


City of Sterling Heights MICHIGAN

# ANNUAL BUDGET 2020 - 2021

# 2020-2021 Annual Budget

**Michael C. Taylor**
Mayor

**Liz Sierawski**
Mayor Pro Tem

**Deanna Koski**
Councilwoman

**Michael V. Radtke Jr.**
Councilman

**Maria G. Schmidt**
Councilwoman

**Henry Yanez**
Councilman

**Barbara A. Ziarko**
Councilwoman

CITY OF Sterling Heights
InnovatingLiving

**Mark D. Vanderpool**
City Manager

**Jennifer L. Varney**
Finance & Budget Director

# GFOA Budget Award




**The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Sterling Heights, Michigan for its annual budget for the fiscal year beginning July 1, 2019.**

**In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communications device.**

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

| | |
|---|---|
| **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 |
| **Melanie D. Davis** | Community Relations Director |
| **Nick Makie** | Controller |
| **Jared Beaudoin** | Facilities Maintenance Director |
| **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 |
| **Vacant** | Purchasing 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 ..... 38
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
Facilities Maintenance ..... 119
Information Technology ..... 123
Assessing ..... 127
Financial Services ..... 131
Purchasing ..... 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
Public Works Center ..... 201
Refuse Collection ..... 203
Street Services ..... 207

***City Development Department***

Building ..... 215
Economic Development ..... 219
Engineering ..... 223
Neighborhood Services ..... 227
Planning ..... 231

***Community Relations Department***

Community Relations ..... 239

***Non-Departmental Services***

41-A District Court ..... 245
Act 78 Civil Service Commission ..... 249
Arts Commission ..... 252
Beautification Commission ..... 254
General Employees Retirement Board ..... 256
General Expenditures ..... 258
Historical Commission ..... 260
Legal ..... 264
Planning Commission ..... 268
Sustainability 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
Brownfield Redevelop. Authority Fund ..... 342
Local Develop. Finance Authority Fund ..... 344

## *Section V – Debt Service Funds*

Debt Management Program ..... 348
Revenues, Expenditures & Fund Balance ..... 354
Revenues & Expenditures by Account ..... 358
Voted Tax General Obligation Fund ..... 360
Road Bond Debt Retirement Fund ..... 362
Limited Tax General Obligation Fund ..... 364

## *Section VI – Capital Projects*

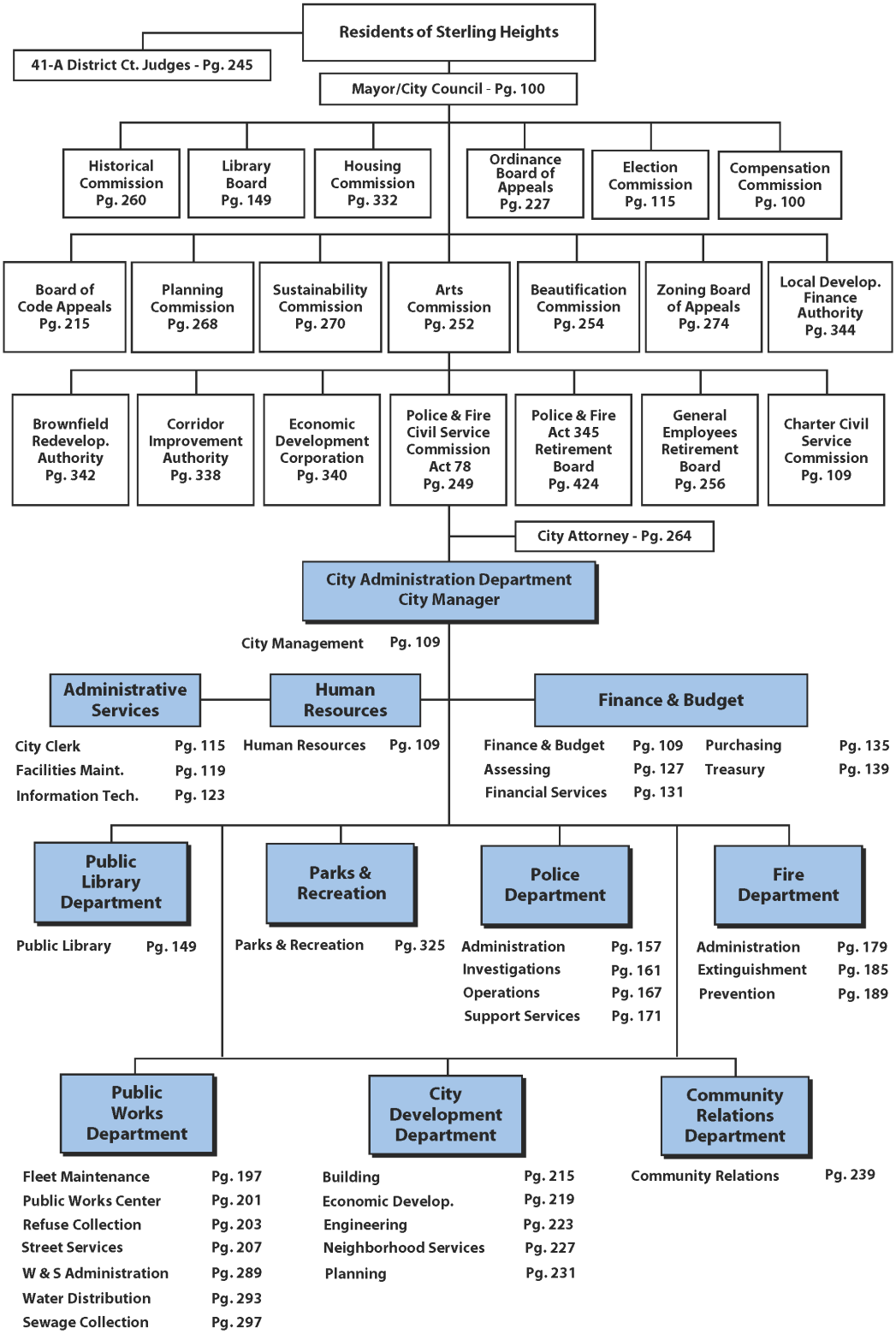
Revenues, Expenditures & Fund Balance ..... 368
Revenues & Expenditures by Account ..... 370
Capital Projects Fund ..... 374
Facilities Improvement Fund ..... 376
Clinton River Restoration Fund ..... 378
Road Bond Construction Fund ..... 380

**Capital Improvements Program** ..... 382
Capital Equipment ..... 384
Information Technology Capital Program ..... 389
Capital Vehicles ..... 391
Capital Improvements ..... 393
Capital Improvement Maps ..... 407

## *Section VII – Supplemental Information*

Financial & Demographic Data ..... 415
Labor Agreements ..... 425
Appropriations Ord. & Fee Schedule ..... 428
Glossary ..... 463
Listing of Acronyms ..... 468
Index ..... 471

# City Organization Chart




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 blue 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 eight offices including City Management, City Clerk, Facilities Maintenance, 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 behind 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 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 behind 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. ***Note**: For the 2020/21 Fiscal year, the budget process was extended through Council action due to the COVID-19 crisis. The budget was submitted to the City Council on May 18, 2020.*

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. ***Note**: For the 2020/21 Fiscal year, the budget process was extended through Council action due to the COVID-19 crisis. The budget was adopted by the City Council on June 16, 2020.*

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 are 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<br>• Capital budget manual and forms distributed to all offices<br>• Offices submit Capital requests |
| ***November*** | • Revenue and Expenditure forecast prepared<br>• Updated Revenue Study of rates and fees prepared<br>• Preparation of Municipal Improvement Plan and Multi-year Financial Plan<br>• City Management prepares current year Budget Amendment<br>• Capital request meetings held with all City Departments |
| ***December*** | • Prior year Audit released and Comprehensive Annual Financial Report completed<br>• City Management prepares personnel costs for Proposed Budget<br>• Preparation of the Water & Sewer Fund Rate Study<br>• City Management presents the Capital Improvements Report to City Manager<br>• City Manager's final capital recommendations are reported to all offices<br>• City Council approves current year Budget Amendment<br>• Distribute Operating Budget Manual and Revenue Worksheets |
| ***January*** | • City Council Strategic Planning Workshop<br>• Operating Budget Worksheets due from all departments<br>• Revenue Worksheets due from all departments<br>• City Management analyzes Department's budget requests |
| ***February*** | • Revenue Forecast prepared by City Management<br>• Budget Meetings held with all City Departments<br>• City Manager makes final proposed Budget recommendations<br>• City Management prepares Proposed Budget document |
| ***May*** | • Proposed Budget printed and distributed to City Council<br>• Budget Notice published in local newspaper |
| ***June*** | • Budget Introduction/Workshop at first City Council meeting in June<br>• Budget Public Hearing/Budget Adoption at second City Council meeting in June<br>• City Council adopts Appropriations Ordinance<br>• City Management prepares final current year Budget Amendment |
| ***July*** | • City Management prepares Approved Budget document incorporating City Council adjustments<br>• Approved Budget document distributed<br>• Preparation of Capital Improvement Status Report<br>• Begin Monitoring Budget Performance |

**Note**: *the fiscal year 2020/2021 Budget Calendar was revised due to the impact of the COVID-19 emergency.*

# Community Profile

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 2020 estimated population of Sterling Heights is 132,250. 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 51,742 households in the City and a 41-year old median age. The City's median household income is $63,126. 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 Utica Community Schools.

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 the 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 investment 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. All financial policies are reviewed annually in conjunction with the preparation of the annual budget to ensure continued relevancy and adherence to legislative mandates and accounting principles.

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, FINANCIAL REPORTING, AND AUDITING 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. ■

***The best preparation for tomorrow is doing your best today.***

***~ H. Jackson Brown Jr. ~***

# 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<br>• 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 33 years |
| • Integrate performance measurement and productivity indicators in the budget | • Earned GFOA's "Special Recognition" award for use of performance measurements<br>• Benchmarking included in the Citizen's Guide to Finances, Performance Scorecard and Dashboard<br>• Participation in ICMA's Center for Performance Measurement – one of 16 cities nationally to receive an Award of Distinction<br>• 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<br>• Low government debt compared to ten benchmark MI cities<br>• Lowest City staffing since 1970's (reduced 156 FT)<br>• Achieved $30.0 million in operational savings |
| • To provide adequate maintenance and orderly replacement of capital facilities and equipment | • Facilities repair $8.4 million<br>• Vehicle expenditures $2.3 million<br>• Equipment & technology $1.5 million<br>• Completion of a Facilities Condition Assessment to plan maintenance needs for four City buildings |
| • Maintain adequate level of funding for all retirement systems | • General Employees System 76.0% funded<br>• Police & Fire Pension System 58.5% funded<br>• Retiree Medical System 57.0% funded<br>• 401(a) Plan for all new general employees; reduced fixed pensions for all existing employees<br>• Eliminated Police & Fire DROP program<br>• Eliminated retiree medical for new hires<br>• Pre-funding retiree medical past 25 years<br>• 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<br>• City tax rate is 6.3 mills below the average tax rate of all Macomb cities<br>• Lowest taxes per resident of ten comparable MI cities<br>• Operating millage rate below voter approved maximum |
| • Enhancement of the property tax base | • City total taxable value has decreased by 13.4% since 2008<br>• Property values increased 4.9% in 2019<br>• Over 13,000 code enforcement cases in 2019<br>• Defense Corridor and economic development initiatives<br>• SmartZone and North Van Dyke Corridor Improvements<br>• 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:<br>Residential 70%<br>Commercial & Industrial 30%<br>• 5th highest property values in State (2019)<br>• 2nd in industry property values (2019) |
| • Maintain sound appraisal procedures and practices to reflect accurate property values | • Equalization Factor = 1.0<br>• 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<br>• Higher non-resident fees<br>• Average $104 monthly City tax bill and $64 water & sewer bill |
| ***Reserve Policy*** | |
| • 10% minimum/25% target unreserved/undesignated General Fund Balance (excluding Self-Insurance Fund) | • 23.1% of 2021 budgeted expenditures<br>• Low General Fund reserves compared to ten Michigan cities; adding to reserves for six consecutive years |
| • 37 days of General Fund operations | • 85 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 32 years<br>• 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<br>• Retiree Health Care Fund Investments maximized |
| ***Debt Policy*** | |
| • Keep average maturity of general obligation bonds at or below 20 years | • 2020 Capital Improvement Bond 20 yrs.<br>• 2020 MTF Road Bond 15 yrs.<br>• 2019 Capital Improvement Bond 20 yrs.<br>• 2018 Facilities Improvement Bond 20 yrs.<br>• 2018 MTF Road Bond 15 yrs.<br>• 2017 *Re*creating Recreation Capital Bond 20 yrs.<br>• 61.8% of City debt paid off within ten years |
| • Maintain a sound relationship with all bond rating agencies | • 3rd highest bond rating of ten comparable MI cities<br>• Fitch's rating AA<br>• Moody's rating Aa2<br>• Standard & Poors' rating AA |
| ***Capital Improvement Policy*** | |
| • Make all capital improvements in accordance with an adopted capital acquisition program | • $30.1 million in total Capital Improvement Projects<br>• $5.1 million in neighborhood street repairs<br>• $7.1 million in Major road improvements<br>• $2.0 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 | $2,993 |
| 2. | Dearborn | 2,861 |
| 3. | Southfield | 2,846 |
| 4. | Lansing | 2,803 |
| 5. | Grand Rapids | 2,790 |
| 6. | Troy | 1,876 |
| 7. | Livonia | 1,867 |
| **8.** | **Sterling Heights** | **1,761** |
| 9. | Farmington Hills | 1,712 |
| 10. | Warren | 1,698 |

**Tax Revenue Per Resident**

| | | |
|---|---|---|
| 1. | Southfield | $920 |
| 2. | Grand Rapids | 831 |
| 3. | Dearborn | 812 |
| 4. | Ann Arbor | 750 |
| 5. | Lansing | 729 |
| 6. | Warren | 702 |
| 7. | Troy | 631 |
| 8. | Farmington Hills | 614 |
| 9. | Livonia | 579 |
| **10.** | **Sterling Heights** | **519** |

**State Revenue Sharing Per Resident**

| | | |
|---|---|---|
| 1. | Lansing | $134 |
| 2. | Grand Rapids | 115 |
| 3. | Warren | 103 |
| 4. | Dearborn | 99 |
| 5. | Ann Arbor | 98 |
| 6. | Southfield | 97 |
| 7. | Livonia | 96 |
| **8.** | **Sterling Heights** | **90** |
| 9. | Farmington Hills | 89 |
| 10. | Troy | 89 |

**Gas Tax (Act 51) Revenue Per Resident**

| | | |
|---|---|---|
| 1. | Southfield | $130 |
| 2. | Livonia | 120 |
| 3. | Lansing | 117 |
| 4. | Farmington Hills | 111 |
| 5. | Dearborn | 110 |
| 6. | Grand Rapids | 107 |
| 7. | Troy | 102 |
| 8. | Warren | 101 |
| 9. | Ann Arbor | 98 |
| **10.** | **Sterling Heights** | **86** |

# Comparable City Benchmarks

## *City Expenditures*

**Total Expenditures Per Resident**

| | | |
|---|---|---|
| 1. | Dearborn | $3,060 |
| 2. | Ann Arbor | 2,864 |
| 3. | Lansing | 2,698 |
| 4. | Grand Rapids | 2,592 |
| 5. | Southfield | 2,397 |
| 6. | Troy | 1,888 |
| 7. | Livonia | 1,792 |
| **8.** | **Sterling Heights** | **1,638** |
| 9. | Farmington Hills | 1,556 |
| 10. | Warren | 1,550 |

**Police Expenditures Per Resident**

| | | |
|---|---|---|
| 1. | Dearborn | $426 |
| 2. | Lansing | 372 |
| 3. | Warren | 364 |
| 4. | Southfield | 354 |
| 5. | Grand Rapids | 306 |
| 6. | Troy | 290 |
| **7.** | **Sterling Heights** | **248** |
| 8. | Farmington Hills | 245 |
| 9. | Livonia | 245 |
| 10. | Ann Arbor | 244 |

**Fire Expenditures Per Resident**

| | | |
|---|---|---|
| 1. | Lansing | $291 |
| 2. | Dearborn | 270 |
| 3. | Southfield | 242 |
| 4. | Warren | 204 |
| 5. | Grand Rapids | 154 |
| **6.** | **Sterling Heights** | **142** |
| 7. | Ann Arbor | 139 |
| 8. | Farmington Hills | 138 |
| 9. | Livonia | 137 |
| 10. | Troy | 69 |

**Public Works Expenditures Per Resident**

| | | |
|---|---|---|
| 1. | Dearborn | $207 |
| 2. | Ann Arbor | 205 |
| 3. | Lansing | 185 |
| 4. | Farmington Hills | 176 |
| 5. | Livonia | 169 |
| 6. | Grand Rapids | 135 |
| 7. | Southfield | 129 |
| 8. | Warren | 125 |
| **9.** | **Sterling Heights** | **120** |
| 10. | Troy | 74 |

# Comparable City Benchmarks

## *City Expenditures (continued)*

**Refuse Expenditures Per Resident**

| | | |
|---|---|---|
| 1. | Ann Arbor | $131 |
| 2. | Livonia | 117 |
| 3. | Grand Rapids | 63 |
| 4. | Troy | 62 |
| 5. | Warren | 60 |
| 6. | Lansing | 59 |
| 7. | Dearborn | 58 |
| 8. | Farmington Hills | 48 |
| 9. | Southfield | 36 |
| **10.** | **Sterling Heights** | **34** |

**Library Expenditures Per Resident**

| | | |
|---|---|---|
| 1. | Southfield | $66 |
| 2. | Dearborn | 53 |
| 3. | Grand Rapids | 46 |
| 4. | Troy | 37 |
| 5. | Livonia | 35 |
| 6. | Warren | 30 |
| **7.** | **Sterling Heights** | **20** |
| 8. | Ann Arbor* | 0 |
| 9. | Farmington Hills* | 0 |
| 10. | Lansing* | 0 |

**District Library*

**Parks & Recreation Expenditures Per Resident**

| | | |
|---|---|---|
| 1. | Dearborn | $153 |
| 2. | Troy | 127 |
| 3. | Ann Arbor | 116 |
| 4. | Farmington Hills | 106 |
| 5. | Southfield | 85 |
| 6. | Livonia | 81 |
| 7. | Lansing | 72 |
| 8. | Grand Rapids | 64 |
| 9. | Warren | 53 |
| **10.** | **Sterling Heights** | **20** |

**2018 Revenues Over (Under) Expenditures Per Resident**

| | | |
|---|---|---|
| 1. | Southfield | $449 |
| 2. | Grand Rapids | 198 |
| 3. | Farmington Hills | 156 |
| 4. | Warren | 148 |
| 5. | Ann Arbor | 129 |
| **6.** | **Sterling Heights** | **123** |
| 7. | Lansing | 105 |
| 8. | Livonia | 75 |
| 9. | Troy | (12) |
| 10. | Dearborn | (199) |

# Comparable City Benchmarks

## *Financial Benchmarks*

**2018 State Equalized Value (Billions)**

| | | |
|---|---|---|
| 1. | Ann Arbor | $8.2 |
| 2. | Grand Rapids | 6.6 |
| 3. | Troy | 6.5 |
| **4.** | **Sterling Heights** | **5.9** |
| 5. | Livonia | 5.3 |
| 6. | Warren | 4.5 |
| 7. | Farmington Hills | 4.4 |
| 8. | Dearborn | 4.2 |
| 9. | Southfield | 3.4 |
| 10. | Lansing | 2.6 |

**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. | Southfield | $485 |
| 2. | Farmington Hills | 428 |
| 3. | Warren | 360 |
| 4. | Troy | 309 |
| 5. | Grand Rapids | 279 |
| 6. | Dearborn | 208 |
| **7.** | **Sterling Heights** | **186** |
| 8. | Ann Arbor | 166 |
| 9. | Lansing | 151 |
| 10. | Livonia | 132 |

**2018 Fiscal Health Scores**
**0 = Best; 10 = Worst**

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

# Comparable City Benchmarks

## *City Pension Plans*

### Annual Required Contribution Per Resident

| | | |
|---|---|---|
| 1. | Warren | $218 |
| 2. | Lansing | 206 |
| 3. | Dearborn | 190 |
| 4. | Southfield | 144 |
| 5. | Ann Arbor | 118 |
| 6. | Grand Rapids | 102 |
| **7.** | **Sterling Heights** | **89** |
| 8. | Farmington Hills | 72 |
| 9. | Livonia | 6 |
| 10. | Troy | 0 |

### Police & Fire Plan Percent Funded (GASB Valuation)

| | | |
|---|---|---|
| 1. | Troy* | 121.9 |
| 2. | Livonia* | 90.3 |
| 3. | Ann Arbor* | 85.9 |
| 4. | Grand Rapids | 83.6 |
| 5. | Farmington Hills* | 83.0 |
| 6. | Dearborn | 82.5 |
| 7. | Southfield | 75.0 |
| 8. | Warren | 75.0 |
| 9. | Lansing | 69.3 |
| **10.** | **Sterling Heights** | **62.9** |

**Includes general employees*

### General Employees Plan Percent Funded (GASB Valuation)

| | | |
|---|---|---|
| 1. | Troy* | 121.9 |
| 2. | Livonia* | 90.3 |
| 3. | Ann Arbor* | 85.9 |
| 4. | Farmington Hills* | 83.0 |
| 5. | Dearborn | 79.4 |
| 6. | Grand Rapids | 79.1 |
| **7.** | **Sterling Heights** | **77.3** |
| 8. | Warren | 74.1 |
| 9. | Southfield | 74.0 |
| 10. | Lansing | 58.6 |

**Includes police & fire employees*

### Unfunded Pension Liability Per Resident

| | | |
|---|---|---|
| 1. | Lansing | $2,538 |
| 2. | Southfield | 1,493 |
| 3. | Dearborn | 1,305 |
| **4.** | **Sterling Heights** | **1,189** |
| 5. | Warren | 1,102 |
| 6. | Grand Rapids | 1,017 |
| 7. | Ann Arbor | 723 |
| 8. | Farmington Hills | 516 |
| 9. | Livonia | 235 |
| 10. | Troy | (311) |

# Comparable City Benchmarks

## *Retiree Health Benefit Plans*

**Annual Required Contribution Per Resident**

| | | |
|---|---|---|
| 1. | Southfield | $249 |
| 2. | Lansing | 235 |
| 3. | Warren | 190 |
| 4. | Dearborn | 177 |
| 5. | Ann Arbor | 85 |
| **6.** | **Sterling Heights** | **82** |
| 7. | Grand Rapids | 66 |
| 8. | Troy | 57 |
| 9. | Livonia | 41 |
| 10. | Farmington Hills | 10 |

**Retiree Health Plan Percent Funded**

| | | |
|---|---|---|
| 1. | Farmington Hills | 102.0 |
| 2. | Ann Arbor | 65.7 |
| 3. | Troy | 59.5 |
| **4.** | **Sterling Heights** | **55.1** |
| 5. | Grand Rapids | 39.7 |
| 6. | Livonia | 36.7 |
| 7. | Warren | 30.9 |
| 8. | Dearborn | 28.5 |
| 9. | Southfield | 20.0 |
| 10. | Lansing | 19.6 |

**Unfunded Health Liability Per Resident**

| | | |
|---|---|---|
| 1. | Southfield | $4,018 |
| 2. | Lansing | 3,526 |
| 3. | Livonia | 1,882 |
| 4. | Dearborn | 1,863 |
| 5. | Warren | 1,698 |
| 6. | Ann Arbor | 786 |
| **7.** | **Sterling Heights** | **704** |
| 8. | Troy | 700 |
| 9. | Grand Rapids | 590 |
| 10. | Farmington Hills | (79) |

**Retirement Health Benefit Recipients Per 1,000 Residents**

| | | |
|---|---|---|
| 1. | Lansing | 13.1 |
| 2. | Dearborn | 9.7 |
| 3. | Ann Arbor | 9.2 |
| 4. | Warren | 8.5 |
| 5. | Southfield | 8.1 |
| 6. | Livonia | 6.9 |
| **7.** | **Sterling Heights** | **4.7** |
| 8. | Troy | 4.2 |
| 9. | Grand Rapids | 3.6 |
| 10. | Farmington Hills | 2.1 |

# Comparable City Benchmarks

## *Miscellaneous Benchmarks*

**Full-Time Employees Per 1,000 Residents**

| | | |
|---|---|---|
| 1. | Grand Rapids | 8.3 |
| 2. | Dearborn | 7.9 |
| 3. | Lansing | 7.7 |
| 4. | Southfield | 7.7 |
| 5. | Ann Arbor | 6.7 |
| 6. | Livonia | 6.1 |
| 7. | Warren | 5.3 |
| 8. | Farmington Hills | 4.5 |
| 9. | Troy | 4.4 |
| **10.** | **Sterling Heights** | **3.8** |

**Government Debt Per Resident**

| | | |
|---|---|---|
| 1. | Ann Arbor | $2,675 |
| 2. | Dearborn | 2,346 |
| 3. | Lansing | 1,663 |
| 4. | Warren | 1,088 |
| 5. | Southfield | 963 |
| **6.** | **Sterling Heights** | **718** |
| 7. | Farmington Hills | 647 |
| 8. | Livonia | 549 |
| 9. | Grand Rapids | 490 |
| 10. | Troy | 294 |

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

| | | |
|---|---|---|
| 1. | Lansing | $441 |
| 2. | Warren | 408 |
| 3. | Southfield | 393 |
| 4. | Dearborn | 367 |
| 5. | Ann Arbor | 203 |
| **6.** | **Sterling Heights** | **171** |
| 7. | Grand Rapids | 168 |
| 8. | Farmington Hills | 82 |
| 9. | Troy | 57 |
| 10. | Livonia | 47 |

**Average Residential Monthly Water & Sewer Bill**

| | | |
|---|---|---|
| 1. | Lansing | $104 |
| 2. | Southfield | 92 |
| 3. | Ann Arbor | 72 |
| 4. | Dearborn | 69 |
| 5. | Grand Rapids | 69 |
| 6. | Warren | 66 |
| 7. | Livonia | 62 |
| **8.** | **Sterling Heights** | **61** |
| 9. | Farmington Hills | 60 |
| 10. | Troy | 55 |

# 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

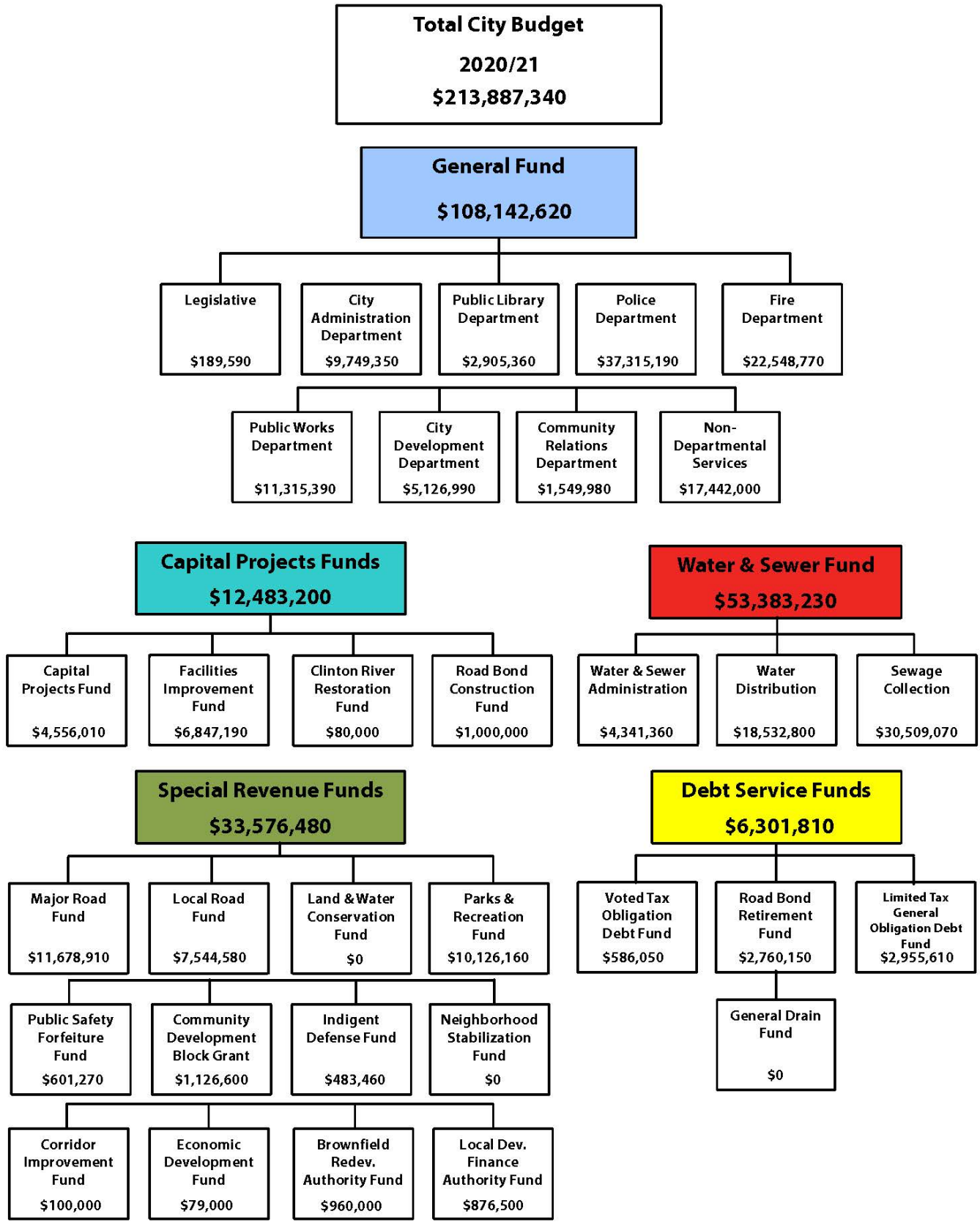



Chart figures correspond to budget tabs and include all transfers.

**July 1, 2020**

**Honorable Mayor and**
**Members of the City Council**

## INTRODUCTION

The annual budget continues to be integral to the City's ability to remain financially strong and resilient, regardless of economic times. Although the process is not always smooth or easy, the commitment of City Administration and 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 high 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. Never has this been more important than in these uncertain and unprecedented times. It is in this spirit that City Administration submits the proposed fiscal year 2020/21 Annual Budget.




The proposed budget provides funding for the highest priority needs only. In fact, millions of dollars were eliminated from departmental requests in order to align revenues with expenditures. This was especially important knowing there will be a significant reduction in State Shared Revenue, Building Permit Revenue, Investment Income and Court Revenue. The reductions are due entirely to the national and state-wide financial crisis emanating from the COVID-19 emergency. The best projection at this time is that City revenues in the aforementioned areas will decline by over $4 million.

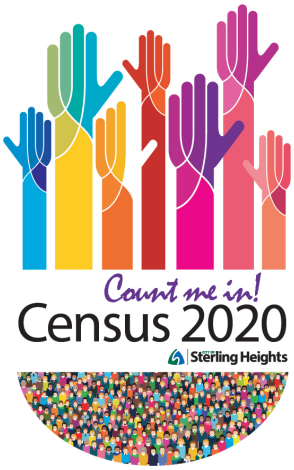
In addition to reducing expenditures, the proposed budget includes a use of fund balance equating to approximately $2.6 million. As a percent of General Fund Expenditures, fund balance will be reduced from approximately 25% to 23%. While additional use of fund balance may be required in the next year or two, there is a need to preserve the City's fund balance which reached a low of 6% in the Great Recession and has been built back up to 25% over the past 10 years. Continuing austere budgeting, with measured use of fund balance will best position the City for any additional emergency expenditures and revenue reductions related to the COVID-19 crisis.

## YEAR IN REVIEW AND PREVIEW




While so much has changed in the last 60 days, the last year was very busy and productive. Road construction continued to be a major focus for the City with improvements to major roads, including 18 Mile, 19 Mile, Schoenherr and Utica, to name just a few. Mound Road is also getting closer to construction, which is expected to begin in the summer of 2021. Even though the State has not come up with a road funding solution, Sterling Heights continues to meet this daunting challenge by leveraging Federal, State, County and local resources wherever possible. Of course with declining gas tax revenue due to the Stay at Home Orders, obtaining any additional outside funding for roads will be

difficult to say the least. In fact, some major road projects scheduled for future years may need to be delayed depending on the scope of State funding reductions.




Notwithstanding the challenges regarding funding for major roads from the State, it is important to acknowledge the positive impact 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 almost 300 local streets situated throughout Sterling Heights in the past seven years. Thankfully the Safe Streets Millage was approved last year, which will continue local road improvements for the next 10 years.

The City is nearing the end of a massive investment in quality of life services with numerous parks and recreation improvements across the City, not the least of which included the highly successful grand opening of the City's new state of the art community center. Thousands attended the grand opening, and the excitement over new amenities like the ice rink, skate park, Clinton River landings and launches, along with the opening of the City's first dog park, is proving to be transformational. We expect this excitement to return with social distancing in mind once the Covid-19 related closures re-open. Consistent with the City's 2030 Plan, these improvements position the City for continued growth and future prosperity.

In addition to infrastructure and quality of life investments, the City has been focused on improving aging facilities. The new Public Works facility broke ground in 2019, along with the much anticipated renovation of the City Center campus facilities. The renovated 41A District Court, Library, Police Station and City Hall will be more welcoming to the general public, and include improved customer service amenities.

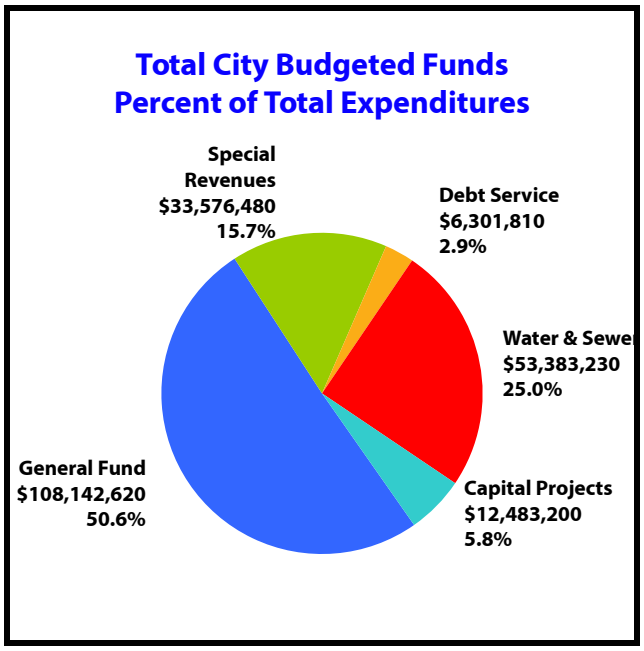
The aforementioned improvements and continued growth have created enthusiasm and excitement, resulting in steady population growth, which will soon be measured by the updated census results. The Southeast Michigan Council of Governments (SEMCOG) is projecting Sterling Heights will become the 3rd largest City in the State of Michigan. The 2020 U.S. Decennial Census is underway and the City has developed a comprehensive messaging campaign to ensure all residents are counted. Millions of dollars are at stake from Federal and State funding, determined in some way by per capita formulas.

SUSTAINABLE
CITY OF Sterling Heights

With new investments in community assets and infrastructure improvements, it is vitally important the City begins focusing on protecting these assets and others through sustainability initiatives. With this in mind, the City's Sustainability Plan was formulated this year, along with the creation of the City's first ever Sustainability Commission. The Sustainability Commission will be charged with further development and implementation of the plan in collaboration with City Administration and City Council. While the plan is multi-faceted, some of the noteworthy components include implementation of the City's Non-Motorized Transportation Plan, the Reforestation Plan, eco-friendly development, and promotion of greater energy efficiencies. The Sustainability Plan is not only exciting, it is a necessity to ensure that future generations can enjoy all this great City has to offer.

Sterling Heights has continued to experience significant economic growth with major manufacturing, commercial and residential development. Once again, property values ranked among the highest in the State. Unlike the Great Recession where home values dropped dramatically in 2009, most COVID-19 financial modeling is signaling that property values will remain strong with modest increases projected. The most significant news regarding one of the City's largest retail properties was the sale of Lakeside Mall to Out of Box Ventures, who shares the City's long-term vision of the mall set forth in the Lakeside Master Plan. City officials have been collaborating with the new owners regularly to best position the Lakeside area for continued long-term success. We fully expect the next few years to be a defining period for Lakeside Mall's future.

## PROPOSED BUDGET OVERVIEW




**Total City Expenditures of $213,887,340 (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 illustrates. The largest is the General Fund, which provides $108.1 million in funding toward 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 $53.4 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.

The Special Revenue Funds, which include Major and Local Road Funds, the Parks and Recreation Fund and the Capital Project Funds account for the majority of the remainder of the Total Funds Budget.

As pictured in the graph to the left, the 2020/21 Budget for all City Funds totals $213.9 million - a decrease of $55.5 million or 20.6% from the prior year. The changes by fund can be broken down as follows:

| | Dollar Change | Percentage Change |
|---|---|---|
| General Fund | $2,630,190 | 2.5% |
| Major Roads | (10,104,360) | -46.4% |
| Local Roads | (1,960,040) | -20.6% |
| Parks & Rec. | (9,962,740) | -49.6% |
| Capital Projects | (28,520,880) | -86.2% |
| Facilities Imp. | (4,243,950) | -38.3% |
| Road Bond Const. | (2,303,290) | -69.7% |
| Water & Sewer | (555,940) | -1.0% |
| Other Funds | (511,320) | -4.6% |
| **Total** | **($55,532,330)** | **-20.6%** |

***General Fund*** expenditures increased $2.6 million or 2.5%. Personnel costs increased $4.2 million due to contractual salary adjustments, increases to required pension contributions and an average health insurance rate increase of 8.5%. These cost increases were partially offset by a reduced actuarially recommended contribution to the Retiree Medical Plan (OPEB). Lower long-term debt payments due to the payoff of the City Center bonds in the prior year also offset the total General Fund increase.

Proposed expenditures in the ***Major Road Fund*** decreased $10.1 million or 46.4%. Several road projects from 2019 carried over into the 2020 budget

year, which increased the 2020 construction budget. The proposed budget includes funding for new major road projects totaling $6.1 million.

***Local Road Fund*** expenditures decreased $2.0 million or 20.6% . Construction expenditures were higher in the prior year due to the carry forward of the Gardner Street East paving program and the additional asphalt program for Fortner and Sterritt Drives.

The ***Parks & Recreation Fund*** expenditures decreased $10.0 million or 49.6%. Construction expenses decreased significantly in the current year due to the near completion of the Community Center and other amenities approved as part of the *Re*creating Recreation millage. Personnel and other operating costs increased by $415,000 to fully staff and program the new center.

The proposed budget for the ***Capital Projects Fund*** decreased by $28.5 million or 86.2% due to the construction of the $24 million Public Works Building that was budgeted in the prior year. Capital Equipment costs are also lower primarily due to the grant-funded video conferencing system and the purchase of an integrated financial system in the prior year.

The third year of costs in the ***Facilities Improvement Fund*** are lower than the prior year by $4.2 million or 38.3% . This three-year project totals $20 million and includes renovations at the 41A District Court, the Police Department, the Public Library and City Hall. Renovations are scheduled to be complete in December 2020.

The total reconstruction of Mound Road is scheduled to begin in the summer of 2021. The total project cost of $216 million will be funded through a federal grant, as well as cost sharing by Macomb County and the cities of Warren and Sterling Heights. The Sterling Heights share of $29 million will be financed through a road bond to be issued in two parts with the first bonds being issued in the fall of 2020. Estimated expenses to be incurred in the current budget total $1 million for pre-construction and preliminary engineering. This represents a decrease of $2.3 million compared to last year's construction expenditures in the ***Road Bond Construction Fund***.

The cost to operate the ***Water & Sewer Fund*** decreased $0.6 million or 1.0%. Costs passed on from the Great Lakes Water Authority and Macomb County Public Works are increasing, however the system is experiencing an overall reduction in usage.

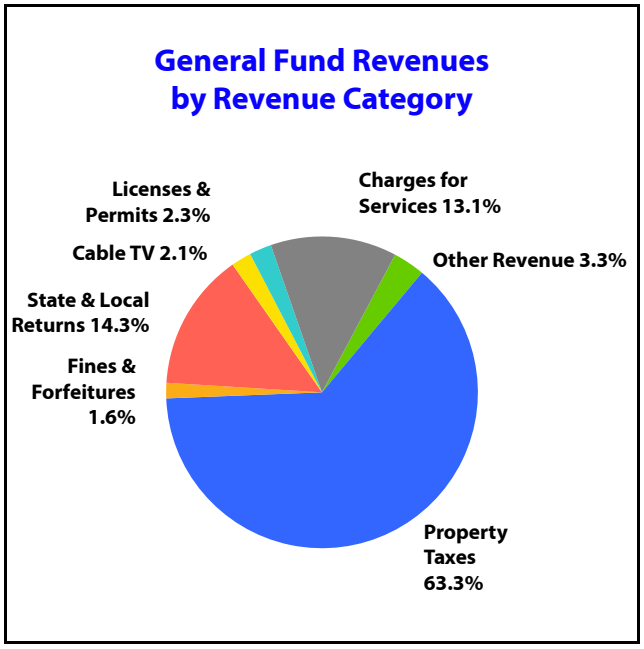
## GENERAL FUND

The General Fund expenditures of $108.1 million exceed General Fund revenues of $105.5 million in the proposed budget by $2,640,000. Due to the COVID-19 pandemic, a decline in revenue totaling nearly $4 million is expected in State Shared Revenue , Interest Income, Building Permit Revenue and Court Fines. In addition to reducing expenditures, the proposed budget includes a use of fund balance equating to the shortfall noted above. The City has worked diligently in the years since the Great Recession to build up General Fund balance to the current level of 25% of expenditures. This proposed Use of Fund Balance will reduce that level slightly to 23%. Strategic use of fund balance over the next few years, while continuing to budget for critical needs, will ensure the City's continued strong financial position during this unprecedented crisis.

### Revenues by Category

General Fund revenues are budgeted at $105.5 million, which is a decrease of $0.8 million compared to the prior year.

CITY OF Sterling Heights
InnovatingLiving




**Total General Fund Revenue of $105,502,720**

The General Fund derives its revenue from a variety of sources as the graph above illustrates.

The largest source is from property taxes. The City's tax rate of 16.2069 mills will provide $66.7 million or 63.3% of the total General Fund budget. Taxes are levied for General Operations, Safe Streets, *Re*creating Recreation, and Refuse Collection.

The City's total millage rate of 16.2069 mills is broken down in the chart to the right. There is no increase over the prior year's total City millage.

The increase in the Police & Fire millage is due to a higher required contribution to the pension fund than in the prior year. The required contribution increased $2.1 million due to a reduction in the assumed rate of return and unfavorable actuarial experience. This increase was offset by other millage decreases, including City Operating, resulting in no increase to the total millage rate.

| CITY MILLAGE RATES | 2019/20 Actual | 2020/21 Proposed | Increase/ (Decrease) |
|---|---|---|---|
| City Operating | 9.4940 | 9.3106 | -0.1834 |
| Safe Streets | 2.4505 | 2.4343 | -0.0162 |
| *Re*creating Recreation | 0.9506 | 0.9443 | -0.0063 |
| Refuse Collection | 1.0038 | 0.9639 | -0.0399 |
| Police & Fire Retirement | 2.1984 | 2.4441 | 0.2457 |
| Fire Station Improve. | 0.1096 | 0.1097 | 0.0001 |
| **Total City Millage** | **16.2069** | **16.2069** | **0.0000** |

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 2019 tax year, the City's tax rate was 6.3 mills lower than the average tax rate of all Macomb County cities.

The City's total taxable value in 2020 increased by 4.0%. Although Proposal A allowed only a 1.9% inflationary adjustment, due to increased investment in our community, Real Property taxable value increased 4.7%. However, this was offset by a 5.5% 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 nearly 14% below 2008 values. As a result, the City has now lost $139.7 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 previously noted, 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 left side of this page.

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

- An estimated 25% decrease in State Revenue Sharing totaling nearly $3 million. Reductions in sales tax collection due to the COVID-19 crisis are expected to reduce the amount the State distributes to municipalities. Even prior to the current crisis, the State was still not be fully funding statutory revenue payments, which costs Sterling Heights nearly $5.6 million annually and has reduced revenue sharing to the City in the cumulative amount of $63 million since 2003
- An expected reduction of $600,000 in court fines due to court closures related to the COVID-19 crisis and an additional $140,000 reduction in probation oversight fees due to the temporary closing of courtrooms as a result of renovations and the moving of probation cases for Shelby Township back to the Shelby Court
- An expected reduction of $240,000 in Building Permit fees due to reduced construction activity resulting from the COVID-19 crisis
- A decrease in Interest on Investments due to declining interest rates stemming from the COVID-19 crisis
- A decrease of $560,000 in Federal Grant Revenue due to the end of the SAFER Grant, which funded 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 $100,000 in revenue from cable television fees due to a continuing downward trend in cable television subscriptions
- An increase of $300,000 in ALS Transport revenue, which began in November 2017, due to a higher number of runs and a higher collection rate than originally estimated

## Expenditures by Category

The $108.1 million General Fund budget represents a $2,630,000 or 2.5% increase compared to the prior year. The General Fund is comprised of four separate categories as the graph on the following page illustrates. The largest category is Personnel Services, which is made up of wages and fringe benefit costs and comprises 73.0% 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 14.5% 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 10.0% of the General Fund budget.

The total $2,630,190 increase in General Fund expenditures can be explained by the following illustration showing where the expenditure changes have occurred:

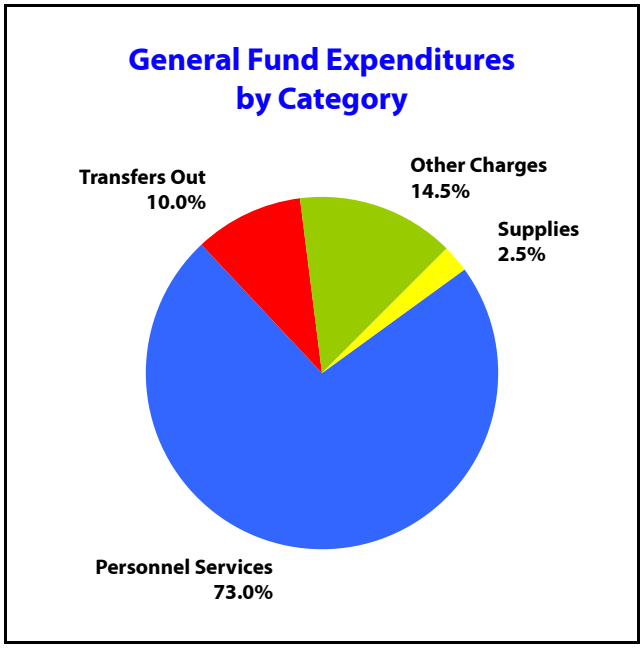
| | Dollar Change | Percentage Change |
|---|---|---|
| Personnel Services | $4,216,060 | 5.6% |
| Supplies | 16,820 | 0.6% |
| Other Charges | (117,720) | -0.8% |
| Transfers Out | (1,484,970) | -12.0% |
| **Total** | **$2,630,190** | **2.5%** |

***Personnel Services*** increased by $4,216,060 or 5.6%. Wages for full-time employees increased $1,658,680 or 5.0% 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. **There is no increase to full-time staffing in the General Fund or city-wide.**

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 $2,355,910 or 24.0% next year. $2.2 million of the increase is related to the Police & Fire pension, which is funded through a dedicated millage, however for the proposed budget, the increase in the Police & Fire pension millage was offset by a decrease to the General Operating millage, therefore there is no increase to the total city millage rate.

Total active employee health insurance costs increased by $377,760 or 7.3% due to an average increase of 8.5% in the 2020 illustrated rates for the Simply Blue plan. The increase is slightly offset by an

employee cost share of 0% - 10%, varying by union contract.




**Total General Fund Budget of $108,142,620**

The budget (across all funds) includes funding for 486 full-time positions. There is no increase from last year.

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 25%. 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 34% reduction in other City departments.

The budget reflects a net increase of five part-time positions. Three Seasonal Laborers have been added in the Streets Division, however their cost is offset by savings in contract labor. One Court Security Guard and a part-time Recreation Specialist were added in place of full-time positions.

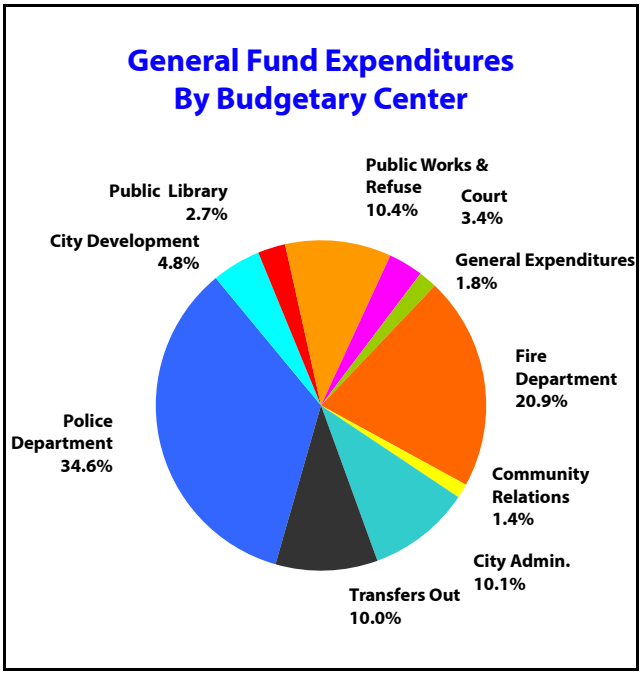
***Supplies*** increased $16,820 or 0.6% due to the funding of return postage on absentee ballots.

***Other Charges*** decreased $117,720 or 0.8%, primarily due to a one-time reduction in liability insurance costs, partially offset by increases in Street Lighting and Refuse costs.

***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 $1,484,970 or 12.0%. The transfer for Debt Service decreased by $477,000 due to the elimination of the debt payment on the City Center Commons, which was paid off in the prior year. The transfer to the Capital Projects Fund was also lower than the prior year by $798,000 due to use of fund balance, and there is no transfer to the Corridor Improvement Authority District in the proposed budget.

## Expenditures by Budgetary Center




**Total General Fund Budget of $108,142,620**

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 66% 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 $33.6 million for major and local road maintenance and construction, parks and recreation, public safety drug forfeiture purchases, the Local Development Finance Authority, the Brownfield Redevelopment Authority, the Corridor Improvement Authority, and for the federally subsidized Community Development Block Grant and the State subsidized Indigent Defense Fund.

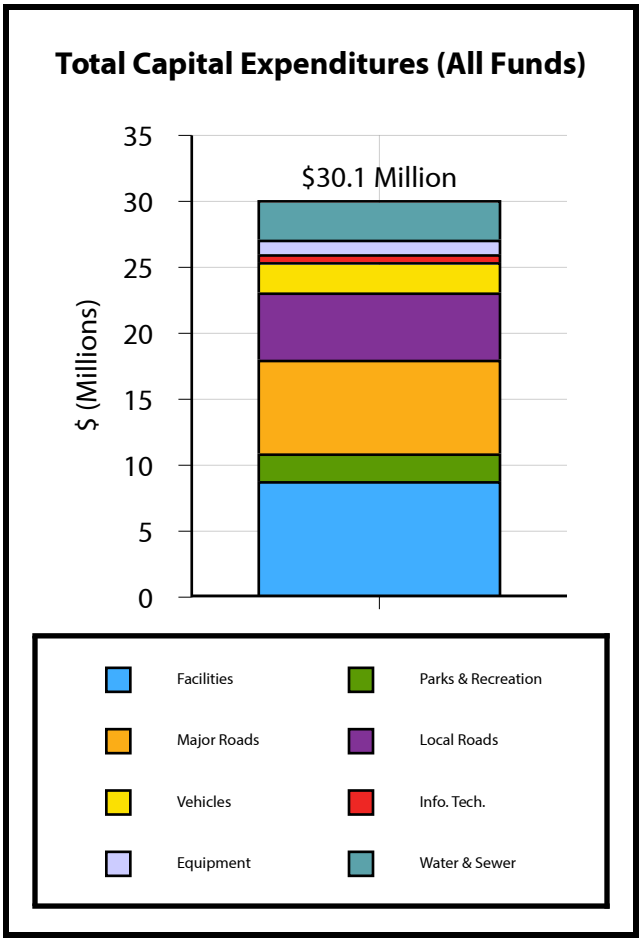
Several notable items in the Special Revenue Funds Budget include:

- CDBG funding to replace the generator at Schoenherr Towers, to replace the concrete on Sanford 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 Adaptive Recreation program
- Funding for continued operation of the business incubator, including the replacement of the flooring at the Velocity Center
- The creation of a development plan for the North Van Dyke District
- Increased investment for indigent defense counsel funded through a grant from the State of Michigan
- The final construction and continued operation of Parks and Recreation improvements funded through the *Re*creating Recreation millage
- 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:

- Reconstruction of 19 Mile from Schoenherr to Clinton River Road
- Resurfacing of Saal Road from Clinton River Road to 19 Mile
- Concrete Replacement on Pond View Drive from 18 Mile to 19 Mile Road
- Street Lighting on 18 Mile Road
- Resurfacing of Metro Parkway from Dequindre to Ryan Road
- The groundbreaking on the total reconstruction of Mound Road

In addition, over $5 million will be invested into neighborhood roads, including both sectional repairs and full reconstruction of over 25 local streets. ***Please see the Capital Projects section of this document for a complete list of every Major and Local Road project planned for 2020/21.***




***The Capital Project Funds*** total $12.5 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 $6,847,190 (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 renovations are anticipated to be complete in December 2020.

Other notable capital projects include:

- $1.5 million for replacement vehicles, including ten Police vehicles, a new Fire Pumper, a Tandem-Axle Dump Truck with plow and ten other older and high mileage vehicles throughout the organization
- $506,000 for replacement equipment including the Watch Guard and radar systems for police vehicles, Self-contained Breathing Apparatus air packs and bottles for the Fire department, and an Avant 635 Loader for Parks & Recreation
- $577,000 for technology upgrades including an upgrade to the server for the financial system, replacement computers and modems for police cars, and replacement personal computers
- The replacement of the exterior of City Hall, the completion of upgrades to the City Hall entrances, the second phase of the replacement of the Senior Center roofing system, the refurbishment of the police department lockers and the repair of the fire training tower

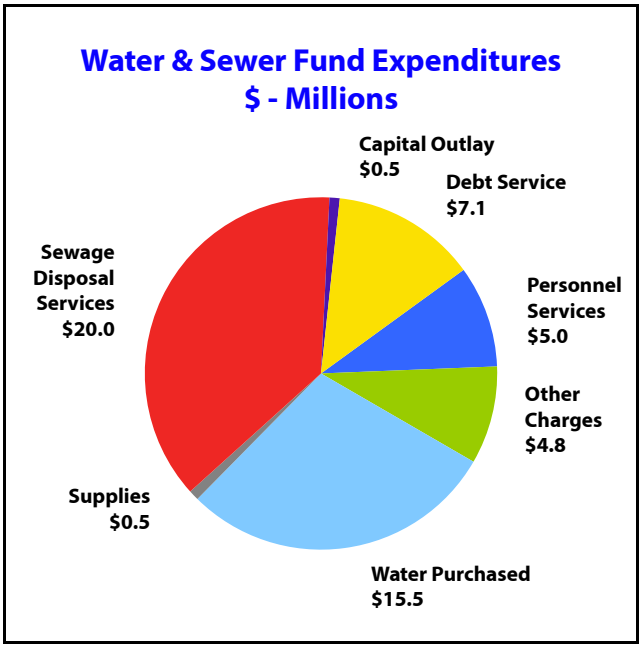
Finally, the ***Debt Service Funds*** total $6.3 million and provide funding for the debt payments on road construction projects, capital improvements, and the debt resulting from the voter approved Proposal F. Total debt service decreased $0.6 million or 8.1% over last year primarily due to the elimination of the debt payment on the City Center Commons, which was paid off in the prior year.

## WATER & SEWER FUND

The Water & Sewer Fund is a 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.

Effective October 1, 2020, the GLWA water rates will increase, as a 3.0% rate adjustment will be passed on by the GLWA to all customers. In addition, Macomb County sewer charges and debt service costs are increasing 4.8%. Debt Service increased $1,467,060 or 26.0% due to the City's share of new debt issued by the OMID for sewer line rehabilitation.




**Total Water & Sewer Fund Budget of $53,383,230**

Due to the increased costs and decline in usage, the City of Sterling Heights must pass on a net 5.2% increase to all water and sewer customers. Although rates are increasing, the monthly bill for the average customer has actually decreased over the last decade.

Total water usage throughout the City has decreased nearly 20% during the past ten years. Due to the primarily fixed rate structure, rates increase when usage goes down, however as the average residential user is now using less water, the rate increase is offset by lower usage. The average residential user now uses 9,000 cubic feet of water annually as opposed to the previous average of 12,000 cubic feet. As such, the average residential customer will pay approximately $64, a decrease of about $16 per month.

The City continues to control its discretionary costs within this fund. Personnel costs increased by only $130,180 or 2.6%, due to contractual wage adjustments and health insurance rate increases.

Supplies increased $59,420 or 14.6% due to an increase in replacement parts for water meters and higher fuel costs. Other Charges decreased $2,042,100 due to lower grant funded contracted services due to the completion of the SAW grant.

**Average Macomb County Residential Monthly Water & Sewer Bill**

| | | |
|---|---|---|
| 1. | Fraser | $138 |
| 2. | Eastpointe | 119 |
| 3. | Utica | 98 |
| 4. | St. Clair Shores | 91 |
| 5. | Clinton Township | 87 |
| 6. | Mount Clemens | 80 |
| 7. | Shelby Township | 79 |
| 8. | Macomb Township | 74 |
| 9. | Roseville | 69 |
| 10. | Centerline | 68 |
| 11. | Warren | 66 |
| **12.** | **Sterling Heights** | **61** |

Rates are current, using 9,000 cf.

Capital Outlay includes the purchase of a flat bed dump truck, a tandem axle dump truck, the replacement of two cement mixers and repairs to lift station pumps. A $3 million capital bond will be issued to finance the water main replacement under 19 Mile Road and the most critical sewer pipeline rehabilitation as identified through the televising financed through the SAW grant.

The City of Sterling Heights strives to create a rate structure that offers quality service at a good value for its customers. The chart to the left compares the average monthly water & sewer bill for Sterling Heights to our surrounding communities for the 2019/20 (current) fiscal year. We continue to have the lowest rates in Macomb County.

## CONCLUSION

While the next year is likely to be filled with many unknowns, Sterling Heights is well positioned financially. The proposed budget helps to sustain the City's financial future by funding only the most critical operational and capital needs.

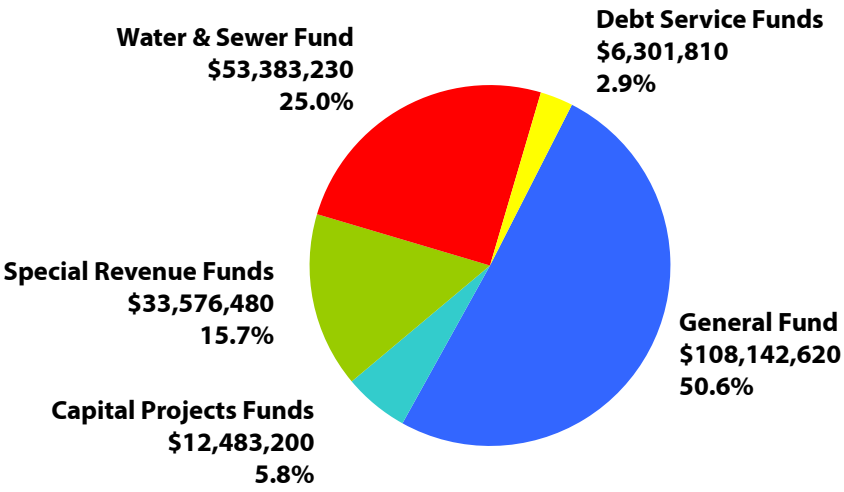
In closing, I would like to acknowledge the efforts of the Finance & Budget staff: Jennifer Varney, Janice Schoenrath, and Christine Prince for their hard work and effort during the budget process. The City's solid financial position is due in large part to their hard work and dedication. The City's department directors and managers are also commended for their professionalism 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 of Sterling Heights will persevere during a truly historic period of time.

