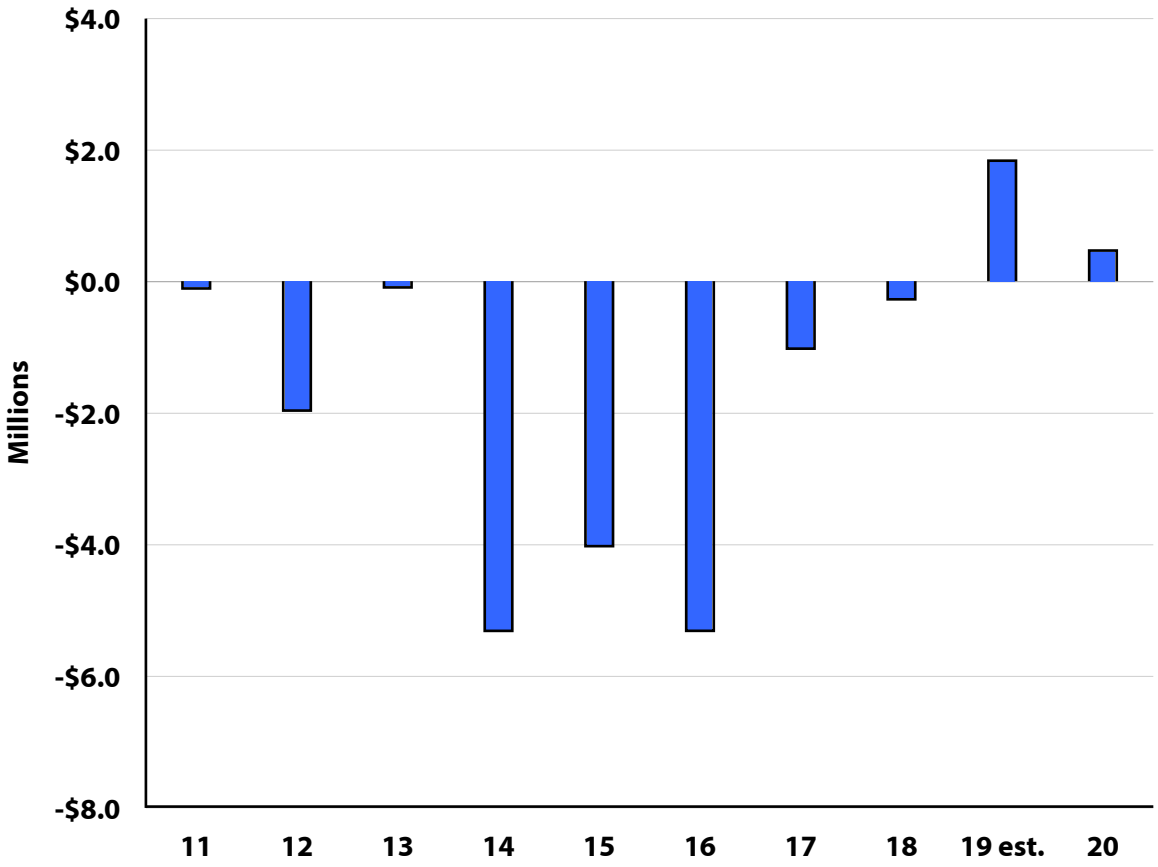
Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	PERSONNEL SERVICES						
704000	Wages & Salaries - Permanent	$1,717,947	3.10	$2,009,760	3.76	$2,166,280	4.02
704001	Sick Time Buy Back	19,762	0.04	16,950	0.03	17,520	0.03
704721	Health Insurance Allowance	12,500	0.02	18,000	0.03	18,000	0.03
705000	Wages-Salaries - Temp/Part-Time	157,349	0.28	152,920	0.29	232,710	0.43
708000	Overtime	390,781	0.70	280,000	0.52	375,000	0.70
708001	Compensation Time Buy Back	7,534	0.01	9,270	0.02	9,450	0.02
709000	Union Contract Reimbursements	8,050	0.01	8,900	0.02	9,450	0.02
710000	Longevity	41,045	0.07	48,670	0.09	50,390	0.09
715000	Clothing Allowance	6,812	0.01	7,000	0.01	7,500	0.01
717000	FICA	176,594	0.32	196,360	0.37	215,690	0.40
718000	Worker's Compensation	20,836	0.04	20,030	0.04	22,020	0.04
720000	Pension - General Emp Retirement	1,492,731	2.69	687,830	1.29	729,140	1.35
720002	Defined Contribution - Employer	14,689	0.03	18,470	0.03	25,590	0.05
720010	Employer Contribution Recovery	(10,001)	(0.02)	0	0.00	0	0.00
721000	Health Insurance	275,903	0.50	359,360	0.67	340,450	0.63
721001	Health Insurance - Retirees	452,683	0.82	614,030	1.15	629,000	1.17
721003	Retiree Health Savings - City	7,385	0.01	10,000	0.02	13,000	0.02
722000	Dental Insurance	23,763	0.04	30,970	0.06	28,080	0.05
723000	Life Insurance	4,343	0.01	5,060	0.01	5,900	0.01
724000	Eye Care Insurance	2,242	0.00	2,700	0.01	3,140	0.01
725000	Disability Insurance - Long Term	3,798	0.01	4,490	0.01	4,630	0.01
725355	Disability Insurance - Short Term	11,371	0.02	13,360	0.02	14,450	0.03
	Total Personnel Services	**4,838,117**	**8.72**	**4,514,130**	**8.44**	**4,917,390**	**9.12**
	SUPPLIES						
729000	Postage	1,651	0.00	2,100	0.00	2,100	0.00
750000	Fuels & Lubricants	43,030	0.08	42,500	0.08	44,000	0.08
751000	Operating Supplies	40,716	0.07	44,900	0.08	46,600	0.09
770000	Water Meters - Assembled	162,976	0.29	155,000	0.29	160,000	0.30
771000	Fire Hydrant Parts	14,440	0.03	23,000	0.04	23,000	0.04
772000	Tap-In Materials - Water	43,287	0.08	50,000	0.09	50,000	0.09
774000	Water Meter Parts	84,069	0.15	75,000	0.14	80,000	0.15
	Total Supplies	**390,169**	**0.70**	**392,500**	**0.73**	**405,700**	**0.75**
	OTHER CHARGES						
802000	Audit & Accounting Services	37,910	0.07	38,670	0.07	42,870	0.08
806000	Legal Services - Other	304,447	0.55	50,000	0.09	100,000	0.19
806001	Legal Services - City Attorney	6,448	0.01	2,500	0.00	4,000	0.01
807000	Medical Services	1,079	0.00	1,500	0.00	1,600	0.00
810000	Other Fees	159,590	0.29	150,500	0.28	170,500	0.32
810100	Other Fees - Paid Ref Escrow	0	0.00	0	0.00	0	0.00
824000	Water Tap Installation - Contractor	45,160	0.08	45,000	0.08	45,000	0.08
826000	Other Contracted Services	1,155,221	2.08	1,634,000	3.06	1,339,500	2.48
827000	Interfund Services	2,076,300	3.74	2,349,690	4.40	2,477,520	4.59
832000	Building Maintenance	0	0.00	1,200	0.00	1,200	0.00

WATER & SEWER FUND
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
833000	Equipment Maintenance	136,894	0.25	177,000	0.33	53,000	0.10
835000	Vehicle Maintenance	94,525	0.17	129,000	0.24	127,000	0.24
840000	Water Main Repair	1,470,022	2.65	200,000	0.37	270,000	0.50
841000	Distribution Line Repair	211,378	0.38	270,000	0.51	263,000	0.49
842000	Sewer Main Repair	37,324	0.07	100,000	0.19	100,000	0.19
903000	Printing	188	0.00	380	0.00	430	0.00
913000	Liability Insurance	135,000	0.24	135,000	0.25	200,000	0.37
915000	Other Insurance	2,460	0.00	2,460	0.00	2,460	0.00
921000	Electric	30,626	0.06	26,000	0.05	26,000	0.05
922000	Telephone	3,944	0.01	8,000	0.01	4,500	0.01
923000	Gas - Fuel - Oil	10,197	0.02	8,250	0.02	11,750	0.02
931000	Water Purchased	15,583,183	28.10	15,100,000	28.25	15,725,900	29.15
932000	Sewage Disposal Services	19,325,116	34.84	20,756,160	38.83	20,565,670	38.13
933000	Software Maintenance	0	0.00	0	0.00	149,600	0.28
934000	Industrial & Pollution Surcharge	606,258	1.09	625,000	1.17	400,000	0.74
945000	Other Rental	85,543	0.15	117,860	0.22	183,260	0.34
956000	Local Meetings	211	0.00	150	0.00	200	0.00
957000	Memberships & Dues	759	0.00	1,000	0.00	1,300	0.00
959000	Education & Training	21,017	0.04	9,200	0.02	16,850	0.03
964000	Refunds & Rebates	15,603	0.03	15,000	0.03	15,000	0.03
968000	Depreciation	6,291,307	11.34	0	0.00	0	0.00
	Total Other Charges	**47,847,710**	**86.27**	**41,984,520**	**78.54**	**42,298,110**	**78.42**
	CAPITAL OUTLAY						
979000	Computer Equipment	0	0.00	0	0.00	0	0.00
981000	Electronic Equipment	35,641	0.06	0	0.00	0	0.00
982000	Machinery & Equipment	24,123	0.04	464,200	0.87	25,000	0.05
984000	Vehicles	0	0.00	473,000	0.88	658,000	1.22
	Total Capital Outlay	**59,764**	**0.11**	**937,200**	**1.75**	**683,000**	**1.27**
	DEBT SERVICE						
992000	Principal	0	0.00	2,872,220	5.37	2,992,250	5.55
993001	Interest - Oakland-Macomb Intcpt.	647,069	1.17	530,920	0.99	503,270	0.93
993002	Interest - Macomb Interceptor	1,219,369	2.20	1,775,610	3.32	1,718,800	3.19
993003	Interest - North Gratiot Interceptor	95,364	0.17	97,110	0.18	90,850	0.17
993005	Interest - Clintondale Pump Station	365,023	0.66	350,610	0.66	329,800	0.61
	Total Debt Service	**2,326,825**	**4.20**	**5,626,470**	**10.53**	**5,634,970**	**10.45**
	Total Water & Sewer Fund	**$55,462,585**	**100.00**	**$53,454,820**	**100.00**	**$53,939,170**	**100.00**

Note: The 2017-2018 Actual Column is rounded to the nearest dollar.

Water & Sewer Net Income from Operations



This graph illustrates the net income from operations in the Water & Sewer fund. These numbers reflect the truest picture of the results of Water & Sewer fund operating performance upon which the City's water & sewer rates are established.

Revenue includes interest on investments for both the Water & Sewer Operating and Receiving funds. Expenses exclude depreciation costs and include capital outlay and principal payments.

FUNCTIONAL ORGANIZATION CHART

Water & Sewer Fund
(Public Works Department)

Water & Sewer Administration

- Administration of the department
- Provides radio contact with field crews, transmitting and receiving all radio calls through the base station
- Provides clerical support to the department
- Reviews and approves the budget submissions from all divisions of the department
- Provides security to the Public Works Facility
- Determines personnel policy in accordance with union contracts and administrative rules and regulations

Water Distribution

- Provides accurate and continuous readings of all water meters
- Maintains fire hydrants keeping them in proper functioning condition
- Responds to service request calls relating to the water distribution system
- Inspects, assists and supervises subcontractors in the repair of watermain breaks

Sewage Collection

- Maintains and inspects retention ponds
- Cleans and inspects sanitary sewers
- Responds to emergency flood conditions 24 hours a day, seven days a week
- Maintains and repairs cracks and obstructions which affect the design and flow of the sanitary sewer system

DEPARTMENT AT A GLANCE

Water & Sewer Fund

BUDGET SUMMARY

The Water & Sewer Fund increased $484,350 or 0.9%. Personnel costs increased $403,260 or 8.9% due to contractual wage adjustments and an increase to the funding for long-term liabilities of $53,000. A General Supervisor and a Laborer position were transferred from Parks & Grounds and a temporary part-time Account Clerk was added to complete required MDEQ reporting. Supplies increased $13,200 or 3.4% due to a rise in the number of replacement parts needed for water meters. Other Charges increased $313,590 primarily due to an increase in the water purchased from the Great Lakes Water Authority of 5.6% and an increase in interfund service charges and legal fees. This was offset by a decrease in sewer charges due to a lower than anticipated cost increase in the prior year.



FUNDING LEVEL SUMMARY

	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget	% Change From 18/19
Water & Sewer Admin.	$10,045,300	$10,541,000	$4,581,110	$4,751,390	3.7%
Water Distribution	19,780,450	19,622,210	18,310,860	18,757,370	2.4%
Sewage Collection	23,768,430	25,299,380	30,562,850	30,430,410	-0.4%
Total Department	$53,594,180	$55,462,590	$53,454,820	$53,939,170	0.9%
Personnel Services	$4,989,930	$4,838,110	$4,514,130	$4,917,390	8.9%
Supplies	332,020	390,170	392,500	405,700	3.4%
Other Charges	45,866,950	47,847,700	41,984,520	42,298,110	0.7%
Capital Outlay	160,900	59,790	937,200	683,000	-27.1%
Debt Service	2,244,380	2,326,820	5,626,470	5,634,970	0.2%
Total Department	$53,594,180	$55,462,590	$53,454,820	$53,939,170	0.9%

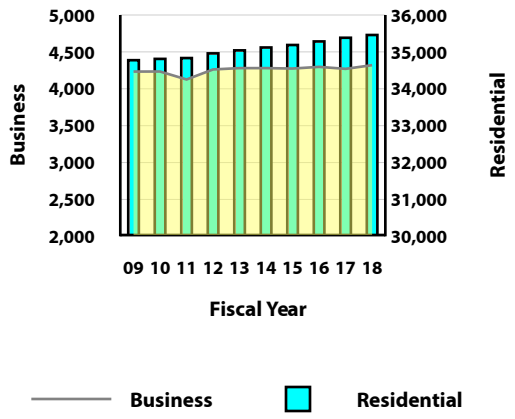
PERSONNEL SUMMARY

	2016/17		2017/18		2018/19		2019/20	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Water & Sewer Admin.	6	3	6	3	5	1	6	1
Water Distribution	9	4	10	4	11	4	12	7
Sewage Collection	13	5	14	5	16	5	16	5
Total Department	28	12	30	12	32	10	34	13

KEY FUND TRENDS

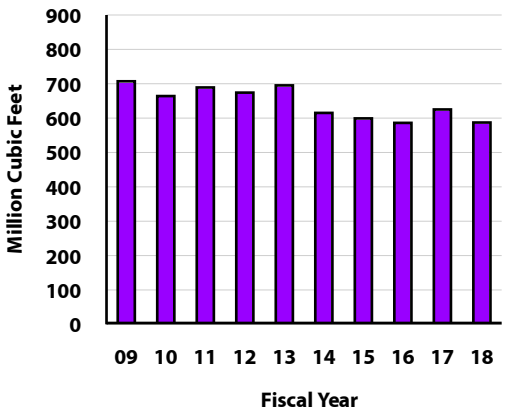
Water & Sewer Fund

Water & Sewer Customers



The number of business and residential Water & Sewer customers has increased over the past ten years due to growth and development in the City, though the rate of growth has slowed in the past several years.

Water Sold to Residents



The City has sold a fluctuating amount of water to our residents and businesses. The decrease in some years is largely a result of increased rainfall or economic conditions, which lowers the demand and use for irrigation purposes. 2017 saw an increase due to a historically dry summer. Water usage has declined since 2008.

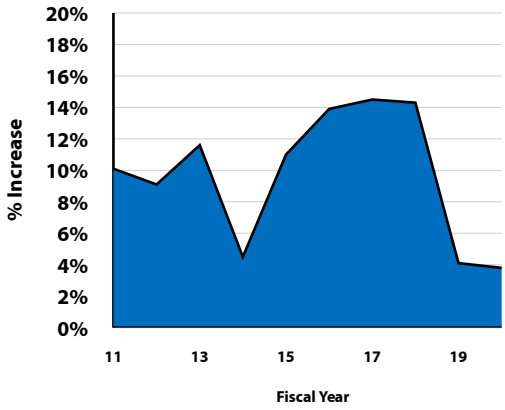
Average Macomb County Residential Monthly Water & Sewer Bill

1.	Fraser	$167
2.	Eastpointe	147
3.	St. Clair Shores	114
4.	Mount Clemens	102
5.	Shelby Township	102
6.	Clinton Township	98
7.	Utica	96
8.	Macomb Township	91
9.	Centerline	83
10.	Roseville	83
11.	**Sterling Heights**	**77**
12.	Warren	77

Rates as of 3/19 using 12,000 cf.

The City purchases its water and sewer services through the Great Lakes Water Authority. The average resident pays $77 per month for such services. This amount compares favorably to other communities in Macomb County.

Annual Water & Sewer Increase for the Average Customer



Sterling Heights purchases its water and sewage services from the Great Lakes Water Authority (GLWA) and the Macomb County Public Works office, which directly influences the rates we must charge. 100% of sewer costs and 60% of water costs are fixed and therefore do not fluctuate based on usage. After several years of high rate increases, in part due to a reduction in overall system usage, the City has been able to pass on significantly smaller rate increases the past two years. The average water & sewer bill in the City continues to rank among the lowest of our comparable communities and other Macomb County communities.

Beware of little expenses. A small leak will sink a great ship.

~ Benjamin Franklin ~

Water & Sewer Administration

MISSION STATEMENT: ***To plan, direct and coordinate the operations of the Public Works Department and provide the administrative functions appropriate and necessary to ensure the efficient and effective delivery of the best in public services to the community.***

The Water & Sewer Administration activity plans, directs, and coordinates all Water & Sewer Operations.

The staff of the Public Works Department responds to resident inquiries and service requests pertaining to all Public Works operations such as: water and sewer maintenance, snow removal, road maintenance, refuse collection, tree branch chipping, and recycling. Services provided by the entire Public Works Department are continually monitored and analyzed in an effort to not only provide the best possible service but also to provide these services in the most cost efficient manner. Reports, correspondence, and responses to residents and users concerning activities of the various divisions are provided through this activity. Specifications are developed, analyzed and prepared for the timely bidding of capital equipment, vehicles, materials, supplies, and subcontracted services.

This Division provides clerical support to the Public Works operation including preparation of specialized reports and correspondence, assistance in budget preparation, and response to resident inquiries and service requests over the telephone, via e-mail and at the counter. Staff schedules water and sewer inspections, Miss Dig stake-outs for City water and sewer lines, tree branch chipping, and tree removal and planting.

Staff has constant and immediate radio contact with field crews during regular duty hours, by transmitting and receiving all radio calls to the base station. The communication system also provides immediate 24 hour, seven day a week communication between administration, supervisors, and staff. Internal calls are evaluated and relayed to the appropriate division.

In the case of emergencies during off-duty hours, a recorded message advises callers to contact the Macomb County Dispatch Center. The DPW provides the County Dispatch Center with a list of emergency scenarios and a list of supervisors to contact for each type of emergency. In an emergency situation, appropriate personnel are contacted to respond. Examples of such emergencies include flood conditions, snow removal, tree damage due to storms, water main breaks, sanitary sewer backups, emergency vehicle repair and other emergency conditions, which require personnel to report to work on other than regular duty hours. Radio contact is maintained with field crews, messages are received and relayed, and specific field operations are recorded.■

KEY GOALS

- ***To preserve the investment made in the City's infrastructure through a continual proactive maintenance program.***
- ***To provide continual high levels of safety, convenience and health protection to the public in the use of roads, water, sewers, vehicles, equipment and refuse collection.***
- ***To establish priorities and monitor the department's performance plan and standards.***
- ***To create, develop and maintain a positive, competent, service-oriented public image.***

Did you know…
…the Department of Public Works hosts community events every spring that include paper shredding, household hazardous waste disposal and electronics recycling?

Water & Sewer Administration

2019/20 PERFORMANCE OBJECTIVES

1. To utilize the Stormwater, Asset Management, and Wastewater (SAW) Grant funding to complete the cleaning and televising of the City's sanitary infrastructure. *(City Goal 1, 2, 16)*

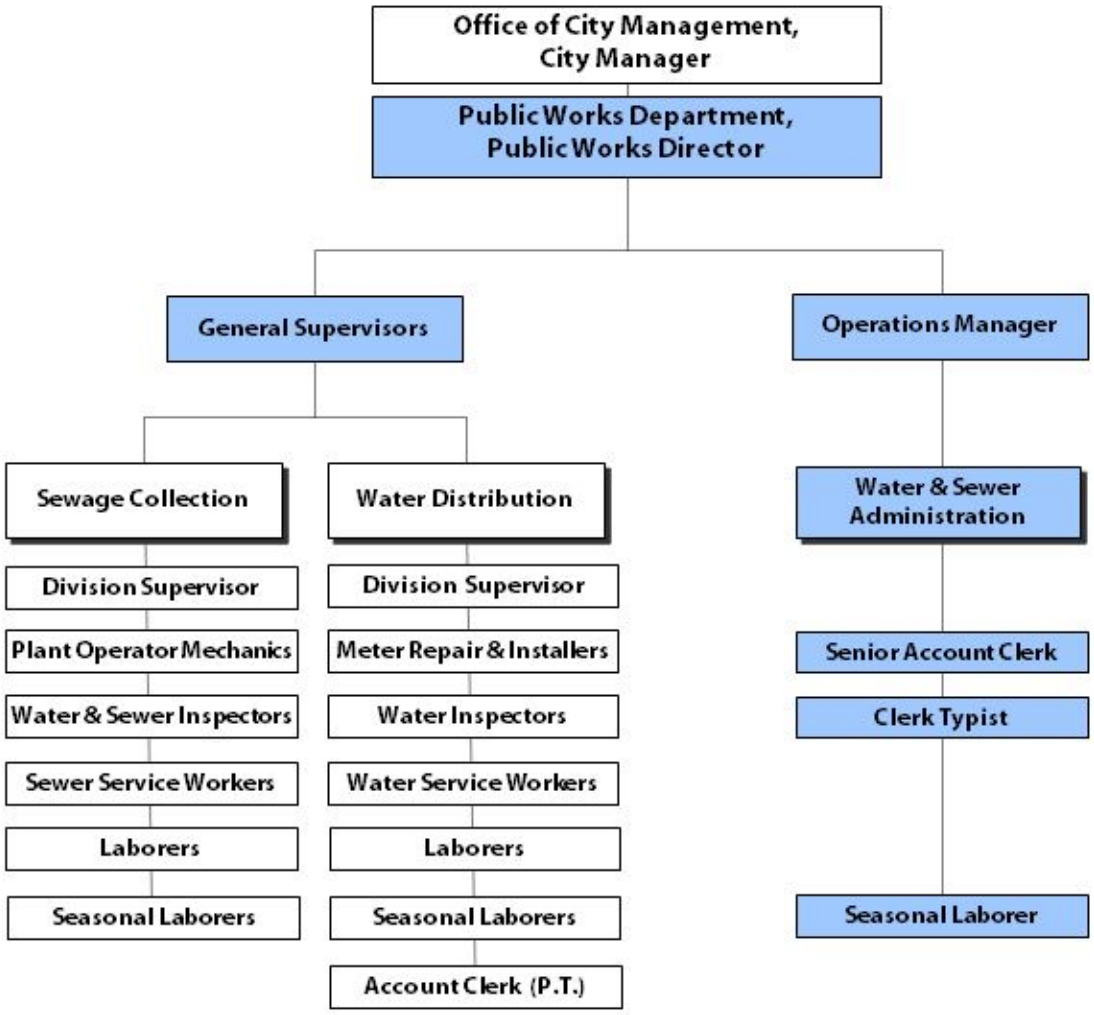
2. To perform a water & sewer rate and capital charge study to ensure that the City rate structure complies with industry standards and is sufficient to operate and maintain the system. *(City Goal 3, 8, 16, 24)*

3. To integrate newly designed workflow programs, to include Cityworks and SeeClickFix, and to research a possible new fleet management software system. *(City Goal 1, 2, 6,14, 23, 24, 25)*

4. To apply a comprehensive water metering study that incorporates new technology and maintains thorough accuracy of utility billing. *(City Goal 1, 3, 14, 16, 23)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Water & Sewer Customers	39,604	39,720	39,814	39,500	39,942	39,950
	Customer Service Requests (Cityworks, See Click Fix)	5,088	7,199	7,634	6,500	6,200	6,300
	Res. /Commercial Sanitary Sewer Tap Connections	112	96	69	90	75	80
	Residential/Commercial Water Taps	129	73	128	130	70	100
	Res./Comm. Water Meter Installations (new & repl.)	698	615	676	730	740	1,050
	Backflow Preventer Testing Compliance Letters	1,357	1,467	1,520	1,300	1,500	1,500
	Site Plans Reviewed	34	37	30	35	35	40
	Vehicles/Equipment Specifications Prepared	14	11	9	15	10	12
	Materials/Supplies/Services Specifications Prepared	26	32	43	30	40	45
	Hours of Safety Training	586	290	933	500	1,000	1,500
	Monthly Act 51 Reports Generated	12	12	12	12	12	12
	Monthly Public Works Cross-Charge Reports	12	12	12	12	12	12
	Billings Prepared for State Highway Maintenance	4	4	4	4	4	4
	Outfalls Insp./Sampled for Stormwater Discharge	38/0	60/0	60/0	60/2	60/0	60/0
	Landscape Median Mowing - Revolutions	25	28	31	26	28	26
Efficiency	Ratio of FT Employees to Workers Comp. Claims	4:1	5:1	6:1	6:1	6:1	6:1
	% Water Samples Meeting Federal/State Standards	100%	100%	100%	100%	100%	100%
	Annual Residential Water & Sewer Bill (12,000 cfs)	$683	$781	$893	$930	$924	$965
	Monthly Residential Water & Sewer Bill (12,000 cfs)	$57	$65	$74	$77	$77	$80
	City's Fixed Charge as a % of Total W&S Bill	4.9%	5.5%	5.0%	4.7%	4.8%	5.1%
	% of Outfalls Sampled with no Water Discharge	N/A	N/A	N/A	N/A	N/A	N/A

Water & Sewer Administration



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Public Works Director	1	1	1
Operations Manager	1	1	1
General Supervisor	1	1	2
Clerk Dispatcher	1	0	0
Senior Account Clerk	1	1	1
Clerk Typist	1	1	1
Seasonal Laborer (P.T.)	3	1	1
Total	9	6	7

Water & Sewer Administration

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

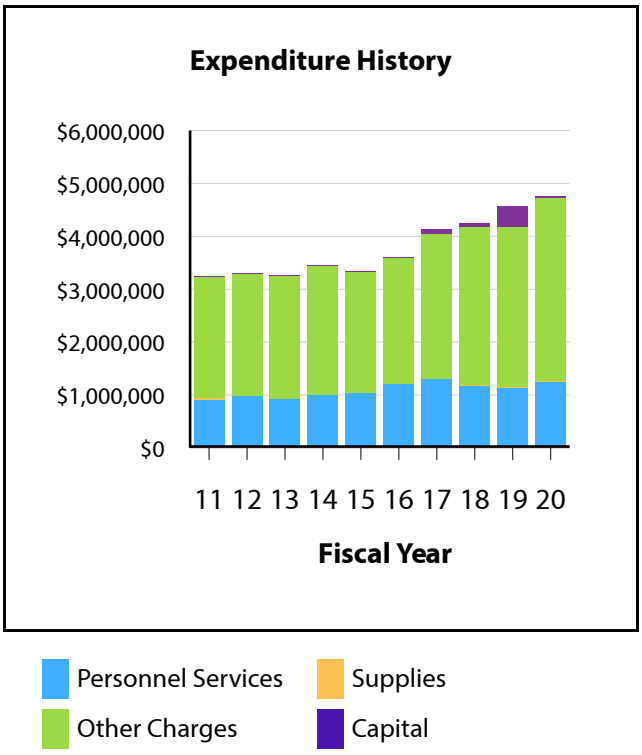
The total budget increased by 3.7%.

Personnel Services – Total Increase $113,780 or 10.0%

- $20,000 due to contractual wage adjustments
- $20,000 increase in required overtime
- $50,000 due to the transfer of one General Supervisor from Parks & Grounds
- $32,000 increase due to required funding for pension liabilities

Supplies – Total Supplies increased $600 or 6.6%. Funding for fuel and lubricants increased $500 and $100 was added for an inflationary increase in supply costs.

Other Charges – Total Other Charges increased $428,300 or 14.1%. Interfund service costs rose $127,830 based on higher General Fund administrative costs and a revised allocation of time spent on water and sewer related functions. $65,400 was added for facility rental cross-charges due to higher General Fund operational costs. The budget increased $65,000 for liability insurance premiums due to recent higher claim activity. $50,000 was added for legal services due to greater activity in recent years. Credit card fees rose $20,000 based on higher usage. Software maintenance fees increased $12,900 for the Cityworks annual support agreements. Contracted services increased $125,000 to fund a Water & Sewer Rate and Capital Charge study. The increase was offset by a decrease of $41,000, as the rodent control program was assigned to Neighborhood Services.



Capital – Total Capital of $23,000 is budgeted for an all-wheel drive Utility Vehicle to be used by the Operations Manager. This vehicle will replace a 2006 vehicle with over 150,000 miles.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$1,180,896	$1,141,980	$1,152,320	$1,255,760	$1,255,760
Supplies	8,558	9,100	9,500	9,700	9,700
Other Charges	9,291,776	3,034,630	3,104,850	3,462,930	3,462,930
Capital Outlay	59,764	395,400	1,350	23,000	23,000
Total	$10,540,994	$4,581,110	$4,268,020	$4,751,390	$4,751,390

Water Distribution

MISSION STATEMENT: ***To provide a clean, reliable and reasonably priced water supply to our residents and corporate customers.***

The Water Distribution Division ensures the accurate and continuous reading of residential, commercial, and industrial water meters, and the maintenance and service of water meters.

Personnel respond promptly to numerous service request calls regarding the water distribution system in order to assist the residential and business community.

Over 7,000 fire hydrants are maintained to ensure that they are properly functioning. The economical and efficient maintenance and repair of the water distribution system is of utmost concern.

Inspections and reinspections are conducted at approximately 1,300 commercial and industrial establishments each year. Citations are issued to those in violation of City ordinance and/or State rules and regulations. Residents' water shut-off boxes are checked and repaired if necessary. City-owned gatewells, valves, and meter pits are inspected for repairs, cleaning, and electrical functioning. This Division also inspects and repairs water services, damaged water shut-offs, leaking curb stop boxes as well as supervises and assists subcontractors in water main break repairs. Approximately 6,000 service request calls are responded to annually.

An inventory is maintained of all materials used in the operation of the Water Distribution program. The upkeep of the divisional garage area, storage area, and meter shop, as well as the operator/driver maintenance of vehicles and equipment is performed.

Residential water meters for approximately 36,000 customers are read quarterly. Commercial and industrial water meters for nearly 4,500 customers are all read on a monthly basis via a fixed network radio meter reading system, which is able to pick up the transmission of water meter readings and transmit the readings to a central computer. Personnel read and perform rechecks as requested by homeowners and customers to check for high, low, or questionable reads. All new or replacement water meters are tested for accuracy prior to installation to ensure that high volume users are billed correctly. One-half of all compound water meters are tested and repaired annually.■

KEY GOALS

- ***To provide efficient and economical maintenance and repair of the water distribution system.***
- ***To ensure accurate and continuous reading of residential, commercial and industrial water meters.***
- ***To maintain all fire hydrants in a properly functioning condition to support fire fighting throughout the City.***
- ***To inspect commercial/industrial establishments for cross connections and proper backflow prevention in order to protect the water system from contamination.***
- ***To review construction plans for future development of the water system and inspect new connections for proper installation.***

Did you know…
…that three Water Division Meter Readers manually obtain over 125,000 meter reads annually?

Water Distribution

2019/20 PERFORMANCE OBJECTIVES

1. To replace 20 aging compound meters in use by critical consumers (medical facilities, schools, and the largest consumers). *(City Goal 1, 16)*

2. To perform lead and copper testing on 50 homes throughout the City per MDEQ requirements. *(City Goal 1, 7 16)*

3. To replace 500 aging residential water meters. *(City Goal 1, 16)*

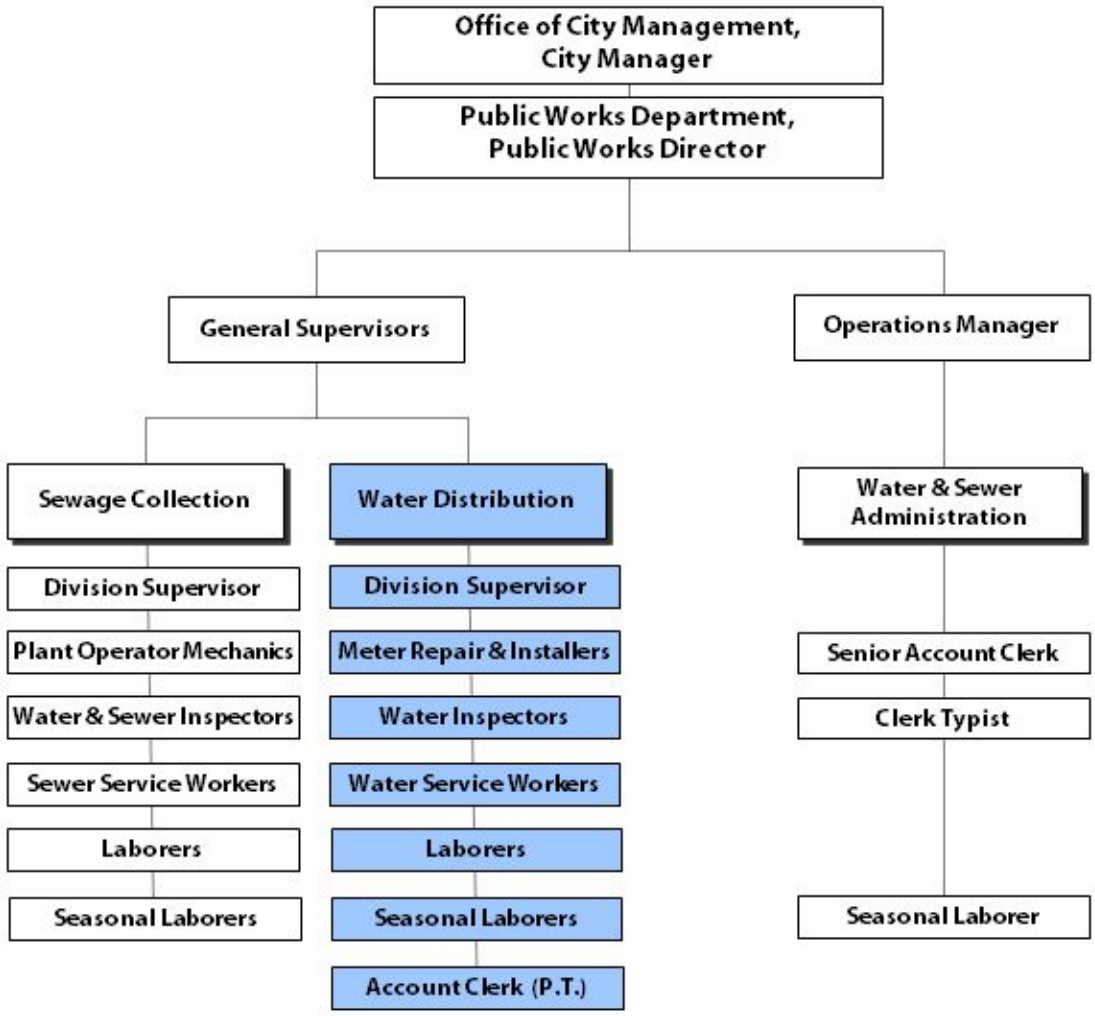
4. To utilize Cityworks Software to track the department's inventory and personnel hours. *(City Goals 1, 2, 16, 23)*

5. To continue best maintenance practices of hydrant flushing and valve maintenance. *(City Goal 1, 16)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Miles of Water Mains in City	667	667	667	667	667	667
	Citizen Inq./Service Req. Responded To	4,672	4,311	4,100	5,000	5,445	5,500
	Water Meter Manual Reads - Res. & Comm.	133,164	130,992	126,808	122,000	125,000	125,000
	Water Meter Automated Reads - Res. & Comm.	69,615	71,381	105,611	108,000	109,000	110,000
	Water Main Breaks	100	108	76	135	125	125
	Miss Dig Stakeouts of Utilities Performed	8,459	7,021	7,873	9,000	10,900	11,000
	Water Meters Installed - Res./Comm. (new)	80/34	78/23	52/44	100/30	60/30	100/100
	Water Meters Replaced	584	514	580	600	650	850
	Water Taps Installed - Residential/Commercial	90/39	49/24	88/40	110/20	50/20	75/25
	Cross Connection Inspections/Reinspections	300	196	162	300	140	175
	Compound Meters Tested	75	49	50	150	150	150
	Gatewells Inspected	275	318	301	250	300	350
	Businesses Monitored - Backflow Compliance	1,357	1,467	1,520	1,300	1,500	1,500
	Fire Hydrants Replaced	6	9	13	20	22	25
	Fire Hydrants Painted	150	558	582	700	700	700
Efficiency & Effectiveness	% of Emergency Calls Responded to w/i 1 Hr.	99%	99%	99%	99%	99%	99%
	% of Miss Dig Stakeouts Completed w/i 48 hrs.	99%	99%	50%	99%	50%	50%
	Avg. Time to Complete Emg. Main Repairs (Hrs.)	3.8	3.8	4.0	4.0	4.0	4.0
	Miles of Water Main Maint. per FT Employee	74.1	74.0	66.7	60.6	60.6	55.6
	Water Meter Manual Reads per Reader	53,266	52,397	50,723	50,000	50,000	50,000
	Water Purchased from GLWA (1,000 cubic feet)	636,215	615,045	580,053	620,000	610,000	610,000
	Cost of 1,000 Cubic Feet of Water from GLWA	$9.45*	$10.05*	$10.35*	$9.86*	$9.79*	$10.43*
	GLWA Water Fixed Charge	$8,648,200	$9,298,800	$9,567,600	$8,983,200	$8,920,800	$9,363,600
	Water Fixed Charge as a % of Total Costs	58.9%	60.1%	61.4%	59.5%	59.9%	59.5%

**Does not include fixed water costs.*

Water Distribution



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Division Supervisor	0	1	1
Maintenance Supervisor	1	0	0
Water Inspector	2	2	2
Water Service Worker	5	5	5
Meter Repair/Installer	2	2	2
Laborer	0	1	2
Account Clerk (P.T.)	0	0	1
Seasonal Laborer (P.T.)	4	4	6
Total	14	15	19

Water Distribution

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

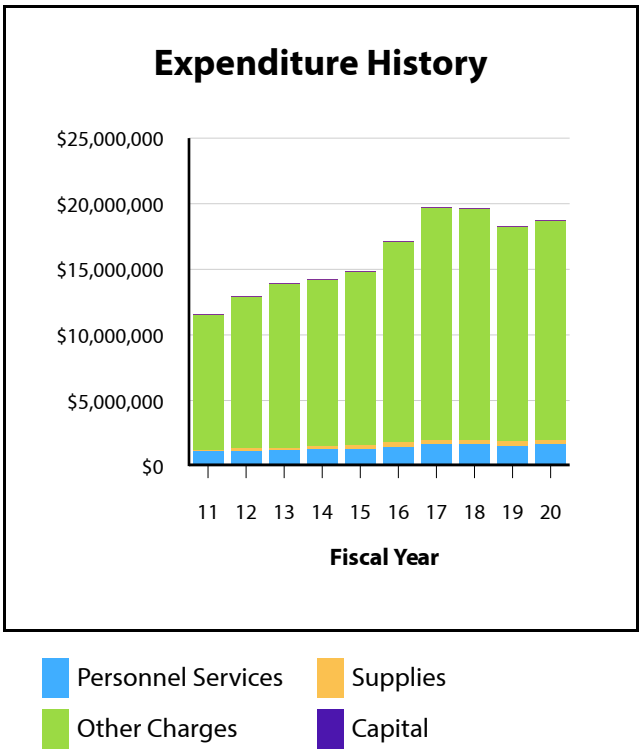
The total budget increased by 2.4%.

Personnel Services – Total Increase $116,880 or 7.5%

- $25,000 due to contractual wage adjustments
- $41,000 due to the addition of a temporary part-time account clerk for required MDEQ reporting and summer seasonal staff to paint fire hydrants
- $43,000 due to the transfer of one Laborer position from Parks & Grounds
- $10,000 due to required funding for pension liabilities
- $25,000 increase in overtime, offset by:
- $27,000 savings in health care due to changes in coverages and an increase in employee cost share

Supplies – Total Supplies increased $11,500 or 3.4%. Funding increased $10,000 for water meters and replacement parts based on the current year's estimated expenditure usage. $1,000 was added for additional protective gear and small hand tools that need to be replenished.

Other Charges – Total Other Charges increased $316,130 or 1.9%. The cost of water purchased from the GLWA increased $625,900 due to a 4.9% increase in fixed and variable charges. $70,000 was added for the cost to replace 25 of the City's aging hydrants that are deteriorating. Contracted services decreased $373,500 primarily due to the one-time cost to develop a Water Asset Management Plan in the prior year. Distribution line repair costs decreased $10,000, as fewer repairs have been needed.



Capital – Total Capital of $65,000 is proposed for a one-ton Utility Truck to replace a 16-year old vehicle that is used by water service workers when maintaining and repairing the water system.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$1,695,694	$1,558,530	$1,564,520	$1,675,410	$1,675,410
Supplies	335,923	338,000	347,000	349,500	349,500
Other Charges	17,590,594	16,351,330	15,744,110	16,667,460	16,667,460
Capital Outlay	0	63,000	59,600	65,000	65,000
Total	$19,622,211	$18,310,860	$17,715,230	$18,757,370	$18,757,370

Sewage Collection

MISSION STATEMENT: ***To maintain the sanitary and storm sewer systems to ensure that they are properly functioning in accordance with designed capacities.***

The Sewage Collection Division is responsible for maintaining designed sewerage flows through maintenance of the City-owned sanitary and storm sewer systems to ensure proper functioning.

Staff conducts thorough and responsible sewer and utility inspections. Crews of this Division continually repair and restore damaged utility structures, sewer lines, and replace the concrete required by these repairs. Included among the duties of this Division is the maintenance of retention ponds to assure proper functioning for the temporary retention of storm water drainage.

A three-year preventative maintenance program cleans a third of the sanitary system each year. Specific trouble spots in the sanitary sewer system are cleaned on a quarterly basis to avoid unnecessary problems. Debris is removed from the system to prevent blockages. Cracked or broken pipes, roots or other problems are located and resolved.

This Division responds to calls regarding sewer back-ups and/or blockages. Blockages are investigated, located, and relieved through sewer cleaning. If internal plumbing problems or sump pump malfunction is the cause, advice and assistance is provided. Residential and commercial sewer tap installations and utility structures (sanitary manholes, storm manholes, and gatewells) are inspected prior to the issuance of final occupancy permits.

Sanitary, water, and storm structures are rebuilt or repaired on a priority basis. Repairs to sanitary and storm sewers are initiated as required. Sewage Collection personnel also resod or reseed areas due to utility structure repair, water main breaks, and snow/ice control activities.

Emergency flooding conditions are responded to 24 hours a day, seven days a week. Known sanitary sewer system and lift station problem areas are checked for surcharging and proper operation during heavy rainfall.

KEY GOALS

- ***To provide a systematic preventative maintenance sanitary sewer cleaning program to prevent sewer blockages.***
- ***To provide efficient and economical maintenance, repair and restoration of the City's sanitary and storm sewer systems.***
- ***To provide an efficient, competent and responsible sewer connection and utility inspection program.***
- ***To ensure safe, well maintained, functioning storm water retention basins for temporary detention of storm water run-off without damaging our stream ecology while preventing street and basement flooding.***
- ***To minimize infiltration into the sanitary sewer system through inspection and an ongoing rehabilitation program.***

Sanitary sewer pumping stations are inspected three times per week. All retention pond sites both privately and City-owned are inspected monthly for proper operation, hazardous conditions and appearance. Grass and weeds in retention ponds are cut and trimmed on a scheduled basis. The City's retention pond wet wells are cleaned annually by removing sand and sediment. This Division also performs bank stabilization, erosion, and fence repairs.■

Did you know…
…the Sewer Department received a Federal Grant to clean and televise large diameter sanitary sewer mains in the City, which will allow the Sewer Department to determine the condition of the sanitary sewer system?

Sewage Collection

2019/20 PERFORMANCE OBJECTIVES

1. To complete 125 utility structure repairs. *(City Goal 1, 16)*

2. To increase staff training for grease trap inspections, sewer jet truck safety and operations, Pipeline Assessment Certification Program (PACP), Lateral Assessment Certification Program (LACP), and Manhole Assessment Certification Program (MACP). *(City Goal 2, 3)*

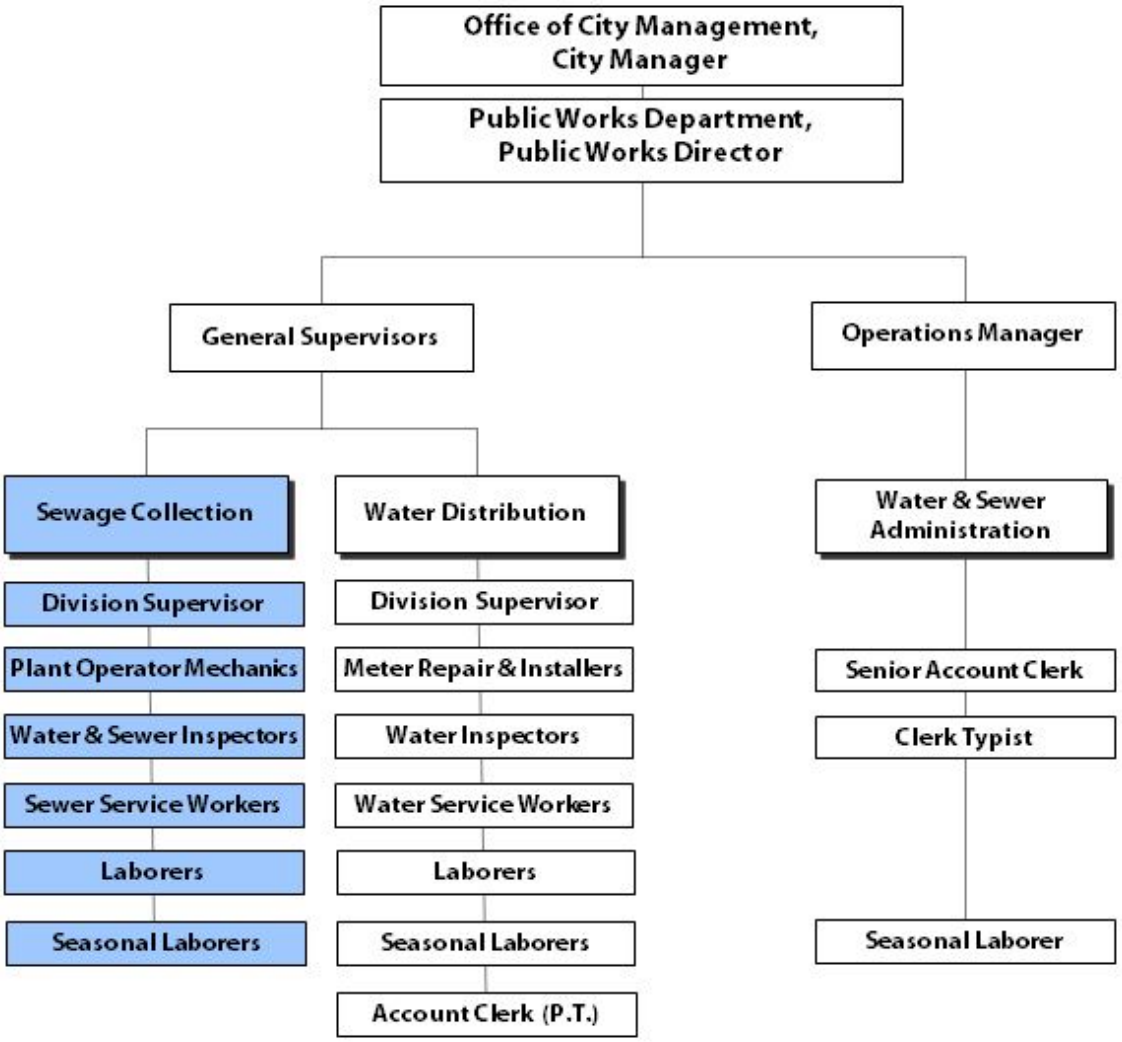
3. To utilize a newly purchased closed-circuit television (CCTV) truck to increase the number of sewer and storm lines televised in the City. (City Goal 1, 16)

4. To inspect all City owned retention ponds and establish a list of repairs for future capital improvement projects. (City Goal 1, 16, 18)

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Miles of Sanitary Sewers in City	476	477	475	476	475	475
	Sewer Inquiries Received & Resolved	1,481	2,466	5,471	5,000	5,500	5,800
	Sewer Inspections	324	295	272	300	270	290
	Water Inspections	105	96	59	80	50	55
	Certificate of Occupancy Inspections	99	80	119	100	200	200
	Sanitary Sewer Cleaned - Feet	621,886	666,617	600,186	600,000	600,000	875,000
	Utility Structures Restored	130	159	228	200	195	200
	Flags of Sidewalk Replaced	40	65	76	50	70	70
	Sections of Street/Approaches Replaced	105/12	118/39	416/80	300/75	275/50	275/50
	Sod Replaced - Yards	389	0	1,200	0	90	90
	Retention Basin Inspections Performed	450	450	1,073	1,000	800	800
	Retention Basin Wet Wells Cleaned	2	1	9	15	15	15
	Grease Trap Program Inspections	166	24	160	100	150	300
Efficiency & Effectiveness	Sewer Main Blockages	24	56	20	15	25	15
	% of Emergencies Responded to within 45 Minutes	100%	100%	100%	100%	100%	100%
	% of Trouble Mains Cleaned a Minimum of 4 Times	100%	100%	100%	100%	100%	100%
	Miles of Sanitary Sewer Maintained per FT Employee	39.7	36.7	33.9	34.1	29.7	29.7
	Sewage Fixed Charge as a % of Total Costs	100%	100%	100%	100%	100%	100%
	Highland Park Bad Debt Adjustment*	$737,579	$190,400	$133,360	$280,940	$280,940	$157,485

**Prior to fiscal year 2016/17, this was a sewage disposal system look-back adjustment charge.*

Sewage Collection



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Division Supervisor	0	1	1
Maintenance Supervisor	1	0	0
Plant Operator/Mechanic	2	2	2
Sewer Service Worker (Clean)	2	2	2
Water/Sewage Inspector	3	3	3
Sewer Service Worker (Maint.)	1	1	1
Laborer	5	7	7
Seasonal Laborer (P.T.)	5	5	5
Total	19	21	21

Sewage Collection

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 0.4%.

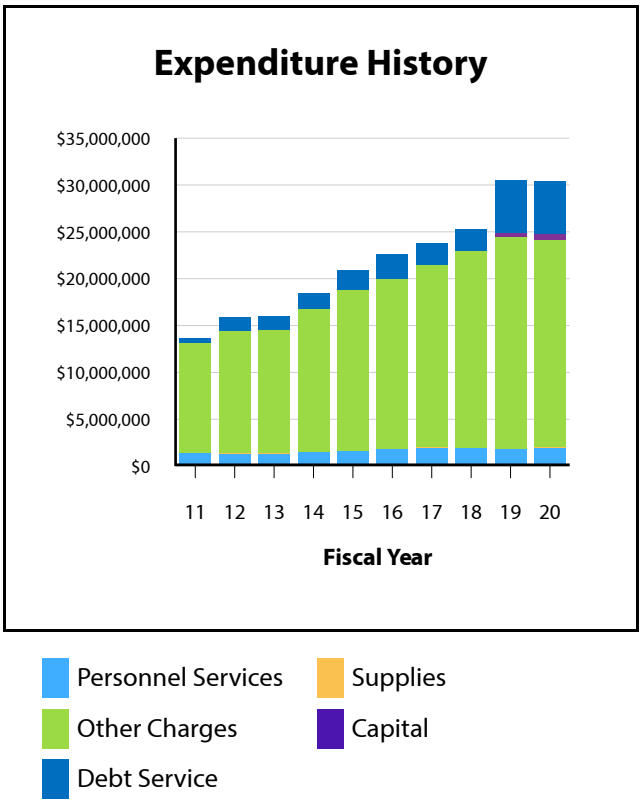
Personnel Services – Total Increase $172,600 or 9.5%

- $96,000 due to contractual wage adjustments
- $11,000 due to required funding for pension liabilities
- $50,000 due to increase in required overtime
- $15,000 due to an increase in the labor rate and hours for seasonal employees

Supplies – Total Supplies increased $1,100 or 2.4% for additional personal protective gear and small hand tools. Fuel costs also increased slightly.

Other Charges – Total Other Charges decreased $430,840 or 1.9%. Sewage disposal costs are estimated to decrease $190,490 or 0.9%, as Macomb's actual fixed sewage charge increase last year was lower than anticipated. Industrial waste control charges that are passed through to non-residential customers decreased by $225,000. $31,000 was reallocated to the Public Works division for retention pond maintenance. $7,400 was added for staff education, including Pipeline, Chainsaw, and Confined Space training.

Capital – Total Capital of $595,000 is proposed. $25,000 is for a SCADA Equipment Monitoring System for sanitary lift stations. A Utility Build Truck is funded for $160,000 to replace a 19-year old crane truck used to repair utility structures. $150,000 is for a Flat Bed Dump Truck and $260,000 is for a Tandem Axle Dump Truck with plow, both to replace old vehicles used by maintenance crews.



Debt Service – Total Debt Service increased $8,500 or 0.2% to cover the City's share of the District's sewer rehabilitation payments.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$1,961,528	$1,813,620	$1,896,460	$1,986,220	$1,986,220
Supplies	45,688	45,400	47,000	46,500	46,500
Other Charges	20,965,338	22,598,560	21,409,420	22,167,720	22,167,720
Capital Outlay	0	478,800	508,520	595,000	595,000
Debt Service	2,326,825	5,626,470	5,626,580	5,634,970	5,634,970
Total	$25,299,379	$30,562,850	$29,487,980	$30,430,410	$30,430,410

Special Revenue Funds



Special Revenue Funds are used to detail transactions in which the funding source is legally restricted to be spent for specific purposes. Included in this section are Major and Local Roads, Economic Development Corporation, Community Development Block Grant, Parks & Recreation, Brownfield Redevelopment Authority, Local Development Finance Authority, Corridor Improvement Authority, Land & Water Conservation Fund, Indigent Defense Fund and Public Safety Forfeiture Fund.

SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
MAJOR ROAD FUND					
REVENUES					
Federal & State Grants	$340,420	$811,020	$0	$1,390,570	**$0**
Gas & Weight Tax	6,755,600	8,095,040	8,174,710	8,709,690	**9,399,890**
Metro Act	286,080	288,070	275,000	288,000	**290,000**
Other Revenue	179,640	347,920	186,000	350,000	**360,000**
Transfer from General Fund	500,000	1,000,000	7,000,000	7,500,000	**1,000,000**
Total Revenues	**8,061,740**	**10,542,050**	**15,635,710**	**18,238,260**	**11,049,890**
EXPENDITURES					
Administration	107,730	162,190	131,120	131,120	**131,240**
Major Street Maintenance	2,068,710	2,684,110	2,421,000	2,473,730	**2,559,850**
Major Street Improvements	3,146,370	4,077,070	13,895,680	14,106,600	**7,310,000**
Transfer to Local Road Fund	1,000,000	0	0	0	**0**
Tfr. to Road Bond Debt Fund	1,925,240	2,000,000	2,500,000	2,500,000	**3,100,190**
Total Expenditures	**8,248,050**	**8,923,370**	**18,947,800**	**19,211,450**	**13,101,280**
Excess of Revenues Over (Under) Expenditures	**(186,310)**	**1,618,680**	**(3,312,090)**	**(973,190)**	**(2,051,390)**
Beginning Fund Balance	**3,731,640**	**3,545,330**	**5,164,010**	**5,164,010**	**4,190,820**
Ending Fund Balance	**$3,545,330**	**$5,164,010**	**$1,851,920**	**$4,190,820**	**$2,139,430**
LOCAL ROAD FUND					
REVENUES					
Property Taxes	$3,201,820	$3,258,920	$3,365,190	$3,352,330	**$3,493,930**
Federal Grants	0	59,200	13,500	13,500	**0**
Gas & Weight Tax	2,504,480	3,002,240	3,023,520	3,225,530	**3,476,670**
Metro Act	105,810	106,820	100,000	105,000	**105,000**
Personal Property Tax Reimb.	0	0	0	252,590	**239,500**
Charges for Services	43,150	46,740	50,000	65,000	**45,000**
Other Revenue	42,630	55,390	40,860	45,850	**50,710**
Transfer from General Fund	400,000	500,000	0	500,000	**0**
Transfer from Major Road Fund	1,000,000	0	0	0	**0**
Total Revenues	**7,297,890**	**7,029,310**	**6,593,070**	**7,559,800**	**7,410,810**
EXPENDITURES					
Administration	131,130	154,760	152,070	140,070	**140,080**
Local Street Maintenance	1,754,610	2,070,310	2,356,000	2,008,530	**2,315,000**
Local Street Improvements	3,061,130	6,972,810	4,021,240	4,101,840	**6,775,000**
Total Expenditures	**4,946,870**	**9,197,880**	**6,529,310**	**6,250,440**	**9,230,080**
Excess of Revenues Over (Under) Expenditures	**2,351,020**	**(2,168,570)**	**63,760**	**1,309,360**	**(1,819,270)**
Beginning Fund Balance	**1,111,140**	**3,462,160**	**1,293,590**	**1,293,590**	**2,602,950**
Ending Fund Balance	**$3,462,160**	**$1,293,590**	**$1,357,350**	**$2,602,950**	**$783,680**

SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
LAND & WATER FUND					
REVENUES					
Other Revenue	$85,230	$6,790	$43,290	$43,290	**$3,000**
Transfer from General Fund	240,000	0	0	0	**0**
Total Revenues	**325,230**	**6,790**	**43,290**	**43,290**	**3,000**
EXPENDITURES					
Land Acquisition & Improve.	574,250	190,770	56,340	76,340	**0**
Total Expenditures	**574,250**	**190,770**	**56,340**	**76,340**	**0**
Rev. Over (Under) Expend.	**(249,020)**	**(183,980)**	**(13,050)**	**(33,050)**	**3,000**
Beginning Fund Balance	**623,440**	**374,420**	**190,440**	**190,440**	**157,390**
Ending Fund Balance	**$374,420**	**$190,440**	**$177,390**	**$157,390**	**$160,390**
PARKS & RECREATION FUND					
REVENUES					
Property Taxes	$0	$3,965,700	$4,050,770	$4,038,860	**$4,265,740**
Federal/State/Local Returns	0	315,330	519,280	619,280	**503,600**
Charges for Services	0	554,100	578,310	700,700	**752,540**
Other Revenue	42,100	433,570	385,500	480,440	**382,200**
Transfer from General Fund	44,998,870	1,247,460	1,943,460	2,400,000	**2,800,000**
Total Revenues	**45,040,970**	**6,516,160**	**7,477,320**	**8,239,280**	**8,704,080**
EXPENDITURES					
Personnel Services	0	1,784,580	2,291,150	2,313,280	**2,592,400**
Supplies	0	107,420	162,700	157,680	**165,430**
Other Charges	500	525,540	1,182,370	1,380,920	**1,992,430**
Capital Outlay	3,123,100	16,798,450	20,858,810	18,397,760	**10,033,250**
Debt Service	0	3,003,520	3,001,090	3,001,090	**3,001,590**
Total Expenditures	**3,123,600**	**22,219,510**	**27,496,120**	**25,250,730**	**17,785,100**
Rev. Over (Under) Expend.	**41,917,370**	**(15,703,350)**	**(20,018,800)**	**(17,011,450)**	**(9,081,020)**
Beginning Fund Balance	**0**	**41,917,370**	**26,214,020**	**26,214,020**	**9,202,570**
Ending Fund Balance	**$41,917,370**	**$26,214,020**	**$6,195,220**	**$9,202,570**	**$121,550**
PUBLIC SAFETY FORF. FUND					
REVENUES					
Federal Forfeitures & Income	$193,010	$496,450	$72,670	$117,640	**$0**
Treasury Forfeitures & Income	24,350	3,800	0	0	**0**
State Forfeitures & Income	150,670	120,980	199,040	232,700	**2,000**
OWI Forfeitures	14,660	7,650	900	4,050	**0**
Gambling Forfeitures	920	2,920	80	80	**0**
Act 302 Training Funds	27,830	26,350	27,800	26,350	**26,350**
Other Revenue	3,920	9,170	5,900	12,500	**13,500**
Total Revenue	**415,360**	**667,320**	**306,390**	**393,320**	**41,850**
EXPENDITURES					
Federal Forfeiture Expenditures	97,990	394,620	355,370	279,250	**99,300**
Treasury Forf. Expenditures	26,930	21,190	0	0	**0**
State Forfeiture Expenditures	19,330	51,770	115,310	113,050	**302,010**
Gambling Forf. Expenditures	2,840	420	0	0	**0**
OWI Forfeiture Expenditures	6,320	8,040	13,840	11,340	**11,000**
Act 302 Training Funds	27,600	30,540	30,800	30,800	**30,800**
Total Expenditures	**181,010**	**506,580**	**515,320**	**434,440**	**443,110**
Rev. Over (Under) Expend.	**234,350**	**160,740**	**(208,930)**	**(41,120)**	**(401,260)**
Beginning Fund Balance	**333,100**	**567,450**	**728,190**	**728,190**	**687,070**
Ending Fund Balance	**$567,450**	**$728,190**	**$519,260**	**$687,070**	**$285,810**

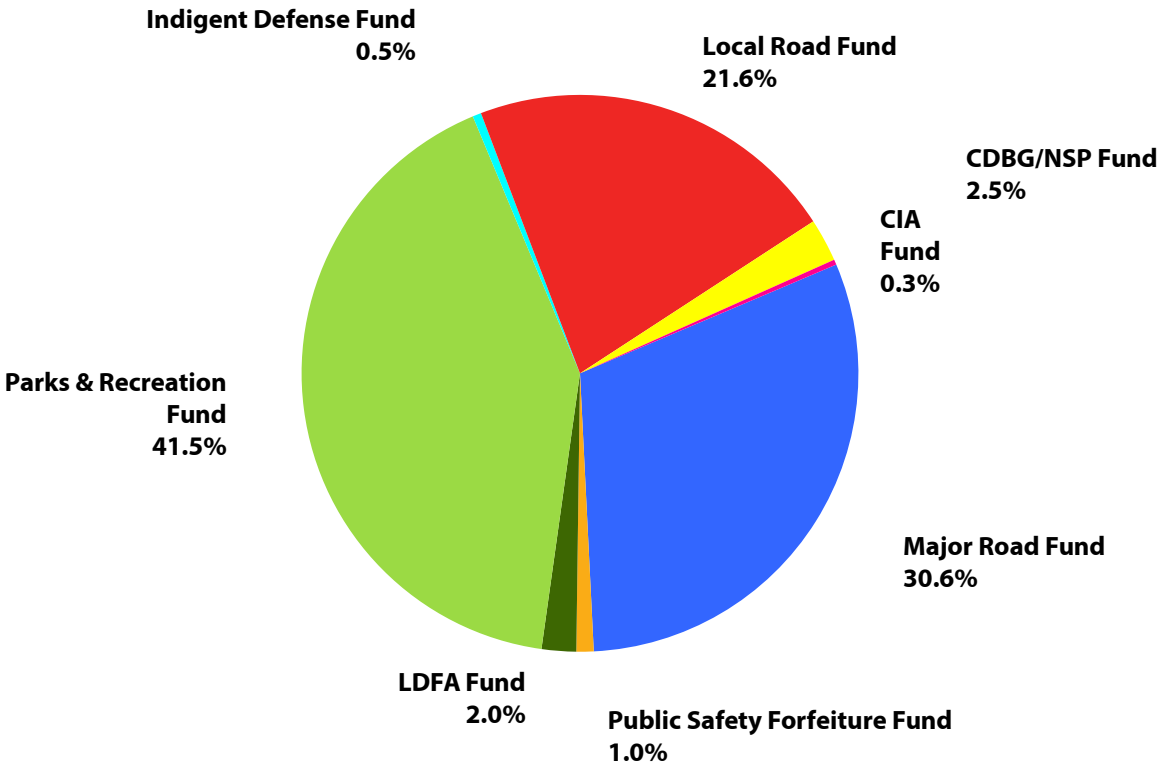
SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
COMM. DEV. BLOCK GR. FUND					
REVENUES					
Federal Grants	$523,010	$1,044,670	$936,930	$923,690	**$936,930**
Revenue Direct Loans	83,770	64,150	25,000	106,550	**100,000**
Total Revenues	**606,780**	**1,108,820**	**961,930**	**1,030,240**	**1,036,930**
EXPENDITURES					
Community Development	606,780	1,108,820	961,930	1,030,240	**1,036,930**
Total Expenditures	**606,780**	**1,108,820**	**961,930**	**1,030,240**	**1,036,930**
Rev. Over (Under) Expend.	**0**	**0**	**0**	**0**	**0**
Beginning Fund Balance	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**
INDIGENT DEFENSE FUND					
REVENUES					
State Grants	$0	$0	$241,230	$157,580	**$230,590**
Charges for Services	0	0	31,900	0	**0**
Interest on Investments	0	0	0	600	**1,000**
Total Revenues	**0**	**0**	**273,130**	**158,180**	**231,590**
EXPENDITURES					
Supplies	0	0	3,060	3,000	3,000
Other Charges	0	0	229,190	113,700	229,190
Capital Outlay	0	0	40,880	40,880	0
Total Expenditures	**0**	**0**	**273,130**	**157,580**	**232,190**
Rev. Over (Under) Expend.	**0**	**0**	**0**	**600**	**(600)**
Beginning Fund Balance	**0**	**0**	**0**	**0**	**600**
Ending Fund Balance	**$0**	**$0**	**$0**	**$600**	**$0**
NEIGHBORHOOD STABILIZATION FUND					
REVENUES					
Federal Grants	$11,260	$2,970	$11,940	$10,140	**$37,000**
Total Revenues	**11,260**	**2,970**	**11,940**	**10,140**	**37,000**
EXPENDITURES					
Administration Costs	11,260	2,970	11,940	10,140	**37,000**
Total Expenditures	**11,260**	**2,970**	**11,940**	**10,140**	**37,000**
Rev. Over (Under) Expend.	**0**	**0**	**0**	**0**	**0**
Beginning Fund Balance	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**
CORR. IMPROVE. AUTH. FUND					
REVENUES					
Property Taxes	$22,100	$44,300	$116,150	$108,200	**$243,270**
Federal/State/Local Returns	0	160,000	0	0	**200,000**
Other Revenue	380	450	800	600	**700**
Proceeds Long-Term Debt	160,000	0	0	0	**0**
Total Revenues	**182,480**	**204,750**	**116,950**	**108,800**	**443,970**
EXPENDITURES					
Other Charges	950	0	0	0	**0**
Capital Outlay	0	0	30,000	88,000	**110,000**
Debt Service	0	159,000	0	0	**0**
Total Expenditures	**950**	**159,000**	**30,000**	**88,000**	**110,000**
Rev. Over (Under) Expend.	**181,530**	**45,750**	**86,950**	**20,800**	**333,970**
Beginning Fund Balance	**64,310**	**245,840**	**291,590**	**291,590**	**312,390**
Ending Fund Balance	**$245,840**	**$291,590**	**$378,540**	**$312,390**	**$646,360**

SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
ECONOMIC DEVELOPMENT CORPORATION FUND					
REVENUES					
Funding from General Gov't	$300,000	$140,000	$300,000	$300,000	**$0**
Other Revenue	5,800	2,290	2,000	7,750	**0**
Total Revenues	**305,800**	**142,290**	**302,000**	**307,750**	**0**
EXPENDITURES					
Other Charges	0	23,620	127,610	127,610	**0**
Transfer to LDFA Fund	900,000	0	0	0	**0**
Total Expenditures	**900,000**	**23,620**	**127,610**	**127,610**	**0**
Excess of Revenues Over (Under) Expenditures	**(594,200)**	**118,670**	**174,390**	**180,140**	**0**
Beginning Fund Balance	**615,680**	**21,480**	**140,150**	**140,150**	**320,290**
Ending Fund Balance	**$21,480**	**$140,150**	**$314,540**	**$320,290**	**$320,290**
BROWNFIELD REDEVELOPMENT AUTHORITY FUND					
REVENUES					
Property Taxes - TIF	$87,090	$84,250	$0	$0	**$236,890**
Other Revenue	4,350	2,900	0	0	**0**
Total Revenues	**91,440**	**87,150**	**0**	**0**	**236,890**
EXPENDITURES					
Other Charges	536,830	87,150	0	0	**0**
Total Expenditures	**536,830**	**87,150**	**0**	**0**	**0**
Excess of Revenues Over (Under) Expenditures	**(445,390)**	**0**	**0**	**0**	**236,890**
Beginning Fund Balance	**445,390**	**0**	**0**	**0**	**0**
Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$236,890**
LOCAL DEVELOPMENT FINANCE AUTHORITY FUND					
REVENUES					
LDFA General Capture	$0	$0	$638,960	$658,130	**$652,130**
LDFA SmartZone Capture	858,970	923,240	610,720	596,290	**616,510**
Other Revenue	171,060	212,490	163,000	153,300	**182,300**
Transfer from EDC Fund	900,000	0	0	0	**0**
Total Revenues	**1,930,030**	**1,135,730**	**1,412,680**	**1,407,720**	**1,450,940**
EXPENDITURES					
Incubator Operations	764,330	743,700	770,280	826,780	**847,400**
Miscellaneous Expense	461,820	438,190	0	0	**0**
SmartZone Improvements	3,640	273,640	1,252,000	1,262,000	**0**
Total Expenditures	**1,229,790**	**1,455,530**	**2,022,280**	**2,088,780**	**847,400**
Excess of Revenues Over (Under) Expenditures	**700,240**	**(319,800)**	**(609,600)**	**(681,060)**	**603,540**
Beginning Fund Balance	**425,390**	**1,125,630**	**805,830**	**805,830**	**124,770**
Ending Fund Balance	**$1,125,630**	**$805,830**	**$196,230**	**$124,770**	**$728,310**

Special Revenue Funds
Percent of Total Expenditures



This graph illustrates expenditures for each Special Revenue Fund as a percent of the total $42,823,090 Special Revenue Funds budget.

It's clearly a budget. It's got a lot of numbers in it.

~ George W. Bush ~

Special Revenue Funds Revenues

TAXES

This revenue source is largely generated by the Safe Streets millage approved by the voters in November 2013 and the *Re*creating Recreation millage approved by the voters in November 2016, as well as from tax increment financing (TIF) revenues resulting from the Local Development Authority. A total of $9,508,470 is anticipated next fiscal year.

STATE & LOCAL RETURNS

The major source of revenue to the Special Revenue Funds is State & Local Returns. This source of revenue is comprised of grants from the Federal, State, and County levels of government. The major source of revenue in this revenue center is Highway & Street Grants, or as more commonly known, Act 51 Funds. The Act 51 Funds are distributed to communities based on predetermined Michigan Department of Transportation formulas.

In the 2019/20 Budget, State and Local Return revenues represent 50.7% of total Special Revenue sources, an increase of $1,625,930. The increase is primarily due to higher gas taxes and vehicle registration fees implemented by the State of Michigan resulting in an increase in ACT 51 funding, and higher personal property tax reimbursements.

OTHER FINANCING SOURCES

Other Financing Sources in the Special Revenue Funds include Transfers In from other funds. This revenue center receives a transfer from the General Fund each year.

In 2019/20, revenues generated from Other Financing Sources represent 12.4% of total Special Revenue sources, a decrease of $5,143,460. The decrease is primarily due to a decrease in Transfers In from the General Fund to help fund major road improvements. The prior year saw a large increase in this transfer as part of an aggressive plan to fund major road improvements and was largely funded through a one-time, one mill increase that was rolled back this year. The decrease was partially offset by an increase in the transfer from the General Fund to the Parks & Recreation Fund to fund the pre-existing expenses of the Parks & Recreation Department prior to the passing of the *Re*creating Recreation millage and additional contractual services resulting from the transfer of certain responsibilities from the Parks & Grounds division.

CHARGES FOR SERVICES

Charges for Services consists primarily of revenue from Parks & Recreation Fees and Tree Sales & Planting. In the 2019/20 Budget, Charges for Services represents 2.6% of total Special Revenue sources, an increase of $137,330. This increase is primarily due to an increase in the Parks & Recreation fees that are expected from the new *Re*creating Recreation amenities.

OTHER REVENUE

The revenue source of Other Revenue includes revenues that cannot be easily classified in other revenue centers. Included in this revenue center are Interest on Investments, Special Assessment Revenue, Rental Income, Contributions & Donations, and Reimbursements. These reimbursements are from the Macomb County Road Commission and MDOT for the sweeping & mowing of State and County roads by the City.

In 2019/20, Other Revenues represent 3.3% of total Special Revenue sources, an increase of $166,060. The increase is primarily due to higher Reimbursements and Parks & Recreation Donations.

EXCESS REVENUE OVER (UNDER) EXPENDITURES

A Use of Fund Balance exists when expenditures exceed revenues, provided that fund balance is available.

In the 2019/20 Budget, expenditures exceed revenues by $12,176,140. A draw down of funds is planned primarily in the Parks & Recreation Fund, as debt proceeds are needed to fund *Re*creating Recreation improvements next year. Additional funding is also needed in the Major Road and Local Road Funds for road maintenance and construction. Also, funding for the Public Safety Forfeiture Fund does not take into consideration the revenue from future anticipated receipts.■

SPECIAL REVENUE FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	TAXES						
404001	Property Tax Refunds	($1,398)	(0.01)	($7,000)	(0.02)	**($5,000)**	**(0.02)**
407000	Safe Streets Tax	3,248,999	11.84	3,361,890	10.15	**3,487,930**	**11.38**
408000	Recreating Recreation Tax	3,959,925	14.43	4,050,770	12.23	**4,259,740**	**13.90**
415000	Delinquent Personal Property Tax	5,778	0.02	5,000	0.02	**5,000**	**0.02**
420000	Property Taxes - TIF	44,298	0.16	116,150	0.35	**370,290**	**1.21**
420010	Property Taxes - TIF - BAE	84,250	0.31	0	0.00	**0**	**0.00**
422000	LDFA - SmartZone Capture	923,239	3.36	610,720	1.84	**616,510**	**2.01**
423000	LDFA - General Capture	0	0.00	638,960	1.92	**652,130**	**2.13**
424000	BRA - School Capture	0	0.00	0	0.00	**109,870**	**0.35**
445000	Penalties and Interest	11,319	0.04	5,300	0.02	**12,000**	**0.04**
	Total Taxes	**8,276,410**	**30.16**	**8,781,790**	**26.50**	**9,508,470**	**31.02**
	STATE & LOCAL RETURNS						
529000	Federal Grant - Other	1,103,926	4.02	951,700	2.87	**973,930**	**3.18**
529002	Federal Program Income	2,969	0.01	11,940	0.04	**0**	**0.00**
529003	Revenue Direct Loans	64,150	0.23	25,000	0.08	**100,000**	**0.33**
529100	Federal Forfeiture Grants	496,220	1.81	72,670	0.22	**0**	**0.00**
529101	Federal Forfeiture Program Income	230	0.00	0	0.00	**0**	**0.00**
529200	Treasury Forfeiture Grants	3,797	0.01	0	0.00	**0**	**0.00**
539002	State Grants	0	0.00	241,230	0.73	**230,590**	**0.75**
539200	State Forfeiture Grants	116,032	0.42	197,040	0.58	**0**	**0.00**
539201	State Forfeiture Program Income	4,952	0.02	2,000	0.01	**2,000**	**0.01**
539300	Gambling Forfeitures	2,924	0.01	80	0.00	**0**	**0.00**
539348	Metro Act	394,897	1.44	375,000	1.13	**395,000**	**1.29**
539400	OWI Forfeitures	7,650	0.03	900	0.00	**0**	**0.00**
539500	Act 302 Training Funds	26,350	0.10	27,800	0.08	**26,350**	**0.09**
546000	Highway & Street Grants	11,097,275	40.44	11,198,230	33.80	**12,876,560**	**42.01**
549101	Funding from General Gov't	300,000	1.09	300,000	0.91	**200,000**	**0.65**
569000	State Grants - Other	811,026	2.96	0	0.00	**0**	**0.00**
573386	Personal Property Tax Reimbursement	0	0.00	303,010	0.91	**528,100**	**1.72**
581001	Municipal Credit Transportation	315,273	1.15	215,000	0.65	**215,000**	**0.70**
	Total State & Local Returns	**14,747,671**	**53.74**	**13,921,600**	**42.00**	**15,547,530**	**50.73**
	OTHER FINANCING SOURCES						
699101	Transfer from General Fund	2,747,460	10.01	8,943,460	26.99	**3,800,000**	**12.40**
	Total Other Financing Sources	**2,747,460**	**10.01**	**8,943,460**	**26.99**	**3,800,000**	**12.40**
	CHARGES FOR SERVICES						
611000	Attorney Fee Reimbursement	0	0.00	31,900	0.10	**0**	**0.00**
637001	Copies & Forms	141	0.00	200	0.00	**600**	**0.00**
639001	Parks & Recreation Fees	553,959	2.02	578,110	1.74	**751,940**	**2.45**
640004	Tree Sales & Planting	42,835	0.16	45,000	0.14	**40,000**	**0.13**
640010	Chipping Fee	3,910	0.01	5,000	0.02	**5,000**	**0.02**
	Total Charges for Services	**600,845**	**2.19**	**660,210**	**1.99**	**797,540**	**2.60**
	OTHER REVENUE						
665000	Interest on Investments	730,189	2.66	435,300	1.31	**424,700**	**1.39**
665100	Interest Income - Federal Forfeiture	4,230	0.02	2,460	0.01	**5,000**	**0.02**
665130	Interest Income - Treas. Forfeiture	310	0.00	300	0.00	**300**	**0.00**
665200	Interest Income - State Forfeiture	3,670	0.01	2,560	0.01	**7,000**	**0.02**
665300	Interest Income - Gamble Forf	99	0.00	80	0.00	**100**	**0.00**
665400	Interest Income - OWI Forfeiture	500	0.00	300	0.00	**600**	**0.00**

SPECIAL REVENUE FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
665500	Interest Income - Act 302 Training	356	0.00	200	0.00	**500**	**0.00**
667716	Rental Income Smart Incubator	198,776	0.72	150,000	0.45	**167,300**	**0.55**
672000	Special Assessment Revenue	4,155	0.02	3,090	0.01	**3,080**	**0.01**
672445	SA Delinquent Interest & Penalties	162	0.00	150	0.00	**150**	**0.00**
672665	Special Assessment Interest	2,752	0.01	2,620	0.01	**2,480**	**0.01**
673000	Sale of Fixed Assets	1,963	0.01	39,290	0.12	**0**	**0.00**
675001	Donations - Parks & Recreation	10,826	0.04	15,000	0.05	**63,000**	**0.21**
676000	Reimbursements	315,336	1.15	169,000	0.50	**319,000**	**1.04**
677008	Unrealized Gain/Loss	(211,621)	(0.77)	0	0.00	**0**	**0.00**
679752	Parks & Recreation Retail Sale	1,633	0.01	1,000	0.00	**200**	**0.00**
685000	Miscellaneous Revenue	7,625	0.03	6,000	0.02	**0**	**0.00**
	Total Other Revenue	**1,070,961**	**3.91**	**827,350**	**2.49**	**993,410**	**3.25**
	Total Special Revenue Funds	**$27,443,347**	**100.00**	**$33,134,410**	**100.00**	**$30,646,950**	**100.00**

Note: The 2017-2018 Actual Column is rounded to the nearest dollar.

SPECIAL REVENUE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	PERSONNEL SERVICES						
704000	Wages - Salaries - Permanent	$562,489	1.28	$730,640	1.28	$821,950	1.92
704001	Sick/Personal Buy Back	4,248	0.01	4,440	0.01	4,250	0.01
704721	Health Insurance Allowance	6,000	0.01	6,000	0.01	6,000	0.01
705000	Wages - Salaries - Temp/Part-time	626,155	1.43	821,720	1.44	989,810	2.31
708000	Overtime	12,808	0.03	40,000	0.07	50,000	0.12
708001	Comp Time Buy Back	12,470	0.03	15,500	0.03	17,000	0.04
709000	Other Benefits/Reimbursements	1,875	0.00	4,800	0.01	5,400	0.01
710000	Longevity	10,800	0.02	10,410	0.02	15,130	0.04
715000	Clothing Allowance	0	0.00	0	0.00	250	0.00
717000	FICA	93,687	0.21	127,300	0.22	128,010	0.30
718000	Worker's Compensation	6,795	0.02	8,380	0.01	5,680	0.01
720000	Pension - General Employees	131,770	0.30	145,740	0.26	152,050	0.36
720002	Defined Contribution	17,849	0.04	24,840	0.04	28,250	0.07
720010	Employer Contribution	(3,850)	(0.01)	0	0.00	0	0.00
721000	Health Insurance	96,106	0.22	140,050	0.25	151,530	0.35
721001	Health Insurance - Retirees	183,430	0.42	183,430	0.32	184,000	0.43
721003	Retiree Health Savings	5,277	0.01	6,200	0.01	8,600	0.02
722000	Dental Insurance	9,097	0.02	11,760	0.02	12,960	0.03
723000	Life Insurance	1,834	0.00	2,420	0.00	2,920	0.01
724000	Eye Care Insurance	950	0.00	1,180	0.00	1,590	0.00
725000	Disability Insurance - Long-term	1,255	0.00	1,660	0.00	1,780	0.00
725355	Disability Insurance - Short-term	3,532	0.01	4,680	0.01	5,240	0.01
	Total Personnel Services	**1,784,577**	**4.07**	**2,291,150**	**4.02**	**2,592,400**	**6.05**
	SUPPLIES						
729000	Postage	4,152	0.01	6,450	0.01	5,300	0.01
741000	Ammunition	2,800	0.01	2,800	0.00	2,800	0.01
751000	Operating Supplies	64,282	0.15	80,230	0.14	74,510	0.17
760000	Playground & Athletic Supplies	0	0.00	25,640	0.05	0	0.00
761000	Program Activity Supplies	50,051	0.11	66,720	0.12	95,660	0.22
762000	Seniors Program Supplies	17,419	0.04	17,980	0.03	18,660	0.04
783000	Seeding & Planting Supplies	0	0.00	7,920	0.01	0	0.00
785000	Books	6,997	0.02	7,000	0.01	7,000	0.02
	Total Supplies	**145,701**	**0.33**	**214,740**	**0.38**	**203,930**	**0.48**
	OTHER CHARGES						
802000	Audit & Accounting Services	1,170	0.00	1,190	0.00	1,320	0.00
805000	Administrative Services	538,769	1.22	551,800	0.97	556,080	1.30
805100	Management Services	247,983	0.57	350,000	0.60	350,000	0.82
806000	Legal Services - Other	5,780	0.01	234,300	0.41	201,300	0.47
806001	Legal Services - City Attorney	2,475	0.01	1,500	0.00	500	0.00
807000	Medical Services	484	0.00	770	0.00	770	0.00
810000	Other Fees	11,795	0.03	14,850	0.03	13,800	0.03
821000	Spraying Services	0	0.00	17,480	0.03	0	0.00
826000	Other Contracted Services	465,927	1.06	1,197,420	2.10	1,685,470	3.94
826900	Subrecipient Funding	74,416	0.17	84,540	0.15	84,540	0.20
827000	Interfund Services	19,000	0.04	79,230	0.14	101,500	0.24
832000	Building Maintenance	36,795	0.08	35,000	0.06	35,000	0.08

SPECIAL REVENUE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
833000	Equipment Maintenance	27,005	0.06	38,430	0.07	131,400	0.31
838000	Parks & Grounds Maintenance	0	0.00	17,400	0.03	0	0.00
880000	Community Promotion	0	0.00	35,200	0.06	1,000	0.00
902000	Publishing	6,068	0.01	9,550	0.02	8,050	0.02
903000	Printing	2,903	0.01	5,540	0.01	5,540	0.01
913000	Liability Insurance	12,746	0.03	15,180	0.03	15,400	0.04
921000	Electric	123,166	0.28	190,330	0.33	216,000	0.50
922000	Telephone	65,116	0.15	72,800	0.13	70,400	0.16
923000	Gas - Fuel - Oil	51,698	0.12	64,000	0.11	73,000	0.17
925000	Water	25,967	0.06	135,450	0.24	209,400	0.49
933000	Software Maintenance	0	0.00	0	0.00	13,810	0.03
942000	Building Rent	21,681	0.05	20,000	0.04	20,000	0.05
945000	Other Rental	124,772	0.28	134,690	0.24	114,680	0.27
952000	Investigators & Experts	0	0.00	10,000	0.02	10,000	0.02
956000	Local Meetings	156	0.00	160	0.00	220	0.00
957000	Memberships & Dues	7,628	0.02	9,230	0.02	7,690	0.02
959000	Education & Training	59,853	0.14	51,020	0.09	39,970	0.09
961000	Athletic Entry Fees	0	0.00	200	0.00	0	0.00
962000	Miscellaneous Expense	449,071	1.02	8,350	0.01	7,650	0.02
962010	Miscellaneous Expense - BAE	84,672	0.19	0	0.00	0	0.00
962200	Miscellaneous Expense - Investigations	19,680	0.04	25,000	0.04	25,000	0.06
963900	Miscellaneous - Capital Program	68,085	0.16	56,850	0.10	50,000	0.12
	Total Other Charges	**2,554,861**	**5.81**	**3,467,460**	**6.08**	**4,049,490**	**9.46**
	OTHER SERVICES						
886162	Access Road Maintenance	46,075	0.11	50,000	0.09	50,000	0.12
887000	Bridge Maintenance	7,872	0.02	0	0.00	0	0.00
888000	Surface Maintenance	894,279	2.04	1,050,000	1.84	950,000	2.22
888001	Surface Maintenance - County	94,758	0.22	1,000	0.00	1,000	0.00
888272	Joint Sealing Program	0	0.00	100,000	0.18	100,000	0.23
888324	Joint Sealing Program	0	0.00	200,000	0.35	200,000	0.47
889000	Shoulder Maintenance	15,731	0.04	25,000	0.04	22,500	0.05
890000	Sweeping & Flushing	291,663	0.66	300,000	0.53	300,000	0.70
890001	Sweeping & Flushing - County	58,180	0.13	55,000	0.10	60,000	0.14
890002	Sweeping & Flushing - State	0	0.00	6,000	0.01	10,850	0.03
891000	Grass & Weed Control	267,793	0.61	335,000	0.59	333,000	0.78
891001	Grass & Weed Control - County	189,535	0.43	175,000	0.31	300,000	0.70
891002	Grass & Weed Control - State	177,713	0.41	175,000	0.31	175,000	0.41
892000	Roadside Cleanup	24,268	0.06	12,500	0.02	22,500	0.05
892001	Roadside Cleanup - County	5,389	0.01	8,000	0.01	20,000	0.05
892002	Roadside Cleanup - State	6,400	0.01	5,000	0.01	10,000	0.02
893000	Curb & Gutter Maintenance	3,245	0.01	5,000	0.01	5,000	0.01
894000	Storm Drain Maintenance	287,567	0.66	305,000	0.54	405,000	0.95
895000	Tree & Shrub Maintenance	618,817	1.41	603,500	1.06	530,000	1.24
895001	Tree & Shrub Maintenance - County	39,239	0.09	6,000	0.01	20,000	0.05
895002	Tree & Shrub Maintenance - State	2,503	0.01	5,000	0.01	20,000	0.05
897000	Snow & Ice Removal	1,431,408	3.26	1,000,000	1.76	1,000,000	2.34
897001	Snow & Ice Removal - County	0	0.00	2,000	0.00	0	0.00
898000	Traffic Signs & Signals	257,936	0.59	275,000	0.48	270,000	0.63
898001	Traffic Signs & Signals - County	2,884	0.01	3,000	0.01	3,000	0.01

SPECIAL REVENUE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
899000	Pavement Markings	31,164	0.07	75,000	0.13	67,000	0.16
	Total Other Services	**4,754,419**	**10.86**	**4,777,000**	**8.40**	**4,874,850**	**11.41**
	CAPITAL OUTLAY						
971000	Land Acquisition	48,812	0.11	50,840	0.09	0	0.00
972000	Land Improvements	9,990	0.02	10,000	0.02	0	0.00
972350	Dodge Park Improvements	10,081,504	22.98	0	0.00	0	0.00
972351	Community Center	1,305,606	2.98	10,000,000	17.55	10,000,000	23.35
972352	Skate Park	504,580	1.15	10,420	0.02	0	0.00
972795	Park Improvements	4,562,934	10.40	10,756,090	18.88	0	0.00
975000	Buildings & Improvements	95,865	0.22	44,000	0.08	275,000	0.64
975060	Schoenherr Towers	0	0.00	0	0.00	10,500	0.02
975850	Park Signage	3,861	0.01	0	0.00	0	0.00
979000	Computer Equipment	12,686	0.03	17,010	0.03	0	0.00
981000	Electronic Equipment	9,829	0.02	0	0.00	0	0.00
982000	Machinery & Equipment	44,992	0.10	142,760	0.25	69,640	0.16
984000	Vehicles	520,041	1.19	225,300	0.40	252,000	0.59
988000	Construction	751,964	1.71	4,742,730	8.32	14,343,500	33.48
988235	17 Mile Bridge Replace - Conrail	936	0.00	0	0.00	0	0.00
988246	Van Dyke Streetscape Design	(880)	0.00	50,000	0.09	0	0.00
988257	Gardner Street East	12,081	0.03	362,920	0.64	0	0.00
988270	Sr Center Parking Lot Reconstruct	4,319	0.01	275,000	0.48	0	0.00
988276	2017 Bridge Repair Program	254,903	0.58	136,670	0.24	0	0.00
988277	Dodge Park Trail Bridge	186,917	0.43	0	0.00	0	0.00
988280	Smartzone District Improvements	72,005	0.16	0	0.00	50,000	0.12
988283	2016 Concrete Reconstruction	21,722	0.05	0	0.00	0	0.00
988284	Canal Resurf - Schoenherr to Van Dyke	22,886	0.05	1,041,110	1.83	0	0.00
988288	Schoenherr - 17 Mile to Clinton Rvr	1,208	0.00	0	0.00	0	0.00
988289	Riverland Pedestrian Bridge	(194)	0.00	0	0.00	0	0.00
988290	Arlingdale Drive	358,815	0.82	0	0.00	0	0.00
988293	2017 Concrete Reconstruction	4,982,832	11.36	0	0.00	0	0.00
988294	2017 Concrete Replacement Pgrm	2,593,765	5.91	0	0.00	0	0.00
988295	LDFA Improvements - Phase I	271,538	0.62	700,000	1.23	0	0.00
988296	Clinton River Resurfacing	653,955	1.49	10,000	0.02	0	0.00
988302	Fairway Dr & Barnum Reconstruction	328,966	0.75	0	0.00	0	0.00
988304	Dodge Park - 15 Mile to Metro Parkway	63	0.00	1,300,000	2.28	0	0.00
988306	2018 Concrete Replacement Pgrm	879,775	2.01	548,770	0.96	0	0.00
988307	2018 Concrete Reconstruction	12,543	0.03	3,087,550	5.42	0	0.00
988309	Stadler Rd Resurfacing	1,933	0.00	550,000	0.97	0	0.00
988310	17 Mile Rd/Mitchell Signal	262,247	0.60	25,750	0.05	0	0.00
988311	Traffic Sign - Metro Pkwy & Mound Rd	0	0.00	80,000	0.14	0	0.00
988312	Traffic Sign - Mound Rd & Center	607	0.00	52,390	0.09	0	0.00
988314	15 Mile - Mustang to Schoenherr	63	0.00	1,218,430	2.14	0	0.00
988315	19 Mile Rd Joint Repair	177,403	0.40	1,600	0.00	0	0.00
988316	17 Mi Resurfacing - Utica to Plumbrook	100,293	0.23	2,729,330	4.79	0	0.00
988318	Schoenherr - 15 Mile to Metro Pkwy	266,012	0.61	0	0.00	0	0.00
988323	Saal Road Joint Repair	53,760	0.12	0	0.00	0	0.00
988329	LDFA Phase II	0	0.00	400,000	0.70	0	0.00
988332	Metro Pkwy/Van Dyke Resurfacing	0	0.00	834,300	1.46	0	0.00

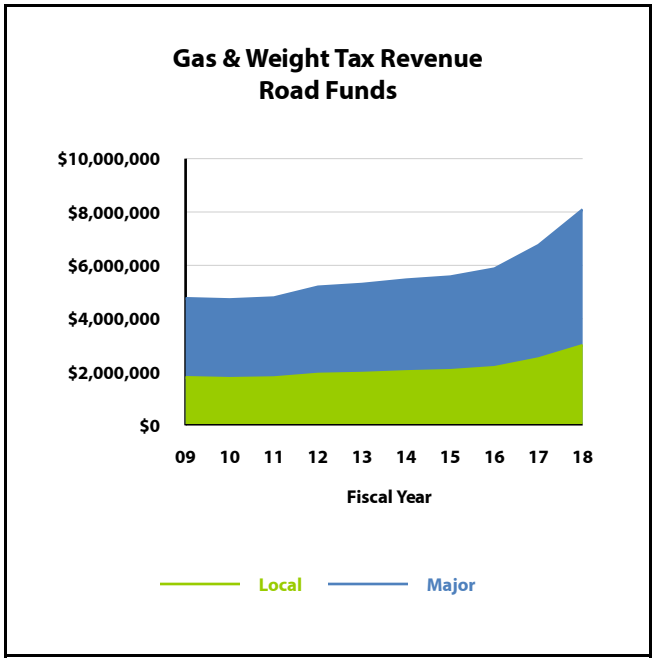
SPECIAL REVENUE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
988333	Utica Resurf - Dodge Park to Schoenherr	0	0.00	888,600	1.56	0	0.00
988700	Dequindre Road - 18 Mile to M-59	0	0.00	428,770	0.75	0	0.00
	Total Capital Outlay	**29,473,137**	**67.18**	**40,720,340**	**71.48**	**25,000,640**	**58.37**
	DEBT SERVICE						
992000	Principal	1,747,750	3.98	1,390,000	2.44	1,460,000	3.40
993000	Interest	1,414,775	3.22	1,611,090	2.83	1,541,590	3.60
	Total Debt Service	**3,162,525**	**7.21**	**3,001,090**	**5.27**	**3,001,590**	**7.00**
	TRANSFERS OUT						
999327	Transfer to Road Bond Debt Fund	2,000,000	4.56	2,500,000	4.39	3,100,190	7.24
	Total Transfers Out	**2,000,000**	**4.56**	**2,500,000**	**4.39**	**3,100,190**	**7.24**
	Total Special Revenue Funds	**$43,875,220**	**100.00**	**$56,971,780**	**100.00**	**$42,823,090**	**100.00**

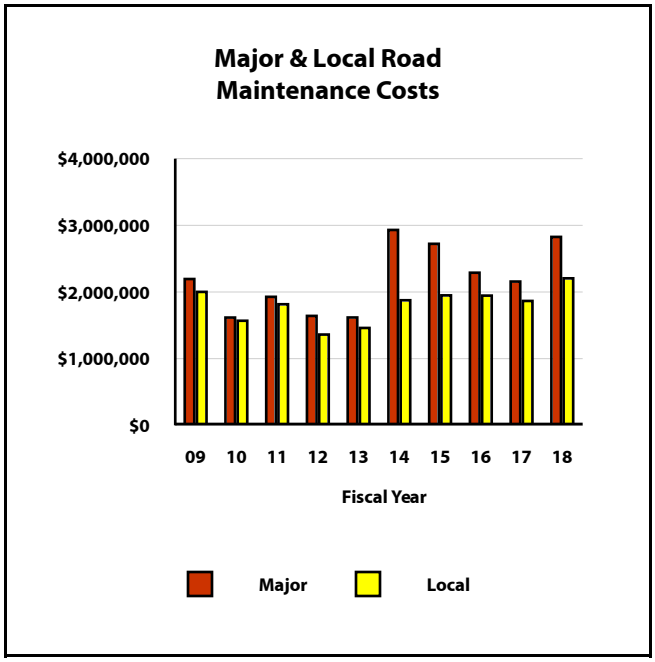
Note: The 2017-2018 Actual Column is rounded to the nearest dollar.

KEY FUND TRENDS

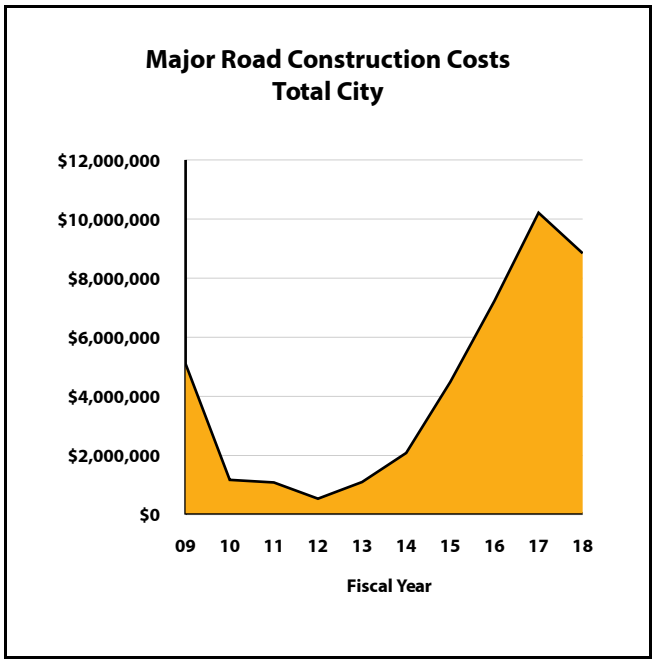
Special Revenue Funds



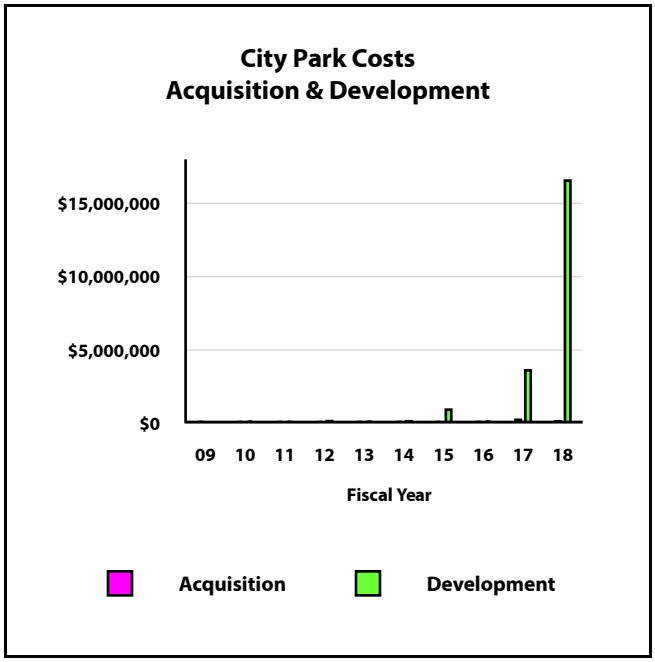
Gas tax revenues fell from 2008 to 2010 due to the economy, higher gas prices and the use of more fuel-efficient vehicles, which lessened gas consumption. Gas tax revenue increased beginning in 2017 due to an increase in the gas tax and vehicle registration fees that was effective January 1, 2017. Since 2004, the City cumulatively lost $16.5 million in State gas tax revenues when adjusted for inflation.



The cost of major and local road maintenance has increased over the past ten years as a result of the increased number of roads, the removal of street trees due to the emerald ash borer, and fluctuating snow removal costs.



Costs totaled $5.1 million in 2009, largely due to road improvements to the Lakeside Shopping District. Costs fell for several years due to declining City revenues, offset by the one-time use of federal stimulus funds. Costs spiked in 2017 and continued at high levels in 2018 due to the City's proactive plan to repair all major roads.



The City was only able to spend limited funds to improve City parks until 2017 when the Recreating Recreation millage was passed. This millage will result in a $45 million investment into our parks and recreation system over the next three years.

Major Road Fund

The Major Road Fund is a Special Revenue Fund of the City of Sterling Heights and is used to control the expenditure of motor fuel taxes. The motor fuel taxes are earmarked, by law and the State Constitution, for street and highway purposes that are described in detail by the Michigan Department of Transportation.

This Fund receives Act 51 revenues paid to Sterling Heights by the State and accounts for the construction, maintenance, and other authorized operations pertaining to all streets classified as major streets within the City. In addition, this Fund receives monies paid to Sterling Heights for trunk line contracts and accounts for monies transferred to other City funds. This Fund has been established to make it possible to show that all legal provisions are in compliance with Act 51.

The City's share of the construction of State and County road improvements and the cost of City major road capital improvements, including the payment of debt, are paid through the Major Road Fund.

$131,240 is included for Other Charges, which is funded primarily for the cost of administrative time spent on Major Road Fund projects.

Total Other Services is budgeted in the amount of $2,559,850, which is primarily used for major road maintenance, snow removal, and grass and weed control.

The 2019/20 Capital Outlay budget includes:

- Resurfacing of 18 Mile from Mound to Dequindre ($1,500,000)
- Resurfacing of Hayes Road from 14 to 15 Mile ($400,000)
- Resurfacing of Metro Parkway from Dequindre to Ryan ($1,200,000)
- Resurfacing of Utica Road from Hayes to Schoenherr ($900,000)
- Continuation of the asphalt resurfacing of 19 Mile from Hayes to Schoenherr ($800,000)
- Rehabilitation of Merrill Road from 18-1/2 Mile to M-59 ($1,300,000)
- Asphalt resurfacing of Plumbrook Road ($575,000)

In fiscal year 2019/20, $3,100,190 is programmed for transfer to the Road Bond Debt Retirement Fund to pay the debt from the sale of Michigan Transportation Fund bonds.

Additional information on projects in the Major Road Fund can be found in the Capital Projects section of this document.■

Did you know…
…that nearly $17 million will be spent on road construction in Sterling Heights this year?

Major Road Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

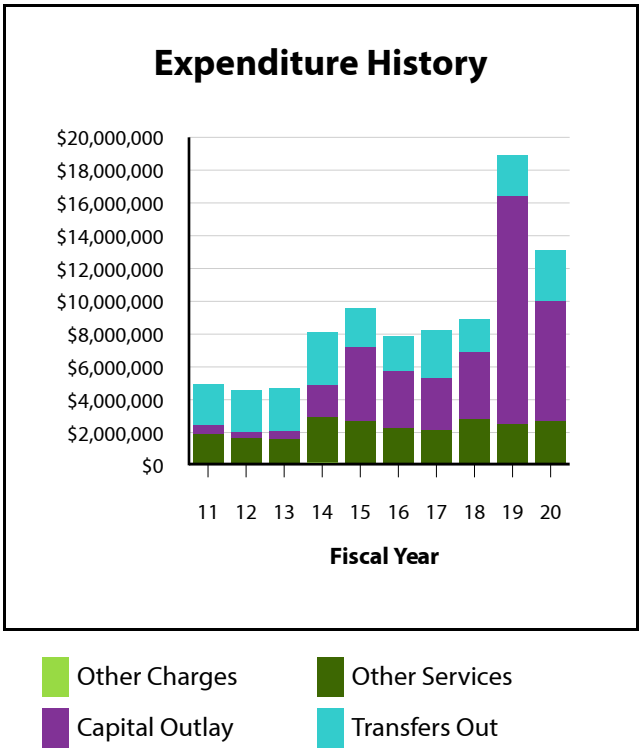
The total budget decreased by 30.9%.

Other Charges – Total Other Charges increased $120 due to a slight increase in audit costs.

Other Services – Total Other Services increased $138,850 or 5.7%. $125,000 was added for grass and weed cutting, $29,000 for tree and shrub maintenance, $27,000 for roadside cleanup, and $9,850 for street sweeping, all due to higher costs and greater service demands. The budget decreased $50,000 for asphalt road repairs as less funding is needed.

Capital – Proposed projects totaling $7,310,000 include:

- Resurfacing of 18 Mile from Mound to Dequindre ($1,500,000)
- Resurfacing of Hayes Road from 14 to 15 Mile ($400,000)
- Resurfacing of Metro Parkway from Dequindre to Ryan ($1,200,000)
- Resurfacing of Utica Road from Hayes to Schoenherr ($900,000)
- Continuation of the asphalt resurfacing of 19 Mile from Hayes to Schoenherr ($800,000)
- Rehabilitation of Merrill Road from 18-1/2 Mile to M-59 ($1,300,000)
- Asphalt resurfacing of Plumbrook Road ($575,000)



For a complete list of all Major Road projects, refer to the Capital Improvements schedule and maps on the following pages.

Transfers Out - Transfers Out to the Road Bond Debt Retirement Fund totals $3,100,190 for the debt payments on existing road bonds.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Other Charges	$162,192	$131,120	$131,120	$131,240	$131,240
Other Services	2,684,108	2,421,000	2,473,730	2,559,850	2,559,850
Capital Outlay	4,077,068	13,895,680	14,106,600	7,310,000	7,310,000
Transfers Out	2,000,000	2,500,000	2,500,000	3,100,190	3,100,190
Total	$8,923,368	$18,947,800	$19,211,450	$13,101,280	$13,101,280

Local Road Fund

The Local Road Fund is a Special Revenue Fund of the City of Sterling Heights and is used to control the expenditure of motor fuel taxes. These taxes are earmarked, by law and the State Constitution for street and highway purposes that are described in detail by the Michigan Department of Transportation.

The Local Road Fund receives all local road revenue paid to Sterling Heights by the State, and accounts for the construction, maintenance, traffic services, and snow and ice control on all streets classified as local roads within the City. This Fund also accounts for the money raised through special assessments to property owners for street improvements as provided by Act 51 of the Public Acts of 1951, as amended, and for the transfers into this Fund from other City funds.

This Fund has been established to make it possible to show that all legal provisions are in compliance with Act 51 of the Public Acts of 1951, as amended.

The Local Road Fund receives all local road revenue paid to Sterling Heights by the State, and accounts for the construction, maintenance, traffic services, and snow & ice control on all streets classified as local roads within the City.

$140,080 is budgeted for Other Charges, primarily to fund the cross-charged administrative time spent on local road projects.

Total Other Services in this fund total $2,315,000 and are allocated primarily for local road maintenance, snow removal, storm drain maintenance, and tree and shrub maintenance.

In fiscal year 2019/20, $6,775,000 is budgeted for capital outlay. $3,630,000 is funded for the concrete reconstruction of Eldorado, Mustang, Sturbridge, Tarragon, Alper, Gina, Kennedy, Veronica, Shelley Lynne, Valusek, and Ascot Drives, Plumridge Boulevard, and Davison Street. These neighborhood road repair projects are funded by the 0.7829 mill Safe Streets millage approved by the voters in November, 2013. An additional $600,000 is included for citywide local road reconstruction. $1,820,000 is budgeted for the Local Road Sectional Concrete Repair Program and neighborhood road asphalt repairs are also funded for $725,000.

For fiscal year 2019/20, there are no Transfers Out proposed for this fund. The road bond debt from past Local Road projects was retired in the 2005/06 fiscal year.

Specific capital projects in the Local Road Fund are detailed in the Capital Projects section of this document.■

Did you know…
…the Safe Streets millage funds $3.5 million of neighborhood road repairs annually? Combined with other funding sources, this year will see over $7 million in neighborhood road repairs.

Local Road Fund

SUMMARY OF BUDGET CHANGES

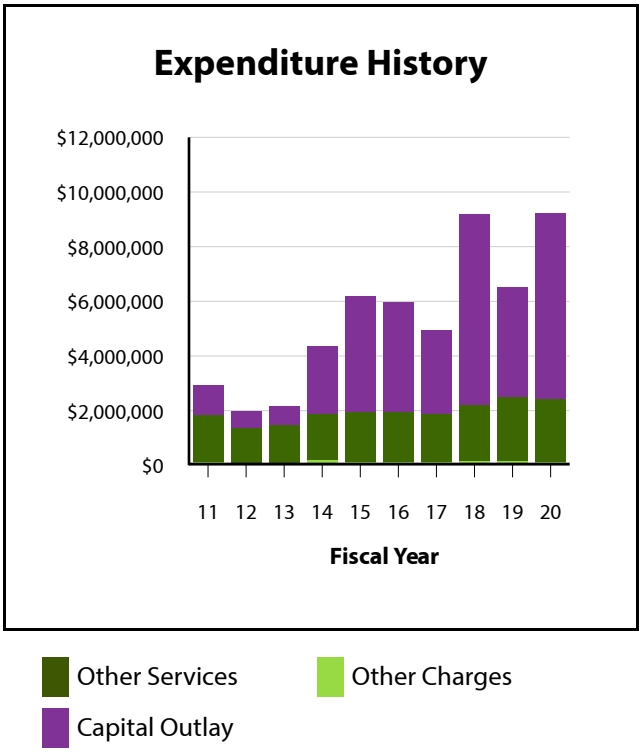
SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 41.4%.

Other Charges - Total Other Charges decreased $11,990 or 7.9%, as contracted snow removal service to assist the City's plowing efforts during snow emergencies is no longer required.

Other Services - Total Other Services decreased $41,000 or 1.7%. $73,500 was saved, as less funding is needed for tree and shrub maintenance. Funding decreased $50,000 for road maintenance repairs, $8,000 for pavement markings, and $5,000 for traffic signs and signals, all to reflect more recent actual expenditure levels. $100,000 was added for storm drain maintenance due to higher costs and greater demands.

Capital - Total Capital of $6,775,000 is proposed. $3,630,000 is budgeted for the Concrete Reconstruction of Eldorado, Mustang, Sturbridge, Tarragon, Alper, Gina, Kennedy, Veronica, Shelley Lynne and Valusek Drives, Plumridge Boulevard, Erdmann Drive, Wessel Court, Singh Drive, Hatherly Court, Belle Court and Davison Street. These neighborhood road repairs are funded by a portion of the Safe Streets millage, which was approved by the voters in November 2013. An additional $600,000 is funded for citywide Local Road Reconstruction. $1,820,000 is budgeted for Concrete Sectional Repairs on Fieldcrest Lane and Peppermill, Picadilly, Yonkers, Farmdale, Locklin, Chardonnay, Forsdale,



Twickingham, Viola, La Marra, Douglas, Newell, and Johnson Drives.

$725,000 is funded for Neighborhood Road Asphalt Repairs on Fortner and Sterritt Drives.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Other Charges	$154,761	$152,070	$140,070	$140,080	$140,080
Other Services	2,070,311	2,356,000	2,008,530	2,315,000	2,315,000
Capital Outlay	6,972,809	4,021,240	4,101,840	6,775,000	6,775,000
Total	$9,197,881	$6,529,310	$6,250,440	$9,230,080	$9,230,080

Land & Water Conservation Fund

The Land & Water Conservation Fund of the City of Sterling Heights is a Special Revenue Fund and has been used to record the receipts and expenditures for the construction, development, and acquisition of land for the City's park system.

The use of the Land & Water Conservation Fund is limited to the length of time required to construct, develop, or acquire any parkland or park system. The balance is normally transferred to the Debt Service Fund if and when a bond issue is involved. Money for the operation of the Fund is usually supplied by the sale of General Obligation Bonds, State or Federal grants, a special voted tax, proceeds from the sale of excess City property and/or other restricted contributions.

The Land & Water Conservation Fund of the City of Sterling Heights is a Special Revenue Fund and has been used to record the receipts and expenditures for the construction, development, and acquisition of land for the City's park system.

In fiscal year 2019/20, there are no Capital Projects budgeted for this Fund. All Land & Water projects are budgeted in the Parks & Recreation Fund.

For a complete list of all park improvement projects, please refer to the Capital Improvement schedule in the Capital Improvement section of this document.■

Did you know…
…that Sterling Heights is home to 31 parks and green spaces throughout the City?