Respectfully submitted,



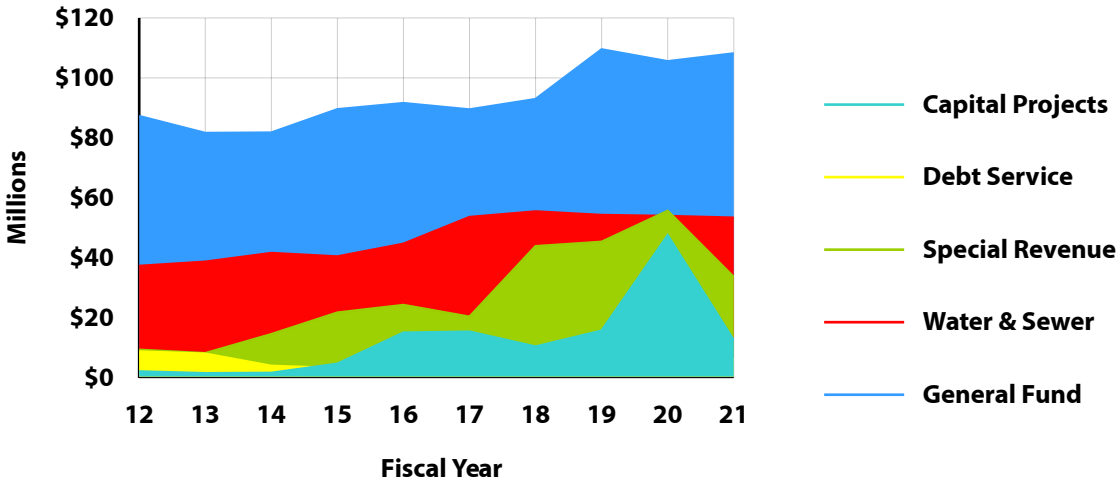
**Mark D. Vanderpool**
**City Manager**

# Total City Budgeted Funds
# Percent of Total Expenditures




**Total City Expenditures of $213,887,340**
**(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.**

# 2020/21 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 | $66,734,770 | $0 | $8,067,800 | $515,640 | $0 | **$75,318,210** |
| Water & Sewer Service | 0 | 50,742,600 | 0 | 0 | 0 | **50,742,600** |
| Charges for Services | 13,818,090 | 2,206,480 | 809,600 | 0 | 0 | **16,834,170** |
| Proceeds - Long-Term Debt | 0 | 0 | 0 | 0 | 14,500,000 | **14,500,000** |
| Interfund Transfers In | 0 | 0 | 3,736,350 | 5,715,760 | 4,161,010 | **13,613,120** |
| Highway & Street Grants | 0 | 0 | 12,939,340 | 0 | 0 | **12,939,340** |
| State Revenue Sharing | 9,688,150 | 0 | 0 | 0 | 0 | **9,688,150** |
| Personal Property Tax Reimb. | 4,825,000 | 0 | 530,000 | 36,280 | 0 | **5,391,280** |
| Miscellaneous Revenue | 2,849,080 | 139,300 | 539,440 | 136,180 | 1,182,040 | **4,846,040** |
| Federal, State & Local Grants | 599,530 | 0 | 2,454,060 | 24,650 | 0 | **3,078,240** |
| TIF/LDFA-SmartZone Capture | 0 | 0 | 2,496,100 | 0 | 0 | **2,496,100** |
| Licenses & Permits | 2,447,600 | 0 | 0 | 0 | 0 | **2,447,600** |
| Cable Revenue | 2,200,000 | 0 | 0 | 0 | 0 | **2,200,000** |
| Interest on Investments | 600,000 | 315,000 | 191,050 | 11,500 | 650,000 | **1,767,550** |
| Fines & Forfeitures | 1,740,500 | 0 | 0 | 0 | 0 | **1,740,500** |
| **Total Revenues** | **105,502,720** | **53,403,380** | **31,763,740** | **6,440,010** | **20,493,050** | **217,602,900** |
| **EXPENDITURES BY OBJECT** | | | | | | |
| Personnel Services | 78,983,910 | 5,047,570 | 2,856,820 | 0 | 0 | **86,888,300** |
| Other Charges | 11,117,130 | 37,994,330 | 5,498,320 | 4,650 | 50,000 | **54,664,430** |
| Capital Improvement Projects | 0 | 0 | 13,730,000 | 0 | 9,585,240 | **23,315,240** |
| Interfund Transfers Out | 10,852,970 | 0 | 2,760,150 | 0 | 0 | **13,613,120** |
| Principal Payments | 0 | 4,584,690 | 1,530,000 | 4,005,000 | 0 | **10,119,690** |
| Interest Payments | 0 | 2,517,340 | 1,468,590 | 2,292,160 | 0 | **6,278,090** |
| Other Services | 0 | 0 | 4,987,000 | 0 | 0 | **4,987,000** |
| Refuse Collection | 4,350,000 | 0 | 0 | 0 | 0 | **4,350,000** |
| Supplies | 2,733,510 | 465,120 | 226,930 | 0 | 0 | **3,425,560** |
| Interfund Services | 105,100 | 2,261,680 | 103,060 | 0 | 0 | **2,469,840** |
| Capital Vehicles | 0 | 440,000 | 292,500 | 0 | 1,529,000 | **2,261,500** |
| Capital Equipment | 0 | 72,500 | 123,110 | 0 | 1,318,960 | **1,514,570** |
| **Total Expenditures** | **108,142,620** | **53,383,230** | **33,576,480** | **6,301,810** | **12,483,200** | **213,887,340** |
| **Excess of Revenues Over (Under) Expenditures** | (2,639,900) | * | (1,812,740) | 138,200 | 8,009,850 | **3,695,410** |
| **Beginning Fund Balance** | 27,650,670 | * | 5,625,720 | 541,270 | 9,876,190 | **43,693,850** |
| **Ending Fund Balance** | **$25,010,770** | * | **$ 3,812,980** | **$ 679,470** | **$17,886,040** | **$47,389,260** |

**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

| | 2018/19 Actual | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|
| **REVENUES BY SOURCE** | | | |
| City Property Taxes | $72,759,330 | $72,128,620 | **$75,318,210** |
| Water & Sewer Service | 47,057,790 | 47,561,420 | **50,742,600** |
| Charges for Services | 17,038,270 | 17,190,830 | **16,834,170** |
| Proceeds - Long-Term Debt | 0 | 24,809,100 | **14,500,000** |
| Interfund Transfers In | 23,133,990 | 14,824,650 | **13,613,120** |
| Highway & Street Grants | 11,838,690 | 12,625,460 | **12,939,340** |
| State Revenue Sharing | 12,149,050 | 11,750,000 | **9,688,150** |
| Personal Property Tax Reimbursement | 7,629,010 | 5,001,770 | **5,391,280** |
| Miscellaneous Revenue | 5,661,740 | 4,086,800 | **4,846,040** |
| Federal, State & Local Grants | 6,427,100 | 5,713,830 | **3,078,240** |
| TIF/LDFA - SmartZone Capture | 1,368,610 | 1,730,620 | **2,496,100** |
| Licenses & Permits | 2,629,070 | 2,486,000 | **2,447,600** |
| Cable Revenue | 2,329,620 | 2,230,000 | **2,200,000** |
| Interest on Investments | 2,970,170 | 2,309,100 | **1,767,550** |
| Fines & Forfeitures | 2,517,200 | 1,753,000 | **1,740,500** |
| **Total Revenues** | **215,509,640** | **226,201,200** | **217,602,900** |
| **EXPENDITURES BY OBJECT** | | | |
| Personnel Services | 79,385,260 | 82,225,610 | **86,888,300** |
| Other Charges | 56,708,850 | 56,167,940 | **54,664,430** |
| Capital Improvement Projects | 39,312,170 | 77,375,920 | **23,315,240** |
| Interfund Transfers Out | 23,433,990 | 15,024,650 | **13,613,120** |
| Principal Payments | 5,340,000 | 9,232,250 | **10,119,690** |
| Interest Payments | 5,431,810 | 6,211,970 | **6,278,090** |
| Other Services | 4,909,890 | 4,995,000 | **4,987,000** |
| Refuse Collection | 4,211,960 | 4,300,000 | **4,350,000** |
| Supplies | 3,286,790 | 3,480,800 | **3,425,560** |
| Interfund Services | 2,499,220 | 2,682,390 | **2,469,840** |
| Capital Vehicles | 1,703,840 | 3,064,130 | **2,261,500** |
| Capital Equipment | 4,050,080 | 2,963,240 | **1,514,570** |
| **Total Expenditures** | **230,273,860** | **267,723,900** | **213,887,340** |
| **Excess of Revenues Over (Under) Expenditures*** | (10,868,240) | (38,277,570) | **3,695,410** |
| **Beginning Fund Balance** | 92,839,660 | 81,971,420 | **43,693,850** |
| **Ending Fund Balance** | **$81,971,420** | **$43,693,850** | **$47,389,260** |

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

# REVENUE COMPARISON
# CITY BUDGETED FUNDS

| Fund No. | Fund Name | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget | % Change From 19/20 |
|---|---|---|---|---|---|---|---|
| | **GENERAL FUND** | | | | | | |
| 1010 | General Fund | $100,354,130 | $111,647,090 | $106,342,560 | $106,369,760 | **$105,502,720** | -0.8 % |
| | **WATER & SEWER FUND** | | | | | | |
| 5790 | Water & Sewer Fund - Operations | 51,243,190 | 50,377,370 | 54,433,330 | 51,178,370 | **53,403,380** | -1.9 % |
| | **SPECIAL REVENUE FUNDS** | | | | | | |
| 2020 | Major Road Fund | 10,542,050 | 19,707,310 | 11,049,890 | 10,878,670 | **11,110,720** | 0.6 % |
| 2030 | Local Road Fund | 7,029,310 | 8,591,840 | 7,410,810 | 7,321,670 | **7,604,370** | 2.6 % |
| 2440 | Land & Water Conservation Fund | 6,790 | 44,980 | 3,000 | 2,900 | **0** | -100.0 % |
| 2760 | Parks & Recreation Fund | 6,516,160 | 8,838,210 | 8,706,080 | 8,516,150 | **8,667,640** | -0.4 % |
| 2770 | Public Safety Forfeiture Fund | 667,320 | 515,500 | 247,380 | 330,420 | **41,350** | -83.3 % |
| 2780 | Comm. Develop. Block Grant Fund | 1,108,830 | 579,370 | 1,036,930 | 1,111,610 | **1,126,600** | 8.6 % |
| 2850 | Indigent Defense Fund | 0 | 207,840 | 231,590 | 322,880 | **486,460** | 110.1 % |
| 2890 | Neighborhood Stabilization Fund | 2,970 | 6,630 | 37,000 | 5,920 | **0** | -100.0 % |
| 8510 | Corridor Improvement Auth. Fund | 204,750 | 115,460 | 443,970 | 427,730 | **244,000** | -45.0 % |
| 8550 | Economic Develop. Corp. Fund | 142,290 | 307,650 | 5,000 | 5,000 | **5,000** | 0.0 % |
| 8560 | Brownfield Redevelopment Fund | 87,150 | 0 | 236,890 | 245,000 | **963,600** | 306.8 % |
| 8670 | Local Dev. Finance Authority Fund | 1,135,730 | 1,463,810 | 1,479,940 | 1,520,390 | **1,514,000** | 2.3 % |
| | **Total Special Revenue Funds** | **27,443,350** | **40,378,600** | **30,888,480** | **30,688,340** | **31,763,740** | **2.8%** |
| | **DEBT SERVICE FUNDS** | | | | | | |
| 3010 | General Drain Fund | 1,650 | 1,700 | 1,820 | 1,160 | **710** | -61.0 % |
| 3050 | Voted Gen. Obligation Debt Fund | 515,540 | 456,350 | 540,390 | 568,860 | **556,710** | 3.0 % |
| 3270 | Road Bond Debt Retirement Fund | 2,338,400 | 2,872,900 | 3,328,220 | 3,274,330 | **2,926,980** | -12.1 % |
| 3690 | Ltd. Tax Gen. Obligation Debt Fund | 337,480 | 1,698,060 | 3,432,670 | 3,029,050 | **2,955,610** | -13.9 % |
| | **Total Debt Service Funds** | **3,193,070** | **5,029,010** | **7,303,100** | **6,873,400** | **6,440,010** | **-11.8%** |
| | **CAPITAL PROJECT FUNDS** | | | | | | |
| 4030 | Capital Projects Fund | 6,124,390 | 7,220,770 | 31,514,220 | 30,583,660 | **5,323,050** | -83.1 % |
| 4040 | Facilities Improvement Fund | 20,297,540 | 569,130 | 300,000 | 495,170 | **290,000** | -3.3 % |
| 4050 | Clinton River Restoration Fund | 1,462,500 | 179,030 | 0 | 0 | **80,000** | 100.0 % |
| 4280 | Road Bond Construction Fund | 8,646,420 | 108,640 | 29,012,500 | 12,500 | **14,800,000** | -49.0 % |
| | **Total Capital Project Funds** | **36,530,850** | **8,077,570** | **60,826,720** | **31,091,330** | **20,493,050** | **-66.3%** |
| | | | | | | | |
| | **Total Revenue** | **218,764,610** | **215,509,640** | **259,794,190** | **226,201,200** | **217,602,900** | **-16.2%** |
| | **Duplicating Transfers** | **(10,888,030)** | **(23,433,990)** | **(15,481,130)** | **(15,024,650)** | **(13,613,120)** | -12.1 % |
| | **Total All Funds** | **$207,876,580** | **$192,075,650** | **$244,313,060** | **$211,176,550** | **$203,989,780** | **-16.5%** |

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

# EXPENDITURE COMPARISON
# CITY BUDGETED FUNDS

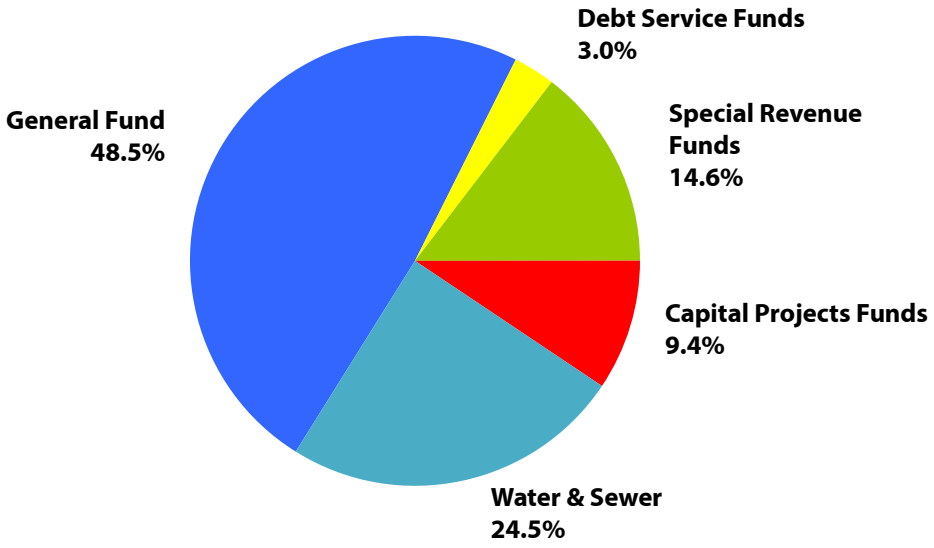
| Fund No. | Fund Name | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget | % Change From 19/20 |
|---|---|---|---|---|---|---|---|
| | **GENERAL FUND** | | | | | | |
| 1010 | General Fund | $92,906,990 | $109,476,920 | $105,512,430 | $105,603,010 | **$108,142,620** | 2.5 % |
| | **WATER & SEWER FUND** | | | | | | |
| 5790 | Water & Sewer Fund - Operations | 55,462,590 | 54,273,350 | 53,939,170 | 54,423,500 | **53,383,230** | -1.0 % |
| | **SPECIAL REVENUE FUNDS** | | | | | | |
| 2020 | Major Road Fund | 8,923,370 | 13,267,610 | 21,783,270 | 21,392,080 | **11,678,910** | -46.4 % |
| 2030 | Local Road Fund | 9,197,880 | 7,702,230 | 9,504,620 | 8,619,580 | **7,544,580** | -20.6 % |
| 2440 | Land & Water Conservation Fund | 190,780 | 73,510 | 600 | 132,600 | **0** | -100.0 % |
| 2760 | Parks & Recreation Fund | 22,219,510 | 21,582,670 | 20,088,900 | 20,243,810 | **10,126,160** | -49.6 % |
| 2770 | Public Safety Forfeiture Fund | 506,580 | 408,770 | 609,220 | 598,280 | **601,270** | -1.3 % |
| 2780 | Comm. Develop. Block Grant Fund | 1,108,830 | 579,370 | 1,036,930 | 1,111,610 | **1,126,600** | 8.6 % |
| 2850 | Indigent Defense Fund | 0 | 95,820 | 232,190 | 221,650 | **483,460** | 108.2 % |
| 2890 | Neighborhood Stabilization Fund | 2,970 | 6,630 | 37,000 | 5,920 | **0** | -100.0 % |
| 8510 | Corridor Improvement Auth. Fund | 159,010 | 8,670 | 131,330 | 0 | **100,000** | -23.9 % |
| 8550 | Economic Develop. Corp. Fund | 23,620 | 108,820 | 79,010 | 74,900 | **79,000** | 0.0 % |
| 8560 | Brownfield Redevelopment Fund | 87,150 | 0 | 0 | 245,000 | **960,000** | 100.0 % |
| 8670 | Local Dev. Finance Authority Fund | 1,455,530 | 1,509,800 | 2,133,650 | 2,279,710 | **876,500** | -58.9 % |
| | **Total Special Revenue Funds** | **43,875,230** | **45,343,900** | **55,636,720** | **54,925,140** | **33,576,480** | **-39.7%** |
| | **DEBT SERVICE FUNDS** | | | | | | |
| 3010 | General Drain Fund | 0 | 0 | 43,000 | 43,000 | **0** | -100.0 % |
| 3050 | Voted Gen. Obligation Debt Fund | 487,820 | 493,660 | 553,260 | 553,260 | **586,050** | 5.9 % |
| 3270 | Road Bond Debt Retirement Fund | 2,300,000 | 3,260,730 | 3,234,720 | 3,234,720 | **2,760,150** | -14.7 % |
| 3690 | Ltd. Tax Gen. Obligation Debt Fund | 337,470 | 1,698,120 | 3,029,050 | 3,029,050 | **2,955,610** | -2.4 % |
| | **Total Debt Service Funds** | **3,125,300** | **5,452,510** | **6,860,030** | **6,860,030** | **6,301,810** | **-8.1%** |
| | **CAPITAL PROJECT FUNDS** | | | | | | |
| 4030 | Capital Projects Fund | 3,770,570 | 6,611,700 | 33,076,890 | 33,146,740 | **4,556,010** | -86.2 % |
| 4040 | Facilities Improvement Fund | 297,420 | 2,490,860 | 11,091,140 | 11,147,670 | **6,847,190** | -38.3 % |
| 4050 | Clinton River Restoration Fund | 1,462,500 | 179,030 | 0 | 0 | **80,000** | 100.0 % |
| 4280 | Road Bond Construction Fund | 4,888,730 | 6,445,590 | 3,303,290 | 1,617,810 | **1,000,000** | -69.7 % |
| | **Total Capital Project Funds** | **10,419,220** | **15,727,180** | **47,471,320** | **45,912,220** | **12,483,200** | **-73.7%** |
| | | | | | | | |
| | **Total Expenditures** | **205,789,330** | **230,273,860** | **269,419,670** | **267,723,900** | **213,887,340** | **-20.6%** |
| | **Duplicating Transfers** | **(10,888,030)** | **(23,433,990)** | **(15,481,130)** | **(15,024,650)** | **(13,613,120)** | -12.1 % |
| | **Total All Funds** | **194,901,300** | **206,839,870** | **253,938,540** | **252,699,250** | **200,274,220** | **-21.1%** |

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

# YEAR-END UNAPPROPRIATED
# FUND BALANCE COMPARISON
# GOVERNMENTAL FUNDS

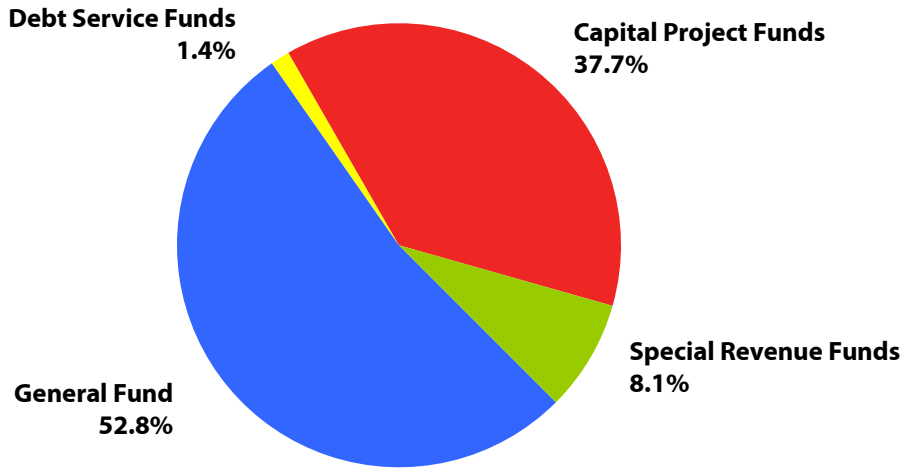
| Fund No. | Fund Name | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget | % Change from 19/20 |
|---|---|---|---|---|---|---|---|
| | **GENERAL FUND** | | | | | | |
| 1010 | General Fund | $24,713,750 | $26,883,920 | $27,714,050 | $27,650,670 | **$25,010,770** | -9.8 % |
| | **SPECIAL REVENUE FUNDS** | | | | | | |
| 2020 | Major Road Fund | 5,164,010 | 11,603,710 | 870,330 | 1,090,300 | **522,110** | -40.0 % |
| 2030 | Local Road Fund | 1,293,590 | 2,183,200 | 89,390 | 885,290 | **945,080** | 957.3 % |
| 2440 | Land & Water Conservation Fund | 190,440 | 161,910 | 164,310 | 32,210 | **32,210** | -80.4 % |
| 2760 | Parks & Recreation Fund | 26,214,020 | 13,469,560 | 2,086,740 | 1,741,900 | **283,380** | -86.4 % |
| 2770 | Public Safety Forfeiture Fund | 728,190 | 834,920 | 473,080 | 567,060 | **7,140** | -98.5 % |
| 2780 | Comm. Develop. Block Grant Fund | 0 | 0 | 0 | 0 | **0** | 0.0 % |
| 2850 | Indigent Defense Fund | 0 | 112,020 | 111,420 | 213,250 | **216,250** | 94.1 % |
| 2890 | Neighborhood Stabilization Fund | 0 | 0 | 0 | 0 | **0** | 0.0 % |
| 8510 | Corridor Improvement Auth. Fund | 291,590 | 398,380 | 711,020 | 826,110 | **970,110** | 36.4 % |
| 8550 | Economic Develop. Corp. Fund | 140,150 | 338,980 | 264,970 | 269,080 | **195,080** | -26.4 % |
| 8560 | Brownfield Redevelopment Fund | 0 | 0 | 236,890 | 0 | **3,600** | -98.5 % |
| 8670 | Local Dev. Finance Authority Fund | 805,830 | 759,840 | 106,130 | 520 | **638,020** | 501.2 % |
| | **Total Special Revenue Funds** | **34,827,820** | **29,862,520** | **5,114,280** | **5,625,720** | **3,812,980** | **-25.4%** |
| | **DEBT SERVICE FUNDS** | | | | | | |
| 3010 | General Drain Fund | 41,320 | 43,020 | 1,840 | 1,180 | **1,890** | 2.7 % |
| 3050 | Voted Gen. Obligation Debt Fund | 51,050 | 13,740 | 870 | 29,340 | **0** | -100.0 % |
| 3270 | Road Bond Debt Retirement Fund | 858,680 | 470,850 | 564,350 | 510,460 | **677,290** | 20.0 % |
| 3690 | Ltd. Tax Gen. Obligation Debt Fund | 350 | 290 | 403,910 | 290 | **290** | -99.9 % |
| | **Total Debt Service Funds** | **951,400** | **527,900** | **970,970** | **541,270** | **679,470** | **-30.0%** |
| | **CAPITAL PROJECT FUNDS** | | | | | | |
| 4030 | Capital Projects Fund | 3,852,870 | 4,461,940 | 2,899,270 | 1,898,860 | **2,665,900** | -8.0 % |
| 4040 | Facilities Improvement Fund | 20,000,120 | 18,078,390 | 7,287,250 | 7,425,890 | **868,700** | -88.1 % |
| 4050 | Clinton River Restoration Fund | 0 | 0 | 0 | 0 | **0** | 0.0 % |
| 4280 | Road Bond Construction Fund | 8,493,700 | 2,156,750 | 27,865,960 | 551,440 | **14,351,440** | -48.5 % |
| | **Total Capital Project Funds** | **32,346,690** | **24,697,080** | **38,052,480** | **9,876,190** | **17,886,040** | **-53.0%** |
| | | | | | | | |
| | **Unappropriated Total - All Funds** | **$92,839,660** | **$81,971,420** | **$71,851,780** | **$43,693,850** | **$47,389,260** | **-34.0%** |

## Total City Budgeted Funds
## Percent of Total Revenues




**Total City Revenues (including transfers) $217,602,900**

## Total City Government Funds
## Percent of Total Reserves




**Total Government Fund Reserves of $47,389,260**

# TOTAL CITY BUDGETED FUNDS
# REVENUE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **CITY TAXES** | | | | | | |
| 404000 | City Operating Tax | $44,391,832 | 20.60 | $42,257,120 | 16.27 | **$43,104,170** | **19.81** |
| 404001 | Property Tax Refunds | (163,740) | (0.08) | (60,100) | (0.02) | **(70,400)** | **(0.03)** |
| 405000 | City Refuse Tax | 4,407,310 | 2.05 | 4,516,650 | 1.74 | **4,516,710** | **2.08** |
| 406000 | Police & Fire Pension Tax | 9,011,570 | 4.18 | 9,813,470 | 3.78 | **11,346,330** | **5.21** |
| 407000 | Safe Streets Tax | 10,433,328 | 4.84 | 10,899,510 | 4.20 | **11,282,970** | **5.19** |
| 408000 | Recreating Recreation Tax | 4,022,582 | 1.87 | 4,259,740 | 1.64 | **4,376,990** | **2.01** |
| 415000 | Delinquent Personal Property Tax | 63,715 | 0.03 | 75,700 | 0.03 | **73,600** | **0.03** |
| 419000 | Proposal F Debt Levy | 413,745 | 0.19 | 461,850 | 0.18 | **514,130** | **0.24** |
| 445000 | Penalties & Interest | 178,985 | 0.08 | 162,720 | 0.06 | **173,710** | **0.08** |
| | **Total City Taxes** | **72,759,328** | **33.76** | **72,386,660** | **27.88** | **75,318,210** | **34.61** |
| | **IMPROVEMENT TAXES** | | | | | | |
| 420000 | Property Taxes - TIF | 114,197 | 0.05 | 370,290 | 0.14 | **661,900** | **0.30** |
| 422000 | LDFA - Smartzone Capture | 596,289 | 0.28 | 616,510 | 0.24 | **627,700** | **0.29** |
| 423000 | LDFA - General Capture | 658,128 | 0.31 | 652,130 | 0.25 | **666,300** | **0.31** |
| 424000 | BRA - School Capture | 0 | 0.00 | 109,870 | 0.04 | **540,200** | **0.25** |
| | **Total Improvement Taxes** | **1,368,613** | **0.64** | **1,748,800** | **0.67** | **2,496,100** | **1.15** |
| | **LICENSES & PERMITS** | | | | | | |
| 451000 | Business Operating License | 33,952 | 0.02 | 30,000 | 0.01 | **175,000** | **0.08** |
| 452000 | Mobile / Temporary Vendor | 7,329 | 0.00 | 5,000 | 0.00 | **5,600** | **0.00** |
| 453000 | Liquor License | 83,440 | 0.04 | 95,000 | 0.04 | **95,000** | **0.04** |
| 454000 | Vending/Amusement Device Fee | 4,575 | 0.00 | 15,000 | 0.01 | **5,000** | **0.00** |
| 461000 | Electrical Registration & Permits | 401,771 | 0.19 | 400,000 | 0.15 | **375,000** | **0.17** |
| 462000 | Heating Registration & Permits | 283,999 | 0.13 | 300,000 | 0.12 | **300,000** | **0.14** |
| 463000 | Plumbing Registration & Permits | 203,948 | 0.09 | 200,000 | 0.08 | **200,000** | **0.09** |
| 464000 | Sign Registration & Permits | 60,023 | 0.03 | 50,000 | 0.02 | **50,000** | **0.02** |
| 470000 | Building Registration & Permits | 1,217,866 | 0.57 | 1,200,000 | 0.46 | **960,000** | **0.44** |
| 471000 | Fence Permits | 15,943 | 0.01 | 15,000 | 0.01 | **16,000** | **0.01** |
| 477000 | Fire Suppression Permits | 103,269 | 0.05 | 75,000 | 0.03 | **75,000** | **0.03** |
| 478000 | Animal Permits | 45,841 | 0.02 | 50,000 | 0.02 | **46,000** | **0.02** |
| 479401 | Non-Homestead Resident Insp. Fee | 104,563 | 0.05 | 65,000 | 0.03 | **100,000** | **0.05** |
| 479402 | Re-Inspection Code Enforcement Fee | 62,553 | 0.03 | 45,000 | 0.02 | **45,000** | **0.02** |
| | **Total Licenses & Permits** | **2,629,070** | **1.23** | **2,545,000** | **0.99** | **2,447,600** | **1.11** |
| | **STATE & LOCAL RETURNS** | | | | | | |
| 529000 | Federal Grant - Other | 2,023,193 | 0.94 | 2,198,210 | 0.85 | **1,142,500** | **0.53** |
| 529002 | Federal Program Income | 3,127 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 529003 | Revenue Direct Loans | 130,831 | 0.06 | 100,000 | 0.04 | **100,000** | **0.05** |
| 529004 | Federal - Interest Rebates | 29,034 | 0.01 | 27,010 | 0.01 | **24,650** | **0.01** |
| 529100 | Federal Forfeiture Grant | 156,315 | 0.07 | 1,230 | 0.00 | **0** | **0.00** |
| 529101 | Federal Forfeiture Program Income | 2,414 | 0.00 | 4,950 | 0.00 | **0** | **0.00** |
| 529200 | Treasury Forfeiture | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 539002 | State Grants | 824,241 | 0.38 | 476,530 | 0.18 | **483,460** | **0.22** |
| 539200 | State Forfeiture Grant | 284,586 | 0.13 | 195,810 | 0.08 | **0** | **0.00** |
| 539201 | State Forfeiture Program Income | 9,032 | 0.00 | 2,860 | 0.00 | **0** | **0.00** |
| 539300 | Gambling Forfeitures | 83 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 539348 | Act 48 Public Right of Way | 395,757 | 0.18 | 395,000 | 0.15 | **395,000** | **0.18** |
| 539400 | OWI Forfeitures | 10,350 | 0.00 | 1,800 | 0.00 | **0** | **0.00** |
| 539401 | OWI Program Income | 8,439 | 0.00 | 880 | 0.00 | **0** | **0.00** |
| 539500 | Act 302 Training Funds | 25,032 | 0.01 | 26,350 | 0.01 | **28,800** | **0.01** |

# TOTAL CITY BUDGETED FUNDS
# REVENUE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 544000 | Drunk Driving Case Flow Assistance | 6,729 | 0.00 | 9,200 | 0.00 | **6,500** | **0.00** |
| 546000 | Highway & Street Grants | 11,838,686 | 5.49 | 12,876,560 | 4.96 | **12,939,340** | **5.95** |
| 549000 | County & Other Local Grants | 2,226 | 0.00 | 29,000 | 0.01 | **0** | **0.00** |
| 549101 | Funding from General Government | 300,000 | 0.14 | 200,000 | 0.08 | **0** | **0.00** |
| 567001 | State Aid - Library | 99,379 | 0.05 | 102,960 | 0.04 | **104,960** | **0.05** |
| 569000 | State Grants - Other | 1,390,575 | 0.65 | 0 | 0.00 | **0** | **0.00** |
| 569001 | Judges Salary Stand Payments | 136,877 | 0.06 | 137,170 | 0.05 | **137,170** | **0.06** |
| 573386 | Personal Prop. Tax Reimbursement | 7,629,012 | 3.54 | 4,565,220 | 1.76 | **5,391,280** | **2.48** |
| 574000 | State Revenue Sharing | 12,149,046 | 5.64 | 12,614,150 | 4.86 | **9,688,150** | **4.45** |
| 581001 | Municipal Credit Transportation | 335,452 | 0.16 | 215,000 | 0.08 | **420,200** | **0.19** |
| 583000 | Macomb Auto Theft Squad - Grant | 78,049 | 0.04 | 65,600 | 0.03 | **80,000** | **0.04** |
| 585000 | Drug Enforce. Admin. - Federal | 40,843 | 0.02 | 40,000 | 0.02 | **40,000** | **0.02** |
| 587001 | County Contrib. - Library Penal Fines | 134,537 | 0.06 | 100,000 | 0.04 | **115,000** | **0.05** |
| | **Total State & Local Returns** | **38,043,845** | **17.65** | **34,385,490** | **13.23** | **31,097,010** | **14.29** |
| | **OTHER FINANCING SOURCES** | | | | | | |
| 699101 | Transfer from General Fund | 20,633,990 | 9.57 | 12,154,510 | 4.68 | **10,852,970** | **4.99** |
| 699202 | Transfer from Major Road Fund | 2,500,000 | 1.16 | 3,100,190 | 1.19 | **2,760,150** | **1.27** |
| | **Total Other Financing Sources** | **23,133,990** | **10.73** | **15,254,700** | **5.87** | **13,613,120** | **6.26** |
| | **FINES & FORFEITURES** | | | | | | |
| 656003 | Contempt Court Fines | 24,050 | 0.01 | 35,000 | 0.01 | **5,000** | **0.00** |
| 656004 | Ordinance Fines & Costs | 2,100,409 | 0.97 | 2,000,000 | 0.77 | **1,387,500** | **0.64** |
| 656005 | Municipal Civil Infractions | 29,375 | 0.01 | 10,000 | 0.00 | **20,000** | **0.01** |
| 657001 | Library Fines | 31,923 | 0.01 | 30,000 | 0.01 | **30,000** | **0.01** |
| 658001 | Bond Forfeitures | 108,290 | 0.05 | 100,000 | 0.04 | **90,000** | **0.04** |
| 659001 | Driver Reinstatement Fee | 38,868 | 0.02 | 36,000 | 0.01 | **36,000** | **0.02** |
| 659002 | Default Judgment Fee | 171,642 | 0.08 | 160,000 | 0.06 | **160,000** | **0.07** |
| 659003 | Crime Victim Rights Admin. Fee | 12,641 | 0.01 | 13,000 | 0.01 | **12,000** | **0.01** |
| | **Total Fines& Forfeitures** | **2,517,198** | **1.17** | **2,384,000** | **0.91** | **1,740,500** | **0.80** |
| | **CHARGES FOR SERVICES** | | | | | | |
| 603000 | Court Filing Fee | 136,391 | 0.06 | 125,000 | 0.05 | **130,000** | **0.06** |
| 603001 | Jury Demand Fee | 4,040 | 0.00 | 3,600 | 0.00 | **4,000** | **0.00** |
| 604000 | Probation Oversight | 247,742 | 0.11 | 260,000 | 0.10 | **120,000** | **0.06** |
| 605000 | Garnishments - Filing Fee | 125,060 | 0.06 | 125,000 | 0.05 | **125,000** | **0.06** |
| 606000 | Split/Combination Fee | 13,040 | 0.01 | 7,000 | 0.00 | **15,000** | **0.01** |
| 607000 | Fire Permits, Fees, & Inspections | 20,866 | 0.01 | 20,000 | 0.01 | **20,000** | **0.01** |
| 608000 | Recording Fees | 4,894 | 0.00 | 3,000 | 0.00 | **4,000** | **0.00** |
| 609000 | Mobile Home Tax | 9,704 | 0.00 | 9,700 | 0.00 | **9,710** | **0.00** |
| 610000 | Vital Statistics | 72,765 | 0.03 | 70,000 | 0.03 | **72,000** | **0.03** |
| 611000 | Attorney Fee Reimbursement | 37,622 | 0.02 | 30,000 | 0.01 | **35,000** | **0.02** |
| 612000 | Alcohol Assessment Fee | 37,815 | 0.02 | 45,000 | 0.02 | **18,000** | **0.01** |
| 626000 | Services - PTAF | 1,916,334 | 0.89 | 1,954,250 | 0.75 | **1,987,000** | **0.91** |
| 627000 | Water & Sewer Activity | 1,911,810 | 0.89 | 1,789,530 | 0.69 | **1,788,930** | **0.82** |
| 627276 | Administrative Services - RR | 60,230 | 0.03 | 82,500 | 0.03 | **84,150** | **0.04** |
| 627444 | Administrative Services - Roads | 269,477 | 0.13 | 250,000 | 0.10 | **250,000** | **0.11** |
| 627531 | Admin Services-Refuse | 69,100 | 0.03 | 103,460 | 0.04 | **105,100** | **0.05** |
| 627556 | Admin Services-Water Distribution | 383,880 | 0.18 | 532,140 | 0.20 | **472,750** | **0.22** |

# TOTAL CITY BUDGETED FUNDS
# REVENUE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 627574 | Admin Services-W&S Improvements | 153,300 | 0.07 | 0 | 0.00 | **0** | **0.00** |
| 627677 | Administrative Services-Self Insurance | 313,350 | 0.15 | 266,550 | 0.10 | **266,550** | **0.12** |
| 627732 | Administrative Services-P&F Pension | 3,852 | 0.00 | 7,000 | 0.00 | **5,000** | **0.00** |
| 628001 | Voter Lists | 221 | 0.00 | 500 | 0.00 | **500** | **0.00** |
| 629001 | Labor Services - Roads | 1,101,295 | 0.51 | 1,050,000 | 0.40 | **1,050,000** | **0.48** |
| 629002 | Labor Services - Cross Charges | 20,618 | 0.01 | 30,000 | 0.01 | **30,000** | **0.01** |
| 629003 | Labor Services - Fleet Maintenance | 33,591 | 0.02 | 75,000 | 0.03 | **30,000** | **0.01** |
| 631001 | Police & Fire Services | 422,506 | 0.20 | 407,000 | 0.16 | **380,000** | **0.17** |
| 631002 | Towed Vehicle Impound Fee | 93,651 | 0.04 | 110,000 | 0.04 | **100,000** | **0.05** |
| 632001 | Inspection Services-Projects-Other | 172,925 | 0.08 | 250,000 | 0.10 | **200,000** | **0.09** |
| 632002 | Inspection Services-City Projects | 428,045 | 0.20 | 400,000 | 0.15 | **400,000** | **0.18** |
| 632003 | Engineering Review Fee | 184,589 | 0.09 | 120,000 | 0.05 | **125,000** | **0.06** |
| 632004 | Engineering & Design - Project | 1,041,663 | 0.48 | 800,000 | 0.31 | **1,100,000** | **0.51** |
| 632005 | Building Number Assignments | 373 | 0.00 | 1,000 | 0.00 | **2,000** | **0.00** |
| 632006 | SESC Review Fee | 25,687 | 0.01 | 20,000 | 0.01 | **25,000** | **0.01** |
| 632007 | SESC Inspection Fee | 47,549 | 0.02 | 60,000 | 0.02 | **40,000** | **0.02** |
| 632008 | Easement Vacation | 1,035 | 0.00 | 500 | 0.00 | **500** | **0.00** |
| 632009 | ROW Permit Fees | 14,157 | 0.01 | 5,000 | 0.00 | **5,000** | **0.00** |
| 633001 | Water Tap Fees | 55,603 | 0.03 | 175,000 | 0.07 | **125,000** | **0.06** |
| 633002 | Sewer Tap Fees | 26,453 | 0.01 | 40,000 | 0.02 | **40,000** | **0.02** |
| 633003 | Meter Charges | 342,343 | 0.16 | 400,000 | 0.15 | **400,000** | **0.18** |
| 633004 | Inspection | 8,214 | 0.00 | 10,000 | 0.00 | **10,000** | **0.00** |
| 633005 | Water & Sewer Services | 67,249 | 0.03 | 60,000 | 0.02 | **60,000** | **0.03** |
| 633006 | Hydrant Rental | 169,530 | 0.08 | 172,920 | 0.07 | **176,380** | **0.08** |
| 633009 | Turn-On Charge | 14,204 | 0.01 | 15,000 | 0.01 | **15,000** | **0.01** |
| 634003 | Supplies & Gasoline Revenue | 56,594 | 0.03 | 43,000 | 0.02 | **60,000** | **0.03** |
| 634004 | Parts-Vehicle Maintenance | 118,578 | 0.06 | 40,000 | 0.02 | **100,000** | **0.05** |
| 635000 | Municipal Services Fee | 0 | 0.00 | 0 | 0.00 | **75,000** | **0.03** |
| 635535 | Refuse Collection Fees | 12,604 | 0.01 | 12,600 | 0.00 | **15,000** | **0.01** |
| 636000 | Plan Review Fee | 49,090 | 0.02 | 80,000 | 0.03 | **20,000** | **0.01** |
| 636001 | Building Department Plan Review | 446,595 | 0.21 | 425,000 | 0.16 | **425,000** | **0.20** |
| 637001 | Copies & Forms | 15,797 | 0.01 | 15,600 | 0.01 | **15,600** | **0.01** |
| 637002 | Maps | 176 | 0.00 | 200 | 0.00 | **150** | **0.00** |
| 637003 | Police Reports | 97,159 | 0.05 | 100,000 | 0.04 | **100,000** | **0.05** |
| 637005 | Fire Reports | 3,457 | 0.00 | 2,000 | 0.00 | **3,000** | **0.00** |
| 637006 | PBT User Fee | 270 | 0.00 | 250 | 0.00 | **250** | **0.00** |
| 637007 | False Alarm Fees | 129,856 | 0.06 | 110,000 | 0.04 | **100,000** | **0.05** |
| 637009 | Transport Fees | 3,675,431 | 1.71 | 3,500,000 | 1.35 | **3,800,000** | **1.75** |
| 637301 | Notary Fee | 1,140 | 0.00 | 1,200 | 0.00 | **1,200** | **0.00** |
| 638000 | Application Fees | 8,800 | 0.00 | 8,960 | 0.00 | **11,400** | **0.01** |
| 639001 | Parks & Recreation Fees | 781,064 | 0.36 | 751,940 | 0.29 | **764,000** | **0.35** |
| 639253 | Treasury Transfer & Late Fees | 61,287 | 0.03 | 60,000 | 0.02 | **60,000** | **0.03** |
| 640001 | 5% Cash Deposit | 1,195 | 0.00 | 2,000 | 0.00 | **2,000** | **0.00** |
| 640002 | Weed Cutting | 79,922 | 0.04 | 75,000 | 0.03 | **80,000** | **0.04** |
| 640003 | Board of Zoning Appeals Fees | 43,037 | 0.02 | 20,000 | 0.01 | **40,000** | **0.02** |
| 640004 | Tree Sales & Planting | 61,426 | 0.03 | 40,000 | 0.02 | **45,000** | **0.02** |

# TOTAL CITY BUDGETED FUNDS
# REVENUE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 640005 | Ordinance Board of Appeals Fees | 96,794 | 0.04 | 65,000 | 0.03 | **65,000** | **0.03** |
| 640010 | Chipping Fee | 3,850 | 0.00 | 5,000 | 0.00 | **0** | **0.00** |
| 643000 | Water Services | 18,361,397 | 8.52 | 20,632,440 | 7.94 | **20,292,720** | **9.33** |
| 644000 | Collections - Sewer | 28,696,392 | 13.32 | 30,981,380 | 11.93 | **30,449,880** | **13.99** |
| 645000 | Penalties - Water & Sewer | 854,109 | 0.40 | 750,000 | 0.29 | **850,000** | **0.39** |
| 646000 | Industrial & Pollution Surcharge | 377,272 | 0.18 | 400,000 | 0.15 | **375,000** | **0.17** |
| | **Total Charges for Services** | **64,096,062** | **29.74** | **68,007,220** | **26.17** | **67,576,770** | **31.07** |
| | **OTHER REVENUE** | | | | | | |
| 656006 | Interpreter Fees | 12,220 | 0.01 | 10,000 | 0.00 | **20,000** | **0.01** |
| 665000 | Interest on Investments | 2,954,669 | 1.37 | 2,304,700 | 0.89 | **1,752,550** | **0.81** |
| 665445 | Interest & Penalties - Tax Roll | 15,503 | 0.01 | 12,000 | 0.00 | **15,000** | **0.01** |
| 667002 | Rental Income - Utica Road | 54,000 | 0.03 | 155,850 | 0.06 | **0** | **0.00** |
| 667003 | Rental Income - DPS | 114,060 | 0.05 | 179,460 | 0.07 | **180,760** | **0.08** |
| 667005 | Rental - DPW - Impound Lot | 48,000 | 0.02 | 48,000 | 0.02 | **48,000** | **0.02** |
| 667009 | Rental - Towers | 198,653 | 0.09 | 199,620 | 0.08 | **202,620** | **0.09** |
| 667716 | Rental Income Smart Incubator | 197,338 | 0.09 | 167,300 | 0.06 | **210,000** | **0.10** |
| 669001 | Rental - Road Equipment | 1,116,516 | 0.52 | 1,000,000 | 0.38 | **1,100,000** | **0.51** |
| 669002 | Rental - Equipment - Cross Charges | 21,582 | 0.01 | 30,000 | 0.01 | **25,000** | **0.01** |
| 672000 | Special Assessment Revenue | 263,804 | 0.12 | 135,930 | 0.05 | **100,850** | **0.05** |
| 672445 | Special Assessment Delinq. Int. | 5,178 | 0.00 | 280 | 0.00 | **230** | **0.00** |
| 672665 | Special Assessment Interest | 65,999 | 0.03 | 63,540 | 0.02 | **42,080** | **0.02** |
| 673000 | Sale of Fixed Assets | 87,482 | 0.04 | 30,000 | 0.01 | **80,000** | **0.04** |
| 675000 | Contributions & Donations | 26,054 | 0.01 | 10,000 | 0.00 | **10,000** | **0.00** |
| 675001 | Donations - Parks & Recreation | 30,289 | 0.01 | 63,000 | 0.02 | **10,000** | **0.00** |
| 675003 | Art Fair Revenue | 304,243 | 0.14 | 300,000 | 0.12 | **350,000** | **0.16** |
| 676000 | Reimbursements | 1,399,389 | 0.65 | 1,716,140 | 0.66 | **1,943,300** | **0.89** |
| 676001 | Reimbursements - Legal | 15,825 | 0.01 | 2,000 | 0.00 | **5,000** | **0.00** |
| 677008 | Unrealized Gain/Loss | 1,013,309 | 0.47 | 0 | 0.00 | **0** | **0.00** |
| 679000 | Police Auction | 1,258 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 679752 | Parks & Recreation Retail Sales | 594 | 0.00 | 200 | 0.00 | **500** | **0.00** |
| 679792 | Library Book Sales | 577 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 685000 | Miscellaneous Revenue | 154,653 | 0.07 | 200,000 | 0.08 | **160,000** | **0.07** |
| 685015 | Misc. Revenue - MCPWC | 357,148 | 0.17 | 170,000 | 0.07 | **100,000** | **0.05** |
| 685292 | Misc Revenue - Comm Relations | 1,113 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 685792 | Miscellaneous Revenue - Library | 74,755 | 0.03 | 80,000 | 0.03 | **80,000** | **0.04** |
| 687000 | Refunds & Rebates | 11,760 | 0.01 | 60,000 | 0.02 | **78,000** | **0.04** |
| 690000 | O.U.I.L. Recovery | 24,967 | 0.01 | 30,000 | 0.01 | **30,000** | **0.01** |
| 690002 | Warrant Arrest Processing Fee | 4,750 | 0.00 | 5,200 | 0.00 | **4,700** | **0.00** |
| 695000 | Insurance Recovery & Subrogation | 56,224 | 0.03 | 0 | 0.00 | **65,000** | **0.03** |
| 698000 | Proceeds - Long Term Debt | 0 | 0.00 | 53,809,100 | 20.71 | **14,500,000** | **6.66** |
| 698001 | Bond Premiums | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| | **Total Other Revenue** | **8,631,912** | **4.00** | **60,782,320** | **23.39** | **21,113,590** | **9.70** |
| 680000 | Cable TV Revenue | 2,329,624 | 1.08 | 2,300,000 | 0.89 | **2,200,000** | **1.01** |
| | **Total City Budgeted Funds** | **$215,509,643** | **100.00** | **$259,794,190** | **100.00** | **$217,602,900** | **100.00** |
| | | | | | | | |

**Note: The 2018-2019 Actual Column is rounded to the nearest dollar.**

# TOTAL CITY BUDGETED FUNDS
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **PERSONNEL SERVICES** | | | | | | |
| 703000 | Wages-Elected & Appointed | $141,879 | 0.06 | $147,770 | 0.05 | **$152,830** | **0.07** |
| 704000 | Wages & Salaries-Permanent | 32,966,325 | 14.32 | 35,865,330 | 13.31 | **37,610,920** | **17.58** |
| 704001 | Sick Time Buy Back | 443,897 | 0.19 | 438,840 | 0.16 | **440,080** | **0.21** |
| 704721 | Health Insurance Allowance | 167,583 | 0.07 | 173,000 | 0.06 | **189,000** | **0.09** |
| 705000 | Wages-Salaries - Temp/Part Time | 2,816,226 | 1.22 | 3,298,510 | 1.22 | **3,664,670** | **1.71** |
| 706000 | Wages-Salaries - Occasional | 104,872 | 0.05 | 120,000 | 0.04 | **139,500** | **0.07** |
| 708000 | Overtime | 3,627,274 | 1.58 | 3,392,200 | 1.26 | **3,529,410** | **1.65** |
| 708001 | Compensatory Time Buy Back | 1,750,725 | 0.76 | 1,789,410 | 0.66 | **1,830,250** | **0.86** |
| 708795 | Overtime - F.L.S.A. | 18,324 | 0.01 | 25,000 | 0.01 | **25,000** | **0.01** |
| 709000 | Other Benefits/Reimbursements | 64,245 | 0.03 | 67,550 | 0.03 | **65,410** | **0.03** |
| 710000 | Longevity | 756,075 | 0.33 | 797,880 | 0.30 | **843,790** | **0.39** |
| 711000 | Holiday Pay | 1,004,354 | 0.44 | 1,102,750 | 0.41 | **1,162,660** | **0.54** |
| 713500 | Car Allowance | 3,833 | 0.00 | 4,000 | 0.00 | **4,000** | **0.00** |
| 714000 | Food Allowance | 108,396 | 0.05 | 90,000 | 0.03 | **112,500** | **0.05** |
| 715000 | Clothing Allowance | 363,218 | 0.16 | 348,850 | 0.13 | **376,350** | **0.18** |
| 717000 | FICA | 1,772,915 | 0.77 | 1,924,180 | 0.71 | **2,001,620** | **0.94** |
| 718000 | Worker's Compensation | 357,895 | 0.16 | 362,710 | 0.13 | **397,050** | **0.19** |
| 719000 | Unemployment Compensation | 3,100 | 0.00 | 10,000 | 0.00 | **10,000** | **0.00** |
| 720000 | Pension-General Emp Retirement | 4,297,501 | 1.87 | 3,768,410 | 1.40 | **4,029,740** | **1.88** |
| 720001 | Pension-Police and Fire Retirement | 10,091,402 | 4.38 | 9,813,390 | 3.64 | **11,969,090** | **5.60** |
| 720002 | Defined Contribution - Employer | 350,988 | 0.15 | 376,740 | 0.14 | **418,750** | **0.20** |
| 720010 | Employer Contribution Recovery | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 721000 | Health Insurance | 5,504,662 | 2.39 | 5,656,960 | 2.10 | **6,057,710** | **2.83** |
| 721001 | Health Insurance - Retirees | 11,441,811 | 4.97 | 11,500,000 | 4.27 | **10,500,000** | **4.91** |
| 721003 | Retiree Health Savings - City | 420,030 | 0.18 | 352,710 | 0.13 | **483,610** | **0.23** |
| 722000 | Dental Insurance | 445,214 | 0.19 | 455,940 | 0.17 | **460,220** | **0.22** |
| 723000 | Life Insurance | 78,224 | 0.03 | 80,730 | 0.03 | **82,910** | **0.04** |
| 724000 | Eye Care Insurance | 32,668 | 0.01 | 36,090 | 0.01 | **38,230** | **0.02** |
| 725000 | Disability Insurance - Long Term | 63,809 | 0.03 | 76,420 | 0.03 | **80,820** | **0.04** |
| 725355 | Disability Insurance - Short Term | 187,813 | 0.08 | 202,270 | 0.08 | **212,180** | **0.10** |
| | **Total Personnel Services** | **79,385,258** | **34.47** | **82,277,640** | **30.51** | **86,888,300** | **40.64** |
| | **SUPPLIES** | | | | | | |
| 729000 | Postage | 239,534 | 0.10 | 263,340 | 0.10 | **293,410** | **0.14** |
| 730000 | Publications | 26,699 | 0.01 | 26,200 | 0.01 | **28,300** | **0.01** |
| 741000 | Ammunition | 45,899 | 0.02 | 78,870 | 0.03 | **70,250** | **0.03** |
| 741302 | Ammunition - Act 302 Grant | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 742000 | Dog Care Supplies | 5,942 | 0.00 | 6,000 | 0.00 | **6,000** | **0.00** |
| 750000 | Fuels & Lubricants | 620,530 | 0.27 | 558,000 | 0.21 | **601,780** | **0.28** |
| 750001 | Fuel & Lubricant Inventory | 24,828 | 0.01 | 24,500 | 0.01 | **25,000** | **0.01** |
| 751000 | Operating Supplies | 796,333 | 0.35 | 767,490 | 0.28 | **730,730** | **0.34** |
| 751290 | Supplies - School Programs | 0 | 0.00 | 11,000 | 0.00 | **11,000** | **0.01** |
| 758000 | Computer Software | 2,593 | 0.00 | 1,500 | 0.00 | **1,500** | **0.00** |
| 759000 | Parts & Sublet Services | 854,352 | 0.37 | 950,000 | 0.35 | **800,000** | **0.37** |
| 759001 | Up-fit Parts & Services | 0 | 0.00 | 0 | 0.00 | **150,000** | **0.07** |
| 760000 | Playground & Athletic Supplies | 9,358 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 761000 | Program Activity Supplies | 77,940 | 0.03 | 97,660 | 0.04 | **115,920** | **0.05** |
| 762000 | Seniors Program Supplies | 17,933 | 0.01 | 18,660 | 0.01 | **19,760** | **0.01** |
| 763000 | Public Art | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |

# TOTAL CITY BUDGETED FUNDS
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 769000 | Audio Visual Media | 35,686 | 0.02 | 37,000 | 0.01 | **37,500** | **0.02** |
| 770000 | Water Meters - Assembled | 205,862 | 0.09 | 160,000 | 0.06 | **200,000** | **0.09** |
| 771000 | Fire Hydrant Parts | 21,532 | 0.01 | 23,000 | 0.01 | **23,000** | **0.01** |
| 772000 | Tap-In Materials - Water | 45,297 | 0.02 | 50,000 | 0.02 | **50,000** | **0.02** |
| 774000 | Water Meter Parts | 90,542 | 0.04 | 80,000 | 0.03 | **80,000** | **0.04** |
| 783000 | Seeding & Planting Supplies | 2,081 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 785000 | Books | 163,853 | 0.07 | 178,270 | 0.07 | **181,410** | **0.08** |
| | **Total Supplies** | **3,286,792** | **1.42** | **3,331,490** | **1.24** | **3,425,560** | **1.60** |
| | **OTHER CHARGES** | | | | | | |
| 802000 | Audit & Accounting Services | 102,240 | 0.04 | 107,810 | 0.04 | **109,830** | **0.05** |
| 803000 | Computer Consultant Services | 3,460 | 0.00 | 4,500 | 0.00 | **5,400** | **0.00** |
| 804000 | Engineering Consultants | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 805000 | Administrative Services | 512,268 | 0.22 | 556,080 | 0.21 | **646,280** | **0.30** |
| 805100 | Management Services | 385,000 | 0.17 | 350,000 | 0.13 | **350,000** | **0.16** |
| 806000 | Legal Services - Other | 235,872 | 0.10 | 358,200 | 0.13 | **516,530** | **0.24** |
| 806001 | Legal Services - City Attorney | 826,906 | 0.36 | 840,100 | 0.31 | **855,100** | **0.40** |
| 807000 | Medical Services | 33,091 | 0.01 | 29,980 | 0.01 | **29,310** | **0.01** |
| 807001 | Medical Services - Grant | 82,743 | 0.04 | 22,460 | 0.01 | **0** | **0.00** |
| 808000 | Reporting Services | 23,200 | 0.01 | 22,640 | 0.01 | **24,100** | **0.01** |
| 810000 | Other Fees | 244,624 | 0.11 | 263,530 | 0.10 | **301,950** | **0.14** |
| 820000 | Tree/Weed Cutting | 39,118 | 0.02 | 55,000 | 0.02 | **45,000** | **0.02** |
| 821000 | Spraying Services | 13,115 | 0.01 | 0 | 0.00 | **0** | **0.00** |
| 822000 | Rubbish Removal | 4,211,955 | 1.83 | 4,200,000 | 1.56 | **4,350,000** | **2.03** |
| 824000 | Water Tap Install - Contractor | 16,695 | 0.01 | 45,000 | 0.02 | **45,000** | **0.02** |
| 825000 | Animal Collection | 34,508 | 0.01 | 30,000 | 0.01 | **35,000** | **0.02** |
| 826000 | Other Contracted Services | 6,194,164 | 2.69 | 7,516,030 | 2.79 | **6,600,600** | **3.09** |
| 826412 | Nuisance Abatements | (14,649) | (0.01) | 30,000 | 0.01 | **30,000** | **0.01** |
| 826900 | Subrecipient Funding | 83,790 | 0.04 | 84,540 | 0.03 | **95,780** | **0.04** |
| 827000 | Interfund Services | 2,499,220 | 1.09 | 2,682,480 | 1.00 | **2,469,840** | **1.15** |
| 829000 | Hazardous Waste Disposal | 1,324 | 0.00 | 2,500 | 0.00 | **2,500** | **0.00** |
| 832000 | Building Maintenance | 432,472 | 0.19 | 363,200 | 0.13 | **412,100** | **0.19** |
| 833000 | Equipment Maintenance | 608,291 | 0.26 | 351,810 | 0.13 | **318,020** | **0.15** |
| 833001 | Personal Computer Maintenance | 5,873 | 0.00 | 8,500 | 0.00 | **9,000** | **0.00** |
| 835000 | Vehicle Maintenance | 143,085 | 0.06 | 147,000 | 0.05 | **194,400** | **0.09** |
| 836000 | Radio Maintenance | 9,779 | 0.00 | 11,850 | 0.00 | **11,510** | **0.01** |
| 837000 | Retention Pond Maintenance | 72,597 | 0.03 | 75,000 | 0.03 | **105,000** | **0.05** |
| 838000 | Parks & Grounds Maintenance | 2,957 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 840000 | Water Main Repair | 336,662 | 0.15 | 270,000 | 0.10 | **260,000** | **0.12** |
| 841000 | Distribution Line Repair | 220,287 | 0.10 | 263,000 | 0.10 | **247,500** | **0.12** |
| 842000 | Sewer Main Repair | 22,940 | 0.01 | 100,000 | 0.04 | **100,000** | **0.05** |
| 880000 | Community Promotion | 32,100 | 0.01 | 133,000 | 0.05 | **83,000** | **0.04** |
| 902000 | Publishing | 12,546 | 0.01 | 24,410 | 0.01 | **16,520** | **0.01** |
| 903000 | Printing | 73,561 | 0.03 | 117,820 | 0.04 | **84,990** | **0.04** |
| 913000 | Liability Insurance | 653,447 | 0.28 | 971,400 | 0.36 | **654,000** | **0.31** |
| 915000 | Other Insurance | 21,420 | 0.01 | 21,420 | 0.01 | **21,420** | **0.01** |
| 921000 | Electric | 645,057 | 0.28 | 688,500 | 0.26 | **690,500** | **0.32** |
| 922000 | Telephone | 98,891 | 0.04 | 139,640 | 0.05 | **139,970** | **0.07** |
| 922001 | Fiber Optic Lease Charges | 59,142 | 0.03 | 61,000 | 0.02 | **62,750** | **0.03** |
| 923000 | Gas - Fuel - Oil | 206,183 | 0.09 | 258,750 | 0.10 | **247,750** | **0.12** |

# TOTAL CITY BUDGETED FUNDS
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 924000 | Street Lighting | 865,794 | 0.38 | 960,750 | 0.36 | **1,106,700** | **0.52** |
| 925000 | Water | 294,555 | 0.13 | 436,400 | 0.16 | **473,720** | **0.22** |
| 931000 | Water Purchased | 14,644,368 | 6.36 | 15,725,900 | 5.84 | **15,535,300** | **7.26** |
| 932000 | Sewage Disposal | 19,966,659 | 8.67 | 20,565,670 | 7.63 | **20,017,930** | **9.36** |
| 933000 | Software Maintenance Fees | 8,871 | 0.00 | 1,009,230 | 0.37 | **970,540** | **0.45** |
| 934000 | Industrial & Pollution Surcharge | 383,232 | 0.17 | 400,000 | 0.15 | **375,000** | **0.18** |
| 942000 | Building Rental | 10,950 | 0.00 | 28,970 | 0.01 | **20,000** | **0.01** |
| 944000 | Hydrant Rental | 169,530 | 0.07 | 172,920 | 0.06 | **176,380** | **0.08** |
| 945000 | Other Rental | 507,397 | 0.22 | 524,230 | 0.19 | **510,460** | **0.24** |
| 949000 | Interpreter Fees | 85,370 | 0.04 | 75,000 | 0.03 | **85,000** | **0.04** |
| 950000 | Witness Fees | 475 | 0.00 | 1,000 | 0.00 | **1,000** | **0.00** |
| 951000 | Juror Fees | 2,961 | 0.00 | 6,500 | 0.00 | **7,000** | **0.00** |
| 952000 | Investigators & Experts | 0 | 0.00 | 10,000 | 0.00 | **17,250** | **0.01** |
| 954000 | Mileage | 623 | 0.00 | 1,230 | 0.00 | **1,280** | **0.00** |
| 956000 | Local Meetings | 11,854 | 0.01 | 10,970 | 0.00 | **15,330** | **0.01** |
| 956002 | Special Events | 2,711 | 0.00 | 2,500 | 0.00 | **2,000** | **0.00** |
| 956003 | Sterlingfest | 253,088 | 0.11 | 270,000 | 0.10 | **295,000** | **0.14** |
| 957000 | Memberships & Dues | 146,643 | 0.06 | 151,880 | 0.06 | **156,130** | **0.07** |
| 959000 | Education & Training | 261,922 | 0.11 | 456,810 | 0.17 | **346,950** | **0.16** |
| 959001 | Education & Training - Grant | 1,049 | 0.00 | 0 | 0.00 | **41,500** | **0.02** |
| 960000 | Donation Expense Non-Capital | 8,764 | 0.00 | 4,000 | 0.00 | **4,000** | **0.00** |
| 961000 | Athletic Entry Fees | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 962000 | Miscellaneous Expense | 40,350 | 0.02 | 353,150 | 0.13 | **1,065,150** | **0.50** |
| 962001 | Misc Exp - Cash - Short/Over | 342 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 962200 | Misc. Expense - Inventory | 17,385 | 0.01 | 25,000 | 0.01 | **25,000** | **0.01** |
| 963900 | Misc. - Capital Program | 67,755 | 0.03 | 50,000 | 0.02 | **50,000** | **0.02** |
| 964000 | Refunds & Rebates | 15,122 | 0.01 | 15,000 | 0.01 | **15,000** | **0.01** |
| 968000 | Depreciation | 6,466,324 | 2.81 | 0 | 0.00 | **0** | **0.00** |
| 969000 | Contingency | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| | **Total Other Charges** | **63,420,028** | **27.55** | **62,464,260** | **23.18** | **61,484,270** | **28.73** |
| | **OTHER SERVICES** | | | | | | |
| 886162 | Access Road Maintenance | 48,313 | 0.02 | 50,000 | 0.02 | **75,000** | **0.04** |
| 887000 | Bridge Maintenance | 22,858 | 0.01 | 0 | 0.00 | **10,000** | **0.00** |
| 888000 | Surface Maintenance | 803,268 | 0.35 | 950,000 | 0.35 | **750,000** | **0.35** |
| 888001 | Surface Maintenance - County | 4,200 | 0.00 | 1,000 | 0.00 | **2,000** | **0.00** |
| 888272 | 2015 Joint Sealing Program | 0 | 0.00 | 100,000 | 0.04 | **0** | **0.00** |
| 888324 | 2018 Joint Sealing Program | 153,950 | 0.07 | 0 | 0.00 | **0** | **0.00** |
| 888353 | 2019 Joint Sealing Program | 0 | 0.00 | 200,000 | 0.07 | **130,000** | **0.06** |
| 889000 | Shoulder Maintenance | 19,452 | 0.01 | 22,500 | 0.01 | **24,500** | **0.01** |
| 890000 | Sweeping & Flushing | 329,929 | 0.14 | 300,000 | 0.11 | **300,000** | **0.14** |
| 890001 | Sweeping & Flushing - County | 52,815 | 0.02 | 60,000 | 0.02 | **60,000** | **0.03** |
| 890002 | Sweeping & Flushing - State | 11,090 | 0.00 | 10,850 | 0.00 | **14,000** | **0.01** |
| 891000 | Grass & Weed Control | 255,481 | 0.11 | 333,000 | 0.12 | **340,000** | **0.16** |
| 891001 | Grass & Weed Control - County | 343,840 | 0.15 | 300,000 | 0.11 | **325,000** | **0.15** |
| 891002 | Grass & Weed Control - State | 204,340 | 0.09 | 175,000 | 0.06 | **300,000** | **0.14** |
| 892000 | Roadside Cleanup | 67,623 | 0.03 | 22,500 | 0.01 | **75,000** | **0.04** |
| 892001 | Roadside Cleanup - County | 21,886 | 0.01 | 20,000 | 0.01 | **21,000** | **0.01** |
| 892002 | Roadside Cleanup - State | 12,200 | 0.01 | 10,000 | 0.00 | **60,000** | **0.03** |
| 893000 | Curb & Gutter Maintenance | 326 | 0.00 | 5,000 | 0.00 | **5,000** | **0.00** |

# TOTAL CITY BUDGETED FUNDS
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 894000 | Storm Drain Maintenance | 370,790 | 0.16 | 405,000 | 0.15 | **505,000** | **0.24** |
| 895000 | Tree & Shrub Maintenance | 865,231 | 0.38 | 530,000 | 0.20 | **595,000** | **0.28** |
| 895001 | Tree & Shrub Maint. - County | 11,696 | 0.01 | 20,000 | 0.01 | **30,000** | **0.01** |
| 895002 | Tree & Shrub Maintenance - State | 7,847 | 0.00 | 20,000 | 0.01 | **35,000** | **0.02** |
| 897000 | Snow & Ice Removal | 963,706 | 0.42 | 1,000,000 | 0.37 | **1,000,000** | **0.47** |
| 897001 | Snow & Ice Removal -County | 96 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 898000 | Traffic Signs/Signals | 282,040 | 0.12 | 270,000 | 0.10 | **260,000** | **0.12** |
| 898001 | Traffic Signs/Signals - County | 5,465 | 0.00 | 3,000 | 0.00 | **3,500** | **0.00** |
| 899000 | Pavement Markings | 51,451 | 0.02 | 67,000 | 0.02 | **67,000** | **0.03** |
| | **Total Other Services** | **4,909,891** | **2.13** | **4,874,850** | **1.82** | **4,987,000** | **2.33** |
| | **CAPITAL OUTLAY** | | | | | | |
| 971000 | Land Acquistion | 50,874 | 0.02 | 0 | 0.00 | **0** | **0.00** |
| 972000 | Land Improvements | 8,800 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 972350 | Dodge Park Improvements | 562,818 | 0.24 | 10,000 | 0.00 | **100,000** | **0.05** |
| 972351 | Community Center | 11,699,367 | 5.08 | 10,300,630 | 3.82 | **1,500,000** | **0.70** |
| 972352 | Skate Park | 8,250 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 972795 | Park Improvements | 2,587,801 | 1.12 | 2,000,000 | 0.74 | **360,000** | **0.17** |
| 975000 | Buildings & Improvements | 1,909,330 | 0.83 | 12,102,820 | 4.49 | **7,796,690** | **3.65** |
| 975010 | Muni Bldg Modernization | 15,681 | 0.01 | 132,850 | 0.05 | **333,620** | **0.16** |
| 975020 | Library Renovations | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 975030 | DPW Building | 706,359 | 0.31 | 24,102,740 | 8.95 | **0** | **0.00** |
| 975060 | Schoenherr Towers Expansion | 0 | 0.00 | 10,500 | 0.00 | **385,000** | **0.18** |
| 975130 | Civic Center Concrete Replace. | 726 | 0.00 | 9,270 | 0.00 | **0** | **0.00** |
| 975140 | Misc. DPW Improvements | 136,817 | 0.06 | 0 | 0.00 | **0** | **0.00** |
| 975210 | Fire Station Renovations | 185,145 | 0.08 | 121,420 | 0.05 | **194,930** | **0.09** |
| 975220 | Misc. Fire Station Improvements | 2,946 | 0.00 | 80,050 | 0.03 | **0** | **0.00** |
| 975850 | Park Signage | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 979000 | Computer Equipment | 1,381,535 | 0.60 | 1,795,410 | 0.67 | **293,540** | **0.14** |
| 979100 | Financial System - Software | 116,195 | 0.05 | 908,580 | 0.34 | **0** | **0.00** |
| 979150 | Financial System - Hardware | 73,973 | 0.03 | 170,880 | 0.06 | **189,210** | **0.09** |
| 979300 | Tax & Assessing - Software | 0 | 0.00 | 15,270 | 0.01 | **0** | **0.00** |
| 979320 | Police Department - Car Computers | 0 | 0.00 | 0 | 0.00 | **158,550** | **0.07** |
| 979600 | Parks & Recreation - Software | 0 | 0.00 | 0 | 0.00 | **150,000** | **0.07** |
| 979800 | Fire Department - Software | 0 | 0.00 | 0 | 0.00 | **35,860** | **0.02** |
| 979850 | Fire Department - Hardware | 82,175 | 0.04 | 3,220 | 0.00 | **0** | **0.00** |
| 981000 | Electronic Equipment | 204 | 0.00 | 68,180 | 0.03 | **0** | **0.00** |
| 982000 | Machinery & Equipment | 1,656,309 | 0.72 | 703,570 | 0.26 | **687,410** | **0.32** |
| 982001 | Machinery & Equipment - Grant | 739,687 | 0.32 | 618,380 | 0.23 | **0** | **0.00** |
| 984000 | Vehicles | 170,591 | 0.07 | 962,960 | 0.36 | **781,500** | **0.37** |
| 984265 | Vehicles - Facilities Maintenance | 0 | 0.00 | 28,000 | 0.01 | **0** | **0.00** |
| 984292 | Vehicles - Community Relations | 0 | 0.00 | 25,000 | 0.01 | **0** | **0.00** |
| 984315 | Vehicles - Police Operations | 180,365 | 0.08 | 472,430 | 0.18 | **330,000** | **0.15** |
| 984337 | Vehicles - Fire Administration | 19,873 | 0.01 | 47,000 | 0.02 | **0** | **0.00** |
| 984338 | Vehicles - Fire Transport | 467,080 | 0.20 | 0 | 0.00 | **0** | **0.00** |
| 984339 | Vehicles - Fire Extinguishment | 499,558 | 0.22 | 0 | 0.00 | **651,000** | **0.30** |
| 984341 | Vehicles - Fire Prevention | 0 | 0.00 | 0 | 0.00 | **24,500** | **0.01** |
| 984412 | Vehicles - Building | 0 | 0.00 | 69,000 | 0.03 | **0** | **0.00** |
| 984417 | Vehicles - Neighborhood Services | 68,619 | 0.03 | 141,000 | 0.05 | **0** | **0.00** |
| 984444 | Vehicles - DPW Street | 159,483 | 0.07 | 752,950 | 0.28 | **369,000** | **0.17** |

# TOTAL CITY BUDGETED FUNDS
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 984535 | Vehicles - Refuse | 38,164 | 0.02 | 0 | 0.00 | **0** | **0.00** |
| 984553 | Vehicles - Fleet Maintenance | 0 | 0.00 | 0 | 0.00 | **24,500** | **0.01** |
| 984752 | Vehicles - Parks & Recreation | 61,943 | 0.03 | 84,970 | 0.03 | **81,000** | **0.04** |
| 984770 | Vehicles - Parks & Grounds | 38,164 | 0.02 | 0 | 0.00 | **0** | **0.00** |
| 986000 | Major Drain Improvement | 396,576 | 0.17 | 0 | 0.00 | **100,000** | **0.05** |
| 987000 | Public Art | 39,393 | 0.02 | 320,440 | 0.12 | **0** | **0.00** |
| 988000 | Construction | 24,469 | 0.01 | 4,501,500 | 1.67 | **11,435,000** | **5.35** |
| 988235 | 17 Mile Bridge Replacment | 0 | 0.00 | 38,800 | 0.01 | **0** | **0.00** |
| 988236 | 2014 Sidewalk Repl. Program | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988246 | Van Dyke Streetscape | 0 | 0.00 | 104,160 | 0.04 | **0** | **0.00** |
| 988254 | Dodge Park - Metro to Utica | 171,410 | 0.07 | 245,280 | 0.09 | **0** | **0.00** |
| 988257 | Gardner Street East | 18,791 | 0.01 | 344,130 | 0.13 | **0** | **0.00** |
| 988270 | Senior Center Parking Lot Recon. | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988276 | 2017 Bridge Repair Program | 7,465 | 0.00 | 42,540 | 0.02 | **0** | **0.00** |
| 988277 | Dodge Park Trail Bridge | 14,334 | 0.01 | 0 | 0.00 | **0** | **0.00** |
| 988278 | Clinton River Restoration | 181,871 | 0.08 | 600 | 0.00 | **60,000** | **0.03** |
| 988280 | Smartzone District Improvements | 0 | 0.00 | 50,000 | 0.02 | **50,000** | **0.02** |
| 988283 | 2016 Concrete Reconstruct. | 3,310 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988284 | Canal Resurfacing Schoen. to V/D | 3,974,293 | 1.73 | 25,000 | 0.01 | **0** | **0.00** |
| 988285 | 15 Mile Resurf. - Cavant to Mound | 19,736 | 0.01 | 0 | 0.00 | **0** | **0.00** |
| 988289 | Riverland Pedestrian Bridge | 4,749 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988290 | Arlingdale Drive | 314 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988291 | M-59 Regional Median Improvements | 601,112 | 0.26 | 50,000 | 0.02 | **0** | **0.00** |
| 988293 | 2017 Concrete Reconstruction | 4,166 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988294 | 2017 Concrete Replacement | 3,161 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988295 | LDFA Improvements-Phase I | 554,938 | 0.24 | 145,060 | 0.05 | **0** | **0.00** |
| 988296 | Clinton River Resurfacing | 4,352 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988297 | 2017 Sidewalk Replacement | 18,054 | 0.01 | 0 | 0.00 | **0** | **0.00** |
| 988302 | Dodge Park - 15 Mile to Metro | 136 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988303 | 2018 Sidewalk Gap Program | 2,351 | 0.00 | 567,650 | 0.21 | **0** | **0.00** |
| 988304 | Fairway and Barnum Drive | 1,209,040 | 0.53 | 0 | 0.00 | **0** | **0.00** |
| 988306 | 2018 Concrete Replacement | 626,077 | 0.27 | 6,870 | 0.00 | **0** | **0.00** |
| 988307 | 2018 Concrete Reconstruction | 3,078,864 | 1.34 | 0 | 0.00 | **0** | **0.00** |
| 988309 | Stadler Road Resurfacing | 508,318 | 0.22 | 41,680 | 0.02 | **0** | **0.00** |
| 988310 | 17 Mile/Mitchell Signal | 79,325 | 0.03 | 0 | 0.00 | **0** | **0.00** |
| 988311 | Traffic Signal - Metro & Mound | 0 | 0.00 | 80,000 | 0.03 | **0** | **0.00** |
| 988312 | Traffic Signal - Mound & Center | 68,951 | 0.03 | 0 | 0.00 | **0** | **0.00** |
| 988313 | Van Dyke M59 to Clinton Rvr Bridge | 1,137,546 | 0.49 | 75,000 | 0.03 | **0** | **0.00** |
| 988314 | 15 Mile - Mustang to Schoenherr | 1,157,231 | 0.50 | 0 | 0.00 | **0** | **0.00** |
| 988315 | 19 Mile Road Joint Repair | 240 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988316 | 17 Mile Resurfacing - Utica to Plbrook | 2,568,203 | 1.12 | 231,800 | 0.09 | **0** | **0.00** |
| 988318 | Schoenherr - 15 Mile to Metro | 66,386 | 0.03 | 13,610 | 0.01 | **0** | **0.00** |
| 988321 | Northlawn Drive Ped. Bridge | 207,545 | 0.09 | 0 | 0.00 | **0** | **0.00** |
| 988323 | Saal Road Joint Repairs | 418 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988326 | Mound Resurfacing - 14 to 18 Mile | 960,993 | 0.42 | 139,010 | 0.05 | **0** | **0.00** |
| 988328 | Island Park Bridge Stabilization | 55,354 | 0.02 | 0 | 0.00 | **0** | **0.00** |
| 988329 | LDFA - Phase II | 17,811 | 0.01 | 382,190 | 0.14 | **0** | **0.00** |
| 988332 | Metro Parkway Resurfacing | 595,151 | 0.26 | 239,150 | 0.09 | **0** | **0.00** |
| 988333 | Utica Road Resurf. - DP to Schoen. | 620,563 | 0.27 | 268,040 | 0.10 | **0** | **0.00** |

# TOTAL CITY BUDGETED FUNDS
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 988335 | Sterling Relief Drain Improvements | 6,880 | 0.00 | 118,120 | 0.04 | **0** | **0.00** |
| 988336 | Senior Parking | 0 | 0.00 | 19,290 | 0.01 | **0** | **0.00** |
| 988337 | 19 Mile Road - Schoenherr to Hayes | 762 | 0.00 | 2,069,240 | 0.77 | **0** | **0.00** |
| 988338 | Kennedy Drive Reconstruction | 212,536 | 0.09 | 0 | 0.00 | **0** | **0.00** |
| 988339 | 2019 Concrete Reconstruction | 1,399,152 | 0.61 | 5,478,430 | 2.03 | **0** | **0.00** |
| 988340 | 2019 Asphalt Resurfacing | 0 | 0.00 | 1,286,490 | 0.48 | **0** | **0.00** |
| 988341 | 2019 Concrete Replacement | 139,926 | 0.06 | 1,980,080 | 0.73 | **0** | **0.00** |
| 988343 | Mound Road Joint Repairs | 26,798 | 0.01 | 97,740 | 0.04 | **0** | **0.00** |
| 988344 | Mound Rd Reconst. I-696 to M-59 | 61,798 | 0.03 | 2,439,000 | 0.91 | **1,000,000** | **0.47** |
| 988345 | Merrill Rd - 18-1/2 Mile to Dobry | 428,647 | 0.19 | 3,448,350 | 1.28 | **0** | **0.00** |
| 988350 | 2019 Sidewalk Replacement Program | 476 | 0.00 | 1,390,000 | 0.52 | **0** | **0.00** |
| 988351 | Schoenherr - 19 Mile to Clinton River | 6,853 | 0.00 | 1,800,150 | 0.67 | **0** | **0.00** |
| 988354 | 14 Mile Road Resurfacing | 0 | 0.00 | 330,000 | 0.12 | **0** | **0.00** |
| 988355 | 18 Mile Road Resurfacing | 150,440 | 0.07 | 1,399,560 | 0.52 | **0** | **0.00** |
| 988356 | M59 Sidewalk Feasibility Study | 0 | 0.00 | 35,000 | 0.01 | **0** | **0.00** |
| | **Total Capital Outlay** | **45,066,092** | **19.57** | **85,541,040** | **31.76** | **27,091,310** | **12.67** |
| | **DEBT SERVICE** | | | | | | |
| 992000 | Principal | 5,340,000 | 2.32 | 9,232,250 | 3.43 | **10,119,690** | **4.73** |
| 993000 | Interest | 3,109,778 | 1.35 | 3,574,290 | 1.33 | **3,783,170** | **1.77** |
| 993001 | Interest - OMID | 427,924 | 0.19 | 503,270 | 0.19 | **632,730** | **0.30** |
| 993002 | Interest - MID | 1,458,488 | 0.63 | 1,718,800 | 0.64 | **1,658,980** | **0.78** |
| 993003 | Interest - N. Gratiot | 90,213 | 0.04 | 90,850 | 0.03 | **79,650** | **0.04** |
| 993005 | Interest - Clintondale Pump | 345,411 | 0.15 | 329,800 | 0.12 | **123,560** | **0.06** |
| | **Total Debt Service** | **10,771,814** | **4.68** | **15,449,260** | **5.74** | **16,397,780** | **7.67** |
| | **TRANSFERS OUT** | | | | | | |
| 999101 | Transfer to General Fund | 0 | 0.00 | 43,000 | 0.02 | **0** | **0.00** |
| 999202 | Transfer to Major Road Fund | 9,000,000 | 3.91 | 1,000,000 | 0.37 | **1,000,000** | **0.47** |
| 999203 | Transfer to Local Road Fund | 1,500,000 | 0.65 | 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 | 2,693,460 | 1.17 | 2,800,000 | 1.04 | **2,736,350** | **1.28** |
| 999285 | Transfer to MIDC Fund | 26,430 | 0.01 | 26,430 | 0.01 | **0** | **0.00** |
| 999327 | Transfer to Road Bond Debt | 2,500,000 | 1.09 | 3,100,190 | 1.15 | **2,760,150** | **1.29** |
| 999369 | Transfer to LTGO Debt Fund | 1,698,060 | 0.74 | 3,432,670 | 1.27 | **2,955,610** | **1.38** |
| 999403 | Transfer to Capital Projects Fund | 5,716,040 | 2.48 | 4,878,840 | 1.81 | **4,081,010** | **1.91** |
| 999405 | Tfr to Clinton River Restoration Fund | 0 | 0.00 | 0 | 0.00 | **80,000** | **0.04** |
| 999851 | Transfer to CIA Fund | 0 | 0.00 | 200,000 | 0.07 | **0** | **0.00** |
| 999855 | Transfer to EDC Fund | 300,000 | 0.13 | 0 | 0.00 | **0** | **0.00** |
| | **Total Transfers Out** | **23,433,990** | **10.18** | **15,481,130** | **5.75** | **13,613,120** | **6.36** |
| | | | | | | | |
| | **Total City Budgeted Funds** | **$230,273,865** | **100.00** | **$269,419,670** | **100.00** | **$213,887,340** | **100.00** |

**Note: The 2018-2019 Actual Column is rounded to the nearest dollar.**

# YEAR-END
# NET POSITION COMPARISON
# NON-BUDGETARY FUNDS

| Fund No. | Fund Name | 2014/15 Actual | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual |
|---|---|---|---|---|---|---|
| | **PROPRIETARY FUNDS** | | | | | |
| | **ENTERPRISE FUND** | | | | | |
| 5790 | Water & Sewer Fund | $ 20,469,668 | $ 21,432,648 | $ 29,015,689 | $ 21,578,727 | $ 20,409,371 |
| | **INTERNAL SERVICE FUND** | | | | | |
| 6770 | Self-Insurance Fund | 16,013,770 | 12,757,301 | 9,979,915 | 9,560,071 | 8,114,663 |
| | **Total Proprietary Funds** | **36,483,438** | **34,189,949** | **38,995,604** | **31,138,798** | **28,524,034** |
| | **FIDUCIARY FUNDS** | | | | | |
| | **TRUST FUNDS** | | | | | |
| 7010 | Retiree Medical Benefits Fund | 83,072,213 | 86,860,837 | 101,249,866 | 112,075,196 | 119,986,687 |
| 7370 | General Employees Retirement System | 114,783,962 | 106,683,028 | 110,237,925 | 110,271,962 | 108,944,501 |
| 7380 | Police & Fire Retirement System | 203,358,526 | 192,115,761 | 201,782,195 | 206,639,692 | 210,069,689 |
| | **Total Fiduciary Funds** | **401,214,701** | **385,659,626** | **413,269,986** | **428,986,850** | **439,000,877** |
| | | | | | | |
| | **Total All Non-Budgetary Funds** | **$ 437,698,139** | **$ 419,849,575** | **$ 452,265,590** | **$ 460,125,648** | **$ 467,524,911** |

This informational schedule is included in the budget document to illustrate fund balance reserves or "net position" of the City's non-budgeted funds. The net positions shown are recorded in the City's audited financial statements as of June 30th for each fiscal year end. By listing these net positions as supplementary information, all City Funds' reserves or net positions 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 position, however, has not been netted against long-term actuarially determined liabilities. The net position of the Trust Funds is restricted for future benefit payments. The net position of the Retiree Medical Benefits Fund excludes 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 Fund is used to record water & sewer operations, as well as water & sewer main improvements adopted by the City Council and found in the City's Capital Improvement Plan. The net position shown for the Water & Sewer Fund excludes investments in capital assets and amounts for long-term actuarially determined liabilities. The net position represents funds available for 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.

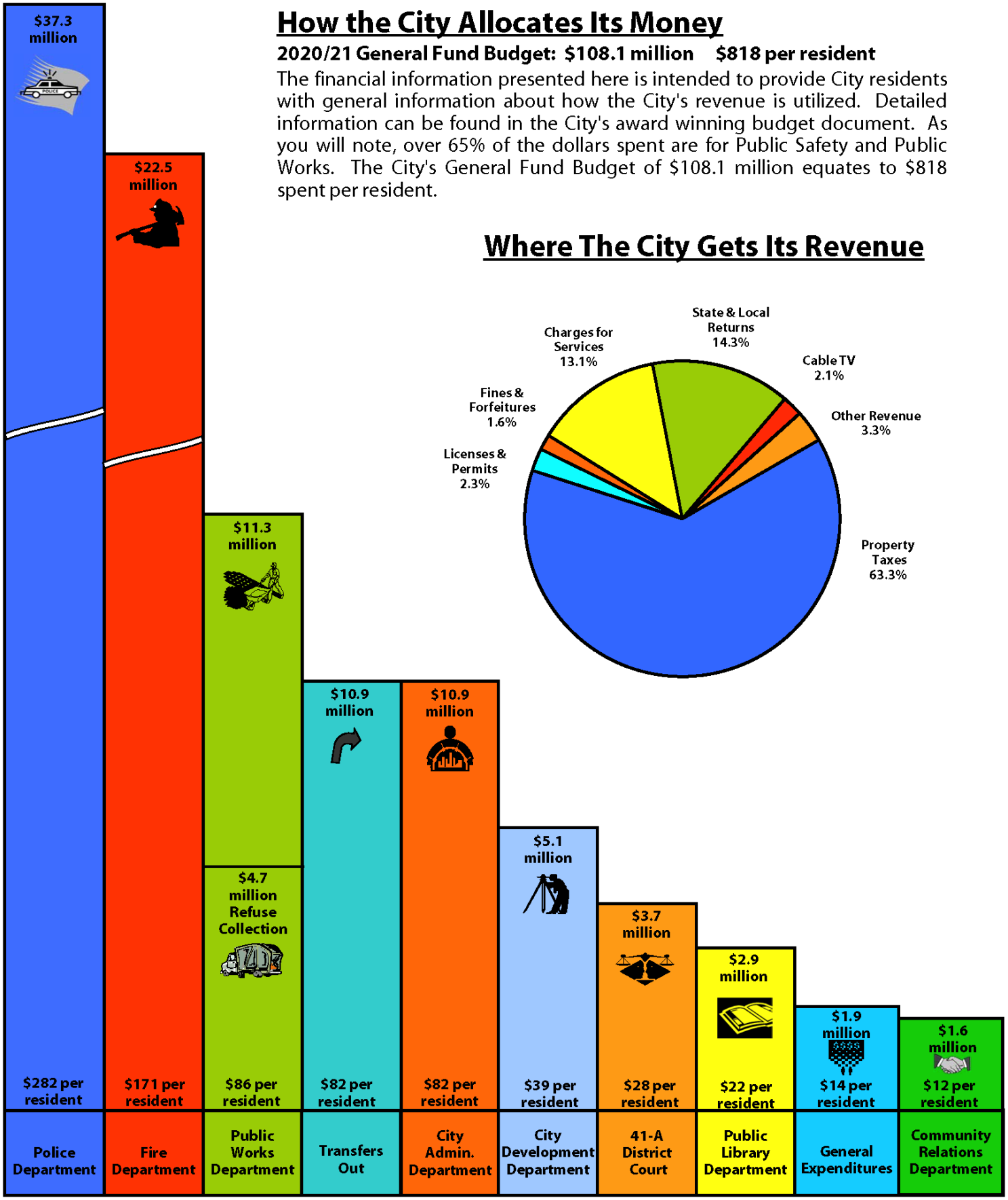
Local property taxes and state shared revenues are the primary sources of revenue used to fund these services.

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

**2020/21 General Fund Budget: $108.1 million $818 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 65% of the dollars spent are for Public Safety and Public Works. The City's General Fund Budget of $108.1 million equates to $818 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 $2,802 for those in the Utica Community School district and $3,351 for those in the Warren Consolidated School district. Of this amount, the City receives 42%, or $1,247, to fund all local City services such as police and fire protection, refuse collection, and snow plowing services. The average homeowner pays $104 per month in City taxes.

| | Utica Schools | Warren Schools |
|---|---|---|
| **Average Residential Total Property Tax Bill:** *(based on home with a market value of $192,300 and taxable value of $76,930)* | **$2,802** | **$3,351** |
| **Average Residential Property Tax (City Portion Only):** | **$1,247** | **$1,247** |




The City of Sterling Heights spends an average of $2,690 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 | $851 | 32% | $394 |
| Fire Department | $514 | 19% | $238 |
| Public Works | $258 | 10% | $120 |
| City Administration Department | $250 | 9% | $116 |
| Parks & Recreation | $188 | 7% | $87 |
| General Expenditures & Transfers | $162 | 6% | $75 |
| City Development Department | $118 | 4% | $55 |
| 41-A District Court | $83 | 3% | $39 |
| Local Roads | $83 | 3% | $39 |
| Debt Service | $81 | 3% | $37 |
| Public Library Department | $67 | 3% | $31 |
| Community Relations Department | $35 | 1% | $16 |
| **Total Per Parcel** | **$2,690** | **100%** | **$1,247** |

Because the average amount of residential property tax the City receives is only $1,247, 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 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|---|---|---|---|---|---|---|---|
| **Tax Rate Shown in Mills** | | | | | | | |
| Utica Community Schools | 9.850 | 9.850 | 9.850 | 9.850 | 9.760 | 9.500 | **9.500** |
| Macomb County | 4.574 | 4.574 | 4.560 | 4.529 | 4.498 | 4.459 | **4.459** |
| Macomb Community College | 1.526 | 1.530 | 1.420 | 1.403 | 1.464 | 1.453 | **1.453** |
| Macomb Intermediate School District | 2.943 | 2.943 | 2.940 | 2.915 | 2.895 | 2.874 | **2.874** |
| Huron Clinton Metro Authority | 0.215 | 0.215 | 0.215 | 0.214 | 0.213 | 0.212 | **0.212** |
| S.M.A.R.T. | 1.000 | 1.000 | 0.997 | 0.990 | 1.000 | 0.993 | **0.993** |
| County Zoo/Veterans/DIA | 0.340 | 0.340 | 0.339 | 0.365 | 0.365 | 0.360 | **0.360** |
| Property Tax Administration Fee | 0.356 | 0.356 | 0.353 | 0.364 | 0.374 | 0.361 | **0.361** |
| **STERLING HEIGHTS** | 15.186 | 15.186 | 15.186 | 16.156 | 17.180 | 16.207 | **16.207** |
| **Total Millage Rates** | **35.989** | **35.993** | **35.860** | **36.786** | **37.748** | **36.419** | **36.419** |
| **Average Residential Taxable Value** | **$63,800** | **$64,820** | **$65,010** | **$65,600** | **$71,460** | **$75,500** | **$76,930** |
| **Average Tax Rates Shown in Dollars** | | | | | | | |
| Utica Community Schools | $628 | $638 | $640 | $646 | $697 | $717 | **$731** |
| Macomb County Government | 292 | 296 | 296 | 297 | 321 | 337 | **343** |
| Macomb Community College | 97 | 99 | 92 | 92 | 105 | 110 | **112** |
| Macomb Intermediate School District | 188 | 191 | 191 | 191 | 207 | 217 | **221** |
| Huron Clinton Metro Authority | 14 | 14 | 14 | 14 | 15 | 16 | **16** |
| S.M.A.R.T. | 64 | 65 | 65 | 65 | 71 | 75 | **76** |
| County Zoo/Veterans/DIA | 22 | 22 | 22 | 24 | 26 | 27 | **28** |
| Property Tax Administration Fee | 23 | 23 | 23 | 24 | 27 | 27 | **28** |
| **STERLING HEIGHTS** | 969 | 984 | 987 | 1,060 | 1,228 | 1,224 | **1,247** |
| **Total Tax Bill** | **$2,296** | **$2,333** | **$2,330** | **$2,413** | **$2,697** | **$2,750** | **$2,802** |

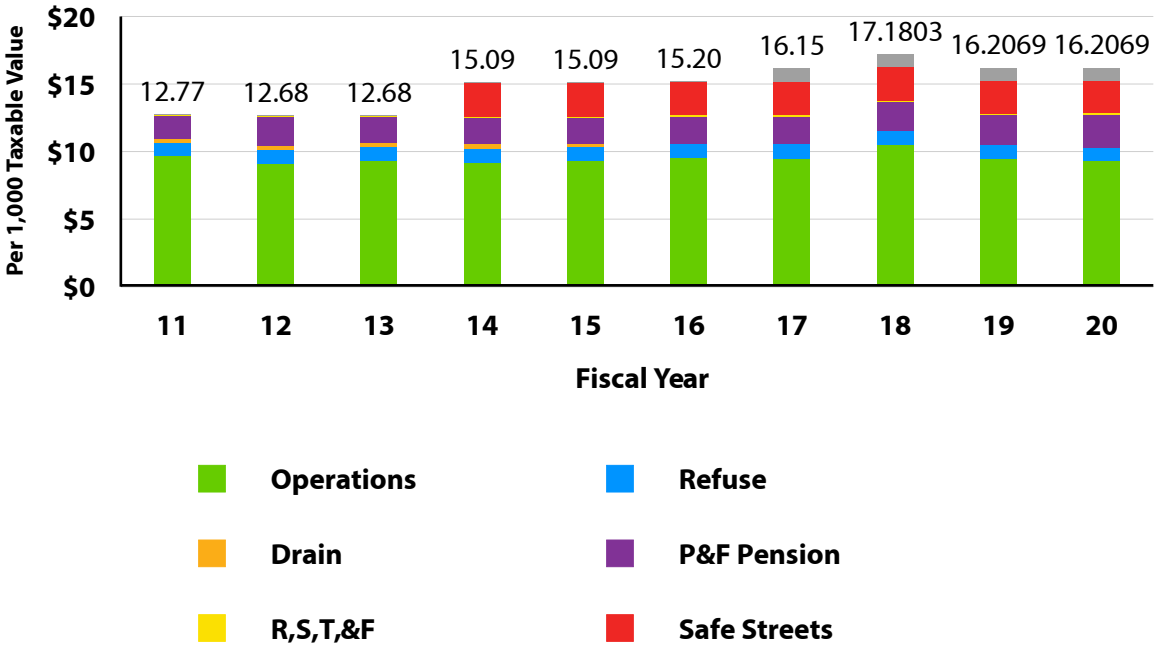
## *(WARREN CONSOLIDATED SCHOOLS)*

| Taxing Entity | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | 2020/21 |
|---|---|---|---|---|---|---|---|
| **Tax Rate Shown in Mills** | | | | | | | |
| Warren Consolidated Schools | 16.760 | 16.697 | 17.661 | 17.289 | 16.948 | 16.573 | **16.573** |
| Macomb County | 4.574 | 4.574 | 4.560 | 4.529 | 4.498 | 4.459 | **4.459** |
| Macomb Community College | 1.526 | 1.530 | 1.420 | 1.403 | 1.464 | 1.453 | **1.453** |
| Macomb Intermediate School District | 2.943 | 2.943 | 2.940 | 2.915 | 2.895 | 2.874 | **2.874** |
| Huron Clinton Metro Authority | 0.215 | 0.215 | 0.215 | 0.214 | 0.213 | 0.212 | **0.212** |
| S.M.A.R.T. | 1.000 | 1.000 | 0.997 | 0.990 | 1.000 | 0.993 | **0.993** |
| County Zoo/Veterans/DIA | 0.340 | 0.340 | 0.339 | 0.365 | 0.365 | 0.360 | **0.360** |
| Property Tax Administration Fee | 0.425 | 0.425 | 0.432 | 0.439 | 0.446 | 0.431 | **0.431** |
| **STERLING HEIGHTS** | 15.186 | 15.186 | 15.186 | 16.156 | 17.180 | 16.207 | **16.207** |
| **Total Millage Rates** | **42.969** | **42.909** | **43.750** | **44.300** | **45.008** | **43.562** | **43.562** |
| **Average Residential Taxable Value** | **$63,800** | **$64,820** | **$65,010** | **$65,600** | **$71,460** | **$75,500** | **$76,930** |
| **Average Tax Rates Shown in Dollars** | | | | | | | |
| Warren Consolidated Schools | $1,069 | $1,082 | $1,148 | $1,134 | $1,211 | $1,251 | **$1,275** |
| Macomb County Government | 292 | 296 | 296 | 297 | 321 | 337 | **343** |
| Macomb Community College | 97 | 99 | 92 | 92 | 105 | 110 | **112** |
| Macomb Intermediate School District | 188 | 191 | 191 | 191 | 207 | 217 | **221** |
| Huron Clinton Metro Authority | 14 | 14 | 14 | 14 | 15 | 16 | **16** |
| S.M.A.R.T. | 64 | 65 | 65 | 65 | 71 | 75 | **76** |
| County Zoo/Veterans/DIA | 22 | 22 | 22 | 24 | 26 | 27 | **28** |
| Property Tax Administration Fee | 27 | 28 | 28 | 29 | 32 | 33 | **33** |
| **STERLING HEIGHTS** | 969 | 984 | 987 | 1,060 | 1,228 | 1,224 | **1,247** |
| **Total Tax Bill** | **$2,741** | **$2,781** | **$2,843** | **$2,906** | **$3,216** | **$3,290** | **$3,351** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Average Total Tax Bill** | **$2,519** | **$2,557** | **$2,587** | **$2,660** | **$2,957** | **$3,020** | **$3,077** |

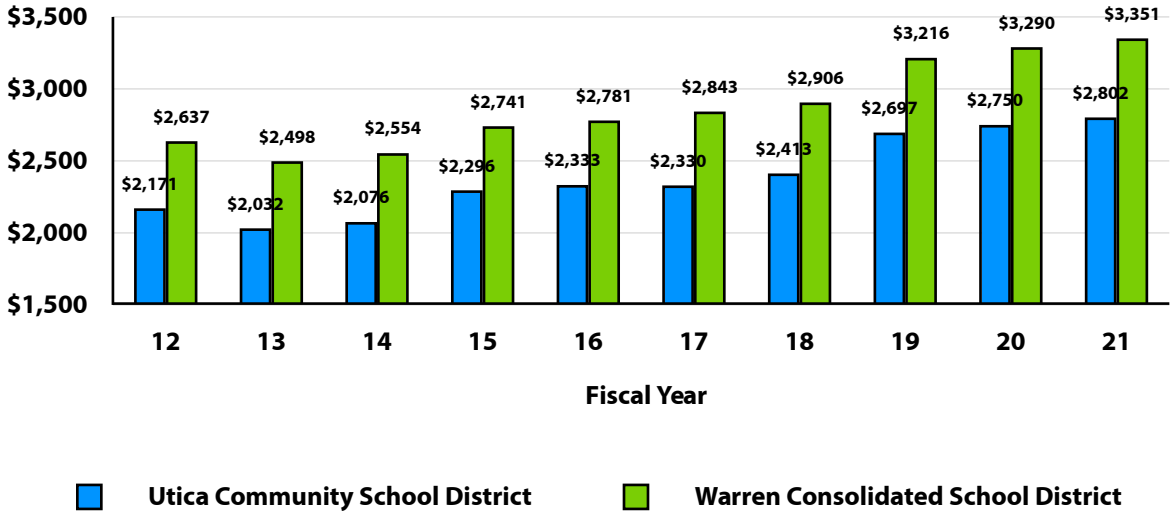
**Non-City tax rates are estimated. School rates are for principal residences. Totals may not foot due to rounding.**

# City of Sterling Heights
# Millage Rates




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

# Total Property Tax Bill
# Average Resident

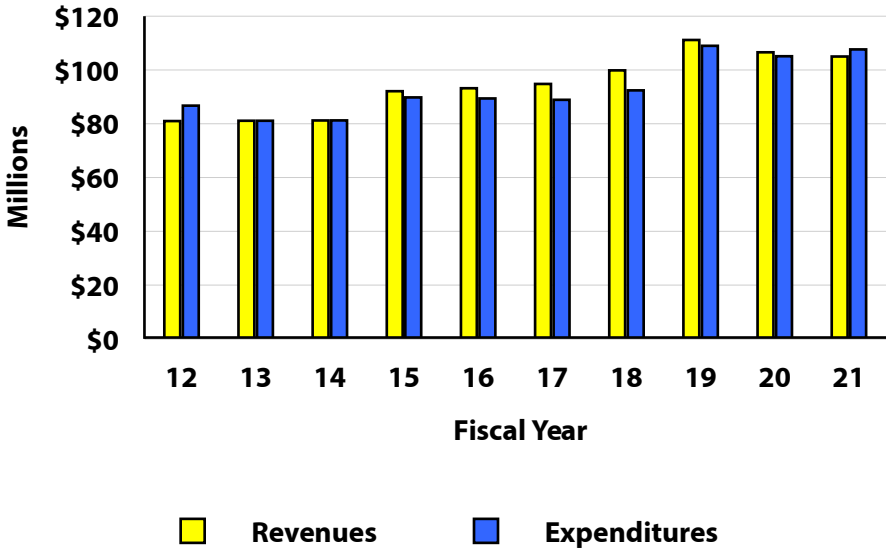



**This graph shows the total property tax bill for the average City resident residing in either the Utica Community School District (UCS) or the Warren Consolidated School District (WCS) for the past 10 years.**

# GENERAL FUND
# REVENUES, EXPENSES & FUND BALANCE

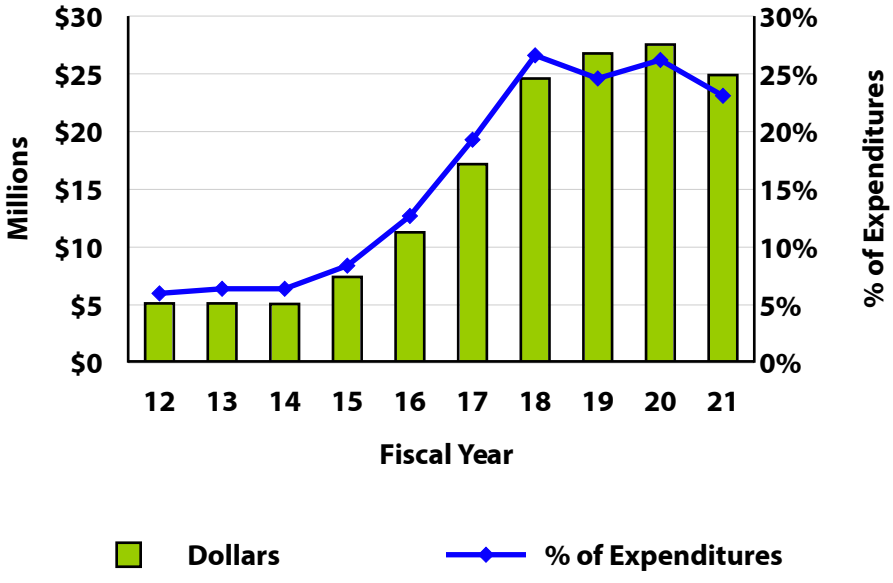
| Budgetary Centers | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Budget |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | |
| City Operating Taxes | $39,015,830 | $44,465,800 | $42,421,520 | $42,277,670 | $43,273,570 | **$43,273,570** |
| Refuse Tax | 4,425,920 | 4,407,310 | 4,516,650 | 4,498,200 | 4,516,710 | **4,516,710** |
| Police & Fire Pension Tax | 8,251,740 | 9,011,570 | 9,813,470 | 9,757,880 | 11,346,330 | **11,346,330** |
| Safe Streets Tax | 6,904,120 | 7,094,710 | 7,411,580 | 7,396,270 | 7,598,160 | **7,598,160** |
| Licenses & Permits | 2,648,070 | 2,629,070 | 2,545,000 | 2,486,000 | 2,447,600 | **2,447,600** |
| Federal/State/Local Returns | 19,390,050 | 20,340,610 | 17,749,840 | 17,830,330 | 15,112,680 | **15,112,680** |
| Fines & Forfeitures | 2,384,500 | 2,517,200 | 2,384,000 | 1,753,000 | 1,740,500 | **1,740,500** |
| Charges For Services | 11,819,700 | 14,157,460 | 13,419,480 | 14,128,750 | 13,818,090 | **13,818,090** |
| Other Revenue | 3,099,450 | 4,693,740 | 3,781,020 | 4,011,660 | 3,449,080 | **3,449,080** |
| Cable Revenue | 2,414,750 | 2,329,620 | 2,300,000 | 2,230,000 | 2,200,000 | **2,200,000** |
| **Total Revenues** | **100,354,130** | **111,647,090** | **106,342,560** | **106,369,760** | **105,502,720** | **105,502,720** |
| **Other Financing Sources** | | | | | | |
| Transfers In | 0 | 0 | 0 | 0 | 0 | **0** |
| **Total Revenues & Sources** | **$100,354,130** | **$111,647,090** | **$106,342,560** | **$106,369,760** | **$105,502,720** | **$105,502,720** |
| **EXPENDITURES** | | | | | | |
| City Administration Dept. | $7,772,220 | $9,660,150 | $10,597,740 | $11,009,620 | $10,902,070 | **$10,927,070** |
| Public Library Department | 2,589,500 | 2,715,440 | 2,889,230 | 2,855,670 | 2,910,150 | **2,910,150** |
| Police Department | 31,722,480 | 33,823,530 | 35,214,290 | 35,177,080 | 37,315,190 | **37,315,190** |
| Fire Department | 18,387,000 | 20,385,170 | 20,990,770 | 21,136,530 | 22,548,770 | **22,548,770** |
| Public Works Department | 7,090,440 | 6,354,530 | 6,579,070 | 6,483,110 | 6,648,910 | **6,648,910** |
| Refuse Collection | 4,462,720 | 4,491,460 | 4,516,800 | 4,604,070 | 4,666,480 | **4,666,480** |
| City Development Dept. | 5,960,940 | 4,974,980 | 5,279,020 | 5,304,630 | 5,147,650 | **5,147,650** |
| Community Relations Dept. | 1,341,970 | 1,423,130 | 1,523,970 | 1,519,740 | 1,552,780 | **1,552,780** |
| 41-A District Court | 3,309,840 | 3,428,460 | 3,595,230 | 3,537,640 | 3,656,350 | **3,656,350** |
| General Expenditures | 1,681,850 | 1,586,080 | 2,188,370 | 2,293,460 | 1,916,300 | **1,916,300** |
| **Total Expenditures** | **84,318,960** | **88,842,930** | **93,374,490** | **93,921,550** | **97,264,650** | **97,289,650** |
| **Other Financing Uses** | | | | | | |
| Transfers Out | 8,588,030 | 20,633,990 | 12,137,940 | 11,681,460 | 10,852,970 | **10,852,970** |
| **Total Expenditures & Uses** | **$92,906,990** | **$109,476,920** | **$105,512,430** | **$105,603,010** | **$108,117,620** | **$108,142,620** |
| **Excess of Revenues Over (Under) Expenditures** | **7,447,140** | **2,170,170** | **830,130** | **766,750** | **(2,614,900)** | **(2,639,900)** |
| **Beginning Fund Balance** | **17,266,610** | **24,713,750** | **26,883,920** | **26,883,920** | **27,650,670** | **27,650,670** |
| **Ending Fund Balance** | **$24,713,750** | **$26,883,920** | **$27,714,050** | **$27,650,670** | **$25,035,770** | **$25,010,770** |

# General Fund
# Revenues vs. Expenditures




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

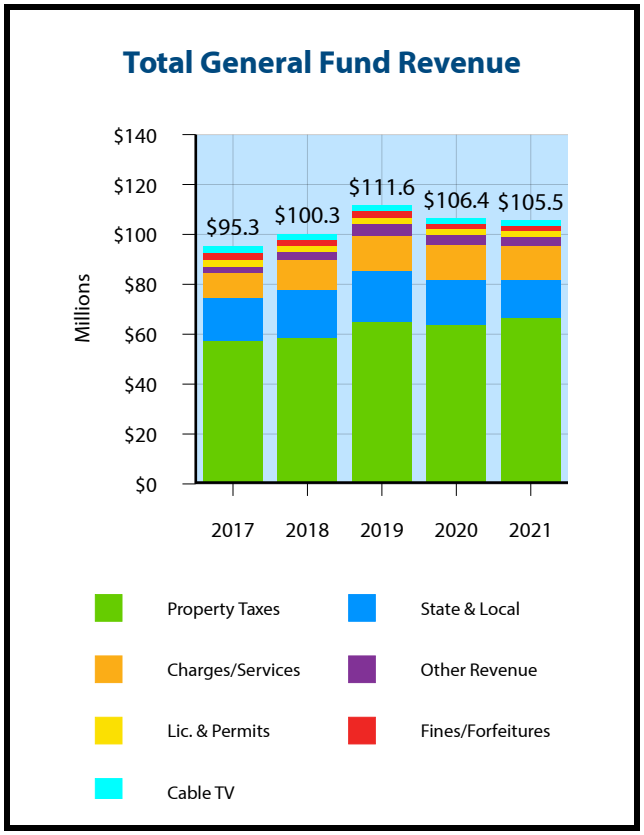
# General Fund
# Fund Balance




**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, and Cable Television. 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.



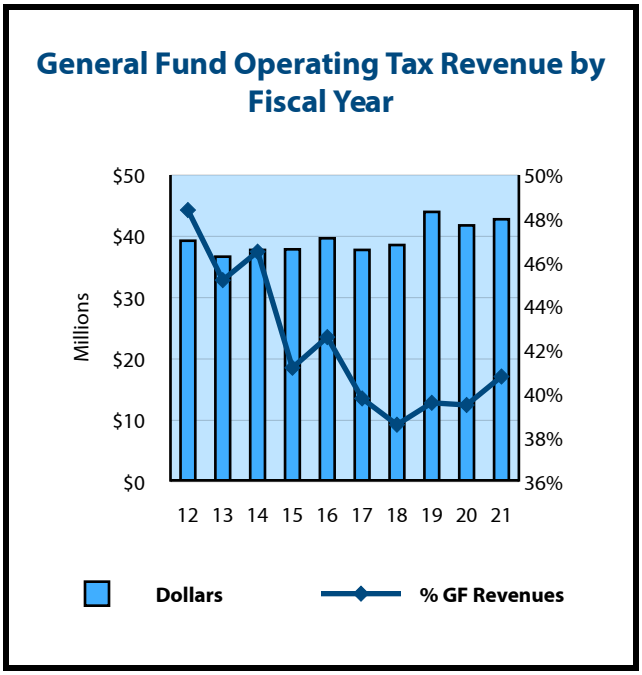

## CITY OPERATING TAX

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 Tax 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 2019, there was a spike in Operating Tax revenues due to the one-time, one mill tax increase that funded additional road improvements.

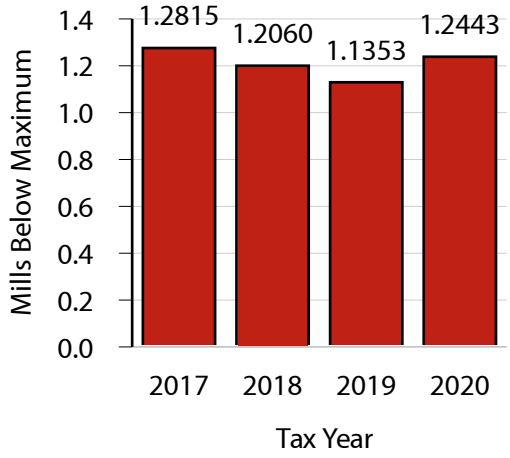
In the 2020/21 Budget, Operating Tax revenue represents 40.9% of total General Fund revenues, a $1 million, or 2.4% increase from the amount to be collected in 2020. The increase is a result of an estimated 4.0% overall rise in the City's taxable value offset by a decrease in the General Operating Millage rate, which was reduced from 9.494 to 9.3106. The Operating millage was reduced to offset an increase in the Police & Fire millage, resulting in an overall city millage rate equal to the prior year.

Despite the recent growth in taxable value, the City's Operating Tax revenues are still $6.9 million lower than what was collected in 2008.



For the fourth year in a row, the City's Headlee rollback maximum allowable tax levy has been reduced and is now equal to 10.5549. 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 four 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 has become smaller over time and will eventually decrease the amount of Operating Tax revenue collected. In the proposed budget, that 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.

**Actual Operating Levy below Headlee Reduced Maximum**




The proposed Operations tax rate for 2020/21 is 9.3106 mills per $1,000 Taxable Value which remains below the 12.0 millage rate limit established by the City Charter and is 1.2443 mills below the newly reduced maximum levy. The City's total 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 2020/21 increased by 4.0%. Real property increased by 4.7% due to new construction, property turnover leading to the uncapping of assessments, and a 1.9% inflationary factor on all existing properties. These increases are offset by an additional 5.5% 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 nearly 14% since 2008.

The current COVID-19 emergency is not expected to affect property tax values in the current year. Taxable value was set as of the tax date of 12/31/2019. Historically, taxable value decreases are not realized until at least two years after an economic downturn. It is still too early to forecast the long-term taxable value implications of this unique crisis, however economists at the University of Michigan are currently forecasting a slight increase in single family home appreciation over the next two years.

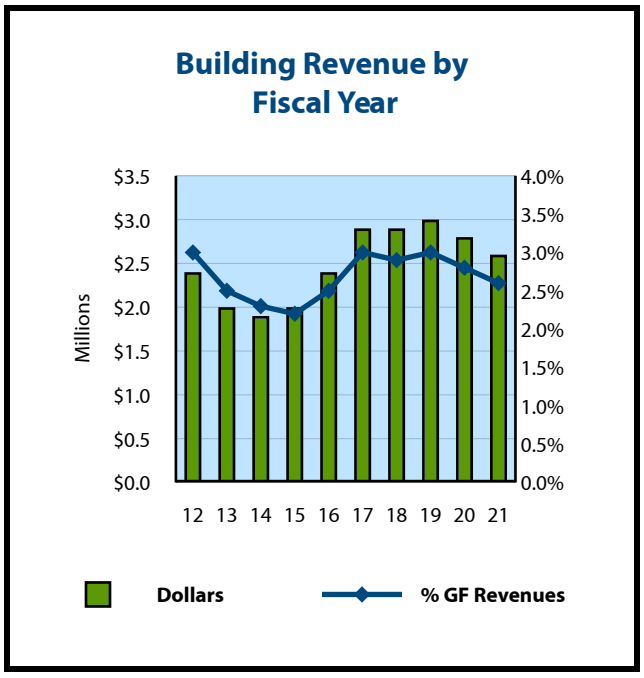
## LICENSES AND PERMITS

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.




*Mural at new Kroger Marketplace in Sterling Heights

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. 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. Development continues with the opening of the headquarters for Christian Financial Credit Union, the expansion of the Chaldean Community Foundation, as well as the opening of a brand new $35 million Kroger Marketplace in the current year. Significant development activity is expected to continue in the next five years. A temporary reduction in permit revenue is expected in the near term due to the COVID-19 crisis. The proposed budget includes a 20% reduction in Building Permit revenue to account for this, however once construction activity resumes, permit revenue should increase with several large projects 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 a new LA Fitness.



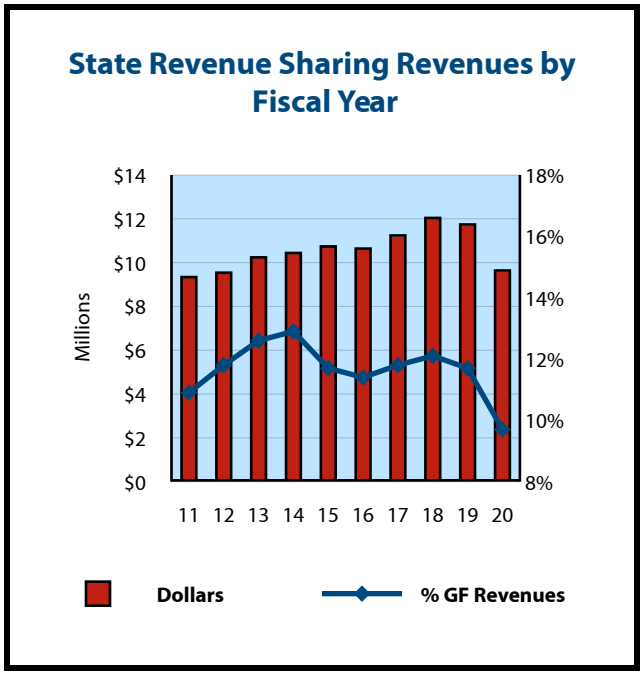

In the 2020/21 Budget, License and Permit revenues represent 2.3% of total General Fund revenue sources, a $38,400 or 1.5% decrease from 2020 estimated collections. The 2020/21 budget assumes a 20% reduction in permit activity for residential and commercial permits due to the COVID-19 crisis. To continue 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 2020/21, it is estimated the City will receive $9.7 million in State Revenue Sharing, a decrease of $2,061,850 or 17.5% below what is estimated to be received in 2020. The current year estimate and the proposed budgeted amount of revenue sharing have been reduced based on expected reductions in sales tax receipts due to the COVID-19 crisis. The amount in the proposed budget has been reduced 25% from the estimates provided by the State prior to the crisis.

Even prior the the current crisis, the State has not been fully funding revenue sharing to municipalities. 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 $63 million cumulatively since 2002 and the current annual payments are nearly $5.6 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 9.2% 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.

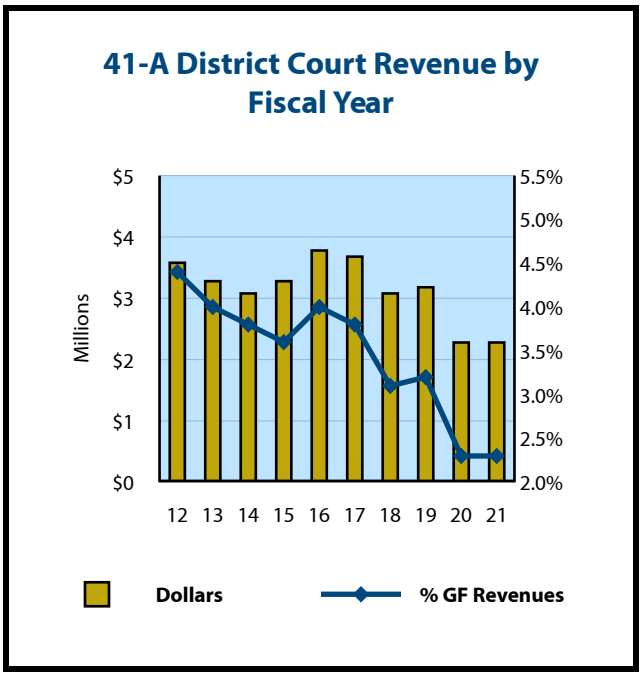
In 2020/21, State reimbursement for lost personal property tax is expected to be $4.8 million which is a $356,820 increase from the amount estimated to be received in 2020. As more personal property is eliminated each year, the personal property tax reimbursement is expected to increase correspondingly.

In the 2020/21 Budget, total State & Local Return revenues represent 14.3% of General Fund revenue sources, a decrease of $2,717,650 or 15.2% below 2020 estimated receipts. A decrease in State Shared revenue is expected due to lower sales tax receipts resulting from the COVID-19 crisis and less Federal Grant revenue is also expected due to the end of the SAFER (Staffing for Adequate Fire and Emergency Response) Grant, which funded a portion of the cost of 15 firefighters hired for EMS Transport in 2018 (75% in years 1 and 2, 35% in year 3). These decreases are offset by an increase in the personal property tax reimbursement as noted previously.

## 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. In the 2020/21 Budget, Court revenues are estimated to decrease 13% due to temporary closures as a result of facility renovations and the COVID-19 crisis, as well as the transfer of some

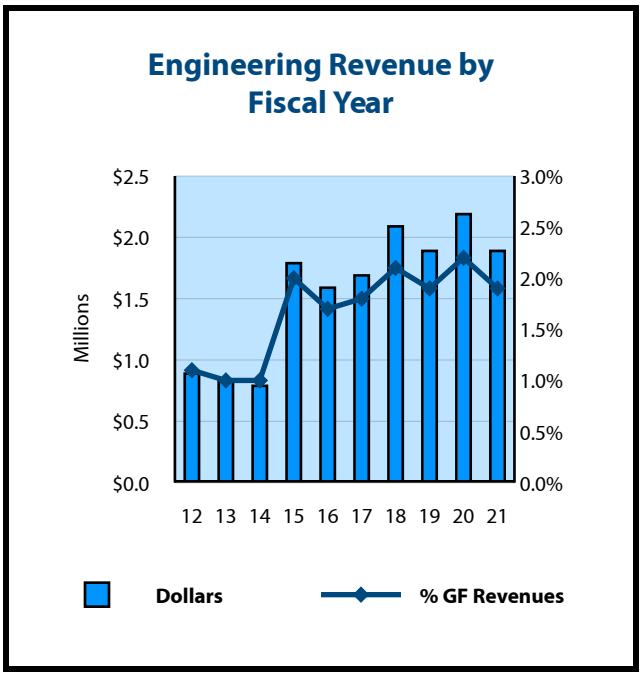
probation services to the Shelby Township Court. Court revenues have declined from 5.1% of total General Fund revenues in 2010 to 2.3% in 2021. In total, Fines & Forfeiture revenues represent 1.6% of General Fund revenues.

## 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 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 two years of activity, EMS revenue is trending above original projections due to more runs and a higher collection rate than originally anticipated. For 2020/21, EMS revenue is estimated at $3.8 million, a $100,000 or 2.7% 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 2020/21, Engineering Revenue is expected to fall by $341,000 or 15.2% due to the completion of several large road projects in the 2019/20 budget year.

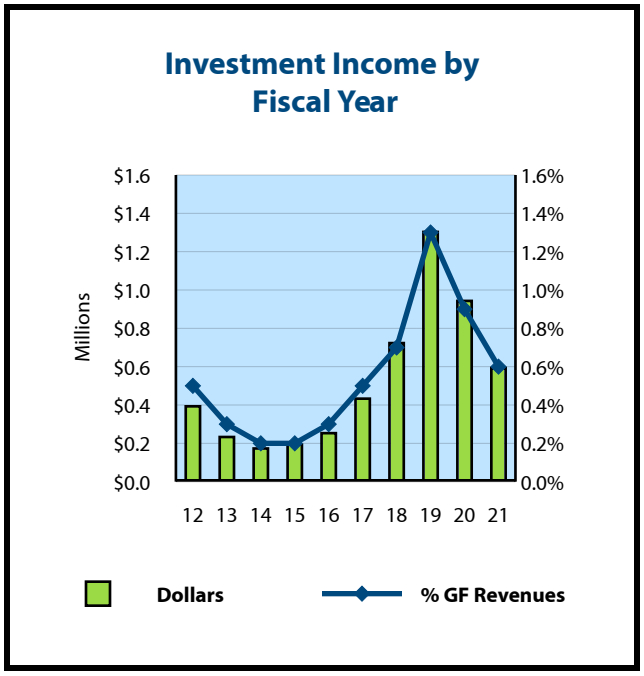


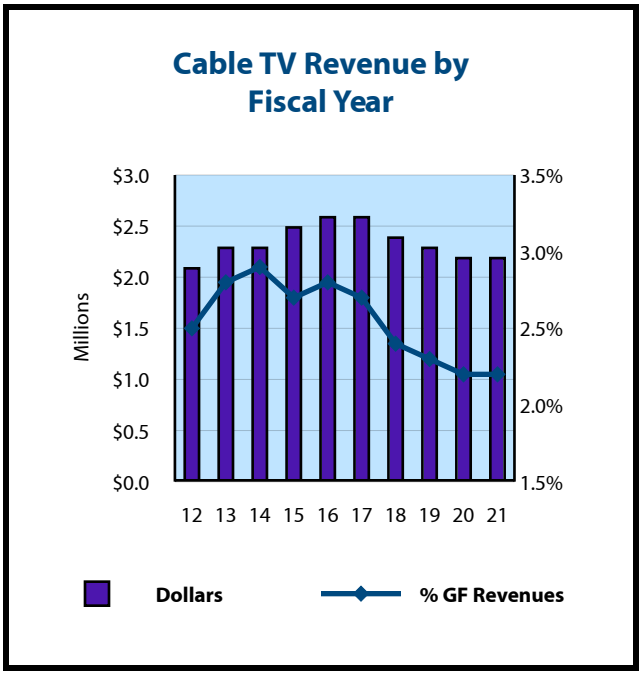

In the 2020/21 Budget, Charges for Services revenues represent 13.1% of General Fund revenue sources, a decrease of $310,660 or 2.2% below 2020 estimated receipts. This decrease is primarily due to lower expected Engineering revenue as noted above.

## 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, increased expected Interest Revenue to $950,000 for 2019/20. Three rate cuts in 2019 and additional interest rate cuts due to the COVID-19 crisis have decreased expected interest income by 36.8% to $600,000 for 2020/21.




In the 2020/21 Budget, Other Revenue represents 3.3% of General Fund revenue sources, a decrease of $562,580 or 14.0% from 2020 estimates. Most of the decrease is due to lower rental income charged to the Water & Sewer Fund as a previously used storage site is no longer used by the Department of Public Works and lower Interest on Investments as explained above.

## 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 2020/21, Cable Revenue is estimated to continue to decline by $100,000 or 4.3% to total $2.2 million, or 2.1% of General Fund revenue sources.

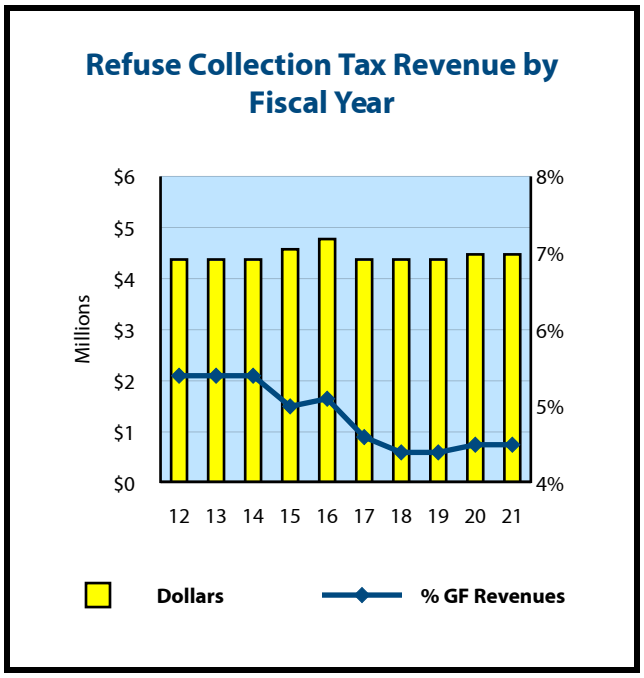
## REFUSE TAX

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.

In the 2020/21 Budget, the Refuse Tax represents 4.3% 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 additional eleven weeks of yard waste collection. Due to the 4.6% increase in taxable values, the Refuse millage rate declined by 0.0399 mills, or 4.0%, from 1.0038 to

0.9639 mills in order to generate sufficient funds to cover the estimated refuse contract costs.

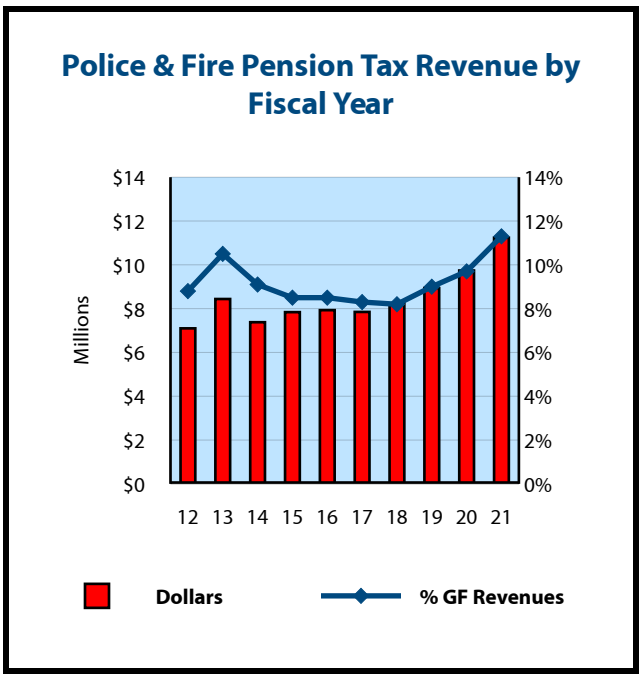



## POLICE & FIRE PENSION TAX

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 $12 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 2020/21 has increased to its highest level and is now $4.8 million higher than ten years ago.

In the 2020/21 Budget, the Police & Fire Pension Tax represents 10.8% of General Fund revenue sources, an increase of $1,588,450 or 16.3%. The Police & Fire Pension Tax levy for 2020/21 is 2.4441 mills per $1,000 Taxable Value, an increase of 0.2457 mills. The millage increase is due to the higher required contribution offset by the 4.0% increase in taxable value. As noted previously, the General Operating millage was reduced to offset this increase, resulting in an overall city tax rate with no increase from last year.




## SAFE STREETS TAX

The Safe Streets millage was originally approved by voters in November 2014 at 2.5 mills for six years. In November 2019, City residents renewed the millage for an additional ten years at 2.45 mills. Due to the fourth consecutive Headlee rollback, this millage will be reduced to 2.4343 for 2020. 1.6394 of the 2.4343 mills will generate $7.6 million in the General Fund to prevent further staffing cuts to Police and Fire positions. The remaining 0.7949 mills will generate nearly $3.7 million in the Local Road Fund to cover the cost of asphalt and concrete repairs to neighborhood streets.

In the 2020/21 Budget, General Fund revenue from the Safe Streets Tax increased by $201,890 or 2.7% over amounts collected in 2020 due to the 1.9% inflationary increase in City taxable values. Due to the Headlee rollback, the increase due to new development was limited. Safe Streets Tax revenue represents 7.2% 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 restoring General Fund reserves back to adequate levels.

## USE OF FUND BALANCE

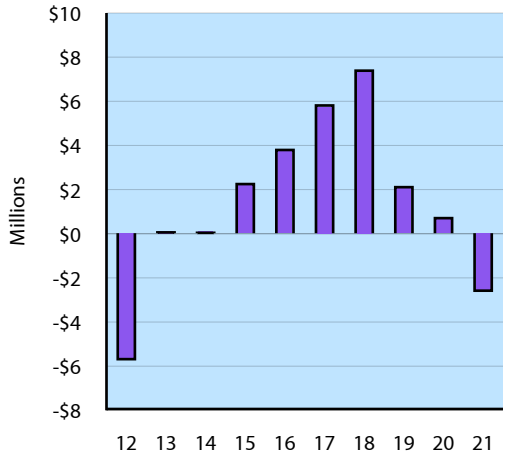
A budgeted Use of, or Contribution to, Fund Balance exists when there is an inequality between budgeted revenues and expenditures. If expenditures exceed revenues, a Use of Fund Balance is needed to balance the budget. If revenues exceed expenditures, then a Contribution to Fund Balance exists.

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. At the end of fiscal year 2019, the city held $26.8 million or 24.6% of General Fund expenditures in reserves. After reducing current year revenue estimates for State Revenue Sharing, Building Permit revenue, Court Fines and Interest on Investments due to the COVID-19 crisis, the fiscal 2019/20 budget is expected to contribute an additional $766,750 to fund balance. The proposed 2020/21 budget includes a Use of Fund Balance of 2,640,000, reducing fund balance to just over $25 million or 23.2% of expenditures. Revenue reductions of nearly $5 million were instituted into the Proposed Budget after the onset of the COVID-19 crisis and nearly $2.5 million of expenditures were eliminated. Strategic use of fund balance over the next few years, while continuing to budget for the most critical needs will ensure the City's continued strong financial position during this unprecedented crisis.

**Change in Fund Balance Reserves by Fiscal Year**




## OTHER CITY TAXES

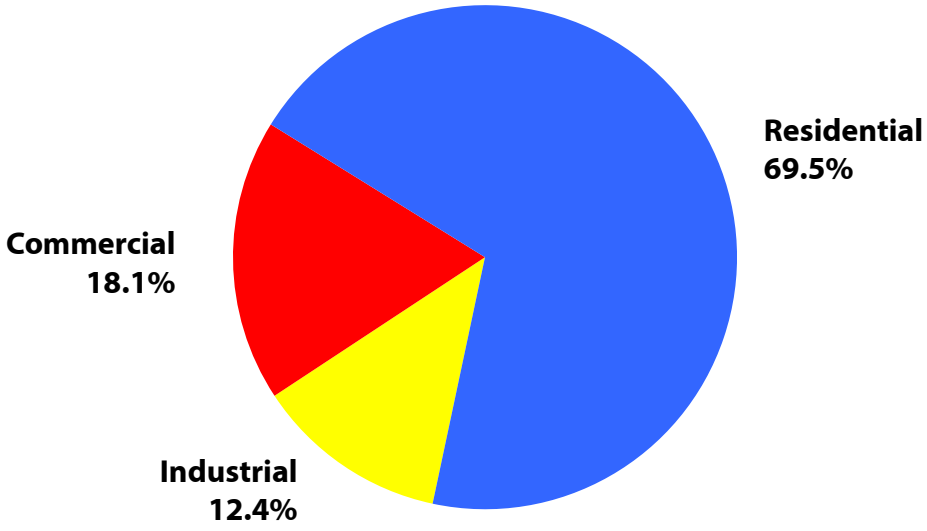
There are two additional property tax millages levied by the City that are not recorded in the General Fund. The Public Improvements (Proposal F - Fire Station Improvements) millage is recorded in the Debt Service fund and increased by 0.0001 mills to 0.1097 mills. The Fire Station Debt will be paid off in 2022, after which this millage will no longer be collected.