Land & Water Conversation Fund

SUMMARY OF BUDGET CHANGES

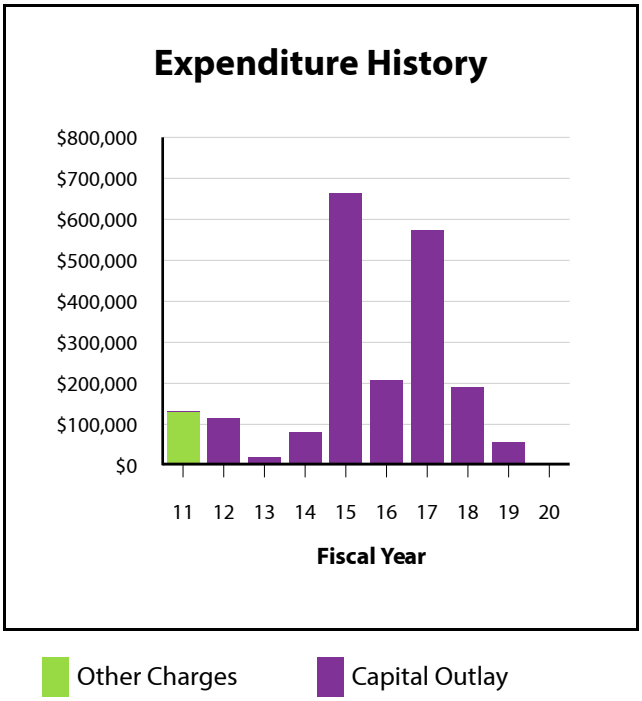
SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 100.0%.

Personnel Services - There is no Personnel budget for this fund.

Other Charges - Total Other Charges decreased $5,500 or 100%, as the prior year budget was amended for one-time appraisal fees related to the potential sale of multiple lots on Utica Road.

Capital - There is no Capital budget for this fund next year as all Land & Water projects are budgeted in the Parks & Recreation Fund. The prior year budget was amended to include $50,840 for the purchase and subsequent sale of property on Van Dyke.

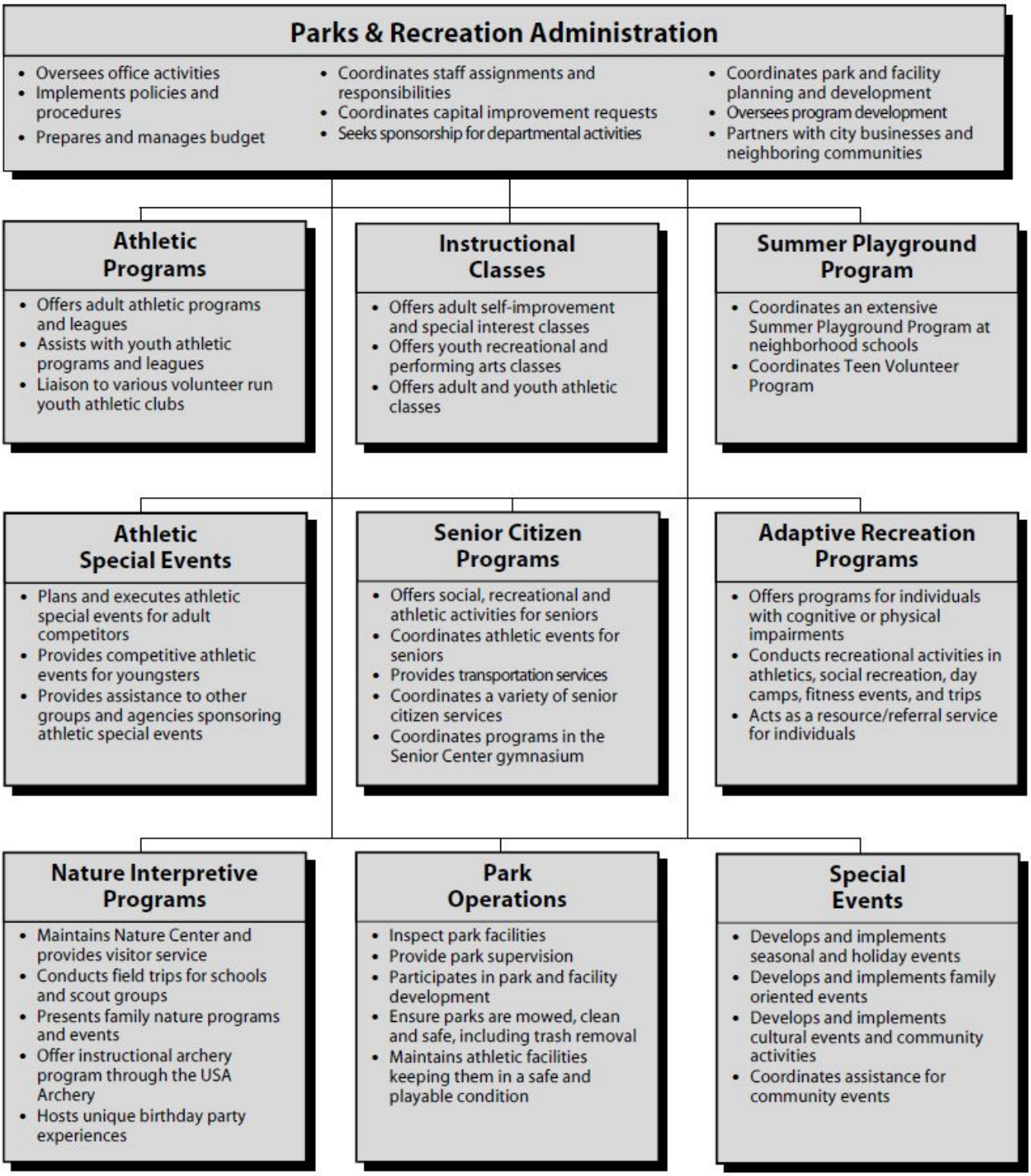


FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	0	5,500	5,500	0	0
Capital Outlay	190,778	50,840	70,840	0	0
Total	$190,778	$56,340	$76,340	$0	$0

FUNCTIONAL ORGANIZATION CHART

Parks & Recreation Fund



DEPARTMENT AT A GLANCE

Parks & Recreation Fund

BUDGET SUMMARY

The Parks & Recreation budget decreased $9,711,020 or 35.3%. Personnel costs increased $301,250 or 13.1%% due to additional part-time wages to support new amenities, the addition of two full-time positions, contractual wage adjustments and an increase to the required funding for long-term liabilities. Supplies increased $2,730 or 1.7%. Other Charges increased $810,060 or 68.5% due to contractual maintenance for services formerly performed by Parks & Grounds and for increased utilities. Capital spending is less than the prior year and includes estimated payments for Community Center construction. The prior year's capital budget included funding for the Dodge Park reconstruction, the Skate Park, the Ice Rink, as well as improvements at nearly all of the neighborhood parks.



FUNDING LEVEL SUMMARY

	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget	% Change From 18/19
Parks & Recreation	$3,123,600	$22,219,510	$27,496,120	$17,785,100	-35.3%
Total Department	$3,123,600	$22,219,510	$27,496,120	$17,785,100	-35.3%
Personnel Services	$0	$1,784,580	$2,291,150	$2,592,400	13.1%
Supplies	0	107,420	162,700	165,430	1.7%
Other Charges	500	525,540	1,182,370	1,992,430	68.5%
Capital Outlay	3,123,100	16,798,450	20,858,810	10,033,250	-51.9%
Debt Service	0	3,003,520	3,001,090	3,001,590	0.0%
Total Department	$3,123,600	$22,219,510	$27,496,120	$17,785,100	-35.3%

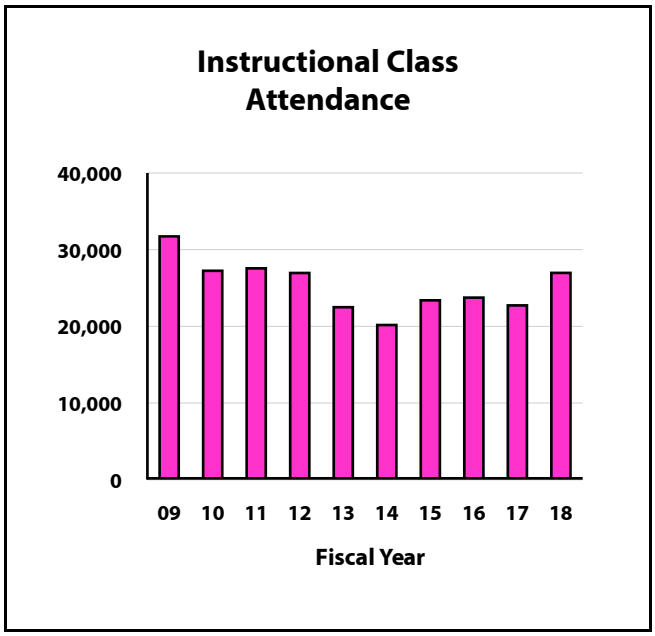
Prior to 2017/18, the Parks & Recreation Department was budgeted as part of the Community Services Department in the General Fund.

PERSONNEL SUMMARY

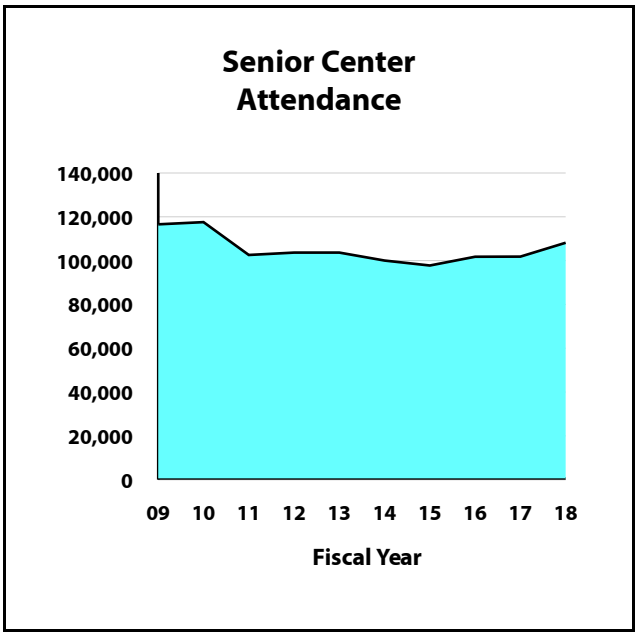
	2016/17		2017/18		2018/19		2019/20	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Parks & Recreation	9	1	9	5	11	4	13	4
Total Department	9	1	9	5	11	4	13	4

KEY DEPARMENTAL TRENDS

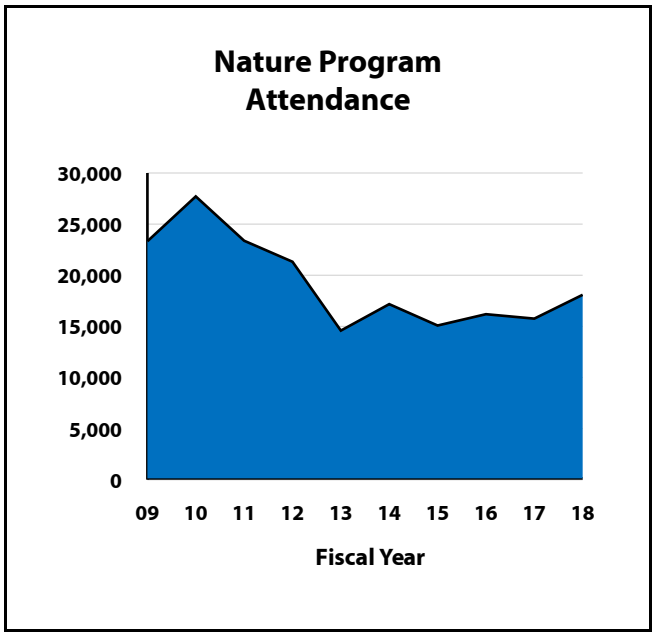
Parks & Recreation Fund



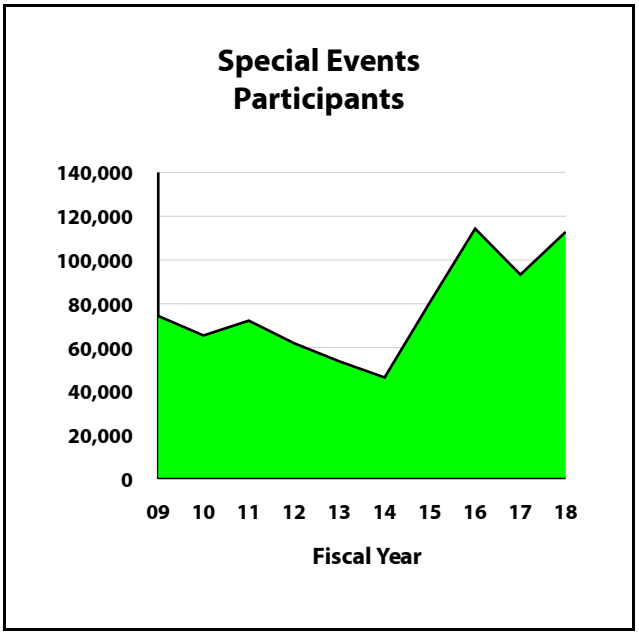
Instructional class attendance increased in 2018 due to growing attendance in karate, tennis, yoga and dance.



Senior program attendance increased in 2018 due to the addition of chair yoga and a decrease in the cost of fitness classes.



Nature Center program attendance increased in 2018 due to the addition of archery and a St. Patrick's Day event. The overnight camp out also returned.



Special events participation spiked in 2018 due to the re-opening of Dodge Park and record attendance at the Halloween event.

Parks & Recreation Fund

MISSION STATEMENT: ***To provide the best in Parks and Recreation services for all Sterling Heights' residents as efficiently and effectively as possible.***

The Parks & Recreation Fund is a Special Revenue Fund of the City of Sterling Heights. It was created in Fiscal Year 2017/18 after voter approval of the *Re*creating Recreation millage in November 2016. The Fund will receive a dedicated 0.97 mills for 20 years. The *Re*creating Recreation initiative will deliver a diverse mix of recreational opportunities and facilities including:

- Construction of a 98,000 square foot Community Center
- A permanent pavilion for the Dodge Park Farmer's Market
- A refrigerated ice-rink, an outdoor splash park, a skate park and a dog park
- Facilities for canoe and kayak enthusiasts along the Clinton River
- Development of a hike/bike trail linking Delia Park with the City Nature Preserve
- Capital improvements to nearly every neighborhood and major park

The Fund also receives revenue from Parks & Recreation fees, SMART credits and a transfer from the General Fund for the pre-existing expenses of the department prior to the passing of the millage. In addition to providing the new amenities listed above, Parks & Recreation administers a variety of programs for residents of all ages.

The Instructional Program offers a variety of fitness, dance, athletic, and special interest classes. The Special Events Program includes the Sterling Halloween Party, A Sterling Christmas, Music in the Park, Sterlingfest, Daddy/Daughter Dance, Dance Recital, and Farmers Market.

In Athletic Services, adults and youth are provided the opportunity to compete in organized leagues and tournaments. A Summer Playground Program is conducted at schools throughout the City for children ages 5 to 14. This program offers activities such as games, crafts, field trips, sports and more.

Teens have their chance to shine in the Teenage Rockfest Battle of the Bands. The Nature Services Program offers individuals, families, and groups an opportunity to learn more about our environment.

KEY GOALS

- ***To offer high quality recreation services and programs to our residents to benefit their overall health and well-being.***
- ***To continue the vision of park and facility development providing new and/or improved recreation opportunities for our residents of various ages, interests and abilities as per the Department's Master Plan.***
- ***To provide positive play opportunities to the youth and teens of our community through wholesome and well-rounded programs and recreational venues.***
- ***To closely monitor our parks and facilities to ensure a safe and clean environment for the resident users.***

Park Operations monitors over 610 acres of large urban parks, community parks and sport complexes, as well as over 236 acres of neighborhood parks. It is estimated that over 700,000 people frequent the park system annually.

The Senior Citizens Program provides a variety of recreational activities such as trips, seasonal events, athletics, etc. Some of the special services available to our senior residents include transportation, medical services, and a healthy dining program.

The National Gold Medal Award Winning Special Recreation Program offers a variety of recreation activities to the mentally and emotionally impaired, physically challenged, learning disabled, hearing impaired, visually impaired, persons with closed head injuries, and autistic children and young adults. Activities include summer day camps, athletics, social recreation and special activities.■

Did you know…
…the Parks and Recreation Department offers excursions for Senior Citizens to destinations all over the world?

Parks & Recreation Fund

2019/20 PERFORMANCE OBJECTIVES

1. To evaluate and finalize a staffing plan for the new community center. *(City Goal 5)*
2. To research and coordinate one new program for each area of the department, such as Adaptive Recreation, general recreation, senior activities, athletic programs, and instructional classes, that will be held in the community center. *(City Goal 19)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Output	Instructional Class Attendance	23,916	22,903	27,143	26,000	27,200	27,000
	Spec. Event Participants (Incl. Sterlingfest/Farm. Mkt.)	114,295	93,327	112,833	110,000	120,900	110,000
	Adaptive Recreation Program Attendance	8,460	7,568	7,523	8,800	8,000	8,800
	Adult & Youth Athletic Attendance	21,586	24,916	32,757	28,000	33,800	30,000
	Nature Program Participants	16,187	15,753	18,085	17,200	17,600	17,200
	Pavilion Rentals	229	164	112	170	230	170
	Number of Internet Registrations	1,311	2,675	2,579	2,900	2,700	2,700
	Summer Playground Registrations	675	702	593	690	690	690
	Splash Pad & Ice Rink Attendance	N/A	N/A	N/A	60,000	95,927	90,000
	Park Playground Equipment Replaced	0	9	1	0	1	1
	Senior Center Activities Attendance (Incl. Transport.)	101,770	101,825	108,155	102,000	112,000	108,000
	Senior & Special Recreation Transportation Riders	19,732	20,306	20,828	21,400	20,600	21,000
	Ball Diamond Maint. Performed (Incl. UCS & WCS)	1,259	1,247	1,249	1,250	580	650
	Soccer/Football Fields Relined	555	480	522	485	260	260
	Park Apparatus Maintenance/Repairs Made	195	238	247	150	100	100
	Trash Collection Days - Parks	360	360	360	360	360	360
	Times Sprayed for Mosquitos (Dodge Park)	30	30	28	30	29	30
	Cuttings/Trimmings - 31 Parks (559 of the 826 Acres)	24	26	25	30	0	10
	Cleaning of Restroom Facilities (Subcontracted)	910	1,141	973	1,300	1,560	2,058

**Cost is calculated for "Actual" columns only.*

Parks & Recreation Fund

2019/20 PERFORMANCE OBJECTIVES

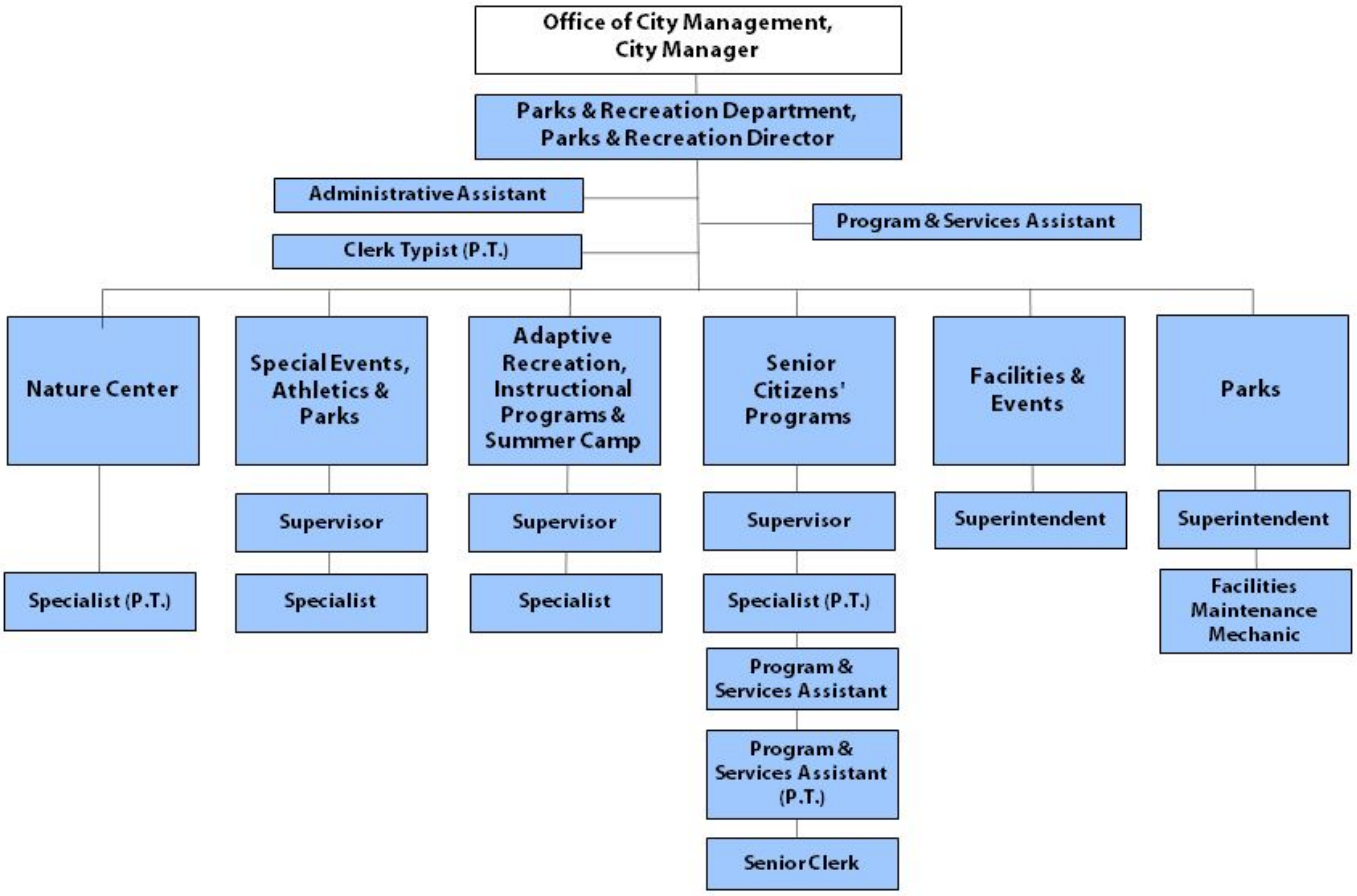
3. To better maintain the appearance and functionality of our park system through consistent monitoring, allocated staffing and contractual services. *(City Goal 14, 16, 18)*

4. To establish and implement a new outreach program that will bring recreation to the residents in the parks around the City. *(City Goal 19)*

	Performance Indicators	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
Efficiency & Effectiveness	P & R Revenue Earned per Capita	$4.00	$4.17	$4.31	$4.51	$5.41	$6.18
	% of Refunds Due to Dissatisfaction	1.0%	1.0%	0.9%	1.0%	0.5%	0.5%
	FTE's per 100,000 Pop.	31	32	33	35	35	36
	Nature Center Cost per Visitor	$7.97	$8.22	$7.25	*	*	*
	Senior & Special Rec. Transportation Cost per Rider	$14.09	$13.94	$13.59	*	*	*
	Developed Park Acres per 1,000 Residents	5.4	5.4	5.5	5.5	5.5	5.5
	% of Park Acres Developed	85.4%	85.4%	87.8%	87.8%	87.8%	87.8%
	% of Hazardous Park Apparatus Resp. to w/i 24 hrs.	100%	100%	100%	100%	100%	100%
	Cost to Mow an Acre of Parkland	$32.07	$31.12	$32.13	*	*	*

**Cost is calculated for "Actual" columns only.*

Parks & Recreation Fund



STAFFING SUMMARY

Position	Budget 2017/18	Budget 2018/19	Budget 2019/20
Parks & Recreation Director	1	1	1
Recreation Superintendent	0	1	2
Recreation Supervisor	4	3	3
Recreation Supervisor (P.T.)	1	0	0
Recreation Specialist	0	2	2
Recreation Specialist (P.T.)	3	2	2
Administrative Assistant	1	1	1
Program & Services Assistant	2	2	2
Program & Services Assistant (P.T.)	1	1	1
Facilities Maintenance Mechanic	0	0	1
Senior Clerk	1	1	1
Clerk Typist (P.T.)	0	1	1
Total	14	15	17

Parks & Recreation Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 35.3%.

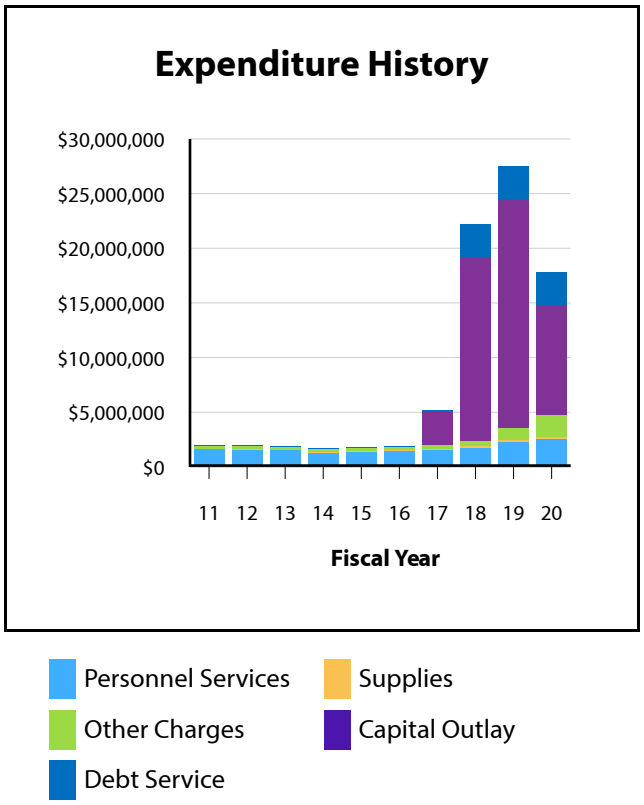
Personnel Services – Total Increase $301,250 or 13.1%

- $45,000 due to contractual wage adjustments
- $168,000 due to additional part-time wages for new *Re*creating Recreation amenities
- $75,000 due to the addition of a full-time Recreation Superintendent and a full-time Facilities Maintenance Mechanic
- $6,000 due to required funding for pension liabilities

Supplies – Total Supplies increased $2,730 or 1.7%, primarily for start-up office and program supplies for the opening of the new community center.

Other Charges – Total Other Charges increased $810,060 or 68.5%. Contracted services increased $631,590 primarily for the contractual maintenance of City parks previously budgeted in Parks & Grounds, cleaning costs for the new community center, and a grant-funded or sponsored bike share program. Utilities increased $100,620 due to the transfer of park maintenance responsibilities to this department. $94,970 was added for replacement park benches, picnic tables, and garbage cans. Rental costs decreased $20,010 mainly due to a shorter lease period for the Recreation Center's temporary location.

Capital – Total Capital of $10,033,250 is proposed.



$13,500 is for two Concrete Floor Scrubbers, $10,850 for a Light Tower, and $8,900 for a No Ramp Utility Trailer. $10,000,000 is for Community Center construction costs funded through the *Re*creating Recreation millage.

Debt Service – Total Debt Service of $3,001,590 is budgeted for the debt payments to fund the Parks & Recreation improvements as part of the voter approved *Re*creating Recreation millage.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$1,784,577	$2,291,150	$2,313,280	$2,592,400	$2,592,400
Supplies	107,418	162,700	157,680	165,430	165,430
Other Charges	525,546	1,182,370	1,380,920	1,992,430	1,992,430
Capital Outlay	16,798,456	20,858,810	18,397,760	10,033,250	10,033,250
Debt Service	3,003,519	3,001,090	3,001,090	3,001,590	3,001,590
Total	$22,219,516	$27,496,120	$25,250,730	$17,785,100	$17,785,100

Public Safety Forfeiture Fund

The Public Safety Forfeiture Fund is a Special Revenue Fund of the City of Sterling Heights that was established to provide centralized management of seized monies and the sale proceeds from forfeited property. Prior to the creation of this fund, the City recorded all forfeiture related activity in two different funds: the General Fund and the Capital Projects Fund. By creating one centralized fund, the City has met the proper federal auditing requirements of a Single Audit, and has enhanced its ability to track, monitor, and report on forfeiture revenues and expenditures. There are four divisions in the Public Safety Forfeiture Fund: State Narcotics, Federal Narcotics, Gambling, and Operating While Intoxicated (O.W.I.) Forfeitures.

Revenue in the State Narcotics Forfeiture division is generated when an investigation conducted by the City's Police Department, either alone or in conjunction with other local or state authorities, leads to the seizure of money or real property that is later sold at auction or sold back to the person from whom it was seized. State law dictates that authorities can seize any money or property that can be shown to have been the proceeds from criminal activity or that was used in committing a crime.

State Forfeiture revenue is limited by statute as to its permitted uses. Some examples of permitted uses include the enhancement of law enforcement efforts pertaining to narcotics enforcement, establishment of a "Buy Fund" for the purchase of evidence or to pay informants, and the operation and maintenance costs for vehicles used by narcotics enforcement officers.

Revenue in the Federal Narcotics Forfeiture division is generated when the federal government electronically deposits funds into a designated City account for our equitable share of money or property that was seized during a federal investigation in which a Sterling Heights police officer took part. The City currently has two police officers assigned to Drug Enforcement Administration (D.E.A.) task forces. Therefore, the Department is entitled to a percentage, relative to these Officers' involvement in an investigation. The federal guidelines allow for the proceeds to be used to enhance overall law enforcement efforts. Some examples of Federal Forfeiture permitted uses include the purchase of new equipment, improvements to police facilities, and law enforcement training.

Gambling Forfeiture revenue is generated from seized money or property that is directly related to illegal gambling. Seized property is sold at auction and the proceeds along with any forfeited cash are used to enhance the future enforcement of gambling statutes.

Persons involved in serious Operating While Intoxicated (O.W.I.) arrests or those with a prior O.W.I. conviction are subject to having their vehicles seized. Upon arrest, an offender's vehicle is impounded and either a settlement is paid or the vehicle is forfeited. Forfeited vehicles are then sold at auction and the proceeds are used to enhance traffic enforcement and education.

In fiscal year 2019/20, a total of $443,110 is budgeted for this fund. $99,300 is included for Federal Forfeiture related expenditures, $302,010 is allocated for State Forfeiture permitted uses, and $11,000 is budgeted for O.W.I. Forfeiture related purchases. In addition, $30,800 is included for grant-funded training-related costs. Following State guidelines, the budget for this fund is based on existing year-to-date revenue and does not take into consideration the revenue from future anticipated receipts.

For additional information regarding the City's use of Federal and State forfeiture revenue, refer to the Summary of Budget Changes on the following page.■

Did you know…
…that all of the Police Department's forfeiture funds go towards a variety of projects, training, equipment and building improvements?

Public Safety Forfeiture Fund

SUMMARY OF BUDGET CHANGES

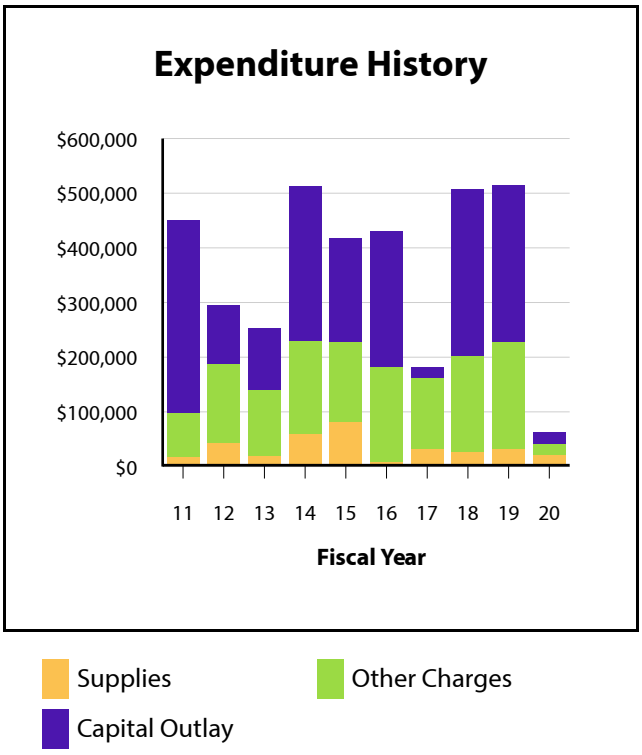
SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 14.0%.

Supplies - Total Supplies decreased $11,980 or 36.1%, primarily due to the one-time purchase of law books, a booking camera, and giveaways for the SMART Moves Program in the prior year.

Other Charges - Total Other Charges decreased $51,730 or 26.5%. Funding for legal services decreased $33,000 as an adjustment was necessary in the prior year for county prosecutor fees. The training budget decreased $17,310 primarily due to the prior year funding of new Accident Reconstruction System software training. Contracted services decreased $2,630 as funding for wireless telephone costs can be reduced $1,400 based on the current year's estimated expenditure usage. $2,910 was added for a new AccessData software support agreement.

Capital - Total Capital of $278,390 is proposed. $252,000 is budgeted to replace nine high-mileage investigative vehicles. $12,310 is for four Sniper Rifles for the Special Response Team (SRT). $6,500 is for a Portable Speed Display Sign. A replacement Computer Data Logger used in accident reconstruction investigations is funded for $4,580. $3,000 is budgeted for a Drone Camera.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Supplies	$26,276	$33,180	$31,040	$21,200	$21,200
Other Charges	175,593	195,250	190,240	143,520	143,520
Capital Outlay	304,717	286,890	213,160	278,390	278,390
Total	$506,586	$515,320	$434,440	$443,110	$443,110

Community Development Block Grant Fund

The Community Development Block Grant Fund serves many facets of the Sterling Heights community. In 1974, the Congress of the United States initiated the C.D.B.G. program. This program was designed to replace existing categorical programs identified with city development or redevelopment, namely: Urban Renewal and Neighborhood Development Programs, Model Cities Program, Neighborhood Facilities Programs, Open Space Acquisition, and Rehabilitation Loans.

One of the primary functions of the Community Development Act is to allow local communities the opportunity to structure the program to their own specific needs. This concept was unique at the time and offered local communities far greater flexibility than was present in the categorical programs.

Monies under this program may be spent on activities which are directed to fulfilling specific objectives: elimination of slums and blight, elimination of conditions which are detrimental to health, safety, and public welfare through code enforcement, conservation and expansion of the nation's housing stock in order to provide a decent home for all persons, expansion and improvement of community services principally for persons of low and moderate income, provide a more rational use of land, develop and improve neighborhoods, restore and preserve properties with historical value, and economically develop activities which aid in the revitalization of the community.

Block Grant funds also provide library books for low and moderate-income seniors at senior housing units. These book collections include large-print and "talking books" (books on tape).

When funding allows, the City of Sterling Heights uses Block Grant funds to defer 100% of the special assessments that would be levied against a property within the neighborhood where these improvements occur. Households meeting the low and moderate income criteria may qualify for a total relief of the special assessments because program rules require that when capital improvements are made to a neighborhood, low and moderate income families may not be negatively impacted. The Housing Commission administers this program on behalf of the City Council.

Examples of activities undertaken in past years include the Upton House purchase and renovation, improvements to Nelson and Beaver Creek Parks, SMART Bus Stop Improvements along north Van Dyke, housing rehabilitation, Minor Home Repair Program, Adapted Recreation Program, the Home Chore Program, and meeting the federally mandated Americans With Disabilities Act requirements.

In fiscal year 2006/07, $400,000 was budgeted toward the construction of the $2.2 million Senior Active Life Center addition. The proceeds from a bond sale in the spring of 2007 were used to fund the remaining $1.8 million construction cost. Block Grant capital funds were used to fund the debt payments on the Senior gymnasium bond, which was retired in the 2012/13 fiscal year.

For fiscal year 2019/20, $275,000 is budgeted for the first phase of a 3-year Senior Center Roof Replacement project. $148,500 is budgeted for concrete reconstruction on Hamilton Drive. Preliminary engineering costs for the replacement of a generator at Schoenherr Towers is funded for $10,500.■

Did you know…
…that over the last 44 years, the CDBG program has provided over 250 loans to residents for rehabilitation projects on their homes?

Community Development Block Grant Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

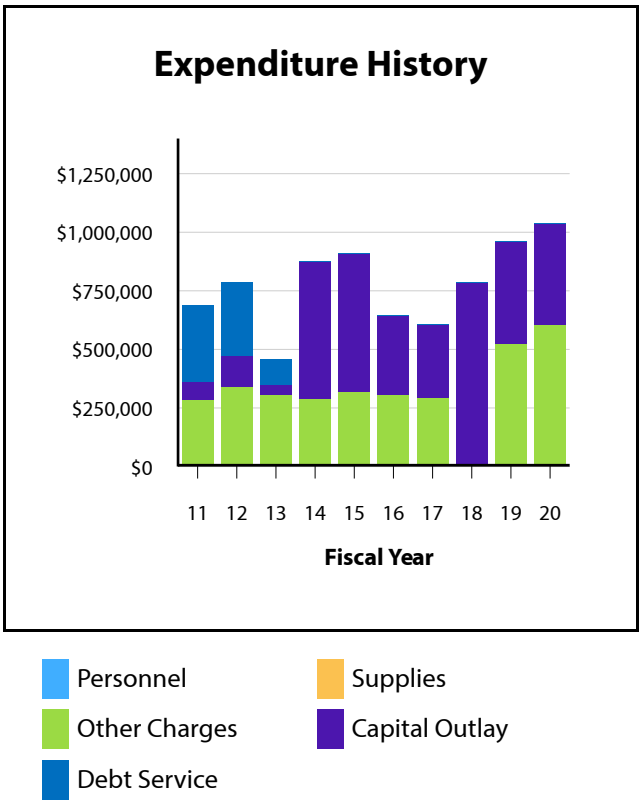
The total budget increased by 7.8%.

Personnel Services – There is no Personnel budget for this cost center.

Supplies – Total Supplies decreased by $1,500 or 16.1% as less funding is required for postage and operating supplies.

Other Charges – Total Other Charges increased $78,500 or 15.2%. Housing rehabilitation costs increased $75,000 due to the reallocation of prior year unspent funds. $136,190 is budgeted to reimburse the costs of City personnel administering the CDBG program, an increase of $2,530. $2,000 was added for staff's attendance at an additional specialized training class. $30,000 is allocated for Minor Home Repair and $19,000 is included for the Adaptive Recreation Program. Donations to service organizations remained the same at $84,540.

Capital – Total Capital of $434,000 is proposed for this fund. $275,000 is budgeted for Phase 1 of a 3-year Senior Center Roof Replacement project. Concrete replacement on Hamilton Drive is budgeted for $148,500. $10,500 is for preliminary engineering costs for a replacement generator to be installed at Schoenherr Towers.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	0	9,300	7,800	7,800	7,800
Other Charges	0	516,630	516,600	595,130	595,130
Capital Outlay	785,765	436,000	505,840	434,000	434,000
Total	$785,765	$961,930	$1,030,240	$1,036,930	$1,036,930

Indigent Defense Fund

The Indigent Defense Fund has been established and organized pursuant to Act 93 of 2013. The legislation's stated purpose was "to provide indigent defendants in criminal cases with effective assistance of counsel; to provide standards for the appointment of legal counsel; to provide for and limit certain causes of action; and to provide for certain appropriations and grants."



The Michigan Indigent Defense Commission was created by the State legislature in 2013 and works to ensure the State's public defense system is fair, cost-effective and constitutional while simultaneously protecting public safety and accountability.

All additional expenses incurred by the Court when implementing these standards are reimbursed through a grant from the State of Michigan. The Indigent Defense Fund was created to track grant proceeds and related expenses as required by law.■

Did you know…
…that the MIDC requires that counsel be present at the accused's first appearance before a magistrate or judge in order to explain charges and assist with the initial plea?

Indigent Defense Fund

SUMMARY OF BUDGET CHANGES

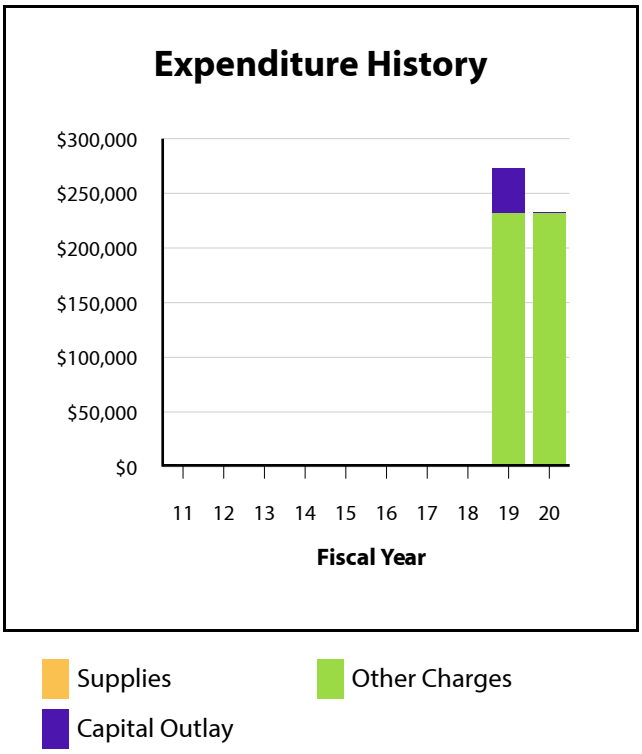
SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 15.0%

Supplies - Total Supplies decreased $60 or 2.0%.

Other Charges - Total Other Charges remained the same at $229,190 and include funding for additional defense counsel fees, expert and investigator fees and additional court clerk time, all of which is required by the Michigan Indigent Defense Commission. All costs incurred by the City when implementing these requirements will be reimbursed through a State grant.

Capital - There is no Capital proposed for this fund. The prior year included capital purchases of $40,880 for a new Polycom system and sound-masking machines, as well as space modifications to the 41A - District Court, all of which were required to comply with the new rules issued by the Michigan Indigent Defense Commission.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Supplies	$0	$3,060	$3,000	$3,000	$3,000
Other Charges	0	229,190	113,700	229,190	229,190
Capital Outlay	0	40,880	40,880	0	0
Total	$0	$273,130	$157,580	$232,190	$232,190

A budget is telling your money where to go instead of wondering where it went.

~ Dave Ramsey ~

Neighborhood Stabilization Program Fund

SUMMARY OF BUDGET CHANGES

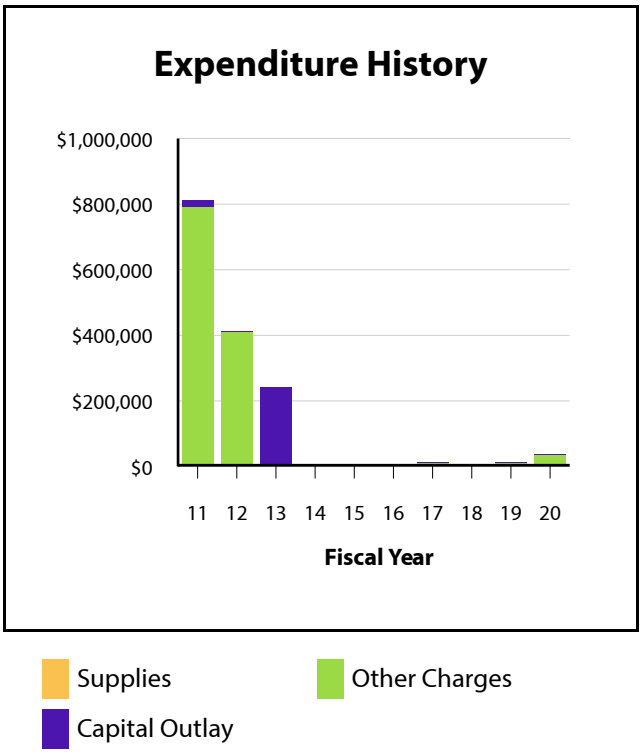
SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 209.9%

Supplies - There is no Supplies budget for this fund.

Other Charges - Total Other Charges of $37,000 are proposed for training and the contractual costs of closing out this fund. The grant funding for this program was exhausted in fiscal year 2013/14, however administrative costs will be incurred this budget year for the required close out procedure. All costs will be reimbursed as a part of the original grant award.

Capital - There is no Capital proposed for this fund.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Supplies	$0	$0	$0	$0	$0
Other Charges	2,969	11,940	10,140	37,000	37,000
Capital Outlay	0	0	0	0	0
Total	$2,969	$11,940	$10,140	$37,000	$37,000

Corridor Improvement Authority Fund

The Corridor Improvement Authority (CIA) Fund is a Special Revenue Fund of the City of Sterling Heights. Established in 2006, the Authority allows the City to identify commercial districts in the City and utilize tax incrementing financing to make public improvements and offer development incentives in order to increase economic vitality within these districts.

The CIA currently includes one District located in the north central portion of Sterling Heights. The District consists of properties bordering Van Dyke Avenue between 18½ Mile Road to the north City limit and along Utica Road between Van Dyke Avenue and Triangle Drive.

The Primary Goals for the District are (1) to enhance the public spaces within the District; (2) to delineate the District by developing a consistent beautification and landscape style along its rights-of-way; (3) to provide a unified building style through the development and redevelopment of properties within the District; and (4) to spur economic growth and increase property values within the District's borders.

As a necessary prerequisite to achieve these goals, both a Development Plan and a Tax Increment Finance Plan have been prepared. The Development Plan outlines the improvements proposed within the District, while the Tax Increment Finance Plan identifies the funding mechanism that will be utilized to finance the proposed improvements.

The Streetscape Design Guidelines prepared for the District include select specifications for paving, decorative lighting, site furnishings, and landscaping. These amenities are intended to be constructed within the Van Dyke Avenue and Utica Road rights-of-way as well as on private property as part of future development and redevelopment within the District.

The Development Plan also includes potential façade improvements with selected styles and material specifications, access management improvements, property acquisition, floodplain/wetland mitigation, park space improvements, general infrastructure improvements, and a business recruitment and retention program. The CIA Master Plan provides for approximately $20 million worth of improvements in the District over a 20-year period.

The Economic Development Consultant serves as the City's liaison to the Corridor Improvement Authority Board.

For fiscal year 2019/20, $110,000 is budgeted for District landscape and streetscape enhancements.■

Did you know…
…that Universal Tool Equipment Controls (UTEC) has opened their 116,000 square foot corporate headquarters and manufacturing facility in the Corridor Improvement Authority District, and their growing automation technology business employs nearly 100 people in the District?

Corridor Improvement Authority Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

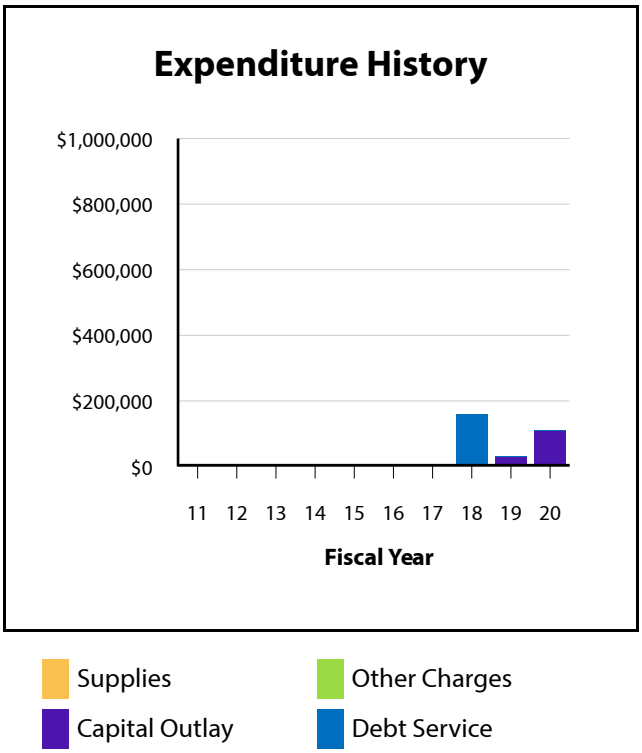
The total budget increased by 266.7%.

Supplies - There is no Supplies budget for this fund.

Other Charges - There is no Other Charges budget for this fund.

Capital - Total Capital of $110,000 is proposed for landscape and streetscape enhancements.

Debt Service - There is no Debt Service budget for this fund.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Supplies	$0	$0	$0	$0	$0
Other Charges	0	0	0	0	0
Capital Outlay	0	30,000	88,000	110,000	110,000
Debt Service	159,006	0	0	0	0
Total	$159,006	$30,000	$88,000	$110,000	$110,000

Economic Development Corporation Fund

The Economic Development Corporation Fund of the City of Sterling Heights has been established and organized, pursuant to Act 388 of the Public Acts of 1974, to achieve essential public objectives of the City. Its objectives are to alleviate and prevent conditions of unemployment, and to assist and retain local industries and commercial enterprise in order to strengthen and revitalize the economy of the City. The Economic Development Corporation also provides the means for encouragement and assistance of industrial and research enterprises, and provides needed services or facilities to the City by constructing, acquiring through gift or purchase, improving, reconstructing, repairing, maintaining, and acquiring land for planned improvements suitable for use by any industrial or research enterprise.

The Economic Development Corporation provides the means and methods for encouragement and assistance of industrial and research enterprises...

To accomplish these objectives, the Economic Development Corporation is allowed to borrow money and issue its revenue bonds or revenue notes to finance all or part of the cost of the acquisition, purchase, construction, reconstruction, or improvements of any project or any part of that project. Additionally, the Economic Development Corporation may enter into leases, lease purchase agreements, or installment sales contracts with any person, firm, or corporation for the use or sale of projects.

The Economic Development Corporation functions as a nine member appointed Board and generates revenues by assessing fees on a particular bond and project improvement program.

Using web-based marketing services, promotional ads, marketing brochures, and television advertising, the Economic Development Corporation seeks to identify industries and research enterprises that may be considering expansion or relocation to the Detroit Metropolitan area. City Administration assists interested parties in locating properties, securing financing and obtaining information about the City of Sterling Heights. The Economic Development Manager is the City's liaison to the Economic Development Corporation.

The Economic Development Corporation has been given the additional responsibility of the Brownfield Redevelopment Authority. Their tasks include making recommendations to the City Council on Brownfield plans. Brownfield Redevelopment has a positive impact on the community by providing a cleaner and safer environment.■

Did you know…
…the Economic Development Corporation Fund funded the environmental cleanup and demolition of obsolete properties at the Sterling Heights Assembly Plant to pave the way for a $1.1 billion investment to secure the Ram Pickup production?

Economic Development Corporation Fund

SUMMARY OF BUDGET CHANGES

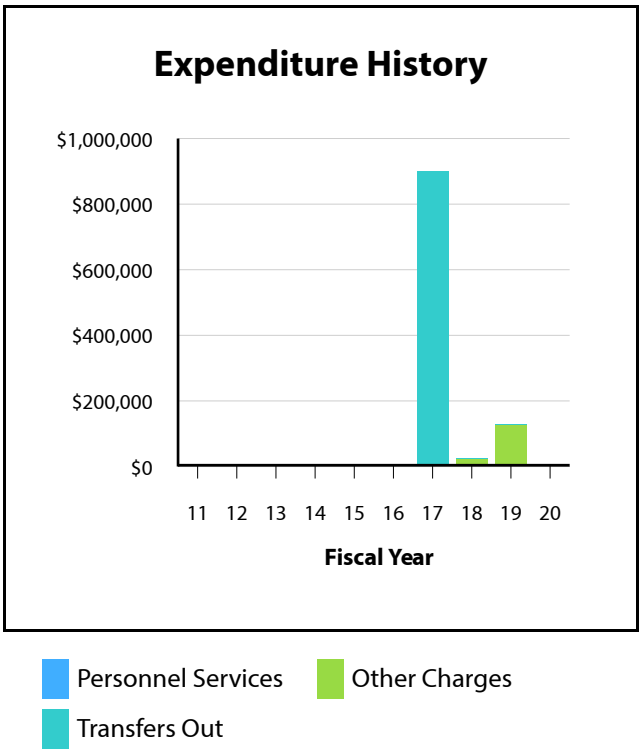
SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 100.0%.

Personnel Services - There is no Personnel budget for this fund. The Economic Development Corporation members serve as volunteers without compensation.

Other Charges - Total Other Charges decreased $127,610 or 100.0% as the budget was amended in the prior year for one-time contractual consulting and business marketing services.

Transfers Out - There are no Transfers Out to other City funds proposed for the 2019/20 fiscal year.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	23,621	127,610	127,610	0	0
Transfers Out	0	0	0	0	0
Total	$23,621	$127,610	$127,610	$0	$0

Public Act No. 281 of 1986, entitled The Local Development Financing Act, is intended to encourage local development to prevent unemployment and promote economic growth. These objectives are achieved under the Act by establishing local development finance authorities that create and implement development plans through tax increment financing.

The Act establishes the process for forming a Local Development Finance Authority (LDFA). This process is initiated by the municipality's governing body declaring by resolution its intention to create and provide for the operation of an authority.

The LDFA provides development incentives to companies that fall in the following categories: defense, high technology, alternative energy, agricultural processing, and automotive. The development incentives include reimbursing eligible entities for costs such as roads, water, sanitary and storm sewer, environmental remediation, demolition, and utilities.

As a prerequisite to achieving these goals, a Development Plan and Tax Increment Finance Plan are prepared. The Development Plan outlines the improvements proposed within the District, and the Tax Increment Finance Plan identifies the funding mechanism utilized to finance the proposed improvements.

The impetus for establishing the City's LDFA was the redevelopment of the former TRW site by BAE Systems located on the west side of Van Dyke Avenue, between 14 Mile Road and 15 Mile Road. This parcel was the first authority district in which the LDFA board is exercising its powers.

BAE Systems constructed a 230,000 square foot, state of the art business development and technology center based on the requirements of the United States Department of Defense and its worldwide allies. This new technology center focuses on and facilitates the integration of the technical, business and program management teams dedicated to the design and development of tactical wheeled and combat vehicles in support of the next generation of combat systems, while enhancing the capabilities of the current combat systems of the United States and its allies. The capital investment by BAE Systems in real and personal property is an estimated $33 million.

The State of Michigan designated the City's LDFA as a SmartZone. This designation allows the LDFA to operate a business incubator. A SmartZone plan is required to describe the operation of the business incubator and how tax dollars will be used to fund its activities.

In 2016 the LDFA plan was amended to allow for the capture of Tax Increment Financing revenue generated from the development of Sterling Enterprise Park. This new development is projected to generate nearly $6 million in revenue over a 20-year period and will be used to support eligible public improvements within the LDFA district.

In fiscal year 2019/20, $780,900 is budgeted for the operational costs associated with the Macomb-OU INCubator, which will be funded by LDFA increment financing revenues. $50,000 is budgeted for replacement flooring at the Velocity Center. $10,000 is for the purchase of table and chairs for events held at the Center.■

Did you know…
…that HTI Cybernetics plans to expand its manufacturing operations at its facility in Sterling Enterprise Park, a project that is expected to generate $20.6 million in private investment and create 100 jobs?

Local Development Finance Authority Fund

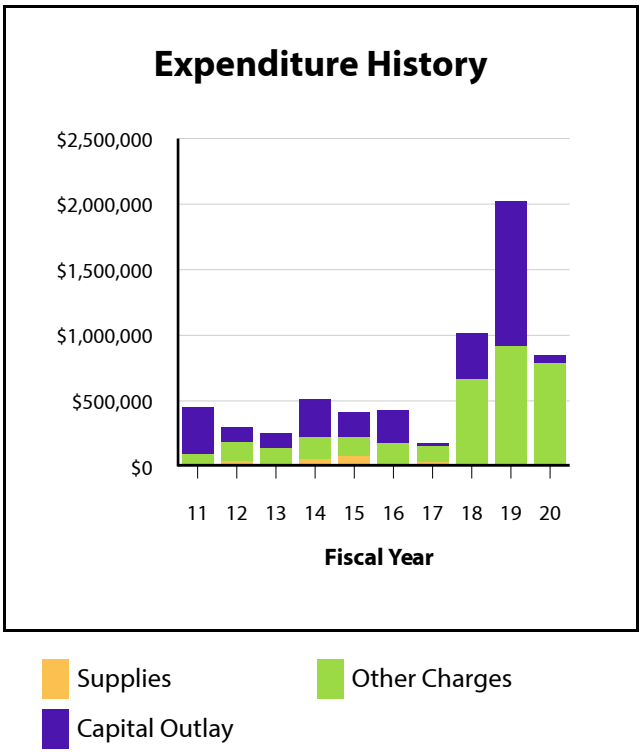
SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 58.1%.

Supplies - Total Supplies is proposed to remain the same at $6,500. There are no proposed funding changes to the operating supplies account.

Other Charges - Total Other Charges decreased $134,880 or 14.7% largely due to the prior year one-time funding of marketing programs throughout the SmartZone district. $780,900 is budgeted for operational costs associated with the business incubator, an increase of $17,120. $99,000 is for the reimbursement of the City's administrative costs. $125,500 is for utility costs including heat, electricity, and water. $350,000 is budgeted for the payment to Oakland University for their management of the incubator and program development. $64,000 is for contracted service costs including landscape and snow removal, engineering consulting, dumpster rental, building alarm and fire system costs, cleaning services, and a contractor to coordinate facilities maintenance repairs. Business incubator repairs and improvements are funded for $50,000. The budget includes $40,000 for telephone costs and $35,000 in building maintenance costs.



Capital - Total Capital of $60,000 is proposed. $50,000 is for replacement flooring at the Velocity Center. $10,000 is for the purchase of tables and chairs to accommodate greater seating for events held at the Center.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Supplies	$3,545	$6,500	$6,000	$6,500	$6,500
Other Charges	670,248	915,780	982,780	780,900	780,900
Capital Outlay	343,544	1,100,000	1,100,000	60,000	60,000
Total	$1,017,337	$2,022,280	$2,088,780	$847,400	$847,400

Never let the fear of striking out keep you from playing the game.

~ Babe Ruth ~

Debt Service Funds



The city's Debt Service Funds are used to account for the accumulation of resources and payments of general long-term debt principal and interest. Debt Service Funds are required when legally mandated. Debt Service Funds include the General Drain Fund, Limited Tax General Obligation (LTGO) Debt Fund, Road Bond Debt Retirement Fund, and the Voted General Obligation Debt Fund.

GENERAL OBLIGATION

Section 11.01 of the Sterling Heights City Charter outlines the City's general borrowing power. It states that Council, by ordinance or resolution, may authorize the borrowing of money, the issuance of bonds, or other evidences of indebtedness, subject to State law and Charter provisions. The City may pledge its full faith credit and resources for the payment of the obligation created.

The Charter further states that the City may borrow money, within provisions stipulated by State law, in anticipation of the payment of special assessments made for defraying any public improvement costs and can issue revenue or other types of bonds. This borrowing authority is limited, however. The net bonded indebtedness incurred for all public purposes cannot exceed 10% of the assessed value of all real and personal property in the City subject to taxation. In the case of fire, flood or other disaster requiring an emergency fund for the relief of City inhabitants, or for the repair or rebuilding of municipal buildings, infrastructure, bridges, or streets, the City's legislative body may borrow money for up to five years and in the amount not exceeding three-eighths of one percent of the assessed valuation of all property in the City, notwithstanding such loan may increase the indebtedness beyond the limitation fixed in the Charter.

Some bonds are not included in the computation of net bond indebtedness including bonds issued in anticipation of the payment of special assessments, mortgage bonds that are secured only by a mortgage on the property or franchise of a public utility, Michigan Transportation Fund (MTF) road construction bonds, and bonds issued to refund monies advanced or paid on special assessments for water main extensions. The resources of the sinking fund pledged for the retirement of any outstanding bonds shall also be deducted from the amount of the bonded indebtedness. The City's portion of the sewer district's debt service is also excluded from this calculation.

The City's 2019 State Equalized Valuation plus the assessed value of abated property is $5,910,153,600. Therefore, the City's debt limit is $591,015,360 or 10% of total valuation. The City's population estimate is 132,000. The outstanding Net Direct Bonded Debt for the City as of June 30, 2019 is shown here as a ratio to debt to state equalized value and debt per capita.

	Debt Out-standing 6/30/19	Debt to Assessed Value	Debt Per Capita
Net Direct Bonded Debt	$82,335,000	1.39%	$624

The City's Debt Management Program is the product of over 45 years of deliberate decision-making by our community's leaders. The City has made judicious use of its authorities to sell bonds or otherwise incur debt. Our current bond ratings are indicated on the next page. The City's favorable credit rating results from low debt levels, as well as a history of conservative budgeting, maintaining adequate reserves, and financial flexibility based on an operating tax rate margin. The City anticipates maintaining its low debt position due to a modest debt burden and a rapid debt amortization. 59.6% of the City's total non-sewer debt is scheduled to be repaid within ten years. Favorable credit ratings and low debt service will better position the City to finance debt in the future.

Total Debt Maturity within 10 Years = 59.6%

In compliance with the Uniform Budget Act of 1978, a summary of the City's total indebtedness as of June 30, 2019, including the principal and interest payments required for fiscal 2019/20 and the funding sources, is included in this Debt Service section. Total indebtedness is $178,418,420. Total principal payment is $9,442,250 and the interest payment is $6,410,630. Brief descriptions of each type of debt incurred by the City are provided next, followed by debt summary schedules.

BOND RATINGS		
Standard & Poors	Moody's Investor Service	Fitch
AAA	Aaa	AAA
AA+	Aa1	AA+
➔ AA	Aa2	AA
AA-	A1	AA-
A+	A2	A+
A	A3	A
A-	Baa1	A-
BBB+	Baa2	BBB+
BBB	Baa3	BBB
BBB-	Ba1	BBB-
BB+	Ba2	BB+
BB	Ba3	BB
BB-	B1	BB-
B+	B2	B+
B	B3	B
B-	Caa1	B-
CCC+	Caa2	CCC+
CCC	Caa3	CCC
CCC-	Ca	CCC-

LIMITED TAX GENERAL OBLIGATION DEBT FUND

Some of the City's debt service was financed indirectly through lease with the City's Building Authority, which was created for the purpose of acquiring and leasing City property.

In 1999/00, a $3.7 million bond was sold for the City Center Commons development. The debt was refunded in 2004/05, saving $118,500. In 2019/20, $302,380 is budgeted for the final debt payment on the City Center Commons bond.

In 2018, a $20 million Facilities Improvement Bond was issued to finance facility infrastructure and information technology improvements. Total principal payment for 2019/20 is $640,000 and the interest payment is $733,350.

In the spring of 2019, a planned Capital Improvement Bond of $22 million will be issued to finance the new Public Works building. The budgeted principal payment for 2019/20 is $1,045,000 and interest is $710,710.

VOTED TAX GENERAL OBLIGATION DEBT FUND

In the spring of 2008, a $5.0 million General Obligation bond was issued for improvements at three of the City's fire stations (Public Improvement F), which was approved by the voters in November, 2006. $552,760 is budgeted for the debt payments on the Fire Station Improvement bonds. The debt was refinanced in 2016/17 at a net savings of $190,000 over the remaining six-year life of the bond.

MAJOR ROAD IMPROVEMENTS

The City uses Gas and Weight tax revenues to finance various road improvements. Indebtedness is $20,845,000. The Principal payment is $2,345,000 and interest is $657,520.

SPECIAL ASSESSMENTS

In 2008, a $3.26 million Special Assessment bond was issued to finance improvements within the Lakeside Shopping Center District. Total principal payment of $150,000 and interest of $79,600 is funded through special assessments.

WATER & SEWER FUND

In 2019/20, total principal of $2,992,250 and interest of $2,642,720 is budgeted for the City's portion of the District's debt for the Interceptor Rehabilitation project and the debt payment for a portion of the 15 Mile Interceptor Repair. Total indebtedness is $73,288,420.

PARKS & RECREATION FUND

In the spring of 2017, a $42.1 million Limited Tax General Obligation Bond was issued to fund the *Re*creating Recreation improvements. Total principal payment for 2019/20 is $1,460,000 and interest is $1,541,590.■

DEBT SUMMARY

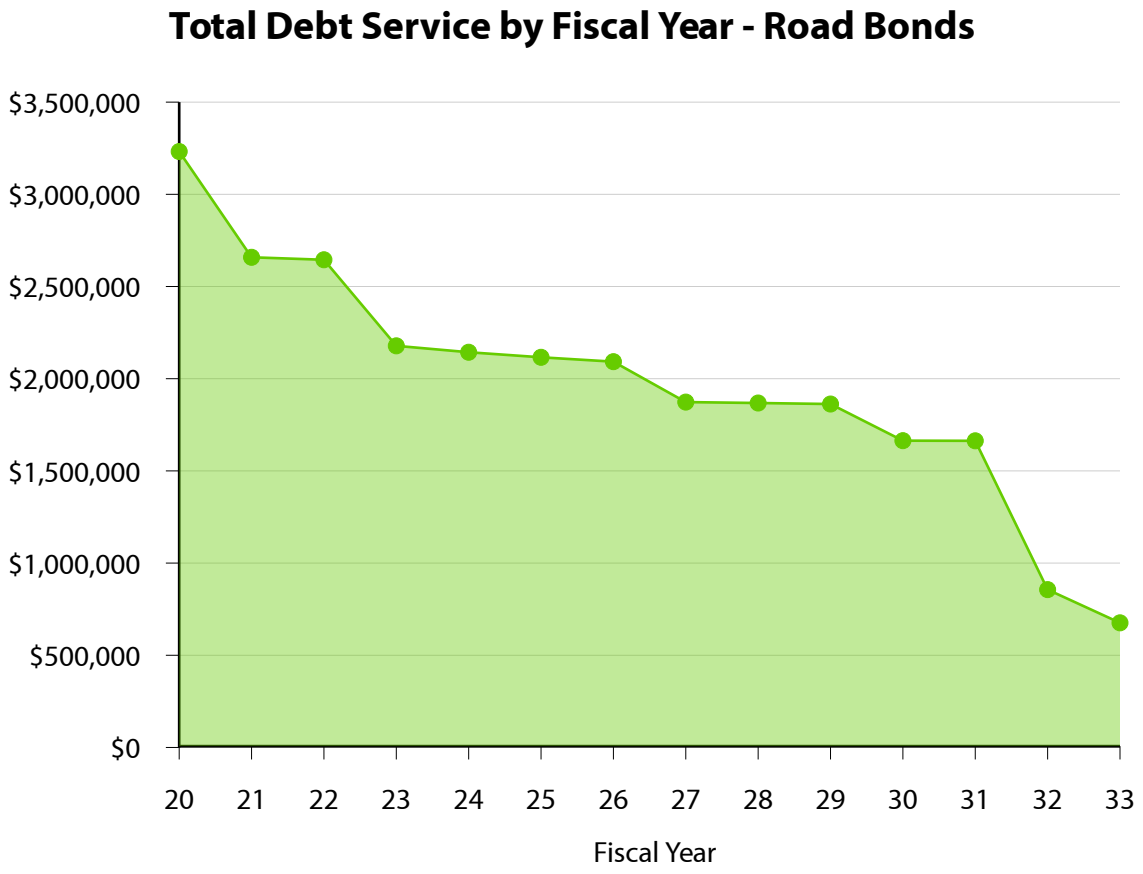
Description of Debt	Funding Sources	Debt Outstanding 6/30/2019	2019/20 Principal	2019/20 Interest	2019/20 Total
LIMITED TAX GENERAL OBLIGATION DEBT FUND					
2018 Facilities Improvement Bonds	Gen Fund	$18,675,000	$640,000	$733,350	**$1,373,350**
Bldg. Auth./LTGO Bonds - City Center Commons	Gen Fund	295,000	295,000	7,380	**302,380**
2019 Capital Improvement Bonds - DPW	Gen Fund	22,000,000	1,045,000	710,710	**1,755,710**
Total General Fund Debt Service		**40,970,000**	**1,980,000**	**1,451,440**	**3,431,440**
VOTED TAX GENERAL OBLIGATION DEBT FUND					
2017 Fire Station Impr. Refunding Bonds (F)	VTGO Fund	2,210,000	515,000	37,760	**552,760**
Total Debt Fund Direct Debt Service		**43,180,000**	**2,495,000**	**1,489,200**	**3,984,200**
ROAD BOND DEBT RETIREMENT FUND					
2010 Build America Bonds	Major Rds	1,175,000	100,000	63,980	**163,980**
2012 MI Transportation Refunding Bonds	Major Rds	585,000	585,000	23,400	**608,400**
2013 MI Transportation Refunding Bonds	Major Rds	1,500,000	510,000	25,520	**535,520**
2016 MI Transportation Bonds	Major Rds	8,025,000	565,000	193,980	**758,980**
2017 MI Transportation Bonds	Major Rds	1,855,000	115,000	50,750	**165,750**
2018 MI Transportation Bonds	Major Rds	7,705,000	470,000	299,890	**769,890**
Special Assessment Bonds	S/A - RBDF	1,950,000	150,000	79,600	**229,600**
Total Road Bond Debt Service		**22,795,000**	**2,495,000**	**737,120**	**3,232,120**
WATER & SEWER FUND					
Sewer District Rehabilitation Bonds	W&S Fund	73,288,420	2,992,250	2,642,720	**5,634,970**
PARKS & RECREATION FUND					
Parks & Recreation Improvement Bonds	P&R Fund	39,155,000	1,460,000	1,541,590	**3,001,590**
Total Debt Service		**$178,418,420**	**9,442,250**	**6,410,630**	**15,852,880**

GENERAL FUND & TAX SUPPORTED DEBT SERVICE

Debt Service	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 To Dec. 31	2018/19 Estimate	2019/20 Budget
LIMITED TAX GENERAL OBLIGATION DEBT FUND						
2018 Facilities Improvement Bonds	$0	$0	$1,375,580	$275,600	$1,375,150	**$1,373,350**
City Center Commons	355,850	337,250	322,250	314,870	322,250	**302,380**
2019 Capital Improvement Bonds	0	0	0	0	0	**1,755,710**
Total General Fund Debt Service	**355,850**	**337,250**	**1,697,830**	**590,470**	**1,697,400**	**3,431,440**
VOTED TAX GENERAL OBLIGATION DEBT FUND						
2008 Fire Station Improvement Bonds (F)	3,557,980	487,320	493,160	21,580	493,160	**552,760**
Total VTGO Fund Debt Service	**3,557,980**	**487,320**	**493,160**	**21,580**	**493,160**	**552,760**
PARKS & RECREATION FUND	0	3,003,520	3,001,090	805,540	3,001,090	**3,001,590**
Total Tax Supported Debt Service	**$3,913,830**	**$3,828,090**	**$5,192,080**	**$1,417,590**	**$5,191,650**	**$6,985,790**

SCHEDULE OF PRINCIPAL & INTEREST
ROAD BOND DEBT RETIREMENT FUND

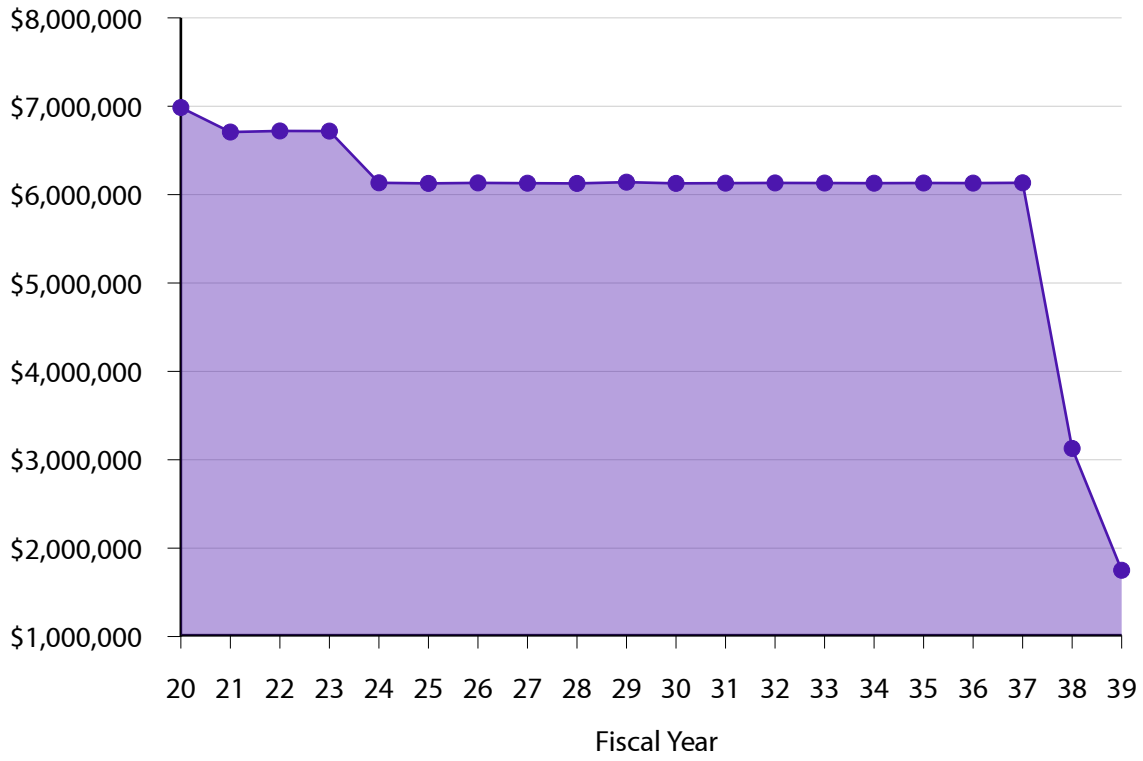
Fiscal Year	2010 B.A. Bonds	2012 M.T.F. Refunding	2013 M.T.F. Refunding	2016 M.T.F. Bonds	2017 M.T.F. Bonds	2018 M.T.F. Bonds	2008 S.A.D. Bonds	Total
2019/20	163,980	608,400	535,520	758,980	165,750	769,890	229,600	3,232,120
2020/21	183,220		515,170	762,670	168,450	756,380	272,600	2,658,490
2021/22	200,950		495,020	771,080	171,050	742,380	264,550	2,645,030
2022/23	241,300			779,070	173,550	727,880	256,450	2,178,250
2023/24	229,850			781,680	170,950	712,880	248,150	2,143,510
2024/25	218,050			788,970	172,050	697,380	239,650	2,116,100
2025/26	206,050			795,880	173,000	686,380	231,050	2,092,360
2026/27				802,370	173,800	674,630	222,350	1,873,150
2027/28				805,000	174,450	675,190	213,500	1,868,140
2028/29				808,550	174,950	674,650	204,500	1,862,650
2029/30				806,350	180,300	677,250		1,663,900
2030/31				808,550	180,350	674,250		1,663,150
2031/32					180,250	675,800		856,050
2032/33						675,960		675,960
Total	**$1,443,400**	**$608,400**	**$1,545,710**	**$9,469,150**	**$2,258,900**	**$9,820,900**	**$2,382,400**	**$27,528,860**



GENERAL FUND AND VOTED TAX GENERAL OBLIGATION DEBT SERVICE

Fiscal Year	2005 City Center Refunding G.F. Bonds	2008 Proposal F V.T.G.O. Bonds	2017 P&R Improve. Bonds	2018 Facilities Improve. Bonds	2019 Capital Improve. Bonds			Total
2019/20	302,380	552,760	3,001,590	1,373,350	1,755,710			6,985,790
2020/21		585,550	2,998,590	1,371,360	1,752,630			6,708,130
2021/22		586,670	3,002,090	1,377,860	1,753,790			6,720,410
2022/23		586,500	3,001,590	1,377,360	1,753,430			6,718,880
2023/24			3,002,090	1,380,110	1,751,540			6,133,740
2024/25			2,998,340	1,375,860	1,752,940			6,127,140
2025/26			3,000,340	1,379,860	1,752,550			6,132,750
2026/27			3,002,590	1,376,610	1,750,110			6,129,310
2027/28			2,999,840	1,376,360	1,750,660			6,126,860
2028/29			2,998,640	1,388,360	1,753,980			6,140,980
2029/30			2,999,030	1,378,360	1,749,940			6,127,330
2030/31			2,999,130	1,377,160	1,753,660			6,129,950
2031/32			3,002,130	1,380,060	1,750,100			6,132,290
2032/33			2,999,790	1,376,910	1,754,380			6,131,080
2033/34			3,001,920	1,376,440	1,751,100			6,129,460
2034/35			3,001,280	1,379,870	1,750,380			6,131,530
2035/36			3,002,880	1,375,550	1,751,980			6,130,410
2036/37			3,003,040	1,380,080	1,750,810			6,133,930
2037/38				1,376,550	1,751,810			3,128,360
2038/39					1,749,890			1,749,890
Total	**$302,380**	**$2,311,480**	**$54,014,900**	**$26,178,070**	**$35,041,390**			**$117,848,220**

Total Debt Service by Fiscal Year - General Fund & VTGO Debt



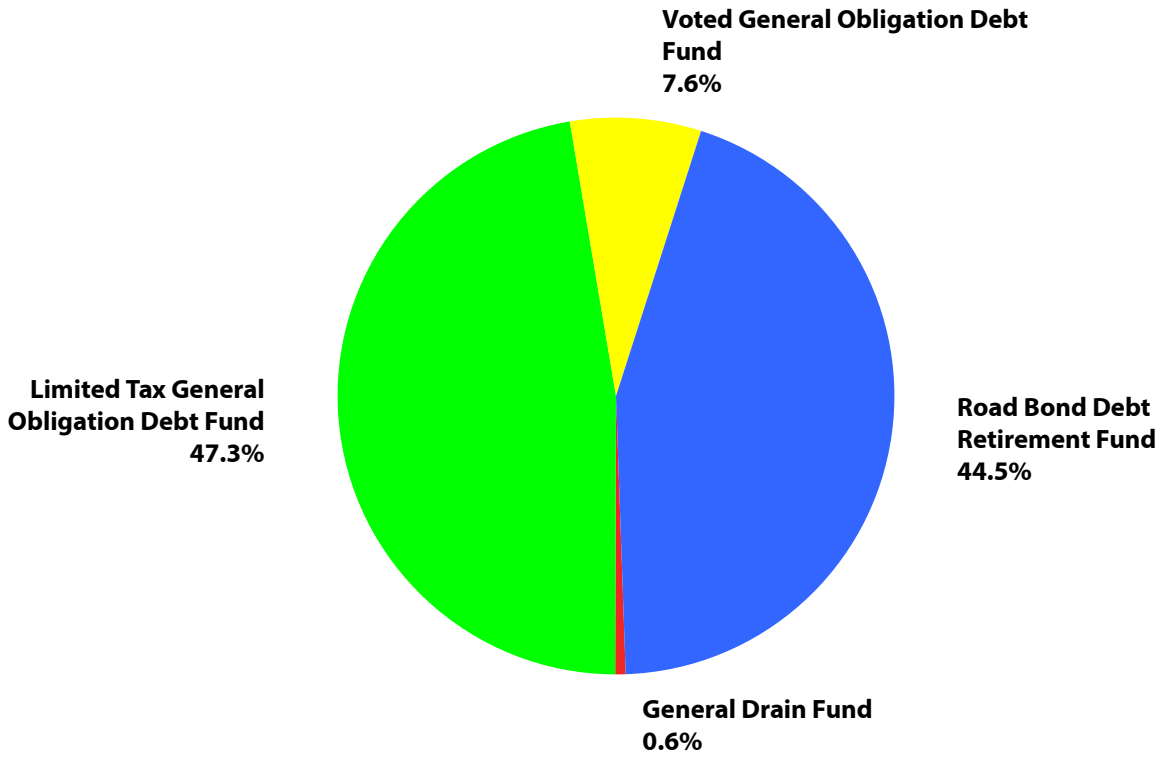
DEBT SERVICE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
GENERAL DRAIN FUND					
REVENUES					
Property Taxes	$2,300	$1,050	$500	$820	$820
State/Local Returns	18,440	0	0	0	0
Interest Income	240	600	480	1,000	1,000
Total Revenues	**20,980**	**1,650**	**980**	**1,820**	**1,820**
EXPENDITURES					
Principal	0	0	0	0	0
Interest	0	0	0	0	0
Transfers Out	0	0	0	0	43,000
Total Expenditures	**0**	**0**	**0**	**0**	**43,000**
Excess of Revenues Over (Under) Expenditures	**20,980**	**1,650**	**980**	**1,820**	**(41,180)**
Beginning Fund Balance	**18,690**	**39,670**	**41,320**	**41,320**	**43,140**
Ending Fund Balance	**$39,670**	**$41,320**	**$42,300**	**$43,140**	**$1,960**
VOTED TAX GENERAL OBLIGATION DEBT FUND					
REVENUES					
Property Taxes	$464,080	$459,160	$416,100	$415,580	$462,950
State/Local Returns	44,170	52,300	29,710	35,400	29,440
Interest Income	2,270	4,080	3,500	4,500	5,000
Bond Proceeds	3,105,000	0	0	0	0
Transfer from General Fund	0	0	0	0	43,000
Total Revenues	**3,615,520**	**515,540**	**449,310**	**455,480**	**540,390**
EXPENDITURES					
Principal	350,000	445,000	450,000	450,000	515,000
Principal - Paid to Ref Escrow	3,073,860	0	0	0	0
Interest	134,120	42,320	43,160	43,160	37,760
Other Charges	43,440	500	500	500	500
Total Expenditures	**3,601,420**	**487,820**	**493,660**	**493,660**	**553,260**
Excess of Revenues Over (Under) Expenditures	**14,100**	**27,720**	**(44,350)**	**(38,180)**	**(12,870)**
Beginning Fund Balance	**9,230**	**23,330**	**51,050**	**51,050**	**12,870**
Ending Fund Balance	**$23,330**	**$51,050**	**$6,700**	**$12,870**	**$0**

DEBT SERVICE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
ROAD BOND DEBT RETIREMENT FUND					
REVENUES					
Special Assessment Revenue	$179,650	$216,950	$142,030	$147,730	$131,920
Federal Interest Rebates	31,320	30,440	28,970	29,030	27,010
Interest Income	93,720	91,010	81,790	84,610	69,100
Transfer from Major Roads Fund	1,925,240	2,000,000	2,500,000	2,500,000	3,100,190
Total Revenues	**2,229,930**	**2,338,400**	**2,752,790**	**2,761,370**	**3,328,220**
EXPENDITURES					
Principal	1,625,000	1,765,000	2,414,970	2,485,000	2,495,000
Interest	516,000	532,400	781,490	773,130	737,120
Other Charges	2,100	2,600	2,100	2,600	2,600
Total Expenditures	**2,143,100**	**2,300,000**	**3,198,560**	**3,260,730**	**3,234,720**
Excess of Revenues Over (Under) Expenditures	**86,830**	**38,400**	**(445,770)**	**(499,360)**	**93,500**
Beginning Fund Balance	**733,450**	**820,280**	**858,680**	**858,680**	**359,320**
Ending Fund Balance	**$820,280**	**$858,680**	**$412,910**	**$359,320**	**$452,820**
LIMITED TAX GENERAL OBLIGATION DEBT FUND					
REVENUES					
Transfer from General Fund	$356,080	$337,480	$1,698,060	$1,698,060	$3,432,670
Total Revenues	**356,080**	**337,480**	**1,698,060**	**1,698,060**	**3,432,670**
EXPENDITURES					
Principal	305,000	300,000	1,025,580	1,015,000	1,980,000
Interest	50,850	37,250	672,250	682,400	1,451,440
Other Charges	230	220	460	730	1,230
Total Expenditures	**356,080**	**337,470**	**1,698,290**	**1,698,130**	**3,432,670**
Excess of Revenues Over (Under) Expenditures	**0**	**10**	**(230)**	**(70)**	**0**
Beginning Fund Balance	**340**	**340**	**350**	**350**	**280**
Ending Fund Balance	**$340**	**$350**	**$120**	**$280**	**$280**

Debt Service Funds
Percent of Total Expenditures



This graph reflects budgeted Debt Service Funds expenditures as a percent of the total $7,263,650 Debt Service Funds budget.

Debt Service Funds Revenues

GENERAL DRAIN TAXES

Although all City issued drain debt has been paid in full, small amounts of revenue are still realized primarily due to the collection of delinquent property taxes.

In 2019/20, General Drain Tax revenue increased $320 primarily due to an increase delinquent personal property tax collections.

OTHER FINANCING SOURCES

Other Financing Sources in the Debt Service Funds represent the Transfers In from other funds. The General Fund and Major Road Fund provide revenue to the Debt Service Funds through this revenue center.

In 2019/20, revenues generated from Other Financing Sources represent 90.0% of total Debt Service revenues, an increase of $2,377,800. The transfer from the Major Road Fund to the Road Bond Debt Retirement Fund increased as a result of higher debt payments on existing road bonds. Transfers from the General Fund to the Limited Tax General Obligation Debt Fund increased due to the anticipated issuance of a $22 million Capital Improvement bond in the spring of 2019 to finance the new Public Works building.

STATE & LOCAL RETURNS

This source of revenue consists of federal refundable credits for Recovery Zone Economic Development bonds that are issued for authorized purposes to promote economic recovery and job creation. A total of $27,010 is anticipated to be refunded next fiscal year for the 2010 Michigan Transportation Fund (MTF) Build America Bond. A reimbursement from the State to offset the elimination of property taxes on eligible manufacturing personal property is also budgeted for $29,440. This reimbursement reduces the debt levy that is charged to taxpayers to fund the debt payments on the Proposal F bond.

OTHER REVENUE

Other Revenue consists of revenue from Interest on Investments and Special Assessment revenue. In the 2019/20 Budget, Other Revenues represent 2.8% of total Debt Service revenues, a decrease of $20,780. This decrease is primarily due to a decrease in special assessment interest from the Lakeside Mall improvement project.

PUBLIC IMPROVEMENTS TAX

The Voted Tax General Obligation Debt Fund has been established to isolate the revenues and expenditures for the voter approved debt to finance various public improvements. This fund is used to account for the payment of principal and interest on the current debt portion of the public improvements. A specific millage is levied to retire the debt incurred and the necessary paying agent fees. For 2019/20, the millage rate is 0.1096 mills, an increase of 0.0125 mills.

In 2019/20, Public Improvement Tax revenue represents 6.3% of total Debt Service revenues, an increase of $46,850. This increase is due to higher debt payments on the Proposal F bond.

EXCESS REVENUE OVER (UNDER) EXPENDITURES

A budgeted use of fund balance exists when expenditures exceed revenues, provided that fund balance is available.

In the 2019/20 Budget, revenues exceed expenditures by $39,450, allowing for a contribution to fund balance reserves exclusively in the Road Bond Debt Retirement Fund.■

DEBT SERVICE FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	TAXES						
404000	City Operating Tax	$709	0.02	$600	0.01	$600	0.01
404001	Property Tax Refunds	(180)	(0.01)	(200)	0.00	(100)	0.00
415000	Delinquent Personal Property Tax	1,145	0.04	500	0.01	700	0.01
445000	Penalties & Interest	827	0.03	700	0.01	720	0.01
	Total Taxes	**2,501**	**0.08**	**1,600**	**0.03**	**1,920**	**0.03**
	OTHER FINANCING SOURCES						
699101	Transfer From General Fund	337,475	10.57	1,698,060	34.64	3,475,670	47.59
699202	Transfer From Major Road Fund	2,000,000	62.64	2,500,000	51.01	3,100,190	42.44
	Total Other Financing Sources	**2,337,475**	**73.21**	**4,198,060**	**85.65**	**6,575,860**	**90.03**
	STATE & LOCAL RETURNS						
573386	Personal Property Tax Reimbursement	52,296	1.64	29,710	0.61	29,440	0.40
529004	Federal - Interest Rebates	30,435	0.95	28,970	0.59	27,010	0.37
	Total State & Local Returns	**82,731**	**2.59**	**58,680**	**1.20**	**56,450**	**0.77**
	OTHER REVENUE						
665000	Interest on Investments	16,151	0.51	12,780	0.26	14,000	0.19
672000	Special Assessment Revenue	216,953	6.79	142,030	2.90	131,920	1.81
672445	S.A. Delinquent Interest & Penalties	347	0.01	20	0.01	100	0.00
672665	Special Assessment Interest	79,202	2.48	72,970	1.48	61,000	0.84
	Total Other Revenue	**312,653**	**9.79**	**227,800**	**4.65**	**207,020**	**2.84**
	PUBLIC IMPROVEMENTS TAX						
419000	Proposal F Debt Levy	457,715	14.33	415,000	8.47	461,850	6.33
	Total Public Improvements Tax	**457,715**	**14.33**	**415,000**	**8.47**	**461,850**	**6.33**
	Total Debt Service Funds	**$3,193,075**	**100.00**	**$4,901,140**	**100.00**	**$7,303,100**	**100.00**

Note: The 2017-2018 Actual Column is rounded to the nearest dollar.

DEBT SERVICE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	OTHER CHARGES						
810000	Other Fees	$3,325	0.11	$3,060	0.06	$4,330	0.06
	Total Other Charges	**3,325**	**0.11**	**3,060**	**0.06**	**4,330**	**0.06**
	DEBT SERVICE						
992000	Principal	2,510,000	80.31	3,890,550	72.17	4,990,000	68.70
993000	Interest	611,970	19.58	1,496,900	27.77	2,226,320	30.65
	Total Debt Service	**3,121,970**	**99.89**	**5,387,450**	**99.94**	**7,216,320**	**99.35**
	TRANSFERS OUT						
999101	Transfer to General Fund	0	0.00	0	0.00	43,000	0.59
	Total Transfers Out	**0**	**0.00**	**0**	**0.00**	**43,000**	**0.59**
	Total Debt Service Funds	**$3,125,295**	**100.00**	**$5,390,510**	**100.00**	**$7,263,650**	**100.00**

Note: The 2017-2018 Actual Column is rounded to the nearest dollar.

KEY FUND TRENDS

Debt Service Funds

City Bond Ratings

1.	Farmington Hills	AAA
2.	Troy	AAA
3.	Ann Arbor	AA+
4.	**STERLING HEIGHTS**	**AA**
5.	Grand Rapids	AA
6.	Livonia	AA
7.	Southfield	AA
8.	Warren	AA
9.	Lansing	AA-
10.	Dearborn	A+

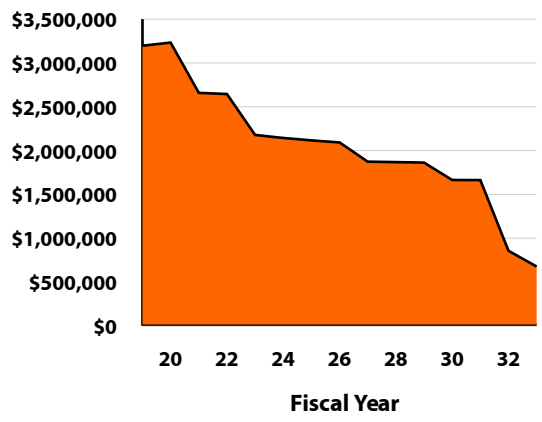
The City's AA bond rating from Standard & Poor's Rating Service ranks in the middle of other comparable communities' rankings. Sterling Heights maintains a high Aa2 rating from Moody's and an AA rating from Fitch Investor's Rating Service due to the City's low costs and proactive response to changing economic conditions.

Government Debt Per Capita

1.	Ann Arbor	$2,753
2.	Dearborn	$2,057
3.	Lansing	$1,779
4.	Warren	$1,064
5.	Southfield	$1,059
6.	Farmington Hills	$661
7.	Grand Rapids	$636
8.	Livonia	$635
9.	**STERLING HEIGHTS**	**$528**
10.	Troy	$330

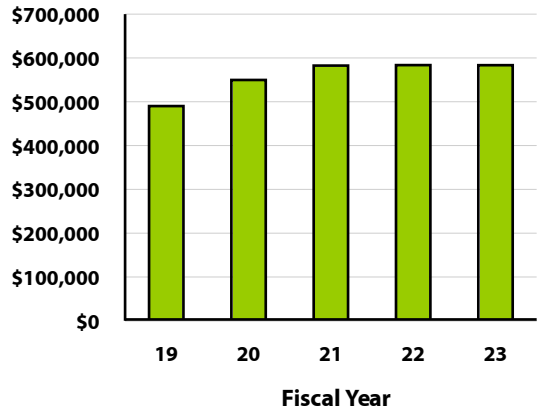
City debt per capita increased due to the issuance of a $45 million capital bond to fund the voter approved *Re*creating Recreation initiative. However the City is still at only 20% of the legal debt limit and ranks well below our comparable communities.

Annual Debt Payments Road Bonds



Road Bond Debt payments will decrease significantly in 2021, 2023, and 2027 as three Michigan Transportation Funds (MTF) bonds are retired. The 2017 MTF bond is scheduled to be retired in 2032.

Annual Debt Payments Proposal F – Fire Stations



Voted Tax General Obligation Debt from the Fire Station Improvements (Proposal F) continues through 2023. These bonds were refunded in 2017 for a net savings of $190,000.

Voted Tax General Obligation Debt Fund

The voter approved General Obligation Debt Fund was created to provide a formal mechanism of accounting for tax millage revenue and expenditures dedicated and used for the repayment of voter approved debt to finance various public improvements. A specific millage, as approved by the voters, is levied each year to retire the annual principal, interest and paying agent fee associated with each bond issued.

Each public improvement debt has its own activity and its own budgetary center within the fund. Thus, no budget adjustment can be made between budgetary centers without City Council authorization.

Proposal R authorized $21 million of bonds to finance various road improvements. All road improvements have been completed and include Ryan Road from 14 Mile Road to M-59 Highway, Dodge Park Road from 15 Mile to 16 Mile Road, 15 Mile Road from Maple Lane to Schoenherr Road, 19 Mile Road from Saal to Canal Road, and 17 Mile Road from east of Mound Road to Dequindre Road. The bonds were issued in a series starting in 1990 and ending in 1999. The debt for "R" was retired in fiscal year 2008/09.

Proposal S authorized $3,000,000 for the construction of the City's fifth fire station located in the northwest quadrant of the City. This station houses the Fire Department's administrative offices, classrooms for training and the fire garage. The debt for "S" was retired in fiscal year 2000/01.

Proposal T authorized $900,000 for the purchase of a new ladder truck and related equipment. This capital was used to make the fifth fire station serviceable. The debt was retired in fiscal year 1996/97.

In November 2006, the voters approved Proposal F authorizing $5 million for improvements to three of the City's fire stations. The improvements began in the spring of 2008 and included the modernization of the work areas, updating of the heating and cooling systems, and expansion of the facilities for both equipment storage and personnel quarters. In conjunction with the start of the project, a bond was issued to provide financing for the public improvements. In the spring of fiscal year 2016/17, the debt was refinanced resulting in the issuance of the 2017 refunding bond, which saved the City $190,000 in future debt payments.

For 2019/20, principal and interest payments for Proposal F total $552,760.■

Did you know…
…the 2008 Proposal F bond, used to remodel three City Fire Stations, was refunded in 2017 at a savings to taxpayers of $190,000 over the remaining life of the bond?

Voted Tax General Obligation Debt Fund

SUMMARY OF BUDGET CHANGES

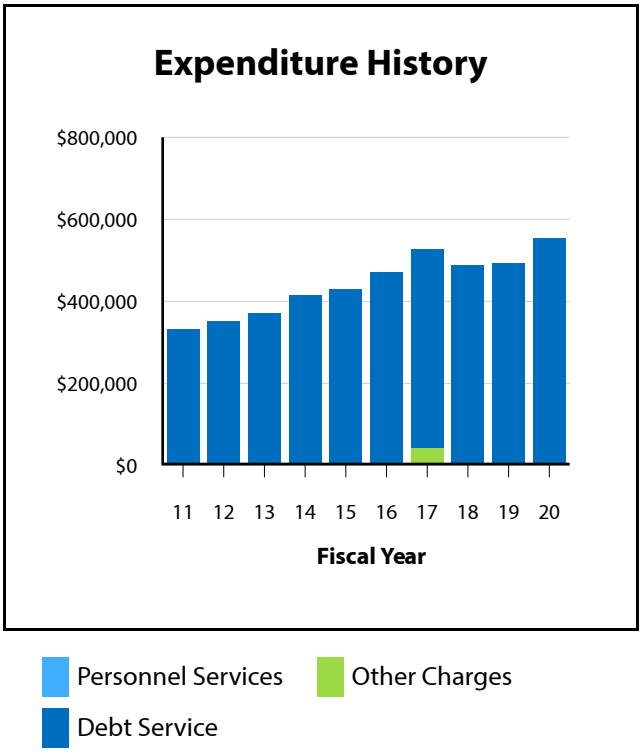
SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 12.1%.

Personnel Services - There is no Personnel budget for this fund.

Other Charges - Total Supplies is proposed to remain the same at $500.

Debt Service - Total Debt Service increased $59,600 or 12.1% due to an increase in the principal payment on the 2017 Fire Station Improvements refunding bond. The increase was offset slightly by lower interest payments. There is no outstanding debt for Proposals R, S, & T as the debt was retired in prior years. The debt from Proposal F is scheduled to be retired in fiscal year 2022/23.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	500	500	500	500	500
Debt Service	487,320	493,160	493,160	552,760	552,760
Total	$487,820	$493,660	$493,660	$553,260	$553,260

Road Bond Debt Retirement Fund

The Road Bond Debt Retirement Fund is a Debt Service Fund. It is used exclusively for the retirement of debt incurred by the City for various road improvements.

The most significant revenue source of this fund is through a transfer from the Major Road Fund. In 2019/20, the Major Road Fund transfer represents 93% of total Road Bond Debt Retirement Fund revenues. Most of the bonded road construction projects are considered major roads and Public Act 51 guidelines allow for such transfer payments for major road construction and debt payments. Other sources of revenue include Interest on Investments, Reimbursements and Special Assessment revenue.

The most significant revenue source of this fund is through a transfer from the Major Road Fund.

This Fund's debt budgeted to be paid in fiscal year 2019/20 totals $3,232,120, which is comprised of $2,495,000 toward principal and $737,120 in interest payments on Michigan Transportation Fund (MTF) bonds and the Lakeside Special Assessment bond that was issued in the spring of 2008. The Special Assessment bond was issued to finance various improvements within the Lakeside Shopping Center district. The improvements included road repairs, landscape improvements, brick paver crosswalks, decorative street lighting, banners, and other aesthetic improvements to the area surrounding the shopping center. The debt repayment for this project is being funded through assessments on the affected property owners. No new MTF bonds are scheduled to be sold next year.

The principal and interest payments for road bond projects are amortized based on the estimated total cost of the project times the interest rate for a fixed period of time - usually 10-15 years.

Road bond projects to be retired through this fund are specified on the Road Bond Construction Fund schedule located in the Capital Projects section of this document.■

Did you know…
…that debt service on the City's Michigan Transportation Fund (MTF) Road Bonds is only 52% of the amount allowed under Michigan law?

Road Bond Debt Retirement Fund

SUMMARY OF BUDGET CHANGES

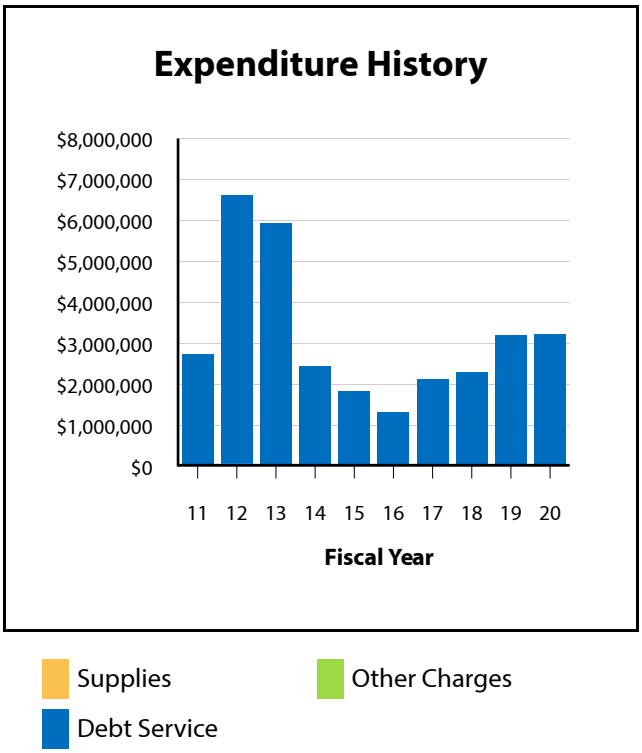
SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 1.1%.

Supplies - There is no Supplies budget for this fund.

Other Charges - Total Other Charges increased $500 or 23.8% as bond paying agent fees are higher than anticipated.

Debt Service - Total Debt Service increased $35,660 or 1.1%. Funding increased $80,030 based on higher principal payments for the 2018 MTF bond than estimated in the prior year, and higher scheduled principal payments on several other existing MTF bonds. The increase was partially offset by lower interest payments on most existing bonds.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Supplies	$0	$0	$0	$0	$0
Other Charges	2,600	2,100	2,600	2,600	2,600
Debt Service	2,297,400	3,196,460	3,258,130	3,232,120	3,232,120
Total	$2,300,000	$3,198,560	$3,260,730	$3,234,720	$3,234,720

Limited Tax General Obligation Fund

The Limited Tax General Obligation (LTGO) Fund is a Debt Service Fund that is used to account for the bond payments related to the construction and financing of City buildings and equipment.

The construction of the Judicial Services Center was financed with limited tax general obligation bonds issued in 1990. This debt was retired in fiscal year 2009/10.

In 2007, $3.25 million of Limited Tax General Obligation Improvement bonds were issued to help finance the Senior Active Life Center addition and the new public safety 800 MHz radio system. This debt was retired in fiscal year 2012/13.

The City is currently paying off debt for the expansion and remodeling of the buildings in the City Center Commons. This Fund also accounts for the leasing of the buildings to the City.

The Limited Tax General Obligation Fund receives revenue for operations as a result of receiving cash rental payments transferred from the General Fund for the City Center Commons project.

The City Center Commons project was financed with Building Authority limited tax general obligation bonds originally issued in 2000 and refunded in 2005. This debt is scheduled to be retired in fiscal year 2019/20. The transfer necessary for debt repayment in 2019/20 totals $302,380. Principal payments total $295,000 and interest payments amount to $7,370.

A $20 million Facilities Improvement Bond was issued in the spring of 2018 to finance the facility infrastructure and information technology improvements identified as part of the facilities condition assessment completed in 2017 and the five-year information technology plan. This debt is scheduled to be retired in fiscal year 2037/38. Debt payments for the 2019/20 fiscal year total $1,373,360.

In the spring of 2019, a $22 million Capital Improvement Bond is scheduled to be issued to finance the construction of a new Department of Public Works facility. Debt payments will begin in the 2019/20 fiscal year totaling $1,755,710. ■

Did you know…
… the most recent Capital Improvement bonds issued will be paid out of the General Fund and did not result in a tax increase?

Limited Tax General Obligation Fund

SUMMARY OF BUDGET CHANGES

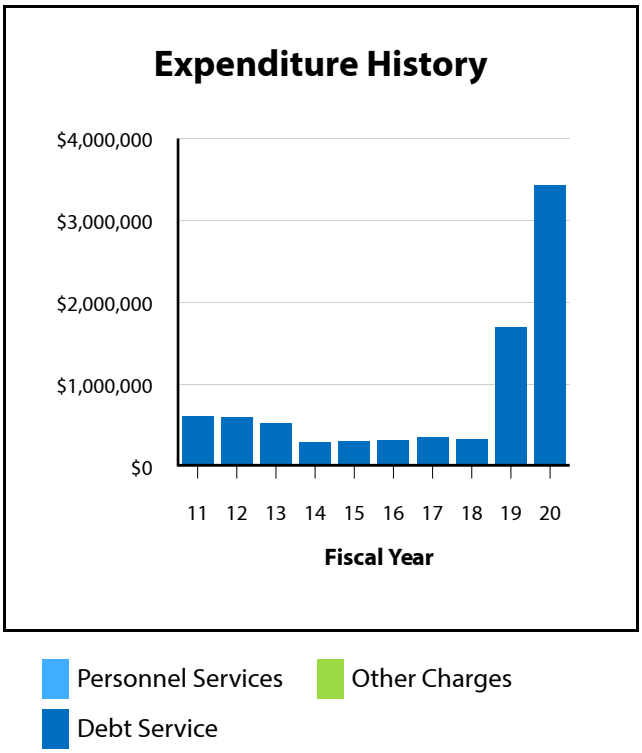
SIGNIFICANT NOTES – 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 102.1%.

Personnel Services - There is no Personnel budget for this fund.

Other Charges - Total Other Charges increased $770 or 167.4% as bond paying agent fees increased due to the anticipated issuance of a $21 million Capital Improvement Bond in the spring of 2019 and higher than anticipated fees for the 2018 Facilities Improvement Bond.

Debt Service - Total Debt Service increased $1,733,610 or 102.1%. Total principal payments increased $954,420 as a result of the new 2019 Capital Improvement Bond. The increase was partially offset by a decrease due to lower principal payments on the existing 2005 City Center Commons refunding bond and the 2018 Facilities Improvement Bond. Total interest payments increased $779,190 also due to the new 2019 bond issue and higher interest payments on the 2018 bond. The increase was offset slightly by lower interest payments on the 2005 refunding bond.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	225	460	730	1,230	1,230
Debt Service	337,250	1,697,830	1,697,400	3,431,440	3,431,440
Total	$337,475	$1,698,290	$1,698,130	$3,432,670	$3,432,670

Capital Projects



Capital Projects Funds are used to account for resources to be used for the acquisition or construction of major capital facilities, and for the purchase of capital equipment and vehicles. The city maintains three capital projects funds, the Capital Projects Fund, the Facilities Improvement Fund, and the Road Bond Construction Fund. The city's Capital Improvement Program is a multi-year planning instrument used to coordinate the financing and timing of improvements in a way that maximizes the return to residents.

CAPITAL PROJECT FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Capital Projects	2016/17 Actual	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Budget
CAPITAL PROJECTS FUND					
REVENUES					
Other Revenue	$112,260	$621,300	$190,820	$21,646,600	**$1,211,020**
Transfer from General Fund	5,759,420	5,503,090	5,716,040	5,716,040	**4,878,840**
Total Revenues	**5,871,680**	**6,124,390**	**5,906,860**	**27,362,640**	**6,089,860**
EXPENDITURES					
Capital Equipment	1,349,910	1,309,520	3,029,940	2,865,120	**1,632,030**
Capital Vehicles	2,498,010	905,740	1,453,610	1,424,010	**1,342,900**
Capital Projects	2,257,030	1,555,320	3,374,200	3,486,480	**23,325,910**
Total Expenditures	**6,104,950**	**3,770,580**	**7,857,750**	**7,775,610**	**26,300,840**
Excess of Revenues					
Over (Under) Expenditures	**(233,270)**	**2,353,810**	**(1,950,890)**	**19,587,030**	**(20,210,980)**
Beginning Fund Balance	**1,732,330**	**1,499,060**	**3,852,870**	**3,852,870**	**23,439,900**
Ending Fund Balance	**$1,499,060**	**$3,852,870**	**$1,901,980**	**$23,439,900**	**$3,228,920**
FACILITIES IMPROVE. FUND					
REVENUES					
Other Rev. & Fin. Sources	$0	$20,297,540	$400,000	$500,000	**$300,000**
Total Revenues	**0**	**20,297,540**	**400,000**	**500,000**	**300,000**
EXPENDITURES					
Capital Improvements	0	297,420	7,022,710	4,683,090	**8,611,650**
Total Expenditures	**0**	**297,420**	**7,022,710**	**4,683,090**	**8,611,650**
Excess of Revenues					
Over (Under) Expenditures	**0**	**20,000,120**	**(6,622,710)**	**(4,183,090)**	**(8,311,650)**
Beginning Fund Balance	**0**	**0**	**20,000,120**	**20,000,120**	**15,817,030**
Ending Fund Balance	**$0**	**$20,000,120**	**$13,377,410**	**$15,817,030**	**$7,505,380**
CLINTON RIVER REST. FUND					
REVENUES					
Federal Grants	$2,223,630	$1,462,500	$179,040	$179,040	**$0**
Total Revenues	**2,223,630**	**1,462,500**	**179,040**	**179,040**	**0**
EXPENDITURES					
Capital Projects	2,223,630	1,462,500	179,040	179,040	**0**
Total Expenditures	**2,223,630**	**1,462,500**	**179,040**	**179,040**	**0**
Excess of Revenues					
Over (Under) Expenditures	**0**	**0**	**0**	**0**	**0**
Beginning Fund Balance	**0**	**0**	**0**	**0**	**0**
Ending Fund Balance	**$0**	**$0**	**$0**	**$0**	**$0**
ROAD BOND CONSTR. FUND					
REVENUES					
Federal Grants	$3,070,810	$0	$0	$0	**$0**
Other Revenue	30,880	53,230	30,000	100,000	**12,500**
Proceeds Long-Term Debt	2,075,000	8,200,000	0	0	**29,000,000**
Bond Premiums	38,710	393,190	0	0	**0**
Total Revenues	**5,215,400**	**8,646,420**	**30,000**	**100,000**	**29,012,500**
EXPENDITURES					
Capital Improvements	7,066,180	4,763,930	7,966,300	7,982,140	**2,500,000**
Other Charges	0	124,800	0	0	**0**
Total Expenditures	**7,066,180**	**4,888,730**	**7,966,300**	**7,982,140**	**2,500,000**
Excess of Revenues					
Over (Under) Expenditures	**(1,850,780)**	**3,757,690**	**(7,936,300)**	**(7,882,140)**	**26,512,500**
Beginning Fund Balance	**6,586,790**	**4,736,010**	**8,493,700**	**8,493,700**	**611,560**
Ending Fund Balance	**$4,736,010**	**$8,493,700**	**$557,400**	**$611,560**	**$27,124,060**

STATE & LOCAL RETURNS

Revenue from Federal, State, and/or County grants is included in State and Local Returns. There is no grant revenue budgeted in fiscal year 2019/20.

OTHER FINANCING SOURCES

Other Financing Sources include all proceeds received from long-term debt as a result of planned Capital Project construction and/or acquisition by the City. Also included in this revenue center are transfers into the Capital Project Funds from other funds.

In the 2019/20 Budget, revenues generated from Other Financing Sources represent 95.7% of total revenue sources, an increase of $28,162,800. This increase is due to an increase in proceeds from long-term debt as the City's $29 million portion of the $216 million Mound Road reconstruction project will be financed by the sale of a bond during the 2019/20 fiscal year.

OTHER REVENUE

The revenue source of Other Revenue includes revenues that cannot be easily classified in other revenue centers. Included in this revenue center are Interest on Investments, Special Assessment Revenue, Reimbursements, Miscellaneous Revenue, and Interest and Penalties.

In the 2019/20 Budget, Other Revenues represent 4.3% of total revenue sources, an increase of $920,900. This increase is primarily due to an increase in interest on investments and reimbursements from the City's Sidewalk Gap and Replacement Programs.

EXCESS REVENUE OVER (UNDER) EXPENDITURES

A budgeted Use of Fund Balance exists when expenditures exceed revenues, provided that fund balance is available.

In the 2019/20 Budget, use of fund balance as a revenue source totals $2,010,130. This is primarily due to a planned drawdown of reserves to fund City Facility Improvements, for which bond proceeds were received in a prior year, and the demolition and reconstruction of a new Public Works building, which will also be funded through bond proceeds. The budgeted use of fund balance was offset by the anticipated bond proceeds from the Mound Road reconstruction project.■

CAPITAL PROJECT FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	STATE & LOCAL RETURNS						
529000	Federal Grant - Other	$1,597,648	4.37	$197,240	3.03	**$0**	**0.00**
	Total State & Local Returns	**1,597,648**	**4.37**	**197,240**	**3.03**	**0**	**0.00**
	OTHER FINANCING SOURCES						
698000	Proceeds Long-Term Debt	27,590,000	75.53	0	0.00	**29,000,000**	**81.92**
698001	Bond Premiums	1,302,812	3.57	0	0.00	**0**	**0.00**
699101	Transfer from General Fund	5,503,090	15.06	5,716,040	87.72	**4,878,840**	**13.78**
	Total Other Financing Sources	**34,395,902**	**94.16**	**5,716,040**	**87.72**	**33,878,840**	**95.70**
	OTHER REVENUE						
665000	Interest on Investments	105,471	0.29	450,000	6.91	**612,500**	**1.73**
665445	Interest & Penalties - Tax Roll	0	0.00	50	0.00	**0**	**0.00**
672000	Special Assessment Revenue	1,142	0.00	930	0.01	**930**	**0.00**
672445	SA Delinquent Interest & Penalties	31	0.00	30	0.00	**30**	**0.00**
672665	Special Assessment Interest	178	0.00	110	0.00	**60**	**0.00**
675000	Contributions & Donations	0	0.00	11,000	0.17	**0**	**0.00**
676000	Reimbursements	145,208	0.40	60,000	0.92	**740,000**	**2.09**
677008	Unrealized Gain/Loss	(17,384)	(0.05)	0	0.00	**0**	**0.00**
685015	Miscellaneous Revenue - MCPWC	302,657	0.83	80,500	1.24	**170,000**	**0.48**
	Total Other Revenue	**537,303**	**1.47**	**602,620**	**9.25**	**1,523,520**	**4.30**
	Total Capital Projects Funds	**$36,530,853**	**100.00**	**$6,515,900**	**100.00**	**$35,402,360**	**100.00**

Note: The 2017-2018 Actual Column is rounded to the nearest dollar.