The *Re*creating 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 four years of consecutive Headlee rollbacks, the millage is again reduced by 0.0063 mills to 0.9443 mills for 2020/21 and will generate $4.4 million. More detail can be found in the Special Revenues section of this document.■

***A budget is telling your money where to go instead of wondering where it went.***

***~ Dave Ramsey ~***

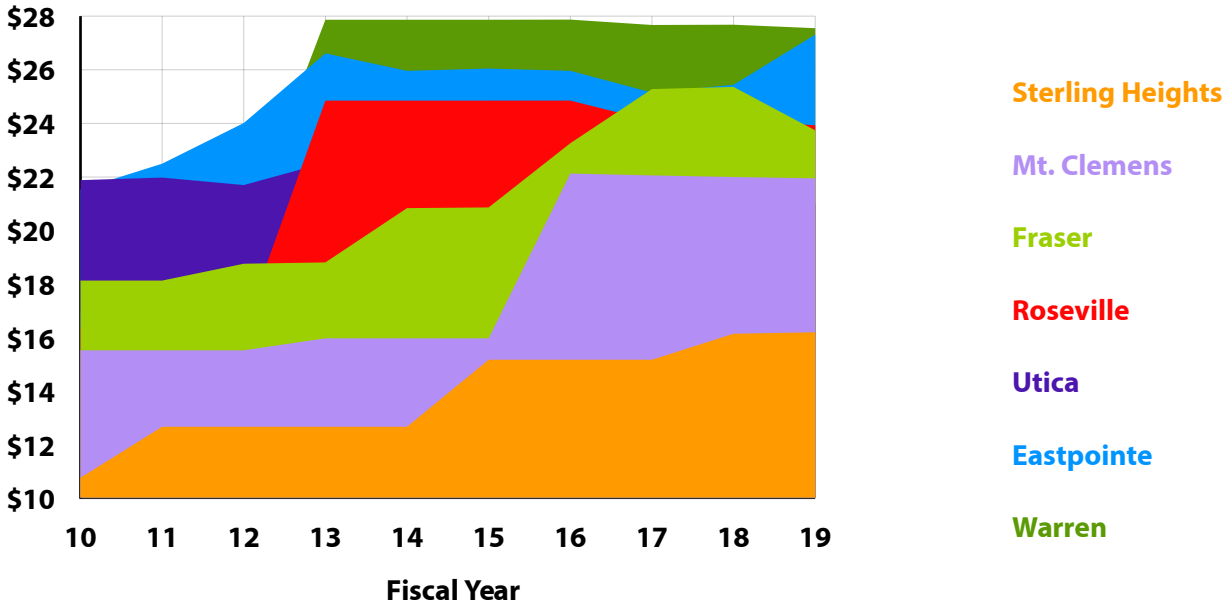
## Property Taxes by Customer Class




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

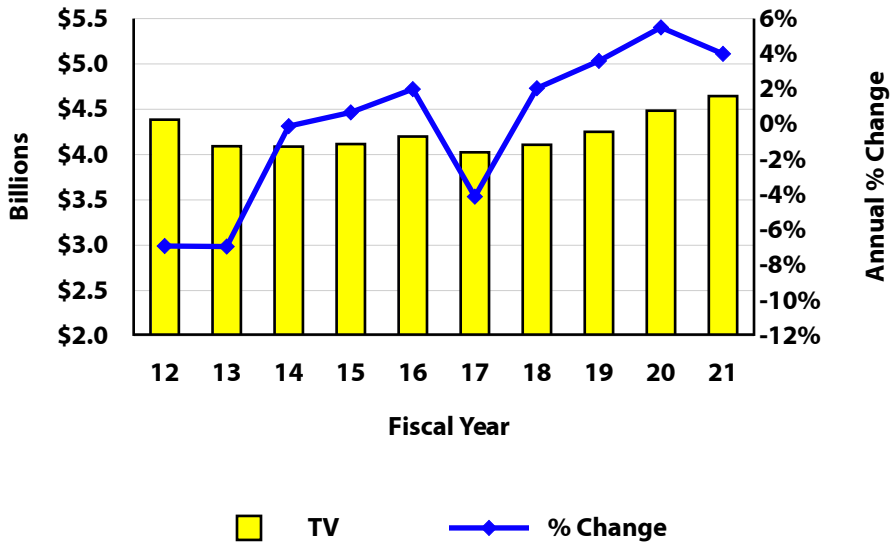
## Comparable Tax Rates of Surrounding Macomb County Cities

**Per $1,000 TV**



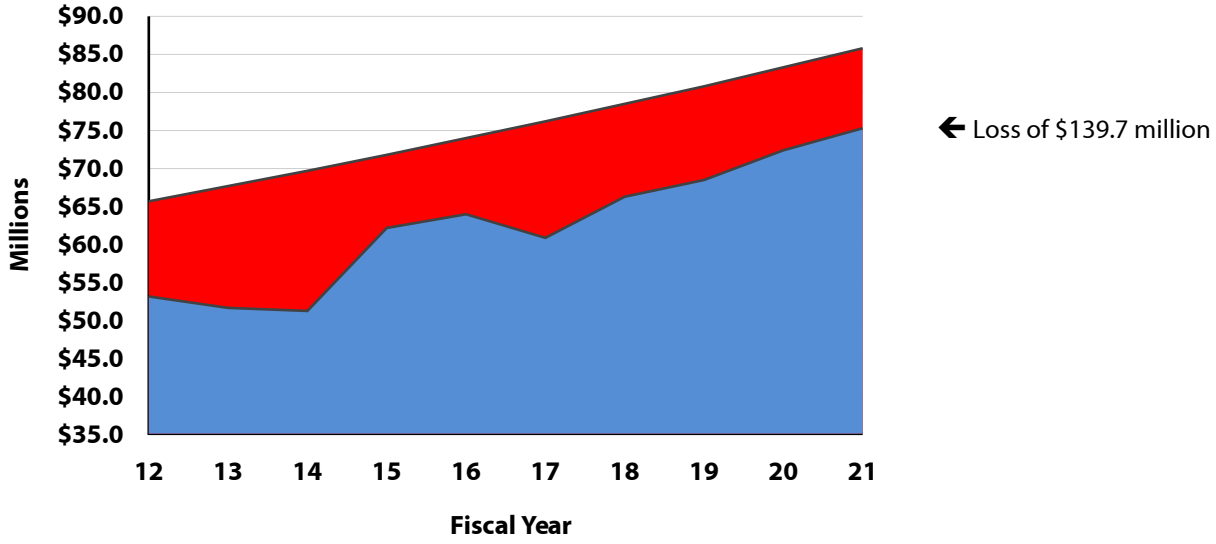

**This graph illustrates the taxes levied by Macomb County cities for the past 10 years.**

# 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 | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **CITY OPERATING TAXES** | | | | | | |
| 404000 | City Operating Tax | $44,391,234 | 39.76 | $42,256,520 | 39.74 | **$43,103,570** | **40.86** |
| 404001 | Property Tax Refunds | (147,853) | (0.13) | (55,000) | (0.05) | **(55,000)** | **(0.05)** |
| 415000 | Delinquent Personal Property Tax | 56,599 | 0.05 | 70,000 | 0.07 | **65,000** | **0.06** |
| 445000 | Penalties & Interest | 165,820 | 0.15 | 150,000 | 0.14 | **160,000** | **0.15** |
| | **Total Taxes** | **44,465,800** | **39.83** | **42,421,520** | **39.89** | **43,273,570** | **41.02** |
| | **LICENSES & PERMITS** | | | | | | |
| 451000 | Business Operating License | 33,952 | 0.03 | 30,000 | 0.03 | **175,000** | **0.17** |
| 452000 | Mobile / Temporary Vendor | 7,329 | 0.01 | 5,000 | 0.00 | **5,600** | **0.01** |
| 453000 | Liquor License | 83,440 | 0.07 | 95,000 | 0.09 | **95,000** | **0.09** |
| 454000 | Vending/Amusement Device Fee | 4,575 | 0.00 | 15,000 | 0.01 | **5,000** | **0.00** |
| 461000 | Electrical Registration & Permits | 401,771 | 0.36 | 400,000 | 0.38 | **375,000** | **0.36** |
| 462000 | Heating Registration & Permits | 283,999 | 0.25 | 300,000 | 0.28 | **300,000** | **0.28** |
| 463000 | Plumbing Registration & Permits | 203,948 | 0.18 | 200,000 | 0.19 | **200,000** | **0.19** |
| 464000 | Sign Registration & Permits | 60,023 | 0.05 | 50,000 | 0.05 | **50,000** | **0.05** |
| 470000 | Building Registration & Permits | 1,217,866 | 1.09 | 1,200,000 | 1.13 | **960,000** | **0.91** |
| 471000 | Fence Permits | 15,943 | 0.02 | 15,000 | 0.01 | **16,000** | **0.02** |
| 477000 | Fire Suppression Permits | 103,269 | 0.09 | 75,000 | 0.07 | **75,000** | **0.07** |
| 478000 | Animal Permits | 45,841 | 0.04 | 50,000 | 0.05 | **46,000** | **0.04** |
| 479401 | Non-Homestead Resident Insp. Fee | 104,563 | 0.09 | 65,000 | 0.06 | **100,000** | **0.09** |
| 479402 | Re-Inspection Code Enforcement Fee | 62,553 | 0.06 | 45,000 | 0.04 | **45,000** | **0.04** |
| | **Total Licenses & Permits** | **2,629,070** | **2.36** | **2,545,000** | **2.39** | **2,447,600** | **2.32** |
| | **STATE & LOCAL RETURNS** | | | | | | |
| 529000 | Federal Grant - Other | 606,746 | 0.54 | 673,080 | 0.63 | **115,900** | **0.11** |
| 539002 | State Grants | 48,167 | 0.04 | 0 | 0.00 | **0** | **0.00** |
| 544000 | Drunk Driving Case Flow Assistance | 6,729 | 0.01 | 9,200 | 0.01 | **6,500** | **0.01** |
| 549000 | County & Other Local Grants | 2,226 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 567001 | State Aid - Library | 99,379 | 0.09 | 102,960 | 0.10 | **104,960** | **0.10** |
| 569001 | Judges Salary Stand Payments | 136,877 | 0.12 | 137,170 | 0.13 | **137,170** | **0.13** |
| 573386 | Personal Prop. Tax Reimbursement | 7,038,012 | 6.30 | 4,007,680 | 3.77 | **4,825,000** | **4.57** |
| 574000 | State Revenue Sharing | 12,149,046 | 10.88 | 12,614,150 | 11.86 | **9,688,150** | **9.18** |
| 581001 | Municipal Credit Transportation | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 583000 | Macomb Auto Theft Squad - Grant | 78,049 | 0.07 | 65,600 | 0.06 | **80,000** | **0.08** |
| 585000 | Drug Enforce. Admin. - Federal | 40,843 | 0.04 | 40,000 | 0.04 | **40,000** | **0.04** |
| 587001 | County Contrib. - Library Penal Fines | 134,537 | 0.12 | 100,000 | 0.09 | **115,000** | **0.11** |
| | **Total State & Local Returns** | **20,340,611** | **18.22** | **17,749,840** | **16.69** | **15,112,680** | **14.32** |
| | **FINES & FORFEITURES** | | | | | | |
| 656003 | Contempt Court Fines | 24,050 | 0.02 | 35,000 | 0.03 | **5,000** | **0.00** |
| 656004 | Ordinance Fines & Costs | 2,100,409 | 1.88 | 2,000,000 | 1.88 | **1,387,500** | **1.32** |
| 656005 | Municipal Civil Infractions | 29,375 | 0.03 | 10,000 | 0.01 | **20,000** | **0.02** |
| 657001 | Library Fines | 31,923 | 0.03 | 30,000 | 0.03 | **30,000** | **0.03** |
| 658001 | Bond Forfeitures | 108,290 | 0.10 | 100,000 | 0.09 | **90,000** | **0.09** |
| 659001 | Driver Reinstatement Fee | 38,868 | 0.03 | 36,000 | 0.03 | **36,000** | **0.03** |
| 659002 | Default Judgment Fee | 171,642 | 0.15 | 160,000 | 0.15 | **160,000** | **0.15** |
| 659003 | Crime Victim Rights Admin. Fee | 12,641 | 0.01 | 13,000 | 0.01 | **12,000** | **0.01** |
| 659004 | Forensic Admin. Fee | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 659005 | DNA Assessment Fee | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |

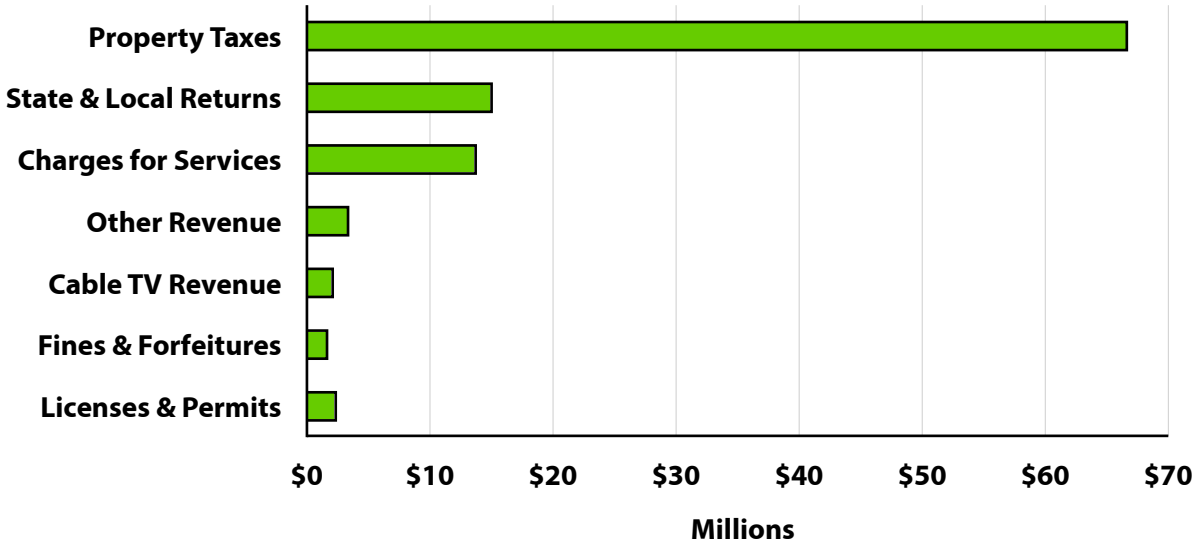
# GENERAL FUND
# REVENUE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **Total Fines & Forfeitures** | **2,517,198** | **2.25** | **2,384,000** | **2.24** | **1,740,500** | **1.65** |
| | **CHARGES FOR SERVICES** | | | | | | |
| 603000 | Court Filing Fee | 136,391 | 0.12 | 125,000 | 0.12 | **130,000** | **0.12** |
| 603001 | Jury Demand Fee | 4,040 | 0.00 | 3,600 | 0.00 | **4,000** | **0.00** |
| 604000 | Probation Oversight | 247,742 | 0.22 | 260,000 | 0.24 | **120,000** | **0.11** |
| 605000 | Garnishments - Filing Fee | 125,060 | 0.11 | 125,000 | 0.12 | **125,000** | **0.12** |
| 606000 | Split/Combination Fee | 13,040 | 0.01 | 7,000 | 0.01 | **15,000** | **0.01** |
| 607000 | Fire Permits, Fees, & Inspections | 20,866 | 0.02 | 20,000 | 0.02 | **20,000** | **0.02** |
| 608000 | Recording Fees | 4,894 | 0.00 | 3,000 | 0.00 | **4,000** | **0.00** |
| 609000 | Mobile Home Tax | 9,704 | 0.01 | 9,700 | 0.01 | **9,710** | **0.01** |
| 610000 | Vital Statistics | 72,765 | 0.07 | 70,000 | 0.07 | **72,000** | **0.07** |
| 611000 | Attorney Fee Reimbursement | 37,622 | 0.03 | 30,000 | 0.03 | **35,000** | **0.03** |
| 612000 | Alcohol Assessment Fee | 37,815 | 0.03 | 45,000 | 0.04 | **18,000** | **0.02** |
| 626000 | Services - PTAF | 1,916,334 | 1.72 | 1,954,250 | 1.84 | **1,987,000** | **1.88** |
| 627000 | Water & Sewer Activity | 1,911,810 | 1.71 | 1,789,530 | 1.68 | **1,788,930** | **1.70** |
| 627276 | Administrative Services - RR | 60,230 | 0.05 | 82,500 | 0.08 | **84,150** | **0.08** |
| 627444 | Administrative Services - Roads | 269,477 | 0.24 | 250,000 | 0.24 | **250,000** | **0.24** |
| 627556 | Admin Services-Water Distribution | 383,880 | 0.34 | 532,140 | 0.50 | **472,750** | **0.45** |
| 627574 | Admin Services-W&S Improvements | 153,300 | 0.14 | 0 | 0.00 | **0** | **0.00** |
| 627677 | Administrative Services-Self Insurance | 313,350 | 0.28 | 266,550 | 0.25 | **266,550** | **0.25** |
| 627732 | Administrative Services-P&F Pension | 3,852 | 0.00 | 7,000 | 0.01 | **5,000** | **0.00** |
| 628001 | Voter Lists | 221 | 0.00 | 500 | 0.00 | **500** | **0.00** |
| 629001 | Labor Services - Roads | 1,051,330 | 0.94 | 1,000,000 | 0.94 | **1,000,000** | **0.95** |
| 629002 | Labor Services - Cross Charges | 20,618 | 0.02 | 30,000 | 0.03 | **30,000** | **0.03** |
| 629003 | Labor Services - Fleet Maintenance | 33,591 | 0.03 | 75,000 | 0.07 | **30,000** | **0.03** |
| 631001 | Police & Fire Services | 422,506 | 0.38 | 407,000 | 0.38 | **380,000** | **0.36** |
| 631002 | Towed Vehicle Impound Fee | 93,651 | 0.08 | 110,000 | 0.10 | **100,000** | **0.09** |
| 632001 | Inspection Services-Projects-Other | 172,925 | 0.15 | 250,000 | 0.24 | **200,000** | **0.19** |
| 632002 | Inspection Services-City Projects | 428,045 | 0.38 | 400,000 | 0.38 | **400,000** | **0.38** |
| 632003 | Engineering Review Fee | 184,589 | 0.17 | 120,000 | 0.11 | **125,000** | **0.12** |
| 632004 | Engineering & Design - Project | 1,041,663 | 0.93 | 800,000 | 0.75 | **1,100,000** | **1.04** |
| 632005 | Building Number Assignments | 373 | 0.00 | 1,000 | 0.00 | **2,000** | **0.00** |
| 632006 | SESC Review Fee | 25,687 | 0.02 | 20,000 | 0.02 | **25,000** | **0.02** |
| 632007 | SESC Inspection Fee | 47,549 | 0.04 | 60,000 | 0.06 | **40,000** | **0.04** |
| 632008 | Easement Vacation | 1,035 | 0.00 | 500 | 0.00 | **500** | **0.00** |
| 632009 | ROW Permit Fees | 14,157 | 0.01 | 5,000 | 0.00 | **5,000** | **0.00** |
| 634003 | Supplies & Gasoline Revenue | 56,594 | 0.05 | 43,000 | 0.04 | **60,000** | **0.06** |
| 634004 | Parts-Vehicle Maintenance | 118,578 | 0.11 | 40,000 | 0.04 | **100,000** | **0.09** |
| 635000 | Municipal Services Fee | 0 | 0.00 | 0 | 0.00 | **75,000** | **0.07** |
| 635535 | Refuse Collection Fees | 12,604 | 0.01 | 12,600 | 0.01 | **15,000** | **0.01** |
| 636000 | Plan Review Fee | 49,090 | 0.04 | 80,000 | 0.08 | **20,000** | **0.02** |
| 636001 | Building Department Plan Review | 446,595 | 0.40 | 425,000 | 0.40 | **425,000** | **0.40** |
| 637001 | Copies & Forms | 15,364 | 0.01 | 15,000 | 0.01 | **15,000** | **0.01** |
| 637002 | Maps | 176 | 0.00 | 200 | 0.00 | **150** | **0.00** |
| 637003 | Police Reports | 97,159 | 0.09 | 100,000 | 0.09 | **100,000** | **0.09** |

# GENERAL FUND
# REVENUE SUMMARY BY ACCOUNT

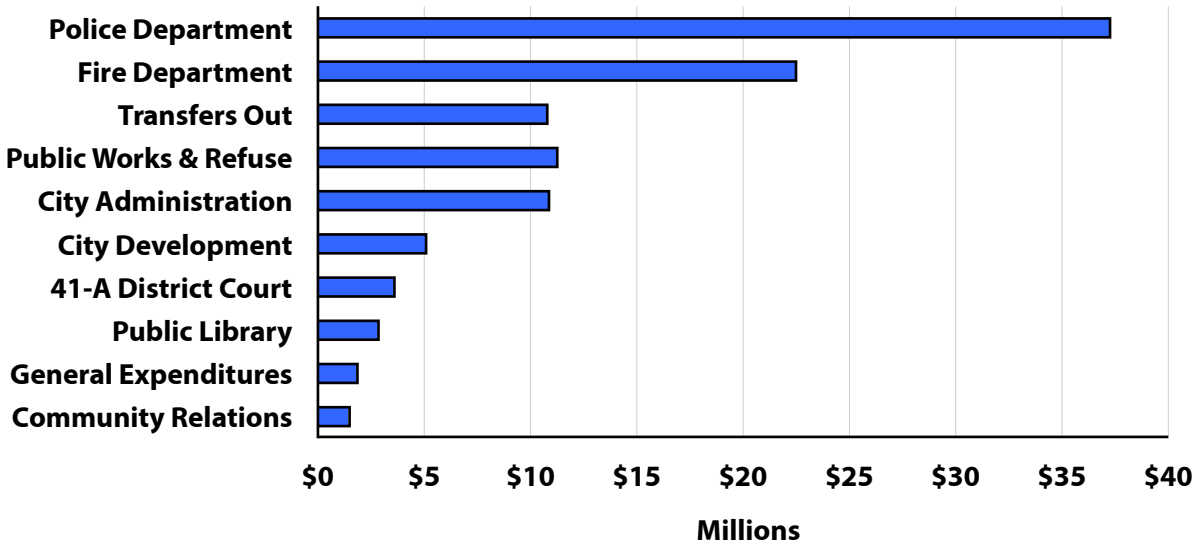
| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **CHARGES FOR SERVICES** | | | | | | |
| 637005 | Fire Reports | 3,457 | 0.00 | 2,000 | 0.00 | **3,000** | **0.00** |
| 637006 | PBT User Fee | 270 | 0.00 | 250 | 0.00 | **250** | **0.00** |
| 637007 | False Alarm Fees | 129,856 | 0.12 | 110,000 | 0.10 | **100,000** | **0.09** |
| 637009 | Transport Fees | 3,675,431 | 3.29 | 3,500,000 | 3.29 | **3,800,000** | **3.60** |
| 637301 | Notary Fee | $1,140 | 0.00 | $1,200 | 0.00 | **$1,200** | **0.00** |
| 638000 | Application Fees | 8,800 | 0.01 | 8,960 | 0.01 | **11,400** | **0.01** |
| 639001 | Parks & Recreation Fees | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 639253 | Treasury Transfer & Late Fees | 61,287 | 0.05 | 60,000 | 0.06 | **60,000** | **0.06** |
| 640001 | 5% Cash Deposit | $1,195 | 0.00 | $2,000 | 0.00 | **$2,000** | **0.00** |
| 640002 | Weed Cutting | 79,922 | 0.07 | 75,000 | 0.07 | **80,000** | **0.08** |
| 640003 | Board of Zoning Appeals Fees | 43,037 | 0.04 | 20,000 | 0.02 | **40,000** | **0.04** |
| 640005 | Ordinance Board of Appeals Fees | 96,794 | 0.09 | 65,000 | 0.06 | **65,000** | **0.06** |
| | **Total Charges for Services** | **14,157,457** | **12.68** | **13,419,480** | **12.62** | **13,818,090** | **13.10** |
| | **OTHER REVENUE** | | | | | | |
| 656006 | Interpreter Fees | 12,220 | 0.01 | 10,000 | 0.01 | **20,000** | **0.02** |
| 665000 | Interest on Investments | 1,309,950 | 1.17 | 950,000 | 0.89 | **600,000** | **0.57** |
| 667002 | Rental Income - Utica Road | 54,000 | 0.05 | 155,850 | 0.15 | **0** | **0.00** |
| 667003 | Rental Income - DPS | 114,060 | 0.10 | 179,460 | 0.17 | **180,760** | **0.17** |
| 667005 | Rental - DPW - Impound Lot | 48,000 | 0.04 | 48,000 | 0.05 | **48,000** | **0.05** |
| 667009 | Rental - Towers | 198,653 | 0.18 | 199,620 | 0.19 | **202,620** | **0.19** |
| 669001 | Rental - Road Equipment | 1,116,516 | 1.00 | 1,000,000 | 0.94 | **1,100,000** | **1.04** |
| 669002 | Rental - Equipment - Cross Charges | 21,582 | 0.02 | 30,000 | 0.03 | **25,000** | **0.02** |
| 673000 | Sale of Fixed Assets | 48,190 | 0.04 | 30,000 | 0.03 | **80,000** | **0.08** |
| 675000 | Contributions & Donations | 15,054 | 0.01 | 10,000 | 0.01 | **10,000** | **0.01** |
| 675003 | Art Fair Revenue | 304,243 | 0.27 | 300,000 | 0.28 | **350,000** | **0.33** |
| 676000 | Reimbursements | 769,138 | 0.69 | 620,890 | 0.58 | **600,000** | **0.57** |
| 676001 | Reimbursements - Legal | 15,825 | 0.01 | 2,000 | 0.00 | **5,000** | **0.00** |
| 677008 | Unrealized Gain/Loss | 441,770 | 0.40 | 0 | 0.00 | **0** | **0.00** |
| 679000 | Police Auction | 1,258 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 679792 | Library Book Sales | 577 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 685000 | Miscellaneous Revenue | 51,334 | 0.05 | 70,000 | 0.07 | **60,000** | **0.06** |
| 685292 | Misc Revenue - Comm Relations | 1,113 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 685792 | Miscellaneous Revenue - Library | 74,755 | 0.07 | 80,000 | 0.08 | **80,000** | **0.08** |
| 687000 | Refunds & Rebates | 9,560 | 0.01 | 60,000 | 0.06 | **28,000** | **0.03** |
| 690000 | O.U.I.L. Recovery | 24,967 | 0.02 | 30,000 | 0.03 | **30,000** | **0.03** |
| 690002 | Warrant Arrest Processing Fee | 4,750 | 0.00 | 5,200 | 0.00 | **4,700** | **0.00** |
| 695000 | Insurance Recovery & Subrogation | 56,224 | 0.05 | 0 | 0.00 | **25,000** | **0.02** |
| | **Total Other Revenue** | **4,693,739** | **4.20** | **3,781,020** | **3.56** | **3,449,080** | **3.27** |
| 405000 | City Refuse Tax | 4,407,310 | 3.95 | 4,516,650 | 4.25 | **4,516,710** | **4.28** |
| 406000 | P&F Pension Tax | 9,011,570 | 8.07 | 9,813,470 | 9.23 | **11,346,330** | **10.75** |
| 407000 | Safe Streets Tax | 7,094,705 | 6.35 | 7,411,580 | 6.97 | **7,598,160** | **7.20** |
| 680000 | Cable TV Revenue | 2,329,624 | 2.09 | 2,300,000 | 2.16 | **2,200,000** | **2.09** |
| | **Total General Fund Revenue** | **$111,647,085** | **100.00** | **$106,342,560** | **100.00** | **$105,502,720** | **100.00** |

# General Fund Revenues by Revenue Category




This graph illustrates the amount budgeted for each revenue category.

# 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. | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget | % Change From 19/20 |
|---|---|---|---|---|---|
| **LEGISLATIVE** | | | | | |
| 1. City Council | 1010 | $170,490 | $179,860 | **$189,590** | 5.4% |
| **CITY ADMINISTRATION DEPARTMENT** | | | | | |
| 1. City Management | 1720 | 1,405,260 | 1,453,010 | **1,536,660** | 5.8% |
| 2. City Clerk | 2160/2170 | 823,430 | 976,550 | **1,034,280** | 5.9% |
| 3. Information Technology | 2580 | 1,144,640 | 1,499,110 | **1,501,740** | 0.2% |
| 4. Assessing | 2090 | 1,030,810 | 1,062,610 | **1,099,190** | 3.4% |
| 5. Financial Services | 2010 | 855,340 | 937,980 | **875,840** | -6.6% |
| 6. Purchasing | 2330 | 425,400 | 489,610 | **432,010** | -11.8% |
| 7. Facilities Maintenance | 2650 | 1,655,820 | 1,770,030 | **2,013,720** | 13.8% |
| 8. Treasury | 2530 | 1,181,000 | 1,235,720 | **1,255,910** | 1.6% |
| 9. Act 78 - Civil Service Commission | 2200 | 29,180 | 44,370 | **31,170** | -29.7% |
| 10. General Employees Pension Board | 2390 | 74,590 | 78,890 | **66,960** | -15.1% |
| 11. Legal | 2100 | 864,190 | 870,000 | **890,000** | 2.3% |
| **Total City Administration Department** | | **9,660,150** | **10,597,740** | **10,927,070** | **3.1%** |
| **PUBLIC LIBRARY DEPARTMENT** | | | | | |
| 1. Library | 7920 | 2,711,030 | 2,884,530 | **2,905,360** | 0.7% |
| 2. Historical Commission | 8030 | 4,410 | 4,700 | **4,790** | 1.9% |
| **Total Public Library Department** | | **2,715,440** | **2,889,230** | **2,910,150** | **0.7%** |
| **POLICE DEPARTMENT** | | | | | |
| 1. Police Administration | 3050 | 5,366,080 | 5,633,270 | **5,821,080** | 3.3% |
| 2. Police Investigations | 3100 | 7,695,970 | 7,800,110 | **8,240,250** | 5.6% |
| 3. Police Operations | 3150 | 18,988,640 | 19,974,930 | **21,407,090** | 7.2% |
| 4. Police Support Services | 3260 | 1,772,840 | 1,805,980 | **1,846,770** | 2.3% |
| **Total Police Department** | | **33,823,530** | **35,214,290** | **37,315,190** | **6.0%** |
| **FIRE DEPARTMENT** | | | | | |
| 1. Fire Administration | 3370 | 1,579,340 | 1,666,600 | **1,732,580** | 4.0% |
| 2. Fire Extinguishment | 3380/3390 | 17,517,850 | 18,156,590 | **19,392,540** | 6.8% |
| 3. Fire Prevention | 3410 | 1,287,980 | 1,167,580 | **1,423,650** | 21.9% |
| **Total Fire Department** | | **20,385,170** | **20,990,770** | **22,548,770** | **7.4%** |

# GENERAL FUND EXPENDITURES
# BY BUDGETARY CENTER

| Activity Name | Activity No. | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget | % Change From 19/20 |
|---|---|---|---|---|---|
| **PUBLIC WORKS DEPARTMENT** | | | | | |
| 1. Fleet Maintenance | 5530 | 2,958,440 | 3,223,300 | **3,169,040** | -1.7% |
| 2. Parks & Grounds Maintenance | 7700 | 559,210 | 0 | **0** | |
| 3. Public Works Center | 4420 | 197,120 | 266,520 | **180,650** | -32.2% |
| 4. Street Services | 4440 | 2,639,760 | 3,089,250 | **3,299,220** | 6.8% |
| **Total Public Works Department** | | **6,354,530** | **6,579,070** | **6,648,910** | **1.1%** |
| **REFUSE COLLECTION** | | | | | |
| 1. Refuse Collection | 5350 | 4,491,460 | 4,516,800 | **4,666,480** | 3.3% |
| **Total Refuse Collection** | | **4,491,460** | **4,516,800** | **4,666,480** | **3.3%** |
| **CITY DEVELOPMENT DEPARTMENT** | | | | | |
| 1. Building | 4120 | 1,076,430 | 1,136,430 | **1,153,520** | 1.5% |
| 2. Economic Development | 4150 | 324,800 | 439,370 | **386,890** | -11.9% |
| 3. Engineering | 4470 | 1,361,010 | 1,411,070 | **1,439,300** | 2.0% |
| 4. Neighborhood Services | 4170 | 1,641,600 | 1,792,390 | **1,848,850** | 3.1% |
| 5. Planning | 4020 | 255,810 | 277,020 | **298,430** | 7.7% |
| 6. Planning Commission | 4030 | 7,340 | 12,270 | **10,860** | -11.5% |
| 7. Sustainability Commission | 8070 | 0 | 0 | **750** | 100.0% |
| 8. Zoning Board of Appeals | 4130 | 7,990 | 10,470 | **9,050** | -13.6% |
| 9. Component Unit Funding | 9670 | 300,000 | 200,000 | **0** | -100.0% |
| **Total City Development Department** | | **4,974,980** | **5,279,020** | **5,147,650** | **-2.5%** |
| **COMMUNITY RELATIONS DEPARTMENT** | | | | | |
| 1. Community Relations | 2920 | 1,422,420 | 1,523,200 | **1,549,980** | 1.8% |
| 2. Arts Commission | 7930 | 710 | 720 | **2,750** | 281.9% |
| 3. Beautification Commission | 8060 | 0 | 50 | **50** | 0.0% |
| **Total Community Relations Department** | | **1,423,130** | **1,523,970** | **1,552,780** | **1.9%** |
| **41-A DISTRICT COURT** | 1360 | 3,428,460 | 3,595,230 | **3,656,350** | 1.7% |
| **GENERAL EXPENDITURES** | 8950 | 1,586,080 | 2,188,370 | **1,916,300** | -12.4% |
| **TRANSFERS OUT** | 9660 | 20,633,990 | 12,137,940 | **10,852,970** | -10.6% |
| **Total General Fund Expenditures** | | **$109,476,920** | **$105,512,430** | **$108,142,620** | **2.5%** |

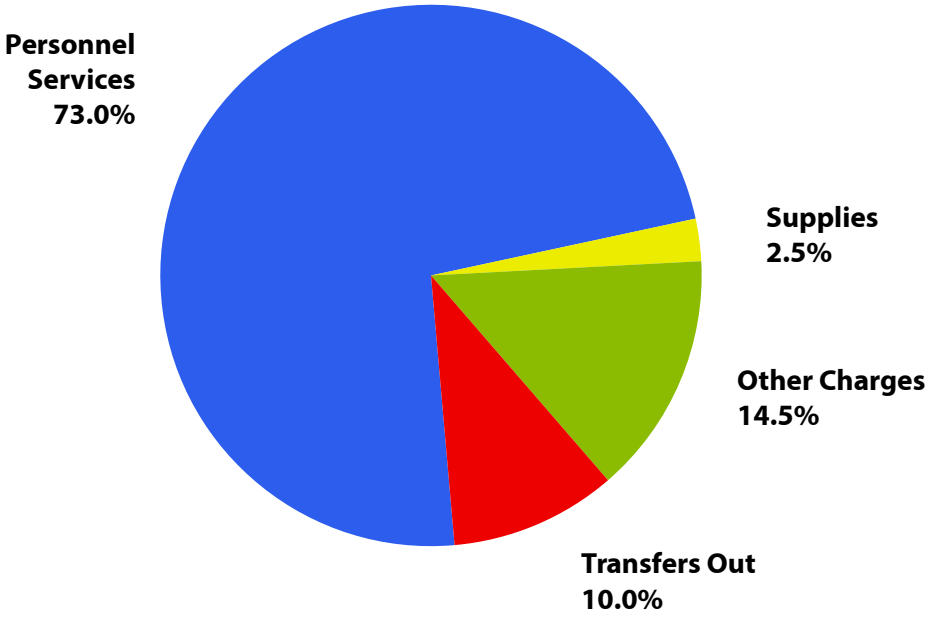
# GENERAL FUND BUDGETARY CENTERS
# EXPENDITURES BY CATEGORY

| Activity Name | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget |
|---|---|---|---|---|---|
| **CITY ADMINISTRATION DEPARTMENT** | | | | | |
| Personnel Services | $5,503,940 | $5,789,900 | $6,692,190 | $6,986,790 | **$7,356,990** |
| Supplies | 189,450 | 190,390 | 238,590 | 319,460 | **296,630** |
| Other Charges | 1,511,320 | 1,791,930 | 2,729,370 | 3,291,490 | **3,273,450** |
| **Total** | **7,204,710** | **7,772,220** | **9,660,150** | **10,597,740** | **10,927,070** |
| **PUBLIC LIBRARY DEPARTMENT** | | | | | |
| Personnel Services | 2,041,180 | 2,085,600 | 2,208,220 | 2,344,700 | **2,358,250** |
| Supplies | 216,180 | 226,950 | 226,180 | 244,560 | **249,060** |
| Other Charges | 267,300 | 276,950 | 281,040 | 299,970 | **302,840** |
| **Total** | **2,524,660** | **2,589,500** | **2,715,440** | **2,889,230** | **2,910,150** |
| **PARKS & RECREATION DEPARTMENT** | | | | | |
| Personnel Services | 1,588,110 | 0 | 0 | 0 | **0** |
| Supplies | 78,450 | 0 | 0 | 0 | **0** |
| Other Charges | 350,280 | 0 | 0 | 0 | **0** |
| **Total** | **2,016,840** | **0** | **0** | **0** | **0** |
| **POLICE DEPARTMENT** | | | | | |
| Personnel Services | 28,683,780 | 28,696,460 | 30,751,560 | 32,012,920 | **34,019,770** |
| Supplies | 161,590 | 233,580 | 157,300 | 177,520 | **174,550** |
| Other Charges | 2,769,550 | 2,792,440 | 2,914,670 | 3,023,850 | **3,120,870** |
| **Total** | **31,614,920** | **31,722,480** | **33,823,530** | **35,214,290** | **37,315,190** |
| **FIRE DEPARTMENT** | | | | | |
| Personnel Services | 16,240,070 | 17,500,350 | 19,298,590 | 19,845,460 | **21,416,190** |
| Supplies | 160,220 | 320,830 | 326,500 | 313,070 | **321,080** |
| Other Charges | 470,100 | 565,820 | 760,090 | 832,240 | **811,500** |
| **Total** | **16,870,390** | **18,387,000** | **20,385,180** | **20,990,770** | **22,548,770** |
| **PUBLIC WORKS DEPARTMENT** | | | | | |
| Personnel Services | 4,118,520 | 4,475,270 | 4,230,290 | 4,513,480 | **4,583,080** |
| Supplies | 1,364,830 | 1,634,390 | 1,496,340 | 1,522,520 | **1,549,800** |
| Other Charges | 898,010 | 980,780 | 627,900 | 543,070 | **516,030** |
| **Total** | **6,381,360** | **7,090,440** | **6,354,530** | **6,579,070** | **6,648,910** |
| **REFUSE** | | | | | |
| Personnel Services | 116,400 | 120,980 | 111,910 | 140,690 | **139,180** |
| Supplies | 150 | 0 | 680 | 1,500 | **1,000** |
| Other Charges | 4,320,970 | 4,341,740 | 4,378,870 | 4,374,610 | **4,526,300** |
| **Total** | **4,437,520** | **4,462,720** | **4,491,460** | **4,516,800** | **4,666,480** |
| **CITY DEVELOPMENT DEPARTMENT** | | | | | |
| Personnel Services | 4,413,310 | 4,548,670 | 4,386,700 | 4,601,310 | **4,715,830** |
| Supplies | 44,140 | 64,590 | 23,530 | 25,900 | **28,700** |
| Other Charges | 930,260 | 1,047,670 | 264,750 | 451,810 | **403,120** |
| Transfers Out | 300,000 | 300,000 | 300,000 | 200,000 | **0** |
| **Total** | **5,687,710** | **5,960,930** | **4,974,980** | **5,279,020** | **5,147,650** |

# GENERAL FUND BUDGETARY CENTERS
# EXPENDITURES BY CATEGORY

| Activity Name | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget |
|---|---|---|---|---|---|
| **COMMUNITY RELATIONS DEPARTMENT** | | | | | |
| Personnel Services | 940,380 | 974,200 | 974,940 | 1,062,900 | **1,070,450** |
| Supplies | 47,250 | 161,040 | 44,440 | 50,660 | **50,590** |
| Other Charges | 107,690 | 206,730 | 403,740 | 410,410 | **431,740** |
| **Total** | **1,095,320** | **1,341,970** | **1,423,120** | **1,523,970** | **1,552,780** |
| **41-A DISTRICT COURT** | | | | | |
| Personnel Services | 2,931,090 | 2,971,830 | 3,089,090 | 3,249,600 | **3,314,170** |
| Supplies | 41,820 | 39,420 | 45,300 | 41,500 | **42,100** |
| Other Charges | 269,960 | 298,590 | 294,070 | 304,130 | **300,080** |
| **Total** | **3,242,870** | **3,309,840** | **3,428,460** | **3,595,230** | **3,656,350** |
| **GENERAL EXPENDITURES** | | | | | |
| Personnel Services | 14,510 | 7,770 | 3,100 | 10,000 | **10,000** |
| Supplies | 18,820 | 18,580 | 14,560 | 20,000 | **20,000** |
| Other Charges | 1,085,570 | 1,655,500 | 1,568,420 | 2,158,370 | **1,886,300** |
| **Total** | **1,118,900** | **1,681,850** | **1,586,080** | **2,188,370** | **1,916,300** |
| **TRANSFERS OUT** | | | | | |
| Transfers Out | 7,255,500 | 8,588,030 | 20,633,990 | 12,137,940 | **10,852,970** |
| **TOTAL EXPENDITURES BY CATEGORY** | | | | | |
| Personnel Services | 66,591,300 | 67,171,020 | 71,746,590 | 74,767,850 | **78,983,910** |
| Supplies | 2,322,900 | 2,889,780 | 2,573,420 | 2,716,690 | **2,733,510** |
| Other Charges | 12,981,000 | 13,958,170 | 14,222,920 | 15,689,950 | **15,572,230** |
| Transfers Out | 7,555,500 | 8,888,020 | 20,933,990 | 12,337,940 | **10,852,970** |
| **Total General Fund** | **$89,450,700** | **$92,906,990** | **$109,476,920** | **$105,512,430** | **$108,142,620** |

# General Fund Expenditures by Expenditure Category




## Total General Fund Budget of $108,142,620

**This graph illustrates expenditures by category as a percent of the General Fund. Personnel Services, for example, comprises 73.0% of total General Fund expenditures.**

# GENERAL FUND
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018/19 Actual | | 2019/20 Budget | | 2020/21 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **PERSONNEL SERVICES** | | | | | | |
| 703000 | Wages-Elected & Appointed | $141,879 | 0.13 | $147,770 | 0.14 | **$152,830** | **0.14** |
| 704000 | Wages & Salaries-Permanent | 30,204,203 | 27.59 | 32,877,100 | 31.16 | **34,535,780** | **31.94** |
| 704001 | Sick Time Buy Back | 420,758 | 0.38 | 417,070 | 0.40 | **419,870** | **0.39** |
| 704721 | Health Insurance Allowance | 142,833 | 0.13 | 149,000 | 0.14 | **159,000** | **0.15** |
| 705000 | Wages-Salaries - Temp/Part Time | 1,821,987 | 1.66 | 2,075,990 | 1.97 | **2,229,520** | **2.06** |
| 706000 | Wages-Salaries - Occasional | 104,872 | 0.10 | 120,000 | 0.11 | **139,500** | **0.13** |
| 708000 | Overtime | 3,168,517 | 2.89 | 2,967,200 | 2.81 | **3,084,190** | **2.85** |
| 708001 | Compensatory Time Buy Back | 1,720,394 | 1.57 | 1,762,960 | 1.67 | **1,803,330** | **1.67** |
| 708795 | Overtime - F.L.S.A. | 18,324 | 0.02 | 25,000 | 0.02 | **25,000** | **0.02** |
| 709000 | Other Benefits/Reimbursements | 50,945 | 0.05 | 52,700 | 0.05 | **50,410** | **0.05** |
| 710000 | Longevity | 696,935 | 0.64 | 732,360 | 0.69 | **775,990** | **0.72** |
| 711000 | Holiday Pay | 1,004,354 | 0.92 | 1,102,750 | 1.05 | **1,162,660** | **1.08** |
| 713500 | Car Allowance | 3,833 | 0.00 | 4,000 | 0.00 | **4,000** | **0.00** |
| 714000 | Food Allowance | 108,396 | 0.10 | 90,000 | 0.09 | **112,500** | **0.10** |
| 715000 | Clothing Allowance | 355,618 | 0.32 | 341,100 | 0.32 | **368,600** | **0.34** |
| 717000 | FICA | 1,447,140 | 1.32 | 1,580,480 | 1.50 | **1,626,160** | **1.50** |
| 718000 | Worker's Compensation | 325,523 | 0.30 | 335,010 | 0.32 | **359,790** | **0.33** |
| 719000 | Unemployment Compensation | 3,100 | 0.00 | 10,000 | 0.01 | **10,000** | **0.01** |
| 720000 | Pension - General Emp Retirement | 2,778,490 | 2.54 | 2,887,220 | 2.74 | **3,087,430** | **2.85** |
| 720001 | Pension - Police and Fire Retirement | 10,091,402 | 9.22 | 9,813,390 | 9.30 | **11,969,090** | **11.07** |
| 720002 | Defined Contribution - Employer | 303,119 | 0.28 | 322,900 | 0.31 | **357,060** | **0.33** |
| 721000 | Health Insurance | 5,042,195 | 4.61 | 5,164,980 | 4.90 | **5,542,740** | **5.13** |
| 721001 | Health Insurance - Retirees | 10,655,490 | 9.73 | 10,687,000 | 10.13 | **9,757,700** | **9.02** |
| 721003 | Retiree Health Savings - City | 401,188 | 0.37 | 331,110 | 0.31 | **457,910** | **0.42** |
| 722000 | Dental Insurance | 407,716 | 0.37 | 414,900 | 0.39 | **419,540** | **0.39** |
| 723000 | Life Insurance | 70,198 | 0.06 | 71,910 | 0.07 | **73,810** | **0.07** |
| 724000 | Eye Care Insurance | 28,751 | 0.03 | 31,360 | 0.03 | **33,620** | **0.03** |
| 725000 | Disability Insurance - Long Term | 58,759 | 0.05 | 70,010 | 0.07 | **74,170** | **0.07** |
| 725355 | Disability Insurance - Short Term | 169,665 | 0.15 | 182,580 | 0.17 | **191,710** | **0.18** |
| | **Total Personnel Services** | **71,746,585** | **65.54** | **74,767,850** | **70.86** | **78,983,910** | **73.04** |
| | **SUPPLIES** | | | | | | |
| 729000 | Postage | 234,637 | 0.21 | 257,940 | 0.24 | **287,110** | **0.27** |
| 730000 | Publications | 26,699 | 0.02 | 26,200 | 0.02 | **28,300** | **0.03** |
| 741000 | Ammunition | 43,099 | 0.04 | 76,070 | 0.07 | **67,450** | **0.06** |
| 742000 | Dog Care Supplies | 5,942 | 0.01 | 6,000 | 0.01 | **6,000** | **0.01** |
| 750000 | Fuels & Lubricants | 563,935 | 0.52 | 514,000 | 0.49 | **539,780** | **0.50** |
| 750001 | Fuel & Lube Inventory | 24,828 | 0.02 | 24,500 | 0.02 | **25,000** | **0.02** |
| 751000 | Operating Supplies | 614,551 | 0.56 | 641,210 | 0.61 | **605,370** | **0.56** |
| 751290 | Supplies - School Programs | 0 | 0.00 | 11,000 | 0.01 | **11,000** | **0.01** |
| 758000 | Computer Software | 2,592 | 0.00 | 1,500 | 0.00 | **1,500** | **0.00** |
| 759000 | Parts & Sublet Services | 854,352 | 0.78 | 950,000 | 0.90 | **800,000** | **0.74** |
| 759001 | Up-Fit Parts & Services | 0 | 0.00 | 0 | 0.00 | **150,000** | **0.14** |
| 760000 | Playground & Athletic Supplies | 9,358 | 0.01 | 0 | 0.00 | **0** | **0.00** |

# GENERAL FUND
# EXPENDITURE SUMMARY BY ACCOUNT

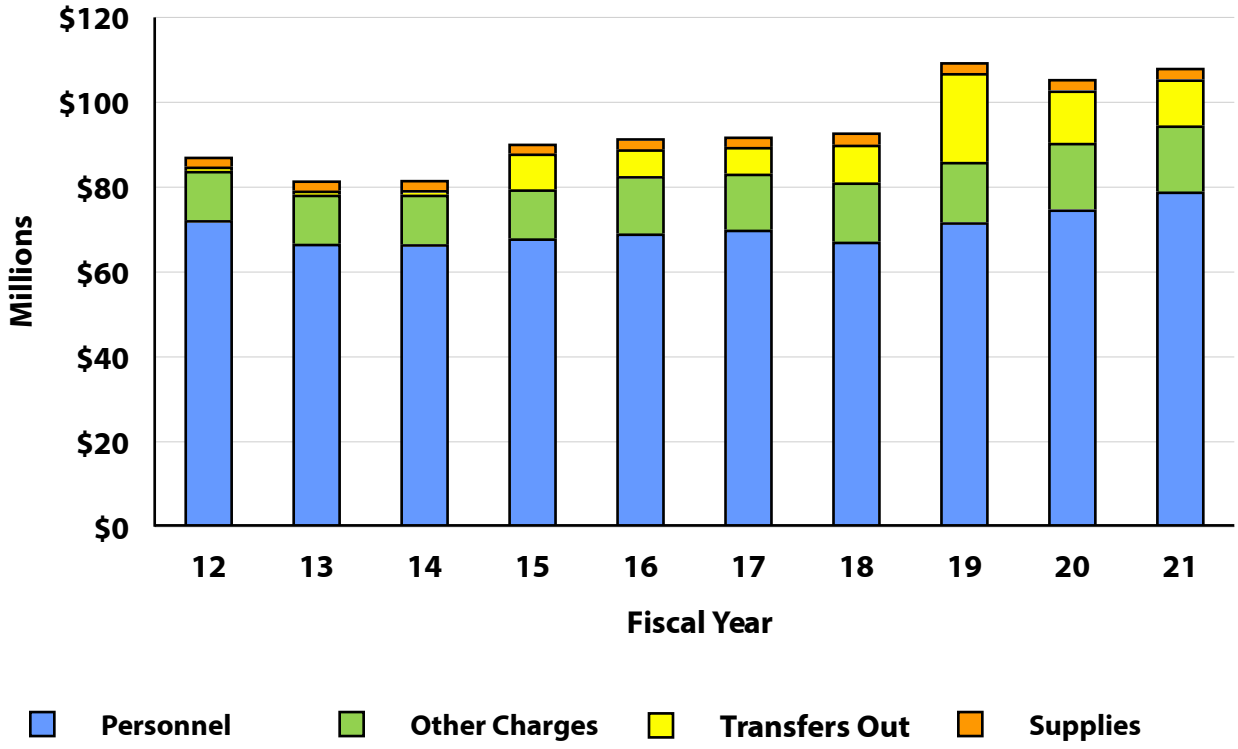
| Account Number | Account Name | 2018/19 Actual | | 2019/20 Budget | | 2020/21 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 769000 | Audio Visual Media | 35,686 | 0.03 | 37,000 | 0.04 | **37,500** | **0.03** |
| 783000 | Seeding & Planting Supplies | 2,081 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 785000 | Books | 155,661 | 0.14 | 171,270 | 0.16 | **174,500** | **0.16** |
| | **Total Supplies** | **2,573,421** | **2.35** | **2,716,690** | **2.57** | **2,733,510** | **2.52** |
| | **OTHER CHARGES** | | | | | | |
| 802000 | Audit & Accounting Services | 62,380 | 0.06 | 63,620 | 0.06 | **64,820** | **0.06** |
| 803000 | Computer Consultant Services | 3,460 | 0.00 | 4,500 | 0.00 | **5,400** | **0.00** |
| 806000 | Legal Services - Other | 70,356 | 0.06 | 56,900 | 0.05 | **62,300** | **0.06** |
| 806001 | Legal Services - City Attorney | 813,368 | 0.74 | 835,600 | 0.79 | **850,600** | **0.79** |
| 807000 | Medical Services | 30,907 | 0.03 | 27,610 | 0.03 | **27,110** | **0.03** |
| 807001 | Medical Services - Grant | 82,743 | 0.08 | 22,460 | 0.02 | **0** | **0.00** |
| 808000 | Reporting Services | 23,200 | 0.02 | 22,640 | 0.02 | **24,100** | **0.02** |
| 810000 | Other Fees | 54,199 | 0.05 | 74,900 | 0.07 | **100,100** | **0.09** |
| 820000 | Tree/Weed Cutting | 39,118 | 0.04 | 55,000 | 0.05 | **45,000** | **0.04** |
| 821000 | Spraying Services | 13,115 | 0.01 | 0 | 0.00 | **0** | **0.00** |
| 822000 | Rubbish Removal | 4,211,955 | 3.85 | 4,200,000 | 3.98 | **4,350,000** | **4.02** |
| 825000 | Animal Collection | 34,508 | 0.03 | 30,000 | 0.03 | **35,000** | **0.03** |
| 826000 | Other Contracted Services | 4,304,759 | 3.93 | 4,359,650 | 4.13 | **4,250,850** | **3.93** |
| 826412 | Nuisance Abatements | (14,649) | (0.01) | 30,000 | 0.03 | **30,000** | **0.03** |
| 827000 | Interfund Services | 69,100 | 0.06 | 103,460 | 0.10 | **105,100** | **0.10** |
| 829000 | Hazardous Waste Disposal | 1,324 | 0.00 | 2,500 | 0.00 | **2,500** | **0.00** |
| 832000 | Building Maintenance | 367,323 | 0.34 | 327,000 | 0.31 | **330,900** | **0.31** |
| 833000 | Equipment Maintenance | 376,805 | 0.34 | 167,410 | 0.16 | **133,620** | **0.12** |
| 833001 | Personal Computer Maintenance | 5,873 | 0.01 | 8,500 | 0.01 | **9,000** | **0.01** |
| 835000 | Vehicle Maintenance | 14,108 | 0.01 | 20,000 | 0.02 | **60,400** | **0.06** |
| 836000 | Radio Maintenance | 9,779 | 0.01 | 11,850 | 0.01 | **11,510** | **0.01** |
| 837000 | Retention Pond Maintenance | 59,741 | 0.05 | 75,000 | 0.07 | **105,000** | **0.10** |
| 838000 | Parks & Grounds Maintenance | 2,502 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 880000 | Community Promotion | 0 | 0.00 | 100,000 | 0.09 | **50,000** | **0.05** |
| 902000 | Publishing | 7,786 | 0.01 | 16,360 | 0.02 | **9,470** | **0.01** |
| 903000 | Printing | 70,705 | 0.06 | 111,850 | 0.11 | **80,820** | **0.07** |
| 913000 | Liability Insurance | 505,778 | 0.46 | 756,000 | 0.72 | **506,000** | **0.47** |
| 915000 | Other Insurance | 18,960 | 0.02 | 18,960 | 0.02 | **18,960** | **0.02** |
| 921000 | Electric | 456,573 | 0.42 | 446,500 | 0.42 | **444,500** | **0.41** |
| 922000 | Telephone | 38,956 | 0.04 | 64,740 | 0.06 | **61,310** | **0.06** |
| 922001 | Fiber Optic Lease Charges | 59,142 | 0.05 | 61,000 | 0.06 | **62,750** | **0.06** |
| 923000 | Gas - Fuel - Oil | 145,699 | 0.13 | 174,000 | 0.16 | **177,000** | **0.16** |
| 924000 | Street Lighting | 865,794 | 0.79 | 960,750 | 0.91 | **1,106,700** | **1.02** |
| 925000 | Water | 253,203 | 0.23 | 227,000 | 0.22 | **254,500** | **0.24** |
| 933000 | Software Services | 8,871 | 0.01 | 845,820 | 0.80 | **845,590** | **0.78** |
| 944000 | Hydrant Rental | 169,530 | 0.15 | 172,920 | 0.16 | **176,380** | **0.16** |
| 945000 | Other Rental | 240,989 | 0.22 | 226,290 | 0.21 | **218,240** | **0.20** |
| 949000 | Interpreter Fees | 85,370 | 0.08 | 75,000 | 0.07 | **85,000** | **0.08** |
| 950000 | Witness Fees | 475 | 0.00 | 1,000 | 0.00 | **1,000** | **0.00** |

# GENERAL FUND
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018/19 Actual | | 2019/20 Budget | | 2020/21 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 951000 | Juror Fees | 2,961 | 0.00 | 6,500 | 0.01 | **7,000** | **0.01** |
| 954000 | Mileage | 623 | 0.00 | 1,230 | 0.00 | **1,280** | **0.00** |
| 956000 | Local Meetings | 11,510 | 0.01 | 10,550 | 0.01 | **14,740** | **0.01** |
| 956002 | Special Events | 2,711 | 0.00 | 2,500 | 0.00 | **2,000** | **0.00** |
| 956003 | Sterlingfest | 253,088 | 0.23 | 270,000 | 0.26 | **295,000** | **0.27** |
| 957000 | Memberships & Dues | 138,826 | 0.13 | 142,890 | 0.14 | **146,000** | **0.14** |
| 959000 | Education & Training | 207,007 | 0.19 | 399,990 | 0.38 | **261,680** | **0.24** |
| 959001 | Education & Training - Grant | 1,049 | 0.00 | 0 | 0.00 | **41,500** | **0.04** |
| 960000 | Donation Expense Non-Capital | 8,764 | 0.01 | 4,000 | 0.00 | **4,000** | **0.00** |
| 962000 | Miscellaneous Expense | 32,239 | 0.03 | 95,500 | 0.09 | **97,500** | **0.09** |
| 962001 | Misc Exp - Cash - Short/Over | 342 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 969000 | Contingency | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| | **Total Other Charges** | **14,222,924** | **12.99** | **15,689,950** | **14.88** | **15,572,230** | **14.40** |
| | **TRANSFERS OUT** | | | | | | |
| 999202 | Transfer to Major Road Fund | 9,000,000 | 8.22 | 1,000,000 | 0.95 | **1,000,000** | **0.92** |
| 999203 | Transfer to Local Road Fund | 1,500,000 | 1.37 | 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 | 2,693,460 | 2.46 | 2,800,000 | 2.65 | **2,736,350** | **2.53** |
| 999285 | Transfer to MIDC Fund | 26,430 | 0.02 | 26,430 | 0.03 | **0** | **0.00** |
| 999369 | Transfer to LTGO Debt Fund | 1,698,060 | 1.55 | 3,432,670 | 3.25 | **2,955,610** | **2.73** |
| 999403 | Transfer to Capital Projects Fund | 5,716,040 | 5.22 | 4,878,840 | 4.62 | **4,081,010** | **3.77** |
| 999405 | Transfer to CRR Fund | 0 | 0.00 | 0 | 0.00 | **80,000** | **0.07** |
| 999851 | Transfer to CIA Fund | 0 | 0.00 | 200,000 | 0.19 | **0** | **0.00** |
| 999855 | Transfer to EDC Fund | 300,000 | 0.27 | 0 | 0.00 | **0** | **0.00** |
| | **Total Transfers Out** | **20,933,990** | **19.12** | **12,337,940** | **11.69** | **10,852,970** | **10.04** |
| | | | | | | | |
| | **Total General Fund** | **$109,476,920** | **100.00** | **$105,512,430** | **100.00** | **$108,142,620** | **100.00** |

**Note: The 2018-2019 Actual Column is rounded to the nearest dollar.**

# General Fund Expenditure History



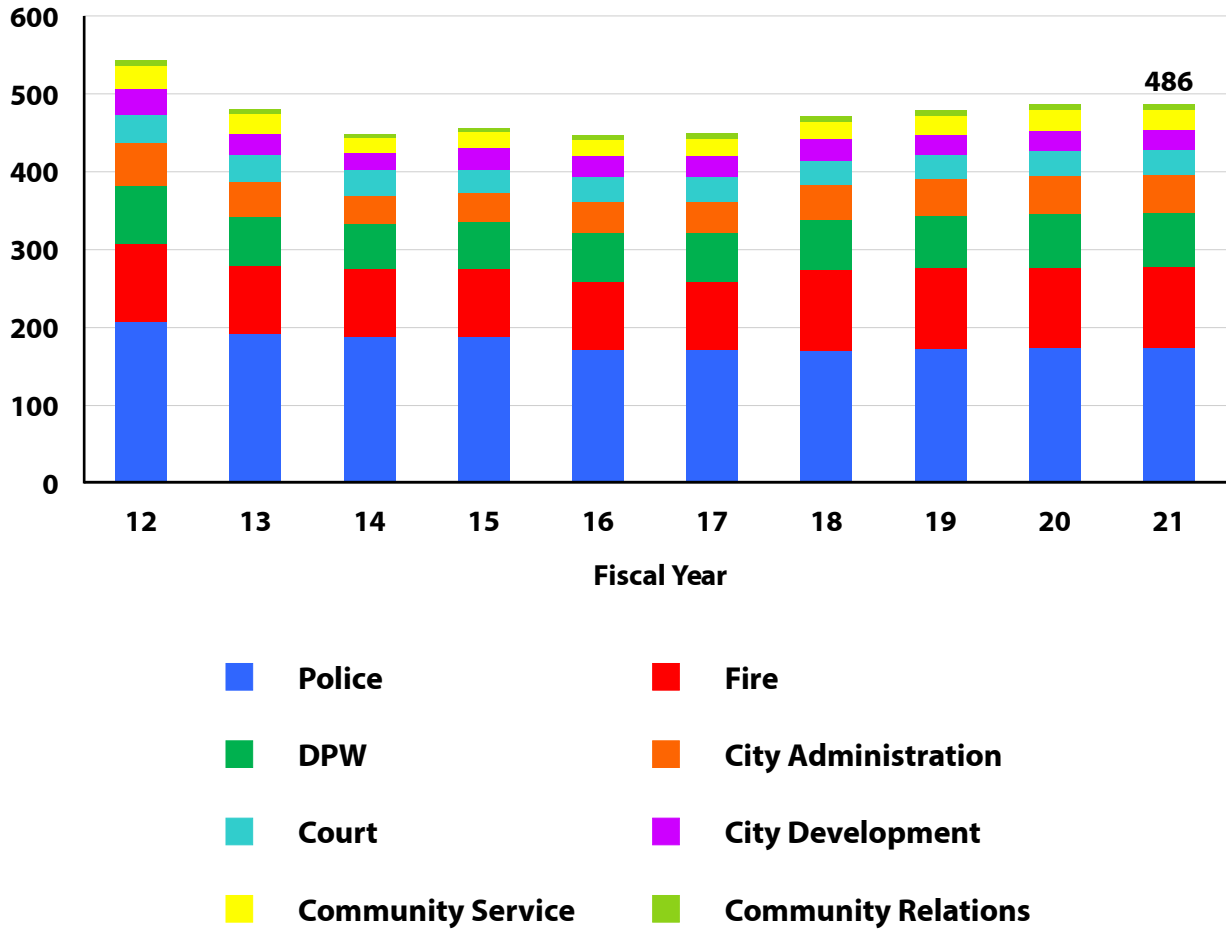

**This graph illustrates the expenditure category history for the General Fund.**

# 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 2018/19 Full Time | Budget 2018/19 Part Time | Budget 2019/20 Full Time | Budget 2019/20 Part Time | Budget 2020/21 Full Time | Budget 2020/21 Part Time |
|---|---|---|---|---|---|---|
| **CITY ADMINISTRATION DEPARTMENT** | | | | | | |
| CITY MANAGEMENT | 9 | 0 | 9 | 1 | 9 | 1 |
| CITY CLERK | 5 | 1 | 5 | 1 | 5 | 1 |
| FACILITIES MAINTENANCE | 5 | 1 | 5 | 2 | 6 | 2 |
| INFORMATION TECHNOLOGY | 5 | 0 | 6 | 1 | 5 | 1 |
| ASSESSING | 7 | 1 | 8 | 0 | 8 | 0 |
| FINANCIAL SERVICES | 5 | 2 | 5 | 2 | 5 | 2 |
| PURCHASING | 3 | 0 | 3 | 0 | 3 | 0 |
| TREASURY | 8 | 3 | 8 | 3 | 8 | 3 |
| **TOTAL CITY ADMINISTRATION DEPARTMENT** | 47 | 8 | 49 | 10 | 49 | 10 |
| | | | | | | |
| **PUBLIC LIBRARY DEPARTMENT** | 13 | 26 | 13 | 26 | 13 | 26 |
| | | | | | | |
| **POLICE DEPARTMENT** | | | | | | |
| POLICE ADMINISTRATION | 13 | 0 | 14 | 0 | 14 | 0 |
| POLICE INVESTIGATIONS | 38 | 0 | 43 | 0 | 44 | 0 |
| POLICE OPERATIONS | 111 | 30 | 106 | 30 | 105 | 30 |
| POLICE SUPPORT SERVICES | 11 | 4 | 11 | 2 | 11 | 2 |
| **TOTAL POLICE DEPARTMENT** | 173 | 34 | 174 | 32 | 174 | 32 |
| | | | | | | |
| **FIRE DEPARTMENT** | | | | | | |
| FIRE ADMINISTRATION | 8 | 1 | 8 | 2 | 8 | 2 |
| FIRE EXTINGUISHMENT | 90 | 0 | 90 | 0 | 90 | 0 |
| FIRE PREVENTION | 5 | 0 | 5 | 0 | 6 | 0 |
| **TOTAL FIRE DEPARTMENT** | 103 | 1 | 103 | 2 | 104 | 2 |
| | | | | | | |
| **PUBLIC WORKS DEPARTMENT** | | | | | | |
| FLEET MAINTENANCE | 12 | 1 | 14 | 2 | 13 | 2 |
| PARKS & GROUNDS | 6 | 13 | 0 | 0 | 0 | 0 |
| REFUSE COLLECTION | 0 | 4 | 0 | 4 | 0 | 5 |
| STREET SERVICES | 18 | 6 | 21 | 7 | 21 | 10 |
| **TOTAL PUBLIC WORKS DEPARTMENT** | 36 | 24 | 35 | 13 | 34 | 17 |
| | | | | | | |
| **CITY DEVELOPMENT DEPARTMENT** | | | | | | |
| BUILDING | 7 | 1 | 7 | 1 | 7 | 1 |
| ECONOMIC DEVELOPMENT | 1 | 0 | 1 | 0 | 1 | 0 |
| ENGINEERING | 8 | 2 | 8 | 2 | 8 | 2 |
| NEIGHBORHOOD SERVICES | 8 | 12 | 8 | 13 | 8 | 13 |
| PLANNING | 2 | 0 | 2 | 0 | 2 | 0 |
| **TOTAL CITY DEVELOPMENT DEPARTMENT** | 26 | 15 | 26 | 16 | 26 | 16 |