CAPITAL PROJECT FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
	OTHER CHARGES						
810000	Other Fees	$418,772	4.02	$0	0.00	**$0**	**0.00**
	Total Other Charges	**418,772**	**4.02**	**0**	**0.00**	**0**	**0.00**
	CAPITAL OUTLAY						
975000	Building & Improvements	405,319	3.89	7,300,050	31.70	**8,512,110**	**22.75**
975010	Municipal Building Modernization	4,207	0.04	150,850	0.66	**0**	**0.00**
975020	Library Renovations	39,585	0.38	0	0.00	**0**	**0.00**
975030	DPW Building	0	0.00	0	0.00	**21,000,000**	**56.13**
975130	Civic Center Concrete Replacement	10,824	0.10	10,000	0.04	**0**	**0.00**
975140	Miscellaneous DPW Improvements	0	0.00	100,000	0.43	**0**	**0.00**
975210	Fire Station Renovations	0	0.00	143,400	0.62	**140,710**	**0.38**
975220	Misc. Fire Station Improvements	153,519	1.47	93,000	0.40	**0**	**0.00**
979000	Computer Equipment	552,791	5.31	1,748,880	7.60	**1,421,740**	**3.80**
979080	Microsoft Office - Software	41,287	0.40	0	0.00	**0**	**0.00**
979100	Financial System - Software	0	0.00	136,000	0.59	**832,940**	**2.23**
979150	Financial System - Hardware	37,615	0.36	64,800	0.28	**154,000**	**0.41**
979300	Tax & Assessing - Software	0	0.00	0	0.00	**15,270**	**0.04**
979800	Fire Department - Software	3,822	0.04	0	0.00	**0**	**0.00**
979850	Fire Department - Hardware	0	0.00	85,400	0.37	**0**	**0.00**
981000	Electronic Equipment	36,724	0.35	64,800	0.28	**0**	**0.00**
982000	Machinery & Equipment	489,819	4.70	1,575,550	6.84	**477,820**	**1.28**
982001	Machinery & Equipment - Grant	131,070	1.26	19,680	0.09	**0**	**0.00**
983000	Fire Equipment	17,348	0.17	0	0.00	**0**	**0.00**
984265	Vehicles - Facilities Maintenance	0	0.00	0	0.00	**28,000**	**0.07**
984292	Vehicles - Community Relations	0	0.00	0	0.00	**25,000**	**0.07**
984310	Vehicles - Police Investigations	98,796	0.95	0	0.00	**0**	**0.00**
984315	Vehicles - Police Operations	280,455	2.69	309,500	1.34	**350,000**	**0.94**
984337	Vehicles - Fire Administration	0	0.00	17,500	0.08	**47,000**	**0.13**
984338	Vehicles - Fire Transport	0	0.00	172,170	0.75	**0**	**0.00**
984339	Vehicles - Fire Extinguishment	0	0.00	500,000	2.18	**0**	**0.00**
984412	Vehicles - Building	20,077	0.19	0	0.00	**69,000**	**0.18**
984417	Vehicles - Neighborhood Services	0	0.00	52,500	0.23	**141,000**	**0.38**
984444	Vehicles - Street Services	405,005	3.89	260,000	1.13	**656,400**	**1.75**
984535	Vehicles - Refuse	0	0.00	40,000	0.17	**0**	**0.00**
984752	Vehicles - Parks & Recreation	0	0.00	61,940	0.27	**26,500**	**0.07**
984770	Vehicles - Parks & Grounds Maint	101,402	0.97	40,000	0.17	**0**	**0.00**
986000	Major Drain Improvements	303,328	2.91	0	0.00	**0**	**0.00**
987000	Public Art	0	0.00	334,830	1.45	**25,000**	**0.07**
988000	Construction	62,450	0.60	2,110,030	9.17	**2,500,000**	**6.68**
988236	Sidewalk Replacement Program	29	0.00	0	0.00	**0**	**0.00**
988254	Dodge Park - Metro Parkway to Utica	255,849	2.46	416,690	1.81	**0**	**0.00**
988278	Clinton River Restoration	1,462,504	14.04	179,040	0.78	**0**	**0.00**
988284	Canal Resurf - Schoenherr to Van Dyke	1,315,238	12.62	2,284,760	9.92	**0**	**0.00**
988285	15 Mile Resurf - Cavant to Mound	1,599,000	15.34	31,000	0.13	**0**	**0.00**
988291	M59 Regional Median Improvements	1,224,999	11.76	402,700	1.75	**0**	**0.00**

CAPITAL PROJECT FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2017-2018 Actual		2018-2019 Budget		2019-2020 Budget	
		Dollars	%	Dollars	%	Dollars	%
988297	2017 Sidewalk Replacement Program	547,201	5.25	0	0.00	**0**	**0.00**
988305	2018 Sidewalk Replacement Program	0	0.00	400,000	1.74	**990,000**	**2.65**
988313	Van Dyke M-59 to Clinton Rvr Bridge	368,846	3.54	1,431,150	6.22	**0**	**0.00**
988321	Northlawn Drive Pedestrian Bridge	26,088	0.25	181,020	0.79	**0**	**0.00**
988326	Mound Resurf - 14 Mile to 18 Mile	0	0.00	2,100,000	9.12	**0**	**0.00**
988328	Island Pk Bridge Bank Stabilization	5,264	0.05	83,560	0.36	**0**	**0.00**
988335	Sterling Relief Drain	0	0.00	125,000	0.54	**0**	**0.00**
	Total Capital Projects Funds	**$10,419,233**	**100.00**	**$23,025,800**	**100.00**	**$37,412,490**	**100.00**

Note: The 2017-2018 Actual Column is rounded to the nearest dollar.

The secret of getting ahead is getting started.

~ Mark Twain ~



Capital Projects Fund

The City of Sterling Heights uses a Capital Projects Fund to account for the development, improvement, and repair of capital facilities, and the purchase of capital vehicles and equipment, not financed by other funds. The receipt and disbursement of resources to be utilized for the construction or acquisition of capital facilities, and the performance of activities financed by governmental funds, is accounted for by capital funds. Receipts for such purposes arise from the sale of general obligation bonds, grants from other governmental units, transfers from other funds, or gifts from individuals or organizations.

The reason for creating a fund to account for capital projects, vehicles and equipment, is to provide a formal mechanism that enables administrators to ensure that revenues dedicated to a certain purpose are used for that purpose. This fund enables administrators to report to creditors and other grantors of capital projects fund resources that their requirements regarding the use of the resources were met.

As with all governmental funds, the Capital Projects Fund concentrates on inflows and outflows of available, spendable resources. Therefore, the Capital Projects Fund uses the modified accrual basis of accounting. The Capital Projects Fund has the authority to continue expenditures within prescribed limits until a project is completed.

Funding for Capital in 2019/20 totals $26,300,840. Of the total, $23,325,910 is to fund the following improvement projects for facilities and/or infrastructure:

- Construction of a new DPW Building financed through bond proceeds ($21,000,000)
- Upgrades to the North and South Entrances of City Hall ($490,000)
- Phase 1 Upgrades to the Senior Center HVAC System ($125,000)
- Phase 1 Upgrades to the Police and Library Exterior Insulation Finishing Systems ($480,000)
- Phase 1 Upton House renovations ($90,000)
- Replacement of the Concrete Approach at Fire Station #1 ($127,540)
- City Sidewalk Repairs for Section 23 ($990,000 total cost/$740,000 financed through a Special Assessment District)
- Resurfacing of the Senior Center Gym Floor ($10,200)
- Replacement of apparatus bay Floor Drain System at Fire Station #5 ($13,170)

Capital equipment and information technology improvements total $1,632,030 and are detailed in the General Fund activity in which the capital will be utilized. Capital vehicles total $1,342,900 and are detailed in the General Fund activity in which the vehicle will be utilized.

For a complete list of all equipment, vehicles and projects, please refer to the Capital schedules on the following pages. ■

Did you know…
…the exterior of the Public Library, Police Department and City Hall will be replaced as part of a four year project beginning in 2019?

Capital Projects Fund

SUMMARY OF BUDGET CHANGES

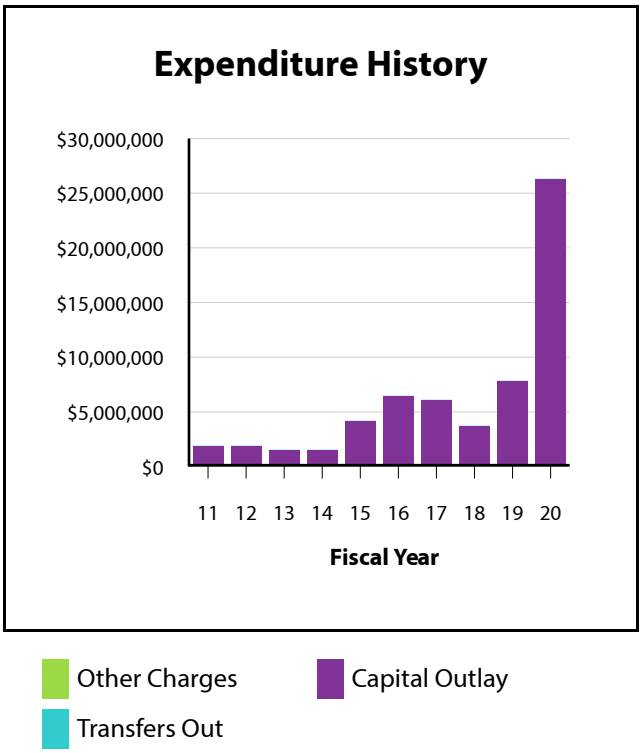
SIGNIFICANT NOTES - 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 234.7%.

Capital – Total Capital of $26,300,840 is proposed for next fiscal year. $502,820 is for capital equipment, $1,342,900 for capital vehicles, and $1,129,210 for the Information Technology Capital Program. ***The significant notes for equipment, vehicles, and Information Technology Capital can be found in the General Fund activity in which the Capital will be utilized.***

Capital Improvements totaling $23,325,910 are proposed:

- Construction of a new DPW building, financed through bond proceeds ($21,000,000)
- Upgrades to the North & South Entrances of City Hall ($490,000)
- Phase 1 of Upgrades to the Senior Center HVAC System ($125,000)
- Phase 1 of Upgrades to the Police and Library Exterior Insulation Finishing Systems ($480,000)
- Phase 1 Upton House renovations ($90,000)
- Replacement of the Concrete Approach at Fire Station #1 ($127,540)
- Sidewalk City Repair Program for Section 23 ($990,000 total cost/$740,000 financed through a Special Assessment District)



For a list of all Capital Equipment, Vehicles, and Projects, please refer to the schedules on the following pages.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Other Charges	$0	$0	$0	$0	$0
Capital Outlay	3,770,575	7,857,750	7,775,610	26,300,840	26,300,840
Transfers Out	0	0	0	0	0
Total	$3,770,575	$7,857,750	$7,775,610	$26,300,840	$26,300,840

Facilities Improvement Fund

The Facilities Improvement Fund is a temporary fund to account for the proceeds and expenditures of a $20 million Capital Improvement Bond issued in the Spring of 2018 to finance facilities infrastructure improvements for City Hall, the 41-A District Court, the Public Library and the Police Department.

The bond will finance improvements and maintenance identified as a result of the Facilities Condition Assessment commission in the Fall of 2017.

A wide range of improvements will be made across all four buildings. Projected expenditures by building are as follows:

	2018/19	2019/20	2020/21	Total
Police Department	$815,215	$2,796,070	$2,000,000	**$5,611,285**
Public Library	651,290	1,058,060	2,000,000	**3,709,350**
City Hall	697,875	1,639,760	2,000,000	**4,337,635**
41A District Court	1,518,710	1,823,020	—	**3,341,730**
Technology Upgrades	1,000,000	1,294,740	705,260	**3,000,000**
	$4,683,090	**$8,611,650**	**$6,705,260**	**$20,000,00**

It is anticipated that these improvements will be implemented over the next three years. After which, this fund will be closed.



In fiscal year 2019/20, $8,611,650 of the $20,000,000 bond proceeds are proposed. ■







Did you know…
…that the 20-year old roofing systems at the Library, Police Department, City Hall and 41-A District Court were replaced in 2018 with a new system that has a 30-year warranty?

Facilities Improvement Fund

SUMMARY OF BUDGET CHANGES

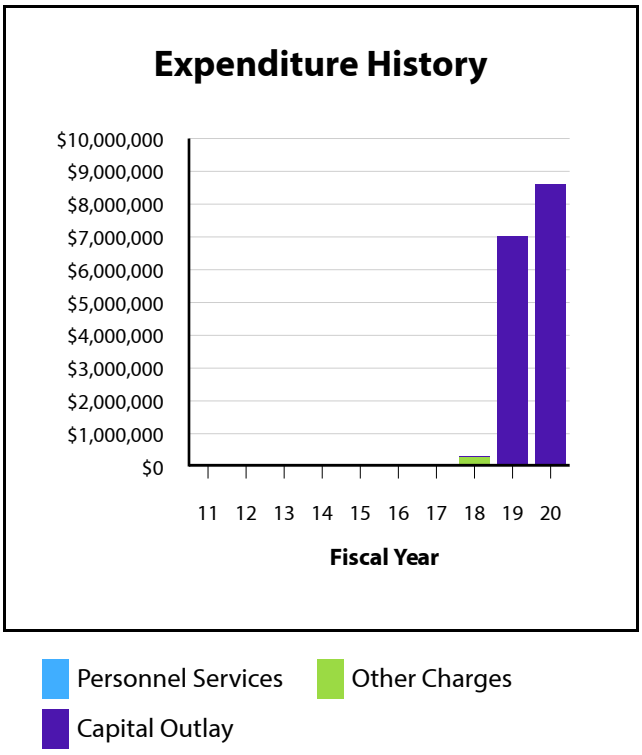
SIGNIFICANT NOTES - 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 23%.

Personnel Services – There is no Personnel budget for this fund.

Other Charges – There is no Other Charges budget for this fund.

Capital – Total Capital of $8,611,650 is proposed in the Facilities Improvement Fund. $7.3 million is for facilities infrastructure improvements at City Hall, the 41-A District Court, Public Library and Police Department and $1.3 million is for information technology improvements throughout all City buildings. These improvements were identified as part of the facilities condition assessment completed in 2017 and as part of the five-year information technology plan. The proceeds of a $20 million Capital Improvement bond sold in the spring of 2018 will be used to finance the improvements, which are anticipated to be implemented over the next three years.



For a detailed list of all of Projects included in the Facilities Improvement fund, please refer to the schedules on the following pages.

FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	293,975	0	0	0	0
Capital Outlay	3,450	7,022,710	4,683,090	8,611,650	8,611,650
Total	$297,425	$7,022,710	$4,683,090	$8,611,650	$8,611,650

Clinton River Restoration Fund

The Clinton River Restoration Fund is a temporary fund which provides for payment of construction activities related to the restoration of the Clinton River.

In fiscal year 2016/17, the City of Sterling Heights received a $4.5 million dollar grant from the Environmental Protection Agency (EPA) to administer the project along a nine mile stretch of the Clinton River from Hayes Road to the north city limits of the City of Utica. The EPA grant provided 100% reimbursement for all project related costs.

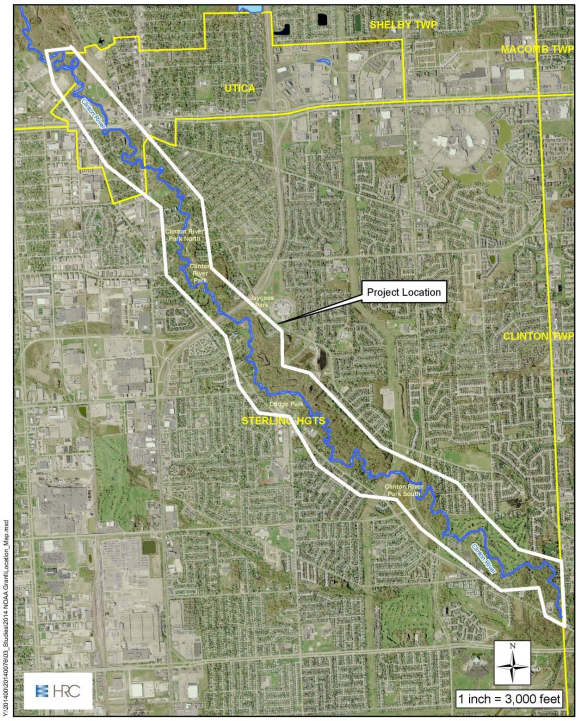
This project made dramatic improvements along the designated nine-mile section of the Clinton River including:

- Creating new habitat and improving habitat diversity
- Accommodating a wide range of flows
- Reducing sedimentation and incision issues
- Alleviating bank erosion
- Managing woody debris blockages
- Controlling invasive species

The stream improvements enhanced recreation along the Clinton River and allowed for canoeing and kayaking opportunities, hike and bike trails, fishing, and other leisure activities.

In fiscal year 2018/19, the budget was amended to reappropriate $179,040 of Federal Grant funding to complete the Clinton River Bank Restoration Project. There are no Capital Projects budgeted for this fund in 2019/20. ■

Clinton River Corridor Restoration



Did you know…
…that 25 log jams, equating to approximately 358,000 cubic feet of debris, were removed from the Clinton River to ensure safe passage for canoers?

Clinton River Restoration Fund

SUMMARY OF BUDGET CHANGES

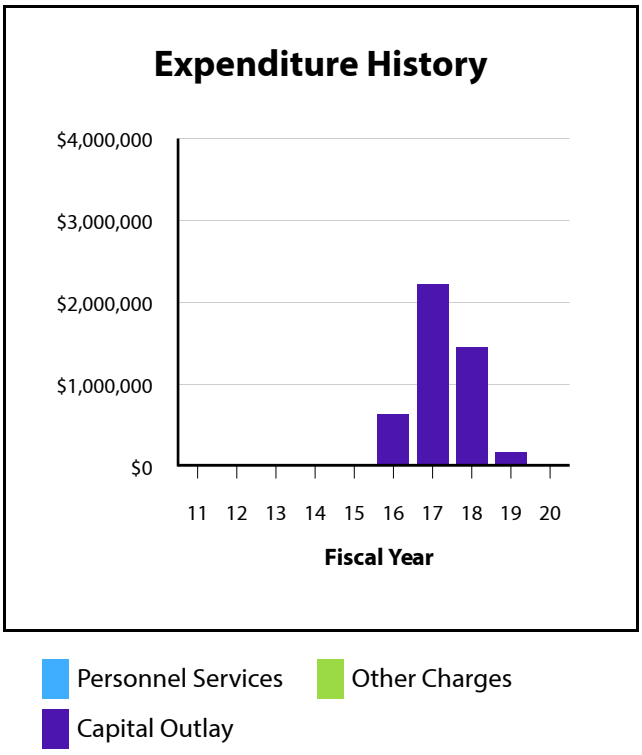
SIGNIFICANT NOTES - 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 100.0%.

Personnel Services - There is no Personnel budget for this fund.

Other Charges - There is no Other Charges budget for this fund.

Transfers Out - There is no Capital proposed for this fund. The prior year budget was amended to reappropriate $179,040 of unspent federal grant funding to complete the Clinton River bank restoration project.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	0	0	0	0	0
Capital Outlay	1,462,504	179,040	179,040	0	0
Total	$1,462,504	$179,040	$179,040	$0	$0

Road Bond Construction Fund

The Road Bond Construction Fund is a Capital Projects Fund that was established in compliance with Government Accounting Standards Board (GASB) No. 6. Proceeds from the Long-Term Debt account are the most significant revenue source for this Fund.

The Road Bond Construction Fund is used to account for transactions relating to road construction costs, paving, or storm drain activities financed by special assessments or long-term bonds. Other transactions, which are accounted for in this Fund, are associated road construction costs such as engineering costs, legal fees, advertising costs for bids, and rights-of-way acquisition costs.

The Road Bond Construction Fund is a self-balancing group of accounts used for recording bond proceeds received from the sale of bonds. The offsetting expenditures are for the construction of capital projects.

The Road Bond Construction Fund is a self-balancing group of accounts used for recording bond proceeds received from the sale of bonds. The offsetting expenditures are for the construction of capital projects as described below.

Proposal R, Michigan Transportation Fund, Build America Bonds, and Special Assessment Bonds are sold to finance the cost of the road construction projects within this Fund.

In fiscal year 2019/20, $2,500,000 is funded for the preliminary engineering work on the Mound Road reconstruction project. A federal grant was awarded for $98 million for the total reconstruction of Mound Road from I-696 to M-59 and the City of Sterling Heights will contribute $29 million toward this project. A bond will be sold in 2020 to fund the City's share. The City of Warren and Macomb County will also contribute to the total project cost of $216 million.

Additional information regarding the projects undertaken in the Road Bond Construction Fund can be found in the Capital Projects section of this document. ■

Did you know…
…the Innovate Mound Coalition secured a federal grant of $98 million toward a $216 million project to completely reconstruct Mound Road?

Road Bond Construction Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES - 2019/20 BUDGET COMPARED TO PRIOR YEAR BUDGET

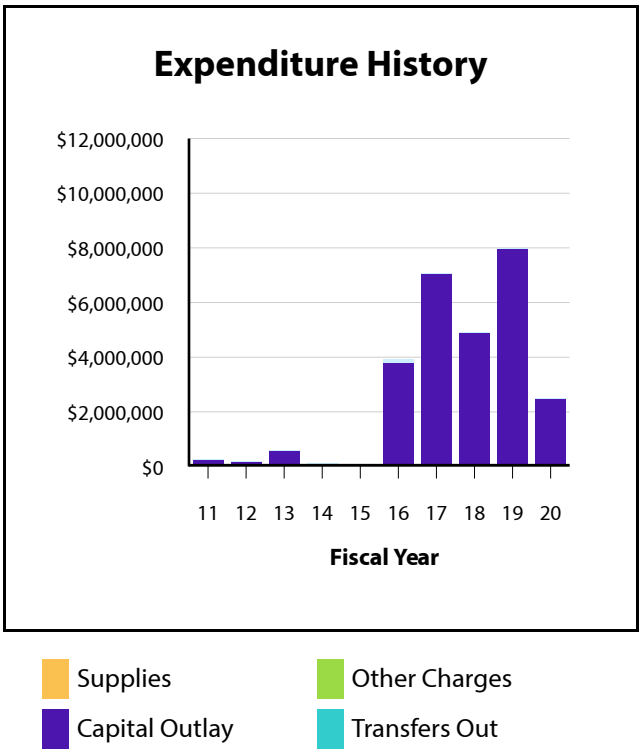
The total budget decreased by 68.6%.

Supplies – There is no Supplies budget for this fund.

Other Charges – There is no Other Charges budget for this fund.

Capital - Total Capital of $2,500,000 is proposed for this fund. The entire amount is for the preliminary engineering work on the Mound Road reconstruction. A federal grant of $98 million was awarded toward a total reconstruction of Mound Road from Interstate 696 to M59. The City of Sterling Heights will contribute $29 million toward this project and a bond will be sold in 2020 to fund the City's share. Macomb County and the City of Warren are also contributing to the total project cost of $216 million.

Transfers Out – There are no Transfers Out proposed for this fund.



FUNDING LEVEL SUMMARY

	2017/18 Actual	2018/19 Budget	2018/19 Estimate	2019/20 Proposed	2019/20 Approved
Supplies	$0	$0	$0	$0	$0
Other Charges	124,797	0	0	0	0
Capital Outlay	4,763,932	7,966,300	7,982,140	2,500,000	2,500,000
Transfers Out	0	0	0	0	0
Total	$4,888,729	$7,966,300	$7,982,140	$2,500,000	$2,500,000

Capital Improvements Program

Since Sterling Heights was incorporated as a city on July 1, 1968, it has proudly followed its motto "To Strive on Behalf of All". Its 36.8 square miles makes Sterling Heights the third largest city in Michigan geographically. Fifty-one (51) years after its incorporation, the City has matured into a community serving approximately 132,000 residents. Coupled with the City's rapid growth has been a desire to provide top quality city services with an emphasis on roads, beautiful parks and safe neighborhoods.

Along with the desire to provide for quality service is the realization that needs always exceed resources. In order to ensure that all facets of a Capital Improvements Program were addressed, City Council in 1987 approved the creation of a Citizen's Executive Committee to consider and prioritize hundreds of proposed projects to be undertaken over the next ten (10) years. The results of this effort by the Executive Committee have been used in concert with updated information to provide the backbone for the Municipal Improvement Program (MIP), a five-year capital planning program.

The development of this program document marks the continuation of a capital improvement planning process for the City. The need for establishing a multi-year municipal improvement program and a planning process became increasingly evident as the City continued to grow into the new millennium. The goal in developing a municipal improvement program is to plan for and guide needed capital improvements and expenditures in a fiscally sound manner and to ensure that these improvements are consistent with the goals and policies of the City Council and the residents of Sterling Heights.

The multi-year Municipal Improvement Program alternatives and financing options are not intended to preclude other combinations or initiatives, but rather may provide a framework within which beneficial solutions may be forged.

The development of a comprehensive MIP is a vital and essential tool for planning and development of the social, physical, and economic well being of the City of Sterling Heights. This program is a necessary step in an organized effort to strengthen the quality of public facilities and services and will provide a framework for the realization of community goals and objectives and a sound basis on which to build a healthy and vibrant community.

The Municipal Improvement Program relies heavily upon the established groundwork already set in motion. Master Plans specific to unique areas have completed the preliminary stages necessary for a municipal improvement program to be successful. An introduction and brief overview to these master plans will establish a foundation upon which the Municipal Improvement Program will expound.

The complexity of each master plan demands thorough investigation for precise answers to specific questions. Information has been extracted from all of the original master plans and compiled into one document for enhanced readability. The improvements are justified when reviewed in concert with the specific master plans of the City.

The continuous relationship exists between the Municipal Improvement Program and the Budget Document. As mentioned above, the MIP entails a five (5) year overview of capital needs of the City. 2018/19 is the first year of the MIP. The second year (2019/20) of the MIP represents the capital projects that are funded in this budget document. Therefore, a direct link can be seen between the two documents, as there should be in a strategic planning environment.

In fiscal year 2019/20, the City's total capital funding is $63,616,130. Of the total, $59,636,560 is budgeted for improvements, $597,460 is for equipment, $2,252,900 is for vehicles, and $1,129,210 is for the Information Technology Capital Program.

The following schedules detail specific projects to be undertaken by major category. The first three sets of schedules in the Capital Improvement Program detail the equipment, technology improvements, and vehicles that are budgeted. These categories of capital are usually funded utilizing General Fund Tax Revenue. Capital equipment and vehicles are budgeted in the Capital Projects Fund with the exception of drug forfeiture, Parks & Recreation, and Local Development Finance Authority purchases, which are budgeted and expensed in their respective funds. The Water & Sewer Fund equipment, vehicles, and technology improvements are budgeted within the respective Water & Sewer division. The fourth and last set of schedules detail capital improvement costs, future years operating costs, including debt costs for each project, and the proposed method of funding these costs.

The Capital Projects Fund is also used to account for the development of capital facilities other than those financed by the Enterprise Fund. The budget for facility improvements in the Capital Projects Fund for fiscal year 2019/20 is $23,325,910.

The Facilities Improvement Fund is a temporary fund created to account for the proceeds and expenditures of a $20 million Capital Improvement Bond issued in the Spring of 2018 to finance facilities infrastructure improvements for City Hall, the 41-A District Court, the Public Library and the Police Department. In 2019/20 $8,611,650 is budgeted for facility improvements.

The Clinton River Restoration Fund is a temporary fund that is utilized for construction activities related to the restoration of the Clinton River. In 2018/19, the budget was amended to reappropriate $179,040 of unspent Federal grant funding from the prior year to complete the project. In 2019/20, there are no capital projects budgeted.

The Road Bond Construction Fund is used to account for transactions relating to road construction, paving, or storm drain activities financed by special assessments. Road construction projects financed wholly or in part by bond issues are also accounted for in this fund. In fiscal year 2019/20, the budgeted expenditures for the Road Bond Construction Fund total $2,500,000.

Gas & Weight tax revenue received in the Major Road Fund is used for construction, maintenance and other operations pertaining to all streets classified as "major" within the City. These revenues are generated by the tax on gasoline & vehicle sales. Funds are distributed to each community based on population, miles, and classification of road types and are commonly referred to as Act 51 Funds. Major Road Fund street improvements totaling $7,310,000 are budgeted for fiscal year 2019/20.

Transportation projects scheduled in 2019/20 are categorized as County road improvements, pavement rehabilitation and resurfacing projects, and traffic controls and intersection improvements.

The Local Road Fund provides for the construction, maintenance, traffic services, and snow & ice control for streets classified as "local" within the City. Local Road Fund street improvements totaling $6,775,000 are budgeted for fiscal year 2019/20.

The General Drain Fund services debt that was created by the sale of bonds by Macomb County under Chapter 20. The proceeds from these bond sales are realized in the Capital Projects Fund and are used to construct drains within the City. In 2019/20, there are no new drains programmed.

The Land & Water Conservation Fund is used to reflect all activities related to the acquisition and development of parks. These activities are mostly financed through Land & Water Conservation and Michigan Land Trust Fund grants and the sale of excess City property. The grants have been provided to the City on a matching basis with the General Fund typically providing the match. This year there are no capital projects funded in the Land & Water Conservation Fund.

The Parks & Recreation Fund was created after voter approval of the *Re*creating Recreation millage in November 2016. In 2019/20, $10,000,000 is budgeted for Parks & Recreation improvements.

The Community Development Block Grant Fund has been used in constructive ways in prior years for the development of the community. In 2019/20, $434,000 is budgeted for phase one of a 3-year Senior Center roof replacement project, concrete reconstruction on Hamilton Drive, and preliminary engineering costs for the installation of a replacement generator at Schoenherr Towers.

The Corridor Improvement Authority Fund is used to account for public improvements that are made utilizing tax increment financing. For 2019/20, $110,000 is budgeted for landscape and streetscape enhancements in the Corridor District.

The Local Development Finance Authority Fund is utilized for the improvements and operational costs associated with the business incubator and redevelopment in the City's commercial corridor district. In 2019/20, $50,000 is budgeted for replacement flooring at the Velocity Center.

The primary funding sources for Water & Sewer Fund improvements and replacement projects are fees charged for connections into the existing system and funding from special assessments. Projects totaling $520,000 are programmed. ■

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET Qty.	Budget 2018/19	Estimate 2018/19	Qty.	Proposed Budget 2019/20	Qty.	Approved Budget 2019/20	FUTURE CAPITAL REQUESTS Dept. Request 2020/21	Dept. Request 2021/22	Dept. Request 2022/23
City Administration Department												
City Clerk												
Voting Booths	982	Machinery & Equip.	135	32,000	32,000					32,000	32,000	
Express Vote Machines	982	Machinery & Equip.				2	2,700	2	2,700	40,500	40,500	40,500
High Speed Tabulator	982	Machinery & Equip.				2	73,000	2	73,000			
Records Retention Storage	982	Machinery & Equip.									50,000	
Total City Clerk			***135***	***32,000***	***32,000***	***4***	***75,700***	***4***	***75,700***	***72,500***	***122,500***	***40,500***
Facilities Maintenance												
Kubota 4x4 Utility Vehicle	982	Machinery & Equip.				1	29,000	1	29,000			
V-Box Spreader	982	Machinery & Equip.	1		5,130							
Total Facilities Maintenance			***1***	***0***	***5,130***	***1***	***29,000***	***1***	***29,000***	***0***	***0***	***0***
Total City Administration			**136**	**$32,000**	**$37,130**	**5**	**$104,700**	**5**	**$104,700**	**$72,500**	**$122,500**	**$40,500**
Public Library Department												
Story Walk Picture Book Display	982	Machinery & Equip.	2	14,000	14,000							
Scanning Station	982	Machinery & Equip.				1	5,690	1	5,690			
PLAY Table - Interactive Games	982	Machinery & Equip.				1	6,500	1	6,500			
3D Printer	982	Machinery & Equip.				0	0	0	0			
Total Public Library			**2**	**$14,000**	**$14,000**	**2**	**12,190**	**2**	**12,190**	**$0**	**$0**	**$0**
City Development												
Engineering												
Robotic Survey Instrument	982	Machinery & Equip.	1	23,000	23,980							
Total City Development			**1**	**$23,000**	**$23,980**	**0**	**0**	**0**	**$0**	**$0**	**$0**	**$0**

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET Qty.	Budget 2018/19	Estimate 2018/19	Qty.	Proposed Budget 2019/20	Qty.	Approved Budget 2019/20	FUTURE CAPITAL REQUESTS Dept. Request 2020/21	Dept. Request 2021/22	Dept. Request 2022/23
Police Department												
Police Administration												
Service Pistols (Net Cost $32K after trade-in)	982	Machinery & Equip.				195	79,760	195	79,760			
Total Police Administration			***0***	***$0***	***0***	***195***	***$79,760***	***195***	***$79,760***	***$0***	***$0***	***$0***
Police Operations												
Vehicle Crash Reconstruction System	982	Machinery & Equip.	1	26,580	26,580							
800 mhz Radios	982	Machinery & Equip.	265	799,390	799,390							
Tuff Shed (K-9)	982	Machinery & Equip.	1	11,180	11,180							
Kubota 4WD Utility Vehicle (JAG Grant)	982001	Machinery & Equip.	1	19,680	19,680							
Plate carrier system w/ Body Armor (BVP Grant)	982	Machinery & Equip.				46	11,110	46	11,110			
Watch Guard System	982	Machinery & Equip.								300,000		
Computers/Routers - Cars	982	Machinery & Equip.								300,000		
Total Police Operations			***268***	***$856,830***	***$856,830***	***46***	***$11,110***	***46***	***$11,110***	***$600,000***	***$0***	***$0***
Police Investigations												
Tactical Vest Plate Carrier System	982	Machinery & Equip.	12	22,660	22,870							
Ready to Resp.- Active Shooter Proj.(JAG Grant)	982	Machinery & Equip.				40	25,770	40	25,770			
Total Police Investigations			***12***	***$22,660***	***$22,870***	***40***	***$25,770***	***40***	***$25,770***	***$0***	***$0***	***$0***
Total Police Department			**280**	**$879,490**	**$879,700**	**281**	**$116,640**	**281**	**$116,640**	**$600,000**	**$0**	**$0**
Fire Department												
Fire Extinguishment												
Emergency Vehicle Preemption System	981	Electronic Equip.	18	64,800	64,800							
Lucas ECCS CPR Machine (AFG Grant?)	982	Machinery & Equip.				5	98,100	5	98,100			
SCBA Air Packs	982	Machinery & Equip.				16	84,800	16	84,800	85,000	89,000	95,000
Diesel exhaust systems	982	Machinery & Equip.				7	35,000	7	35,000			
Blitz-Fire remote monitor XXC-50	982	Machinery & Equip.								16,000		
SCBA Air Bottles	982	Machinery & Equip.								36,000	38,000	41,000
Total Fire Extinguishment			***18***	***$64,800***	***$64,800***	***28***	***$217,900***	***28***	***$217,900***	***$137,000***	***$127,000***	***$136,000***

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET Qty.	Budget 2018/19	Estimate 2018/19	Qty.	Proposed Budget 2019/20	Qty.	Approved Budget 2019/20	FUTURE CAPITAL REQUESTS Dept. Request 2020/21	Dept. Request 2021/22	Dept. Request 2022/23
Fire Administration												
800 mhz Radios	982	Machinery & Equip.	116	463,120	463,120							
EKG Monitor/Defibrillator	982	Machinery & Equip.								38,000	41,000	43,000
Total Fire Administration			***116***	***$463,120***	***$463,120***	***0***	***$0***	***0***	***$0***	***$38,000***	***$41,000***	***$43,000***
Total Fire Department			**134**	**$527,920**	**$527,920**	**28**	**$217,900**	**28**	**$217,900**	**$175,000**	**$168,000**	**$179,000**
Public Works Department												
Fleet Maintenance												
Wheel Balancer	982	Machinery & Equip.	1	15,500	6,850							
Total Fleet Maintenance			***1***	***15,500***	***6,850***	***0***	***0***	***0***	***0***	***0***	***0***	***0***
Parks & Grounds Maintenance												
Tractor w/ Boom (Insurance Replacement)	982	Machinery & Equip.	1	126,020	126,020							
Kubota 4x4 Utility Vehicle	982	Machinery & Equip.	1	28,000	26,470							
26' Landscape Trailer	982	Machinery & Equip.	1	4,000	4,000							
Total Parks & Grounds Maintenance			***3***	***158,020***	***156,490***	***0***	***0***	***0***	***0***	***0***	***0***	***0***
Street Services												
Arrow Boards	982	Machinery & Equip.	1	6,600	5,470							
Backhoe Tractor	982	Machinery & Equip.								215,000		
Branch Chipper	982	Machinery & Equip.								70,000		
Stump Grinder	982	Machinery & Equip.									75,000	
Trailer	982	Machinery & Equip.									8,000	
End Loader	982	Machinery & Equip.										275,000
Total Street Services			***1***	***$6,600***	***$5,470***	***0***	***$0***	***0***	***$0***	***$285,000***	***$83,000***	***$275,000***
Total Public Works Department			**5**	**$180,120**	**$168,810**	**0**	**$0**	**0**	**$0**	**$285,000**	**$83,000**	**$275,000**

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET Qty.	Budget 2018/19	Estimate 2018/19	Qty.	Proposed Budget 2019/20	Qty.	Approved Budget 2019/20	FUTURE CAPITAL REQUESTS Dept. Request 2020/21	Dept. Request 2021/22	Dept. Request 2022/23
Community Relations Department												
Ikan Lyra Bi-Color Light Kit	982	Machinery & Equip.	1	3,500	3,500							
SHTV Edit System/Storage	982	Machinery & Equip.				1	18,640	1	18,640			
SHTV Event and News Gathering Equipment	982	Machinery & Equip.				1	7,750	1	7,750			
Public Art	987	Public Art		334,830	175,000	1	25,000	1	25,000	225,000	225,000	225,000
Total Community Relations Department			**1**	**$338,330**	**$178,500**	**3**	**$51,390**	**3**	**$51,390**	**$239,000**	**$237,000**	**$225,000**
Total Capital Projects Fund			**558**	**$1,994,860**	**$1,830,040**	**319**	**$502,820**	**319**	**$502,820**	**$1,371,500**	**$610,500**	**$719,500**
Parks & Recreation Fund												
Genie Aerial Work Platform	982	Machinery & Equip.	1	9,800	9,600							
Ice Edger and Flooding Hose	982	Machinery & Equip.	1	7,000	8,610							
Blademaster Portable Skate Sharpener	982	Machinery & Equip.	1	5,500	4,500							
Concrete Floor Scrubber & Sweeper	982	Machinery & Equip.				2	13,500	2	13,500			
Pool Table (Senior Center)	982	Machinery & Equip.								15,000		
No Ramp Utility Trailer	982	Machinery & Equip.				1	8,900	1	8,900			
Light Tower	982	Machinery & Equip.				1	10,850	1	10,850			
Clinton River Trail Head & Path Kiosks Etc.	982	Machinery & Equip.								180,000		
ADA Bleachers at Donovan and Delia Parks	982	Machinery & Equip.										700,000
Total Parks & Recreation Fund			**3**	**$22,300**	**$22,710**	**4**	**$33,250**	**4**	**$33,250**	**$195,000**	**$0**	**$700,000**
Public Safety Forfeiture Fund												
Federal Justice Forfeitures												
Pix 4D Software & Desktop Computer	979	Computer Equip.	1	17,010	17,010							
Navy Night Vision & Thermal Imaging Goggles	982	Machinery & Equip.	1	900	900							
Unmanned Aircraft System (Drone)	982	Machinery & Equip.	1	9,060	7,330							

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET Qty.	Budget 2018/19	Estimate 2018/19	Qty.	Proposed Budget 2019/20	Qty.	Approved Budget 2019/20	FUTURE CAPITAL REQUESTS Dept. Request 2020/21	Dept. Request 2021/22	Dept. Request 2022/23
PD Elevator Security & Camera	982	Machinery & Equip.	1	22,000	0							
PD Interview Rooms Video Replacement	982	Machinery & Equip.	1	50,000	0							
DVR Reader	982	Machinery & Equip.	1	1,990	1,990							
Thermal Camera Kits	982	Machinery & Equip.	3	4,080	4,080							
Vericom VC 4000	982	Machinery & Equip.				1	4,580	1	4,580			
Portable Speed Display Sign	982	Machinery & Equip.				2	6,500	2	6,500			
Sniper Rifle Project	982	Machinery & Equip.				4	12,310	4	12,310			
30x Zoom Camera for Drone	982	Machinery & Equip.				1	3,000	1	3,000			
Total Federal Justice Forfeitures			***9***	***$105,040***	***$31,310***	***8***	***$26,390***	***8***	***$26,390***	***$0***	***$0***	***$0***
OWI Forfeitures												
Traffic Data Collector	982	Machinery & Equip.	1	2,840	2,840							
Total OWI Forfeitures			***1***	***$2,840***	***$2,840***	***0***	***$0***	***0***	***$0***	***$0***	***$0***	***$0***
State Forfeitures												
K9 & K9 Insert	982	Machinery & Equip.	2	23,710	23,710							
Total State Forfeitures			***2***	***$23,710***	***$23,710***	***0***	***$0***	***0***	***$0***	***$0***	***$0***	***$0***
Total Public Safety Forfeiture Fund			**12**	**$131,590**	**$57,860**	**8**	**$26,390**	**8**	**$26,390**	**$0**	**$0**	**$0**
Indigent Defense Fund												
Polycom System	982	Machinery & Equip.	1	3,820	3,820							
Sound Masking Machines	982	Machinery & Equip.	1	2,060	2,060							
Total MIDC Fund			**2**	**$5,880**	**$5,880**	**0**	**$0**	**0**	**$0**	**$0**	**$0**	**$0**
Water & Sewer Fund												
Water & Sewer Administration												
GIS Utility Integration	982	Machinery & Equip.	1	395,400	1,350							
Backhoe Tractor	982	Machinery & Equip.									215,000	
Jet Rodder Hose	982	Machinery & Equip.								5,000		5,000
Sanitary Lift Station Digester	982	Machinery & Equip.									50,000	50,000
Mini Excavator	982	Machinery & Equip.								135,000		
6" Submersible Lift Station Pump	982	Machinery & Equip.									35,000	
Total Water & Sewer Administration			***1***	***$395,400***	***$1,350***	***0***	***$0***	***0***	***$0***	***$140,000***	***$300,000***	***$55,000***

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET Qty.	Budget 2018/19	Estimate 2018/19	Qty.	Proposed Budget 2019/20	Qty.	Approved Budget 2019/20	FUTURE CAPITAL REQUESTS Dept. Request 2020/21	Dept. Request 2021/22	Dept. Request 2022/23
Water Distribution												
Computer Equipment	982	Machinery & Equip.			2,150							
Total Water Distribution			***0***	***$0***	***$2,150***	***0***	***$0***	***0***	***$0***	***$0***	***$0***	***$0***
Sewer Collection												
Sonetics Wireless Communication System	982	Machinery & Equip.	1	9,800	9,300							
Concrete Mixer	982	Machinery & Equip.	2	9,000	6,670							
Riverland Lift Station Backup Generator	982	Machinery & Equip.	1	50,000	50,000							
Submersible Pump	982	Machinery & Equip.	1		32,550							
KISM Scada Sanitary Lift Stations	982	Machinery & Equip.				1	25,000	1	25,000			
Total Sewer Collection			***5***	***$68,800***	***$98,520***	***1***	***$25,000***	***1***	***$25,000***	***$0***	***$0***	***$0***
Total Water & Sewer Fund Equipment			**6**	**$464,200**	**$102,020**	**1**	**$25,000**	**1**	**$25,000**	**$140,000**	**$300,000**	**$55,000**
Local Development Finance Authority												
Tables & Chairs	982	Machinery & Equip.				1	10,000	1	10,000			
Total LDFA Fund			**0**	**$0**	**$0**	**1**	**$10,000**	**1**	**$10,000**	**$0**	**$0**	**$0**
Total City Equipment			**581**	**$2,618,830**	**$2,018,510**	**333**	**$597,460**	**333**	**$597,460**	**$1,706,500**	**$910,500**	**$1,474,500**

INFORMATION TECHNOLOGY CAPITAL PROGRAM

Activity Name	Account	Account Name	Item Description	CURRENT CAPITAL BUDGET Qty.	Budget 2018/19	Estimated Budget 2018/19	Qty.	Proposed Budget 2019/20	Approved Budget 2019/20	FUTURE CAPITAL REQUESTS Dept. Request 2020/21	Dept. Request 2021/22	Dept. Request 2022/23
CAPITAL PROJECTS FUND												
Information Technology												
Information Technology	979.000	Comp. Eq.	Phone System/Voicemail	1	570,380	570,380						
Information Technology	979.000	Comp. Eq.	Internet Security Firewalls	1	68,000	68,000						
Information Technology	979.000	Comp. Eq.	Disaster Recovery Site Equipment	1	110,500	110,500						
Financial Services	979.100	Software	Timekeeping/Software System	1	136,000	136,000						
Building	979.150	Comp. Eq.	Replacement Personal Computer	19	17,100	17,100						
Finance	979.150	Comp. Eq.	Replacement Personal Computer	1	900	900						
Information Technology	979.150	Comp. Eq.	Replacement Personal Computer	4	3,600	3,600						
Parks & Recreation	979.150	Comp. Eq.	Replacement Personal Computer	8	7,200	7,200						
Nature Center	979.150	Comp. Eq.	Replacement Personal Computer	3	2,700	2,700						
Senior Center	979.150	Comp. Eq.	Replacement Personal Computer	12	10,800	10,800						
Police Department	979.150	Comp. Eq.	Replacement Personal Computer	24	21,600	21,600						
Purchasing	979.150	Comp. Eq.	Replacement Personal Computer	1	900	900						
Information Technology	979.850	Comp. Eq.	UPS System	1	85,400	85,400						
City Clerk	979.000	Comp. Eq.	Election Laptops				45	27,000	27,000			
Various	979.000	Comp. Eq.	Innovation Fund				1	100,000	100,000			
Financial Services	979.100	Software	Integrated Financial Software				1	790,000	790,000			
City Management (Human Res.)	979.100	Software	Human Resource Info. System				1	42,940	42,940			
Assessing	979.150	Comp. Eq.	Replacement Personal Computer				2	1,800	1,800			
City Clerk	979.150	Comp. Eq.	Replacement Personal Computer				4	3,600	3,600			
City Management	979.150	Comp. Eq.	Replacement Personal Computer				1	900	900			
Community Relations	979.150	Comp. Eq.	Replacement Personal Computer				5	4,500	4,500			
Court	979.150	Comp. Eq.	Replacement Personal Computer				2	1,800	1,800			
Engineering	979.150	Comp. Eq.	Replacement Personal Computer				2	1,800	1,800			
Facilities Maintenance	979.150	Comp. Eq.	Replacement Personal Computer				3	2,700	2,700			
Finance	979.150	Comp. Eq.	Replacement Personal Computer				1	900	900			
Fire	979.150	Comp. Eq.	Replacement Personal Computer				31	27,900	27,900			
Police Department	979.150	Comp. Eq.	Replacement Personal Computer				73	65,700	65,700			
Treasury	979.150	Comp. Eq.	Replacement Personal Computer				1	900	900			
Police Department	979.150	Comp. Eq.	CCU Computer Equip. Upgrade				7	41,500	41,500			
Assessing	979.300	Software	Pivot Point Assessing Software				1	15,270	15,270			
Various	979.150	Comp. Eq.	Desktops/Laptops							75,000	75,000	75,000
Total Capital Projects Fund				**78**	**$1,035,080**	**$1,035,080**	**181**	**$1,129,210**	**$1,129,210**	**$75,000**	**$75,000**	**$75,000**
Total City Information Technology				**78**	**$1,035,080**	**$1,035,080**	**181**	**$1,129,210**	**$1,129,210**	**$75,000**	**$75,000**	**$75,000**

Whatever you are, be a good one.

~ Abraham Lincoln ~



CAPITAL VEHICLES

Vehicle Description	Acct. No.	Responsible Activity	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2018/19	Estimate 2018/19	Qty.	Proposed Budget 2019/20	Qty.	Approved Budget 2019/20	Dept. Request 2020/21	Dept. Request 2021/22	Dept. Request 2022/23
CAPITAL PROJECTS FUND												
Vehicle Replacement Plan	984315	Police Operations	9	269,500	269,500	10	350,000	10	350,000	340,000	360,000	380,000
Police Vehicle Accessory Equipment	984315	Police Operations	1	40,000	0							
Fire Engine	984339	Fire Extinguishment	1	500,000	499,560						752,000	
Vehicle Replacement Plan	984000	DPW Fleet	6	150,000	164,810							
Ford Escape AWD	984412	Building				3	69,000	3	69,000			
Ford F-150	984417	Neighborhood Services				1	26,000	1	26,000			
Ford Escape AWD	984417	Neighborhood Services				5	115,000	5	115,000			
Ford Transit Van LD	984000	Community Relations				1	25,000	1	25,000			
Ford Transit Van	984000	Facilities Maintenance				1	28,000	1	28,000			
Ford Transit Van	984444	DPW Street Services				1	26,400	1	26,400			
Ford F-250	984444	DPW Street Services				2	80,000	2	80,000	80,000		
Ford Escape AWD	984337	Fire Administration				2	47,000	2	47,000			
Ford F-250	984752	Parks & Recreation	1	61,940	61,940	1	26,500	1	26,500			
4x4 Pickup w/Snow Plow	984444	DPW Street Services	1	40,000	37,730					80,000	80,000	80,000
Tandem-Axle Dump Truck w/Plow	984444	DPW Street Services	1	220,000	218,300	1	270,000	1	270,000	280,000	280,000	280,000
Street Sweeper	984444	DPW Street Services				1	280,000	1	280,000			280,000
Single Axle Dump Truck w/Plow	984444	DPW Street Services								250,000		250,000
Combo Jet	984444	DPW Street Services									425,000	
Battalion Chief Vehicle	984337	Fire Administration										
Staff Vehicle	984337	Fire Administration										
Ambulance Chassis	984338	Fire Extinguishment										
Ambulances	984338	Fire Extinguishment	1	172,170	172,170							
Fire Pumper/Engine	984339	Fire Extinguishment								580,000	600,000	
Total Capital Projects Fund Vehicles			**21**	**$1,453,610**	**$1,424,010**	**29**	**$1,342,900**	**29**	**$1,342,900**	**$1,610,000**	**$2,497,000**	**$1,270,000**
PARKS & RECREATION FUND												
John Deere Gator TX	984000	Parks & Recreation	1	10,000	9,790							
Zamboni Model 446	984000	Parks & Recreation	1	60,000	56,300							
Ford Fusion (Replacement #1509)	984000	Parks & Recreation								20,000		
Ford Fusion (Replacement #1507)	984000	Parks & Recreation									21,000	
Ford 150 4x4 Extended Cab	984000	Parks & Recreation									30,000	
Total Parks & Recreation Fund Vehicles			**2**	**$70,000**	**$66,090**	**0**	**$0**	**0**	**$0**	**$20,000**	**$51,000**	**$0**

CAPITAL VEHICLES

Vehicle Description	Acct. No.	Responsible Activity	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2018/19	Estimate 2018/19	Qty.	Proposed Budget 2019/20	Qty.	Approved Budget 2019/20	Dept. Request 2020/21	Dept. Request 2021/22	Dept. Request 2022/23
PUBLIC SAFETY FORFEITURE FUND												
Vehicle Replacement Plan	984000	Police Investigations	3	99,750	99,750	9	252,000	9	252,000	180,000	192,000	204,000
Motorcycles	984000	Police Operations	2	25,550	25,550							
Animal Control Van	984000	Police Support Services	1	30,000	30,000					60,000		
Total Public Safety Forfeiture Fund Vehicles			**6**	**$155,300**	**$155,300**	**9**	**$252,000**	**9**	**$252,000**	**$240,000**	**$192,000**	**$204,000**
WATER & SEWER FUND												
Sanitary Sewer Camera Truck	984000	Sewage Collection	1	410,000	410,000							
One Ton 4x4 Truck and Service Box	984000	Water Distribution	1	63,000	57,450							
Sewer Service Worker Build Truck	984000	Sewage Collection				1	160,000	1	160,000			
Flat Bed Dump Truck	984000	Sewage Collection				1	150,000	1	150,000			
Tandem Axle Dump Truck	984000	Sewage Collection				1	260,000	1	260,000			
Ford Escape AWD	984000	Water & Sewer Admin.				1	23,000	1	23,000			
Water Service Worker Truck	984000	Water Distribution				1	65,000	1	65,000	65,000		
Meter Installer Van	984000	Water Distribution									25,000	
4x4 Pickup w/snow plow (3238)	984000	Sewage Collection								40,000	40,000	40,000
Flat Bed Dump Truck (6231)	984000	Sewage Collection								145,000	145,000	
Combination Jet/Vactor (99-022)	984000	Sewage Collection								500,000	500,000	
Tandem Axle Dump Truck w/plow (99-003)	984000	Sewage Collection										
Total Water & Sewer Fund Vehicles			**2**	**$473,000**	**$467,450**	**5**	**$658,000**	**5**	**$658,000**	**$750,000**	**$710,000**	**$40,000**
Total City Vehicles			**31**	**$2,151,910**	**$2,112,850**	**43**	**$2,252,900**	**43**	**$2,252,900**	**$2,620,000**	**$3,450,000**	**$1,514,000**

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund Srce.	Estimated Annual Operating Costs (Including Debt)				
			Budget 2018/19	Estimate 2018/19	Proposed Budget 2019/20	Approved Budget 2019/20	Department Requests 2020/21	Department Requests 2021/22	Department Requests 2022/23		Estimated Current Yr. 2018/19	Budget Year 2019/20	Future Years 2020/21	Future Years 2021/22	Future Years 2022/23
	CAPITAL PROJECTS FUND														
975000	City Hall - North & South Entrance Upgrades	530,000	40,000	40,000	490,000	490,000				GF	0	0	0	0	0
975000	(6) Replacement Emergency Warning Sirens	202,500	207,450	207,450						GF	0	0	0	0	0
975000	Wellness Center	190,000	79,890	111,560						SIF	0	0	0	0	0
975000	Senior Center HVAC System (3-yr. project)	440,000			125,000	125,000	135,000	180,000		GF	0	0	0	0	0
975000	Senior Center Gym Floor Resurfacing	10,200			10,200	10,200				GF	0	0	0	0	0
975000	Police & Library EIFS Systems (2-yr project)	800,000			480,000	480,000	320,000			GF	0	0	0	0	0
975000	City Hall EIFS Replacement	600,000						300,000	300,000	GF	0	0	0	0	0
975000	Upton House Renovations (2-year project)	150,000			90,000	90,000	60,000			GF	0	0	0	0	0
975030	DPW Building	21,950,000	950,000	950,000	21,000,000	21,000,000				GF	0	1,755,710	1,752,630	1,753,790	1,753,440
975010	Replacement Workstations, Carpeting, Painting - Police Investigation Offices	132,850	132,850	132,850						GF	0	0	0	0	0
975010	City Hall Island Irrigation System	18,000	18,000	15,680						GF	0	500	500	500	500
975130	City Hall & Court Parking Lot Reconstruction	4,500,000	10,000	10,000						GF	0	0	0	0	0
975140	DPW - Salt Barn Roof Replacement	75,000	100,000	136,820						GF	0	0	0	0	0
975210	Fire Station #1 - Roof Replacement	143,400	143,400	189,510						GF	0	0	0	0	0
975210	Dura Trench Drain System (Fire #5)	13,170			13,170	13,170				GF	0	0	0	0	0
975210	Concrete Approach (Fire #1)	127,540			127,540	127,540				GF	0	0	0	0	0
975210	Concrete Approach (Fire #3)	74,930					74,930			GF	0	0	0	0	0
975210	Asphalt Resurfacing (Fire #4)	146,150						146,150		GF	0	0	0	0	0
975210	Exterior Repairs (Fire #5)	25,000						25,000		GF	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund Srce.	Estimated Annual Operating Costs (Including Debt)				
			Budget 2018/19	Estimate 2018/19	Proposed Budget 2019/20	Approved Budget 2019/20	Department Requests 2020/21	Department Requests 2021/22	Department Requests 2022/23		Estimated Current Yr. 2018/19	Budget Year 2019/20	Future Years 2020/21	Future Years 2021/22	Future Years 2022/23
975210	Rear Parking Lot Repairs (Fire #1)	150,000							150,000	GF	0	0	0	0	0
975220	Washer & Dryer for each Fire Station	25,000	25,000	25,000						GF	0	(3,860)	(3,860)	(3,860)	(3,860)
975220	Fire Station #3 - Repl Generator	68,000	68,000	68,000						GF	0	500	500	500	500
975220	Generator (Fire #4)	79,480					79,480			GF	0	0	0	0	0
975220	Ceiling & Drywall Repair & Painting (Fire #1)	30,000					30,000			GF	0	0	0	0	0
975220	Replace Doors (Fire #5)	10,000					10,000			GF	0	0	0	0	0
975220	Replace Carpeting (Fire #1)	15,000						15,000		GF	0	0	0	0	0
975220	Wall/Façade Repairs (Fire #1)	50,000							50,000	GF	0	0	0	0	0
988000	Retention Pond Improv. Studies, Sterling Dr, etc.	50,000	35,960	35,960						GF	0	0	0	0	0
988000	East Hampton Retention Pond	100,000	100,000	100,000						GF	0	0	0	0	0
988000	Sidewalk Gap Program - Canal Rd. - E. of Schoenherr, Clinton River - E. of Schoenherr to Hayes	570,000	220,000 350,000	220,000 350,000						GF SAD	1,000	1,000	1,000	1,000	1,000
988000	Gibson Drain Erosion/ Sediment Study	20,000	20,000	20,000						GF	0	0	0	0	0
988000	Pedestrian Bridge Maint Program (Harwood et. al.)	54,070	54,070	54,070						GF	0	0	0	0	0
988000	Storm Water Plan Update	30,000	30,000	30,000						GF	0	0	0	0	0
988000	Retention Pond Upgrades	75,000						75,000		GF	0	0	0	0	0
988305	Miscellaneous City Sidewalk Repair Prog.: 2019 - Section 23	1,200,000	150,000 250,000	150,000 250,000	250,000 740,000	250,000 740,000				GF SAD	1,000	1,000	1,000	1,000	1,000
988321	Northlawn Drive Pedestrian Bridget Rehabilitation	181,020	181,020	181,020						GF	0	0	0	0	0
988328	Lakeside Island park Bridge Bank Stabilization	83,560	83,560	83,560						GF	0	0	0	0	0
988335	Sterling Relief Drain Improvements	125,000	125,000	125,000						GF	0	0	0	0	0
	Total Capital Improvements	**$33,044,870**	**$3,374,200**	**$3,486,480**	**$23,325,910**	**$23,325,910**	**$709,410**	**$741,150**	**$500,000**		**$2,000**	**$1,754,850**	**$1,751,770**	**$1,752,930**	**$1,752,580**
	Total Information Technology Projects	**N/A**	**$1,035,080**	**$1,035,080**	**$1,129,210**	**$1,129,210**	**$75,000**	**$75,000**	**$75,000**						

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund Srce.	Estimated Annual Operating Costs (Including Debt)				
			Budget 2018/19	Estimate 2018/19	Proposed Budget 2019/20	Approved Budget 2019/20	Department Requests 2020/21	Department Requests 2021/22	Department Requests 2022/23		Estimated Current Yr. 2018/19	Budget Year 2019/20	Future Years 2020/21	Future Years 2021/22	Future Years 2022/23
	Total Vehicles	**N/A**	**$1,453,610**	**$1,424,010**	**$1,342,900**	**$1,342,900**	**$1,610,000**	**$2,497,000**	**$1,270,000**						
	Total Equipment	**N/A**	**$1,994,860**	**$1,830,040**	**$502,820**	**$502,820**	**$1,371,500**	**$610,500**	**$719,500**						
	Total Capital Projects Fund	**$33,044,870**	**$7,857,750**	**$7,775,610**	**$26,300,840**	**$26,300,840**	**$3,765,910**	**$3,923,650**	**$2,564,500**		**$2,000**	**$1,754,850**	**$1,751,770**	**$1,752,930**	**$1,752,580**
	FACILITIES IMPROVEMENT FUND														
975000	Buildings & Improvements		2,339,620	0						GF	1,375,150	1,373,360	1,371,360	1,377,860	1,377,360
975000	41A District Court Renovations	1,823,020			1,823,020	1,823,020				GF	0	0	0	0	0
975000	41A District Court HVAC Replacement	1,312,510	1,312,510	1,312,510						GF	0	0	0	0	0
975000	Public Library Renovations	3,058,060			1,058,060	1,058,060	2,000,000			GF	0	0	0	0	0
975000	Police Department Renovations	4,796,070			2,796,070	2,796,070	2,000,000			GF	0	0	0	0	0
975000	City Hall Renovations	3,525,890			1,525,890	1,525,890	2,000,000			GF	0	0	0	0	0
975000	City Hall Entrance & Loading Dock Renovations	233,870	120,000	120,000	113,870	113,870				GF	0	0	0	0	0
975000	Elevator Renovations - City Hall, Police Station, Public Library, District Court	789,480	789,480	789,480						GF	0	0	0	0	0
975000	Parking Lot Improvements - City Hall, Police Station, Public Library, 41A District Crt.	123,020	123,020	123,020						GF	0	0	0	0	0
975000	Workflow Study	25,200	22,710	22,710						GF	0	0	0	0	0
975000	Roofing Systems - City Hall, Police Station, Public Library, District Crt.	1,302,570	1,302,570	1,302,570						GF	0	0	0	0	0
975000	Design Study - Public Library	12,800	12,800	12,800						GF	0	0	0	0	0
979000	Computer Equipment	341,150	196,610	196,610	144,540	144,540				GF	0	0	0	0	0
979000	Fiber Optic Ring Upgrade - Phase II	50,870	50,870	50,870						GF	0	0	0	0	0
979000	Video Storage Network Equipment	172,910	172,910	172,910						GF	0	0	0	0	0
979000	Digital Fingerprinting System	20,290	20,290	20,290						GF	0	0	0	0	0
979000	Digital Imaging	250,000	250,000	250,000						GF	0	0	0	0	0

CAPITAL IMPROVEMENTS

			CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS				Estimated Annual Operating Costs (Including Debt)				
					Proposed	Approved	Department	Department	Department		Estimated	Budget	Future Years		
Acct.	Project Description	Total Project Cost	Budget 2018/19	Estimate 2018/19	Budget 2019/20	Budget 2019/20	Requests 2020/21	Requests 2021/22	Requests 2022/23	Fund Srce.	Current Yr. 2018/19	Year 2019/20	2020/21	2021/22	2022/23
979000	City Development Technology Upgrade Plan	153,260	153,260	153,260						GF	0	0	0	0	0
979000	Microsoft Windows 2019 Data Center Server /10 Enterprise E3 desktop licenses	52,150	52,150	52,150						GF	0	30,000	30,000	30,000	30,000
979000	Cybersecurity Overlay Project	85,910	85,910	85,910						GF	0	80,800	80,800	80,800	80,800
979000	ArcGIS GeoEvent Service License	18,000	18,000	18,000						GF	0	1,200	1,200	1,200	1,200
979000	Police Department Elevator Cameras Upgrade	19,620			19,620	19,620				GF	0	0	0	0	0
979000	Police Department Guard Duty Tour Automation	16,970			16,970	16,970				GF	0	0	0	0	0
979000	GIS Vehicle Asset Layer	85,000			85,000	85,000				GF	0	0	0	0	0
979000	Security Camera Repl.	400,000			400,000	400,000				GF	0	0	0	0	0
979000	Presentation Equip.	307,550			307,550	307,550				GF	0	0	0	0	0
979000	Wireless Network Upgrade	321,060			321,060	321,060				GF	0	0	0	0	0
979000	Card Access System Upgrade	449,010					449,010			GF	0	0	0	0	0
979000	Document Mgmt.	256,250					256,250			GF	0	0	0	0	0
	Total Facilities Improvement Fund	**$20,002,490**	**$7,022,710**	**$4,683,090**	**$8,611,650**	**$8,611,650**	**$6,705,260**	**$0**	**$0**		**$1,375,150**	**$1,485,360**	**$1,483,360**	**$1,489,860**	**$1,489,360**
	CLINTON RIVER RESTORATION FUND														
988278	Clinton River Bank Restoration	4,500,000	179,040	179,040	0	0				GRANT	0	0	0	0	0
	Total Clinton River Fund	**$4,500,000**	**$179,040**	**$179,040**	**$0**	**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	ROAD BOND CONSTRUCTION FUND														
988000	Dequindre Road Widening - 18 Mile Road to M59 (MTF17)	800,000	800,000	800,000						MRF	3,258,130	3,232,120	2,658,490	2,645,030	2,178,250
											Total Road Bond Debt Payments				
988000	14 Mile Road Resurfacing - Dequindre to Ryan	500,000	500,000	500,000						MRF	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund Srce.	Estimated Annual Operating Costs (Including Debt)				
			Budget 2018/19	Estimate 2018/19	Proposed Budget 2019/20	Approved Budget 2019/20	Department Requests 2020/21	Department Requests 2021/22	Department Requests 2022/23		Estimated Current Yr. 2018/19	Budget Year 2019/20	Future Years 2020/21	Future Years 2021/22	Future Years 2022/23
988000	Mound Road Total Reconstruction (MTF21)	29,000,000	0	67,000	2,500,000	2,500,000				MRF	0	0	2,040,470	2,040,470	2,040,470
988254	Dodge Park Road Reconstruction - Metro to Utica (MTF16)	6,770,000	416,690	416,690						MRF	0	0	0	0	0
988284	Canal Road Rehabilitation - Van Dyke to Schoenherr Road (MTF18)	3,600,000	2,284,760	2,844,860						MRF	0	0	0	0	0
988285	15 Mile Road Resurfacing - Ryan to Mound Road (MTF16)	1,500,000	31,000	19,740						MRF	0	0	0	0	0
988291	M59 Median Imp. (MTF17)	1,200,000	402,700	402,700						MRF	0	0	0	0	0
988313	Van Dyke 18 1/2 to M59 Asphalt Resurfacing (MTF18)	1,800,000	1,431,150	1,431,150						MRF	0	0	0	0	0
988326	Mound Road Emergency Resurfacing - 14 to 18 Mile (MTF18)	2,100,000	2,100,000	1,500,000						MRF	0	0	0	0	0
	Total Road Bond Construction Fund	**$47,270,000**	**$7,966,300**	**$7,982,140**	**$2,500,000**	**$2,500,000**	**$0**	**$0**	**$0**		**$3,258,130**	**$3,232,120**	**$4,698,960**	**$4,685,500**	**$4,218,720**
	MAJOR ROAD FUND														
	STATE/COUNTY ROADS														
988000	14 Mile Road Resurfacing - Van Dyke to Maple Lane	700,000						700,000		MRF	0	0	0	0	0
988000	14 Mile Road Resurfacing - Maple Lane to Schoenherr	750,000							750,000	MRF	0	0	0	0	0
988000	16 Mile Concrete Repairs - Dequindre To Ryan	350,000	114,710	114,710						MRF	0	0	0	0	0
988000	18 Mile Asphalt Resurfacing - Dequindre to Ryan	750,000			750,000	750,000				MRF	0	0	0	0	0
988000	18 Mile Asphalt Resurfacing - Ryan to Mound	750,000			750,000	750,000				MRF	0	0	0	0	0
988000	Hayes Road Resurfacing - 14 to 15 Mile	400,000			400,000	400,000				MRF	0	0	0	0	0
988000	Hayes Road Resurfacing - 18 Mile to M59	300,000						300,000		MRF	0	0	0	0	0
988000	M-59 Reconstruction	129,000	129,000	129,000						MRF	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund Srce.	Estimated Annual Operating Costs (Including Debt)				
			Budget 2018/19	Estimate 2018/19	Proposed Budget 2019/20	Approved Budget 2019/20	Department Requests 2020/21	Department Requests 2021/22	Department Requests 2022/23		Estimated Current Yr. 2018/19	Budget Year 2019/20	Future Years 2020/21	Future Years 2021/22	Future Years 2022/23
988000	Metro Parkway Resurfacing - Dequindre to Ryan	1,200,000			1,200,000	1,200,000				MRF	0	0	0	0	0
988000	Metro Parkway Rehab - East of Van Dyke to Dodge Park	600,000						600,000		MRF	0	0	0	0	0
988000	Metro Parkway Service Drive Rehabilitation - North	290,000	4,380	4,380						MRF	0	0	0	0	0
988000	Mound Road Reconstruction-Grant Application	50,000	13,690	13,690						MRF	0	0	0	0	0
988000	Schoenherr Road Resurfacing - Plumbrook Drain to 18 Mile	800,000	750,000	750,000						MRF	0	0	0	0	0
988000	Schoenherr Road Resurfacing - 19 Mile to M59	1,200,000							1,200,000	MRF	0	0	0	0	0
988000	Utica Road Resurfacing - Hayes to Schoenherr	900,000			900,000	900,000				MRF	0	0	0	0	0
988000	Utica Road Resurfacing - Van Dyke to Dodge Park	800,000	800,000	800,000						MRF	0	0	0	0	0
988000	Mound Road Joint Repairs - 14 - 14 1/2 Mile	124,540		124,540						MRF	0	0	0	0	0
988246	Van Dyke Reconstruction - 15 to 18 Mile Including Monuments	3,341,200	50,000	5,000						MRF	0	0	0	0	0
988318	Schoenherr Road Resurfacing - 15 Mile to Metro Parkway	390,000	0	80,000						MRF	0	0	0	0	0
988332	Metro Parkway Concrete Repairs, East of Van Dyke	500,000	834,300	834,300						MRF	0	0	0	0	0
988333	Utica Road Resurfacing - Dodge Park to Schoenherr	800,000	888,600	888,600						MRF	0	0	0	0	0
988700	Dequindre Road - 18 Mile Road to M59 Prelim Eng. & ROW	450,000	428,770	428,870						MRF	0	0	0	0	0
	Total State/County Roads	**$15,574,740**	**$4,013,450**	**$4,173,090**	**$4,000,000**	**$4,000,000**	**$0**	**$1,600,000**	**$1,950,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	CITY ROADS														
988000	Misc Concrete Sectional Repair	275,000	6,950	6,950	275,000	275,000	300,000	300,000	300,000	MRF	0	0	0	0	0
988000	15 Mile Road Repair at Dodge Park Road	200,000	200,000	200,000						MRF	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund Srce.	Estimated Annual Operating Costs (Including Debt)				
			Budget 2018/19	Estimate 2018/19	Proposed Budget 2019/20	Approved Budget 2019/20	Department Requests 2020/21	Department Requests 2021/22	Department Requests 2022/23		Estimated Current Yr. 2018/19	Budget Year 2019/20	Future Years 2020/21	Future Years 2021/22	Future Years 2022/23
988000	19 Mile Resurfacing - Schoenherr to Clinton River Road	1,200,000					1,200,000			MRF	0	0	0	0	0
988000	19 Mile Asphalt Resurfacing - Hayes to Schoenherr	1,900,000	1,100,000	1,100,000	800,000	800,000				MRF	0	0	0	0	0
988000	19 Mile Resurfacing - Mound to Dequindre	950,000						950,000		MRF	0	0	0	0	0
988000	Merrill Road Rehabilitation - 18 1/2 Mile to M59	2,500,000	1,200,000	1,200,000	1,300,000	1,300,000				MRF	0	0	0	0	0
988000	Pond View Resurfacing - 18 to 19 Mile	900,000					900,000			MRF	0	0	0	0	0
988000	Ryan road Resurfacing - Metro Parkway to 18 Mile	1,400,000							1,400,000	MRF	0	0	0	0	0
988000	Saal Road Resurfacing- Clinton River to 19 Mile	2,300,000					2,300,000			MRF	0	0	0	0	0
988000	2019 Asphalt Program: Fox Hill	575,000			575,000	575,000				MRF	0	0	0	0	0
988276	Bridge Rehab Eng./ Repairs-Riverland, 15 Mile, Maple Lane	475,000	136,670	70,000						MRF	0	0	0	0	0
988284	Canal Road Rehabilitation - Van Dyke to Schoenherr	1,041,110	1,041,110	1,041,110						MRF	0	0	0	0	0
988296	Clinton River Road Resurfacing - Schoenherr to Saal	690,000	10,000	4,350						MRF	0	0	0	0	0
988304	Dodge Park Road Asphalt Resurfacing - 15 Mile to Metro Parkway	1,300,000	1,300,000	1,300,000						MRF	0	0	0	0	0
988306	Concrete Replacement - 2018	12,920	10,000	12,920						MRF	0	0	0	0	0
988309	Stadler Road Asphalt Resurfacing	550,000	550,000	550,000						MRF	0	0	0	0	0
988314	15 Mile Road Asphalt Resurfacing - Maple Lane to Schoenherr	1,300,000	1,218,430	1,218,430						MRF	0	0	0	0	0
988315	19 Mile Road Resurfacing - Saal to Hayes	179,000	1,600	240						MRF	0	0	0	0	0
988316	17 Mile Asphalt Resurfacing - Van Dyke to Utica Road	1,800,000	2,729,330	2,800,000						MRF	0	0	0	0	0
988323	Saal Road Joint Repairs	54,180	0	420						MRF	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund Srce.	Estimated Annual Operating Costs (Including Debt)				
			Budget 2018/19	Estimate 2018/19	Proposed Budget 2019/20	Approved Budget 2019/20	Department Requests 2020/21	Department Requests 2021/22	Department Requests 2022/23		Estimated Current Yr. 2018/19	Budget Year 2019/20	Future Years 2020/21	Future Years 2021/22	Future Years 2022/23
	TRAFFIC CONTROLS														
988000	a) Miscellaneous Locations	150,000	100,000	100,000	50,000	50,000	100,000	100,000	100,000	MRF	300	300	300	300	300
988000	b) LED Lighting City-wide Bulb Replacement Project	60,000	60,000	60,000						MRF	0	(5,000)	(5,000)	(5,000)	(5,000)
988000	c) Moravian/ Schoenherr Signal	60,000	60,000	60,000						MRF	300	300	300	300	300
988310	d) 17 Mile Rd./ Mitchell Drive (50% reimbursed)	288,000	25,750	76,700						MRF	300	300	300	300	300
988311	e) Metro & Mound	80,000	80,000	80,000						MRF	300	300	300	300	300
988312	f) Mound & Center	52,390	52,390	52,390						MRF	300	300	300	300	300
988000	g) Metro & Schoenherr	100,000			100,000	100,000				MRF	0	0	0	0	0
988000	h) Metro & Dodge Park	210,000			210,000	210,000				MRF	0	0	0	0	0
	Total City Major Roads	**$20,602,600**	**$9,882,230**	**$9,933,510**	**$3,310,000**	**$3,310,000**	**$4,800,000**	**$1,350,000**	**$1,800,000**		**$1,500**	**$(3,500)**	**$(3,500)**	**$(3,500)**	**$(3,500)**
	Total Major Road Fund	**$36,177,340**	**$13,895,680**	**$14,106,600**	**$7,310,000**	**$7,310,000**	**$4,800,000**	**$2,950,000**	**$3,750,000**		**$1,500**	**$(3,500)**	**$(3,500)**	**$(3,500)**	**$(3,500)**
	LOCAL ROAD FUND														
988000	City Roadway Asset Management Plan	32,000	32,000	32,000						LRF	0	0	0	0	0
988257	Gardner Street East - Paving	415,000	27,920	27,920						LRF	0	0	0	0	0
			335,000	335,000						SAD	0	0	0	0	0
988306	City-wide Sectional Concrete Replacement - 2018 Program	900,000	538,770	610,000						LRF	0	0	0	0	0
988000	2019 Local Road Reconstruction Prog.	780,000			780,000	780,000				LRF	0	0	0	0	0
988000	2019 Neighborhood Road Asphalt Program Fortner and Sterritt Drive	725,000			725,000	725,000				LRF	0	0	0	0	0
988000	2019 Local Road Sectional Repair Prog.: Peppermill, Picadilly, Yonkers, Farmdale, Locklin, Chardonnay, Twickingham, Viola, Fieldcrest, Forsdale, LaMarra, Douglas, Newell, Johnson, Erdmann, Wessel, Singh, Hatherly, Belle	1,820,000			1,820,000	1,820,000	1,300,000	1,350,000	1,400,000	LRF	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund Srce.	Estimated Annual Operating Costs (Including Debt)				
			Budget 2018/19	Estimate 2018/19	Proposed Budget 2019/20	Approved Budget 2019/20	Department Requests 2020/21	Department Requests 2021/22	Department Requests 2022/23		Estimated Current Yr. 2018/19	Budget Year 2019/20	Future Years 2020/21	Future Years 2021/22	Future Years 2022/23
	Neighborhood Road Repairs - Safe Streets														
988293	2017: Mulberry Court, Larch, Bluejack, Hornbeam, Allspice, New Bradford, Grindley, Electra, Vito, Chatsworth, Crestview, Kara Lane, Stonecrest, Monterra, Mill Creek	3,200,000	0	9,370						LRF (SS)	0	0	0	0	0
988307	2018: Angus Circle, Sussex Park, Whitby, Tessmer, Chippendale, Groves, Chevelle, Monaco, Thomas, Owendale, Jasper, Sherwood Forest, Anna Lisa, Mario, Hartwell, Monterey, Warwick	3,087,550	3,087,550	3,087,550						LRF (SS)	0	0	0	0	0
988000	2019 Local Road Reconstruction Program: Plumridge, Eldorado, Mustang, Sturbridge, Tarragon, Alper, Gina, Kennedy, Veronica, Valusek, Davison, Shelley Lynne, Ascot	3,450,000			3,450,000	3,450,000	3,500,000	3,600,000	3,700,000	LRF (SS)	0	0	0	0	0
	Total Local Road Fund	**$14,409,550**	**$4,021,240**	**$4,101,840**	**$6,775,000**	**$6,775,000**	**$4,800,000**	**$4,950,000**	**$5,100,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	LAND & WATER CONSERVATION FUND														
971000	Purchase 38950 Van Dyke	50,840	50,840	50,840							0	0	0	0	0
988277	Dodge Park Shared Use Trail Bridge	831,300		20,000											
	Total Land & Water Conservation Fund	**$882,140**	**$50,840**	**$70,840**	**$0**	**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	PARKS & RECREATION FUND														
971000	Land Acquisition	377,540	0	40						RR	0	0	0	0	0
972795	Park Improvements	12,262,930	10,756,090	7,700,000						RR	3,001,090	3,001,590	2,998,590	3,002,090	3,001,590
972352	Skate Park	560,500	10,420	10,420						RR	0	0	0	0	0
972350	Dodge Park Improvements	10,680,000		598,500						RR	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund Srce.	Estimated Annual Operating Costs (Including Debt)				
			Budget 2018/19	Estimate 2018/19	Proposed Budget 2019/20	Approved Budget 2019/20	Department Requests 2020/21	Department Requests 2021/22	Department Requests 2022/23		Estimated Current Yr. 2018/19	Budget Year 2019/20	Future Years 2020/21	Future Years 2021/22	Future Years 2022/23
972351	Community Center	25,000,000	10,000,000	10,000,000	10,000,000	10,000,000				RR	0	0	0	0	0
975000	Donovan Park Parking Lot Expansion	400,000					400,000			GF	0	0	0	0	0
972795	Delia Park Baseball Park Landscaping	120,000					120,000			GF	0	0	0	0	0
972795	Delia Park Baseball Restroom Roof Replacement	80,000							80,000	GF	0	0	0	0	0
972795	Magnolia Park - Sport Court	100,000						100,000		GF	0	0	0	0	0
972795	Beaver Creek - Sport Court	70,000						70,000		GF	0	0	0	0	0
972795	Farmstead Park Parking Lot	400,000					400,000			GF	0	0	0	0	0
	Total Parks & Recreation Improvements	**$50,050,970**	**$20,766,510**	**$18,308,960**	**$10,000,000**	**$10,000,000**	**$920,000**	**$170,000**	**$80,000**		**$3,001,090**	**$3,001,590**	**$2,998,590**	**$3,002,090**	**$3,001,590**
	Total Vehicles	**N/A**	**$70,000**	**$66,090**	**$0**	**$0**	**$20,000**	**$51,000**	**$0**						
	Total Equipment	**N/A**	**$22,300**	**$22,710**	**$33,250**	**$33,250**	**$195,000**	**$0**	**$700,000**						
	Total Parks & Recreation Fund	**$50,050,970**	**$20,858,810**	**$18,397,760**	**$10,033,250**	**$10,033,250**	**$1,135,000**	**$221,000**	**$780,000**		**$3,001,090**	**$3,001,590**	**$2,998,590**	**$3,002,090**	**$3,001,590**
	PUBLIC SAFETY FORFEITURE FUND **Total Building & Improvements**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Vehicles	**N/A**	**$155,300**	**$155,300**	**$252,000**	**$252,000**	**$240,000**	**$192,000**	**$204,000**						
	Total Equipment	**N/A**	**$131,590**	**$57,860**	**$26,390**	**$26,390**	**$0**	**$0**	**$0**						
	Total Public Safety Forfeiture Fund	**$0**	**$286,890**	**$213,160**	**$278,390**	**$278,390**	**$240,000**	**$192,000**	**$204,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	COMMUNITY DEVELOPMENT BLOCK GRANT FUND														
972000	Tree Planting	10,000	10,000	8,800						CDBG	0	0	0	0	0
975000	Sr Center Flooring	11,800	9,000	11,800						CDBG	0	0	0	0	0
975000	Sr Center Roofing System (3-yr. project)	800,000			275,000	275,000	275,000	250,000		CDBG	0	0	0	0	0
975060	Schoenherr Towers Generator (prelim. eng.)	10,500			10,500	10,500				CDBG	0	0	0	0	0
988000	Kennedy Drive - Concrete Replacement	210,240	142,000	210,240						CDBG	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund Srce.	Estimated Annual Operating Costs (Including Debt)				
			Budget 2018/19	Estimate 2018/19	Proposed Budget 2019/20	Approved Budget 2019/20	Department Requests 2020/21	Department Requests 2021/22	Department Requests 2022/23		Estimated Current Yr. 2018/19	Budget Year 2019/20	Future Years 2020/21	Future Years 2021/22	Future Years 2022/23
988000	Hamilton Drive - Concrete Repl.	148,500			148,500	148,500				CDBG	0	0	0	0	0
988270	Senior Center Parking Lot Addition South	275,000	275,000	275,000						CDBG	0	0	0	0	0
	Total C.D.B.G. Fund	**$1,466,040**	**$436,000**	**$505,840**	**$434,000**	**$434,000**	**$275,000**	**$250,000**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	INDIGENT DEFENSE FUND														
	Space Modifications - 41A District Court	35,000	35,000	35,000						IDF	0	0	0	0	0
	Total Indigent Defense Fund Improvements	**$35,000**	**$35,000**	**$35,000**	**$0**	**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Equipment	**N/A**	**$5,880**	**$5,880**	**$0**	**$0**	**$0**	**$0**	**$0**						
	Total Indigent Defense Fund	**$35,000**	**$40,880**	**$40,880**	**$0**	**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	CORRIDOR IMPROVEMENT AUTHORITY														
988000	Enhancements to landscape and streetscape	110,000			110,000	110,000				CIA	0	0	0	0	0
	Total CIA Fund Improvements	**$110,000**	**$0**	**$0**	**$110,000**	**$110,000**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Corridor Improvement Authority Fund	**$110,000**	**$0**	**$0**	**$110,000**	**$110,000**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	LOCAL DEVELOPMENT FINANCING AUTH. FUND														
988280	Replacement Flooring - Velocity	50,000	0		50,000	50,000				LDFA	0	0	0	0	0
988295	LDFA District Improvements - Sectional Concrete Replacement-Sterling Drive	700,000	700,000	700,000						LDFA	0	0	0	0	0
988329	LDFA District Improvements - Signage-Center Drive/Sterling Ponds	400,000	400,000	400,000						LDFA	0	0	0	0	0

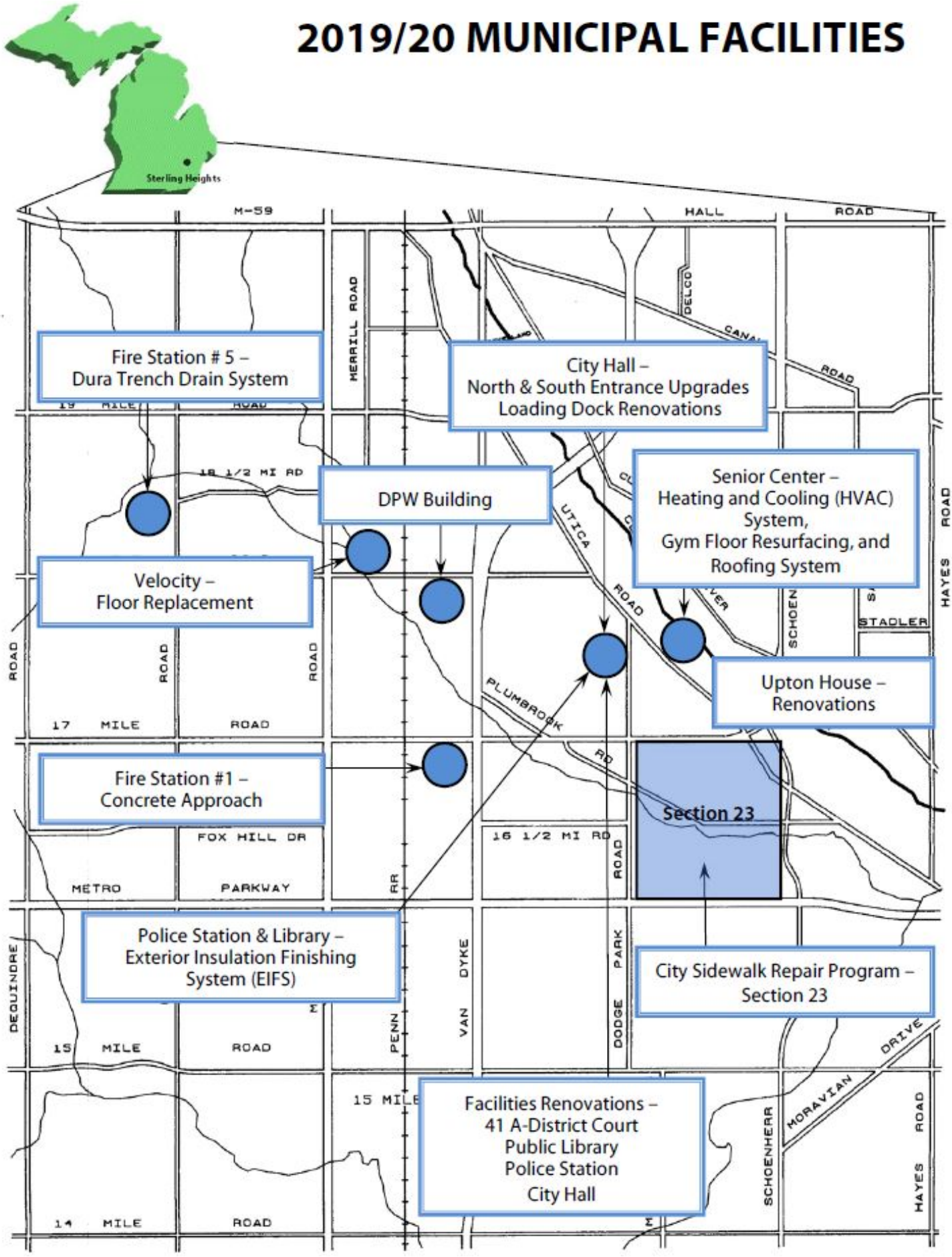
CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund Srce.	Estimated Annual Operating Costs (Including Debt)				
			Budget 2018/19	Estimate 2018/19	Proposed Budget 2019/20	Approved Budget 2019/20	Department Requests 2020/21	Department Requests 2021/22	Department Requests 2022/23		Estimated Current Yr. 2018/19	Budget Year 2019/20	Future Years 2020/21	Future Years 2021/22	Future Years 2022/23
	Total LDFA Improvements	**$1,150,000**	**$1,100,000**	**$1,100,000**	**$50,000**	**$50,000**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Equipment	**N/A**	**$0**	**$0**	**$10,000**	**$10,000**	**$0**	**$0**	**$0**						
	Total L.D.F.A. Fund	**$1,150,000**	**$1,100,000**	**$1,100,000**	**$60,000**	**$60,000**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	WATER & SEWER FUND														
	Total Water & Sewer Fund Improvements	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**						
	Total Information Technology Projects	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**						
	Total Vehicles	**N/A**	**$473,000**	**$467,450**	**$658,000**	**$658,000**	**$750,000**	**$710,000**	**$40,000**						
	Total Equipment	**N/A**	**$464,200**	**$102,020**	**$25,000**	**$25,000**	**$140,000**	**$300,000**	**$55,000**						
	Total Water & Sewer Fund (Budgeted)	**$0**	**$937,200**	**$569,470**	**$683,000**	**$683,000**	**$890,000**	**$1,010,000**	**$95,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Capital Improvements	**$209,098,400**	**$58,847,520**	**$54,559,830**	**$59,116,560**	**$59,116,560**	**$18,209,670**	**$9,061,150**	**$9,430,000**		**$7,637,870**	**$9,470,420**	**$10,929,180**	**$10,926,880**	**$10,458,750**
	Total Information Technology Projects	**N/A**	**$1,035,080**	**$1,035,080**	**$1,129,210**	**$1,129,210**	**$75,000**	**$75,000**	**$75,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Vehicles	**N/A**	**$2,151,910**	**$2,112,850**	**$2,252,900**	**$2,252,900**	**$2,620,000**	**$3,450,000**	**$1,514,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Equipment	**N/A**	**$2,618,830**	**$2,018,510**	**$597,460**	**$597,460**	**$1,706,500**	**$910,500**	**$1,474,500**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Budgeted Capital Expenditures	**$209,098,400**	**$64,653,340**	**$59,726,270**	**$63,096,130**	**$63,096,130**	**$22,611,170**	**$13,496,650**	**$12,493,500**		**$7,637,870**	**$9,470,420**	**$10,929,180**	**$10,926,880**	**$10,458,750**
	WATER & SEWER IMPROVEMENT FUND														
	WATER MAINS														
	Water Main Replacement: Medville Drive	330,000	330,000	330,000						W&S	0	0	0	0	0
	Water Main Replacement: Canal Road	775,000	775,000	775,000						W&S	0	0	0	0	0
	Water Main Replacement: Houghton/Suncrest Drive	500,000			500,000	500,000				W&S	0	0	0	0	0
	Water Main Replacement: Kidley & Radner	500,000					500,000			W&S	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund Srce.	Estimated Annual Operating Costs (Including Debt)				
			Budget 2018/19	Estimate 2018/19	Proposed Budget 2019/20	Approved Budget 2019/20	Department Requests 2020/21	Department Requests 2021/22	Department Requests 2022/23		Estimated Current Yr. 2018/19	Budget Year 2019/20	Future Years 2020/21	Future Years 2021/22	Future Years 2022/23
	Water Main Replacement: Alice Court	300,000						300,000		W&S	0	0	0	0	0
	Water Main Replacement: Leslie Drive	300,000							300,000	W&S	0	0	0	0	0
	Water Main Replacement: College Park	200,000					200,000			W&S	0	0	0	0	0
	Merrill Road Water Service Tap Replacements	20,000			20,000	20,000									
	Total Water Mains	**$2,925,000**	**$1,105,000**	**$1,105,000**	**$520,000**	**$520,000**	**$700,000**	**$300,000**	**$300,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	WATER & SEWER REPLACEMENT MAINS/OTHER														
	Lift Station Upgrades	300,000					200,000	100,000		W&S	0	0	0	0	0
	Total Replacement Items	**$300,000**	**$0**	**$0**	**$0**	**$0**	**$200,000**	**$100,000**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Water & Sewer Fund Improvements (Non-Budgeted)	**$3,225,000**	**$1,105,000**	**$1,105,000**	**$520,000**	**$520,000**	**$900,000**	**$400,000**	**$300,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Capital Improvements	**$212,323,400**	**$59,952,520**	**$55,664,830**	**$59,636,560**	**$59,636,560**	**$19,109,670**	**$9,461,150**	**$9,730,000**		**$7,637,870**	**$9,470,420**	**$10,929,180**	**$10,926,880**	**$10,458,750**
	Total Information Technology Projects	**N/A**	**$1,035,080**	**$1,035,080**	**$1,129,210**	**$1,129,210**	**$75,000**	**$75,000**	**$75,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Vehicles	**N/A**	**$2,151,910**	**$2,112,850**	**$2,252,900**	**$2,252,900**	**$2,620,000**	**$3,450,000**	**$1,514,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Equipment	**N/A**	**$2,618,830**	**$2,018,510**	**$597,460**	**$597,460**	**$1,706,500**	**$910,500**	**$1,474,500**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Planned Capital Expenditures	**$212,323,400**	**$65,758,340**	**$60,831,270**	**$63,616,130**	**$63,616,130**	**$23,511,170**	**$13,896,650**	**$12,793,500**		**$7,637,870**	**$9,470,420**	**$10,929,180**	**$10,926,880**	**$10,458,750**

2019/20 MUNICIPAL FACILITIES



2019/20 MAJOR ROADS



Miscellaneous Traffic Signals

Merrill Road Rehabilitation – 18 1/2 Mile Road to M59

City wide Sectional Concrete Replacement Program

19 Mile Road Asphalt Resurfacing– Hayes Road to Schoenherr Road

Fox Hill Road Asphalt Resurfacing – Ryan Road to Dequindre Road

Traffic Controls – Metro Parkway & Dodge Park Road

Traffic Controls – Metro Parkway & Schoenherr Road

2019/20 COUNTY & STATE ROAD PLANS



Miscellaneous Traffic Signals

Corridor Improvement – Enhancement to Landscape and Streetscape

18 Mile Road Asphalt Resurfacing – Mound Road to Dequindre Road

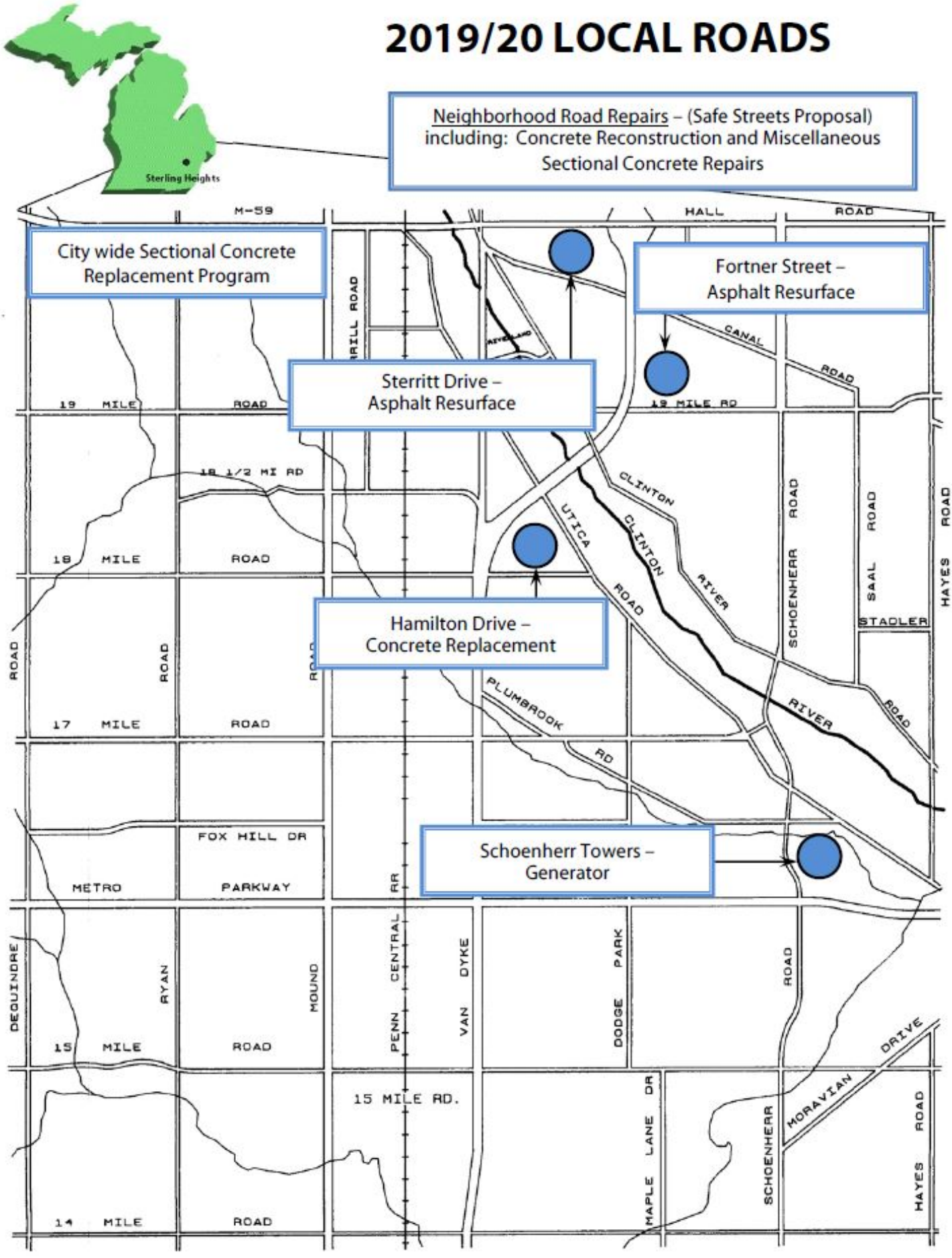
Utica Road Asphalt Resurfacing – Hayes Road to Schoenherr Road

Metro Parkway Resurfacing – Dequindre Road to Ryan Road

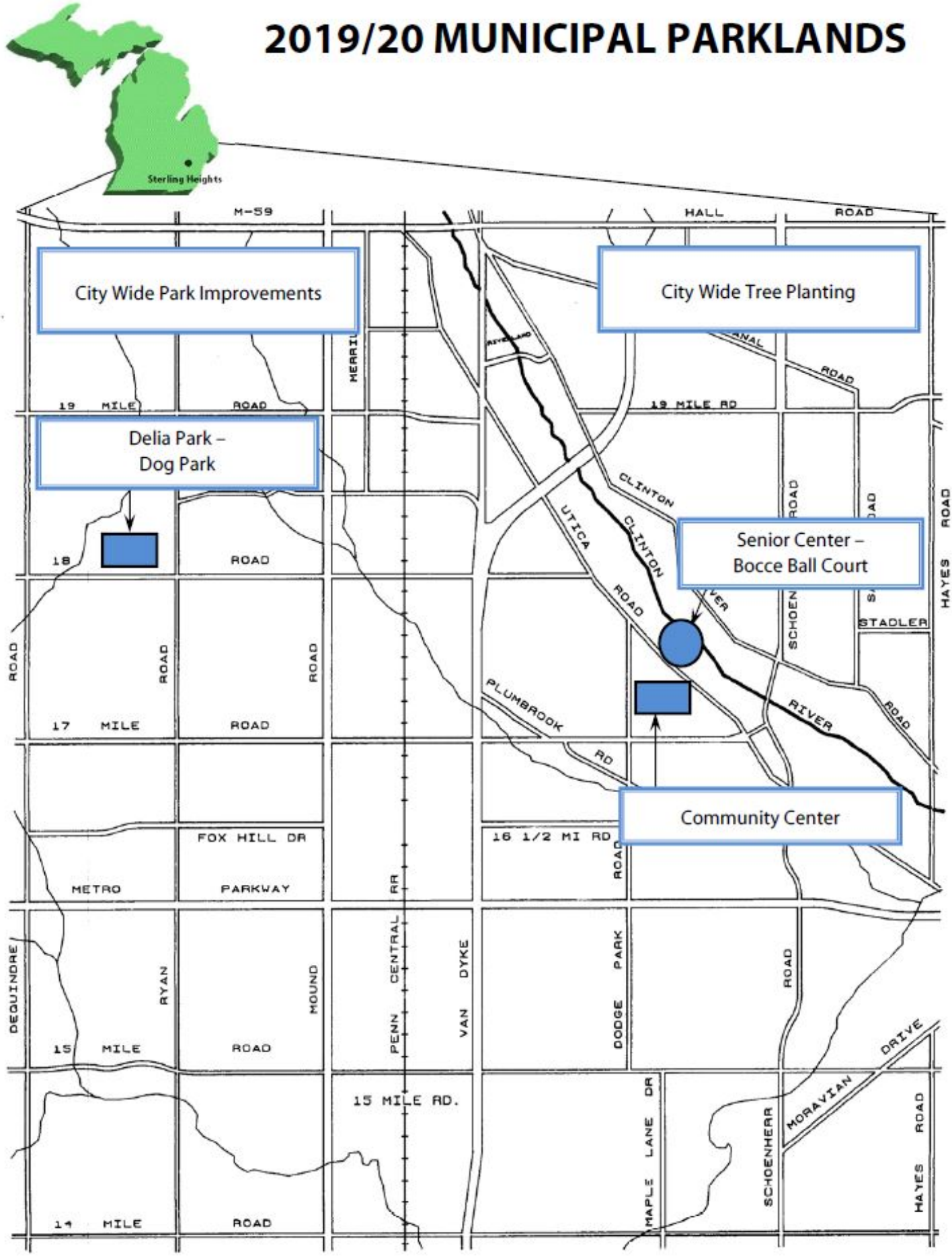
Mound Road Preliminary Engineering – 14 Mile Road to M59

Hayes Road Resurfacing – 14 Mile Road – 15 Mile Road

2019/20 LOCAL ROADS



2019/20 MUNICIPAL PARKLANDS



2019/20 WATER MAINS



CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS

Fiscal Year Ended June 30	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Revenue										
Property Taxes	$57,875,942	$56,801,306	$59,045,208	$53,149,713	$51,665,928	$51,344,025	$62,231,352	$64,036,721	$60,946,929	$66,282,454
Fees & Permits	960,683	1,194,707	1,438,197	2,271,967	1,789,803	1,735,413	1,800,968	2,149,069	2,568,909	2,648,068
Federal Sources	1,419,052	2,789,569	3,085,016	2,661,338	1,126,423	1,921,050	1,456,596	1,990,255	6,300,698	4,122,227
State & Local Sources	18,505,491	17,114,177	17,184,734	18,065,838	18,825,672	19,920,337	21,054,148	21,279,925	27,584,764	31,365,436
Fines & Forfeitures	2,836,556	3,618,574	3,353,875	2,770,160	2,489,252	2,326,870	2,567,229	3,057,417	2,944,500	2,384,499
Charges For Services	7,896,549	8,598,054	8,583,882	8,443,205	8,306,458	9,048,012	10,085,731	9,719,467	9,842,019	12,373,661
Investment Income	1,580,754	582,435	308,422	672,239	58,534	257,632	247,437	426,998	112,450	1,120,683
Special Assessments	243,123	215,118	203,298	254,977	206,501	314,871	212,828	201,579	199,092	222,250
Rental Income	1,798,484	1,429,222	1,685,041	1,508,954	1,536,939	1,951,540	1,829,381	1,578,977	1,488,753	1,630,951
Cable Revenue	1,771,978	1,799,495	1,950,435	2,033,751	2,292,537	2,342,953	2,533,069	2,595,396	2,579,599	2,414,752
Other	2,007,807	1,898,739	1,526,205	2,044,415	1,700,076	1,619,427	1,414,282	1,960,041	1,568,519	1,866,109
Total Revenue	**96,896,419**	**96,041,396**	**98,364,313**	**93,876,557**	**89,998,123**	**92,782,130**	**105,433,021**	**108,995,845**	**116,136,232**	**126,431,090**
Expenditures										
General Government	9,534,712	9,000,797	8,613,941	8,571,928	7,700,466	7,175,604	7,803,567	8,154,052	8,300,238	9,118,455
41A District Court	3,150,155	3,221,815	3,246,811	3,252,852	3,258,362	3,078,766	3,087,262	3,223,740	3,242,874	3,309,841
Public Safety	46,327,145	49,130,527	50,929,421	52,297,573	48,644,125	48,807,450	49,752,772	49,704,157	48,646,567	50,311,362
Public Works	21,273,705	20,321,669	21,034,821	18,680,870	18,062,177	20,790,973	21,450,688	20,929,934	20,869,103	23,165,358
Recreation & Culture	5,321,281	4,747,596	4,603,108	4,489,169	4,339,952	4,002,476	4,189,468	4,393,760	7,664,887	4,805,997
General Expenditures	2,793,240	2,814,058	2,540,873	2,766,125	2,294,184	2,171,473	1,119,452	1,027,555	1,164,656	1,845,158
Capital Outlay	13,212,947	4,694,663	4,867,162	4,275,883	3,115,621	7,026,982	14,388,416	19,122,277	22,513,996	39,333,835
Debt Service - Principal	5,730,000	15,235,000	3,970,000	3,940,000	3,895,000	3,235,000	2,620,000	1,725,000	2,280,000	4,100,000
Debt Service - Interest	1,987,533	1,628,030	1,221,055	1,098,474	1,114,056	744,170	628,563	545,331	700,971	2,025,489
Total Expenditures	**109,330,718**	**110,794,155**	**101,027,192**	**99,372,874**	**92,423,943**	**97,032,894**	**105,040,188**	**108,825,806**	**115,383,292**	**138,015,495**
Other Financing Sources										
Long-term Financing	3,260,000	3,810,000	0	3,780,000	3,275,000	0	198,633	9,630,000	47,315,000	27,590,000
Sale of Fixed Assets	149,466	115,724	0	0	0	0	0	0	80,363	41,655
Bond Premium	0	33,935	0	274,196	9,311	0	0	254,555	2,902,577	1,302,812
Transfers In	11,319,369	16,194,395	3,953,940	3,526,740	6,158,405	5,639,290	13,594,435	10,797,379	10,180,735	10,588,025
Transfers Out	(8,412,389)	(5,056,810)	(3,953,940)	(3,526,740)	(3,500,200)	(4,266,460)	(10,494,435)	(9,447,315)	(10,180,735)	(10,588,025)
Total Other Fin. Sources	**6,316,446**	**15,097,244**	**0**	**4,054,196**	**5,942,516**	**1,372,830**	**3,298,633**	**11,234,619**	**50,297,940**	**28,934,467**
Net Change in Fund Balance	**($6,117,853)**	**$344,485**	**($2,662,879)**	**($1,442,121)**	**$3,516,696**	**($2,877,934)**	**$3,691,466**	**$11,404,658**	**$51,050,880**	**$17,350,062**

GENERAL FUND
EXPENDITURE HISTORY BY ACTIVITY

Activity Name	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget
City Council	$131,330	$127,360	$143,940	$146,460	$151,280	167,590	**179,860**
City Management	848,150	929,190	914,600	1,225,850	1,336,800	1,434,760	**1,453,010**
City Clerk	542,500	707,340	756,590	894,110	735,170	903,830	**955,050**
Information Technology	871,860	878,360	879,010	944,480	1,029,780	1,105,450	**1,499,110**
Assessing	827,390	844,860	878,950	910,020	1,005,050	974,520	**1,062,610**
Financial Services	776,950	868,810	882,250	755,550	780,650	834,800	**937,980**
Purchasing	274,060	311,350	316,990	319,150	450,380	416,440	**489,610**
Facilities Maintenance	0	0	0	0	0	1,455,130	**1,770,030**
Treasury	1,014,380	1,044,510	1,078,660	1,085,910	1,180,250	1,210,880	**1,235,720**
Act 78 - Civil Service Commission	21,230	28,890	42,840	37,620	45,740	45,000	**44,370**
General Employees Pension Board	73,800	59,490	52,790	63,610	62,170	59,230	**78,890**
Legal	678,690	777,680	864,020	821,950	994,950	848,100	**870,000**
Total City Administration Dept.	**6,060,340**	**6,577,840**	**6,810,640**	**7,204,710**	**7,772,220**	**9,455,730**	**10,576,240**
Library	2,335,380	2,408,630	2,492,550	2,524,450	2,585,240	2,851,140	**2,884,530**
Historical Commission	370	370	550	200	4,260	4,600	**4,700**
Total Library Department	**2,335,750**	**2,409,000**	**2,493,100**	**2,524,650**	**2,589,500**	**2,855,740**	**2,889,230**
Parks & Recreation	1,666,740	1,780,470	1,900,650	2,016,840	0	0	**0**
Total Parks & Recreation Dept.	**1,666,740**	**1,780,470**	**1,900,650**	**2,016,840**	**0**	**0**	**0**
Police Administration	2,988,410	3,611,950	4,905,920	5,033,940	5,171,590	5,353,410	**5,609,900**
Police Investigations	5,624,610	5,857,000	6,225,590	6,347,830	6,702,800	6,915,050	**7,798,110**
Police Operations	19,602,490	19,741,950	20,276,870	18,701,540	18,201,260	20,004,530	**19,989,930**
Police Support Services	3,283,070	2,944,840	1,526,880	1,531,610	1,646,830	1,808,060	**1,805,980**
Total Police Department	**31,498,580**	**32,155,740**	**32,935,260**	**31,614,920**	**31,722,480**	**34,081,050**	**35,203,920**
Fire Administration	1,469,690	1,387,650	1,504,920	1,487,740	1,498,400	1,505,710	**1,594,140**
Fire Extinguishment	14,806,220	15,180,830	14,031,400	14,347,690	15,735,290	17,186,970	**18,151,430**
Fire Prevention	802,540	800,950	1,048,990	1,034,960	1,153,310	1,125,910	**1,167,580**
Total Fire Department	**17,078,450**	**17,369,430**	**16,585,310**	**16,870,390**	**18,387,000**	**19,818,590**	**20,913,150**

GENERAL FUND
EXPENDITURE HISTORY BY ACTIVITY

Activity Name	2013/14 Actual	2014/15 Actual	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Budget	2019/20 Budget
Fleet Maintenance	2,857,030	2,780,650	2,648,400	2,593,770	3,012,640	2,917,170	**3,223,300**
Parks & Grounds Maintenance	1,318,490	1,358,400	1,373,600	1,429,620	1,458,050	560,110	**0**
Public Works Center	270,850	278,640	187,440	206,670	179,300	174,400	**266,520**
Street Services	2,170,820	2,270,740	2,070,450	2,151,300	2,440,450	2,841,630	**2,997,100**
Total Public Works Department	**6,617,190**	**6,688,430**	**6,279,890**	**6,381,360**	**7,090,440**	**6,493,310**	**6,486,920**
Refuse Collection	4,697,630	4,744,360	4,767,020	4,437,520	4,462,720	4,451,650	**4,516,800**
Total Refuse Collection	**4,697,630**	**4,744,360**	**4,767,020**	**4,437,520**	**4,462,720**	**4,451,650**	**4,516,800**
Building	1,781,940	1,893,630	1,968,060	2,011,310	2,328,160	1,115,140	**1,136,430**
Economic Development	257,590	291,910	320,630	372,460	318,290	333,870	**439,370**
Engineering	1,172,660	1,291,350	1,288,080	1,260,990	1,300,040	1,376,370	**1,411,070**
Neighborhood Services	1,278,550	1,318,560	1,508,510	1,535,800	1,525,150	1,666,080	**1,792,390**
Planning	104,560	177,000	226,800	193,630	172,070	276,520	**277,020**
Planning Commission	3,810	4,500	6,650	7,640	10,300	10,360	**12,270**
Zoning Board of Appeals	2,900	5,540	7,050	5,880	6,930	7,750	**10,470**
Component Unit Funding	0	300,000	300,000	300,000	300,000	300,000	**200,000**
Total City Development Dept.	**4,602,010**	**5,282,490**	**5,625,780**	**5,687,710**	**5,960,940**	**5,086,090**	**5,279,020**
Community Relations	856,950	933,490	1,022,090	1,094,230	1,341,190	1,484,480	**1,522,870**
Arts Commission	50	0	50	0	780	720	**720**
Beautification Commission	680	320	650	1,100	0	50	**50**
Total Community Relations Dept.	**857,680**	**933,810**	**1,022,790**	**1,095,330**	**1,341,970**	**1,485,250**	**1,523,640**
41-A District Court	3,078,770	3,087,260	3,223,740	3,242,870	3,309,840	3,545,610	**3,595,230**
General Expenditures	2,167,780	1,116,140	1,025,080	1,118,900	1,681,850	1,800,850	**2,188,370**
Transfers Out	1,081,460	8,144,440	7,217,320	7,255,500	8,588,030	16,356,100	**12,137,940**
Total General Fund	**$81,742,380**	**$90,289,410**	**$89,886,580**	**$89,450,700**	**$92,906,990**	**$105,429,970**	**$105,310,460**

GENERAL FUND BALANCE COMPARED TO ANNUAL EXPENDITURES AND OTHER FINANCING USES LAST TEN FISCAL YEARS

Fiscal Year Ended June 30	General Fund Balance	Annual Expenditures & Other Uses	General Fund Balance as % of Expenditures & Other Uses
2009	15,207,061	87,146,732	17.45%
2010	12,528,923	86,337,844	14.51%
2011	10,991,216 (1)	87,480,425	12.56%
2012	5,248,480	87,236,539	6.02%
2013	5,248,480	81,612,889	6.43%
2014	5,229,392	81,742,384	6.40%
2015	7,539,734	90,289,405	8.35%
2016	11,394,869	89,866,581	12.68%
2017	17,266,609	89,450,707	19.30%
2018	24,713,754	92,906,988	26.60%

(1) GASB 54 was implemented with the fiscal year ended June 30, 2011.