# HEADCOUNT SUMMARY BY DEPARTMENT

| OFFICE | Budget 2018/19 Full Time | Budget 2018/19 Part Time | Budget 2019/20 Full Time | Budget 2019/20 Part Time | Budget 2020/21 Full Time | Budget 2020/21 Part Time |
|---|---|---|---|---|---|---|
| | | | | | | |
| **COMMUNITY RELATIONS DEPARTMENT** | 7 | 2 | 7 | 2 | 7 | 2 |
| | | | | | | |
| **41-A DISTRICT COURT** | 31 | 11 | 32 | 10 | 32 | 11 |
| | | | | | | |
| **TOTAL GENERAL FUND** | 436 | 121 | 439 | 111 | 439 | 116 |
| | | | | | | |
| **PARKS & RECREATION FUND** | 11 | 4 | 13 | 4 | 12 | 5 |
| **WATER & SEWER FUND** | | | | | | |
| WATER & SEWER ADMINISTRATION | 5 | 1 | 6 | 1 | 6 | 1 |
| WATER DISTRIBUTION | 11 | 4 | 12 | 7 | 12 | 6 |
| SEWAGE COLLECTION | 16 | 5 | 16 | 5 | 17 | 5 |
| **TOTAL WATER & SEWER FUND** | 32 | 10 | 34 | 13 | 35 | 12 |
| | | | | | | |
| **TOTAL ALL FUNDS** | 479 | 135 | 486 | 128 | 486 | 133 |

# PERSONNEL DETAILED SUMMARY

| Current Pay Range | OFFICE | Budget 2018/19 Full Time | Budget 2018/19 Part Time | Budget 2019/20 Full Time | Budget 2019/20 Part Time | Budget 2020/21 Full Time | Budget 2020/21 Part Time |
|---|---|---|---|---|---|---|---|
| | **CITY ADMINISTRATION DEPARTMENT** | | | | | | |
| | **CITY MANAGEMENT** | | | | | | |
| 165,000 | City Manager | 1 | | 1 | | 1 | |
| 141,143 | Assistant City Manager | 1 | | 1 | | 1 | |
| 102,196 - 128,599 | Finance & Budget Director | 1 | | 1 | | 1 | |
| 81,112 - 111,740 | Human Resources & Benefits Manager | 1 | | 1 | | 1 | |
| 66,868 - 74,844 | Budget Management Coordinator | 1 | | 1 | | 1 | |
| 54,472 - 67,647 | Risk Management Coordinator | 1 | | 1 | | 1 | |
| 60,524 - 67,647 | Special Projects Coordinator | 1 | | 1 | | 1 | |
| 48,444 - 60,161 | Management Services Specialist | 0 | | 0 | | 1 | |
| | Management Assistant | 1 | | 1 | | 0 | |
| 47,472 - 55,456 | Administrative Assistant | 1 | | 1 | | 1 | |
| 6,000 | Human Resources Intern (P.T) | | 0 | | 1 | | 1 |
| | **Total** | **9** | **0** | **9** | **1** | **9** | **1** |
| | **CITY CLERK** | | | | | | |
| 91,976 - 128,599 | City Clerk | 1 | | 1 | | 1 | |
| 55,101 - 61,578 | Clerk Coordinator | 1 | | 1 | | 1 | |
| 44,217 - 57,396 | Management Assistant | 1 | | 1 | | 1 | |
| | Senior Clerk | 1 | | 0 | | 0 | |
| 42, 725 - 55,456 | Elections Assistant | 0 | | 1 | | 1 | |
| 28,894 - 47,138 | Clerk Typist | 1 | | 1 | | 1 | |
| 21,869 - 29,008 | Clerk Typist (P.T.) | | 1 | | 1 | | 1 |
| | **Total** | **5** | **1** | **5** | **1** | **5** | **1** |
| | **FACILITIES MAINTENANCE** | | | | | | |
| 101,557 - 125,913 | Facilities Maintenance Director | 0 | | 0 | | 1 | |
| 65,260 - 82,040 | Facilities Maintenance Superintendent | 0 | | 0 | | 1 | |
| | Building Maintenance Coordinator | 1 | | 1 | | 0 | |
| 55,505 - 64,665 | Lead Facilities Maintenance Mechanic | 1 | | 2 | | 2 | |
| 45,723 - 58,933 | Facilities Maintenance Mechanic | 2 | | 1 | | 1 | |
| 33,218 - 38,533 | Facilities Maintenance Mechanic (P.T.) | | 1 | | 2 | | 2 |
| 48,444 - 60,161 | Management Services Specialist | 1 | | 1 | | 1 | |
| | **Total** | **5** | **1** | **5** | **2** | **6** | **2** |
| | **INFORMATION TECHNOLOGY** | | | | | | |
| 101,557 - 125,913 | Information Technology Director | 1 | | 1 | | 1 | |
| 68,398 - 88,791 | GIS/CAD Coordinator | 1 | | 2 | | 1 | |
| 66,133 - 73,916 | Senior Systems Analyst | 2 | | 2 | | 2 | |
| 56,660 - 71,056 | Information Technology Specialist | 1 | | 1 | | 1 | |
| 15,000 | Intern (P.T.) | | 0 | | 1 | | 1 |
| | **Total** | **5** | **0** | **6** | **1** | **5** | **1** |
| | **ASSESSING** | | | | | | |
| 85,169 - 117,327 | City Assessor | 1 | | 1 | | 1 | |
| 68,398 - 88,791 | Assessing Coordinator | 0 | | 1 | | 1 | |
| 65,013 - 82,349 | Appraiser III | 2 | | 2 | | 2 | |
| 57, 458 - 72,779 | Appraiser II | 2 | | 2 | | 2 | |
| 50, 272 - 63,676 | Appraiser I | 1 | | 1 | | 1 | |
| 45,881 - 59,558 | Appraiser Aide | 1 | | 1 | | 1 | |
| | Clerk Typist (P.T) | | 1 | | 0 | | 0 |
| | **Total** | **7** | **1** | **8** | **0** | **8** | **0** |

# PERSONNEL DETAILED SUMMARY

| Current Pay Range | OFFICE | Budget 2018/19 Full Time | Budget 2018/19 Part Time | Budget 2019/20 Full Time | Budget 2019/20 Part Time | Budget 2020/21 Full Time | Budget 2020/21 Part Time |
|---|---|---|---|---|---|---|---|
| | **FINANCIAL SERVICES** | | | | | | |
| 85,169 - 117,327 | Controller | 1 | | 1 | | 1 | |
| 66,868 - 74,844 | Payroll Accountant | 1 | | 1 | | 1 | |
| 58,223 - 72,668 | Accountant | 1 | | 1 | | 1 | |
| 42,725 - 55,456 | Senior Account Clerk | 2 | | 2 | | 2 | |
| 19,568 - 26,806 | Account Clerk (P.T.) | | 2 | | 2 | | 2 |
| | **Total** | **5** | **2** | **5** | **2** | **5** | **2** |
| | **PURCHASING** | | | | | | |
| | Purchasing/Facilities Maintenance Manager | 1 | | 1 | | 0 | |
| 81,110 - 111,740 | Purchasing Manager | 0 | | 0 | | 1 | |
| 60,524 - 67,647 | Purchasing Specialist | 1 | | 1 | | 1 | |
| 47,472 - 55,456 | Administrative Assistant | 1 | | 1 | | 1 | |
| | **Total** | **3** | **0** | **3** | **0** | **3** | **0** |
| | **TREASURY** | | | | | | |
| 85,169 - 117,327 | City Treasurer | 1 | | 1 | | 1 | |
| 63,603 - 79,957 | Treasury Services Coordinator | 1 | | 1 | | 1 | |
| 64,692 - 72,668 | Accountant | 1 | | 1 | | 1 | |
| 44,217 - 57,396 | Management Assistant | 1 | | 2 | | 2 | |
| 42,725 - 55,456 | Senior Account Clerk | 2 | | 1 | | 1 | |
| 35,771 - 50,261 | Account Clerk | 2 | | 2 | | 2 | |
| 21,199 - 30,930 | Account Clerk (P.T.) | | 3 | | 3 | | 3 |
| | **Total** | **8** | **3** | **8** | **3** | **8** | **3** |
| | **Total City Administration Department** | **47** | **8** | **49** | **10** | **49** | **10** |
| | **PUBLIC LIBRARY DEPARTMENT** | | | | | | |
| 101,557 - 125,913 | Public Library Director | 1 | | 1 | | 1 | |
| 64,692 - 73,388 | Library Service Area Coordinator | 2 | | 2 | | 2 | |
| 62,955 - 71,056 | Public Relations & Programs Coordinator | 1 | | 1 | | 1 | |
| 54,401 - 67,889 | Librarian | 3 | | 3 | | 3 | |
| 33,380 - 43,992 | Librarian (P.T.) | | 9 | | 9 | | 9 |
| 55,859 - 63,676 | Circulation Supervisor | 1 | | 1 | | 1 | |
| 45,881 - 59,558 | Library Services Specialist | 1 | | 1 | | 1 | |
| 42,725 - 55,456 | Library Assistant II | 3 | | 3 | | 3 | |
| 39,681 - 51,510 | Library Assistant I | 1 | | 1 | | 1 | |
| 23,060 - 24,170 | Library Clerk (P.T.) | | 6 | | 6 | | 6 |
| 8,420 - 9,220 | Library Page (P.T.) | | 10 | | 10 | | 10 |
| 9,000 | Intern (P.T.) | | 1 | | 1 | | 1 |
| | **Total Public Library Department** | **13** | **26** | **13** | **26** | **13** | **26** |
| | **POLICE DEPARTMENT** | | | | | | |
| | **POLICE ADMINISTRATION** | | | | | | |
| 106,510 - 133,692 | Chief of Police | 1 | | 1 | | 1 | |
| 118,444 - 121,440 | Captain | 1 | | 1 | | 1 | |
| 108,187 - 113,020 | Lieutenant | 1 | | 1 | | 1 | |
| 97,810 - 102,813 | Sergeant | 2 | | 3 | | 3 | |
| 49,346 - 85,552 | Police Officer | 2 | | 2 | | 2 | |
| 36,792 - 57,396 | Secretary to Chief | 1 | | 1 | | 1 | |
| 35,813 - 55,666 | Administrative Secretary | 4 | | 5 | | 5 | |
| | Technical Secretary | 1 | | 0 | | 0 | |
| | **Total** | **13** | **0** | **14** | **0** | **14** | **0** |

# PERSONNEL DETAILED SUMMARY

| Current Pay Range | OFFICE | Budget 2018/19 Full Time | Budget 2018/19 Part Time | Budget 2019/20 Full Time | Budget 2019/20 Part Time | Budget 2020/21 Full Time | Budget 2020/21 Part Time |
|---|---|---|---|---|---|---|---|
| | **POLICE INVESTIGATIONS** | | | | | | |
| 118,444 - 121,440 | Captain | 1 | | 1 | | 1 | |
| 108,187 - 113,020 | Lieutenant | 2 | | 2 | | 2 | |
| 97,810 - 102,813 | Sergeant | 4 | | 5 | | 5 | |
| 49,346 - 85,552 | Police Officer | 28 | | 32 | | 33 | |
| 35,813 - 55,666 | Administrative Secretary | 1 | | 1 | | 1 | |
| 26,917 - 48,568 | Technical Secretary | 2 | | 2 | | 2 | |
| | **Total** | **38** | **0** | **43** | **0** | **44** | **0** |
| | **POLICE OPERATIONS** | | | | | | |
| 118,444 - 121,440 | Captain | 1 | | 1 | | 1 | |
| 108,187 - 113,020 | Lieutenant | 4 | | 4 | | 4 | |
| 97,810 - 102,813 | Sergeant | 16 | | 15 | | 15 | |
| 49,346 - 85,552 | Police Officer | 87 | | 83 | | 82 | |
| 35,813 - 55,666 | Administrative Secretary | 2 | | 2 | | 2 | |
| 26,917 - 48,568 | Technical Secretary | 1 | | 1 | | 1 | |
| 5,000 | Crossing Guards (P.T.) | | 30 | | 30 | | 30 |
| | **Total** | **111** | **30** | **106** | **30** | **105** | **30** |
| | **POLICE SUPPORT SERVICES** | | | | | | |
| 97,810 - 102,813 | Sergeant | 1 | | 1 | | 1 | |
| 38,540 - 43,926 | Criminal Investigations Assistant (P.T.) | | 0 | | 0 | | 1 |
| | Laboratory Technician (P.T.) | | 1 | | 1 | | 0 |
| 36,792 - 57,396 | Evidence Clerk | 1 | | 1 | | 1 | |
| 35,813 - 55,666 | Administrative Secretary | 2 | | 2 | | 2 | |
| 35,813 - 55,666 | Data Analyst | 1 | | 1 | | 1 | |
| 42,465 - 53,525 | Animal Control Officer | 2 | | 2 | | 2 | |
| 27,221 - 30,880 | Animal Control Officer (P.T.) | | 1 | | 1 | | 1 |
| 35,813 - 55,666 | Terminal Agency Coordinator | 1 | | 1 | | 1 | |
| 26,917 - 48,568 | Technical Secretary | 3 | | 3 | | 3 | |
| | Technical Secretary (P.T.) | | 2 | | 0 | | 0 |
| | **Total** | **11** | **4** | **11** | **2** | **11** | **2** |
| | **Total Police Department** | **173** | **34** | **174** | **32** | **174** | **32** |
| | **FIRE DEPARTMENT** | | | | | | |
| | **FIRE ADMINISTRATION** | | | | | | |
| 95,860 - 133,690 | Fire Chief | 1 | | 1 | | 1 | |
| 114,344 - 124,045 | Division Chief/Assistant Fire Chief | 1 | | 1 | | 1 | |
| 104,903 - 114,327 | Chief of Training | 1 | | 1 | | 1 | |
| 102,973 - 106,902 | EMS Coordinator | 1 | | 1 | | 1 | |
| 98,117 - 101,953 | Training Officer | 1 | | 1 | | 1 | |
| 50,979 - 59,558 | Fire Services Specialist | 1 | | 1 | | 1 | |
| 49,131 - 57,396 | Management Assistant | 1 | | 1 | | 1 | |
| 47,472 - 55,456 | Administrative Assistant | 1 | | 1 | | 1 | |
| 21,869 - 29,008 | Clerk Typist (P.T.) | | 1 | | 1 | | 1 |
| 7,500 | Co-op (P.T.) | | 0 | | 1 | | 1 |
| | **Total** | **8** | **1** | **8** | **2** | **8** | **2** |

# PERSONNEL DETAILED SUMMARY

| Current Pay Range | OFFICE | Budget 2018/19 Full Time | Budget 2018/19 Part Time | Budget 2019/20 Full Time | Budget 2019/20 Part Time | Budget 2020/21 Full Time | Budget 2020/21 Part Time |
|---|---|---|---|---|---|---|---|
| | **FIRE EXTINGUISHMENT** | | | | | | |
| 102,848 - 108,884 | Battalion Chief | 3 | | 3 | | 3 | |
| 99,152 - 104,924 | Captain-Advanced Life Support | 5 | | 6 | | 4 | |
| 93,541 - 98,985 | Captain | 0 | | 0 | | 2 | |
| 90,028 - 96,261 | Lieutenant-Advanced Life Support | 14 | | 14 | | 15 | |
| | Lieutenant | 2 | | 1 | | 0 | |
| 84,589 - 86,229 | Sergeant - Fire Engine Operator | 9 | | 9 | | 9 | |
| 47,068 - 83,705 | Fire Fighter-Advanced Life Support | 45 | | 45 | | 45 | |
| 46,181 - 82,125 | Fire Fighter-Fire Engine Operator | 12 | | 12 | | 12 | |
| | **Total** | **90** | **0** | **90** | **0** | **90** | **0** |
| | **FIRE PREVENTION** | | | | | | |
| 104,903 - 114,327 | Fire Marshal | 1 | | 1 | | 1 | |
| 98,117 - 101,953 | Fire Inspector | 3 | | 4 | | 4 | |
| 90,325 | Fire Fighter Specialist | 0 | | 0 | | 1 | |
| | Fire Prevention Specialist | 1 | | 0 | | 0 | |
| | **Total** | **5** | **0** | **5** | **0** | **6** | **0** |
| | **Total Fire Department** | **103** | **1** | **103** | **2** | **104** | **2** |
| | **PUBLIC WORKS DEPARTMENT** | | | | | | |
| | **FLEET MAINTENANCE** | | | | | | |
| 59,754 - 87,518 | Division Supervisor | 1 | | 1 | | 1 | |
| 47,378 - 68,144 | Mechanic | 10 | | 11 | | 11 | |
| 44,496 - 62,063 | Storekeeper | 1 | | 1 | | 1 | |
| | Laborer | 0 | | 1 | | 0 | |
| 24,000 - 28,000 | Seasonal Laborer (P.T.) | | 1 | | 2 | | 2 |
| | **Total** | **12** | **1** | **14** | **2** | **13** | **2** |
| | **PARKS & GROUNDS MAINTENANCE** | | | | | | |
| | Division Supervisor | 1 | | 0 | | 0 | |
| | Parks & Grounds Maintenance Worker | 3 | | 0 | | 0 | |
| | Laborer | 2 | | 0 | | 0 | |
| | Seasonal Laborer (P.T.) | | 13 | | 0 | | 0 |
| | **Total** | **6** | **13** | **0** | **0** | **0** | **0** |
| | **REFUSE COLLECTION** | | | | | | |
| 27,721 - 35,054 | Account Clerk (P.T.) | | 1 | | 1 | | 1 |
| 12,750 - 26,500 | Seasonal Laborer (P.T.) | | 3 | | 3 | | 4 |
| | **Total** | **0** | **4** | **0** | **4** | **0** | **5** |
| | **STREET SERVICES** | | | | | | |
| 59,754 - 87,518 | Division Supervisor | 1 | | 1 | | 1 | |
| 49,583 - 68,144 | Equipment Operator A | 1 | | 1 | | 1 | |
| 46,623 - 64,655 | Equipment Operator B | 7 | | 6 | | 6 | |
| 46,623 - 64,655 | Traffic Sign Worker | 2 | | 2 | | 2 | |
| 46,623 - 64,655 | Street Services Inspector | 1 | | 1 | | 1 | |
| 44,496 - 62,063 | Equipment Operator C | 2 | | 6 | | 6 | |
| 31,815 - 60,278 | Laborer | 4 | | 4 | | 4 | |
| 5,250 - 23,850 | Seasonal Laborer (P.T.) | | 6 | | 7 | | 10 |
| | **Total** | **18** | **6** | **21** | **7** | **21** | **10** |
| | **Total Public Works Department** | **36** | **24** | **35** | **13** | **34** | **17** |

# PERSONNEL DETAILED SUMMARY

| Current Pay Range | OFFICE | Budget 2018/19 Full Time | Budget 2018/19 Part Time | Budget 2019/20 Full Time | Budget 2019/20 Part Time | Budget 2020/21 Full Time | Budget 2020/21 Part Time |
|---|---|---|---|---|---|---|---|
| | **CITY DEVELOPMENT DEPARTMENT** | | | | | | |
| | **BUILDING** | | | | | | |
| 101,066 - 125,302 | Building Official | 1 | | 1 | | 1 | |
| 78,612 - 92,457 | Building Plan Review Coordinator | 1 | | 1 | | 1 | |
| 67,835 - 83,816 | Building Inspector | 2 | | 2 | | 2 | |
| 24,641 - 27,402 | Building Inspector (P.T.) | | 1 | | 1 | | 1 |
| 67,835 - 83,816 | Electrical Inspector | 1 | | 1 | | 1 | |
| 67,835 - 83,816 | Mechanical Inspector | 1 | | 1 | | 1 | |
| 67,835 - 83,816 | Plumbing Inspector | 1 | | 1 | | 1 | |
| | **Total** | **7** | **1** | **7** | **1** | **7** | **1** |
| | **ECONOMIC DEVELOPMENT** | | | | | | |
| 59,339 - 66,322 | Building Services Specialist - Velocity | 1 | | 1 | | 1 | |
| | **Total** | **1** | **0** | **1** | **0** | **1** | **0** |
| | **ENGINEERING** | | | | | | |
| 101,066 - 125,302 | City Engineer | 1 | | 1 | | 1 | |
| 86,080 - 101,220 | Lead Civil Engineer | 0 | | 0 | | 1 | |
| 68,398 - 88,791 | Civil Engineer II | 2 | | 2 | | 1 | |
| 55,947 - 72,621 | Civil Engineer I | 1 | | 1 | | 1 | |
| 72,817 - 80,041 | Construction Coordinator | 1 | | 1 | | 1 | |
| 47,552 - 75,734 | Engineering Aide | 3 | | 3 | | 3 | |
| 11,250 | Intern (P.T.) | | 1 | | 1 | | 1 |
| 5,775 | Co-op (P.T.) | | 1 | | 1 | | 1 |
| | **Total** | **8** | **2** | **8** | **2** | **8** | **2** |
| | **NEIGHBORHOOD SERVICES** | | | | | | |
| 102,196 - 128,599 | City Development Director | 1 | | 1 | | 1 | |
| 73,699 - 86,679 | Code Enforcement Coordinator | 1 | | 1 | | 1 | |
| 66,133 - 73,916 | HUD Program Coordinator | 1 | | 1 | | 1 | |
| 62,621 - 71,378 | Neighborhood Property Maintenance Code Officer | 1 | | 1 | | 1 | |
| 49,131 - 57,396 | Management Assistant | 2 | | 2 | | 2 | |
| 47,472 - 55,456 | Administrative Assistant | 1 | | 1 | | 1 | |
| 38,702 - 50,261 | Senior Clerk | 1 | | 1 | | 1 | |
| 34,040 - 38,800 | Code Enforcement Officer (P.T.) | | 9 | | 10 | | 10 |
| 24,785 - 32,876 | Clerk Typist (P.T.) | | 2 | | 2 | | 2 |
| 15,000 | CDBG Intern (P.T.) | | 1 | | 1 | | 1 |
| | **Total** | **8** | **12** | **8** | **13** | **8** | **13** |
| | **PLANNING** | | | | | | |
| 88,064 - 121,314 | City Planner /City Development Manager | 1 | | 1 | | 1 | |
| 59,520 - 73,916 | Planning Coordinator | 1 | | 1 | | 1 | |
| | **Total** | **2** | **0** | **2** | **0** | **2** | **0** |
| | **Total City Development Department** | **26** | **15** | **26** | **16** | **26** | **16** |

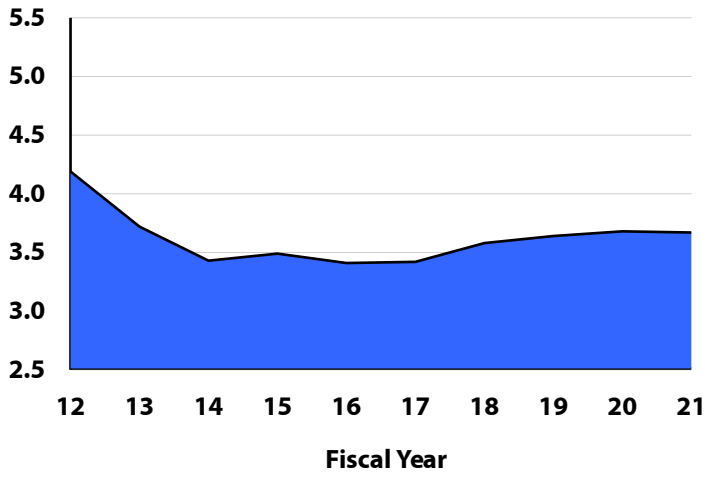
# PERSONNEL DETAILED SUMMARY

| Current Pay Range | OFFICE | Budget 2018/19 Full Time | Budget 2018/19 Part Time | Budget 2019/20 Full Time | Budget 2019/20 Part Time | Budget 2020/21 Full Time | Budget 2020/21 Part Time |
|---|---|---|---|---|---|---|---|
| | **COMMUNITY RELATIONS DEPARTMENT** | | | | | | |
| 91,975 - 122,732 | Community Relations Director | 1 | | 1 | | 1 | |
| 67,978 - 76,912 | Broadcast Services Coordinator | 1 | | 1 | | 1 | |
| 57,747 - 65,186 | Broadcast Programming Specialist | 1 | | 1 | | 1 | |
| 51,972 - 65,186 | Digital Content Coordinator | 1 | | 1 | | 1 | |
| 53,827 - 61,364 | Community Relations Services Specialist | 1 | | 1 | | 1 | |
| 47,202 - 58,981 | Citizen Services Specialist | 1 | | 1 | | 1 | |
| 48, 914 - 57, 157 | Printing Technician II | 1 | | 1 | | 1 | |
| 31,990 | 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 | |
| 131,188 | Court Administrator/Magistrate | 1 | | 1 | | 1 | |
| 76,526 | Chief Probation Officer | 1 | | 1 | | 1 | |
| 71,060 | Chief Deputy Clerk | 1 | | 1 | | 1 | |
| 63,849 | Court Recorder | 3 | | 3 | | 3 | |
| 59,401 | Court Officer | 3 | | 3 | | 3 | |
| 49,194 - 51,928 | Probation Officer | 1 | | 1 | | 1 | |
| 33,033 - 48,318 | Deputy Clerk | 18 | | 19 | | 19 | |
| 17,760 - 20,070 | Deputy Clerk (P.T.) | | 7 | | 6 | | 6 |
| 18,700 - 22,100 | Security Guards (P.T.) | | 4 | | 4 | | 5 |
| | **Total 41-A District Court** | **31** | **11** | **32** | **10** | **32** | **11** |
| | | | | | | | |
| | **Total General Fund** | **436** | **121** | **439** | **111** | **439** | **116** |
| | **PARKS & RECREATION FUND** | | | | | | |
| 101,557 - 125,913 | Parks & Recreation Director | 1 | | 1 | | 1 | |
| 61,181 - 76,912 | Recreation Superintendent | 1 | | 2 | | 2 | |
| 56,660 - 71,056 | Recreation Supervisor | 3 | | 3 | | 4 | |
| 45,283 - 56,232 | Recreation Specialist | 2 | | 2 | | 0 | |
| 30,962 - 39,219 | Recreation Specialist (P.T.) | | 2 | | 2 | | 3 |
| 47,472 - 55,456 | Administrative Assistant | 1 | | 1 | | 1 | |
| 38,702 - 50,261 | Program & Services Assistant | 2 | | 2 | | 2 | |
| 29,991 - 35,054 | Program & Services Assistant (P.T.) | | 1 | | 1 | | 1 |
| 49,954 - 64,665 | Lead Facilities Maintenance Mechanic | 0 | | 1 | | 1 | |
| 38,702 - 50,261 | Senior Clerk | 1 | | 1 | | 1 | |
| 24,785 - 32,876 | Clerk Typist (P.T.) | | 1 | | 1 | | 1 |
| | **Total Parks & Recreation Fund** | **11** | **4** | **13** | **4** | **12** | **5** |

# PERSONNEL DETAILED SUMMARY

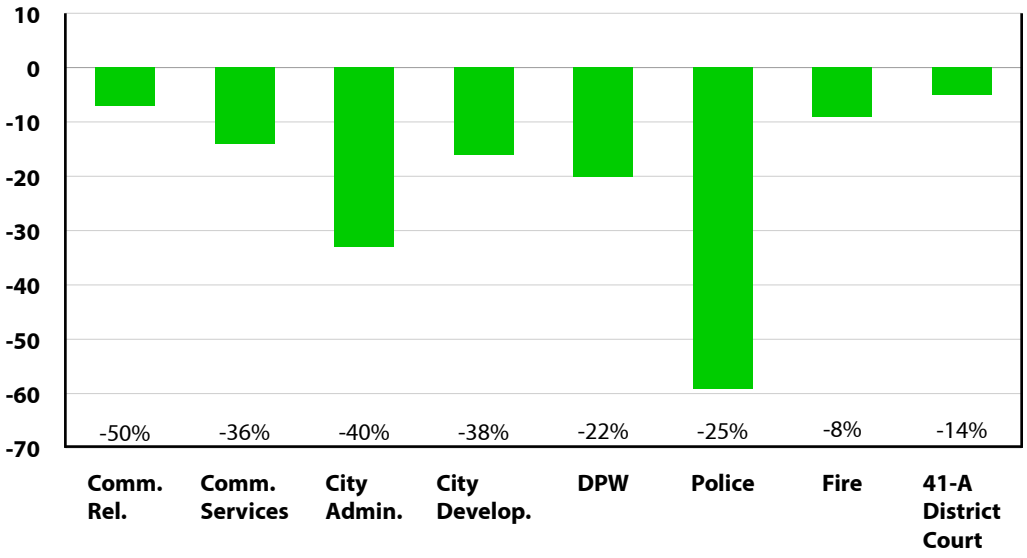
| Current Pay Range | OFFICE | Budget 2018/19 Full Time | Budget 2018/19 Part Time | Budget 2019/20 Full Time | Budget 2019/20 Part Time | Budget 2020/21 Full Time | Budget 2020/21 Part Time |
|---|---|---|---|---|---|---|---|
| | **WATER & SEWER FUND** | | | | | | |
| | **WATER & SEWER ADMINISTRATION** | | | | | | |
| 106,510 - 133,692 | Public Works Director | 1 | | 1 | | 1 | |
| 67,674 - 99,174 | Operations Manager | 1 | | 1 | | 1 | |
| 62,662 - 91,795 | General Supervisor | 1 | | 2 | | 2 | |
| 42,725 - 55,456 | Senior Account Clerk | 1 | | 1 | | 1 | |
| 28,894 - 47,138 | Clerk Typist | 1 | | 1 | | 1 | |
| 21,500 | Seasonal Laborer (P.T.) | | 1 | | 1 | | 1 |
| | **Total** | **5** | **1** | **6** | **1** | **6** | **1** |
| | **WATER DISTRIBUTION** | | | | | | |
| 59,754 - 87,518 | Division Supervisor | 1 | | 1 | | 1 | |
| 46,623 - 64,655 | Water Inspector | 2 | | 2 | | 2 | |
| 46,623 - 64,655 | Water Service Worker | 5 | | 5 | | 5 | |
| 44,496 - 62,063 | Meter Repair/Installer | 2 | | 2 | | 2 | |
| 31,815 - 60,278 | Laborer | 1 | | 2 | | 2 | |
| 21,869 - 29,008 | Clerk Typist (P.T.) | | 0 | | 1 | | 1 |
| 5,250 - 22,400 | Seasonal Laborer (P.T.) | | 4 | | 6 | | 5 |
| | **Total** | **11** | **4** | **12** | **7** | **12** | **6** |
| | **SEWAGE COLLECTION** | | | | | | |
| 59,754 - 87,518 | Division Supervisor | 1 | | 1 | | 1 | |
| 47,378 - 65,457 | Plant Operator/Mechanic | 2 | | 2 | | 3 | |
| 46,623 - 64,655 | Sewer Service Worker (Clean) | 2 | | 2 | | 2 | |
| 46,623 - 64,655 | Water/Sewage Inspector | 3 | | 3 | | 3 | |
| 44,496 - 63,282 | Sewer Service Worker (Maint.) | 1 | | 1 | | 1 | |
| 31,815 - 60,278 | Laborer | 7 | | 7 | | 7 | |
| 5,250 - 26,500 | Seasonal Laborer (P.T.) | | 5 | | 5 | | 5 |
| | **Total** | **16** | **5** | **16** | **5** | **17** | **5** |
| | **Total Water & Sewer Fund** | **32** | **10** | **34** | **13** | **35** | **12** |
| | | | | | | | |
| | **Total All Funds** | **479** | **135** | **486** | **128** | **486** | **133** |

## 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 27% since 2002.**

# 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 Barbara A. Ziarko, Councilwoman Deanna Koski, 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 current Mayor and City Council members have a combined total of over 85 years of experience on City Council?***

# City Council

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Regular City Council Meetings | 24 | 24 | 24 | 24 | 24 | 24 |
| | Special City Council Meetings | 4 | 5 | 4 | 5 | 5 | 4 |
| | Public Hearings Held | 21 | 10 | 11 | 10 | 10 | 10 |
| | Ordinances and Amendments Adopted | 15 | 16 | 10 | 16 | 12 | 15 |
| | Agenda Items Reviewed and Acted Upon | 396 | 359 | 366 | 350 | 375 | 375 |
| | City Council Members Attending Training Sessions | 19 | 22 | 5 | 16 | 14 | 20 |
| | "Nice Neighbor" Awards Presented | 5 | 3 | 3 | 6 | 6 | 8 |
| *Effectiveness* | City Council Member Attendance at Council Mtgs. | 98% | 99% | 99% | 100% | 97% | 100% |
| | % Legislative Items Acted on within 1 Month | 95% | 100% | 100% | 100% | 100% | 100% |
| | % Diff. from Proposed to Adopted Budget (G.F.) | -0.20% | 0.01% | 0.22% | 0.00% | 0.00% | 0.00% |
| | Activity Expenditures as % of General Fund | 0.16% | 0.16% | 0.16% | 0.17% | 0.17% | 0.18% |

# City Council

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

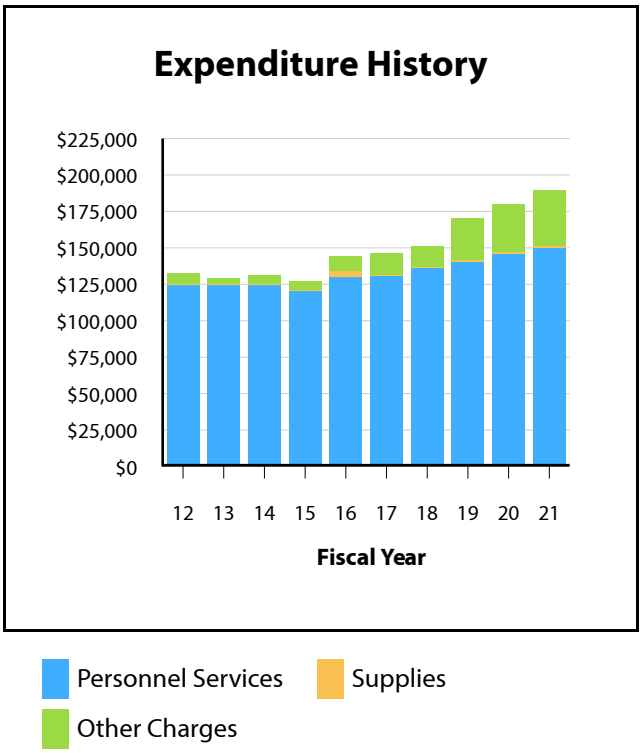
***The total budget increased by 5.4%.***

**Personnel Services** - Total Increase of $4,380 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 decreased $220 or 17.7%, based on recent years' expenditure levels.

**Other Charges** - Total Other Charges increased $5,570 or 17.0%, primarily due to increased costs associated with City Council attendance at the annual Michigan Municipal League convention.

**Capital** - There is no Capital proposed for this activity.




## FUNDING LEVEL SUMMARY

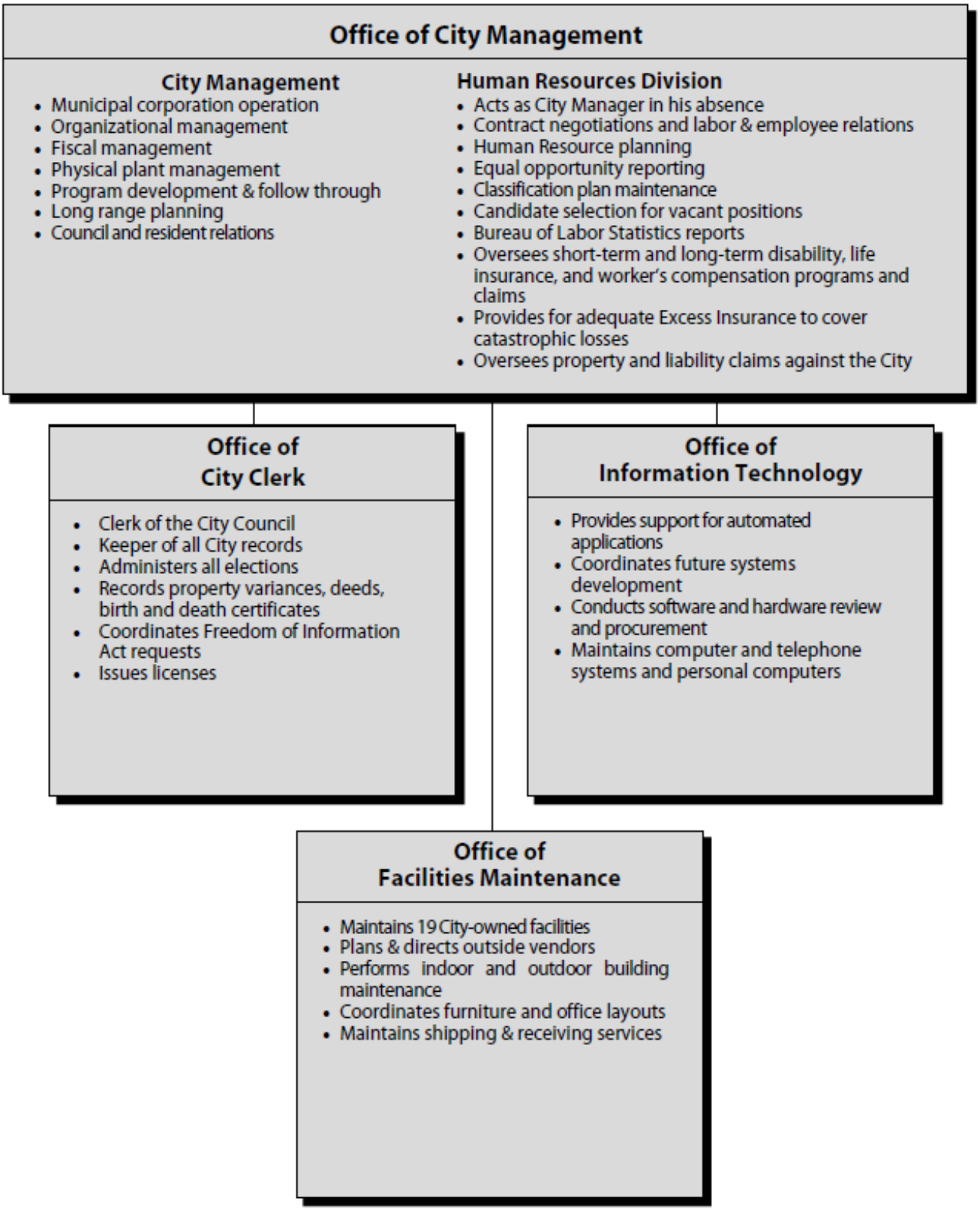
| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $140,924 | $145,890 | $146,970 | $150,270 | $150,270 |
| **Supplies** | 802 | 1,240 | 840 | 1,020 | 1,020 |
| **Other Charges** | 28,762 | 32,730 | 28,910 | 38,300 | 38,300 |
| **Total** | $170,488 | $179,860 | $176,720 | $189,590 | $189,590 |

# 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

- Procures goods and services at lowest reasonable cost
- Responsible for encumbrance system
- Maintains vendor files
- Coordinates and monitors all City purchase requisitions

# DEPARTMENT AT A GLANCE

## *City Administration Department*

### BUDGET SUMMARY

*City Administration increased by $324,730 or 3.4%. Personnel costs increased $365,820 or 5.3% primarily due to the addition of the Facilities Maintenance Director, increased election worker staffing for the Presidential election, and contractual wage adjustments. Supplies decreased $22,610 or 7.1% primarily due to the prior year one-time funding of promotional material and supplies for the 2020 census. Other Charges decreased $18,480 or 0.8% primarily due to one-time software maintenance savings as a result of the conversion to a new financial software program.*




### FUNDING LEVEL SUMMARY

| | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget | % Change From 19/20 |
|---|---|---|---|---|---|
| **City Management** | $1,336,800 | $1,405,260 | $1,453,010 | $1,536,660 | 5.8% |
| **City Clerk** | 735,170 | 823,430 | 976,550 | 1,034,280 | 5.9% |
| **Facilities Maintenance** | 0 | 1,655,820 | 1,770,030 | 2,013,720 | 13.8% |
| **Information Technology** | 1,029,780 | 1,144,640 | 1,499,110 | 1,501,740 | 0.2% |
| **Assessing** | 1,005,050 | 1,030,810 | 1,062,610 | 1,099,190 | 3.4% |
| **Financial Services** | 780,650 | 855,340 | 937,980 | 875,840 | -6.6% |
| **Purchasing** | 450,380 | 425,400 | 489,610 | 432,010 | -11.8% |
| **Treasury** | 1,180,250 | 1,181,000 | 1,235,720 | 1,255,910 | 1.6% |
| **Total Department** | $6,518,080 | $8,521,700 | $9,424,620 | $9,749,350 | 3.4% |
| | | | | | |
| **Personnel Services** | $5,653,320 | $6,551,260 | $6,840,900 | $7,206,720 | 5.3% |
| **Supplies** | 189,370 | 237,600 | 317,780 | 295,170 | -7.1% |
| **Other Charges** | 675,390 | 1,732,840 | 2,265,940 | 2,247,460 | -0.8% |
| **Total Department** | $6,518,080 | $8,521,700 | $9,424,620 | $9,749,350 | 3.4% |

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

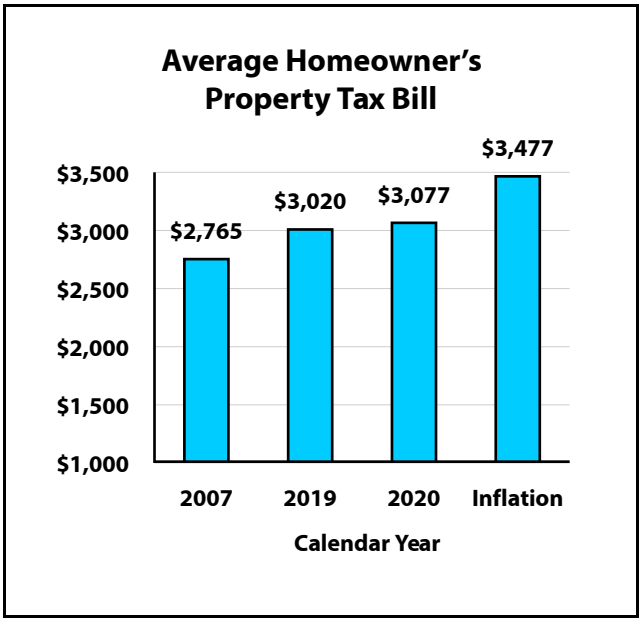
### PERSONNEL SUMMARY

| | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | |
|---|---|---|---|---|---|---|---|---|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| **City Management** | 9 | 0 | 9 | 0 | 9 | 1 | 9 | 1 |
| **City Clerk** | 5 | 1 | 5 | 1 | 5 | 1 | 5 | 1 |
| **Facilities Maintenance** | 0 | 0 | 5 | 1 | 5 | 2 | 6 | 2 |
| **Information Technology** | 5 | 0 | 5 | 0 | 6 | 1 | 5 | 1 |
| **Assessing** | 8 | 1 | 7 | 1 | 8 | 0 | 8 | 0 |
| **Financial Services** | 5 | 2 | 5 | 2 | 5 | 2 | 5 | 2 |
| **Purchasing** | 4 | 0 | 3 | 0 | 3 | 0 | 3 | 0 |
| **Treasury** | 8 | 3 | 8 | 3 | 8 | 3 | 8 | 3 |
| **Total Department** | 44 | 7 | 47 | 8 | 49 | 10 | 49 | 10 |

**Excludes Legal Activity and Boards and Commissions.**

# KEY DEPARTMENTAL TRENDS

## *City Administration Department*



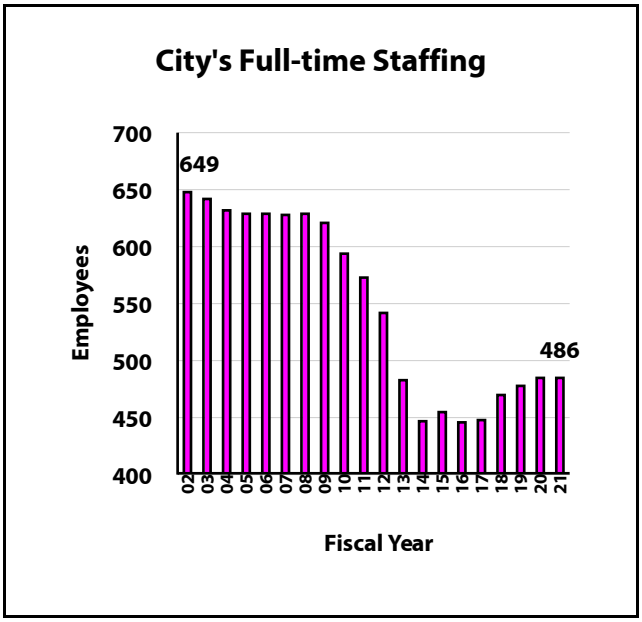

Despite an increase in the City's millage rate in 2014 due to the voter approved Safe Streets Proposal, and in 2017 due to the *Re*creating Recreation Proposal, due to lower property assessments, the average homeowner's tax bill is only 11.2% higher than it was thirteen years ago and 13% lower than the rate of inflation over the same time period.

**Macomb City Tax Rates (2019)**

| | | |
|---|---|---|
| 1. | Centerline | 37.17 |
| 2. | Warren | 27.55 |
| 3. | Eastpointe | 27.31 |
| 4. | St. Clair Shores | 24.90 |
| 5. | Roseville | 23.93 |
| 6. | Fraser | 23.74 |
| 7. | Mount Clemens | 21.95 |
| 8. | Utica | 21.02 |
| 9. | Richmond | 16.22 |
| **10.** | **STERLING HEIGHTS** | **16.21** |
| 11. | Memphis | 15.86 |
| 12. | New Baltimore | 13.97 |

Macomb Average: 22.49 mills

The City's property tax rate is lower than 63% of Michigan cities. It is also one of the lowest of any city in Macomb County. The tax rate in Sterling Heights is 6.3 mills below the average of all cities in Macomb County. The tax rate in Warren, for example, is over 11.3 mills or 68% higher than in Sterling Heights.




City staffing has declined by 27%, or 163 positions between 2002 and 2021, saving $15.5 million annually.

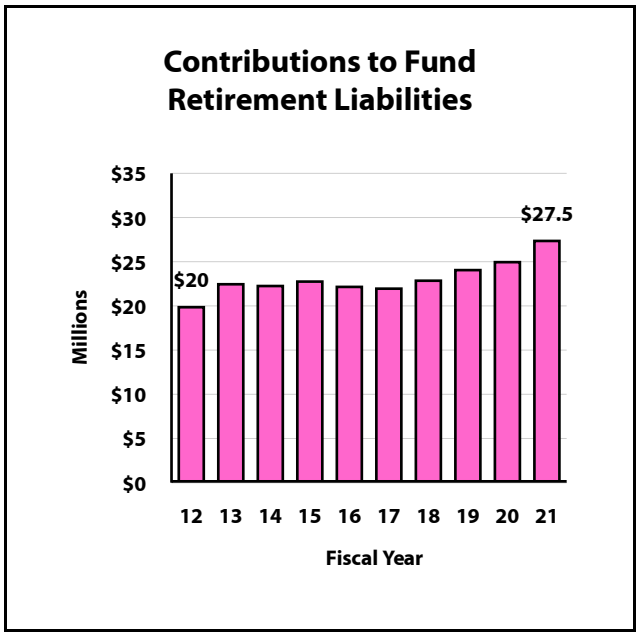
**Full-Time Employees Per 1,000 Residents**

| | | |
|---|---|---|
| 1. | Grand Rapids | 8.3 |
| 2. | Dearborn | 7.9 |
| 3. | Lansing | 7.7 |
| 4. | Southfield | 7.7 |
| 5. | Ann Arbor | 6.7 |
| 6. | Livonia | 6.1 |
| 7. | Warren | 5.3 |
| 8. | Farmington Hills | 4.5 |
| 9. | Troy | 4.4 |
| **10.** | **STERLING HEIGHTS** | **3.7** |

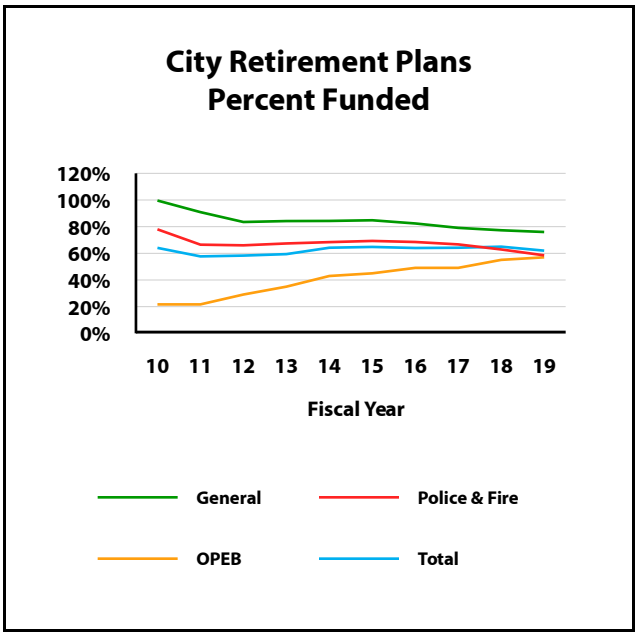
Based on current staffing data and the 2010 census, Sterling Heights has 3.7 full-time employees per 1,000 residents – the lowest of our benchmark communities. Despite having the third largest population, Sterling Heights has the fewest employees. Based on a 2010 study of over 140 cities, 89% of communities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

# KEY DEPARTMENTAL TRENDS

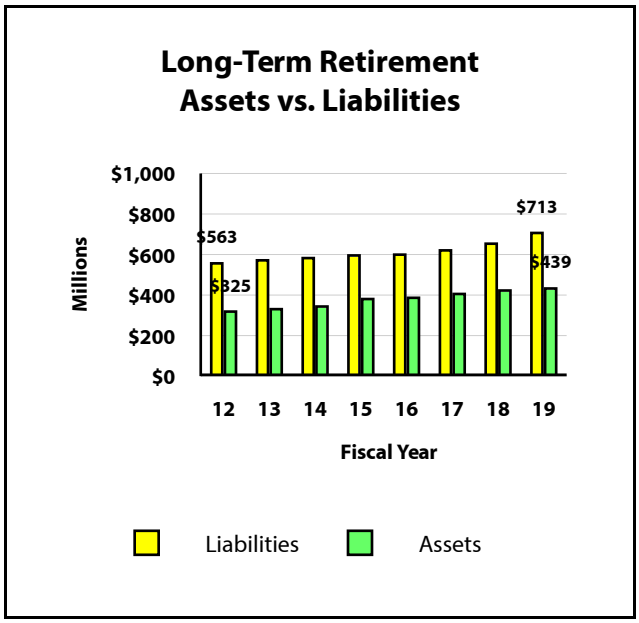
## *City Administration Department (continued)*



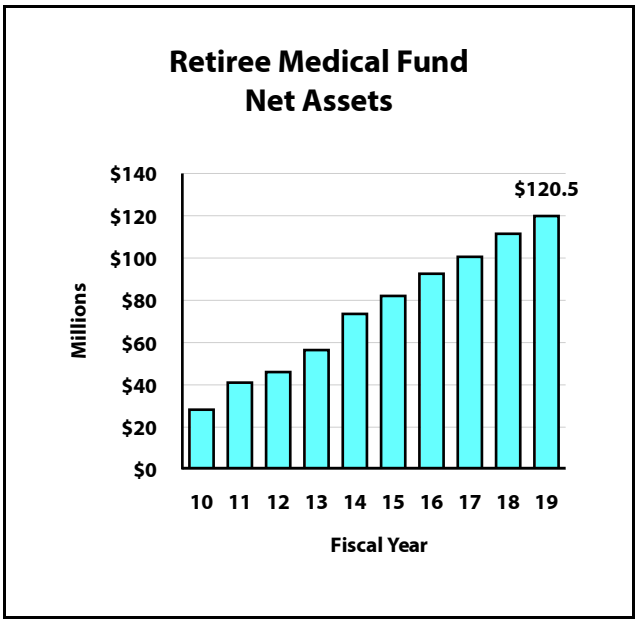

The City annually contributes 100% of the actuarially required funding for all long-term retiree liabilities including police & fire pensions, general employee pensions, and retiree medical. The amounts contributed have increased from $20.0 million in 2012 to $27.5 million in 2021.




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 assumptions. 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.




$439 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 six times the assets we had only ten 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.

# City Management

**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 and Treasury 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 over 40 Sterling Heights' employees attended Lean Six Sigma training in order to learn how to improve processes and increase customer satisfaction?***

# City Management

## *2020/21 INTENTION STATEMENTS* *(City Management)*

1. To coordinate a citywide workforce staffing plan to address the need for increased manpower across the organization, and develop a funding plan. *(City Goal 2, 5, 6)*

2. To collaborate with the newly established Sustainability Commission to help further develop the plan initiated by City Administration and ensure sustainability is a focal point for all future City endeavors. *(City Goal 12, 14, 16, 20)*

3. To provide strategic oversight on the myriad of renovation projects under construction over the next year. *(City Goal 2, 3)*

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

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

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Admin. Policy & Procedure Orders Reviewed/Updated | 21 | 45 | 7 | 6 | 8 | 6 |
| | False Alarm Appeals Received | 35 | 15 | 15 | 15 | 15 | 15 |
| | False Alarm Appeals Completed | 35 | 15 | 15 | 15 | 15 | 15 |
| | Special Projects Initiated | 15 | 15 | 14 | 12 | 20 | 20 |
| | Policy Resolutions Presented to Council | 9 | 10 | 1 | 8 | 6 | 8 |
| | Legislative Issues Monitored | 10 | 10 | 18 | 12 | 15 | 15 |
| | Interoffice Meetings Facilitated | 200 | 208 | 240 | 215 | 240 | 230 |
| | Development Project Meetings | 52 | 54 | 58 | 60 | 65 | 60 |
| | Resident/Business Meetings Facilitated | 52 | 53 | 51 | 55 | 40 | 50 |
| | Intergovernmental Membership Meetings | 78 | 75 | 57 | 75 | 80 | 75 |
| | New Programs & Policies Developed | 6 | 5 | 2 | 5 | 4 | 5 |
| | Residential/Business Inquiry Responses Sent | 75 | 82 | 63 | 80 | 75 | 80 |
| | Presentations Created | 20 | 32 | 30 | 35 | 30 | 35 |
| | Weekly City Connect Newsletters Distributed | 52 | 52 | 52 | 52 | 52 | 52 |
| | Conferences Attended/Business Travel | 4 | 4 | 7 | 5 | 5 | 5 |
| *Efficiency* | Activity Expenditures as % of General Fund | 1.37% | 1.44% | 1.28% | 1.38% | 1.38% | 1.42% |
| | | | | | | | |
| | | | | | | | |

# City Management

## *2020/21 PERFORMANCE OBJECTIVES* *(Finance & Budget)*

1. To work with the City Controller to update the Travel Policy to codify rules that will simplify administration. *(City Goal 6, 8, 23)*

2. To research alternative structures for the administration of the City retiree medical system (OPEB). *(City Goal 6, 8)*

3. To complete the water & sewer rate and capital charge study, and propose recommended changes at the 2021 Strategic Planning session. *(City Goal 3, 8)*

4. To implement a new budgeting process for the 2021/2022 fiscal year in conjunction with the implementation of BS&A software. *(City Goal 6, 8, 23)*

5. To facilitate an update of Performance Indicators across all departments to ensure the collection of meaningful and actionable data. *(City Goal 1, 4, 5)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | City Budgeted Funds Monitored (Millions) | $184.9 | $205.8 | $230.3 | $269.4 | 267.7 | $213.9 |
| | Budget Amendments Prepared | 2 | 2 | 2 | 2 | 2 | 2 |
| | Internal Budget Adjustments Analyzed | 17 | 34 | 35 | 25 | 20 | 25 |
| | City Council Agenda Statements Reviewed | 396 | 359 | 366 | 350 | 375 | 375 |
| | Travel Requests Reviewed for Policy Compliance | 163 | 209 | 205 | 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 | 1 | 1 | 0 | 0 | 0 | 0 |
| | General Fund Expenditures Per Capita | $682 | $707 | $831 | $799 | $800 | $818 |
| | Government Debt Per Capita | $175 | $494 | $676 | $796 | $796 | $889 |
| | OPEB Ann'l Req'd Contribution Funded (Millions) | $11.5 | 10.6 | 10.6 | 10.5 | 10.5 | 10.5 |
| | OPEB Trust Funding Status | 50.9% | 55.1% | 57.0% | 60.0% | 59.0% | 61.0% |
| | Accuracy Forecasting Expenditures - General Fund | 98.8% | 98.8% | 99.2% | 100.0% | 100.1% | 100.0% |
| | Accuracy Forecasting Revenues - General Fund | 100.3% | 100.8% | 100.2% | 100.0% | 100.7% | 100.0% |
| | Years Rec'd. G.F.O.A. Distinguished Budget Award | 30 | 31 | 32 | 33 | 33 | 34 |
| | Savings from Reviewing Travel Requests | $852 | $1,355 | $887 | $1,200 | $1,000 | $1,200 |
| | Average Cost to Review a Travel Request | $6.65 | $5.89 | $7.47 | * | * | * |

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

# City Management

## *2020/21 PERFORMANCE OBJECTIVES* *(Human Resources)*

1. To negotiate two new collective bargaining agreements. *(City Goal 1, 2, 6)*

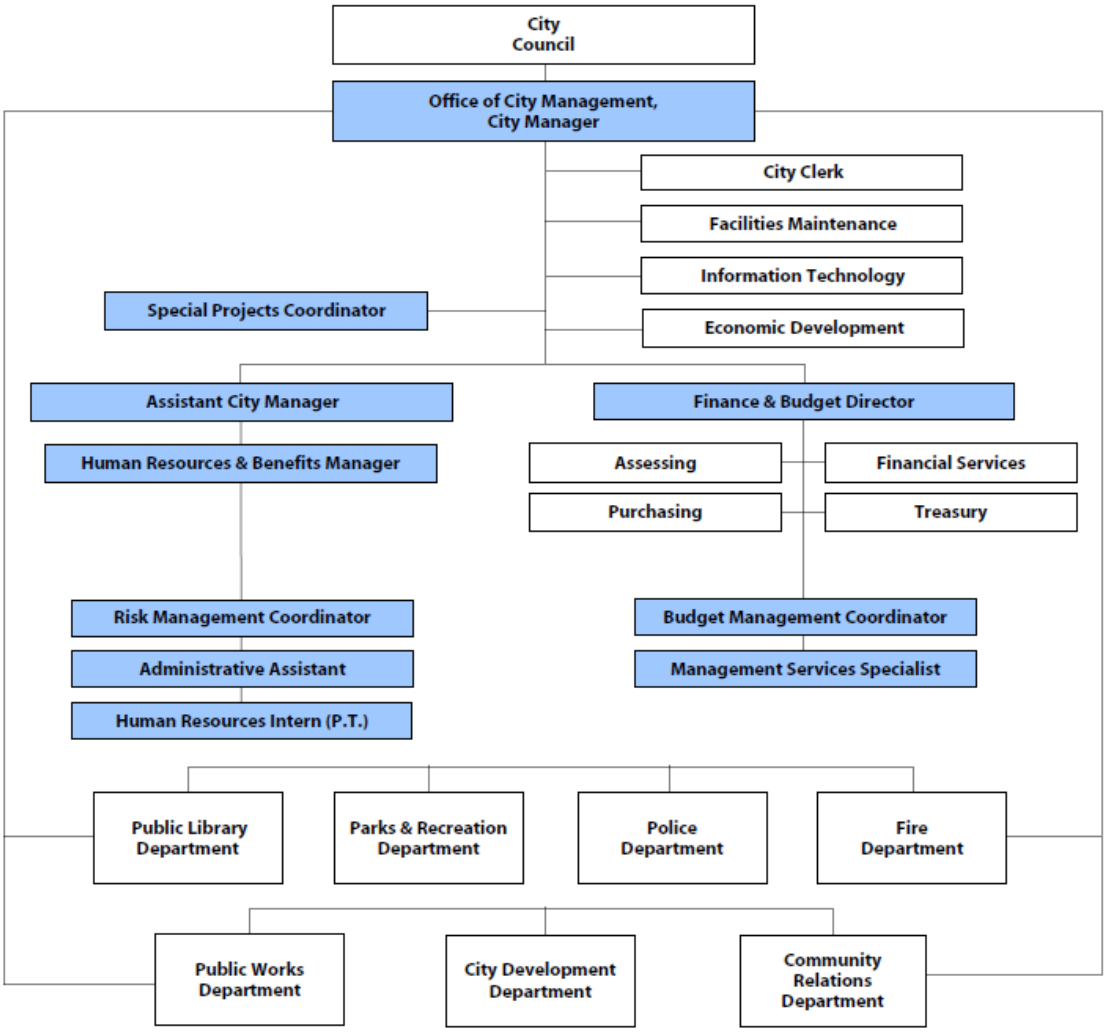
2. To continue the implementation of the Human Resource Information System to improve capabilities, efficiencies and processes. *(City Goal 1, 2, 3, 6)*

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

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Promotional Job Postings | 51 | 38 | 31 | 43 | 37 | 40 |
| | Open Competitive Job Postings | 14 | 28 | 37 | 30 | 34 | 32 |
| | Applications Reviewed & Processed | 893 | 708 | 1,274 | 938 | 1,106 | 1,022 |
| | Employees Hired (Full-time/Part-time) | 18/85 | 52/133 | 21/153 | 27/101 | 24/127 | 26/114 |
| | Police/Fire Promotional Tests | 1 | 3 | 2 | 3 | 5 | 4 |
| | Labor Contracts Settled (Incl. Re-opened Contracts) | 3 | 5 | 4 | 3 | 1 | 2 |
| | Worker's Compensation Incident Reports | 13 | 12 | 19 | 16 | 18 | 17 |
| | New Short-Term Disability Claims Opened | 18 | 13 | 14 | 14 | 14 | 14 |
| | Life Insurance Claims | 5 | 2 | 7 | 3 | 5 | 4 |
| | New Worker's Compensation Claims | 52 | 35 | 59 | 58 | 59 | 59 |
| | Liability/Property Claims | 125 | 136 | 114 | 139 | 123 | 131 |
| | Liability/Property Incident Reports | 70 | 91 | 128 | 140 | 134 | 137 |
| | New Lawsuits/Lawsuits Closed | 8/7 | 3/3 | 9/6 | 3/2 | 6/4 | 5/3 |
| *Efficiency & Effectiveness* | Avg. # Work Days to Complete External Recruitment | 30 | 55 | 60 | 55 | 58 | 57 |
| | # Labor Grievances Per 100 F.T. Union Employees | 2.1 | 3.6 | 1.9 | 2.2 | 1.9 | 2.1 |
| | Avg. # Work Days to Complete Internal Recruitment | 23 | 30 | 13 | 31 | 30 | 31 |
| | % of Grievances Resolved Before Arbitration | 95% | 100% | 100% | 100% | 100% | 100% |
| | Total FTE's Per 1,000 Residents | 4.2 | 4.4 | 4.4 | 4.4 | 4.4 | 4.4 |
| | Full-time Employee Turnover Rate (Excl. Retirements) | 0.5% | 1.2% | 1.0% | 1.2% | 1.1% | 1.1% |
| | Workforce Diversity | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% |
| | # of Employees Not Completing Probation | 0 | 0 | 6 | 3 | 4 | 4 |
| | Cost to Recruit & Hire a Full-time General Employee | $921 | $876 | $991 | * | * | * |
| | # Worker's Comp Claims Per 100 FTE's | 10.2 | 11.5 | 11.9 | 12.0 | 15.2 | 11.5 |
| | % Worker's Comp Claims Paying Compensation | 19.6% | 17.0% | 40% | 14% | 28% | 34% |
| | W/C Lost Work Days Due to Injury Per 100 FTE's | 48 | 165 | 177 | 100 | 64 | 100 |
| | # of Accidents Per 100,000 Miles Driven | 1.50 | 0.61 | 1.50 | 2.27 | 2.18 | 2.23 |

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

# City Management




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| 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 Services Specialist | 0 | 0 | 1 |
| Management Assistant | 1 | 1 | 0 |
| Administrative Assistant | 1 | 1 | 1 |
| Human Resources Intern (P.T) | 0 | 1 | 1 |
| Total | 9 | 10 | 10 |

# City Management

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

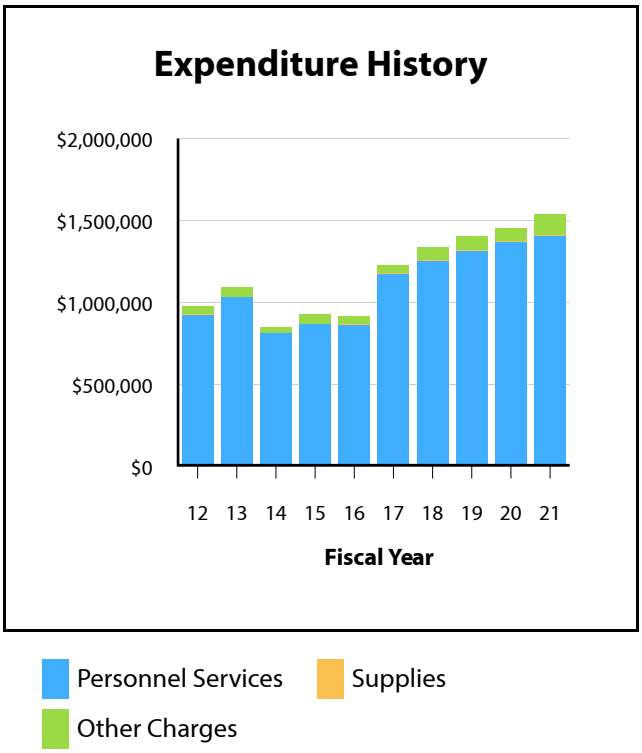
***The total budget increased by 5.8%.***

**Personnel Services** - Total Increase $35,040 or 2.6%

- $33,700 due to contractual wage adjustments, partially offset by reductions due to staff turnover
- $4,100 due to required funding for pension liabilities
- $3,800 due to contractual increases in the employer-funded Retiree Health Savings Plan, partially offset by:
- Savings of $7,900 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies decreased $2,960 or 36.2%. Operating supply costs decreased $3,460, as promotional and marketing materials for the City's Wellness Program are now funded through the Self-Insurance Fund. $500 was added due to increased business subscription costs.