ASSESSED & ESTIMATED ACTUAL VALUATION OF TAXABLE PROPERTY LAST TEN FISCAL YEARS

Fiscal Year Ended June 30	Real Assessed Valuation (1)	Personal Assessed Valuation (1)	Total Valuation	Percent of True Value (2)
2009	4,599,077,850	1,007,788,550	5,606,866,400	50%
2010	4,508,088,655	986,259,050	5,494,347,705	50%
2011	4,046,809,230	917,612,350	4,964,421,580	50%
2012	3,743,670,800	874,496,200	4,618,167,000	50%
2013	3,503,196,250	755,514,350	4,258,710,600	50%
2014	3,526,557,005	724,659,700	4,251,216,705	50%
2015	3,564,635,642	714,092,150	4,278,727,792	50%
2016	3,665,393,466	670,143,500	4,335,536,966	50%
2017	3,737,558,043	366,173,450	4,103,731,493	50%
2018	3,965,867,075	254,590,100	4,220,457,175	50%

(1) All taxable values reflect the year in which tax revenue streams were generated. For example, the 2008 TVs (stated above in the 2009 row) were used to generate tax revenue for the year ended June 30, 2009.

(2) In accordance with the 1970 State of Michigan Constitution, the assessed value is 50 percent of appraised or estimated value.

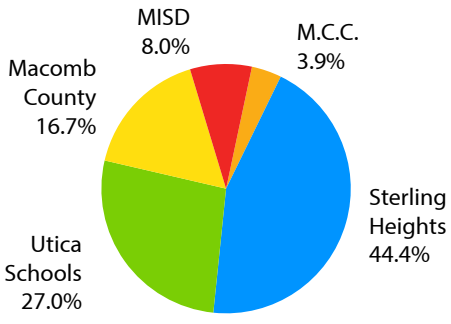
HOMESTEAD PROPERTY TAX RATES
DIRECT AND OVERLAPPING GOVERNMENTS
(PER $1,000 OF TAXABLE VALUATION)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
City of Sterling Heights										
Operating (1)	9.17770	8.71800	10.18110	9.66170	9.14280	9.47030	9.37010	9.49090	9.48560	**9.49400**
Refuse	0.83810	0.87170	0.94740	0.99990	1.08380	1.08790	1.12670	1.14240	1.10620	**1.08270**
Police & Fire Pension	0.48530	0.93720	1.23880	1.66940	2.06690	1.82250	1.92380	1.90260	1.97880	**2.01240**
Public Improvements	0.06670	0.03460	0.06840	0.08130	0.09030	0.10180	0.10470	0.11220	0.11520	**0.11140**
Drain	0.21800	0.22430	0.25010	0.27350	0.30200	0.20330	0.16050	0.03770	0.00000	**0.00000**
*Re*creating Recreation	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	**0.97000**
Safe Streets	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	2.50000	2.50000	2.50000	**2.48530**
Total	**10.78580**	**10.78580**	**12.68580**	**12.68580**	**12.68580**	**12.68580**	**15.18580**	**15.18580**	**15.18580**	**16.15580**
Overlapping Governments										
Macomb County	4.20550	4.57350	4.57350	4.57350	4.57350	4.57350	4.57350	4.57350	4.56160	**4.52920**
Utica Comm. Schools	3.50000	3.50000	3.75000	3.85000	3.85000	3.85000	3.85000	3.85000	3.85000	**3.85000**
Warren Consol. Schools	8.41520	8.92780	10.25900	10.84210	11.36240	11.38290	10.76030	10.69660	11.66140	**11.37910**
State Education	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000	**6.00000**
Macomb Comm. College	1.42120	1.42120	1.42120	1.57120	1.57120	1.53120	1.52620	1.53020	1.42120	**1.4034**
M.I.S.D.	2.94300	2.94300	2.94300	2.94300	2.94300	2.94300	2.94300	2.94300	2.93550	**2.91460**
Huron/Clinton Metro Auth.	0.21460	0.21460	0.21460	0.21460	0.21460	0.21460	0.21460	0.21460	0.21460	**0.21400**
S.M.A.R.T.	0.59000	0.59000	0.59000	0.59000	0.59000	0.59000	1.00000	1.00000	0.99740	**0.99030**
County Zoo Authority	0.10000	0.10000	0.10000	0.10000	0.10000	0.10000	0.10000	0.10000	0.09970	**0.09890**
D.I.A.	0.00000	0.00000	0.00000	0.00000	0.20000	0.20000	0.20000	0.20000	0.19940	**0.19790**
Veterans Operations	0.04000	0.04000	0.04000	0.04000	0.04000	0.04000	0.04000	0.04000	0.03980	**0.06820**
Total Utica Schools (2)	**29.80010**	**30.16810**	**32.31810**	**32.56810**	**32.76810**	**32.72810**	**35.63310**	**35.63710**	**35.50500**	**36.42230**
Total Warren Schools (2)	**34.71530**	**35.59590**	**38.82710**	**39.56020**	**40.28050**	**40.26100**	**42.54340**	**42.48370**	**43.31640**	**43.95140**

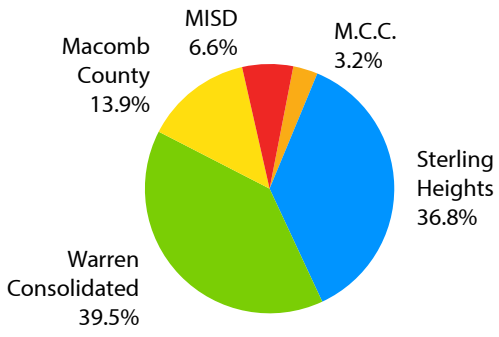
(1) City general operating tax rate charter limit equals 12.0 mills.
(2) Sterling Heights taxable valuation is based on 62% for Utica Schools and 38% for Warren Consolidated Schools for the year ended June 30, 2018.

City of Sterling Heights
2017/18 Distribution of Homestead Taxes

Utica Community Schools

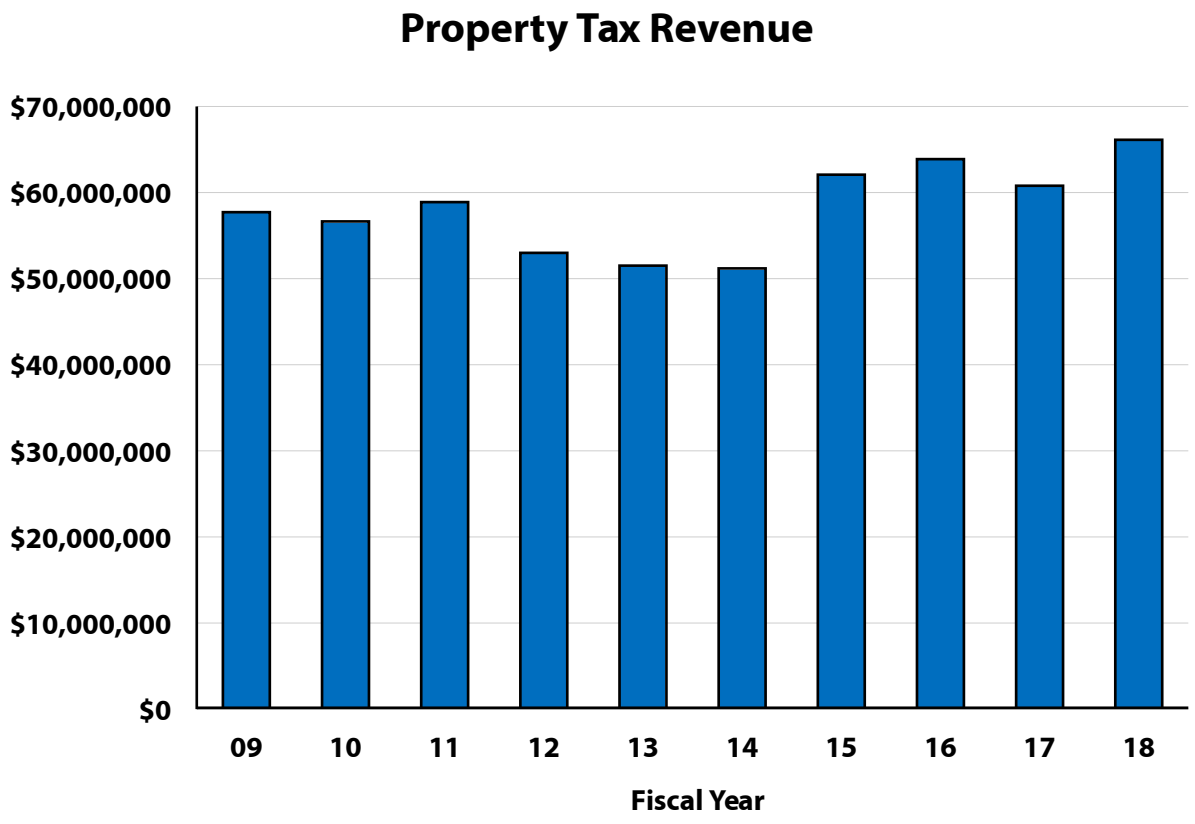


Warren Consolidated Schools



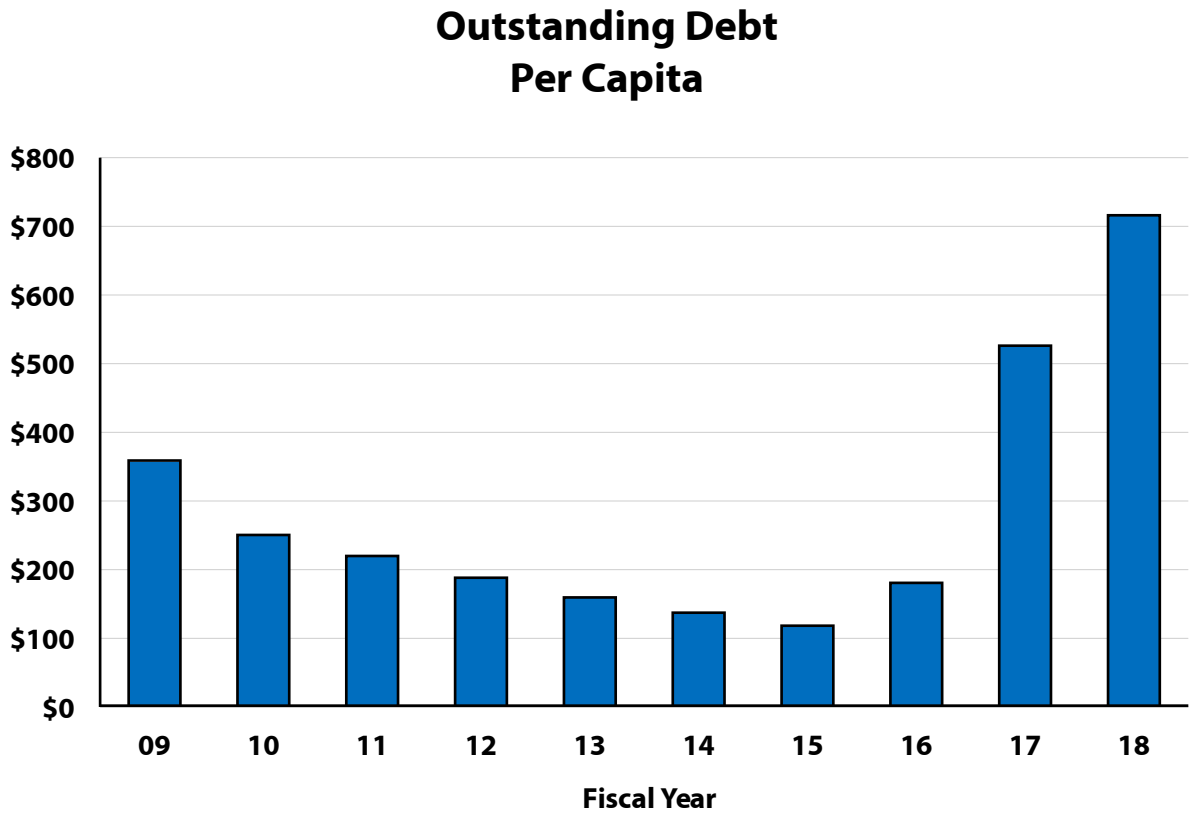
GENERAL GOVERNMENT TAX REVENUES BY SOURCE
LAST TEN FISCAL YEARS

Fiscal Year Ended June 30	General Fund Property Taxes					Local Rds Prop Taxes	P&R Prop Taxes	Debt Service Funds Prop Taxes			Total All Property Taxes
	Operating	Refuse	Police & Fire Retirement System	Safe Streets	Total	Safe Streets	*Re*creating Recreation	General Drain	Voted Tax General Obligation	Total	
2009	49,275,429	4,476,793	2,594,194	0	56,346,416	0	0	1,169,602	359,924	1,529,526	**57,875,942**
2010	45,954,154	4,561,110	4,925,570	0	55,440,834	0	0	1,178,018	182,454	1,360,472	**56,801,306**
2011	47,431,652	4,377,125	5,753,668	0	57,562,445	0	0	1,164,592	318,171	1,482,763	**59,045,208**
2012	40,120,585	4,376,626	7,157,201	0	51,654,412	0	0	1,150,140	345,161	1,495,301	**53,149,713**
2013	37,142,292	4,403,288	8,529,892	0	50,075,472	0	0	1,224,522	365,934	1,590,456	**51,665,928**
2014	38,262,436	4,400,850	7,444,408	0	50,107,694	0	0	823,757	412,574	1,236,331	**51,344,025**
2015	38,380,857	4,615,657	7,905,424	6,969,239	57,871,177	3,271,161	0	658,448	430,566	1,089,014	**62,231,352**
2016	40,154,336	4,786,968	7,992,154	7,121,201	60,054,659	3,344,947	0	164,288	472,828	637,116	**64,036,722**
2017	38,159,793	4,418,198	7,914,369	6,786,371	57,278,731	3,201,818	0	2,297	464,084	466,381	**60,946,930**
2018	39,003,553	4,425,923	8,251,737	6,916,401	58,597,614	3,258,923	3,965,701	1,052	459,166	460,218	**66,282,456**



RATIOS OF OUTSTANDING DEBT BY TYPE
LAST TEN FISCAL YEARS

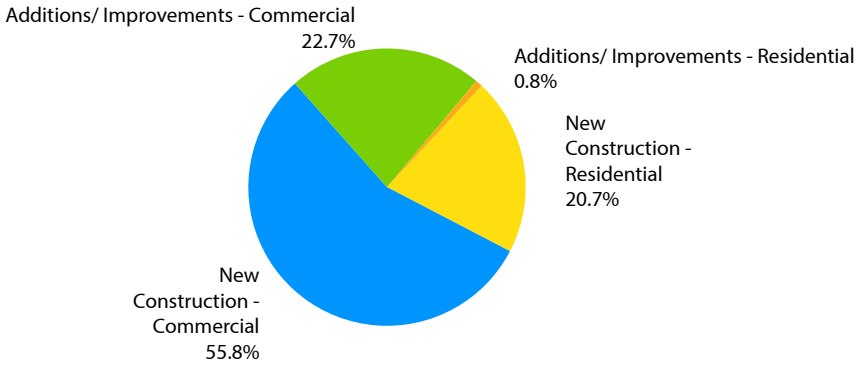
Fiscal Year Ended June 30	Governmental Activities					Business-Type Activities County Issued				Primary Govt.	%		Govt.
	General Obligation Bonds	Michigan Transp. Bonds	Special Assess. Bonds	County Issued Bonds	Capital Leases	General Obligation Bonds	Special Assess. Bonds	Revolv. Loan Funds	Capital Leases	Outstand. Debt Total	of Personal Income	Pop.	Debt Per Capita
2009	20,985,000	16,535,000	3,260,000	5,590,000	—	—	—	—	—	46,370,000	1.26%	128,500	**360.86**
2010	8,820,000	16,130,000	3,160,000	4,635,000	—	3,702,531	—	—	—	36,447,531	0.96%	129,699	**252.47**
2011	7,880,000	14,180,000	3,060,000	3,655,000	—	30,584,068	—	3,314,862	—	62,673,930	2.00%	129,699	**221.86**
2012	6,905,000	12,170,000	2,960,000	2,630,000	—	36,565,773	2,716,185	4,931,838	—	68,878,796	2.19%	129,699	**190.17**
2013	6,165,000	10,405,000	2,850,000	1,525,000	—	35,428,997	2,647,602	6,825,826	—	65,847,425	2.10%	129,699	**161.49**
2014	5,777,683	8,811,416	2,700,000	775,000	—	34,264,780	2,548,452	11,703,389	—	66,580,720	2.12%	129,699	**139.28**
2015	5,253,950	7,465,086	2,550,000	150,000	186,769	33,071,724	4,098,344	17,592,684	8,789	70,377,346	2.24%	129,699	**120.32**
2016	4,667,114	16,480,393	2,400,000	—	150,062	31,831,025	4,054,112	20,725,947	7,063	80,315,716	2.56%	129,699	**182.71**
2017	49,055,194	17,080,252	2,250,000	—	111,621	53,263,196	3,884,347	22,126,394	5,253	147,776,257	4.71%	129,699	**528.12**
2018	66,945,486	24,011,755	2,100,000	—	71,364	55,088,132	2,258,379	21,072,504	3,358	171,550,978	5.46%	129,699	**718.04**



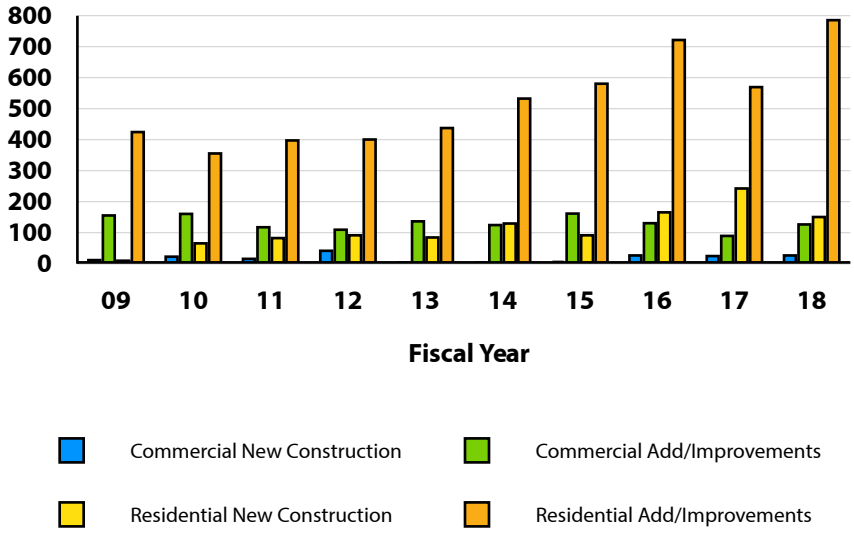
BUILDING PERMITS AT MARKET VALUE
LAST TEN FISCAL YEARS

Fiscal Year Ended June 30	Residential					Commercial				
	New Construction		Additions/Improve.		Total Residential	New Construction		Additions/Improve.		Total Commercial
	No.	Value	No.	Value		No.	Value	No.	Value	
2009	14	3,481,198	429	1,261,884	4,743,082	16	5,148,379	160	23,119,046	28,267,425
2010	70	12,386,830	360	839,587	13,226,417	27	31,115,804	165	28,194,133	59,309,937
2011	87	15,494,221	402	1,147,729	16,641,950	20	91,661,691	122	21,444,771	113,106,462
2012	96	19,872,576	405	1,291,986	21,164,562	46	97,795,253	114	16,137,512	113,932,765
2013	89	20,919,441	442	2,528,899	23,448,340	8	15,546,849	141	37,063,864	52,610,713
2014	134	31,286,101	537	1,191,570	32,477,671	8	6,077,060	129	25,288,174	31,365,234
2015	96	22,656,130	585	1,126,895	23,783,025	10	25,455,891	166	26,570,017	52,025,908
2016	170	87,099,668	726	1,528,732	88,628,400	31	31,932,939	135	15,628,005	47,560,944
2017	247	55,558,146	574	958,155	56,516,301	29	81,070,698	94	9,340,587	90,411,285
2018	155	28,786,551	790	1,101,534	29,888,085	31	77,545,580	131	31,448,148	108,993,728

Market Value of 2018 Building Permits



Building Permits



DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN FISCAL YEARS

Fiscal Year Ended June 30	Estimated Population	Median Age (2)	Age 25 or Older (2)		Per Capita Income (4)/(1)	Income In Thousands (4)	Number of Households (2)	Median Household Income (1)	Sterling Heights Unemployment Rate (3)/(4)
			High School Graduate or Higher	Bachelor's Degree or Higher					
2009	128,500 (1)	35-39	84.0%	22.9%	28,546	3,668,161	49,735	60,494	14.1%
2010	128,500 (1)	35-39	84.0%	22.9%	29,430	3,781,755	49,339	60,494	13.6%
2011	129,699 (1)	40-44	84.0%	22.9%	24,213	3,140,402	49,508	53,390	9.8%
2012	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	9.0%
2013	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	9.0%
2014	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	9.0%
2015	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	7.0%
2016	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	4.6%
2017	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	3.4%
2018	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	3.9%

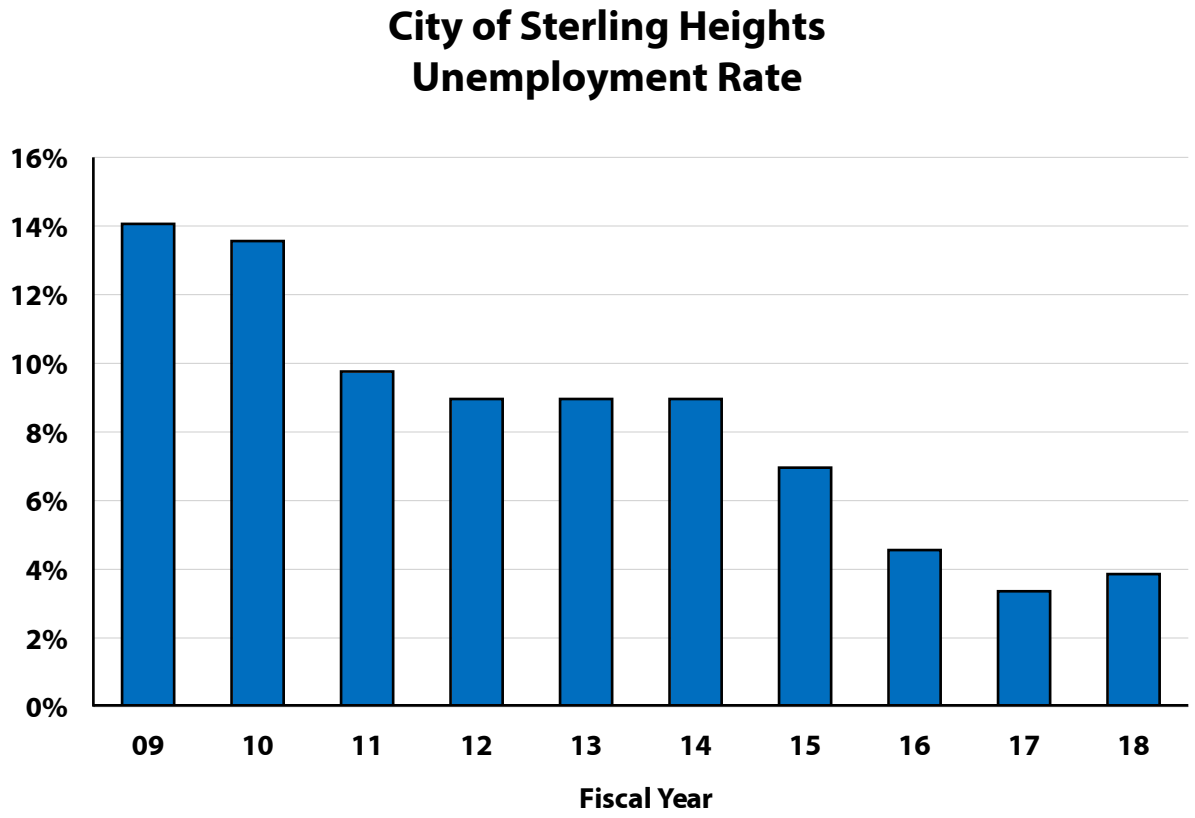
Sources:

(1) United States Census Bureau - 2000/2010 Census and 2010 American Community Survey One Year Estimates

(2) Southeast Michigan Council of Governments (SEMCOG)

(3) Michigan Department of Career Development, Employment Security Agency, Office of Labor Market Information

(4) Michigan Department of Technology, Management & Budget



2019/20 BUDGET

Activity Name
Police & Fire Pension Board

Activity
2380

Account Number	Account Name	2017/18 Actual	2018/19 Budget	2018/19 To 12/31	2018/19 Estimate	2019/20 Budget
	Supplies					
729.000	Postage	$455	$600	$252	$450	$400
751.000	Operating Supplies	34	280	179	250	200
	Total Supplies	489	880	431	700	600
	Other Charges					
802.000	Audit & Accounting Services	12,328	25,000	12,860	25,000	25,000
806.000	Legal Services	12,491	11,000	0	11,000	11,000
807.000	Medical Services	5,642	5,000	1,900	1,900	3,800
826.000	Other Contracted Services	1,412,965	1,462,650	843,004	1,462,650	1,459,250
903.000	Printing	48	200	0	200	200
922.000	Telephone	368	100	0	0	0
957.000	Memberships & Dues	100	100	200	200	200
959.000	Education & Training	5,448	8,000	4,162	8,000	10,000
	Total Other Charges	1,449,390	1,512,050	862,126	1,508,950	1,509,450
	Capital Outlay					
979.000	Computer Equipment	0	0	0	0	0
	Total Capital Outlay	0	0	0	0	0
	Total Activity	**$1,449,879**	**$1,512,930**	**$862,557**	**$1,509,650**	**$1,510,050**

NOTE: The "2017/18 Actual" & "2018/19 To 12/31" columns are rounded to the nearest dollar.

Labor Agreements

NAME	CONTRACT EXPIRATION	BUDGETED EMPLOYEES	
		FULL-TIME	PART-TIME
Union Employees			
Police Officers - MAP	6/30/2021	117	
Fire Fighters - IAFF Local 1557	6/30/2022	102	
Technical/Office - MAPE	6/30/2022	60	32*
DPW Field - Teamsters Local 214	6/30/2021	59	
Police Command Officers - COA	6/30/2022	34	
Professional & Technical - MAPE	6/30/2019	35	13
Court Clerical - AFSCME Local 1884	6/30/2022	19	6
Police Clerical - MAP	6/30/2019	20	
Supervisory - MAPE	6/30/2022	11	
Executive Group - SHEG	6/30/2022	7	
DPW Supervisors - AFSCME Local 1917	6/30/2020	7	
Total Union Employees		471	51
Non-Union Employees			
41-A District Court Administration	N/A	10	
41-A District Court Judges	N/A	3	
Ordinance Employees	N/A	2	
Other Employees (Seasonal/Part-time)			77
Total Non-Union Employees		15	77
Total All Employees		**486**	**128**

* Includes nine part-time employees that are excluded from the part-time limit.

Population [1]

Total Population	129,699
Gender	
Male	62,862
Female	66,837
Age	
Under 5 years	7,126
5 to 9 years	7,529
10 to 14 years	8,104
15 to 19 years	8,636
20 to 24 years	8,132
25 to 34 years	16,151
35 to 44 years	17,346
45 to 54 years	19,835
55 to 59 years	9,015
60 to 64 years	8,124
65 to 74 years	10,730
75 to 84 years	5,944
85 years and older	3,027
Racial Makeup	
White	110,426
African American	6,697
American Indian & Alaska Native	281
Asian	8,742
Native Hawaiian & Other Pacific Islander	19
Other Race	654
Two or more races	2,880

Housing

Median Housing Value	$195,768
Total Housing Units	54,300
Houses	34,942
Condominiums	6,924
Apartments	10,743
Mobile Homes	1,691

Principal Property Taxpayers

Company/Taxable Value	
FCA US, LLC	$93,648,360
Ford Motor Company	73,159,253
DTE Energy	41,018,107
Wells Fargo Bank	23,615,963
Comcast Cable	17,158,396
Consumers Energy	16,184,212
General Dynamics	15,324,278
BAE Systems	14,103,539
ITC Transmissions	10,232,376
PC Sterling Heights, LLC	9,762,881

Major Employers

Company/Employees	
FCA US, LLC	10,177
Ford Motor Company	3,910
Administrative Employer Services, Inc.	2,800
General Dynamics Land Systems.	2,670
Utica Community Schools	1,637
Mayco Int'l/Stonebridge Industries	1,324
Detroit Newspaper Partnership, LP	1,000
Lakeside Associates	1,000
Walmart Stores	850
BAE Systems	600

Employment Status [2]

Population 16 years & over	109,750
In labor force	68,177
Civilian labor force	68,074
Employed	64,962
Unemployed	3,112
Percent of civilian labor force	4.6
Armed Forces	103
Not in labor force	41,573

Occupation [2]

Employed civilian population 16 yrs. & over	64,962
Management, business, science & arts occupations	23,963
Service occupations	12,203
Sales & office occupations	13,944
Natural resources, construction, & maintenance occupations	5,535
Production, transportation & material moving occupations	9,317

Industry [2]

Agriculture, forestry, fishing and hunting, & mining	186
Construction	4,065
Manufacturing	12,788
Wholesale trade	2,225
Retail trade	8,687
Transportation and warehousing & utilities	2,326
Information	334
Finance, insurance, real estate & rental and leasing	4,411
Professional, scientific, management, administrative & waste management	4,948
Educational, health & social assistance	11,915
Arts, entertainment, recreation, accommodation & food services	8,387
Other services (except public administration)	2,527
Public administration	2,163

School Enrollment [2]

Population 3 yrs. & over enrolled in school	28,111
Nursery school, preschool	1,221
Kindergarten	899
Elementary (grades 1-8)	10,664
High School (grades 9-12)	6,775
College or graduate school	8,552

Streets & Sidewalks

Miles of City Streets:	
Primary	63
Secondary	288
Estimated Sidewalks in Miles	618
Bridges	11
Street Lights	2,535

Police Protection

Group A offenses [3]	3,078
Group B offenses [4]	3,467
Injury Accidents	899
Property Damage	3,915
Private Property Damage	323
Total Traffic Violations	26,521
Civil Infractions	22,994
Parking Violations	1,116
Adult Arrests	3,290
Juvenile Arrests	99
OUIL Arrests	157

Fire Protection

Stations	5
Emergency Alarms Answered	15,930
Medical Emergencies	11,808
Fire Inspections Conducted	1,146
Inspection Violations Issued	2,500
Training Hours Completed	35,002

41-A District Court

Cases Handled:	
Civil	3,021
Criminal	3,825
Traffic	26,847
Landlord & Tenant	1,971
Small Claims	340

Election Data

Registered Voters	84,781
Voters at Polls	8,130
Absentee Ballots	8,221
Percent Voting	19.29%

Parks & Recreation

Acres	820
Developed Parks	28
Adult Athletics Attendance	20,051
Instructional Rec. Attendance	27,143
Nature Program Attendance	18,085
Senior Program Attendance	108,155
Special Event Attendance	112,833
Summer Playground Attendance	11,254
Special Rec. Program Attendance	7,523

Library

Registered Borrowers	66,043
In-House Materials Usage	32,590
Items Circulated	565,478
Reference Transactions	59,864
Program Attendance	27,721
Library Visits	241,302
Interlibrary Loan Requests	69,323
Interlibrary Loan Requests - Lent	61,479
Book Van Deliveries	2,837
Online Computer Users	913,999

Water & Sewer Services

Customers:	
Residential	35,494
Commercial/Industrial	4,320
Miles of Water Mains	667
Miles of Sanitary Sewers	475
Fire Hydrants	7,317
Water (in thousand cubic feet):	
Purchased from Detroit	580,053
Sold to Residents	591,358
Rates:	
1,000 Cubic Feet (water and sewer)	$74.75
Sewer Only - Per Billing	$87.00

[1] Source: U.S. Census Bureau, Census 2010

[2] Source: 2017 American Community Survey 1-year estimates

[3] Murder, criminal sexual conduct, robbery, aggravated assault, burglary, larceny, arson, motor vehicle theft, damage to property, retail fraud, etc.

[4] Disorderly conduct, assault, family trouble, negligent homicide, obstructing justice, OUIL, etc.

CITY OF STERLING HEIGHTS
MACOMB COUNTY, MICHIGAN
ORDINANCE NO. 464

AN ORDINANCE TO PROVIDE FOR THE GENERAL APPROPRIATIONS OF THE CITY, AND SETTING FORTH THE AMOUNTS APPROPRIATED TO DEFRAY THE EXPENDITURES AND SETTING FORTH A STATEMENT OF ESTIMATED REVENUES, BY SOURCE, IN EACH FUND; TO ADOPT THE CITY'S BUDGETS FOR THE FISCAL YEAR 2019/20; TO ADOPT THE FEE SCHEDULE FOR PUBLIC RECORDS AND SERVICES FOR THE FISCAL YEAR 2019/20; AND TO ADOPT WATER AND SEWAGE DISPOSAL RATES FOR THE FISCAL YEAR 2019/20.

THE CITY OF STERLING HEIGHTS ORDAINS:

ARTICLE I

TITLE

This ordinance shall constitute the "ANNUAL APPROPRIATIONS ORDINANCE" in accordance with Section 9.14 of the City Charter, the "GENERAL APPROPRIATIONS ACT" in accordance with the Michigan Uniform Budgeting and Accounting Act, MCL 141.436 and the "SPECIAL APPROPRIATIONS ACT" pursuant to Public Act 493 of 2000.

ARTICLE II

The following is an estimate of revenues, by source, in each fund and an appropriation of monies as authorized by law, as may be needed or deemed necessary to defray all expenses and liabilities of the City as specified for the corporate purposes and objects of the City for the fiscal year July 1, 2019 through June 30, 2020. The City Council does hereby adopt, by budgetary center, the following General Fund and Special Revenue Funds budgets for 2019/20.

Sec. 2.01

GENERAL FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Net General Tax Revenue	$42,421,520	
Licenses and Permits	2,545,000	
State and Local Returns	17,729,630	
Fines and Forfeitures	2,384,000	
Charges for Services	13,419,480	
Other Revenue	3,781,020	
Cable Revenue	2,300,000	
Use of Fund Balance	0	
Total General Revenue		84,580,650
Refuse Tax Revenue	4,516,650	
Police & Fire Pension Tax Revenue	9,813,470	
Safe Streets Tax Revenue	7,411,580	
Total Other Tax Revenue		21,741,700
Total Revenues		106,322,350
OTHER FINANCING SOURCES		
Transfers In	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$106,322,350**

and does hereby designate $42,256,520 to be raised by 9.4940 mills tax levied for General Purposes on the assessed valuation of all real and personal property subject to taxation in the City,

and does hereby designate $9,813,470 to be raised by ~~2.1988~~ 2.1984 mills tax levied on the assessed valuation of all real and personal property subject to taxation in the City, for the purpose of meeting appropriations for fire and police pension purposes, as authorized by MCL 38.551, et. seq.,

and does hereby designate $4,516,650 to be raised by ~~1.0039~~ 1.0038 mills tax levied on the assessed valuation of all real and personal property subject to taxation in the City, for the purpose of the collection and removal of garbage and trash of the City as authorized by MCL 123.261, et. seq.,

and does hereby designate $7,411,580 to be raised by ~~1.6636~~ 1.6663 mills tax levied on the assessed valuation of all real and personal property subject to taxation in the City, for the purpose of providing revenue for police and fire protection as authorized by the electors of the City in approving the Safe Streets Proposal in 2013, et. seq.,

and directs the Treasurer to add a collection fee of one-half (1/2) percent per month to all taxes, charges and assessments paid after September 1, and further, upon all taxes, charges and assessments returned to the County Treasurer upon any delinquent tax roll, a charge of three percent (3%) shall be added and the same shall be collected by the County Treasurer in like manner as and together with the taxes, charges and assessments so returned.

EXPENDITURES & OTHER FINANCING USES

EXPENDITURES		
City Administration Department	~~$10,596,240~~	$10,576,240
Public Library Department	2,889,230	
Police Department	~~35,195,420~~	35,203,920
Fire Department	~~20,893,150~~	20,913,150
Public Works Department	6,486,920	
Refuse Collection	4,516,800	
City Development Department	5,279,020	
Community Relations Department	1,523,640	
41-A District Court	3,595,230	
General Expenditures	~~2,198,330~~	2,188,370
Contribution to Fund Balance	~~1,010,430~~	1,011,890
Total Expenditures		94,184,410
OTHER FINANCING USES		
Transfers Out	12,137,940	
Total Other Financing Uses		12,137,940
Total General Fund		**$106,322,350**

Sec. 2.02

WATER & SEWER OPERATING FUND:

OPERATING REVENUES		
Operating Revenues	$54,433,330	
Total Operating Revenues		**$54,433,330**
OPERATING EXPENSES		
Administration	$4,751,390	
Water Distribution	18,757,370	
Sewage Collection	30,430,410	
Contribution to Retained Eearnings	494,160	
Total Water & Sewer Operating Fund		**$54,433,330**

and does hereby designate the rates to be charged for water and sewage disposal services to be as follows for all bills rendered on or after July 1, 2019.

WATER RATES

Consumption Charges Per Billing Period:	Rate Per Thousand Cubic Ft.
First 3,000 cubic feet or less	$28.78
All over 3,000 cubic feet	35.97

Fixed GLWA fee (single-family residential customers)	$5.50
Fixed GLWA fee (all other customers)	7.75

Meter Charges Per Billing Period

1 ½"	5.39
2"	13.96
3"	25.61
4"	33.59
6"	53.15
8"	84.65
10"	111.18
12"	127.05

SEWER RATES

This charge shall be based on the amount of water used per billing period:	Rate Per Thousand Cubic Ft.
Per 1,000 cubic feet	$48.42

Fixed Macomb Public Works fee (single-family residential customers)	$7.00
Fixed Macomb Public Works fee (all other customers)	10.00

BILLING

Bills for water and sewer service shall be rendered periodically as set forth in this article. The billing period for single-family residential customers is quarterly, all other customers are billed monthly. All bills shall be due and payable twenty (20) days from the date thereon. A penalty of six percent (6%) of the amount of the unpaid portion of each current bill shall be added to each bill not paid on or before the due date. An additional penalty of seventeen percent (17%) of the total of the unpaid balance and the six percent (6%) penalty shall be added at the time the delinquent bill is entered upon the tax roll, pursuant to section 35-6 (a) of the Sterling Heights City Code. The City shall establish a minimum water and sewer bill, which shall be based on 900 cubic feet of water usage per billing cycle. There will be an $89.00 charge per bill for sewer only customers.

For all single-family residential customers of both water and sewer services from the City, the charges billed during the months of September, October, and November shall be reduced by twenty-five percent (25%) of the combined use charge for both water and sewer usage, as specified in this ordinance; provided, however, no customer shall have the charges reduced by an amount more than $26.00 during the quarterly period billed during the months of September, October, and November.

For all customers who are not single-family residential customers and have both water and sewer services from the City, the charges billed during the months of July, August, and September shall be reduced by twenty-five percent (25%) of the combined use charge for both water and sewer usage, as specified in this ordinance; provided, however, no customer shall have the charges reduced by an amount more than $8.67 during the monthly period billed during the month of July, $8.67 during the month of August, and $8.66 during the month of September.

Sec. 2.03

MAJOR ROAD FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$2,051,390	
Federal Grants	0	
State Sources	9,689,890	
Other Revenue	360,000	
Total Revenues		12,101,280
OTHER FINANCING SOURCES		
Transfer from General Fund	1,000,000	
Total Other Financing Sources		1,000,000
Total Revenues & Other Financing Sources		**$13,101,280**
EXPENDITURES & OTHER FINANCING USES		
EXPENDITURES		
Administration Expenses	$131,240	
Major Street Maintenance	2,559,850	
Major Street Improvements	7,310,000	
Contribution to Fund Balance	0	
Total Expenditures		10,001,090
OTHER FINANCING USES		
Transfer to Road Bond Debt Retirement Fund	3,100,190	
Transfer to Local Road Fund	0	
Total Other Financing Uses		3,100,190
Total Major Road Fund		**$13,101,280**

Sec. 2.04

LOCAL ROAD FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$1,819,270	
Net Property Taxes	3,493,930	
State Sources	3,821,170	
Charges for Services	45,000	
Other Revenues	50,710	
Total Revenues		9,230,080
OTHER FINANCING SOURCES		
Transfer from General Fund	0	
Transfer from Major Road Fund	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$9,230,080**

and does hereby designate $3,487,930 to be raised by ~~0.7829~~ 0.7842 mills tax levied on the assessed valuation of all real and personal property subject to taxation in the City, for the purpose of providing revenue for local street improvements as authorized by the electors of the City in approving the Safe Streets Proposal in 2013.

EXPENDITURES & OTHER FINANCING USES

EXPENDITURES		
Administration Expenses	$140,080	
Local Street Maintenance	2,315,000	
Local Street Improvements	6,775,000	
Contribution to Fund Balance	0	
Total Expenditures		9,230,080
OTHER FINANCING USES		
Transfer to Road Bond Debt Retirement Fund	0	
Total Other Financing Uses		0
Total Local Road Fund		**$9,230,080**

Sec. 2.05

LAND & WATER CONSERVATION FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
Federal & State Sources	0	
Other Revenue	3,000	
Total Revenues		3,000
OTHER FINANCING SOURCES		
Transfer from General Fund	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$3,000**
EXPENDITURES		
Land Acquisition	$0	
Land Improvements	0	
Contribution to Fund Balance	3,000	
Total Land & Water Conservation Fund		**$3,000**

Sec. 2.06

PARKS & RECREATION FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$9,081,020	
Property Taxes	4,265,740	
State Sources	503,600	
Charges for Services	752,540	
Other Revenue	382,200	
Total Revenues		14,985,100
OTHER FINANCING SOURCES		
Transfer from General Fund	2,800,000	
Total Other Financing Sources		2,800,000

Total Revenues & Other Financing Sources		**$17,785,100**

and does hereby designate $4,259,740 to be raised by ~~0.9491~~ 0.9506 mills tax levied on the assessed valuation of all real and personal property subject to taxation in the City, for the purpose of providing revenue to acquire, construct, furnish, equip and operate parks and recreation improvements, including a new community center, as authorized by the electors of the City in approving the *Re*creating Recreation Proposal in 2016.

EXPENDITURES		
Personnel Services	$2,592,400	
Supplies	165,430	
Other Charges	1,992,430	
Capital Outlay	10,033,250	
Debt Service	3,001,590	
Total Parks & Recreation Fund		**$17,785,100**

Sec. 2.07

PUBLIC SAFETY FORFEITURE FUND BUDGET:

REVENUES		
Fund Balance	$401,260	
Federal Forfeitures	0	
Treasury Forfeitures	0	
State Forfeitures	2,000	
Gambling Forfeitures	0	
Operating While Intoxicated Forfeitures	0	
Act 302 Training Funds	26,350	
Interest Income	13,500	
Total Revenues		**$443,110**
EXPENDITURES		
Federal Forfeitures	$99,300	
Treasury Forfeitures	0	
State Forfeitures	302,010	
Gambling Forfeitures	0	
Operating While Intoxicated Forfeitures	11,000	
Act 302 Training Funds	30,800	
Total Public Safety Forfeiture Fund		**$443,110**

Sec. 2.08

COMMUNITY DEVELOPMENT BLOCK GRANT FUND BUDGET:

REVENUES		
Community Development Block Grant	$1,036,930	
Total Revenues		**$1,036,930**
EXPENDITURES		
Administrative Expenses	$162,390	
Books	7,000	
Senior Citizens Home Chore Program	27,200	
Single Parent Education Program	13,000	
Minor Home Repair	30,000	
Handicapped Recreation Program	19,000	
Housing Rehabilitation Program	300,000	
Contributions to Non-Profit Organizations	44,340	

Capital & Other Improvements	434,000	
Total Community Development Block Grant Fund		**$1,036,930**

Sec. 2.09

INDIGENT DEFENSE FUND BUDGET:

REVENUES		
Fund Balance	$600	
State Grants	230,590	
Interest on Investments	1,000	
Total Revenues		**$232,190**
EXPENDITURES		
Supplies	$3,000	
Other Charges	229,190	
Capital Outlay	0	
Total Indigent Defense Fund		**$232,190**

Sec. 2.10

NEIGHBORHOOD STABILIZATION FUND BUDGET:

REVENUES		
Fund Balance	$0	
Federal Grants	37,000	
Total Revenues		**$37,000**
EXPENDITURES		
Administrative Expenses	$37,000	
Total Neighborhood Stabilization Fund		**$37,000**

Sec. 2.11

CORRIDOR IMPROVEMENT AUTHORITY FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Property Taxes	$243,270	
Funding from General Government	200,000	
Other Revenue	700	
Total Revenues		**$443,970**
EXPENDITURES		
Miscellaneous	$110,000	
Contribution to Fund Balance	333,970	
Total Corridor Improvement Authority Fund		**$443,970**

Sec. 2.12

ECONOMIC DEVELOPMENT CORPORATION FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
Funding from General Government	0	
Other Revenue	0	
Total Revenues		0
OTHER FINANCING SOURCES		
Transfer from General Fund	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$0**
EXPENDITURES & OTHER FINANCING USES		
EXPENDITURES		
Administration Expenses	$0	
Major Street Maintenance	0	
Total Expenditures		0
OTHER FINANCING USES		
Transfer to LDFA Fund	0	
Total Other Financing Uses		0
Total Economic Development Corporation Fund		**$0**

Sec. 2.13

BROWNFIELD AUTHORITY FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Property Taxes	$236,890	
Funding from General Government	0	
Other Revenue	0	
Total Revenues		**$236,890**
EXPENDITURES		
Miscellaneous	$0	
Contribution to Fund Balance	236,890	
Total Brownfield Authority Fund		**$236,890**

Sec. 2.14

LOCAL DEVELOPMENT FINANCE AUTHORITY FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
Federal Grants	0	
Property Taxes	1,268,640	
Other Revenue	182,300	
Total Revenues		1,450,940
OTHER FINANCING SOURCES		
Transfer from Economic Development Fund	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$1,450,940**
EXPENDITURES		
Incubator Renovations	$0	
Incubator Operations	847,400	
FCA Reimbursement	0	
SmartZone Improvements	0	
Contribution to Fund Balance	603,540	
Total Local Development Finance Authority		**$1,450,940**

Sec. 2.15

GENERAL DRAIN FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$41,180	
Net Drain Tax Revenue	820	
Delinquents & Penalties	0	
Other Revenue	1,000	
Total Revenues		43,000
OTHER FINANCING SOURCES		
Bond Proceeds – Refunding	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$43,000**
EXPENDITURES		
Other Charges	$0	
Principal	0	
Interest	0	
Contribution to Fund Balance	0	
		0
OTHER FINANCING USES		
Transfer to General Fund	43,000	
Total Other Financing Uses		43,000
Total Drain Fund		**$43,000**

Sec. 2.16

VOTED TAX GENERAL OBLIGATION DEBT BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$12,870	
Other Revenue	5,000	
Federal & State Sources	29,440	
Net Proposal F Tax Revenue	462,950	
Total Revenues		510,260
OTHER FINANCING SOURCES		
Transfer from General Fund	43,000	
Total Other Financing Sources		43,000
Total Revenues & Other Financing Sources		**$553,260**

and does hereby designate $461,850 to be raised by 0.1096 mills tax levied on the assessed valuation of all real and personal property subject to taxation in the City, for the purpose of meeting appropriations for public improvement debt service as authorized by the electors of the City in approving Proposal F in 2006.

EXPENDITURES		
Proposal F Expenditures	$553,260	
Contribution to Fund Balance	0	
Total Voted Tax General Obligation Debt Fund		**$553,260**

Sec. 2.17

ROAD BOND DEBT REITREMENT FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
Special Assessment Revenue	131,920	
Interest Income	69,100	
Federal Interest Rebates	27,010	
Total Revenues		228,030
OTHER FINANCING SOURCES		
Transfer from Major Road Fund	3,100,190	
Transfer from Road Bond Construction Fund	0	
Total Other Financing Sources		3,100,190
Total Revenues & Other Financing Sources		**$3,328,220**
EXPENDITURES		
Principal	$2,495,000	
Interest	737,120	
Other Fees	2,600	
Contribution to Fund Balance	93,500	
Total Road Bond Debt Retirement Fund		**$3,328,220**

Sec. 2.18

LIMITED TAX GENERAL OBLIGATION DEBT FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
Other Revenue	0	
Total Revenues		0
OTHER FINANCING SOURCES		
Transfer from General Fund	3,432,670	
Total Other Financing Sources		3,432,670
Total Revenues & Other Financing Sources		**$3,432,670**
EXPENDITURES		
Principal	$1,980,000	
Interest	1,451,440	
Other Fees	1,230	
Total Limited Tax General Obligation Debt Fund		**$3,432,670**

Sec. 2.19

CAPITAL PROJECTS FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$20,210,980	
State & Local Returns	0	
Other Revenue	1,211,020	
Total Revenues		21,422,000
OTHER FINANCING SOURCES		
Transfer from General Fund	4,878,840	
Total Other Financing Sources		4,878,840
Total Revenues & Other Financing Sources		**$26,300,840**
EXPENDITURES		
Capital Equipment	$1,632,030	
Capital Vehicles	1,342,900	
Capital Projects	23,325,910	
Contribution to Fund Balance	0	
Total Capital Projects Fund		**$26,300,840**

Sec. 2.20

FACILITIES IMPROVEMENT FUND:

REVENUES		
Fund Balance	$8,311,650	
Other Revenues	300,000	
Total Revenues		**$8,611,650**
EXPENDITURES		
Capital Equipment	$1,294,740	
Capital Improvements	$7,316,910	
Total Facilities Improvement Fund		**$8,611,650**

Sec. 2.21

CLINTON RIVER RESTORATION FUND:

REVENUES		
Federal Grants	$0	
Total Revenues		**$0**
EXPENDITURES		
Capital Projects	$0	
Total Clinton River Restoration Fund		**$0**

Sec. 2.22

ROAD BOND CONSTRUCTION FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
Other Revenue	12,500	
Federal Grants	0	
Total Revenues		12,500
OTHER FINANCING SOURCES		
Proceeds from Long-Term Debt	29,000,000	
Transfer from Major Road Fund	0	
Total Other Financing Sources		29,000,000
Total Revenues & Other Financing Sources		**$29,012,500**

EXPENDITURES & OTHER FINANCING USES

EXPENDITURES		
Construction	$2,500,000	
Contribution to Fund Balance	26,512,500	
Total Road Bond Construction Fund		**$29,012,500**

ARTICLE III

The City Council adopts the following fee schedule for public records and services provided by the City of Sterling Heights for the fiscal year July 1, 2019 through June 30, 2020. Any parts of resolutions and ordinances in conflict with this article are repealed. This article is intended to preserve all existing charges and fees set forth in any resolution, ordinance, or law which are not in conflict with this article and to fulfill the requirements of any ordinance authorizing the City Council to establish fees by resolution.

Fees for public records not set forth in this article, or in any other resolution, ordinance, or law, shall be set by the City Manager in accordance with Act 442 of the Public Acts of 1976, as amended. Fees for public services not specifically set forth in this article or in any other resolution, ordinance, or law may be established by the City Manager, who shall promptly notify the City Council in writing of each of them. The City Manager shall establish fees for public services based upon the cost of providing the public service.