**Other Charges** - Total Other Charges increased $51,570 or 69.7%. Contracted services increased $24,050 primarily due to the added cost of an outside assessment center for anticipated Fire and Police promotions. Software maintenance fees increased $29,940 for the new licensing and support agreements for the Kronos HRIS software system and the Munetrix web-based data information source.




$2,500 was saved, as pre-employment physical exams are now provided through CareHere and paid through the Self-Insurance Fund. Less funding is required for memberships, saving $590. Printing costs fell $500, as the number of printed budget books has been reduced.

**Capital** - This office is scheduled to receive six personal computers totaling $6,210 to replace the existing 5-year old units.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $1,314,053 | $1,370,820 | $1,360,610 | $1,405,860 | $1,405,860 |
| **Supplies** | 5,980 | 8,180 | 5,140 | 5,220 | 5,220 |
| **Other Charges** | 85,229 | 74,010 | 91,890 | 125,580 | 125,580 |
| **Total** | $1,405,262 | $1,453,010 | $1,457,640 | $1,536,660 | $1,536,660 |

**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 applications for Boards and Commissions. 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 movings are filed with the City Clerk.

In addition to these services, the City Clerk also serves as administrative liaison to several City 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…***
***…the City has 45 precincts in 32 locations with more than 88,000 registered voters, many of whom vote at home with an absent voter ballot?***

# City Clerk

## *2020/21 PERFORMANCE OBJECTIVES*

1. To continue implementing record retention policies and promoting electronic record storage to improve retrieval times and reduce inventory of paper documents. *(City Goal 1, 2, 3, 6, 23)*

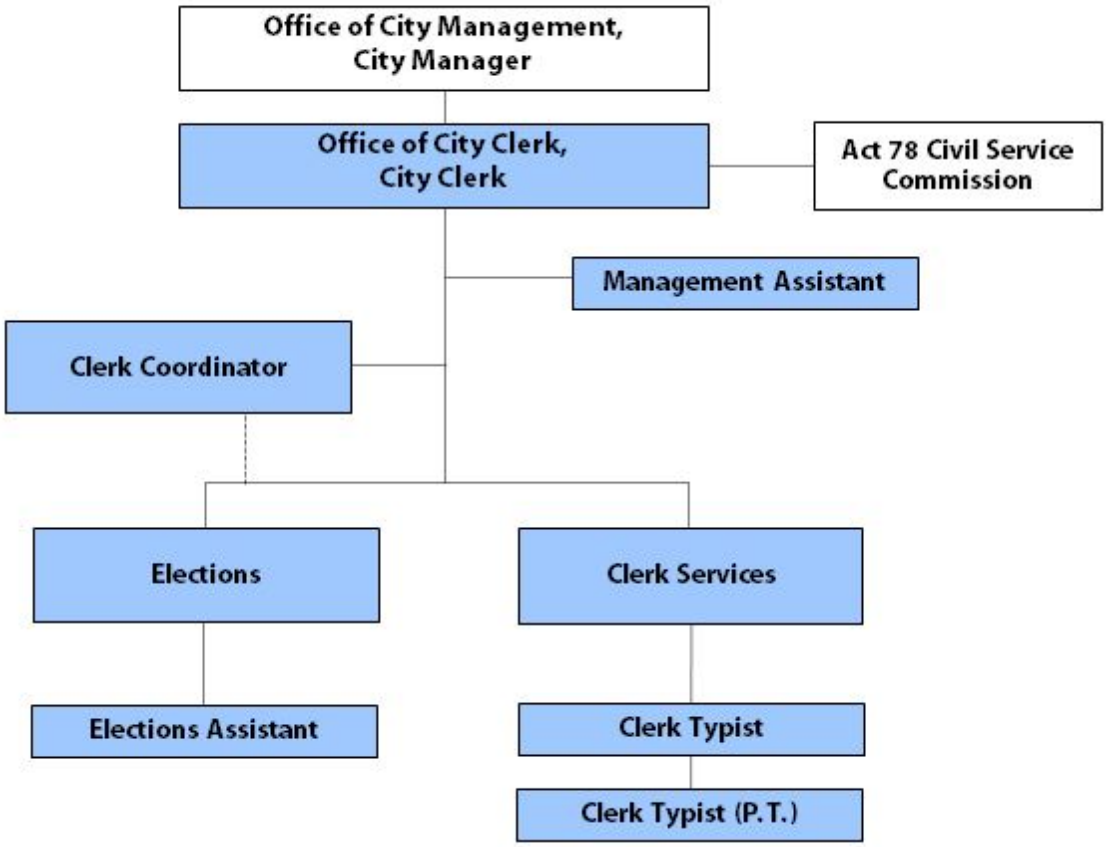
2. To continue to streamline internal procedures to promote efficiency and reduce costs. *(City Goal 1, 2, 3, 5, 6)*

3. To conduct a citywide survey of all businesses, ensuring that each is licensed in accordance with local regulations. *(City Goal 1, 3, 6)*

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

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Council Agenda Items Processed | 441 | 453 | 397 | 400 | 420 | 430 |
| | Council Actions Correspondence E-mailed & Mailed | 217 | 321 | 285 | 300 | 300 | 300 |
| | Number of Registered Voters (November) | 88,520 | 84,781 | 86,629 | 86,500 | 88,156 | 90,000 |
| | Voter Reg. Processed - New & Status Changes | 27,885 | 18,080 | 21,403 | 20,000 | 20,000 | 24,000 |
| | Absent Voter Applications Mailed | 20,405 | 34,176 | 2,837 | 20,000 | 38,000 | 20,000 |
| | Absent Voter Ballots Mailed | 27,917 | 16,642 | 24,512 | 16,000 | 20,000 | 40,000 |
| | Elections Conducted | 3 | 2 | 2 | 2 | 2 | 2 |
| | # of Voters Voting at Polls (November) | 41,578 | 8,130 | 35,160 | 8,000 | 8,800 | 30,000 |
| | # of Voters Voting Absentee (November) | 16,443 | 8,221 | 14,232 | 10,000 | 9,106 | 30,000 |
| | Business Registrations - New | 114 | 375 | 119 | 200 | 200 | 200 |
| | Business Registrations - Renewals | 1,804 | 1,583 | 1,711 | 2,100 | 2,100 | 2,100 |
| | Class C Liquor Licenses Approved (New/Transferred) | 4 | 3 | 0 | 2 | 2 | 2 |
| | Licenses Issued (Specialty Licenses) | 70 | 111 | 98 | 60 | 80 | 80 |
| | Dog Licenses Issued | 6,538 | 5,813 | 4,933 | 6,000 | 6,000 | 5,000 |
| | Freedom of Information Requests Processed | 194 | 234 | 255 | 200 | 300 | 300 |
| | Documents Recorded | 118 | 104 | 167 | 100 | 150 | 150 |
| | Birth & Death Certificates Processed | 704 | 771 | 724 | 700 | 700 | 700 |
| | Pieces of Outgoing Mail Processed | 98,069 | 130,634 | 143,821 | 125,000 | 135,000 | 140,000 |
| | Board/Commission Applications on File | 158 | 170 | 187 | 175 | 175 | 170 |
| *Efficiency* | % of Registered Voters Voting (November) | 65.55% | 19.29% | 57.02% | 20.00% | 20.31% | 67.00% |
| | % 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 | 1.00% | 0.79% | 0.75% | 0.93% | 0.88% | 0.96% |

# City Clerk




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| City Clerk | 1 | 1 | 1 |
| Clerk Coordinator | 1 | 1 | 1 |
| Management Assistant | 1 | 1 | 1 |
| Senior Clerk | 1 | 0 | 0 |
| Elections Assistant | 0 | 1 | 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 – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

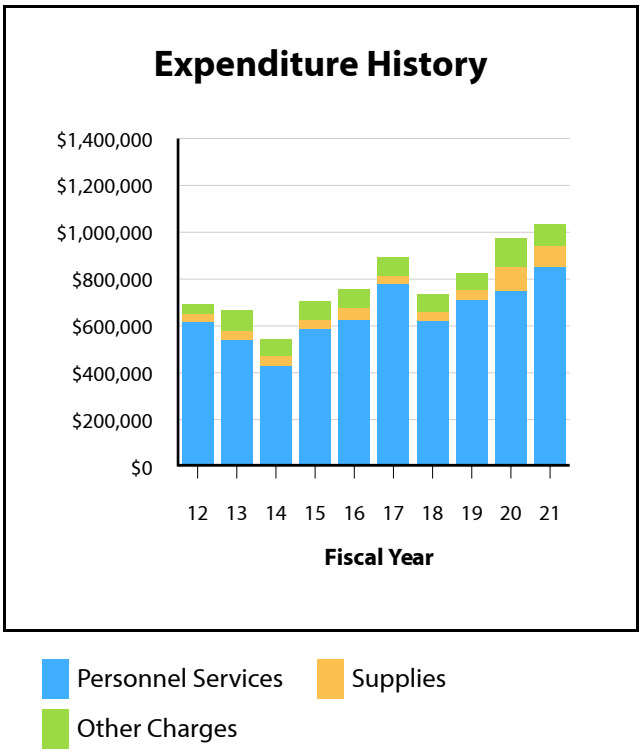
***The total budget increased by 5.9%.***

**Personnel Services** - Total Increase $103,570 or 13.8%

- $23,950 due to contractual wage adjustments
- $5,400 due to required funding for pension liabilities
- $29,000 due to the addition of temporary staff to canvass for new businesses
- $50,000 due to increased costs for election workers for the Presidential election, partially offset by:
- Savings of $6,100 due to a decrease in the Retiree Medical Plan (OPEB) contribution

**Supplies** - Total Supplies decreased $14,700 or 13.9%. Operating supply costs decreased $48,700 primarily due to the prior year one-time funding of promotional and educational supplies for the 2020 Census. The decrease was partially offset by an increase for additional postage and supply costs necessary for the Presidential election and for the anticipated increase in absent voter turnout.

**Other Charges** - Total Other Charges decreased $31,140 or 25.5% primarily due to a decrease in printing as the prior year budget funded the one-time printing of marketing materials for the 2020 Census. In addition, the County Clerk will supply the voting ballots for all non-City elections.




**Capital** - Total Capital of $4,400 is proposed for an Extra High Capacity Letter Opener to accommodate the increase in the number of absentee ballots.

**CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET**

**Supplies** - Total Supplies increased $25,000 to fund return postage on absentee ballots for the November Presidential election.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $710,482 | $748,950 | $724,920 | $852,520 | $852,520 |
| **Supplies** | 44,063 | 105,700 | 103,700 | 66,000 | 91,000 |
| **Other Charges** | 68,888 | 121,900 | 105,510 | 90,760 | 90,760 |
| **Total** | $823,433 | $976,550 | $934,130 | $1,009,280 | $1,034,280 |

# 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 Facilities Maintenance Superintendent 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 eleven 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 staff supports over 510,000 square feet of public facilities spanning 18 City buildings?***

# Facilities Maintenance

## *2020/21 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, 16)*

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

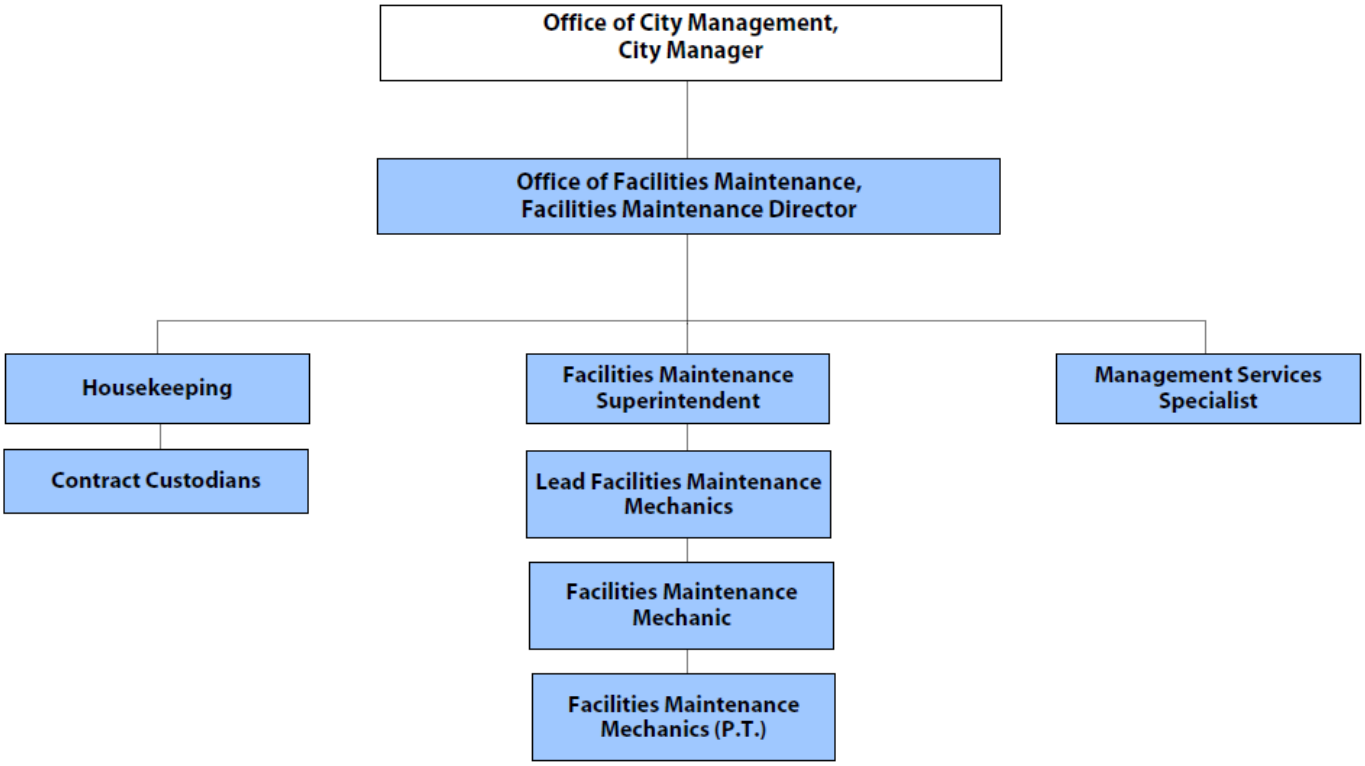
3. To manage proceeds from the $20 million Facilities Improvement Bond, addressing critical infrastructure needs, workflow improvements and asset management. *(City Goal 1, 3, 16, 23)*

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

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | City Facilities Supported - Square Feet | 360,823 | 360,823 | 360,823 | 445,897 | 461,578 | 509,438 |
| | City Facilities Receiving Daily Housekeeping - Sq. Ft. | 246,434 | 246,434 | 246,434 | 331,508 | 331,508 | 379,368 |
| | Renovations/Projects Supervised/Coordinated | $514,700 | $402,390 | $1,899,200 | $9,800,000 | $7,000,000 | $7,000,000 |
| | Cuttings/Trimmings - 9 Mun. Sites (Subcontracted) | 27 | 25 | 28 | 32 | 32 | 32 |
| | Snow/Ice Control Call-Ins | 20 | 16 | 31 | 25 | 25 | 25 |
| | Trash Collection Days - Municipal Sites | 258 | 266 | 104 | 104 | 104 | 104 |
| | Interior Preventive Maintenance Cycles | 6 | 12 | 12 | 12 | 12 | 12 |
| | Exterior Preventive Maintenance Cycles | 5 | 12 | 12 | 12 | 12 | 12 |
| | Maintenance/Custodial Service Requests Processed | 1,410 | 1,009 | 950 | 1,200 | 1,100 | 1,100 |
| | FedEx/UPS Packages Processed | 1,946 | 2,083 | 2,358 | 2,500 | 2,728 | 2,600 |
| | Deliveries to City Council Members | 55 | 2 | 6 | 10 | 4 | 4 |
| | Car Pool Vehicles Supervised | 2 | 2 | 2 | 2 | 2 | 2 |
| | Voting Precincts (Assembled & Delivered) | 107 | 64 | 64 | 96 | 64 | 96 |
| *Efficiency & Effectiveness* | % of Emg. Call-Ins Reported to w/i 30 minutes | 98% | 99% | 100% | 100% | 100% | 100% |
| | % of Service Requests Met w/i 15 days | 98% | 92% | 97% | 98% | 98% | 99% |
| | Hrs. Spent for Building Maintenance Per 1,000 s.f. | 19.0 | 18.1 | 21.7 | 25.0 | 25.0 | 24.0 |
| | Overtime/Comp Hours Worked | 265 | 414 | 710 | 700 | 800 | 800 |
| | Cost to Complete In-House Maint. Service Requests | $362,600 | $229,191 | $319, 177 | * | * | * |
| | Activity Expenditures as % of General Fund | N/A | N/A | 1.51% | 1.68% | 2.10% | 1.86% |
| | | | | | | | |

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

# Facilities Maintenance




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Facilities Maintenance Director | 0 | 0 | 1 |
| Facilities Maintenance Superintendent | 0 | 0 | 1 |
| Building Maintenance Coordinator | 1 | 1 | 0 |
| Lead Facilities Maintenance Mechanic | 1 | 2 | 2 |
| Facilities Maintenance Mechanic | 2 | 1 | 1 |
| Facilities Maintenance Mechanic (P.T.) | 1 | 2 | 2 |
| Management Services Specialist | 1 | 1 | 1 |
| Total | 6 | 7 | 8 |

# Facilities Maintenance

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget increased by 13.8%.***

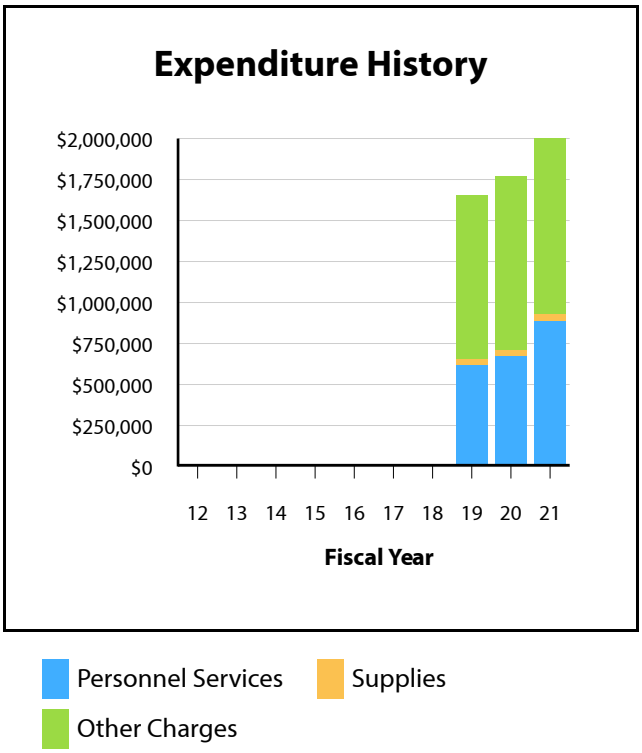
**Personnel Services** - Total Increase $214,910 or 31.8%

- $180,000 due to the addition of a full-time Facilities Maintenance Director
- $14,400 due to the upgrade of the Facilities Maintenance Superintendent position
- $14,800 due to contractual wage adjustments
- $4,900 required funding for pension liabilities, partially offset by:
- Savings of $7,300 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies increased $800 or 2.0% for additional materials and small hand tools needed to maintain City buildings and grounds.

**Other Charges** - Total Other Charges increased $27,980 or 2.7%. The budget increased $12,580 due to the transfer of funding for citywide office equipment repairs to this office. $10,000 was added for higher custodial contract costs and the contractual maintenance of municipal grounds. $5,300 was added for increased building maintenance needs. Funding decreased $6,000, as the Cityworks annual support fees are now budgeted in the Information Technology office.

**Capital** - Total Capital of $1,183,100 is proposed. $8,100 is for the purchase of smaller equipment items




that are needed for maintaining municipal sites. $275,000 is funded for Phase 2 of a three-year Senior Center Roof Replacement project. The first phase was included in the 2019/20 CDBG budget. $600,000 is for upgrades to the City Hall's Exterior Insulation Finishing System. Remaining upgrades to the City Hall entrances are funded for $300,000. $6,581,690 is budgeted in the Facilities Improvement Fund for the continuation of the facilities infrastructure improvements.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $619,675 | $674,850 | $773,720 | $889,760 | $889,760 |
| **Supplies** | 38,996 | 40,000 | 40,000 | 40,800 | 40,800 |
| **Other Charges** | 997,150 | 1,055,180 | 1,407,490 | 1,083,160 | 1,083,160 |
| **Total** | $1,655,821 | $1,770,030 | $2,221,210 | $2,013,720 | $2,013,720 |

# 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…***
***…the Information Technology Office continues to upgrade technology citywide, and will upgrade audio-visual equipment, security, building wiring and Wi-Fi all over the next fiscal year?***

# Information Technology

## *2020/21 PERFORMANCE OBJECTIVES*

1. To successfully implement workstation replacements in the offices of Building, City Management, Community Relations, Court, Finance, Fire, IT, Planning and Treasury. *(City Goal 6, 17, 18)*

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

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

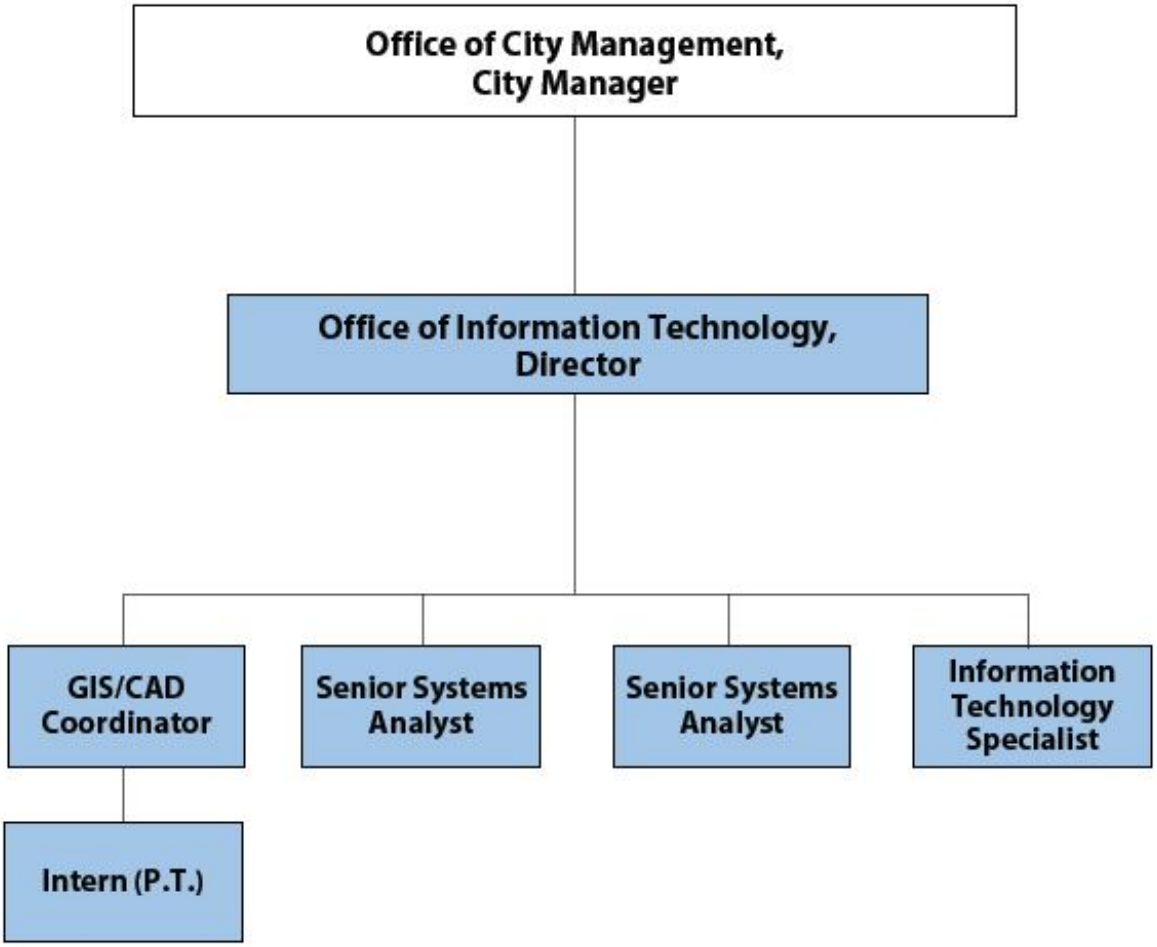
4. To successfully implement the technology for the new DPW building. (*City Goal 6, 17, 18)*

5. To provide all technology needs for the facilities renovation project. *(City Goal 6, 17, 18)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Hardware Platforms Supported-(Windows, Unix, etc.) | 5 | 5 | 5 | 5 | 5 | 5 |
| | Applications/Database Systems Supported | 34 | 36 | 38 | 38 | 38 | 38 |
| | "Help Desk" Communications Received | 8,150 | 8,160 | 6,570 | 7,500 | 7,500 | 7,500 |
| | Computers Supported (Desk/Laptops) | 460 | 477 | 480 | 485 | 485 | 490 |
| | MDC's and Tablets Supported | 145 | 159 | 186 | 175 | 190 | 195 |
| | Printers Supported | 68 | 68 | 75 | 70 | 75 | 76 |
| | Land Line Telephones Supported | 558 | 558 | 554 | 558 | 557 | 565 |
| | Mobile Telephones Supported | 159 | 158 | 142 | 140 | 142 | 145 |
| | E-Mail Accounts Supported | 655 | 666 | 684 | 685 | 689 | 700 |
| | Servers Maintained | 56 | 78 | 98 | 95 | 102 | 104 |
| | Network Equipment Maintained (Routers/Switches) | 38 | 44 | 62 | 65 | 65 | 75 |
| | Wireless Access Point/Infrastructure Maintained | 40 | 35 | 40 | 42 | 42 | 224 |
| | 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 | 1.10 | 1.11 | 1.15 | 1.13 | 1.16 | 1.18 |
| | Telephone Problems Resolved within 1 day | 90% | 90% | 90% | 90% | 90% | 90% |
| | % of Revolving 5-yr. Technology Plan Implemented | 15% | 40% | 60% | 70% | 75% | 90% |
| | % of Time Computer Network Down | 0.4% | 0.4% | 0.4% | 0.8% | 0.8% | 0.8% |
| | Overtime/Comp Hours Required to Meet Demand | 311 | 367 | 564 | 400 | 450 | 420 |
| | Average Annual Cost to Support a PC | $239 | $226 | $216 | * | * | * |
| | Cost to Support User Systems | $316,073 | $310,020 | $311,685 | * | * | * |
| | Activity Expenditures as % of General Fund | 1.06% | 1.11% | 1.05% | 1.42% | 1.42% | 1.39% |

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

# Information Technology




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Information Technology Director | 1 | 1 | 1 |
| GIS/CAD Coordinator | 1 | 2 | 1 |
| Senior Systems Analyst | 2 | 2 | 2 |
| Information Technology Specialist | 1 | 1 | 1 |
| Intern (P.T.) | 0 | 1 | 1 |
| Total | 5 | 7 | 6 |

# Information Technology

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget increased by 0.2%.***

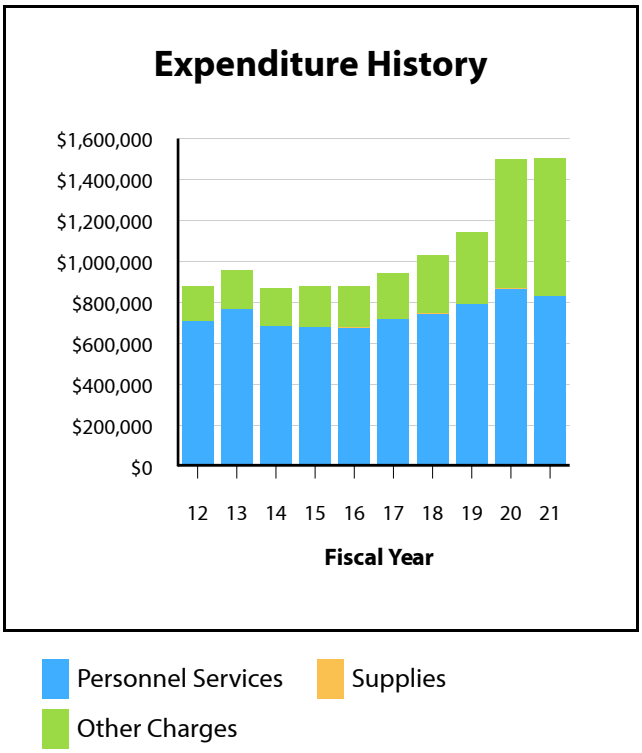
**Personnel Services** - Total Decrease $37,080 or 4.3%

- $52,900 savings in full-time wages due to the advance replacement of the GIS Coordinator in the prior year and staff turnover resulting in lower wages
- $9,600 savings due to a decrease in the contribution to the Retiree Medical Plan (OPEB), partially offset by the following increases:
- $6,900 due to required pension liabilities
- $8,400 due to an increase in required overtime
- $7,800 due to health insurance rate increases

**Supplies** - Total Supplies decreased $500 or 19.6%, as fewer computer supplies need to be replenished.

**Other Charges** - Total Other Charges increased $40,210 or 6.4%. $36,750 was added for professional consulting services for an Information Security Gap Assessment and other new and upgraded technology. Equipment maintenance costs rose $12,700, as multiple year maintenance agreements are expiring next year. Training costs fell $4,390 due to the one-time funding for the Cityworks conference in the prior year.

**Capital** - Total Capital of $577,000 is proposed. Twenty replacement In-Car Computers with Modems are funded for $158,550. $125,000 is for a BS&A Server Upgrade. $64,210 is for 62 replacement Personal Computers. MobileEyes fire inspection software is funded for $35,860. $20,000 is for two Data Closet upgrades. $17,780 is for five Dell Canvas Plan Review Computers for Building. Two Microsoft Surface Pro laptops for Planning are funded for $3,950. $1,650 is for a Form Printer for the Court. SMART funding of $150,000 is budgeted for Transportation Software. $235,500 is budgeted in the Facilities Improvement Fund for planned information technology improvements throughout City buildings.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $792,072 | $867,950 | $889,990 | $830,870 | $830,870 |
| **Supplies** | 3,829 | 2,550 | 2,550 | 2,050 | 2,050 |
| **Other Charges** | 348,741 | 628,610 | 607,520 | 668,820 | 668,820 |
| **Total** | $1,144,642 | $1,499,110 | $1,500,060 | $1,501,740 | $1,501,740 |

# 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 2019 was $211,580, an increase of 4.9% over the 2018 average?***

# Assessing

## *2020/21 PERFORMANCE OBJECTIVES*

1. To train all staff appraisers on the Pivot Point field appraisal software and incorporate field laptop computers to increase personnel efficiency. *(City Goal 2, 23)*

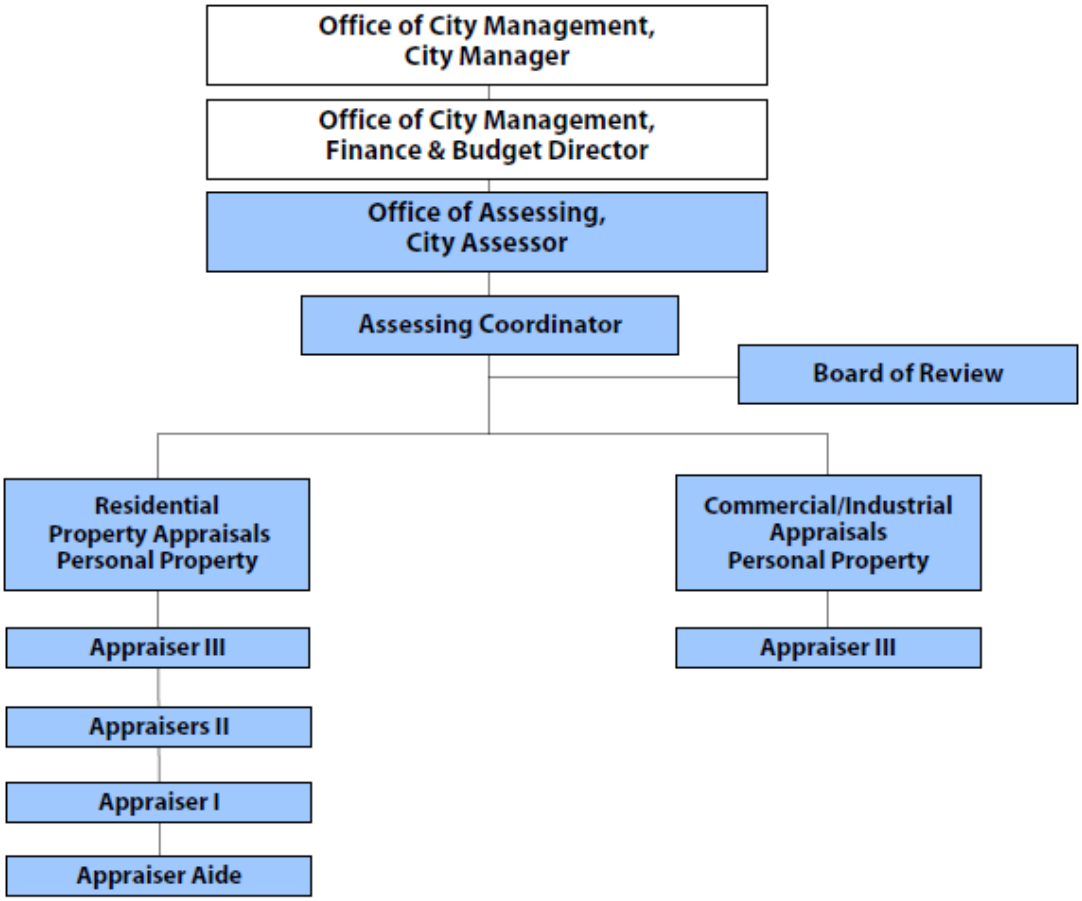
2. To increase the number of residential property reappraisals, which will improve the accuracy of real property data and ensure equity amongst taxpayers. *(City Goal 6, 13)*

3. To complete all required procedural changes as determined by the State Tax Commission, for compliance with the 2021 Audit of Minimum Assessing Requirements (AMAR). *(City Goal 6, 13)*

| | | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Assessment Notices Processed - Real/Personal | 47,636 | 46,650 | 47,941 | 47,000 | 47,585 | 47,585 |
| | Residential Property Appraisals (including Partials) | 110 | 92 | 56 | 250 | 42 | 250 |
| | Commercial/Industrial Property Appraisals - Real | 80 | 78 | 163 | 300 | 138 | 300 |
| | Reappraisals Conducted | 0 | 0 | 36 | 30 | 50 | 350 |
| | Full Tax Tribunal Applications - Businesses | 19 | 31 | 22 | 60 | 17 | 30 |
| | Board of Review Appeals | 581 | 695 | 1,055 | 700 | 918 | 950 |
| | Value Appeals | 103 | 97 | 84 | 100 | 84 | 110 |
| | Poverty Exemptions | 95 | 78 | 81 | 50 | 56 | 90 |
| | Veterans Exemptions | 150 | 158 | 179 | 200 | 178 | 200 |
| | PRE/Assessor Corrections | 233 | 362 | 711 | 350 | 600 | 550 |
| | Land Divisions/Combinations Processed | 22 | 14 | 26 | 25 | 22 | 25 |
| | Resident Assessing Online Retrievals | 134,934 | 213,165 | 163,173 | 175,000 | 182,920 | 185,000 |
| | Deeds & Property Owner Updates | 4,563 | 4,958 | 4,669 | 5,000 | 4,300 | 5,000 |
| | Property Transfer Affidavits Processed | 3,721 | 3,084 | 3,209 | 4,000 | 3,125 | 3,500 |
| | Homestead Exemption Affidavits Processed | 3,784 | 4,050 | 3,959 | 4,500 | 3,900 | 4,200 |
| | Residential Digital Sketches Created | 100 | 776 | 1,172 | 1,000 | 1,225 | 1,250 |
| | IFEC's/328's Personal Property Exemptions Approved | 6 | 8 | 1 | 10 | 5 | 5 |
| | Total Invest. Resulting from IFEC's/328's (millions) | $82 | $17 | $6 | $25 | $35 | $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) | 2.9% | 3.0% | 2.4% | 4.0% | 2.4% | 2.5% |
| | % Change in City Tax Base (TV) | 2.20% | 3.35% | 5.40% | 4.00% | 5.00% | 5.50% |
| | % Site Plans Reviewed within 2 days | 95% | 100% | 95% | 95% | 100% | 100% |
| | % Land Divisions/Comb. Processed w/i 3 days | 90% | 95% | 95% | 95% | 100% | 100% |
| | Equalization Factor | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 |
| | Average Cost to Appraise a Residential Parcel | $3.00 | $3.07 | $3.17 | * | * | * |
| | Activity Expenditures as % of General Fund | 1.02% | 1.08% | 0.94% | 1.01% | 1.03% | 1.02% |

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

# Assessing




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| City Assessor | 1 | 1 | 1 |
| Assessing Coordinator | 0 | 1 | 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 | 0 | 0 |
| Total | 8 | 8 | 8 |

# Assessing

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget increased by 3.4%.***

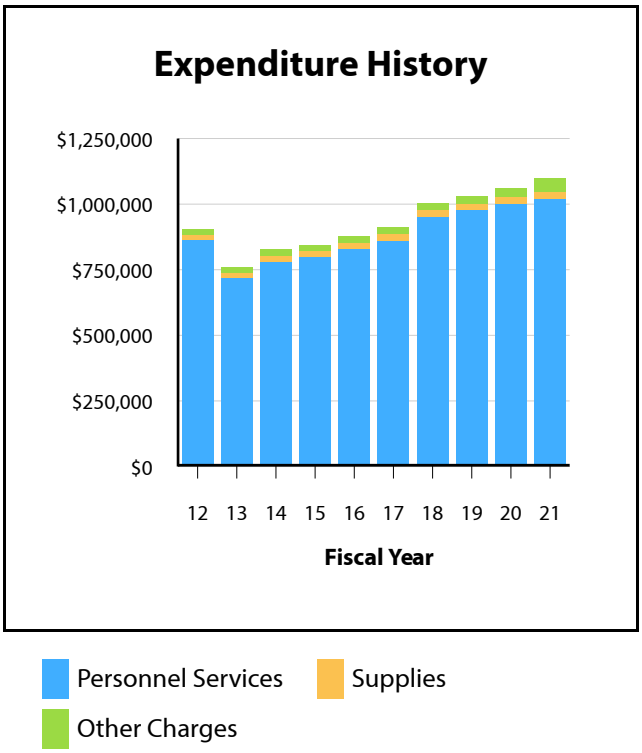
**Personnel Services** - Total Increase $20,510 or 2.0%

- $29,300 due to contractual wage increases
- $7,200 due to required funding for pension liabilities, offset by:
- $8,600 savings in health care costs due to employee election of cash in lieu of benefits, partially offset by:
- Savings of $9,000 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies increased $40 or 0.1% due to an inflationary increase in supply costs.

**Other Charges** - Total Other Charges increased $16,030 or 47.7%. Software maintenance contract costs increased $15,190 for a new support agreement for the Pivot Point software system that was purchased in the prior year. Educational funding increased $1,580 for additional BS&A software training for staff. Contracted service costs fell $3,200 as funding for an intern is no longer needed. The decrease was partially offset by an increase of $2,000 for BS&A Equalizer database set-up costs.

**Capital** - Total Capital of $49,000 is proposed to replace two high-mileage vehicles utilized by the Appraisers.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $976,190 | $1,001,340 | $1,025,540 | $1,021,850 | $1,021,850 |
| **Supplies** | 25,804 | 27,640 | 27,640 | 27,680 | 27,680 |
| **Other Charges** | 28,818 | 33,630 | 29,290 | 49,660 | 49,660 |
| **Total** | $1,030,812 | $1,062,610 | $1,082,470 | $1,099,190 | $1,099,190 |

# 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 over 500 schedules and work papers 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

## *2020/21 PERFORMANCE OBJECTIVES*

1. To implement governmental accounting standards number 87 into the audited financial statements. *(City Goal 7, 8)*

2. To implement the BS&A financial software that fully integrates with existing Assessing, tax and time keeping systems. *(City Goal 1, 3, 8)*

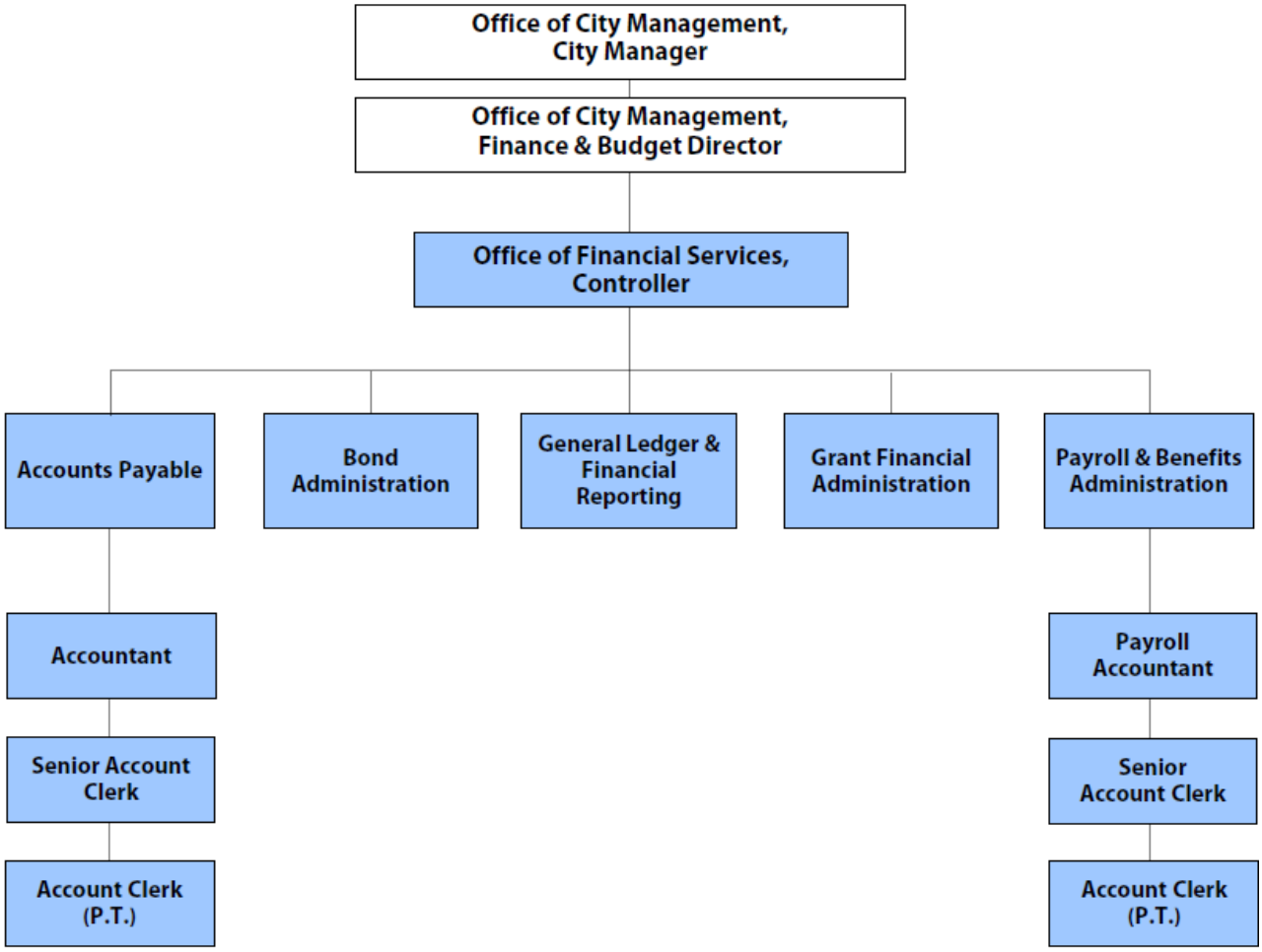
3. To adjust the current General Ledger to comply with the new State Chart of Accounts. *(City Goal 8)*

4. To work with the Budget Office to update the Travel Policy to codify rules that will simplify administration. *(City Goal 6, 8, 23)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Bank Statements Reconciled | 240 | 216 | 220 | 216 | 216 | 216 |
| | General Journal Entries Processed | 1,601 | 1,701 | 1,639 | 1,700 | 1,700 | 1,700 |
| | Accounts Payable Invoices Processed | 13,919 | 14,833 | 15,499 | 15,300 | 15,500 | 15,500 |
| | Accounts Payable Checks Issued | 6,169 | 6,358 | 6,474 | 6,400 | 6,500 | 6,500 |
| | Payroll Checks & Deposit Notices Generated | 17,998 | 17,810 | 18,915 | 18,950 | 19,200 | 19,200 |
| | Accounting Funds Maintained | 29 | 30 | 31 | 31 | 31 | 31 |
| | Retirees/Beneficiaries Receiving Medical Benefits | 669 | 685 | 692 | 695 | 705 | 705 |
| | Federal Grants Tracked | 28 | 30 | 28 | 25 | 28 | 28 |
| | Audit Workpapers Prepared | 375 | 450 | 536 | 450 | 500 | 500 |
| | Active Assets Tracked | 5,857 | 5,629 | 5,462 | 6.000 | 5,900 | 5,900 |
| | Vendor Files Maintained | 2,956 | 3,030 | 2,983 | 3,100 | 3,000 | 3,000 |
| *Efficiency & Effectiveness* | Avg. Days to Compile Monthly Financial Statements | 14.0 | 14.0 | 12.0 | 14.0 | 14.0 | 14.0 |
| | % of A/P Checks Issued Without Error | 99.7% | 99.5% | 99.4% | 99.0% | 99.0% | 99.0% |
| | % of Payroll Checks Issued Without Error | 99.6% | 99.0% | 99.6% | 99.5% | 99.5% | 99.5% |
| | Active Employees Receiving Compensation/Benefits | 1,613 | 1,662 | 1,204 | 1,450 | 1,325 | 1,325 |
| | Financial Statement Correcting Entries by Auditors | 0 | 0 | 0 | 0 | 0 | 0 |
| | Financial Admin. of Federal Grant Expenditures | $6,176,102 | $4,015,909 | $2,437,657 | $3,000,000 | $2,500,000 | $2,500,000 |
| | Cost for an Independent Auditor to Perform Audit | $99,600 | $101,600 | $106,600 | $112,650 | $112,650 | $114,750 |
| | Years Received G.F.O.A. CAFR Award | 29 | 30 | 31 | 32 | 32 | 33 |
| | Cost to Process an Accounts Payable Invoice | $9.69 | $9.41 | $9.73 | * | * | * |
| | Cost of Payroll Service Per Employee | $316 | $323 | $319 | * | * | * |
| | Activity Expenditures as % of General Fund | 0.84% | 0.84% | 0.78% | 0.89% | 0.89% | 0.81% |

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

# Financial Services




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| 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 – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

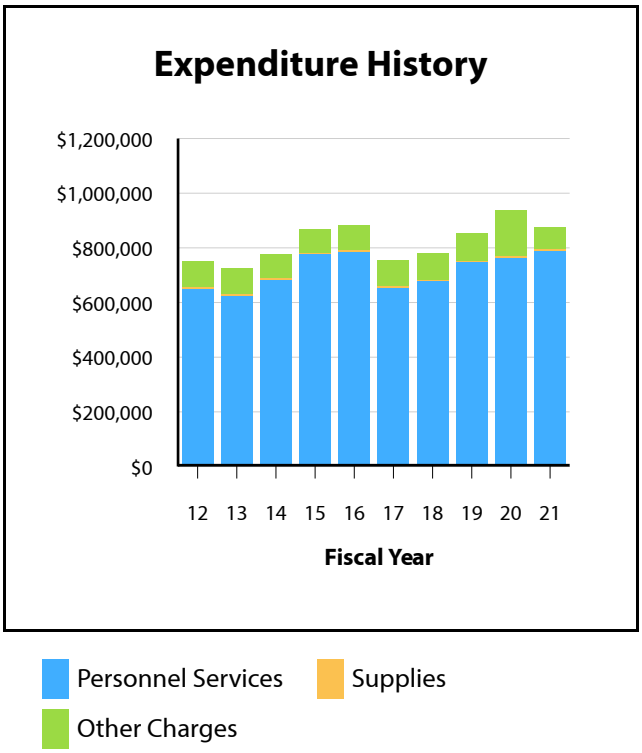
***The total budget decreased by 6.6%.***

**Personnel Services** - Total Increase $25,140 or 3.3%

- $21,100 due to contractual wage adjustments
- $7,500 due to required funding for pension liabilities
- $3,550 due to an increase in health insurance rates
- $600 due to contractual increases in the employer-funded Retiree Health Savings Plan, partially offset by:
- Savings of $9,700 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies decreased $500 or 8.2% as postage funding decreased to bring the budget more in line with recent expenditure levels.

**Other Charges** - Total Other Charges decreased $86,780 or 52.0%. $88,080 will be saved with the conversion from the current financial management software system to the BS&A system, as maintenance and support for the first year will be included with the conversion cost. The decrease was partially offset by an increase in the Kronos payroll/timekeeping software licensing fees.




**Capital** - Total Capital of $5,180 is proposed for five personal computers to replace the existing five-year old units.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $748,532 | $764,910 | $768,640 | $790,050 | $790,050 |
| **Supplies** | 4,648 | 6,110 | 5,610 | 5,610 | 5,610 |
| **Other Charges** | 102,164 | 166,960 | 167,370 | 80,180 | 80,180 |
| **Total** | $855,344 | $937,980 | $941,620 | $875,840 | $875,840 |

# 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 is the lead agency for a gasoline and diesel fuel purchasing cooperative for 20 Southeast Michigan public agencies that collectively purchase more than 4,000,000 gallons of fuel annually?***

# Purchasing

## *2020/21 PERFORMANCE OBJECTIVES*

1. To assist and train a new employee as part of the succession plan for the Purchasing Manager. *(City Goal 1, 2, 3, 5)*

2. To review and update bid specification terms and conditions using best practices, with the intent of creating a more user friendly and streamlined document, and improved bid submittal process. *(City Goal 1, 2, 3, 4, 6, 8, 23)*

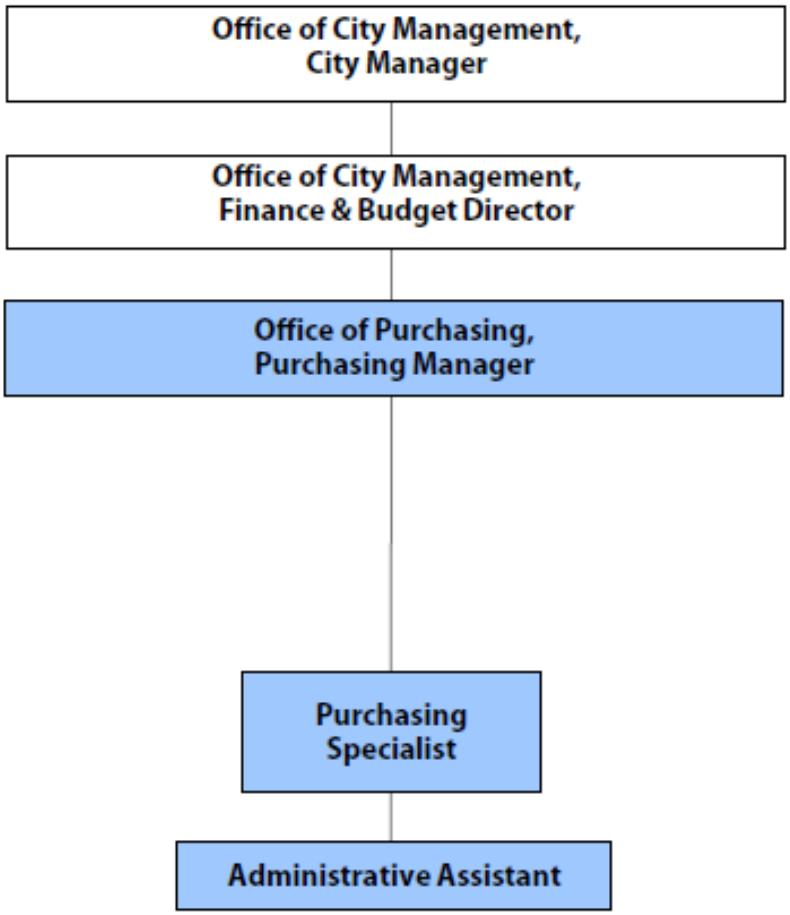
3. To implement new BS&A software for purchase orders. *(City Goal 1, 2, 3, 4, 6, 8, 23)*

4. To seek approval to make cooperative purchasing program purchases of budgeted supplies, equipment, services and vehicles via one annual agenda item. *(City Goal 3, 5, 6)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Purchase Orders Processed | 1,189 | 1,350 | 1,331 | 1,400 | 1,398 | 1,400 |
| | Bid Solicitation Occurrences | 50 | 59 | 58 | 60 | 64 | 60 |
| | Total # of Bid Responses Reviewed | 181 | 174 | 162 | 180 | 252 | 200 |
| | Electronic Bids Reviewed | 60 | 46 | 61 | 50 | 86 | 75 |
| | Surplus Item Auctions Conducted | 206 | 47 | 78 | 40 | 90 | 80 |
| | Agenda Items Presented to City Council | 108 | 115 | 134 | 130 | 115 | 120 |
| | Written Quotation Solicitation Occurrences | 1 | 2 | 1 | 3 | 3 | 3 |
| | Written Quotation Responses Reviewed | 5 | 4 | 6 | 6 | 6 | 6 |
| | # of Employees Assigned a Purchasing Card | 64 | 71 | 72 | 80 | 75 | 80 |
| | Purchasing Card Transactions | 1,845 | 3,725 | 4,521 | 4,500 | 3,772 | 4,000 |
| *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 | 9,854 | 13,831 | 13,815 | 14,000 | 13,785 | 14,000 |
| | Revenue from Sale of Surplus Property | $26,744 | $42,625 | $54,604 | $30,000 | $31,150 | $30,000 |
| | Dollar Value of Purchasing Card Transactions | $405,077 | $1,519,493 | $685,349 | $550,000 | $676,866 | $650,000 |
| | Cost to Issue a Purchase Order | $75 | $66 | $64 | * | * | * |
| | Average Cost to Go Out to Bid | $1,301 | $1,202 | $1,237 | * | * | * |
| | Total Dollar Value of Purchase Orders | $21.7M | $36.5M | $54.7M | $55.0M | $70.0M | $60.0M |
| | Revenue from Purchasing Card Rebate Program | $3,256 | $15,552 | $10,397 | $4,000 | $6,769 | $6,500 |
| | Activity Expenditures as % of General Fund | 0.36% | 0.48% | 0.39% | 0.46% | 0.46% | 0.40% |

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

# Purchasing




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Purchasing/Facilities Maintenance Manager | 1 | 1 | 0 |
| Purchasing Manager | 0 | 0 | 1 |
| Purchasing Specialist | 1 | 1 | 1 |
| Administrative Assistant | 1 | 1 | 1 |
| Total | 3 | 3 | 3 |

# Purchasing

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

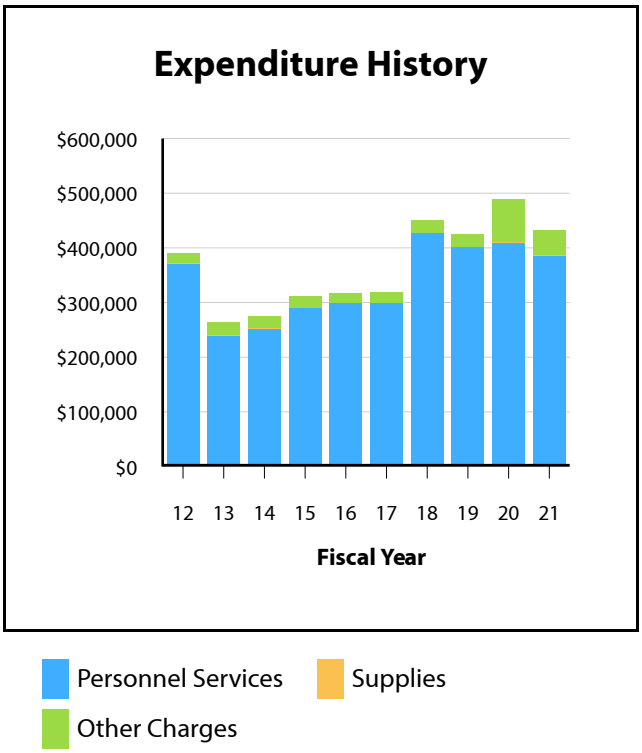
***The total budget decreased by 11.8%.***

**Personnel Services** - Total Decrease $23,780 or 5.8%

- $34,000 due to the replacement of the Purchasing/Facilities Manager position with a Purchasing Manager at a lower cost
- $3,400 due to a decrease in the contribution to the Retiree Medical Plan (OPEB), offset by:
- $5,200 increase due to contractual wage adjustments
- $2,800 due to required funding for pension liabilities
- $3,600 due to an increase in health insurance rates
- $1,500 due to contractual increases in the employer-funded Retiree Health Savings Plan

**Supplies** - Total Supplies increased $160 or 12.3% primarily due to a cost increase for the OPIS gasoline price-tracking subscription.

**Other Charges** - Total Other Charges decreased $33,980 or 43.3%. Contracted Services decreased $20,000 based on a reduction in work hours for the temporary Purchasing Consultant while transitioning to a full-time replacement position. $12,000 was reallocated to Facilities Maintenance for citywide office equipment repairs. The training budget decreased $1,380 as funding for professional online certification courses and testing fees is no longer included. The decrease was partially offset by an increase for the Purchasing Manager to attend a Michigan Public Purchasing Officers Association (MPPOA) training course. Publishing costs decreased $600 based on the current year's estimated expenditure usage.