Sec. 3.01

ASSESSING OFFICE:

Lot Splits	590.00
Lot Combinations	490.00
Processing Labels (per page)	1.50
Resident Field Sheet Fee	2.10
Apartment Listing (Names/Sidwells/Assessments)	68.00
Shopping Center List	68.00
Section or Subdivision Listing (per page)	1.00
Assessing, Board of Review, & Sales Information (first page):	2.10
Additional Pages	0.30
Plat Map	143.00
Custom Assessment Information Report	76.00
IFEC Extension Application Fee	615.00
IFEC Request for Extension to Complete Project Application Fee	615.00
IFEC Request for Revision of Final Project Cost Application Fee	615.00
Application to Establish a Speculative Building Designation Fee	615.00
Tax Hardship Income Limits:	
1 Person	12,490.00
2 Person	16,910.00
3 Person	21,330.00
4 Person	25,750.00
5 Person	30,170,00
6 Person	34,590.00
7 Person	39,010.00
8 Person	43,430.00
Each Additional Person	4,420.00

Sec. 3.02

BUILDING OFFICE:

Fence Permit	41.00
Fence Permit – Masonry, Separation	122.00
Board of Code Appeals	246.00
Reestablish Expired Permit Fee	70.00

Overtime Inspections, Each Hour (4 hour minimum)	95.00
Special Inspections, Each Trade (Residential)	54.00
Special Inspections, Each Trade (Commercial)	76.00
Building Code Publication	Cost + 15.00 Administration Fee
Building Moving Permit	315.00
Municipal Civil Infraction:	
Each Violation	150.00
First Repeat Offense	375.00
Second Repeat Offense	750.00
Third or Subsequent Repeat Offenses	1,500.00

Electrical Work

Application Fee (Non-refundable)	51.00
Permit fee (minimum)	51.00
Electrical Contractor's Registration	29.00
Fire Alarm Contractor's Registration	29.00
Sign Contractor's Registration	29.00
Furnace Wiring	30.00
Air Conditioner Reconnect	30.00
Circuits: Each (new or extended)	24.00
Fixtures: Each 25	24.00
Motors, Power, Heating Units, Furnaces, Transformers:	
Each ¼ to 10 HP	30.00
Each 11 to 30 HP	35.00
Each 31 to 50 HP	40.00
Each 51 to 60 HP	46.00
Each 61 and over	60.00
Feeders (Conduit, Wireways, Bus Ducts, Cables):	
Each 100 ft. (or less)	53.00
Refrigeration Units:	
Air Conditioning (residential)	30.00
Interruptible Service	30.00
Air Conditioning (commercial):	
Up to 5 Tons	35.00
5 to 40 Tons	53.00
Over 40 Tons	79.00
Electric Ranges, Ovens, Dryers, Water Heaters, X-Ray Equipment:	
Each unit of type	30.00
Swimming Pools/Hot Tubs (all)	59.00
Service (Lights, Heat, and Power):	
100 Ampere or less	30.00
101 to 500 Ampere	40.00
501 to 900 Ampere	53.00
900 Ampere or more	65.00
Signs: Sign Circuit	46.00
Sign Tag Inspection	68.00
Sign Connection	73.00
General Repair & Alterations (per hour or fraction thereof)	61.00
Generator Connection	53.00
Motion Picture Apparatus	53.00

Special Inspections not specifically covered:	
Festivals	140.00
Carnivals	140.00
Circuses	140.00
Shop Inspection	77.00
Theatrical Road Show	77.00
Christmas Tree Lot	77.00
Temporary Wiring:	
Display Area (Sq. Ft.):	
Up to 100,000 sq. ft.	70.00
Over 100,000 to 200,000 sq. ft.	130.00
Over 200,000 to 300,000 sq. ft.	157.00
Over 300,000 to 400,000 sq. ft.	232.00
Over 400,000 sq. ft.	310.00
Outline Tubing – Connection or Tag Inspection:	
Each 100 feet	77.00
Mobile Home and Trailer Park Inspections (minimum)	54.00
Fire Alarm Inspection (minimum):	74.00
Plan Review Fee	103.00
Manual Pull Station	14.00
A/V, Strobe, Voice Speaker	14.00
Water Flow/Tamper Switch	14.00
Heat or Smoke Detector	14.00
Flame, Duct Detector	14.00
Auxiliary Panel	14.00
Electric Door Release	14.00
Elevator Recall Status	14.00
Fire Alarm Circuit	23.00
Alterations to existing system	61.00
Reinspection Fee	62.00
Miscellaneous Fire Alarm Fee	61.00

Plumbing Work

Application Fee (Non-refundable)	51.00
Permit Fee (minimum)	51.00
Plumber's Registration	1.00
Journeyman Plumber's Registration	0.50
Fixture Inspection: (New and Replacement)	
New Installation (minimum)	51.00
New Stack or Stack Alteration	21.00
Air Admittance Valve	21.00
Roof conductor	21.00
Sump or interceptor	21.00
Backflow preventor	21.00
Pump or Water Lift	21.00
Hose connection (sillcocks)	21.00
Water treatment device	21.00
Water closets	21.00
Shower traps	21.00
Baths	21.00
Water heater	35.00

Tankless water heater	35.00
Basement Waterproofing	51.00
Sinks (any description)	21.00
Lavatories	21.00
Laundry trays	21.00
Floor drains	21.00
Ice Maker	21.00
Back Water Valve	21.00
Thermal Expansion Tank	21.00
Bidet	21.00
Dental Chair	21.00
Grease or Oil Interceptor	21.00
Drinking fountains	21.00
Soda fountains/bars	21.00
Waste opening	21.00
Humidifiers	21.00
Food waste grinders	21.00
Dishwashers	21.00
Urinals	21.00
Whirlpools	40.00
Lawn Sprinkler Systems	46.00
All other fixtures not mentioned	21.00
Reinspection Fee	62.00
Special Equipment (automatic laundry, humidifier, beverage vending machine, vacuum systems, nitrous oxide, oxygen, nitrogen, medical air):	
Automatic Machines (minimum)	35.00
Each additional	21.00
Building Sewer Connection – sump connection	53.00
Drains:	
Storm drains to catch basin for main storm sewer	310.00
Lines less than 4″ in diameter	31.00
Lines less than 6″ in diameter	36.00
Lines less than 8″ in diameter	47.00
Lines less than 10″ in diameter	61.00
Lines less than 12″ in diameter	77.00
Lines less than 14″ in diameter	92.00
Lines less than 16″ in diameter	109.00
Lines less than 18″ in diameter	124.00
Lines exceeding 18″ in diameter (per inch)	19.00
Water Distribution System:	
¾″	25.00
1″	36.00
1 ¼″	41.00
1 ½″	54.00
2″	70.00
2 ½″	102.00
3″	116.00
4″	130.00
Exceeding 4″	156.00
Replace piping, no increase in size	41.00

Mechanical Work

Application Fee (Non-refundable)	51.00
Permit Fee (minimum)	51.00
License/Registration	15.00
Gas-Fired Equipment; Oil Burners; New or Replacement –	
Burners with input:	
up to 75,000	53.00
75,001 to 500,000	60.00
500,001 – 1,000,000	106.00
1,000,001 – 2,000,000	120.00
2,000,001 – 3,000,000	151.00
over 3,000,000	181.00
Air Handlers:	
Up to 2,000 CFM	53.00
Over 2,000 CFM	106.00
Duct Work	53.00
Hydronic Piping	61.00
Gas Piping:	
Mains up to 2"	46.00
Mains 2 ½" to 4"	60.00
Mains over 4"	74.00
Each Opening off of Main	18.00
Factory Built Chimneys:	
Up to 8"	24.00
9" to 12"	35.00
Over 12"	46.00
Pre-Fab Fireplace	60.00
Flue Liner	40.00
Exhaust Fans:	
Up to 400 cfm	19.00
401 cfm to 1,000 cfm	24.00
1,001 cfm to 4,000 cfm	35.00
Over 4,000 cfm	46.00
Dryer Vents	24.00
Kitchen Hood and Duct (UL300/FM200)	54.00
Spray Booth Hood and Duct	54.00
Alterations to existing installations	61.00
Alterations to existing boilers	61.00
Reinspection Fee	62.00
Refrigeration Systems –	
Self-Contained:	
2 Tons or Less, each	46.00
Over 2 to 5 Tons, each	53.00
Alterations to each system	61.00
Remote Systems:	
5 Tons or Less, each	53.00
Over 5 to 50 Tons, each	74.00
Over 50 Tons, each	120.00
Alterations to each system	61.00
Cooling Towers	74.00

Stand Pipes and Fire Suppression:	
Riser pipe up to 4" diameter	47.00
Riser pipe up to 6" diameter	77.00
Riser pipe up to 8" diameter	109.00
Riser pipe 8" or more diameter	231.00
Each suppression opening (each head of the system)	6.50
Alteration to existing system	61.00
Flammable and Bulk Storage Tanks:	
Tanks under 500 Gallons	53.00
Tanks under 5,000 Gallons	68.00
Tanks under 20,000 Gallons	91.00
Tanks under 50,000 Gallons	106.00
Tanks under 200,000 Gallons	120.00
Tanks over 200,000 Gallons	225.00

Buildings

Application Fee (Non-refundable)	51.00
Plan Review Deposits (Non-refundable):	
Single Family Residential	590.00
Commercial Alteration	236.00
New Commercial/Industrial Building	1,175.00
Commercial/Industrial Addition	590.00
Building Permit Fees (all use groups):	
Valuation to $1,000	58.00
Valuation $1,001 to $10,000	58.00 + 15.00 per 1,000 over 1,000
Valuation $10,001 to $100,000	230.00 + 6.00 per 1,000 over 10,000
Valuation $100,001 to $500,000	971.00 + 6.00 per 1,000 over 100,000
Valuation $500,001 and over	4,210.00 + 6.00 per 1,000 over 500,000
Residential Bond (5% Retained)	550.00
Temporary C/O Refundable Bond	570.00
Multi-Family Bond (5% Retained)	820.00
Commercial Bond (5% Retained)	1,670.00
Industrial Bond (5% Retained)	3,320.00
Mobile Homes	158.00
Plan Review Fee:	
Valuation $0 - $500,000	0.0040 of valuation but not less than 100.00
Valuation over $500,000	2,470.00 + 0.0015 of valuation over 500,000
Residential Plan Review: If Plan Number is on File	118.00
Additional Expedited Commercial Interior Alteration Plan Review Fee	216.00
Miscellaneous Plan Review	71.00
Misc. Items (concrete, antennas, awnings, sheds, canopies, tents, gazebos, decks, porches, reroofs)	70.00
Pigeon Loft Inspection	70.00
Replacement of Public Sidewalk Section(s) by Abutting Property Owner	39.00
Use Permit (tenant space)	102.00
Fire Repair/Water Repair	246.00
Fire Inspection Fee (New City Businesses)	96.00
Reinspection Fee	62.00
Demolition:	
Plan review and administration base fee	71.00 + 0.10 per square ft.
Swimming Pools:	
Above Ground	74.00

Below Ground	151.00
Signs:	
Application Fee (non-refundable)	51.00
Plan Review Fee	71.00
Permanent	156.00
Temporary	70.00
Contractor Registration Fee	29.00
Residential Basement Finish	246.00
Residential Interior Finish	246.00
Minor Commercial Alterations under 400 sq. ft.	232.00

Sec. 3.03

CITY ADMINISTRATION:

Amusement Device License (2-year)	780.00
Amusement Device Distributor License (2-year)	260.00
Attorney Services	Attorney fees & costs
Auction Sales License (per day)	25.00
Auctioneer License	61.00
Banquet & Event Facility License	500.00
Renewal Fee	250.00
Business Registry License	50.00
Carnival/Festival License	79.00 + 6.00 each booth, ride, etc.
Cigarette Vending Machine License	70.00 + 6.00 each additional machine
Commercial Outdoor Patio Space License:	500.00
Renewal Fee	250.00
Renewal Fee with Major Material Modifications	500.00
Death and Birth Certificate (Non-FOIA):	26.00
Additional Copies (Non-FOIA)	9.50
Dog License:	
Newly Acquired Dog - Jan. 1 to Oct. 31 OR License Renewal - Jan. 1 to Mar. 31:	
Spayed/Neutered Dog:	
1-Year License	10.00
2-Year License	16.00
3-Year License	22.00
Unaltered Dog:	
1-Year License	23.00
2-Year License	43.00
3-Year License	63.00
Newly Acquired Dog - Nov. 1 to Dec. 31	
Spayed/Neutered Dog:	
1-Year License	5.00
Unaltered Dog:	
1-Year License	11.50
Newly Acquired Dog - Registering later than 30 days after acquisition:	
Additional Late Fee	11.00
License Renewal - After Mar. 31:	
Additional Late Fee	11.00
Senior (60+) Owner	No charge
Service Dog	No charge

Potentially Dangerous Dog Annual License Fee	60.00
Replacement Dog Tag	5.50
Fire Inspection Fee (new City businesses – charged by Building)	98.00
Going Out of Business Sales License	50.00
Renewal Fee	50.00
House Moving License	79.00
Industrial Development District Filing Fee	1,040.00
Industrial Facilities Exemption Certificate Filing Fee	2,240.00
Industrial Facilities Exemption Certificate Application Amendment Fee	1,040.00
Industrial Facilities Exemption Certificate Transfer Fee	1,040.00
New Personal Property Exemption Fee	2,240.00
Junk Yard License	295.00
Medical Marijuana Location Registration Fee	750.00
Mobile Vending License	204.00
Pawnbroker License	500.00
Refuse Collection License	107.00 + 7.00 each truck
Secondhand Goods Merchant Registration Fee	112.00
Snow Removal License	209.00
Solicitor/Peddler License	132.00
Tattoo Permit	610.00
Taxi License (annual fee)	105.00 + 12.00 per vehicle
Massage Establishment License:	695.00
Renewal Fee Massage Establishment License	356.00
Precinct Map	5.50
City Street Map	6.50
Zoning Map	5.50
City Budget	56.00
Municipal Improvement Program	36.00
City Financial Audit	36.00
Collective Bargaining Agreement	6.60
Election Results	10.00
Voter and Business Registry Labels (per page)	1.50
Voter and Business Registry Lists (per computer hour)	Payroll + 0.05/page
Voter Data CD	33.00
Liquor License: Class C	2,240.00
Tavern	2,240.00
SDD & SDM	2,240.00
Entertainment and/or Dance Permit	2,240.00
Extended Hours Permit	2,240.00
Shareholder Partial Transfer	1,110.00
Hotel/Motel License:	2,240.00
Renewal Fee Hotel/Motel License	1,110.00
Certifications	6.50
Photo Copies – Black & White (Non-FOIA):	2.10
Additional Pages – Black & White (Non-FOIA)	0.30
Photo Copies – Color (Non-FOIA):	2.10
Additional Pages – Color (Non-FOIA)	0.85
Microfilm Copies (per page) (Non-FOIA)	5.80
Recording Fee (formerly Encroachment Fee)	50.00
Notary Fee	10.00
Fireworks Display Permit	760.00

Close Proximity Pyrotechnic Display Permit	760.00
Sterlingfest Art Fair Applications:	240.00
Double Booth Fee	420.00
Corner Booth Additional Charge	35.00
Sterlingfest Art Fair Vendor Jury Fee (Non-Refundable)	18.00
"Taste of the Town" Sterlingfest Booth – Food Cart Vendors	670.00
"Taste of the Town" Sterlingfest Booth - Restaurateurs	1,530.00
DVD Dubs:	
Resident (Non-FOIA)	30.00
Non-Resident (Non-FOIA)	40.00
Gazebo Rental (per event):	
Resident	63.00
Non-Resident	98.00
Gazebo Rental for Photographs Only (per 1 hour rental):	
Resident	36.00
Non-Resident	49.00
Upton House Rental – (per 4 hour rental):	
Resident	62.00
Non-Resident	94.00
Sterling Heights Magazine Advertisement Fees:	
Full Page Ad (Full Color)	1,632.00
Full Page Ad (Two Color)	1,398.00
One-Half Page Ad (Full Color)	933.00
One-Half Page Ad (Two Color)	816.00
One-Fourth Page Ad (Full Color)	526.00
One-Fourth Page Ad (Two Color)	466.00
Business Card Ad (Full Color)	350.00
Business Card Ad (Two Color)	291.00
Name & Phone Number Ad	116.00
Three-Edition Ad Commitment (Minimum)	20% Discount
Environmental Recovery Fee	Cost + 25% Administrative Fee
Municipal Civil Infraction:	
Each Violation	150.00
First Repeat Offense	375.00
Second Repeat Offense	750.00
Third and Subsequent Repeat Offenses	1,500.00
Municipal Civil Infraction (Failure to Obtain Amusement Device/Amusement Device Distributor License):	
First Violation	500.00
First Repeat Offense	500.00
Reduced Fee if License Obtained Prior to Court Appearance	150.00
Second Repeat Offense	750.00
Third and Subsequent Repeat Offenses	1,500.00
Municipal Civil Infraction (Failure to Comply with Owner/Keeper of a Potentially Dangerous Dog Requirements):	
First Violation	500.00
First Repeat Offense	750.00
Second and Subsequent Repeat Offenses	1,000.00
Municipal Civil Infraction (Failure to License a Dog with the City Clerk):	
First Violation	500.00
First Repeat Offense	750.00
Reduced Fee if Licensed Prior to Court Appearance	150.00
Second and Subsequent Repeat Offenses	1,000.00

Sec. 3.04

ECONOMIC DEVELOPMENT OFFICE:

Brownfield Redevelopment Auth./Local Dev. Finance Auth./Corridor Improvement Auth. Fees:	
Application Fee (one-time up front)	530.00
Tax Increment Plan Annual Administrative Fee	2,650.00

Sec. 3.05

ENGINEERING OFFICE:

Review Fees:	
Site Plan	461.00 + 75.00/acre + 1.3% of site imp.cost
Multiple Developments	461.00 + 75.00/acre + 1.3% of site imp.cost
Cluster Developments	461.00 + 75.00/acre + 1.3% of site imp.cost
Site Condominiums	461.00 + 75.00/acre + 1.3% of site imp.cost
Subdivisions	1.3% of estimated site improvement costs
Plan Revision Review Fee	98.00
Design Fees:	
Construction plans and specifications -	
*Class 1	7.0% of construction costs
**Class 2	8.7% of construction costs
Field engineering and contract administration -	
*Class 1	2.4% of construction costs
**Class 2	2.7% of construction costs
Engineering Bid Packet Fee	51.00
R.O.W. Permits:	
Review Fees – Public Improvements	1.3% of construction cost ($50 minimum)
Review Fees – Privately Owned Facility	$0.05/linear foot ($50 minimum)
Inspection	Payroll +180%
Telecommunications ROW Application Fee	695.00
Major Road Residential Drive Approach (Review & Inspection)	255.00
Staking Fees	Payroll + 180%
Inspection Fees:	
Site Plan	Payroll +180%
Multiple Development	Payroll +180%
Cluster Development	Payroll +180%
Site Condominiums	Payroll +180%
City Construction Projects	Payroll +180%
Subdivisions	Payroll +180%
Inspections by Consultants	Consultant Fee +10%
Private Development Engineering Consultant Fee	Consultant Fee +10%
Sidewalk Repair and Gap Programs	Cost +20%
Easement Vacations	Attorney fee+ 260.00
Easement Encroachments	280.00
Building Number Assignments (per address)	26.00
S.E.S.C. Review Fee for:	
Commercial, Industrial, Multi-Family, Subdivision	¼ of 1% of first $500,000.00 + 1/8 of 1% over $500,000 ($50.00 minimum)
Single-Family Residential House	74.00

Underground Private Utility	0.05 linear foot (50.00 minimum)
S.E.S.C. Inspection Fee (per inspection)	49.00
S.E.S.C. Inspection by Consultant	Consultant fee +10%
S.E.S.C. Permit Renewal Fee ($50 min.)	10% of Permit Fee
Water & Sewer Permit Revision Review Fee	111.00
Public Services Agreement Execution Fee	37.00
Recording Fee	40.00
Water & Sewer Debt Service Agreement Finance Charge	20%
Document Copying for:	
24" x 36" Prints (Xerox 2510 or blueline)	9.00 ea.
34" x 34" Prints (Xerox 2510 or blueline)	9.00 ea.
Larger than 34" x 34" (Xerox 2510 or blueline)	9.00 ea.
Detail Sheets (Mylar)	11.50 ea.
Topographic Map 36" x 36" (blueline)	46.00 ea.
Planimetric Map 36" x 36" (blueline)	29.00 ea.
Overall Watermain Map (blueline)	10.50 ea.
Overall Sanitary Sewer Map (blueline)	10.50 ea.
Overall Storm Sewer Map (blueline)	10.50 ea.
Master Storm Sewer Plan (book form)	53.00 ea.
Master Watermain Plan (book form)	41.00 ea.
Master Sanitary Sewer Plan (book form)	41.00 ea.
Master Road Plan (book form) 1998 HRC	53.00 ea.
Municipal Civil Infraction for Various Soil Erosion and Sedimentation Control Regulations:	
First and Subsequent Repeat Offenses	750.00
Municipal Civil Infraction for Unabated Knowing Violations of City Code Chapter 17:	
Each Violation	5,000.00
First Repeat Offense	7,500.00
Second and Subsequent Repeat Offenses	10,000.00
Municipal Civil Infraction for Unabated Knowing Violations After a Notice of Determination:	
Each Violation	10,000.00
First Repeat Offense	15,000.00
Second and Subsequent Repeat Offenses	20,000.00

* Class 1 projects include drain enclosures, channel improvements, sanitary sewer, water main, and pavement overlay.

** Class 2 projects include new road construction or reconstruction, bridges, pumping stations, etc.

Sec. 3.06

FIRE DEPARTMENT:

Fire Reports: First Page (Non-FOIA)	13.00
Additional Pages (Non-FOIA)	1.00
Digital Photographs:	
5" x 7" Color Print (Non-FOIA)	36.00
8" x 10" Color Print (Non-FOIA)	36.00
8" x 10" Contact Sheet (Non-FOIA)	36.00
Compact Disc (Non-FOIA)	29.00
Burning Permit	220.00
Fireworks Sales Permit	760.00
Fireworks Display Permit	760.00
Close Proximity Pyrotechnic Display Permit	760.00
Board of Code Appeals	246.00

Witnessed Acceptance Test Fee	182.00
Off-Hour Witnessed Acceptance Test Fee (3 hour minimum)	845.00
Each additional hour	281.00
Reinspection Fee for Witnessed Acceptance Test	182.00
Phase I Site Inspection (1 hour minimum)	64.00 + 39.00 per hour
Special Fire Prevention Inspection (festivals, craft shows, carnivals, haunted houses, flea markets):	
Each Inspection	200.00
Each Re-Inspection	200.00
Off-Hour Inspection (3 hour minimum)	281.00
Each Additional Hour	84.00
Off-Hour Re-Inspection (3 hour minimum)	281.00
Each Additional Hour	84.00
Plan Review Fee	172.00
Resubmitted Plan Review Fee	57.00
Explosive Materials Permit Fee	215.00
Requested Fire Services (Schools, Businesses, Hazmat Incidents, etc.)	Cost+30%
Reinspection Fees:	
First Reinspection	No Fee
Second and Subsequent Reinspections	122.00
Medical Fees:	
BLS Non-Emergency	450.00
Resident Discounted Fee	400.00
BLS Emergency	550.00
Resident Discounted Fee	500.00
ALS Non-Emergency	600.00
Resident Discounted Fee	550.00
ALS Level I Emergency	650.00
Resident Discounted Fee	600.00
ALS Level II Emergency	800.00
Resident Discounted Fee	750.00
Advanced Life Support Treat No Transport (subject to insurance)	400.00
Oxygen	45.00
Mileage (per patient mile)	14.00
CPR Classes (per person)	70.00
False Alarm Fees: (within a 12 month period)	
First Response	No Fee
Second Response	170.00
Third Response	340.00
Fourth and Subsequent Responses	685.00
Municipal Civil Infraction:	
First Offense Each Violation	150.00
First Repeat Offense	375.00
Second Repeat Offense	750.00
Third and Subsequent Repeat Offenses	1,500.00
Municipal Civil Infraction for Violation of a Stop Work Order:	
First Offense Each Violation	150.00
First Repeat Offense	375.00
Second Repeat Offense	750.00
Third and Subsequent Repeat Offenses	1,500.00

Sec. 3.07

NEIGHBORHOOD SERVICES:

Administrative Warrant	125.00
Board of Ordinance Nuisance Abatement Appeals	225.00
Board of Ordinance Noxious Weed Appeals	50.00
Cutting of noxious weeds	Contract costs + 60% administrative fee + 37.00 fine
Single Family Res. Non-Homestead Inspection Fee (biennial)	130.00
Nuisance Abatement Administrative Fee	25%
Nuisance Abatement Agreement Execution Fee	Attorney Fee + 25%
Sidewalk Snow Removal Fee	Cost + 25% + 62.00
Claimed Signs:	
16 sq. ft. or less	5.00 ea.
17 – 31 sq. ft.	25.00 ea.
32 sq. ft. and over	120.00 ea.
Reinspection Fee	62.00
Real Estate Sign Removal Fee	Contract Costs + 25% Administration Fee
Municipal Civil Infraction (Residential Parking and Signs):	
Each Violation	100.00
First Repeat Offense	250.00
Second and Subsequent Repeat Offenses	500.00
Municipal Civil Infraction for Prohibited Parking during a Snow Emergency:	
Each Violation	25.00
First Repeat Offense	100.00
Second and Subsequent Repeat Offenses	125.00

Sec. 3.08

PARKS & RECREATION:

Pavilion Rental:	
Weekday (Resident)	81.00
(Non-Resident)	121.00
Weekend (Resident)	107.00
(Non-Resident)	160.00
Picnic Kits:	
Weekday (Resident)	12.00
(Non-Resident)	17.00
Weekend (Resident)	32.00
(Non-Resident)	48.00
Nature Center Classes:	
School Field Trips (WCS/UCS Schools)	34.00
(All Other Districts per class)	50.00
Children's Nature Classes (3 wk) (Resident)	20.00
(Non-Resident)	30.00
Adult Nature Classes (6 wk) (Resident)	48.00
(Non-Resident)	72.00
Nature Center Archery (Resident)	10.00
(Non-Resident)	13.00
Scout Badge Classes	9.00

Birthday Parties (Resident)	122.00
(Non-Resident)	159.00
Parent & Tot Classes:	
1 Child Per Family (Resident)	54.00
(Non-Resident)	81.00
2 Children Per Family (Resident)	60.00
(Non-Resident)	90.00
Summer Playground:	
Resident	113.00
Non-Resident	169.00
Field Trip Bus Fee (Per Person)	8.00
Special Recreation Dances:	
Pre-Registered (Resident)	8.00
(Non-Resident)	11.00
Registration at the Door (Resident)	10.25
(Non-Resident)	14.25
Staff Registration	1.00
Prom Dance – Individual (Resident)	19.00
(Non-Resident)	28.50
Special Recreation Playgrounds:	
Physically or Otherwise Health Impaired (P.O.H.I.) – Individual (Resident)	170.00
(Non-Resident)	255.00
Physically or Otherwise Health Impaired (P.O.H.I.) – Family (Resident)	300.00
(Non-Resident)	450.00
Mentally Impaired (M.I.) – Individual (Resident)	170.00
(Non-Resident)	255.00
Mentally Impaired (M.I.) – Family (Resident)	300.00
(Non-Resident)	450.00
Special Recreation:	
Creative Cooking (Resident)	8.75
(Non-Resident)	13.00
Line Dance Exercise (Resident)	36.00
(Non-Resident)	54.00
Softball – Individual (Resident)	51.00
(Non-Resident)	66.00
Softball – 2nd player - Same Family (Resident)	41.00
(Non-Resident)	56.00
Softball – 3rd player - Same Family (Resident)	31.00
(Non-Resident)	46.00
Basketball (Resident)	41.00
(Non-Resident)	53.00
Bowling (Resident)	31.00
(Non-Resident)	40.00
Farmers Market:	
Advanced Pay-Full Season	338.00
Per-Day Rate	24.00
Electricity (Additional Fee Per Day)	6.00
Vendor Alcohol Permit Per Day	6.00
Vendor Alcohol Permit Full Season	52.00
Splash Park:	
Resident	0.00

Non-Resident	5.00
Ice Rink:	
Resident	0.00
Non-Resident	5.00
Skate Rental	3.00
Dog Park Annual Membership:	
Resident	12.00
Non-Resident	24.00
Senior Resident	10.00
Senior Non-Resident	20.00
Drop-in Gym Fee:	
Resident	0.00
Non-Resident	3.00
Coffeehouse Tickets:	
Advance Tickets (Resident)	16.00
(Non-Resident)	20.00
Subscription (Resident)	26.00
(Non-Resident)	34.00
At the Door Sales (Resident)	16.00
(Non-Resident)	22.00
Karate:	
Resident	51.00
Non-Resident	66.00
Yoga/Fitness Classes:	
Resident	43.00
Non-Resident	56.00
Zumba:	
Resident	61.00
Non-Resident	79.00
Men's Gym:	
Resident	48.00
Non-Resident	62.00
Double Header Softball	930.00
Single Header Softball	605.00
Co-ed Kickball	335.00
Ball Field Rental Fees – Seasonal:	
Delia or LWB Park (per field per day):	
MABF Teams/Church Teams	422.00
All Other Users	449.00
All Users – Lighted Fields Additional Fee (per day)	65.00
Additional Teams on Permit (per team)	51.00
Donovan Park (per field per day):	
MABF Teams/Church Teams	320.00
All Other Users	345.00
All Users – Lighted Fields Additional Fee (per day)	45.00
Additional Teams on Permit (per team)	51.00
Ball Field Rental Fees – Daily:	
Delia or LWB Park (per field per day):	
MABF Teams/Church Teams	72.00
All Other Users	82.00
All Users – Lighted Fields Additional Fee (per day)	65.00

Donovan Park (per field per day):	
MABF Teams/Church Teams	60.00
All Other Users	70.00
All Users – Lighted Fields Additional Fee (per day)	65.00
Ball Field Request to Groom/Stripe Additional Fee	Cost+25%
Soccer Field Rental Fees (per field per season):	
Travel Clubs:	
Seasonal 1-3 days/week	600.00
Seasonal 4-7 days/week	900.00
Camp/Other:	
Weekly (one week only)	213.00
Daily	89.00
Sand Volleyball League	248.00
Daddy/Daughter Dance:	
Resident per person	23.00
Non-Resident per person	30.00
Mother/Son Cookout:	
Resident Couple	19.00
Non-Resident Couple	25.00
Gymnastics:	
One-half Hour Class (Resident)	49.00
(Non-Resident)	73.00
One Hour Class (Resident)	60.00
(Non-Resident)	90.00
Dance:	
Fall Session (Resident)	56.00
(Non-Resident)	73.00
Winter/Spring Session (Resident)	89.00
(Non-Resident)	116.00
30 Minute Dance Classes:	
Fall Session (Resident)	45.00
(Non-Resident)	58.00
Winter/Spring Session (Resident)	57.00
(Non-Resident)	74.00
Senior Center Activities:	
Arthritis Exercise (Resident)	4.00
(Non-Resident)	6.00
Bowling League (Resident)	15.00
(Non-Resident)	23.00
Exercise (Resident)	4.00
(Non-Resident)	6.00
Line Dance (Resident)	4.00
(Non-Resident)	6.00
Senior News Subscription per year (Resident)	16.50
(Non-Resident)	24.75
Stained Glass Class (Resident)	5.00
(Non-Resident)	7.00
Tai Chi (Resident)	5.00
(Non-Resident)	7.00
Zumba Gold (Resident)	4.00
(Non-Resident)	6.00

Senior Bus Trip:	
1 day……(Resident)	8.00
(Non-Resident)	12.00
2-4 days....(Resident)	16.00
(Non-Resident)	24.00
Extended..(Resident)	35.00
(Non-Resident)	52.00
SMART Bus Day Trips: (Resident)	4.00
(Non-Resident)	6.00
Senior Activity Fee - per day: (Resident)	0.25
(Non-Resident)	0.50
Senior Center Gymnasium Activities:	
Track Usage Fee – After Hours (Resident)	1.00
(Non-Resident)	1.50
Gymnasium Usage Fee – After Hours (Resident)	2.00
(Non-Resident)	3.00
Parks and Recreation Plan	9.75

Sec. 3.09

PLANNING:

Special Approval Land Use/Planned Unit Development	616.00
Temporary Use Planning Commission	450.00
Temporary Use Administrative Review	275.00
Variances to Subdivision Regulations	460.00
Right-of-Way Vacations	678.00
Rezoning Petition:	
First Acre	1,910.00
Additional Acre	73.00
Public Hearing Postponements (Petitioner Requested)	50.00
Ordinance Text Amendment	1,910.00
Subdivision Plat/Site Condominium	1,490.00
Each lot over 100 lots	10.00
Site Plan Review: (incl. Landscape Plan, Inspection and Tree Preservation Administrative Fee)	
First Acre	1,204.00
Additional Acre	196.00
Master Land Use Report	43.00
Master Land Use Map	13.50
Subdivision Plat Print (per sheet)	13.50
Zoning Board of Appeals:	
Variance (Regular Meeting)	460.00
Variance (Special Meeting)	900.00
Municipal Civil Infraction:	
Each Violation	150.00
First Repeat Offense	375.00
Second Repeat Offense	750.00
Third or Subsequent Repeat Offenses	1,500.00

Sec. 3.10

POLICE DEPARTMENT:

Police Reports:	
First Page (Non-FOIA)	13.00
Additional Pages (Non-FOIA)	2.00
Clearance Letter	18.00
Noncriminal Fingerprint Card	29.00
Photos: 8" x 10" Color (Non-FOIA)	35.00
5" x 7" Color (Non-FOIA)	33.00
8" x 10" Contact Sheet (Non-FOIA)	33.00
Compact Disc (Non-FOIA)	48.00
Administrative Towing Fees: (Charged to Towing Company)	
Inspection of VIN	27.00
Reports on TR-52 Tracking	32.00
Administration and Presence at Auction	630.00
Audio Tape Duplication Fee (Non-FOIA)	44.00
Video Tape, DVD, CD Duplication Fee (Non-FOIA)	48.00
Animal Give-up Fee:	
No Euthanasia	50.00
Euthanasia	90.00
Animal Impoundment Fee (Released from Station)	30.00
Macomb County Daily Animal Care Fee	30.00
Animal Trap Rental Fee (per 5 days)	51.00
Animal 10-Day Quarantine Fee	300.00
Rabies Testing:	
Euthanasia Not Required	85.00
Euthanasia Required	175.00
Treatment Rendered to an Animal	Cost
Use of Tranquilizer Equipment	164.00
County Animal Control Officer Fee	Cost
Personal Breathalyzer Test (PBT)	28.00
Booking Photo (Non-FOIA)	13.00
Notary Fee for Gun Permits	10.00
Park Alcohol Permit Fee	38.00
Temporary Liquor License Application Fee:	38.00
Outdoor Service Permit	278.00
Requested Police Services (Schools, Businesses, Hazmat Incidents, etc.)	Cost+30%
Towed Vehicle Impound Fee	32.00
Correctable Traffic Violation	10.00
Warrant Fee (All Warrants)	10.00
False Alarm Fees: (within a 12 month period)	
First Response	No fee
Second Response	No fee
Third Response (Residential)	39.00
Third Response (Non-Residential)	107.00
Fourth Response (Residential)	71.00
Fourth Response (Non-Residential)	217.00
Fifth and Subsequent Responses (Residential)	144.00
Fifth and Subsequent Responses (Non-Residential)	429.00

Municipal Civil Infraction (including Animal Control Regulations):	
Each Violation	150.00
First Repeat Offense	375.00
Second Repeat Offense	750.00
Third and Subsequent Repeat Offenses	1,500.00
Municipal Civil Infraction for Prohibited Parking during a Snow Emergency:	
Each Violation	25.00
First Repeat Offense	100.00
Second and Subsequent Repeat Offenses	125.00
Municipal Civil Infraction for Youth Curfew Violations:	
Each Violation	25.00
First Repeat Offense	50.00
Second and Subsequent Repeat Offenses	100.00
Municipal Civil Infraction for Violation of Bicycle Regulations (City Parks):	
Each Violation	10.00
First Repeat Offense	25.00
Second and Subsequent Repeat Offenses	50.00

Sec. 3.11

PUBLIC LIBRARY:

Overdue fines (per day):	
Hardcover Books (maximum $16.00)	0.25
Paperback Books (maximum $6.00)	0.25
Magazines (maximum $6.00)	0.25
Audios (maximum $16.00)	0.25
Compact Discs (maximum $16.00)	0.25
DVD's (maximum $16.00)	0.25
Replacement Library Card	3.00
Suburban Library Cooperative Non-Resident Library Card	200.00
Black & White Copy/Computer Print	0.10
Color Copy/Computer Print	1.00
Microfilm/Microfiche Print (per copy)	0.20
Internet Use Without Library Card (per day)	4.50
Municipal Civil Infraction:	
Each Violation	75.00
First Repeat Offense	150.00
Second or Subsequent Repeat Offenses	300.00

Sec. 3.12

PUBLIC WORKS DEPARTMENT:

Sewer Inspection	111.00
Sewer Tap	1,210.00
Sewer Capital/Unit:	
Residential	900.00
Commercial/Industrial (per 1,000 sq. ft.)	470.00
Sewer Frontage (per front ft.)	74.00
Sewage Disposal Service Only (per billing)	89.00

Residential and Commercial Water Meters:	
¾" Remote	410.00
1" Remote	480.00
1 ½" Remote	815.00
2" Compound Remote	2,120.00
3" Compound Remote	3,740.00
4" Compound Remote	5,250.00
6" Compound Remote	7,790.00
Damaged Meter Fee 5/8" - 3/4"	200.00
Water Inspection	111.00
Water Tap:	
1"	1,150.00
1 ½"	1,580.00
2"	1,840.00
3"	3,700.00
4"	4,050.00
6"	4,580.00
Additional Charge for 86 ft. wide street:	
1"	380.00
1 ½"	430.00
2"	570.00
Additional Charge for 120 ft. wide street:	
1"	720.00
1 ½"	950.00
2"	1,210.00
Additional Charge for 204 ft. wide street:	
1"	1,730.00
1 ½"	2,210.00
2"	3,160.00
Water Capital/Unit:	
Residential	700.00
Commercial/Industrial (per 1,000 sq. ft.)	390.00
Water Frontage (per front ft.)	43.00
Monitor Surcharge	per GLWA Indust. Waste Control Rate Structure
Water Turn On Fee	97.00
Water Service Fee (avoidable & repeat visits)	107.00
Water Service Abandonment Fee:	
Residential	500.00
Commercial	Contract Costs + 1,000.00
Sewer Service Abandonment Fee	111.00
Water Service Re-Use Fee:	
Residential	500.00
Commercial	Contract Costs + 1,000.00
Sewer Service Re-Use Fee	111.00
Water Meter Testing Fee	110.00
Water Meter Rescheduling Fee	97.00
24 Hour and 48 Hour Bacteria Sampling	200.00
Non-Compliance with Service Request	250.00
Non-Compliance with Back Flow Fee	250.00
Automatic Fixed Network Meter Read Permit	184.00
Final Water Meter Read	38.00

Final Water & Sewer Bill Preparation Fee	16.00
Citizen Water Service Request – after hours	97.00
Public Works Services Provided	Cost+25%
Water Meter Removal/Reinstallation for common area irrigation system	208.00
Landlord/Tenant Affidavit Filing Fee	204.00
Fire Hydrant Rental – Payable by City	28.00
Private Use of Fire Hydrant:	
Per Hydrant	110.00 per month + 360.00 water usage dep.
Bypass Inspection Fee	Back bill + 155.00
Common Area Irrigation System Permit	420.00
Planting of tree in right-of-way	305.00
Culvert installation permit	100.00
Ditch enclosure permit	100.00
Monitoring well installation permit	480.00
Sewer connection to discharge treated ground water	480.00
Special Pickup/Additional Refuse Collection	Contract costs + 25% administrative fee
Refuse Collection Fees (Schools)	Contract costs
Refuse Collection Fees (Mobile Home Parks and Apartment Complexes)	Contract costs + 5% administrative fee – refuse taxes paid
Curbside Recycling License (min. $1,500/year)	1% of program revenue based upon previous yr
Debris Removal Fee	Contract Costs + 25% administrative fee
Tree Branch Chipping Fee	112.00
Fleet Services Requested by Other Cities	Cost+30%
Municipal Civil Infraction:	
Each Violation	150.00
First Repeat Offense	375.00
Second Repeat Offense	750.00
Third and Subsequent Repeat Offenses	1,500.00
Municipal Civil Infraction for Trash Placed at Curb Outside of Permitted Hours:	
Each Violation	25.00
First Repeat Offense	50.00
Second and Subsequent Repeat Offenses	100.00
Municipal Civil Infraction for Violation of a Mandatory Water Restriction:	
Each Violation	25.00
First Repeat Offense	50.00
Second and Subsequent Repeat Offenses	100.00
Municipal Civil Infraction for Raking Leaves Into Street:	
Each Violation	25.00
First Repeat Offense	50.00
Second and Subsequent Repeat Offenses	100.00

Sec. 3.13

TREASURY OFFICE:

Bounced Check Fee	30.00
Delinquent Bill to Tax Roll Penalty (excluding Water & Sewer)	17%
Late Payment Penalty	6%
Penalty Assessment on Delinquent Taxes	3%
Attorney Review Fee for Liens or Discharges	82.00
Subordination of Lien	540.00

Annual Lien Penalty	6% + lien filing costs
O.U.I.L./O.U.I.D.	340.00 + additional reimbursements
Property Tax Administration Fee (P.T.A.F.)	1%
Municipal Civil Infraction for Failure to Pay Police or Fire False Alarm Invoices:	
Each Violation	150.00
First Repeat Offense	375.00
Second Repeat Offense	750.00
Third and Subsequent Repeat Offenses	1,500.00

ARTICLE IV

The City Manager is hereby authorized to make transfers within the budgetary centers established in this ordinance but all transfers between budgetary centers, contingencies, reserves, and fund balances shall be made only by further action of the City Council pursuant to law; the City Manager is hereby authorized to sign letters of severance after notifying the City Council and establish City programs which are a de minimis, but necessary expenditure for the benefit of the recipient employee and funded through appropriations in this ordinance; the City Manager is hereby authorized to release bidding documents for those capital items and recurring commodities expressly authorized within appropriations in this ordinance for public review by the City Council following receipt of bids.

ARTICLE V

SEVERABILITY

If any clause, sentence, paragraph, or part of this ordinance, or the application thereof to any person or circumstance, shall for any reason be adjudged by any Court of competent jurisdiction to be unconstitutional or invalid, said judgment shall not affect, impair, or invalidate the remainder of this ordinance and the application of such provision to other persons or circumstances, but shall be confined in its operation to the clause, sentence, paragraph, or part thereof directly involved in the controversy in which such judgment shall have been rendered and to the person or circumstances involved. It is hereby declared to be the legislative intent of this body that the ordinance would have been adopted had such invalid provision not been included.

ARTICLE VI

EFFECTIVE DATE

This ordinance shall become effective July 1, 2019.

BY ORDER OF CITY COUNCIL

ADOPTED:

PUBLISHED:

EFFECTIVE:

A

ACCRUAL BASIS **-** Accrual basis accounting recognizes transactions when they occur, regardless of the timing of related cash flows. The application of accrual accounting techniques prevents distortions in financial statement representations due to shifts in the timing of cash flows and related underlying economic events near the end of a fiscal period.

ACT 51 **-** Highway and street funds derived from gas and weight taxes, distributed to communities by the Michigan Department of Transportation based on a municipality's population and number of street miles.

ACT 78 CIVIL SERVICE COMMISSION **-** Established by Act No. 78 of the Michigan Public Acts of 1935 and incorporated into the City Charter. A General Fund Activity which governs the testing for appointment, employment, promotion, transfer, suspension, reinstatement, and discharge of all Police and Fire personnel.

ACTIVITY **-** An office within a department to which specific expenses are to be allocated.

AMORTIZATION **-** The process of reducing, or accounting for, an amount (usually a financial debt) over a period according to a plan.

APPROPRIATION **-** An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose.

APPROPRIATIONS ORDINANCE **-** The official enactment by the City Council establishing the legal authority for the City to incur obligations and to expend public funds for a stated purpose.

APPO **-** Administrative Policies & Procedures Order. Promulgation of orders to help ensure efficiency, effectiveness or fiscal responsibility in municipal operations.

ASSET **-** Anything owned by an individual or a business, which has commercial exchange value. Assets may consist of specific property or claims against others, in contrast to obligations due others.

B

BALANCED BUDGET **-** A budget in which estimated revenues and use of reserves are equal to or greater than estimated expenditures.

BUDGET **-** An estimate of income and expenditure for a set period of time.

BUDGET MESSAGE **-** A written policy and financial overview of the City as presented by the City Manager.

BUDGETARY CENTER **-** A grouping of offices' or activities' budgets that are combined to create a cost center in which actual expenditures cannot exceed budgeted appropriations.

C

CAPITAL OUTLAY **-** A disbursement of money which results in the acquisition of or addition to fixed assets. The item must have a purchase price greater than $2,500 to be a capital item.

CAPITAL PROJECTS FUND **-** A fund to account for the development of municipal capital facilities other than those financed by the Enterprise Fund.

COMPENSATED ABSENCE **-** An absence for which an employee is paid, such as vacation, holiday, or sick leave.

CONTINGENCY **-** An estimated amount of funds needed for deficiency, contingent or emergency purposes.

D

DEBT SERVICE FUND **-** A fund to account for the accumulation of resources for and the payment of general long-term debt principal and interest.

DEFERMENT **-** A form filed by qualifying residents allowing a postponement of the summer homestead tax, without levying interest or penalty, unless payment is made after the deferment date.

DEFICIT **-** An excess of liabilities and reserves of a fund over its assets.

DEPARTMENTAL MISSION STATEMENT **-** A mission statement provides the full range of activities that will be used in the results oriented budget format to link the municipal purpose with the financial resources of the department.

DEPRECIATION **-** The amount of expense charged against earnings by a company to write off the cost of an asset over its useful life, giving consideration to wear and tear, obsolescence, and salvage value.

E

EFFICIENCY PERFORMANCE INDICATOR **-** The quantifying of the relationship between input and output.

EFFECTIVENESS PERFORMANCE INDICATOR **-** The measure of results, accomplishments, or quality of the item or service provided.

ENCUMBRANCE **-** An anticipated expenditure, or funds restricted for anticipated expenditures, such as for outstanding purchase orders.

ENTERPRISE FUND **-** A fund established to account for operations that are financed and operated in a manner similar to a private business, i.e., the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. (Water & Sewer is an example of an enterprise fund.)

EQUALIZATION FACTOR **-** A multiplier that is applied to the Assessed Value of a class of property by the County Equalization Department or State Tax Commission that will produce a sum that represents 50% of the true cash value of that class.

EXPENDITURE **-** The cost of goods delivered and services rendered, whether paid or unpaid, including expenses, debt retirement not reported as liability of the fund from which retired, or capital outlay.

EXPENDITURE OBJECT **-** An expenditure object is a specific classification of expenditure accounts which includes a number of related accounts determined by the type of goods and services to be purchased. For example, the personnel services expenditure object includes the wages account as well as all fringe benefit accounts. Expenditure objects include personnel services, supplies, other charges, capital outlay, debt service, and transfers out.

F

FTE **-** The amount of funding for full-time positions and part-time positions converted to the decimal equivalent of a full-time position (based on 2,080 hours per year, as set by the ICMA Center for Performance Measurement).

FISCAL YEAR **-** An accounting period of twelve months. The City's fiscal year begins July 1st and ends June 30th.

FIXED ASSETS **-** Fixed assets are equipment and other capital items used in governmental fund type operations and are accounted for in the governmental full accrual statements and recorded as expenditures at the time of purchase.

FUND **-** A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities.

FUND ACCOUNTING **-** The accounts of the City are organized on the basis of funds and account groups in order to report on its financial position and results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions or activities.

FUND BALANCE **-** The excess of a fund entity's accumulated assets over its liabilities. Typically, excess revenues over expenditures at year-end will increase a fund's fund balance.

G

GAAP - Generally Accepted Accounting Principles. The guiding conventions, rules, and procedures that define accepted accounting practice at a particular time in the United States.

GENERAL FUND - The City's major operating fund to account for all financial resources except those required to be accounted for in another fund.

GROUP A CRIME OFFENSE - A more serious group of crimes such as larceny, robbery, murder, or gambling.

GROUP B CRIME OFFENSE - A less serious group of crimes such as solicitation, trespassing, or disorderly conduct.

H

HEADLEE ROLLBACK - A term coined with the passage of the Headlee Amendment to the Michigan Constitution in 1978. Headlee requires a local unit of government to reduce its millage when annual growth on existing property is greater than the rate of inflation.

I

ICMA CENTER FOR PERFORMANCE MEASUREMENT - Center created to help communities obtain fair, accurate and comparable data about the quality and efficiency of service delivery to their residents.

INTERNAL SERVICE FUNDS - Funds used to finance and account for services furnished by a designated department to another department within a single governmental unit. Included in this category is the Self-Insurance Fund. This Fund was established in 1986 when the City became a participant in the Michigan Municipal Risk Management Authority. Expenses in this Fund include reinsurance charges, administration fees, and claims expenses and reserves for both reported and unreported claims.

L

LIABILITY - A loan, expense, or any other form of claim on the assets of an entity that must be paid or otherwise honored by that entity.

LINE ITEM BUDGET - A budget which emphasizes allocations of resources to given organizational units for particular expenditures, such as salaries, supplies, services, and equipment. Line item budgets may be organized to provide accountability at varying levels, such as department, division, or agency levels.

M

MIDC - Michigan Indigent Defense Commission

MIP - A multi-year *Municipal Improvement Program* that is developed to plan and guide the needed capital improvements and expenditures in a fiscally sound manner, and to ensure that these improvements are consistent with the goals and policies of the City Council and the City's residents.

MILLAGE RATE - A rate used to determine the amount of annual property tax a property owner must pay. This rate is expressed in mills per dollar or 1/10 cent. Each governing body that levies property taxes sets its own millage rate annually. Property taxes may generally be calculated by multiplying the millage rate by the amount of, or a percentage of, the assessed value. (A mill represents $1 of tax per $1,000 of assessed valuation.)

MODIFIED ACCRUAL BASIS - The basis of accounting under which revenues are recognized in the period they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority. Exceptions to the general rule of expenditure recognition occur in debt service.

O

OPERATING BUDGET - The operating budget is the authorized revenues and expenditures for on-going municipal services and is the primary means by which government is controlled. The life span of an operating budget typically is one year or less. Personnel costs, supplies, and other charges are

found in an operating budget. A capital budget typically has a long term outlook where a project can span a several year period.

OPERATING TRANSFERS **-** Transfers from a fund receiving revenue to the fund through which the resources are to be expended.

ORDINANCE EMPLOYEE **-** An employee position which is called for and whose duties are described in the City Charter and who is not a member of a collective bargaining agreement.

OTHER CHARGES **-** An expenditure object within an activity which includes professional services, utilities, rents, and training for example.

OUIL **-** Operating Under the Influence of Liquor. The detainment of an individual who is operating, authorizing or knowingly permitting another person to operate a motor vehicle while under the influence of intoxicating liquor or controlled substance, or combination thereof, or with blood alcohol level content of .10% or more.

OUTPUT PERFORMANCE INDICATOR **-** The measure of quantity or volume of products or service provided.

P

PERFORMANCE INDICATOR **-** A measurement of how a program is accomplishing its mission through the delivery of products or service. See Output Performance Indicator, Effectiveness Performance Indicator, or Efficiency Performance Indicator.

PERFORMANCE OBJECTIVES **-** Desired output oriented accomplishments which can be measured within a given time period.

PERSONNEL SERVICES **-** An expenditure object within an activity, which includes payroll and all fringe benefits.

R

RESULTS ORIENTED BUDGETING **-** A management concept which links the annual line item budget to departmental results of operations.

REVENUE **-** An addition to the assets of a fund, which does not increase a liability, does not represent the recovery of an expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or a decrease in assets, and does not represent a contribution of fund capital in enterprise or in intra-governmental service funds.

S

SAD **-** Special Assessment District. A geographic area over which a governing authority has power to levy taxes for specific public uses.

SERVICE STATEMENT **-** A statement of general and specific service deliveries rendered by an activity for the community.

SINKING FUND **-** A special reserve account created by a bond issuer. The issuer promises to put money into the account at regular intervals and to use the cash that accumulates to redeem the bonds.

SPECIAL ASSESSMENT **-** A tax or levy imposed against specific parcels of real estate that will benefit from a proposed public improvement like a street or sewer.

SPECIAL REVENUE FUND **-** A fund to account for the proceeds of specific revenue sources (other than special assessment, expendable trusts, or the major capital projects) that are legally restricted to expenditures for specified purposes.

SUPPLIES **-** An expenditure object within an activity which includes all supplies that have a useful life of less than one year and/or a purchase price of less than $1,000.

SURPLUS **-** An excess of the assets of a fund over its liabilities and reserves.

T

TRANSFERS-IN/OUT **-** A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

TRUST & AGENCY FUND - Trust & Agency Funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, organizations, other governments, or other funds. These include the Retirement Systems and the Agency Funds. The Retirement Systems are accounted for in the same manner as a proprietary fund. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results or operations.

W

WATER & SEWER FUND **-** This enterprise fund accounts for the operation of a combined water and sewer system. The revenues consist of charges for services from City businesses and residences which are used to pay for all water and sewer related expense

Listing of Acronyms

ALS - Advanced Life Support

APPO - Administrative Policies & Procedures Order

BLS - Basic Life Support

BS & A - Tax and Assessing software suite

CAFR - Comprehensive Annual Financial Report

CCU - Capital Coordinating Unit

CCW - Concealed Carry Weapon

CDBG - Community Development Block Grant

CERT - Community Emergency Response Team

CIA - Corridor Improvement Authority

COA - Command Officers Association

COBRA - Consolidated Omnibus Budget Reconciliation Act (Continuation of Health Coverage)

CORE - Community Outreach and Engagement

COPS - Citizens on Patrol

CRU - Community Response Unit

DEA - Drug Enforcement Agency

DEQ - Department of Environmental Quality

DPW - Department of Public Works

EDC - Economic Development Corporation

EMS - Emergency Medical Services

EPA - Environmental Protection Agency

ERP - Enterprise Resource Planning

FASB - Financial Accounting Standards Board

FOI - Freedom of Information

FTE - Full-time Equivalent

GAAP - Generally Accepted Accounting Principles

GASB - Governmental Accounting Standards Board

GERS - General Employees' Retirement System

GFOA - Government Finance Officers Association

GIS - Geographic Information System

GLWA - Great Lakes Water Authority

IAFF - International Association of Fire Fighters

ICMA - International City/County Management Association

IFEC - Industrial Facilities Exemption Certificate

LDFA - Local Development Finance Authority

LED - A light source that is more economical than traditional electric lighting

LTGO - Limited Tax General Obligation

MACRO - Macomb Area Communities for Regional Opportunities

MAMC - Michigan Association of Municipal Clerks

MAP - Michigan Association of Police

MAPE - Michigan Association of Public Employees

MCTA - Macomb County Treasurers' Association

MDEQ - Michigan Department of Environmental Quality

MDOT - Michigan Department of Transportation

Listing of Acronyms

MEDC - Michigan Economic Development Corporation

MelCat - Michigan electronic library catalog

MGFOA - Michigan Government Finance Officers Association

MIDC - Michigan Indigent Defense Commission

MIP - Municipal Improvement Program

MISD - Macomb Intermediate School District

MITN - Michigan Inter-Governmental Trade Network

MML - Michigan Municipal League

MMSVP - Michigan Marshall & Swift Valuation Platform

MMTA - Michigan Municipal Treasurer's Association

MPELRA - Michigan Public Employer Labor Relations Association

MUNIS - Financial Software

MTF - Michigan Transportation Fund

MTU - Meter Transmission Unit (Water measurement)

NFIRS - National Fire Incident Reporting System

NFPA - National Fire Protection Association

NIMS - National Incident Management System

NLC - National League of Cities

OBA - Ordinance Board of Appeals

OnBase - Document managing system used by City Clerk Office

OU - Oakland University

OUIL - Operating Under the Influence of Liquor

OWI - Operating While Intoxicated

QVF - Qualified Voter File

PFRS - Police & Fire Retirement System

PTAF - Property Tax Administration Fee

SAD - Special Assessment District

SAFER Grant - Staffing for Adequate Fire and Emergency Response

SCBA - Self-Contained Breathing Apparatus

SEMCOG - Southeastern Michigan Council of Governments

SESC - Soil Erosion and Sediment Control

SHINE - Sterling Heights Initiative for Neighborhood Excellence.

SHPD - Sterling Heights Police Department

SHTV - Sterling Heights Television

SMART - Suburban Mobility Authority for Regional Transportation

SMART Moves - Skills Master and Resilience Training

SRT - Special Response Team

STEM - Science, Technology, Engineering, and Mathematics

VTGO - Voted Tax General Obligation

WAN - Wide Area Network

Wdesk - Budget book builder software

ZBA - Zoning Board of Appeals

Index

*Click on page number to follow link.

A

Acronyms 461
Act 78 – Civil Service Commission 251
All Funds Financial Summary 37
Arts Commission 254
Appropriations Ordinance 422
Assessing 123

B

Beautification Commission 256
Building 217
Budget Calendar 8
Budget Message & Executive Summary 27
Budget Policies 12

C

Capital Equipment 380
Capital Improvement Maps 403
Capital Improvements 390
Capital Projects Fund 370
Capital Project Funds Revenues 365
Capital Vehicles 388
City Clerk 115
City Council 100
City Goals & Objectives 10
City Management 109
Clinton River Restoration Fund 374
Comm. Develop. Block Grant Fund 332
Community Profile 9
Community Relations 241
Comparable City Benchmarks 18
Component Unit Funding 276
Corridor Improvement Authority Fund 338

D

Debt Management Program 346
Debt Service Funds Revenues 354
Departments At A Glance
- City Administration 106
- City Development 215
- Community Relations 239
- Fire 177
- Parks & Recreation Fund 323
- Police 155
- Public Library 147
- Public Works 195
- Water & Sewer 286

E

Economic Development 221
Economic Development Corporation Fund 340
Engineering 225
Executive Summary 27

F

Facilities Improvement Fund 372
Facilities Maintenance 135
Fee Schedule 422
Financial Services 127
Financial Organization Chart 26
Fire Administration 179
Fire Extinguishment 185
Fire Prevention 189
Fleet Maintenance 197
41-A District Court 247

G

General Employees Retirement Board 258
General Expenditures 260
General Fund Revenues 63
Glossary 456

H

Historical Commission 262
How The City Allocates Its Money 56

I

Indigent Defense Fund 334
Information Technology 119
Information Technology Capital Program 386

L

Labor Agreements 419
Land & Water Conservation Fund 320
Legal 266
Limited Tax General Obligation Fund 361
Local Develop. Finance Authority Fund 342
Local Road Fund 318

M

Macomb County Comparable Tax Rates 72
Major Road Fund 316
Millage Rates 59

N

Neighborhood Services 229

O

Ordinance Board of Appeals 229
Organizational Chart 4

P

Parks & Grounds Maintenance 201
Parks & Recreation Fund 325
Personnel by Departments 89
Planning 233
Planning Commission 270
Police Administration 157
Police Investigations 161
Police Operations 167
Police Support Services 171
Property Tax Benefit Statement 58
Public Library 149
Public Safety Forfeiture Fund 330
Public Works Center 203
Purchasing 131

R

Readers' Guide 5
Refuse Collection 205
Risk Management 109
Road Bond Construction Fund 376
Road Bond Debt Retirement Fund 359

S

Sewage Collection 297
SHINE 229
Solid Waste Management Commission 205
Special Revenue Funds Revenues 308
Street Services 209

T

Table of Contents 2
Transfers Out 272
Treasury 139

V

Voted Tax General Obligation Fund 357

W

Water & Sewer Administration 289
Water & Sewer Fund Revenues 280
Water & Sewer Rates 422
Water Distribution 293

Z

Zoning Board of Appeals 274