**Capital** - There is no Capital proposed for this office.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $400,953 | $409,860 | $317,540 | $386,080 | $386,080 |
| **Supplies** | 1,357 | 1,300 | 1,200 | 1,460 | 1,460 |
| **Other Charges** | 23,090 | 78,450 | 163,150 | 44,470 | 44,470 |
| **Total** | $425,400 | $489,610 | $481,890 | $432,010 | $432,010 |

# 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.

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…***
***…the Treasury Office is responsible for the investment of the City's idle cash and that investment earnings totaled over $3,000,000 across all funds last year?***

# Treasury

## *2020/21 PERFORMANCE OBJECTIVES*

1. To implement new BS&A software for use with multiple modules, including utility billing, cash receipts and miscellaneous receivables. *(City Goal 1, 2, 3, 4, 8, 23)*

2. To assist the project team with the research and implementation of the water rate study as it pertains to water billing. *(City Goal 3, 8)*

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

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

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Tax Bill Payments Processed - Manually (incl. partials) | 22,943 | 22,544 | 28,486 | 24,000 | 24,000 | 25,000 |
| | Tax Bill Payments Processed - Electronically (escrows) | 33,317 | 37,382 | 33,989 | 35,000 | 33,500 | 34,000 |
| | Tax Bill Payments Processed - Lock Box | 27,770 | 26,441 | 24,735 | 27,500 | 26,000 | 26,500 |
| | Tax Bill Payments Processed - Online | 4,649 | 5,746 | 5,878 | 4,500 | 7,000 | 7,100 |
| | Special Assessment Parcels Billed | 65 | 76 | 46 | 85 | 85 | 80 |
| | Invoices Billed | 2,815 | 2,265 | 3,693 | 2,500 | 2,500 | 3,000 |
| | Investments Bought/Sold - Number of Transactions | 319 | 250 | 204 | 300 | 210 | 250 |
| | Tax Adjustments Processed | 825 | 655 | 913 | 800 | 779 | 800 |
| | Resident Tax Online Retrievals | 70,787 | 72,212 | 71,935 | 70,000 | 70,000 | 71,000 |
| | Cash Receipts Processed by Treasury Personnel | 60,169 | 60,255 | 60,778 | 65,000 | 61,000 | 61,000 |
| | City-Wide Credit Card Payments Received | 54,217 | 52,148 | 59,359 | 59,000 | 59,000 | 60,000 |
| | Dollar Value of All Credit Card Transactions (Millions) | $11.2 | $10.5 | $11.4 | $12.0 | $12.0 | $12.0 |
| | Defined Contribution Active Employees | 109 | 126 | 135 | 145 | 156 | 160 |
| | Defined Benefit Active GERS Employees | 99 | 88 | 83 | 80 | 76 | 73 |
| | GERS Retirements Processed | 7 | 6 | 6 | 8 | 6 | 7 |
| | GERS Retirees/Beneficiaries Receiving Benefits | 364 | 364 | 365 | 375 | 365 | 367 |
| | Pension Calculations Prepared (P&F and GERS) | 30 | 39 | 37 | 30 | 25 | 30 |
| | Water and Sewer Bills Issued | 191,180 | 190,892 | 191,258 | 193,000 | 191,500 | 193,000 |
| | Final Water Bills Prepared | 1,238 | 1,132 | 1,083 | 1,400 | 1,400 | 1,500 |
| | Water & Sewer Customer Bill Online Retrievals | 46,360 | 51,963 | 56,310 | 56,000 | 56,000 | 59,000 |
| | Water & Sewer Auto Pay Customers | 2,281 | 2,287 | 2,225 | 2,300 | 2,260 | 2,300 |
| | Water & Sewer Budget Billing Customers | 83 | 82 | 75 | 80 | 75 | 80 |
| | Service Orders Processed by Utility Billing | 2,975 | 2,791 | 3,324 | 3,200 | 3,500 | 3,600 |
| | Water Bill Adjustments | 2,048 | 2,253 | 2,966 | 2,600 | 2,600 | 2,600 |

# Treasury

## *2020/21 PERFORMANCE OBJECTIVES*

5. 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)*

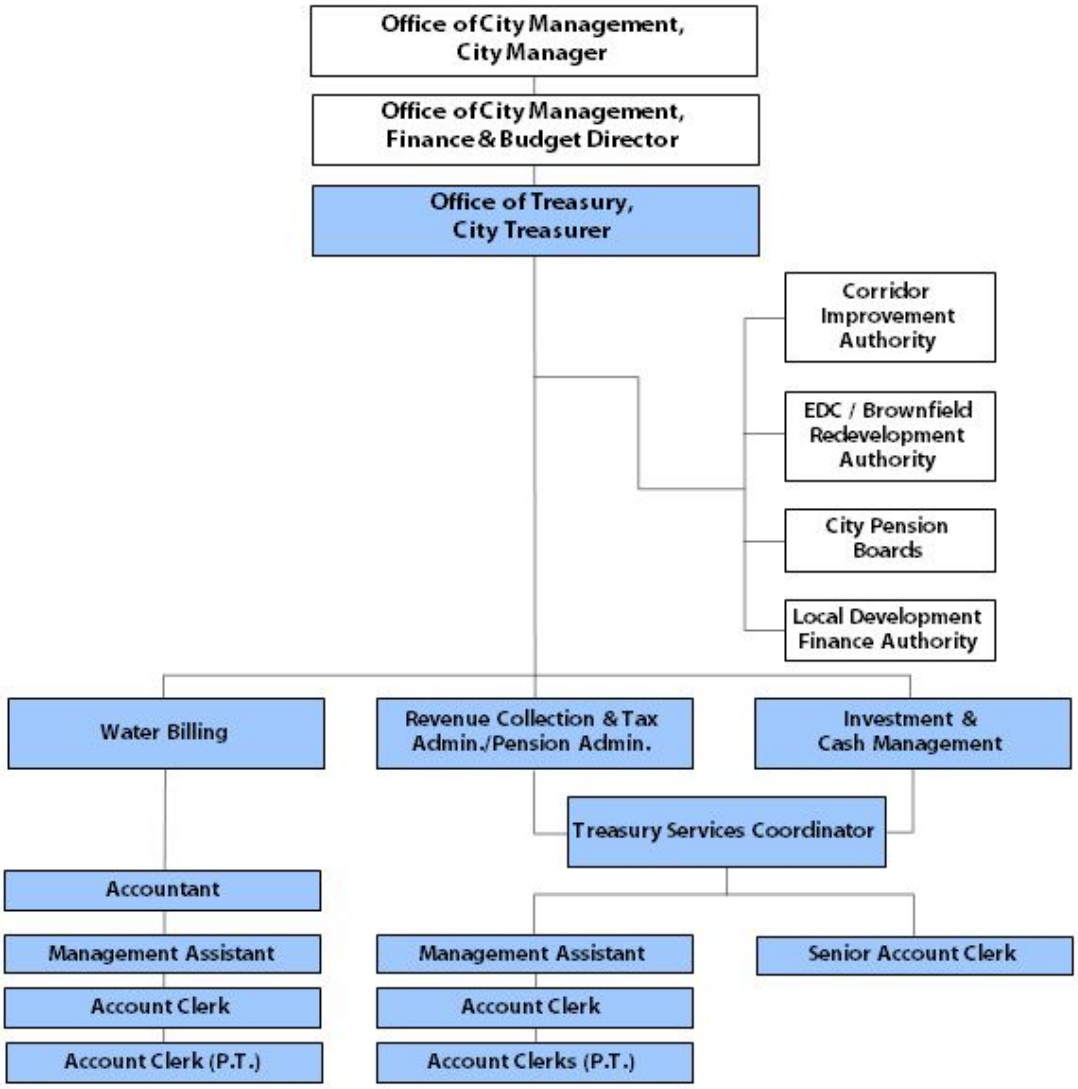
6. To investigate the use of an Electronic Lockbox (ELB) for residents to submit their property tax payments electronically using their personal online banking system. *(City Goal 1)*

7. To transfer the obsolete pensioner information from the 4D pension database to the BS&A system. (*City Goal 8, 23)*

8. To update the current investment policy and incorporate additional investment instruments that are part of Public Act 20. *(City Goal 8)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Efficiency & Effectiveness* | % of Real & Personal City Prop. Tax Levy Collected | 97% | 97% | 98% | 97% | 97% | 97% |
| | % of Prop. Tax Parcels Turned Delinquent to County | 5.18% | 5.20% | 5.00% | 6.00% | 4.00% | 4.00% |
| | Average Rate of Return on Investments | 1.32% | 1.67% | 2.27% | 2.15% | 2.15% | 2.25% |
| | Average 2-Year T-Note Rate | 0.93% | 1.18% | 1.95% | 1.17% | 2.00% | 2.00% |
| | City's Return as a % of 2-Year T-Note | 142% | 142% | 116% | 184% | 108% | 113% |
| | % of Portfolio Invested in Active Market | 81.9% | 81.2% | 84.5% | 85.0% | 85.0% | 85.0% |
| | Total Interest Earnings - Budgeted Funds (Millions) | $0.8 | $1.8 | $2.9 | $2.3 | $1.9 | $1.4 |
| | Police & Fire Pension System - % Funded | 69.5% | 69.5% | 65.3% | 62.9% | 58.5% | 58.5% |
| | General Employees Pension System - % Funded | 82.5% | 82.5% | 78.6% | 77.3% | 76.0% | 76.0% |
| | Ratio of Active GERS Employees to GERS Retirees | 1:3.68 | 1:4.14 | 1:4.40 | 1:4.69 | 1:4.80 | 1:5.02 |
| | GERS Internal Rate of Return GASB | 11.1% | 7.2% | 5.4% | 7.5% | 7.5% | 7.5% |
| | PFRS Internal Rate of Return GASB | 12.7% | 10.2% | 7.2% | 7.5% | 7.5% | 7.5% |
| | Ratio of Active P&F Employees to P&F Retirees | 1:1.78 | 1:1.59 | 1:1.52 | 1:1.55 | 1:1.55 | 1:1.55 |
| | % of Water & Sewer Bills Adjusted | 1.07% | 1.18% | 1.55% | 1.40% | 1.36% | 1.87% |
| | Activity Expenditures as % of General Fund | 1.21% | 1.27% | 1.08% | 1.17% | 1.16% | 1.16% |
| | | | | | | | |
| | | | | | | | |

# Treasury




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| City Treasurer | 1 | 1 | 1 |
| Treasury Services Coordinator | 1 | 1 | 1 |
| Accountant | 1 | 1 | 1 |
| Management Assistant | 1 | 2 | 2 |
| Senior Account Clerk | 2 | 1 | 1 |
| Account Clerk | 2 | 2 | 2 |
| Account Clerk (P.T.) | 3 | 3 | 3 |
| Total | 11 | 11 | 11 |

# Treasury

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

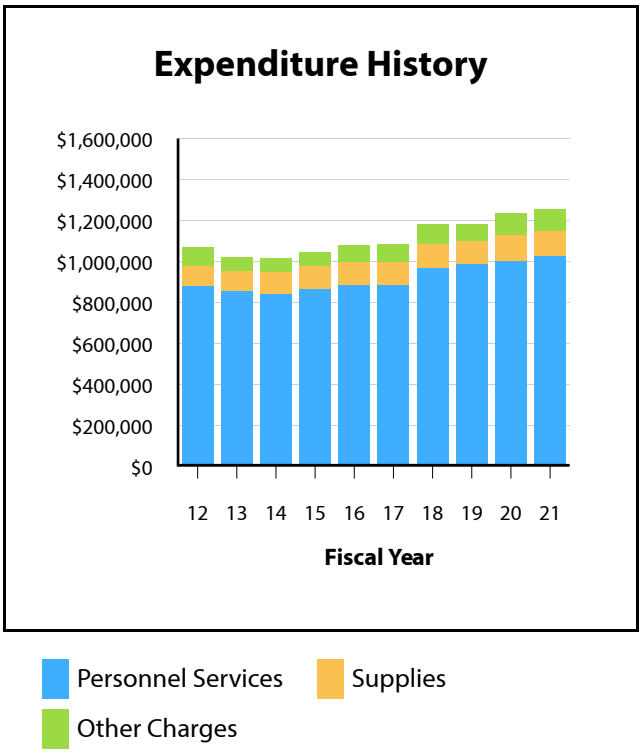
***The total budget increased by 1.6%.***

**Personnel Services** - Total Increase $27,510 or 2.7%

- $14,250 due to contractual wage adjustments
- $7,450 due to required funding for pension liabilities
- $11,900 due to an increase in health insurance rates and changes in coverages
- $2,200 due to contractual increases in the employer-funded Retiree Health Savings Plan, offset by:
- Savings of $8,600 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies decreased $4,950 or 3.9% as postage costs can be reduced to bring the budget more in line with recent expenditure trends for tax and water bill mailings. The operating supply budget includes funding for the one-time purchase of five additional desk scanners for staff to electronically document cash receipts, allowing for faster and more effective responses to resident inquiries.

**Other Charges** - Total Other Charges decreased $2,370 or 2.2%. All funding for software licensing and support has been relocated from contracted services and rental to the recently established software maintenance account.




The City will save $5,000 in credit card service fees, as a result of switching to a new merchant provider. Contracted service costs increased $2,600 due to higher costs for printing tax and water bills.

**Capital** - This office is scheduled to receive a personal computer totaling $1,040 to replace an existing five-year old unit.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $989,310 | $1,002,220 | $1,001,710 | $1,029,730 | $1,029,730 |
| **Supplies** | 112,920 | 126,300 | 119,300 | 121,350 | 121,350 |
| **Other Charges** | 78,765 | 107,200 | 99,190 | 104,830 | 104,830 |
| **Total** | $1,180,995 | $1,235,720 | $1,220,200 | $1,255,910 | $1,255,910 |

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

**~ Marcus Tullius Cicero ~**

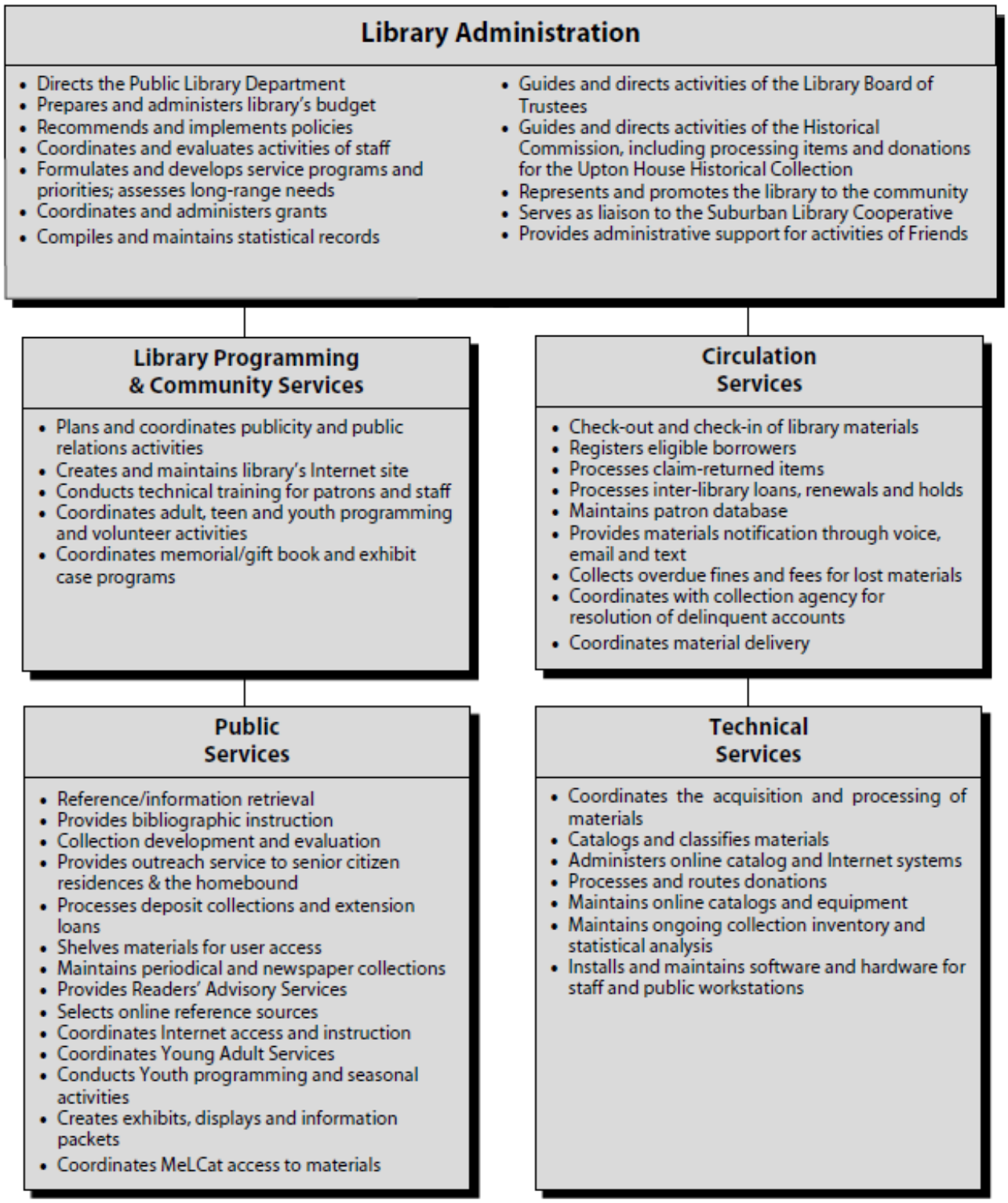


# Public Library Department



# FUNCTIONAL ORGANIZATION CHART

## *Public Library Department*



# DEPARTMENT AT A GLANCE

## *Public Library Department*

### BUDGET SUMMARY

*The Public Library budget increased $20,830 or 0.7%. Personnel costs increased $13,550 or 0.6%, due to contractual wage increases and increases to health insurance rates. Supplies increased 4,160 or 1.7% to expand the Library's digital book collection. Other Charges increased $3,120 or 1.0% primarily due to increased on-line subscription costs.*




### FUNDING LEVEL SUMMARY

| | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget | % Change From 19/20 |
|---|---|---|---|---|---|
| **Public Library** | $2,585,240 | $2,711,030 | $2,884,530 | $2,905,360 | 0.7% |
| **Total Department** | $2,585,240 | $2,711,030 | $2,884,530 | $2,905,360 | 0.7% |
| **Personnel Services** | $2,085,600 | $2,208,220 | $2,344,700 | $2,358,250 | 0.6% |
| **Supplies** | 223,350 | 222,050 | 240,670 | 244,830 | 1.7% |
| **Other Charges** | 276,290 | 280,760 | 299,160 | 302,280 | 1.0% |
| **Total Department** | $2,585,240 | $2,711,030 | $2,884,530 | $2,905,360 | 0.7% |

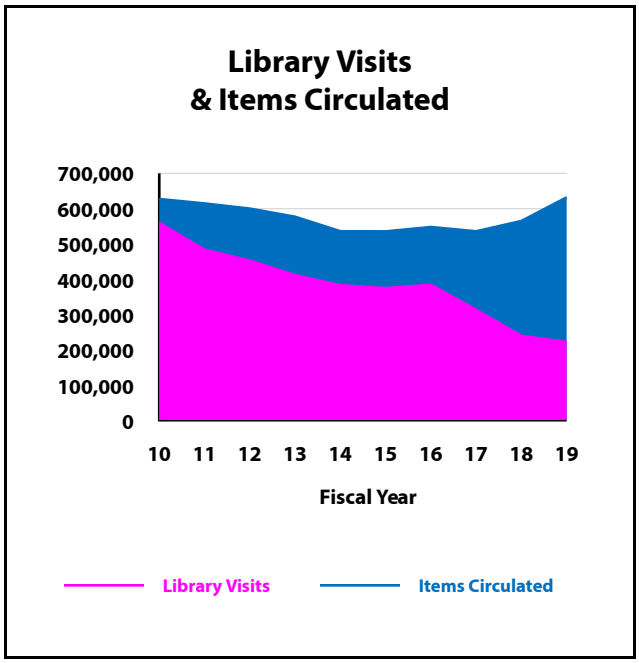
### PERSONNEL SUMMARY

| | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | |
|---|---|---|---|---|---|---|---|---|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| **Public Library** | 12 | 26 | 13 | 26 | 13 | 26 | 13 | 26 |
| **Total Department** | 12 | 26 | 13 | 26 | 13 | 26 | 13 | 26 |

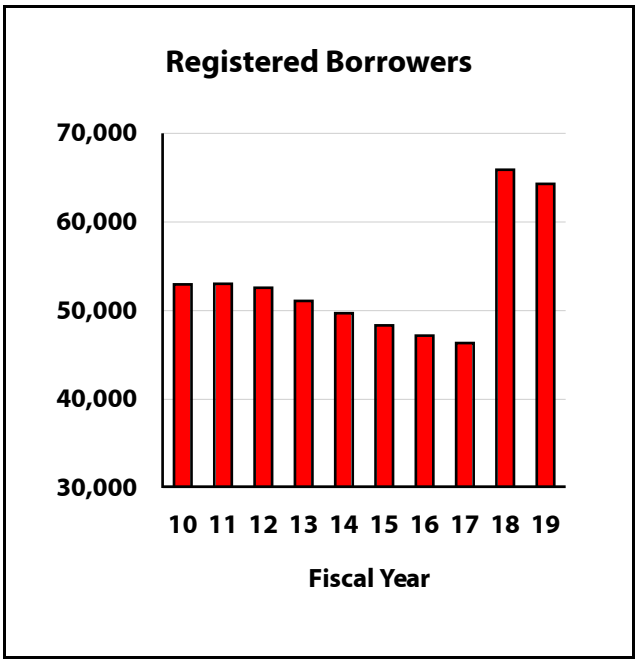
**Excludes Historical Commission.**

# KEY DEPARTMENTAL TRENDS

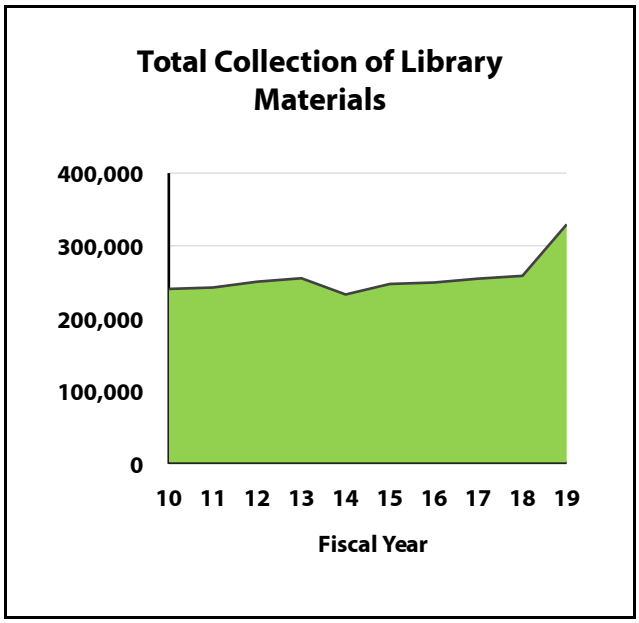
## *Public Library Department*



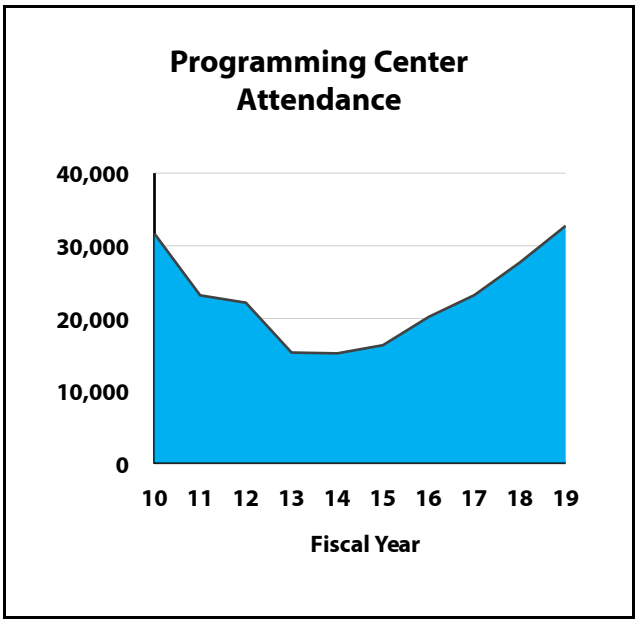

Due to the increased demand for digital materials, library attendance has begun to decline. In 2019, 223,600 visits were recorded or an average of 72 visits per hour open. 632,000 items (or an average of 2.8 items per visit) were circulated.




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 329,386 materials on hand, or an average of 2.5 items per resident. A total of 1,091,600 online and electronic database uses were recorded in 2019.




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, 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 and an early literacy area with educational software applications and games, a dollhouse, and other early literacy materials.

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 Library has an art garden with a hand-painted mural as a backdrop, as well as an oversize chess/checker board and other outdoor games for residents to enjoy.

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…***
***…in fiscal year 2019, an average of 76 people visited the Library each hour it was open?***

# Library

## *2020/21 PERFORMANCE OBJECTIVES*

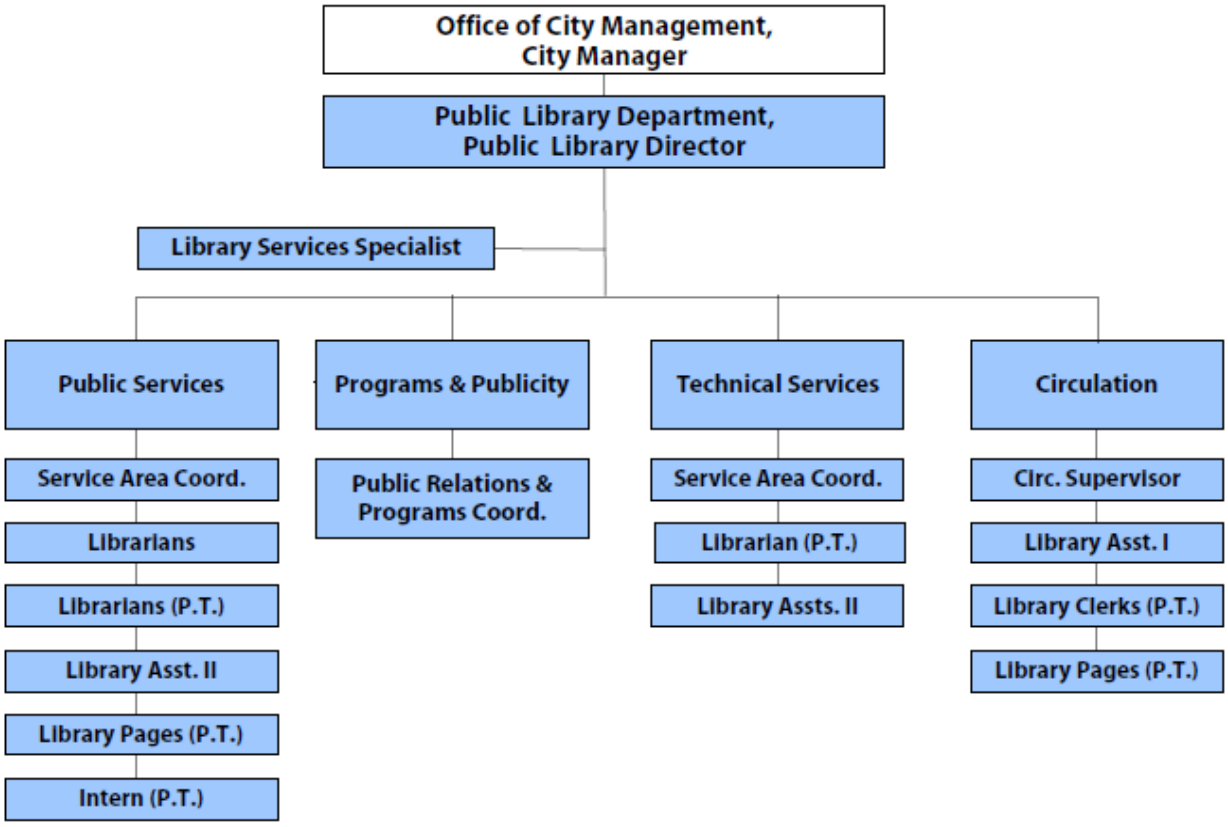
1. To improve library material workflow in both the Technical Services and Circulation departments. *(City Goal 1, 3)*

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 increase and promote resources available at the Library to help develop early literacy skills for residents ages birth to five years old. *(City Goal 1, 19, 24)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Library Registered Borrowers | 46,498 | 66,043 | 64,449 | 63,000 | 60,000 | 60,000 |
| | Annual Library Attendance | 314,813 | 241,302 | 223,577 | 245,000 | 200,000 | 200,000 |
| | Total Collection of Lib. Materials (Excl. magazines) | 254,804 | 258,647 | 329,386 | 290,000 | 300,000 | 310,000 |
| | Items Circulated | 536,321 | 565,478 | 632,157 | 600,000 | 600,000 | 600,000 |
| | Program Attendance | 23,208 | 27,721 | 32,751 | 27,000 | 27,000 | 28,000 |
| | Reference & General Information Requests | 64,893 | 59,864 | 54,365 | 56,000 | 45,000 | 50,000 |
| | Hours of Library Operation Weekly | 61.5 | 61.5 | 61.5 | 61.5 | 61.5 | 61.5 |
| | Materials Added to Collection | 17,628 | 17,360 | 19,546 | 16,000 | 16,000 | 16,000 |
| | In-Library Use of Materials | 39,714 | 32,590 | 33,526 | 33,000 | 20,000 | 20,000 |
| | Items Processed for Loan to Other Libraries | 62,818 | 61,479 | 61,875 | 62,000 | 60,000 | 60,000 |
| | Items Processed for Receipt from Other Libraries | 71,796 | 69,323 | 68,940 | 68,000 | 68,000 | 68,000 |
| | Online & Electronic Database Usage | 998,803 | 913,999 | 1,091,578 | 930,000 | 1,000,000 | 1,100,000 |
| | Wireless Computer Users | 131,721 | 152,261 | 137,384 | 140,000 | 130,000 | 135,000 |
| | Outreach Loans by Library Van | 2,797 | 2,837 | 2,833 | 2,800 | 2,800 | 2,800 |
| *Efficiency & Effectiveness* | Registered Borrowers as a % of Population | 35% | 50% | 49% | 48% | 45% | 45% |
| | Library Materials per Capita | 1.94 | 1.97 | 1.54 | 2.20 | 1.68 | 1.70 |
| | Circulation of Materials per 1,000 Population | 4,086 | 4,300 | 4,798 | 4,550 | 4,545 | 4,540 |
| | % of Hold Material Requests Filled within 30 days | 80% | 79% | 81% | 79% | 80% | 80% |
| | % of Material Reshelved within 24 hours | 98% | 98% | 98% | 98% | 98% | 99% |
| | Full-time Equivalent Staff Per 1,000 Population | 0.19 | 0.19 | 0.20 | 0.20 | 0.20 | 0.20 |
| | Library Material Acquisition Costs Per Resident | $1.48 | $1.50 | $1.54 | $1.68 | $1.68 | $1.70 |
| | Library Cost Per Capita | $19.23 | $19.66 | $20.58 | $21.85 | $21.60 | $21.97 |
| | Total Cost Per Library Registered Borrower | $54.29 | $39.14 | $42.06 | $45.79 | $47.52 | $48.42 |
| | Activity Expenditures as % of General Fund | 2.82% | 2.78% | 2.48% | 2.73% | 2.70% | 2.69% |

# Library




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Public Library Director | 1 | 1 | 1 |
| Library Service Area Coordinator | 2 | 2 | 2 |
| Public Relations & Programs Coordinator | 1 | 1 | 1 |
| Librarian | 3 | 3 | 3 |
| Librarian (P.T.) | 9 | 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 |
| Intern (P.T.) | 1 | 1 | 1 |
| Total | 39 | 39 | 39 |

# Library

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

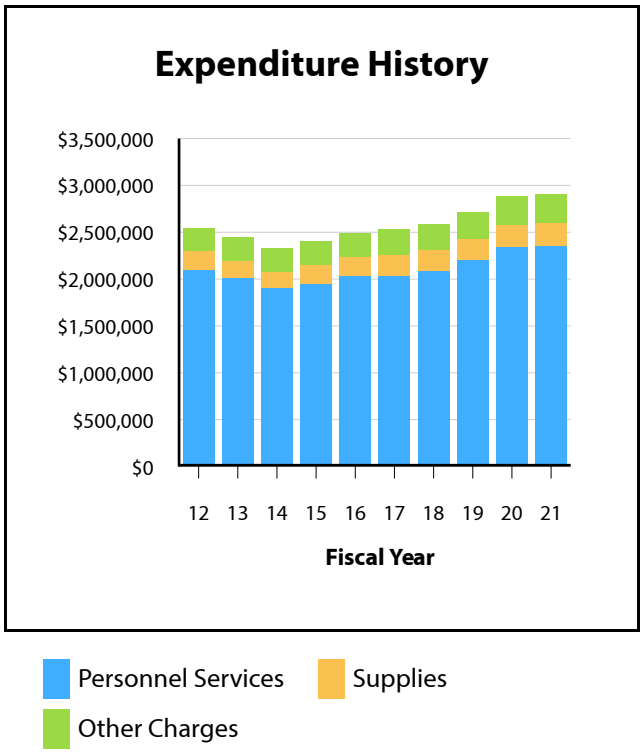
***The total budget increased by 0.7%.***

**Personnel Services** - Total Increase $13,550 or 0.6%

- $21,700 due to contractual wage adjustments
- $16,000 due to required funding for pension liabilities
- $5,900 due to an increase in health insurance rates
- $2,300 due to contractual increases in the employer-funded Retiree Health Savings Plan
- Partially offset by savings of $20,400 due to a decrease in the contribution to the Retiree Medical Plan (OPEB) and the bank payout reserve for potential retirements in the prior year

**Supplies** - Total Supplies increased $4,160 or 1.7%. Increased funding to expand the Library's digital book collection is included for $3,230. $500 was added for additional audiovisual materials. Operating supply costs increased $380 due to the increased costs of book processing supplies and security jackets.

**Other Charges** - Total Other Charges increased $3,120 or 1.0%. Contracted service costs increased $3,540 due to increased online subscription costs. Rental costs increased $1,830 due to rate increases from the Cooperative for the Library's computer system.




The Library Cooperative membership fee increased $1,040, which is tied to higher state aid. Utility Costs decreased $2,900 as the budget can be reduced based on recent expenditure levels.

**Capital** - Total Capital of $5,970 is proposed. $3,320 is for a table and umbrella for the Children's Art Garden area. $2,650 is for a Disc Repair Machine for use in the Circulation department.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $2,208,218 | $2,344,700 | $2,320,350 | $2,358,250 | $2,358,250 |
| **Supplies** | 222,051 | 240,670 | 240,620 | 244,830 | 244,830 |
| **Other Charges** | 280,763 | 299,160 | 290,000 | 302,280 | 302,280 |
| **Total** | $2,711,032 | $2,884,530 | $2,850,970 | $2,905,360 | $2,905,360 |

# 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 and maintains the canine 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 $2,100,900 or 6.0% . Personnel costs increased $2,006,850 or 6.3% primarily due to contractual wage increases of $960,000 and an increase to the funding for long-term liabilities of $540,000. Health insurance costs also increased $215,000 due to a rate increase and changes in coverages. Supplies decreased $2,970 or 1.7% due to a reduction in the need for training ammunition, offset by increased funding for bullet proof vests. Other Charges increased $97,020 or 3.2% due to a grant funded tactical training program and additional forensic investigator training. Costs for Macomb County Dispatch services also increased.*




### FUNDING LEVEL SUMMARY

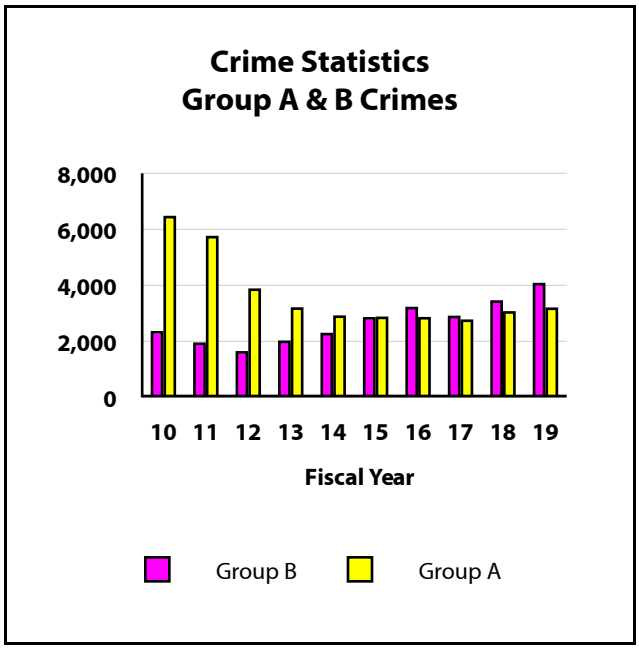
| | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget | % Change From 19/20 |
|---|---|---|---|---|---|
| **Police Administration** | $5,171,590 | $5,366,080 | $5,633,270 | $5,821,080 | 3.3% |
| **Police Investigations** | 6,702,800 | 7,695,970 | 7,800,110 | 8,240,250 | 5.6% |
| **Police Operations** | 18,201,260 | 18,988,640 | 19,974,930 | 21,407,090 | 7.2% |
| **Police Support Services** | 1,646,830 | 1,772,840 | 1,805,980 | 1,846,770 | 2.3% |
| **Total Department** | $31,722,480 | $33,823,530 | $35,214,290 | $37,315,190 | 6.0% |
| | | | | | |
| **Personnel Services** | $28,696,460 | $30,751,560 | $32,012,920 | $34,019,770 | 6.3% |
| **Supplies** | 233,580 | 157,300 | 177,520 | 174,550 | -1.7% |
| **Other Charges** | 2,792,440 | 2,914,670 | 3,023,850 | 3,120,870 | 3.2% |
| **Total Department** | $31,722,480 | $33,823,530 | $35,214,290 | $37,315,190 | 6.0% |

### PERSONNEL SUMMARY

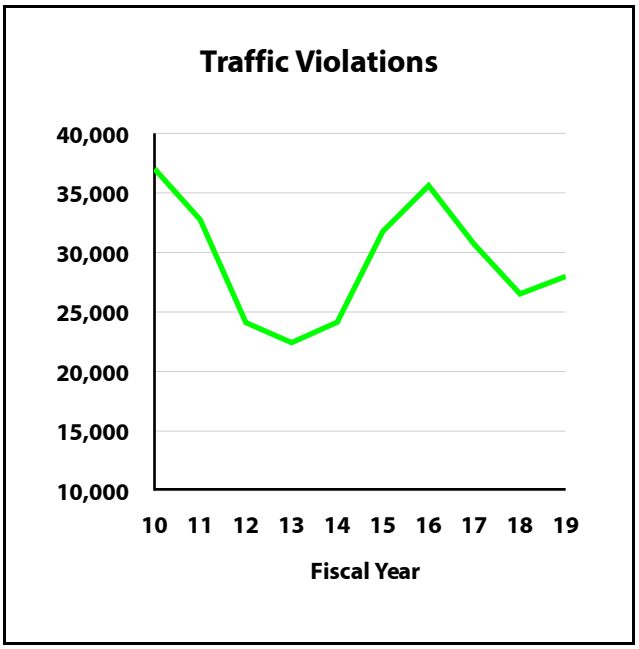
| | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | |
|---|---|---|---|---|---|---|---|---|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| **Police Administration** | 13 | 0 | 13 | 0 | 14 | 0 | 14 | 0 |
| **Police Investigations** | 37 | 0 | 38 | 0 | 43 | 0 | 44 | 0 |
| **Police Operations** | 111 | 30 | 111 | 30 | 106 | 30 | 105 | 30 |
| **Police Support Services** | 10 | 4 | 11 | 4 | 11 | 2 | 11 | 2 |
| **Total Department** | 171 | 34 | 173 | 34 | 174 | 32 | 174 | 32 |

# KEY DEPARTMENTAL TRENDS

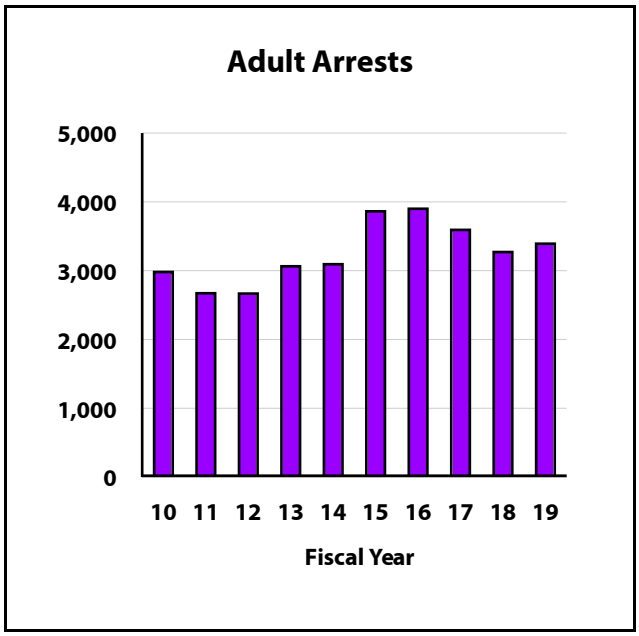
## *Police Department*



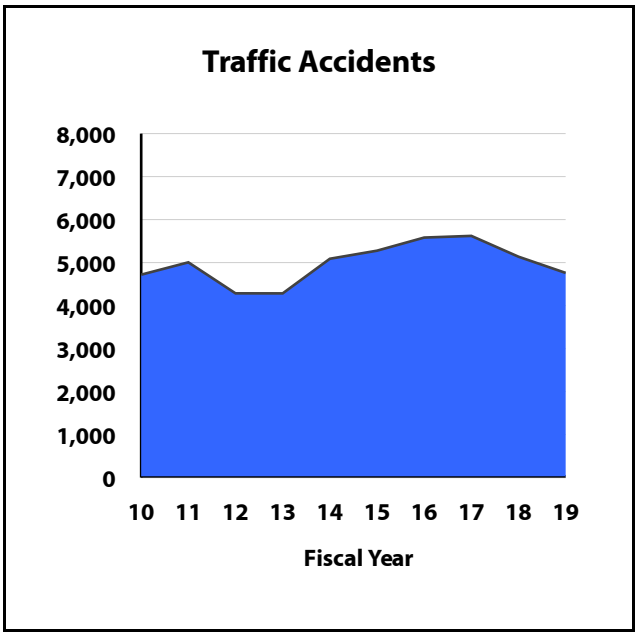

Although Group B crime rates have increased somewhat over the past five years, overall crime rates are significantly lower than the national average. Sterling Heights was recently named the 6th safest city in America. Group A crimes include murder, robbery, burglary, car theft, damage to property, larceny, and retail fraud. Group B crimes include assault, family trouble, OUIL and disorderly conduct.




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. After increasing to a high of 5,621 in 2017, accidents are now trending downward to the current low of 4,760 in 2019.

# 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 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 Explorer Program offers an opportunity for interested youth to learn about careers in law enforcement?***

# Police Administration

## *2020/21 PERFORMANCE OBJECTIVES*

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

2. To partner with Families Against Narcotics (FAN), a recovery response team for overdose victims. *(City Goal 9, 10)*

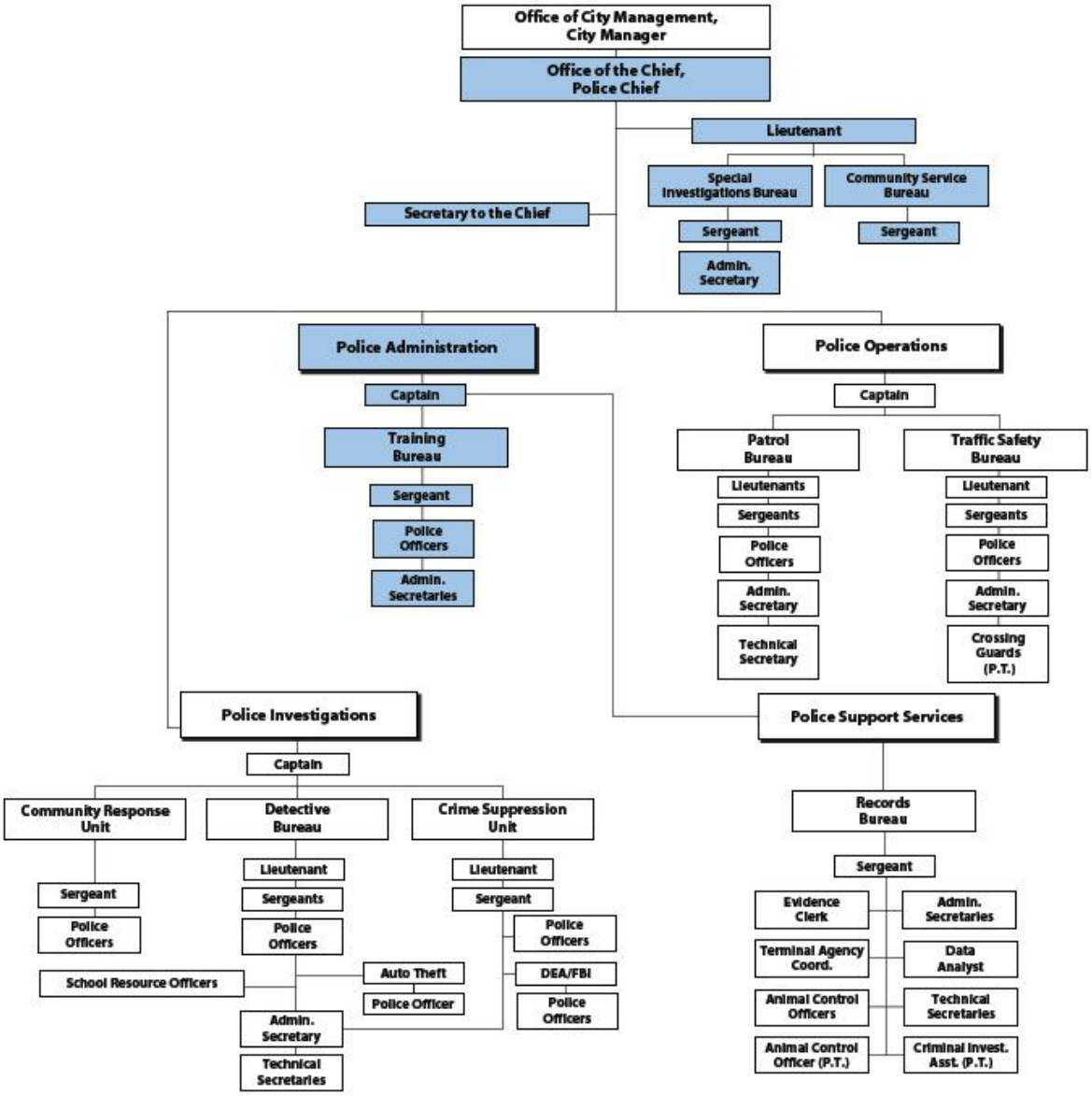
3. To update all policies and procedures, and save them to a paperless record system to comply with record retention policies. *(City Goal 1, 9, 10, 11)*

4. To implement an enforcement task force for retail plazas, focusing on public nuisance, smoking, gambling and illegal alcohol sales/use. *(City Goal 1, 9, 10)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Public Education Programs Presented | 2 | 23 | 47 | 310 | 313 | 310 |
| | Security/Safety Presentations | 2 | 10 | 14 | 20 | 18 | 20 |
| | Neighborhood Watch Programs | 0 | 4 | 6 | 10 | 9 | 10 |
| | Elementary and Middle School Programs | 5 | 7 | 25 | 280 | 284 | 280 |
| | Citizen's Police Academy Programs | N/A | 2 | 2 | 2 | 2 | 2 |
| | General Orders Issued or Amended | 9 | 16 | 8 | 12 | 30 | 30 |
| | School Safety Program - Students Impacted | 0 | 0 | 1,686 | 1,500 | 1,676 | 1,700 |
| | Training Seminars Attended - Department-wide | 389 | 322 | 321 | 475 | 400 | 400 |
| | Employment Background Investigations | 107 | 104 | 152 | 120 | 116 | 115 |
| | Internal Affairs Investigations | 28 | 14 | 31 | 25 | 42 | 35 |
| | Liquor License Background Investigations | 9 | 9 | 2 | 10 | 4 | 5 |
| | Other Special Investigations Bureau Investigations | 1,124 | 670 | 161 | 60 | 80 | 75 |
| | Liquor & Tobacco Inspections/Observations | 132 | 122 | 155 | 200 | 156 | 160 |
| | Liquor License Violations | 0 | 1 | 14 | 5 | 13 | 15 |
| | Citizen's Police Academy Participants | N/A | 34 | 29 | 40 | 46 | 46 |
| *Efficiency & Effectiveness* | FT Staff to Workers Comp./Disability Claims Ratio | 7.4:1 | 6.8:1 | 6.6:1 | 5.0:1 | 6.6:1 | 6.6:1 |
| | Employment Background Investigations - % Hired | 88% | 80% | 69% | 75% | 82% | 85% |
| | # of Complaints per Officer | 0.02 | 0.02 | 0.01 | 0.00 | 0.03 | 0.02 |
| | Average Cost of an Administrative Investigation | $535 | $623 | $793 | * | * | * |
| | Average Liquor License or Tobacco Inspection Cost | $89 | $96 | $92 | * | * | * |
| | Department Cost per Capita | $241 | $241 | $257 | $267 | $266 | $282 |
| | Division Expenditures as % of General Fund | 5.63% | 5.57% | 4.90% | 5.34% | 5.30% | 5.38% |

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

# Police Administration




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Chief of Police | 1 | 1 | 1 |
| Captain | 1 | 1 | 1 |
| Lieutenant | 1 | 1 | 1 |
| Sergeant | 2 | 3 | 3 |
| Police Officer | 2 | 2 | 2 |
| Secretary to Chief | 1 | 1 | 1 |
| Administrative Secretary | 4 | 5 | 5 |
| Technical Secretary | 1 | 0 | 0 |
| Total | 13 | 14 | 14 |

# Police Administration

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

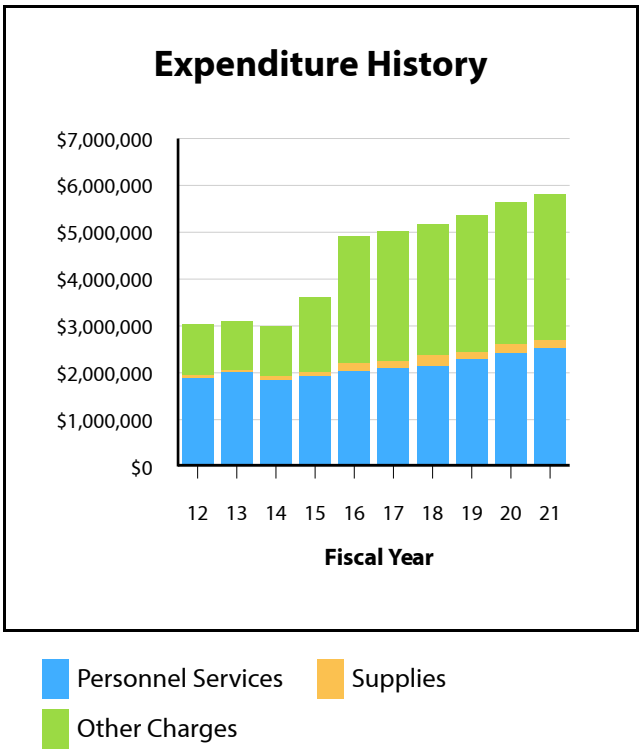
***The total budget increased by 3.3%.***

**Personnel Services** - Total Increase $95,260 or 3.9%

- $33,800 due to contractual wage adjustments
- $76,000 due to required funding for pension liabilities
- $14,000 due to an increase in health insurance rates, offset by:
- Savings of $31,700 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies decreased $2,970 or 1.7%. Funding for training ammunition decreased $8,620 due to prior year reappropriated encumbrances, while funding for bullet proof vests and uniforms increased $4,650. $1,000 was added for increased postage costs.

**Other Charges** - Total Other Charges increased $95,520 or 3.2%. $41,500 is budgeted for a grant-funded tactical training program for the Special Response Team (SRT) and $14,830 is included for additional detective training courses to attain professional Expert Forensic Investigator certification. Software maintenance increased $39,390 for several new support agreements and an increase in the New World system maintenance cost. Contracted services increased $27,880 primarily due to higher Macomb County Dispatch costs. Animal collection fees rose $5,000 based on higher call volume for animal control runs. Equipment maintenance costs fell $32,200 due to the prior year one-time funding of the extended warranty on the in-car cameras and the elimination of maintenance costs for the old phone recording system.




**Capital** - Total Capital of $381,620 is proposed. $8,000 is for a used system to convert microfiche records to digital files. $333,620 is for the refurbishment of equipment lockers. Garage floor repairs are funded for $35,000. $5,000 is for sidewalk installation from the employee south entrance to the rear parking lot.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $2,296,148 | $2,436,400 | $2,411,630 | $2,531,660 | $2,531,660 |
| **Supplies** | 157,300 | 177,520 | 177,520 | 174,550 | 174,550 |
| **Other Charges** | 2,912,628 | 3,019,350 | 3,009,760 | 3,114,870 | 3,114,870 |
| **Total** | $5,366,076 | $5,633,270 | $5,598,910 | $5,821,080 | $5,821,080 |

# 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. One is assigned to each high school located in Sterling Heights. 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…***
***…the Police Department now has a detective assigned to the Michigan State Police ICAC Task Force (Internet Crimes Against Children) in order to protect our young residents from this emerging threat in the digital landscape?***

# Police Investigations

## *2020/21 PERFORMANCE OBJECTIVES*

1. To standardize case activity code use across the division to include defining Active vs. Inactive status. *(City Goal 1, 9, 10)*

2. To work with the Macomb Auto Theft Squad's (MATS) Executive Command Staff at MCSD to adopt agreed upon "field operations and tactical planning policies" to ensure safety and accountability. *(City Goal 1, 9, 11)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Total Detective Bureau Cases Assigned | 3,433 | 3,440 | 3,901 | 3,500 | 3,840 | 3,650 |
| | Adult Investigative Cases | 2,811 | 2,806 | 3,153 | 2,975 | 3,150 | 3,000 |
| | Juvenile Investigative Cases | 622 | 634 | 748 | 525 | 690 | 650 |
| | Auto Theft Investigative Cases | 110 | 83 | 114 | 130 | 86 | 105 |
| | Theft from Auto Invest. Cases (Incl. Parts/Access.) | 155 | 110 | 53 | 140 | 44 | 90 |
| | Crime Suppression Unit (CSU) Investigative Cases | 410 | 386 | 377 | 475 | 306 | 390 |
| | Total Interviews Conducted | 24,095 | 21,541 | 23,580 | 22,455 | 22,862 | 23,200 |
| | Suspect Interviews | 4,436 | 3,782 | 3,643 | 3,655 | 3,076 | 3,200 |
| | Witness & Informant Interviews | 11,230 | 10,643 | 13,013 | 12,000 | 13,086 | 13,200 |
| | Victim Interviews | 8,429 | 7,116 | 6,924 | 6,800 | 6,700 | 6,800 |
| | Arrest Warrants Obtained | 1,486 | 1,221 | 1,116 | 1,000 | 1,026 | 1,169 |
| | Search Warrants Obtained/Executed | 621 | 582 | 602 | 475 | 544 | 565 |
| | Criminal Surveillances | 2,662 | 2,453 | 2,067 | 2,172 | 2,006 | 2,050 |
| | Federal Forfeiture Cases Processed | 51 | 44 | 16 | 18 | 22 | 25 |
| | State Forfeiture Cases Processed | 55 | 72 | 135 | 116 | 86 | 92 |
| | School Resource Officers - # of Hours at Schools | 1,450 | 2,378 | 4,350 | 4,350 | 4,350 | 4,350 |
| | # of Students Served by School Resource Officers | 1,600 | 5,330 | 5,977 | 5,977 | 5,292 | 5,200 |

# Police Investigations

## *2020/21 PERFORMANCE OBJECTIVES*

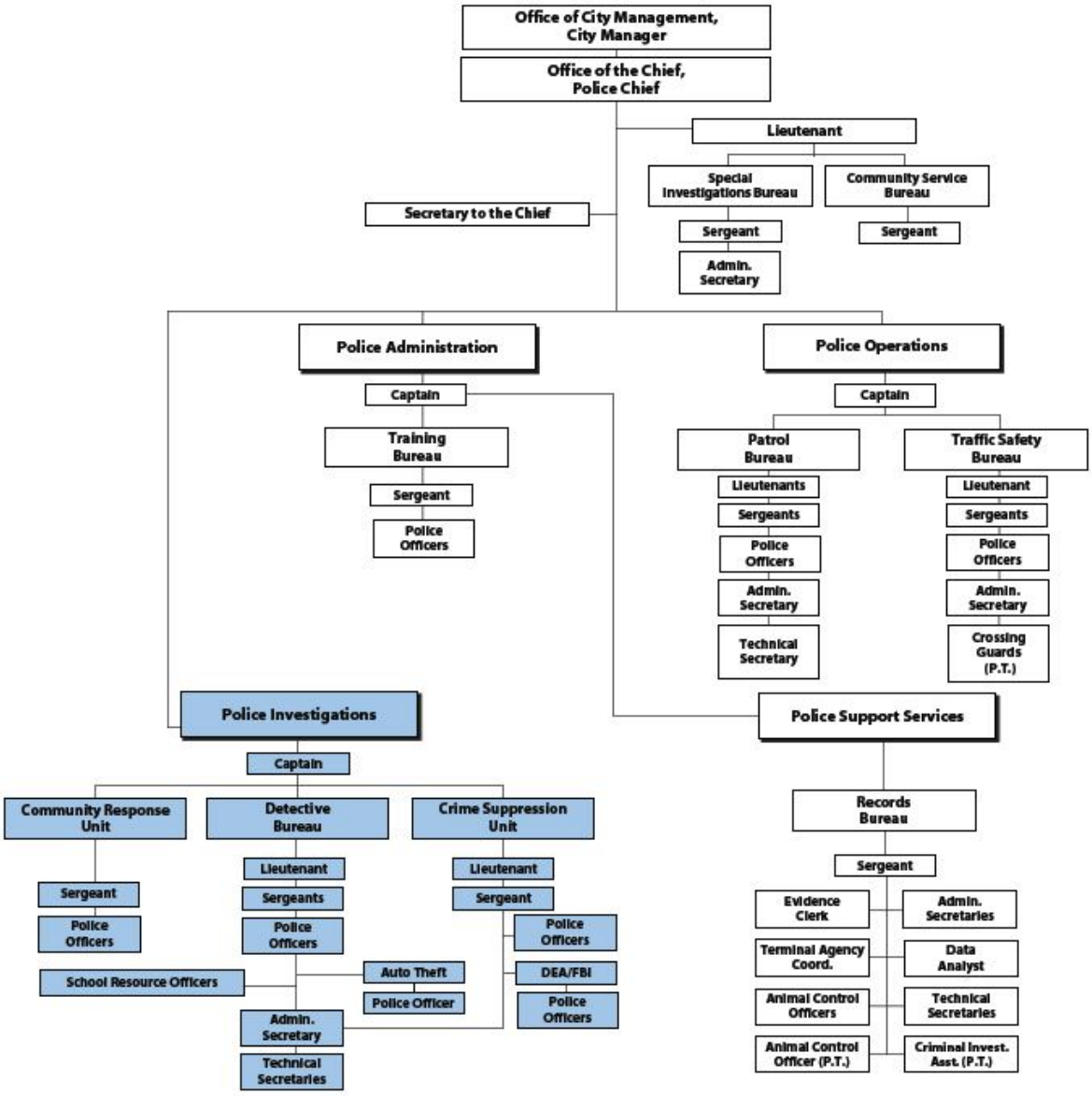
3. To utilize assets gained from participation in the Internet Crimes Against Children (ICAC) Task Force to expand local enforcement in order to ensure the safety of children. (*City Goal 1, 9, 14)*

4. To implement an enforcement task force for retail plazas, using multiple assets throughout the City, that focuses on public nuisance, smoking, gambling and illegal alcohol sales/use. *(City Goal 1, 9, 10)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Efficiency & Effectiveness* | % of Petitions Obtained vs. Requested | 93% | 94% | 79% | 93% | 90% | 91% |
| | % of Arrest Warrants Obtained vs. Requested | 88% | 84% | 81% | 85% | 80% | 83% |
| | Detective Bureau Cases per Investigator | 229 | 215 | 244 | 205 | 226 | 215 |
| | Crime Suppression Unit Cases per Investigator | 68 | 64 | 75 | 80 | 51 | 65 |
| | % of Part I Violent Crimes Cleared | 60% | 60% | 59% | 58% | 46% | 48% |
| | Part I Violent Crimes Cleared Per Sworn Dept. FTE | 0.8 | 1.2 | 0.9 | 0.9 | 0.7 | 0.8 |
| | 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 | 33% | 40% | 36% | 38% | 53% | 40% |
| | Part I Property Crimes Cleared Per Sworn Dept. FTE | 5.5 | 7.2 | 7.3 | 5.6 | 3.2 | 4.0 |
| | 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 | 0.8 | 0.6 | 0.9 | 1.0 | 0.7 | 0.8 |
| | Average Cost to Investigate a Case | $546 | $547 | $506 | * | * | * |
| | Division Expenditures as % of General Fund | 7.10% | 7.21% | 7.03% | 7.39% | 7.34% | 7.62% |

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

# Police Investigations




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Captain | 1 | 1 | 1 |
| Lieutenant | 2 | 2 | 2 |
| Sergeant | 4 | 5 | 5 |
| Police Officer | 28 | 32 | 33 |
| Administrative Secretary | 1 | 1 | 1 |
| Technical Secretary | 2 | 2 | 2 |
| Total | 38 | 43 | 44 |

# Police Investigations

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget increased by 5.6%.***

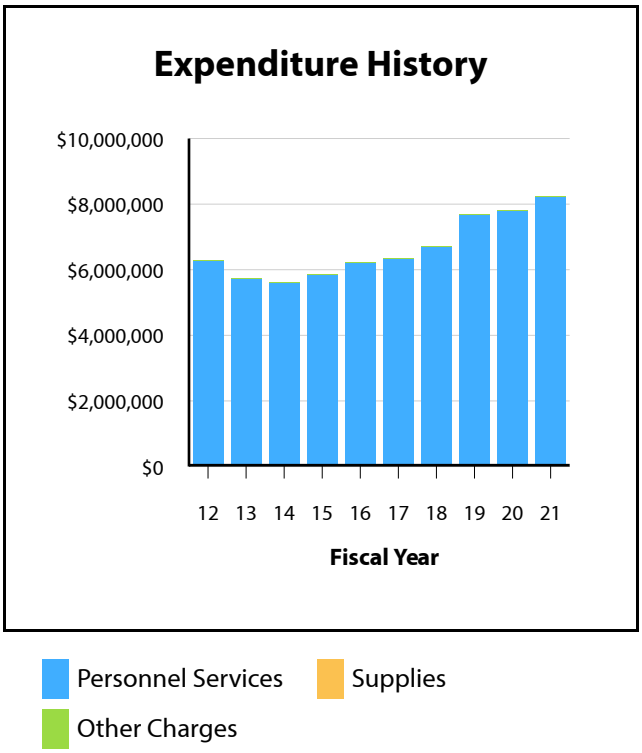
**Personnel Services** - Total Increase $438,640 or 5.6%

- $197,800 due to contractual wage adjustments and the transfer of one Police Officer from Operations to Investigations
- $263,400 due to required funding for pension liabilities
- $60,000 due to an increase in health insurance rates and changes in coverages, offset by:
- Savings of $88,600 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**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 $1,500 due to a cost increase for investigative materials.

**Capital** - Total Capital of $292,500 is proposed to replace nine high-mileage investigative vehicles.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $7,694,785 | $7,796,610 | $7,751,650 | $8,235,250 | $8,235,250 |
| **Supplies** | 0 | 0 | 0 | 0 | 0 |
| **Other Charges** | 1,185 | 3,500 | 3,500 | 5,000 | 5,000 |
| **Total** | $7,695,970 | $7,800,110 | $7,755,150 | $8,240,250 | $8,240,250 |

***The only limit to our realization of tomorrow will be our doubts of today.***

**~ Franklin D. Roosevelt ~**



**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.

Four 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 bicycle patrol unit logged over 2,245 miles in 2019 and had over 4,400 positive citizen contacts while patrolling the City's park trail system?***

# Police Operations

## *2020/21 PERFORMANCE OBJECTIVES*

1. To develop and implement paperless logs to improve efficiency of officers, accountability of officers and provide a savings to the City. *(City Goal 3, 9, 23)*

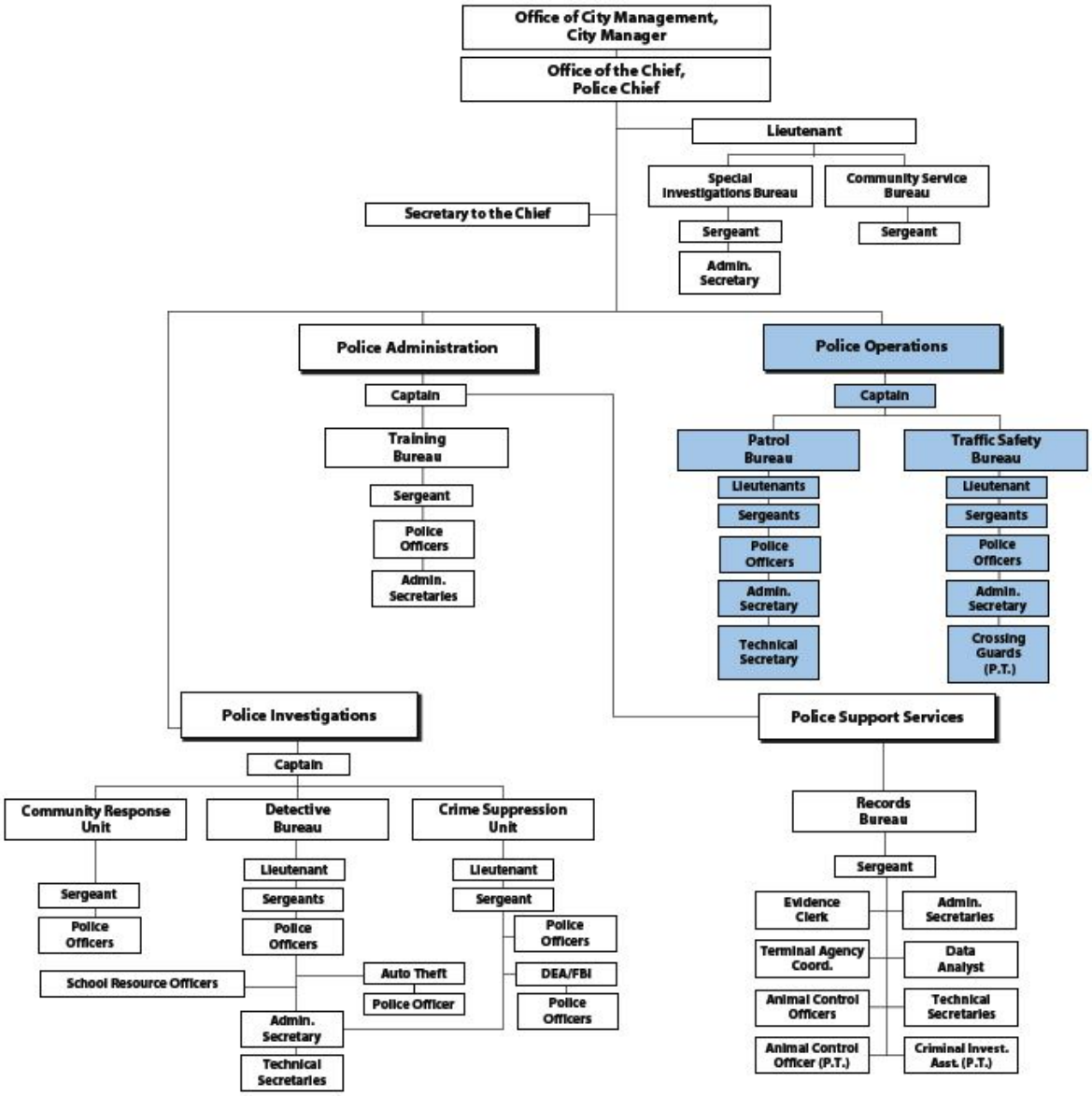
2. To implement a Critical Incident Stress Management Team to offer continuous peer support and critical incident stress debriefings in order to improve officer wellness, which will assist officers in providing a safe, peaceful community. *(City Goal 2, 4, 6, 23)*

3. To implement laser scanning, Pix4D and drone technology to improve the efficiency of accident reconstruction and traffic safety, allowing the roadways to open faster and traffic to flow sooner. *(City Goal 2, 4, 6, 23)*

4. To enhance crime scene investigations through technology, with the addition of a laser scanner. *(City Goal 2, 4, 6, 23)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Police Incident Reports Completed | 51,931 | 49,184 | 51,714 | 52,949 | 63,756 | 65,032 |
| | Group A Crime Reports | 2,782 | 3,078 | 3,210 | 3,344 | 2,944 | 3,003 |
| | Group B Crime Reports | 2,917 | 3,467 | 4,090 | 4,119 | 4,178 | 4,262 |
| | Vehicular Accident Reports | 4,793 | 4,838 | 4,545 | 4,812 | 4,652 | 4,745 |
| | All Other Rpts. (incl. cases prev. not given case #) | 41,439 | 37,801 | 39,869 | 40,674 | 51,982 | 53,022 |
| | Adults/Juveniles Arrested | 3,612/116 | 3,290/99 | 3,411/88 | 3,643/86 | 3,292/90 | 3,358/92 |
| | Total Traffic Violations Issued | 30,678 | 26,521 | 27,986 | 30,329 | 23,980 | 24,460 |
| | Motor Carrier Violations Issued | 135 | 50 | 58 | 21 | 26 | 27 |
| | Residential Traffic Enforcement Violations | 1,791 | 1,513 | 1,611 | 1,671 | 1,628 | 1,661 |
| | SMART Radar Trailer Deployments | 385 | 369 | 412 | 292 | 734 | 749 |
| | K-9 Unit Deployments | 113 | 118 | 250 | 108 | 238 | 243 |
| | OUIL Arrests | 138 | 157 | 120 | 126 | 176 | 180 |
| | SWAT/SRT Call-outs | 9 | 13 | 6 | 10 | 14 | 14 |
| | COPS Program Participants | 25 | 20 | 16 | 25 | 13 | 26 |
| *Efficiency & Effectiveness* | Group A Crimes per 1,000 Population | 21.2 | 23.4 | 24.4 | 25.3 | 22.3 | 22.8 |
| | Group B Crimes per 1,000 Population | 22.2 | 26.4 | 31.0 | 31.2 | 31.7 | 32.2 |
| | % of Productive K-9 Deployments | 98% | 98% | 98% | 98% | 98% | 98% |
| | # of Incident Reports per Sworn Division Personnel | 476 | 455 | 479 | 514 | 619 | 638 |
| | # of Injury Traffic Accidents per 100,000 Pop. | 964 | 899 | 657 | 942 | 944 | 963 |
| | # of Traffic Fatalities Per 100,000 Population | 5.0 | 3.0 | 3.0 | 2.0 | 4.0 | 4.0 |
| | % of Total Sworn Personnel in Traffic & Patrol | 74% | 63% | 63% | 68% | 68% | 68% |
| | OUIL Arrests Per 1,000 Residents | 1.1 | 1.2 | 0.9 | 1.1 | 1.3 | 1.4 |
| | Division Expenditures as % of General Fund | 20.91% | 19.59% | 17.34% | 18.93% | 18.96% | 19.80% |

# Police Operations




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Captain | 1 | 1 | 1 |
| Lieutenant | 4 | 4 | 4 |
| Sergeant | 16 | 15 | 15 |
| Police Officer | 87 | 83 | 82 |
| Administrative Secretary | 2 | 2 | 2 |
| Technical Secretary | 1 | 1 | 1 |
| Crossing Guards (P.T.) | 30 | 30 | 30 |
| Total | 141 | 136 | 135 |

# Police Operations

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget increased by 7.2%.***

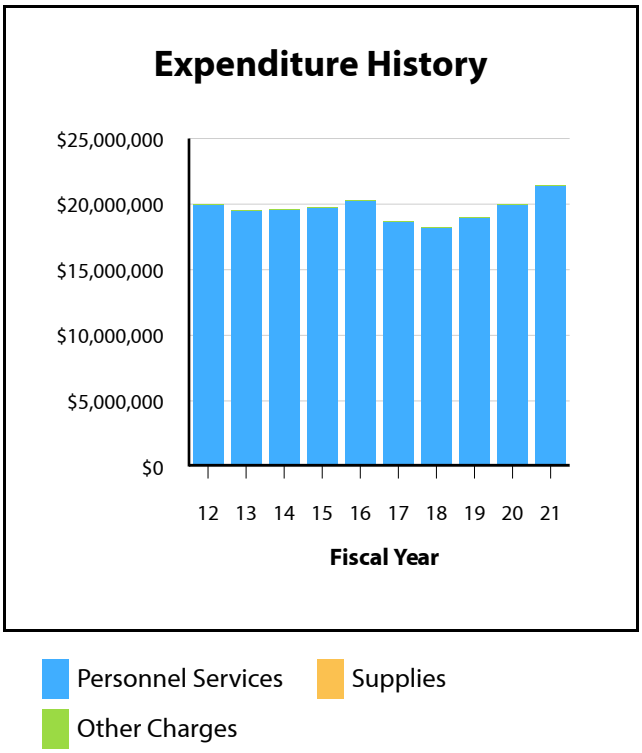
**Personnel Services** - Total Increase $1,432,160 or 7.2%

- $700,000 increase due to contractual wage adjustments
- $890,000 increase due to required funding for pension liabilities
- $116,000 due to an increase in health insurance rates and changes in coverages
- $88,000 reserve for bank payouts for potential retirements, offset by:
- Savings of $70,000 due to the transfer of one Police Officer from Operations to Investigations
- Savings of $293,000 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**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 $804,970 is proposed. $330,000 is funded to replace 10 high-mileage traffic and patrol vehicles. $120,000 is for the replacement of 19 in-car cameras. $26,650 is for 10 replacement




Radar units and $11,930 is for five replacement hand-held Laser Guns. Twenty replacement In-Car Computers with Modems are funded for $158,550. $34,730 is to fund Red Dot Sight Systems for 151 duty weapons. $123,110 is budgeted in the Public Safety Forfeiture Fund and includes $88,100 for a 3D Laser Scanner for use at traffic accident and crime scenes, $30,450 for 20 replacement Taser Guns, and $3,660 for a Desktop Computer to run large programs for accident reconstruction in the Traffic Safety Bureau.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $18,987,785 | $19,973,930 | $20,016,560 | $21,406,090 | $21,406,090 |
| **Supplies** | 0 | 0 | 0 | 0 | 0 |
| **Other Charges** | 851 | 1,000 | 1,000 | 1,000 | 1,000 |
| **Total** | $18,988,636 | $19,974,930 | $20,017,560 | $21,407,090 | $21,407,090 |

# 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…***
***…the Animal Control Unit handled over 3,000 calls for service last year?***

# Police Support Services

## *2020/21 PERFORMANCE OBJECTIVES*

1. To digitize all microfiche in the Records Bureau to help streamline FOIA requests. *(City Goal 1)*

2. To develop and implement a computerized log system for road officers to monitor their activities, which will save on the cost of paper logs, as well as storage space. *(City Goal 23)*

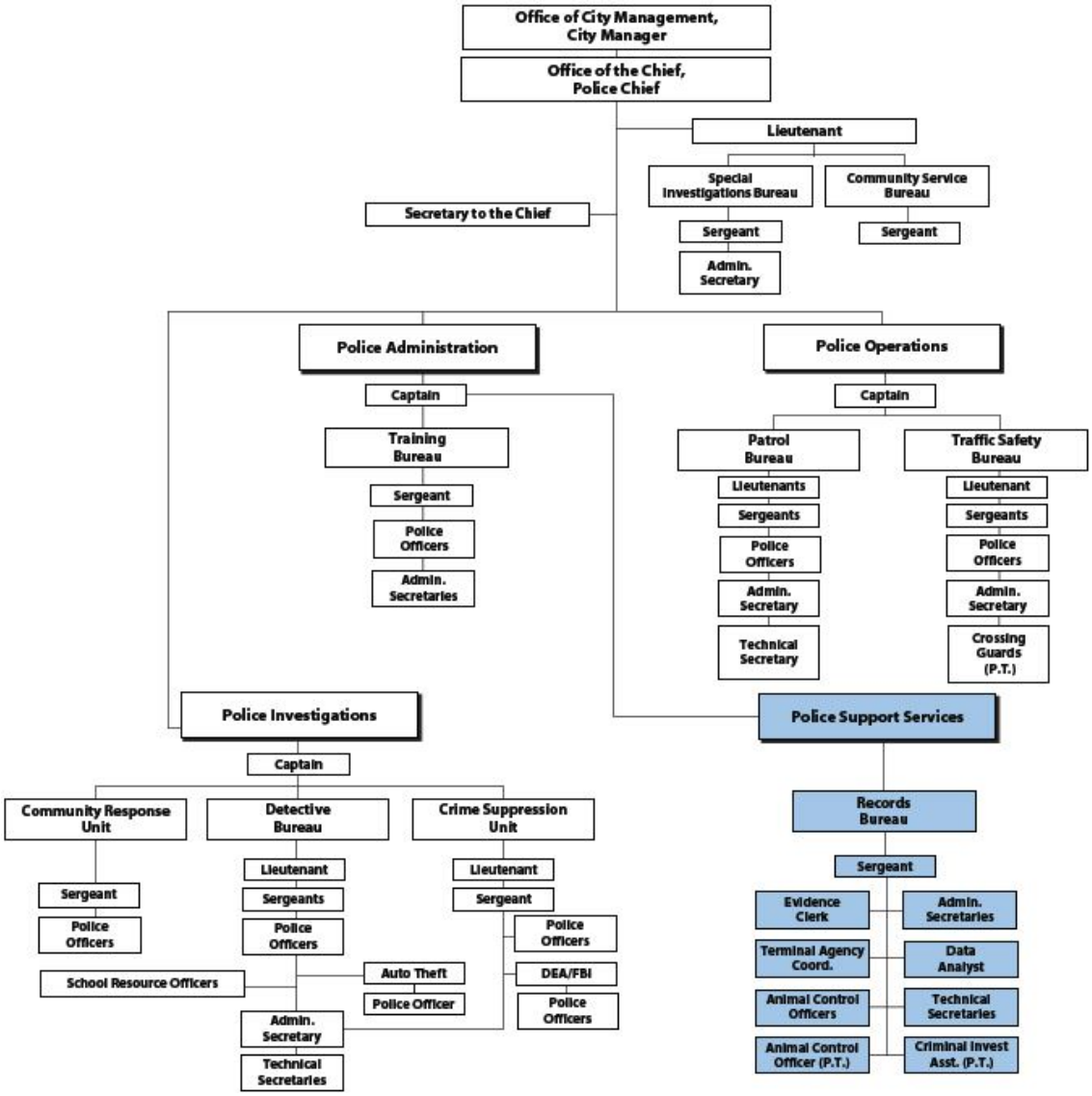
3. To review and address the organization and integrity of the evidence storage lot. *(City Goal 9, 10, 18)*

4. To minimize paper copies of arrest reports in the Records Bureau by consolidating these to only the past five years, per state law. *(City Goal 23)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Incidents Processed into Computer | 51,931 | 49,184 | 51,714 | 52,949 | 63,756 | 65,031 |
| | Police Reports Provided on Request | 6,625 | 6,060 | 5,131 | 5,000 | 5,580 | 5,600 |
| | Gun Permits Obtained | 3,703 | 3,263 | 3,075 | 3,000 | 3,200 | 3,200 |
| | Responses by Animal Control | 2,639 | 2,557 | 3,183 | 2,900 | 3,530 | 3,600 |
| | Freedom of Information Act Requests | 1,628 | 1,785 | 1,642 | 1,800 | 1,320 | 1,700 |
| | Arrests Processed | 3,728 | 3,389 | 3,499 | 3,730 | 3,382 | 3,450 |
| | Pieces of Evidence Collected | 3,004 | 3,623 | 3,422 | 3,500 | 2,800 | 3,000 |
| *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 | $30.34 | $31.32 | $28.38 | * | * | * |
| | Average Cost to Process a FOIA Request | $38 | $34 | $36 | * | * | * |
| | Outsourced Dispatch Operations Cost | $1.7M | $1.7M | 1.8M | $1.9M | $1.9M | $1.9M |
| | Division Expenditures as % of General Fund | 1.71% | 1.77% | 1.62% | 1.71% | 1.71% | 1.71% |
| | | | | | | | |

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

# Police Support Services




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Sergeant | 1 | 1 | 1 |
| Criminal Investigations Assistant (P.T.) | 0 | 0 | 1 |
| Laboratory Technician (P.T.) | 1 | 1 | 0 |
| Evidence Clerk | 1 | 1 | 1 |
| Administrative Secretary | 2 | 2 | 2 |
| Data Analyst | 1 | 1 | 1 |
| Animal Control Officer | 2 | 2 | 2 |
| Animal Control Officer (P.T.) | 1 | 1 | 1 |
| Terminal Agency Coordinator | 1 | 1 | 1 |
| Technical Secretary | 3 | 3 | 3 |
| Technical Secretary (P.T.) | 2 | 0 | 0 |
| Total | 15 | 13 | 13 |

# Police Support Services

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget increased by 2.3%.***

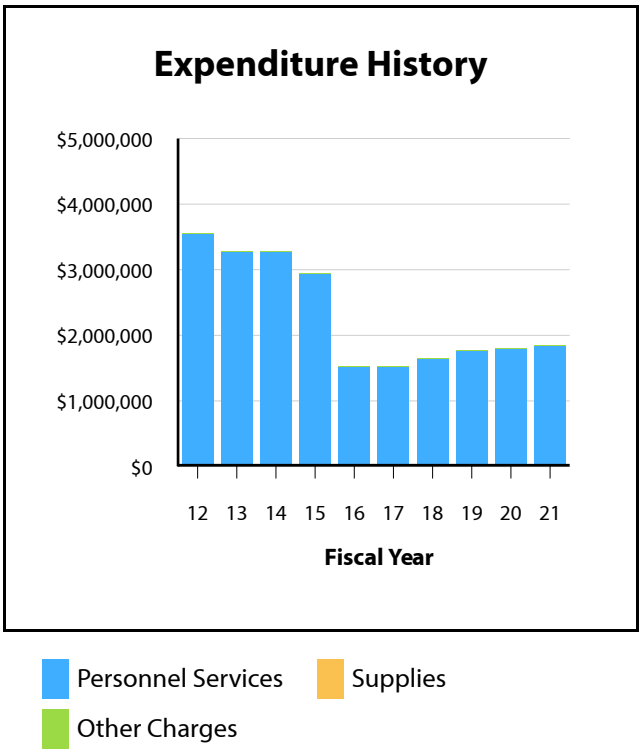
**Personnel Services** - Total Increase $40,790 or 2.3%

- $27,800 due to contractual wage adjustments
- $11,700 in part-time wages due to a reclassification from Lab Technician to Criminal Investigations Assistant
- $44,000 increase due to required funding for pension liabilities
- $24,700 due to an increase in health insurance rates and changes in coverages
- $2,200 due to contractual increases in the employer-funded Retiree Health Savings Plan, offset by:
- $30,600 savings in full-time wages due to staff turnover
- $37,700 savings due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**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

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $1,772,842 | $1,805,980 | $1,805,460 | $1,846,770 | $1,846,770 |
| **Supplies** | 0 | 0 | 0 | 0 | 0 |
| **Other Charges** | 0 | 0 | 0 | 0 | 0 |
| **Total** | $1,772,842 | $1,805,980 | $1,805,460 | $1,846,770 | $1,846,770 |

# 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 $1,558,000 or 7.4%. Personnel costs rose $1,570,730 or 7.9% primarily due to contractual wage adjustments of $612,000, an increase to the required funding for long-term liabilities of $665,000, and the replacement of the Fire Chief at full salary. Supplies increased $8,010 or 2.6% due increased medical supplies necessary for ambulances. Other Charges decreased $20,740 or 2.5% primarily due the cost of a staffing study in the prior year, partially offset by increased costs for ambulance repairs.*




### FUNDING LEVEL SUMMARY

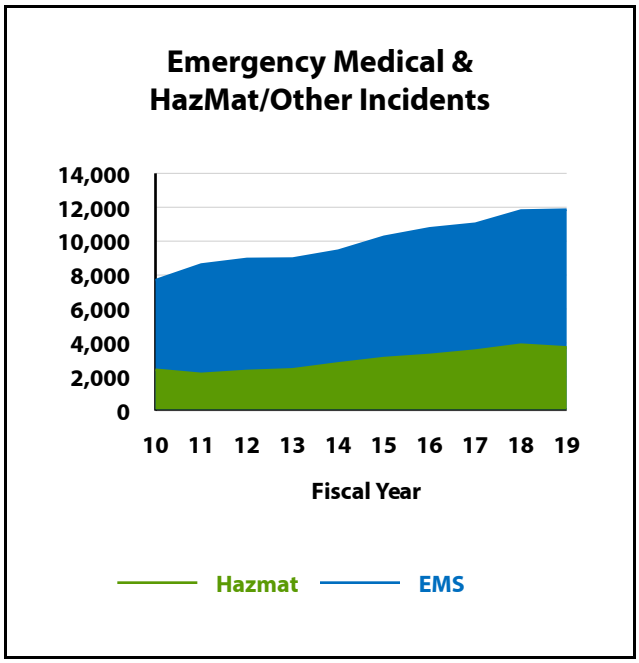
| | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget | % Change From 19/20 |
|---|---|---|---|---|---|
| **Fire Administration** | $1,498,400 | $1,579,340 | $1,666,600 | $1,732,580 | 4.0% |
| **Fire Extinguishment** | 15,735,290 | 17,517,850 | 18,156,590 | 19,392,540 | 6.8% |
| **Fire Prevention** | 1,153,310 | 1,287,980 | 1,167,580 | 1,423,650 | 21.9% |
| **Total Department** | $18,387,000 | $20,385,170 | $20,990,770 | $22,548,770 | 7.4% |
| **Personnel Services** | $17,500,350 | $19,298,590 | $19,845,460 | $21,416,190 | 7.9% |
| **Supplies** | 320,830 | 326,500 | 313,070 | 321,080 | 2.6% |
| **Other Charges** | 565,820 | 760,080 | 832,240 | 811,500 | -2.5% |
| **Total Department** | $18,387,000 | $20,385,170 | $20,990,770 | $22,548,770 | 7.4% |

### PERSONNEL SUMMARY

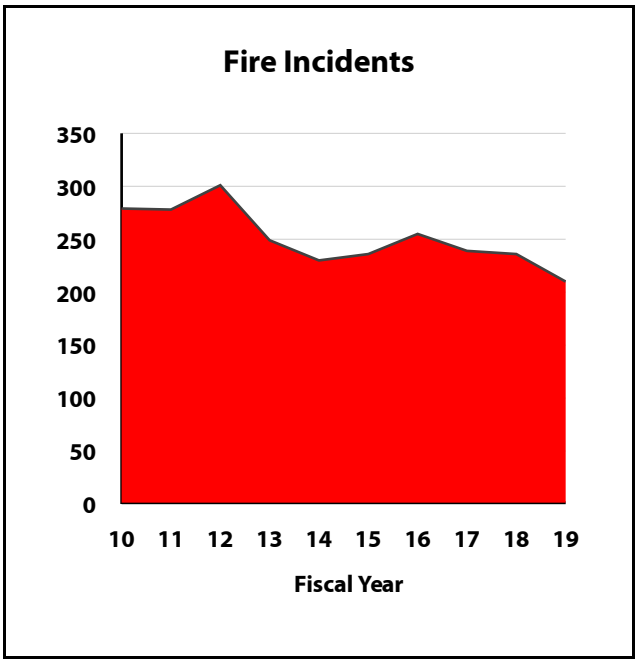
| | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | |
|---|---|---|---|---|---|---|---|---|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| **Fire Administration** | 8 | 1 | 8 | 1 | 8 | 2 | 8 | 2 |
| **Fire Extinguishment** | 90 | 0 | 90 | 0 | 90 | 0 | 90 | 0 |
| **Fire Prevention** | 5 | 0 | 5 | 0 | 5 | 0 | 6 | 0 |
| **Total Department** | 103 | 1 | 103 | 1 | 103 | 2 | 104 | 2 |

# KEY DEPARTMENTAL TRENDS

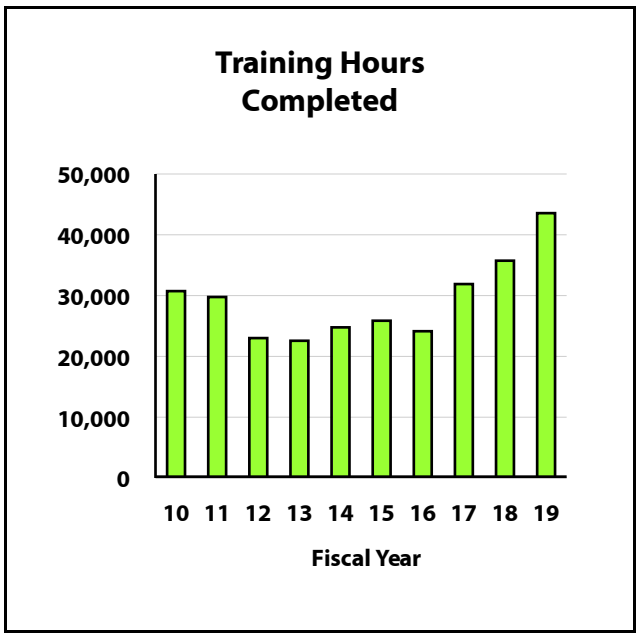
## *Fire Department*



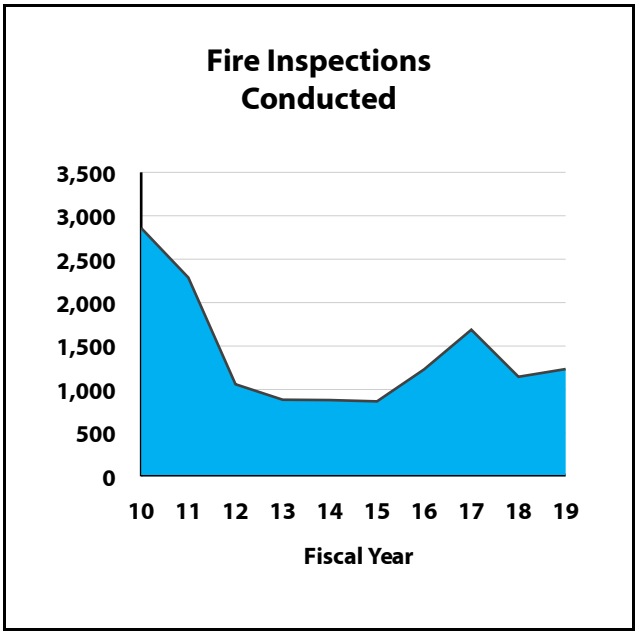

There has been an overall increase in the number of emergency medical runs and other incidents over the past ten years. The City's medical rescue services continue to receive high marks from patients and the survival rate of heart attack victims is one of the best in the nation.




Over the past 10 years, the number of fires has declined by 25%, to the current low of 210 in 2019. 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 recent years 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 Fire 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…***
***…that each of the City's ambulances now carries a Lucas CPR machine, which helps firefighters perform quality, consistent and continual CPR on anyone suffering a cardiac arrest?***

# Fire Administration

## *2020/21 PERFORMANCE OBJECTIVES* *(Administration)*

1. To implement a complete review of all fire department Standard Operating Guidelines to ensure the relevance and accuracy of policies. *(City Goal 4, 5, 7)*
2. To greatly expand the recruitment efforts to ensure the availability of qualified candidates and focus on diversity recruitment. *(City Goal 9)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Incident Reports Reviewed for Quality | 14,805 | 15,930 | 15,795 | 15,900 | 16,552 | 16,600 |
| | Employee Evaluations Conducted/Tracked | 86 | 309 | 319 | 150 | 350 | 350 |
| | APPO's and Standard Operating Guidelines Reviewed | 204 | 248 | 251 | 250 | 258 | 300 |
| | Freedom of Information Act Requests | 54 | 65 | 74 | 60 | 106 | 90 |
| | Staff/Battalion Meetings Conducted | 12 | 26 | 6 | 14 | 8 | 14 |
| | Presentations to Civic Groups/Organizations | 14 | 15 | 26 | 60 | 45 | 30 |
| | Students Receiving Fire Safety Tours | 2,441 | 3,314 | 4,425 | 3,500 | 4,000 | 3,500 |
| | Employee/Civilian Citations Processed | 44 | 126 | 44 | 50 | 60 | 45 |
| | Service Complaints Processed | 15 | 11 | 3 | 15 | 8 | 10 |
| | Safety Recommendations Implemented | 10 | 12 | 16 | 18 | 8 | 18 |
| | Residents Receiving Safe Sleep Education/Information | N/A | 9 | 35 | 50 | 0 | 10 |
| | EOC Activations/Emerg. Responses/Train. Exercises | 2 | 2 | 2 | 3 | 1 | 2 |
| *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 | $129 | $140 | $155 | $158 | $160 | $171 |
| | Division Expenditures as % of General Fund | 1.68% | 1.61% | 1.44% | 1.58% | 1.69% | 1.60% |

# Fire Administration

## *2020/21 PERFORMANCE OBJECTIVES* *(Training)*

1. To implement a review process for all training and EMS/ALS Standard Operating Guidelines (SOG's). *(City Goal 1, 2, 6, 9, 10, 24)*

2. To develop and implement a leadership assessment process for fire department personnel that empowers subordinates to perform an assessment of their superiors. *(City Goal 2, 3, 5, 6, 11)*

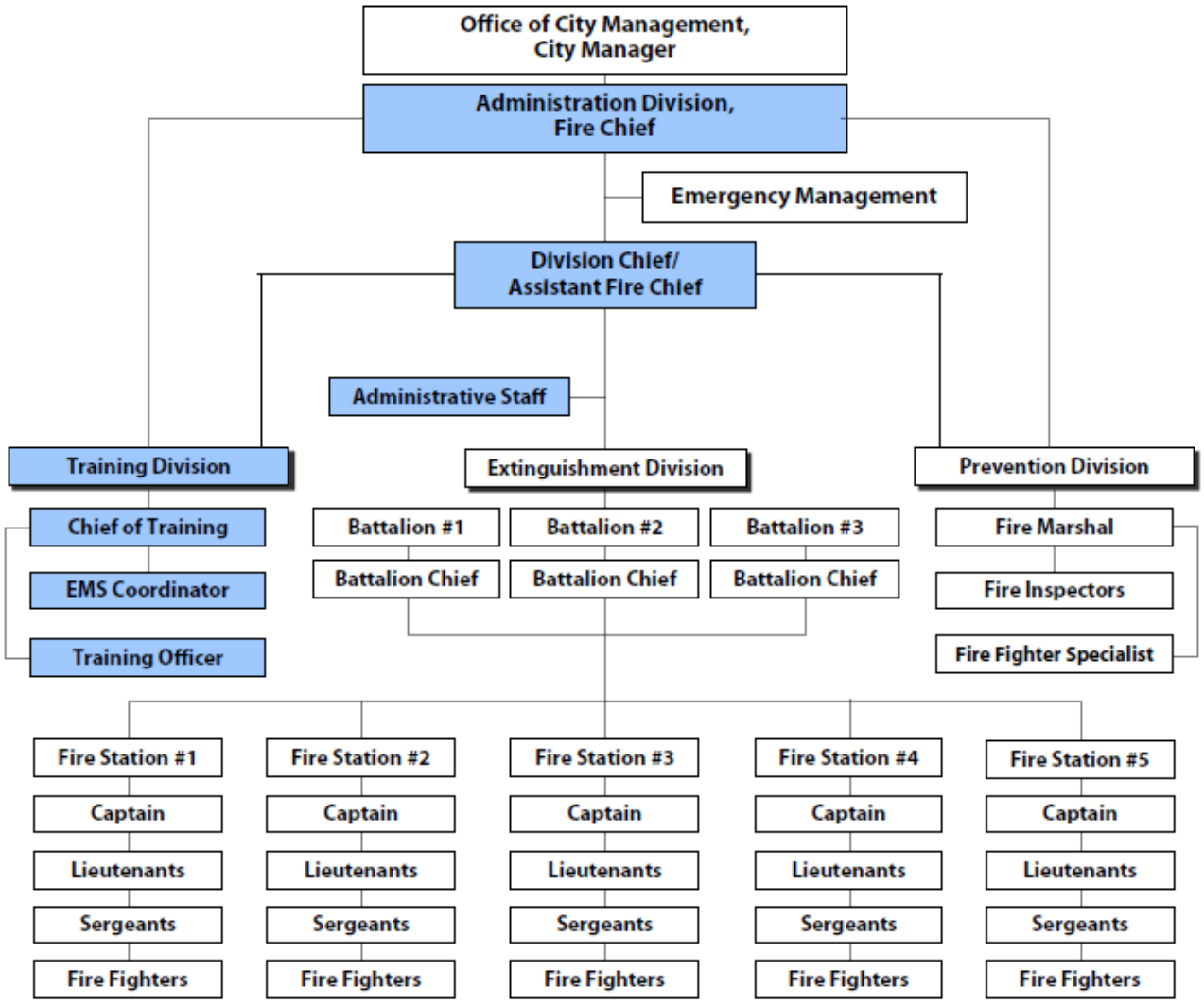
3. To revitalize the fire training tower to be able to meet the needs of firefighter training into the next decade. *(City Goal 2, 9)*

4. To develop and hold a Junior Fire Academy, with the goal of gaining the interest of future candidates. *(City Goal 1, 9, 14)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Total Formal Training Hours Coordinated | 32,116 | 35,960 | 43,780 | 38,000 | 41,572 | 40,000 |
| | Hours of Fire Officer Training | 1,909 | 1,754 | 4,295 | 7,000 | 9,492 | 9,200 |
| | Hours of EMS Training | 3,930 | 3,676 | 5,632 | 4,500 | 5,594 | 5,500 |
| | Hours of Fire Suppression Training | 6,840 | 9,397 | 12,512 | 7,900 | 7,870 | 7,500 |
| | Hours of Hazardous Materials Training | 1,207 | 644 | 568 | 950 | 426 | 400 |
| | Hours of Professional Development Training | 1,609 | 1,231 | 1,553 | 2,400 | 2,476 | 2,250 |
| | Hours of Physical Training | 8,600 | 10,598 | 11,970 | 12,000 | 11,306 | 11,000 |
| | Hours of Technical Rescue Training | 1,634 | 817 | 997 | 1,250 | 694 | 650 |
| | Hours of All Other Training | 6,387 | 7,843 | 6,253 | 2,000 | 3,714 | 3,500 |
| | Residents Receiving Formal Public Education | 530 | 560 | 2,173 | 460 | 810 | 750 |
| | Individuals Receiving CPR Instruction | 476 | 170 | 521 | 400 | 216 | 200 |
| | Paramedic/EMT License Applications Processed | 27 | 31 | 37 | 35 | 38 | 35 |
| | Procedures Developed and Updated | 25 | 47 | 55 | 20 | 42 | 30 |
| *Efficiency* | Days of Work Lost Due to Injury | 4 | 86 | 525 | 0 | 116 | 50 |
| | % of Right-to-Know Training Completed | 100% | 100% | 100% | 100% | 100% | 100% |
| | Avg. Training Hrs. per Budgeted Sworn Personnel | 378 | 360 | 438 | 380 | 416 | 400 |
| | Training Division Cost per Fire Fighter | $3,028 | $3,025 | $3,284 | * | * | * |

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

# Fire Administration




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| 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 |
| Fire Cadet (P.T.) | 0 | 0 | 0 |
| Co-op (P.T.) | 0 | 1 | 1 |
| Total | 9 | 10 | 10 |

# Fire Administration

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

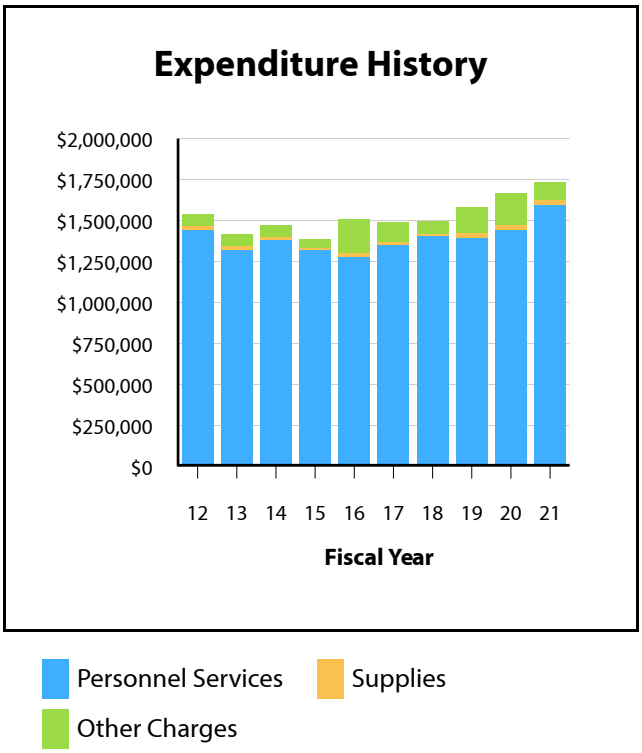
***The total budget increased by 4.0%.***

**Personnel Services** - Total Increase $150,970 or 10.4%

- $35,500 due to contractual wage adjustments
- $58,000 due to the replacement of the Fire Chief at the full rate
- $54,700 due to required funding for pension liabilities
- $6,700 due to an increase in health insurance rates and changes in coverages
- $9,200 reserve for bank payouts for potential retirements, offset by:
- Savings of $17,000 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies increased $1,290 or 4.5% primarily for the supplies needed to conduct a Junior Fire Academy next year.

**Other Charges** - Total Other Charges decreased $86,280 or 44.8%. Contracted services decreased $71,610 primarily due to the one-time funding of a fire staffing study in the prior year. The budget decreased $22,460 due to the prior year purchase of grant-funded fitness equipment. Educational funding increased $1,180 for new Fire Inspector training due to anticipated staff turnover.




$5,600 is budgeted for required HazMat physical examinations that were previously completed with grant funds.

**Capital** - Total Capital of $101,040 is proposed. $100,000 is budgeted for the maintenance and repair of the Fire training tower. $1,040 is for a personal computer to replace an existing five-year old unit that is utilized for video-conferencing.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $1,394,909 | $1,445,330 | $1,436,110 | $1,596,300 | $1,596,300 |
| **Supplies** | 28,639 | 28,520 | 28,490 | 29,810 | 29,810 |
| **Other Charges** | 155,789 | 192,750 | 322,240 | 106,470 | 106,470 |
| **Total** | $1,579,337 | $1,666,600 | $1,786,840 | $1,732,580 | $1,732,580 |

***Never let the fear of striking out keep you from playing the game.***

**~ Babe Ruth ~**



# 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 provides 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 has personnel who are active in the development of firefighter safety and rapid intervention training throughout the county?***

# Fire Extinguishment

## *2020/21 PERFORMANCE OBJECTIVES*

1. To implement a review process for all fire ground and safety Standard Operating Guidelines (SOG's). *(City Goal 1, 2, 6, 9, 10, 24)*

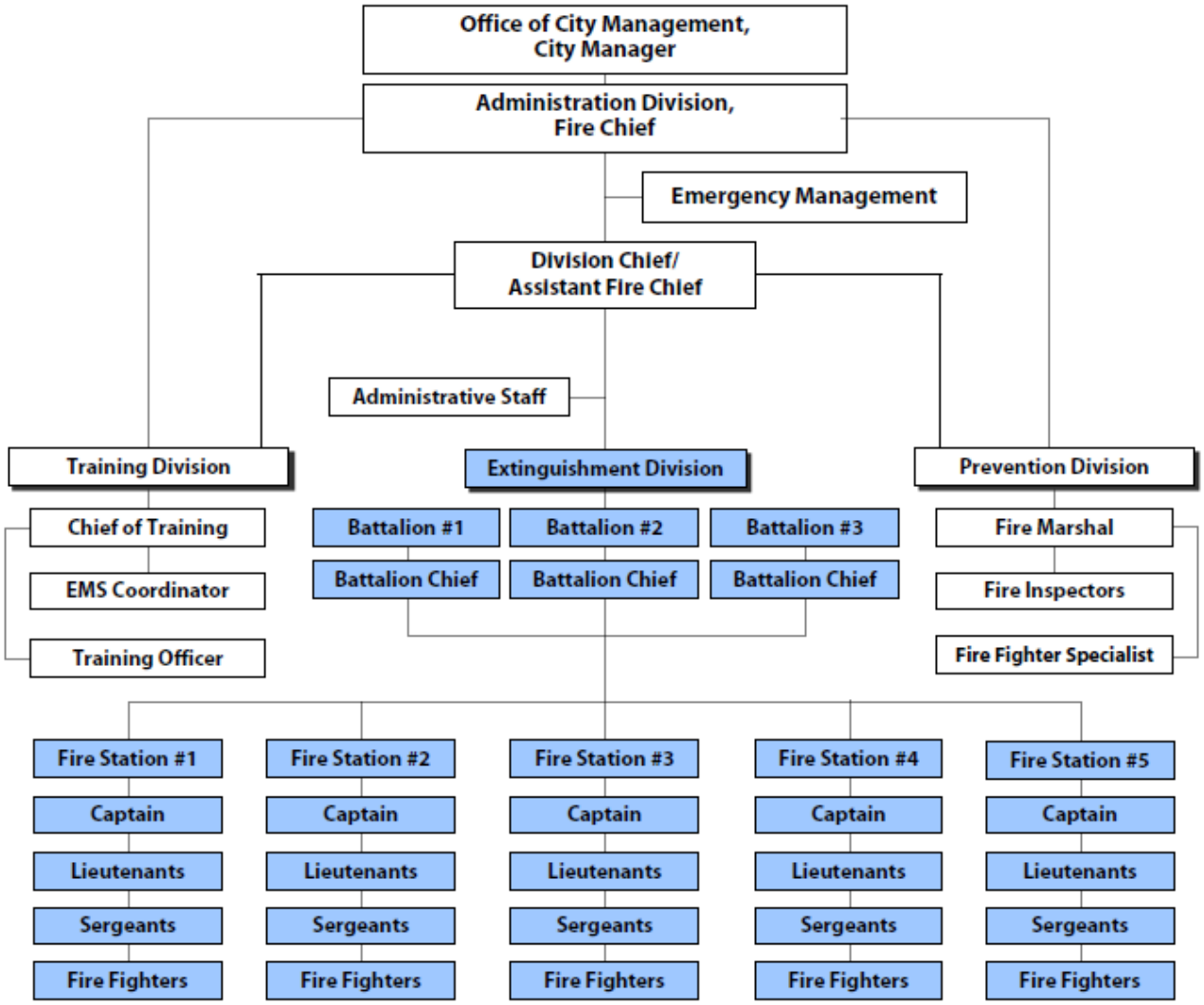
2. To continually assess response plans and ensure the most appropriate resources are sent based on call for service information. *(City Goal 1, 2, 9, 10, 11, 14)*

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)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Total Fire Department Incidents | 14,805 | 15,930 | 15,795 | 15,900 | 16,552 | 16,600 |
| | Fire Incidents | 239 | 236 | 210 | 240 | 214 | 220 |
| | Hazardous Material Incidents | 96 | 98 | 106 | 85 | 138 | 120 |
| | EMS-Related Incidents | 11,025 | 11,803 | 11,856 | 11,875 | 11,888 | 11,900 |
| | All Other Incidents | 3,445 | 3,793 | 3,623 | 3,700 | 4,312 | 4,360 |
| | Total Patients Transported to Hospitals | N/A | 6,842 | 9,872 | 10,200 | 9,674 | 10,000 |
| | Priority 1 Patients | N/A | 339 | 543 | 580 | 496 | 500 |
| | Priority 2 Patients | N/A | 2,520 | 4,486 | 4,750 | 4,258 | 4,500 |
| | Priority 3 Patients | N/A | 3,983 | 4,843 | 4,870 | 4,920 | 5,000 |
| | Ambulance Only Runs | N/A | N/A | 1,464 | 2,000 | 2,260 | 3,000 |
| | Collection Recovery Rate/Avg. recovery per incident | N/A | 70%/$311 | 70%/$370 | 70%/$350 | 62%/$399 | 65%/$375 |
| | Transports handled by another agency | N/A | 99 | 94 | 130 | 30 | 30 |
| | Mutual Aid Provided/Received (Man Hours) | 25/80 | 112/522 | 76/414 | 100/150 | 60/300 | 60/200 |
| *Efficiency & Effectiveness* | Average Scene Time (Hours) per Fire/ALS Incident | .63/.30 | .72/.25 | .79/.24 | .75/.30 | .90/.22 | .80/.25 |
| | Fire Fighter Injuries/Deaths | 31/0 | 41/0 | 45/0 | 0/0 | 36/0 | 0/0 |
| | Civilian Fire Related Injuries/Deaths | 7/3 | 11/0 | 15/1 | 0/0 | 12/2 | 0/0 |
| | % of Emg. Incidents Responded w/i 5 Min. Fire/EMS | 81%/70% | 82%/74% | 82%/72% | 75%/75% | 82%/73% | 80%/75% |
| | Average EMS Response Time - Minutes | 5.2 | 5.2 | 4.9 | 4.9 | 4.9 | 4.9 |
| | Average Cost of an EMS Incident | $131 | $127 | $135 | * | * | * |
| | Average Cost of a Fire Extinguishment Incident | $2,587 | $2,620 | $2,657 | * | * | * |
| | Division Expenditures as % of General Fund | 16.04% | 16.94% | 16.00% | 17.21% | 17.10% | 17.93% |

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

# Fire Extinguishment




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Battalion Chief | 3 | 3 | 3 |
| Captain-Advanced Life Support | 5 | 6 | 4 |
| Captain | 0 | 0 | 2 |
| Lieutenant-Advanced Life Support | 14 | 14 | 15 |
| Lieutenant | 2 | 1 | 0 |
| 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 – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

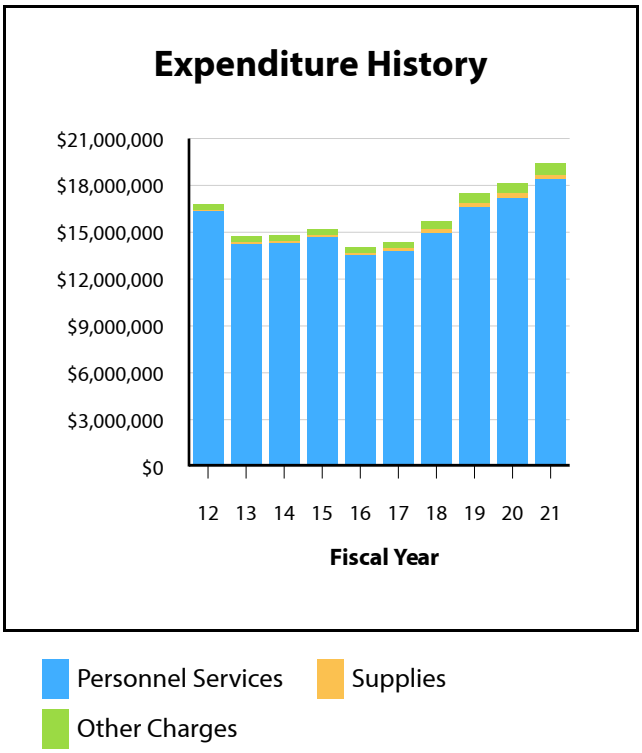
***The total budget increased by 6.8%.***

**Personnel Services** - Total Increase $1,163,690 or 6.8%

- $553,000 due to contractual wage adjustments and benefit increases
- $805,000 due to required funding for pension liabilities, partially offset by:
- $219,000 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies increased $6,720 or 2.4% due to higher ambulance medical supply costs and the increased need for laundry cleaning supplies at the five stations.

**Other Charges** - Total Other Charges increased $65,540 or 10.2%. $40,400 was added for increased ambulance maintenance and repairs. $31,280 is budgeted for a Quality Assurance Assessment Program (QAAP) tax on ambulance services, which is positively offset by increased Medicaid reimbursement amounts. $5,380 was added for higher State radio fees and increased medical billing costs. $10,070 was saved in rental costs, as new copiers were purchased at a cost savings, and washers and dryers have eliminated the need for a linen cleaning vendor.




**Capital** - Total Capital of $932,810 is proposed. $38,000 is for a replacement Cardiac Monitor/ Defibrillator. $122,450 is for 20 Self-Contained Breathing Apparatus Units and 18 Air Cylinders. $17,500 is for five Air Monitors/Detectors. $4,930 is for a Thermal Imaging Camera and $4,000 is for a Fire Remote Monitor. $605,000 is to replace a 20-year old Fire Engine. $46,000 is to replace a high-mileage Utility Vehicle. Replacement of the Concrete Approach at Station #3 is $74,930 and $20,000 is for Masonry Block Repairs at Station #1.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $16,615,692 | $17,232,550 | $17,137,410 | $18,396,240 | $18,396,240 |
| **Supplies** | 297,861 | 284,550 | 282,550 | 291,270 | 291,270 |
| **Other Charges** | 604,300 | 639,490 | 638,480 | 705,030 | 705,030 |
| **Total** | $17,517,853 | $18,156,590 | $18,058,440 | $19,392,540 | $19,392,540 |

# 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…***
***…in 2019, the Fire Prevention Division conducted 67 investigations for fire or hazardous homes?***

# Fire Prevention

## *2020/21 PERFORMANCE OBJECTIVES*

1. To implement a complete review of all Standard Operating Guidelines (SOG's) related to fire prevention, including all Fire Prevention Regulations. *(City Goal 4, 5, 7)*

2. To develop a fire extinguisher program that utilizes new technology and is cost neutral. *(City Goal 1, 9, 14)*

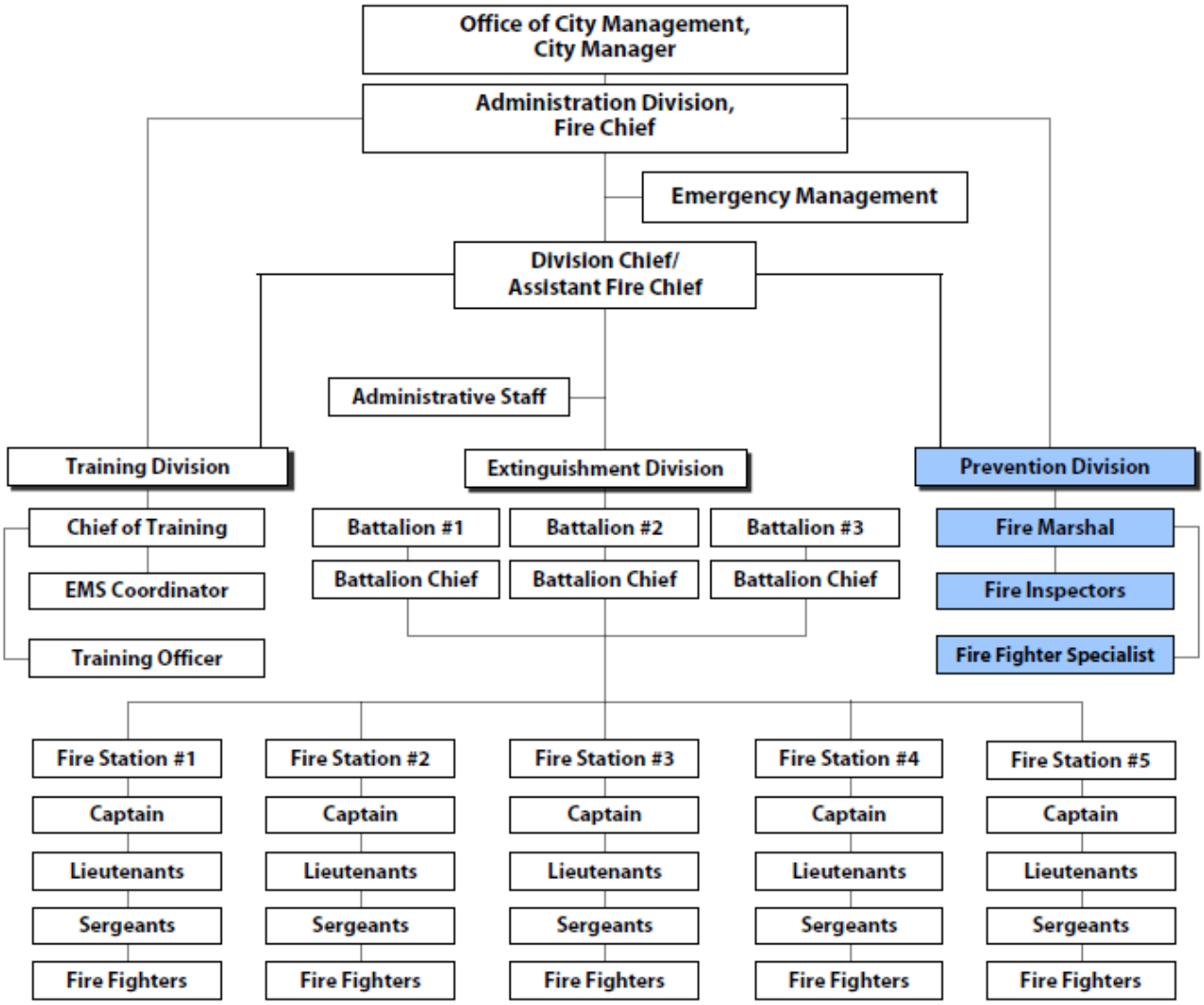
3. To revitalize the public education program to ensure that an updated and consistent message is shared with all target groups in the City. *(City Goal 1, 9, 10, 14)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Total Inspections Conducted | 1,688 | 1,146 | 1,235 | 1,400 | 1,480 | 1,600 |
| | Use Permit, Bldg. Permit & General Inspections | 708 | 355 | 449 | 460 | 650 | 675 |
| | Specialty License & Hazardous Bldg. Inspections | 118 | 131 | 214 | 120 | 300 | 350 |
| | Witnessed Acceptance Test Inspections | 108 | 95 | 174 | 170 | 160 | 155 |
| | Reinspections of Violations | 453 | 305 | 217 | 300 | 200 | 250 |
| | Citizen Assistance Inspections | 92 | 20 | 0 | 50 | 100 | 100 |
| | In-Service Company Inspections | 209 | 240 | 181 | 300 | 70 | 70 |
| | High Risk & Complex Code Enf. Issues/Total Hours | 12/960 | 44/583 | 51/358 | 20/300 | 70/1,000 | 70/1,000 |
| | IROL's Submitted & Reviewed | 400 | 878 | 2,121 | 1,500 | 2,000 | 2,000 |
| | Violations Discovered and Issued | 2,472 | 2,500 | 2,319 | 2,500 | 2,500 | 2,500 |
| | Investigations (Fire and Other)/Total Hours | 28/252 | 24/240 | 44/578 | 30/400 | 65/1,000 | 65/1,000 |
| | Plan Reviews (sites, buildings, alarms) | 161 | 71 | 166 | 120 | 250 | 250 |
| *Efficiency & Effectiveness* | % Bus. Receiving Violations during Inspections | 99% | 96% | 93% | 99% | 95% | 95% |
| | Value of Non-Residential Fire Loss | $799,100 | $15,231,700 | $3,751,356 | $1,000,000 | $29,000,000 | $3,000,000 |
| | % of Solicited Inspections Performed w/i 1 Day | 80% | 95% | 98% | 90% | 95% | 95% |
| | % of Inspectable Occupancies Experiencing Fires | 0.32% | 0.15% | 0.12% | 0.30% | 0.25% | 0.25% |
| | Inspections Conducted Per Inspector** | 423 | 259 | 301 | 310 | 402 | 420 |
| | % of Site Plans Reviewed within 20 Days | 100% | 100% | 100% | 100% | 100% | 100% |
| | Average Plan Review Cost | $220 | $256 | $228 | * | * | * |
| | Division Expenditures as % of General Fund | 1.16% | 1.24% | 1.18% | 1.11% | 1.22% | 1.32% |

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

***Excludes In-Service Company Inspections.*

# Fire Prevention




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Fire Marshal | 1 | 1 | 1 |
| Fire Inspector | 3 | 4 | 4 |
| Fire Fighter Specialist | 0 | 0 | 1 |
| Fire Prevention Specialist | 1 | 0 | 0 |
| Total | 5 | 5 | 6 |

# Fire Prevention

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

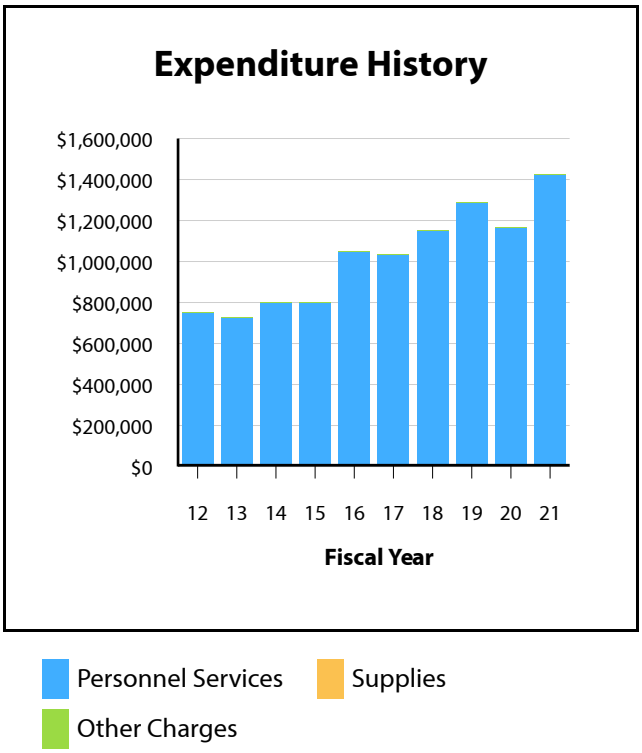
***The total budget increased by 21.9%.***

**Personnel Services** - Total Increase $256,070 or 21.9%

- $23,000 due to contractual wage adjustments
- $117,700 due to the addition of a Firefighter Specialist
- $60,000 due to required funding for pension liabilities
- $70,000 reserve for bank payouts for potential retirements, offset by:
- Savings of $16,350 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - All Supplies for this division are budgeted in Fire Administration.

**Other Charges** - All Other Charges for this division are budgeted in Fire Administration.




**Capital** - Total Capital of $74,360 is proposed. $14,000 is for a Bullseye Digital Fire Extinguisher Training System to be used in providing extinguisher training to residents, businesses, and schools. $35,860 is for MobileEyes fire inspection software that will significantly streamline the records managementprocess for Inspectors. $24,500 is budgeted to replace a high-mileage Inspector vehicle.

## FUNDING LEVEL SUMMARY

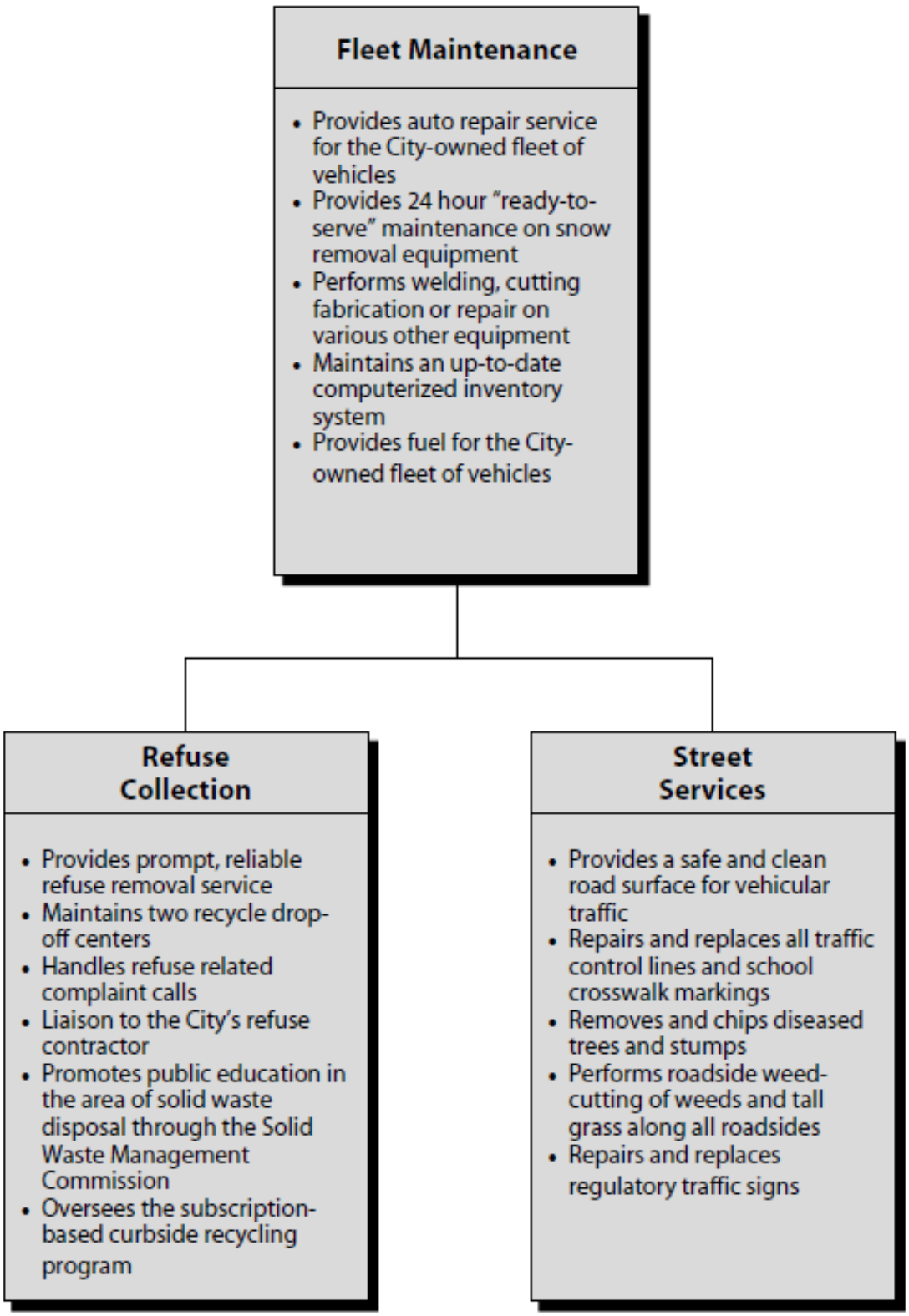
| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $1,287,981 | $1,167,580 | $1,291,250 | $1,423,650 | $1,423,650 |
| **Supplies** | 0 | 0 | 0 | 0 | 0 |
| **Other Charges** | 0 | 0 | 0 | 0 | 0 |
| **Total** | $1,287,981 | $1,167,580 | $1,291,250 | $1,423,650 | $1,423,650 |

# Public Works Department



# FUNCTIONAL ORGANIZATION CHART

## *Public Works Department*



# DEPARTMENT AT A GLANCE

## *Public Works Department*

### BUDGET SUMMARY

*The Public Works budget increased $69,840 or 1.1%. Personnel costs increased $69,600 or 1.5% due to the addition of three part-time Laborers to replace contractual snow plowing services and contractual wage adjustments. The increase was offset by savings from the transfer of a full-time Laborer position to the Water & Sewer Fund and the implementation of a 10% employee cost share for health insurance effective January 1, 2021. Supplies increased $27,280 or 1.8% primarily due to higher fuel costs. Other Charges decreased $27,040 or 5.0% due to the elimination of contractual snow plowing services, which was partially offset by an increase to retention pond maintenance and irrigation costs.*



### FUNDING LEVEL SUMMARY

| | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget | % Change From 19/20 |
|---|---|---|---|---|---|
| **Fleet Maintenance** | $3,012,640 | $2,958,440 | $3,223,300 | $3,169,040 | -1.7% |
| **Parks & Grounds Maint.** | 1,458,050 | 559,210 | 0 | 0 | 0.0% |
| **Public Works Center** | 179,300 | 197,120 | 266,520 | 180,650 | -32.2% |
| **Street Services** | 2,440,450 | 2,639,760 | 3,089,250 | 3,299,220 | 6.8% |
| **Total Department** | $7,090,440 | $6,354,530 | $6,579,070 | $6,648,910 | 1.1% |
| | | | | | |
| **Personnel Services** | $4,475,270 | $4,230,290 | $4,513,480 | $4,583,080 | 1.5% |
| **Supplies** | 1,634,390 | 1,496,340 | 1,522,520 | 1,549,800 | 1.8% |
| **Other Charges** | 980,780 | 627,900 | 543,070 | 516,030 | -5.0% |
| **Total Department** | $7,090,440 | $6,354,530 | $6,579,070 | $6,648,910 | 1.1% |

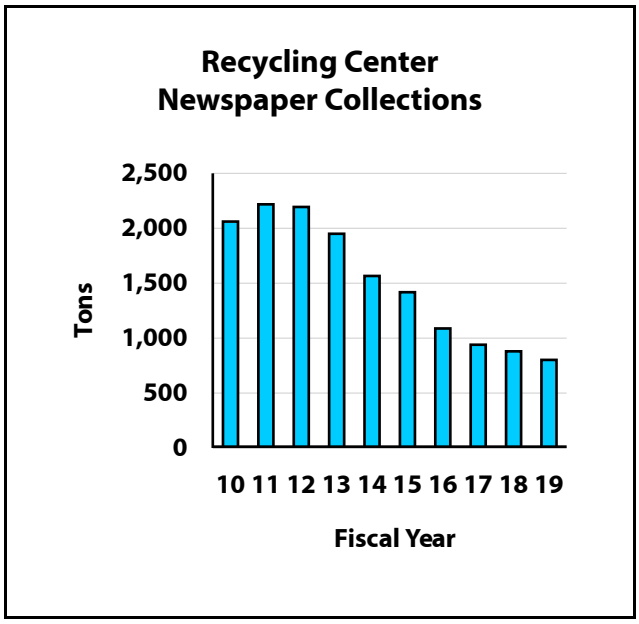
**Notes: The Parks & Grounds division was eliminated in 2019. Excludes Refuse Collection.**

### PERSONNEL SUMMARY

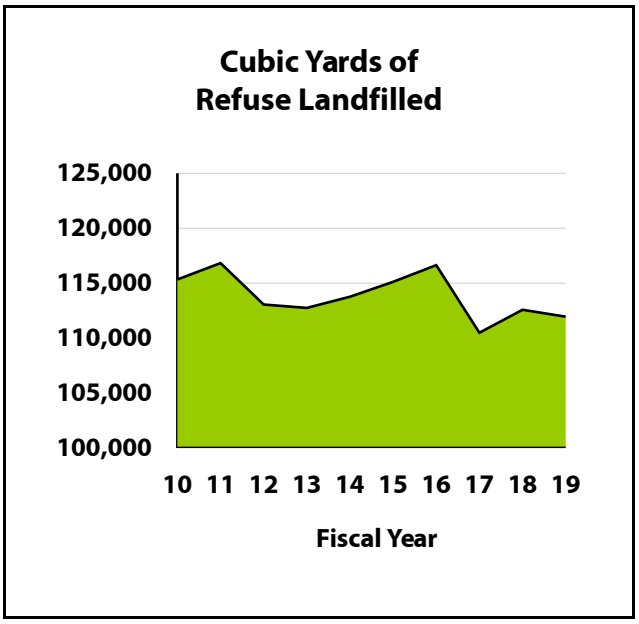
| | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | |
|---|---|---|---|---|---|---|---|---|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| **Fleet Maintenance** | 12 | 1 | 12 | 1 | 14 | 2 | 13 | 2 |
| **Parks & Grounds Maint.** | 5 | 12 | 6 | 13 | 0 | 0 | 0 | 0 |
| **Refuse Collection** | 0 | 5 | 0 | 4 | 0 | 4 | 0 | 5 |
| **Street Services** | 18 | 6 | 18 | 6 | 21 | 7 | 21 | 10 |
| **Total Department** | 35 | 24 | 36 | 24 | 35 | 13 | 34 | 17 |

# KEY DEPARTMENTAL TRENDS

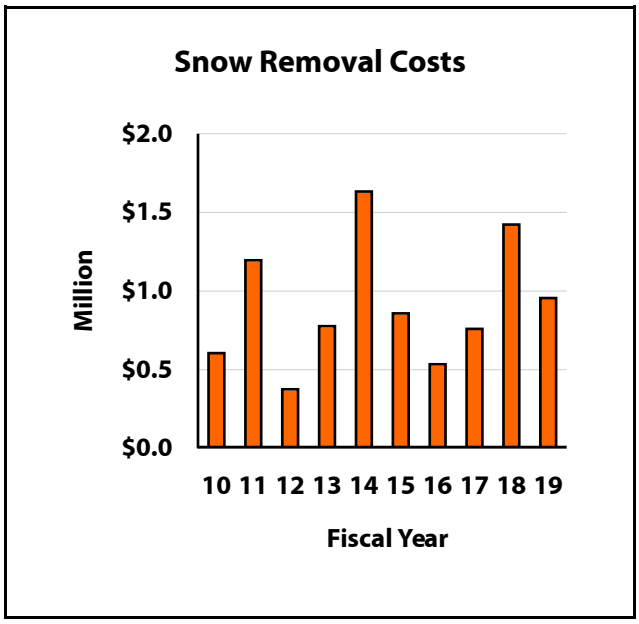
## *Public Works Department*



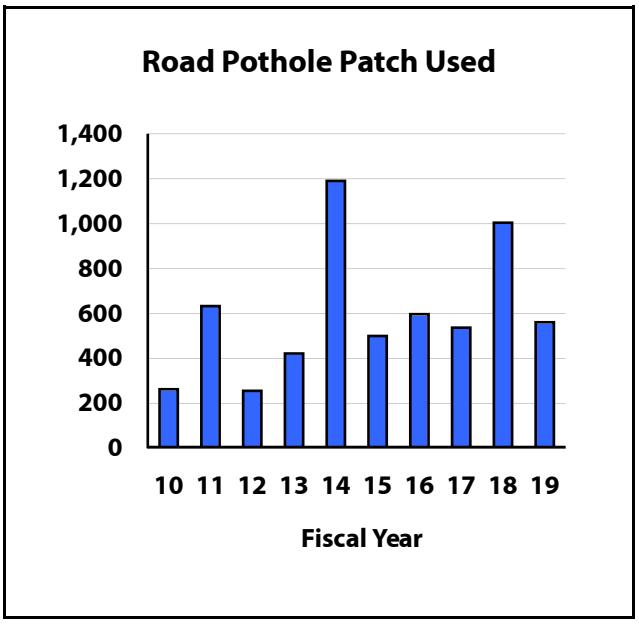

The amount of newspaper recycled at the drop-off recycling centers has declined due to the growth in the number of non-city newspaper recycling sites and the subscription based curbside recycling program initiated in 2013. The average homeowner pays only $74 per year for trash pickup, which is much lower 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 decreased to 111,951 in 2018. 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 decreased in 2019 due to the large investment in major road reconstruction.

# 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…***
***…that Fleet Maintenance mechanics have the ability to operate every piece of equipment owned by the City?***

# Fleet Maintenance

## *2020/21 PERFORMANCE OBJECTIVES*

1. To recruit qualified mechanics to fully staff budgeted positions vacated from recent retirements. *(City Goal 2, 4)*

2. To study the feasibility of implementing a new fuel/GPS software system to better monitor fleet activities. *(City Goal 4)*

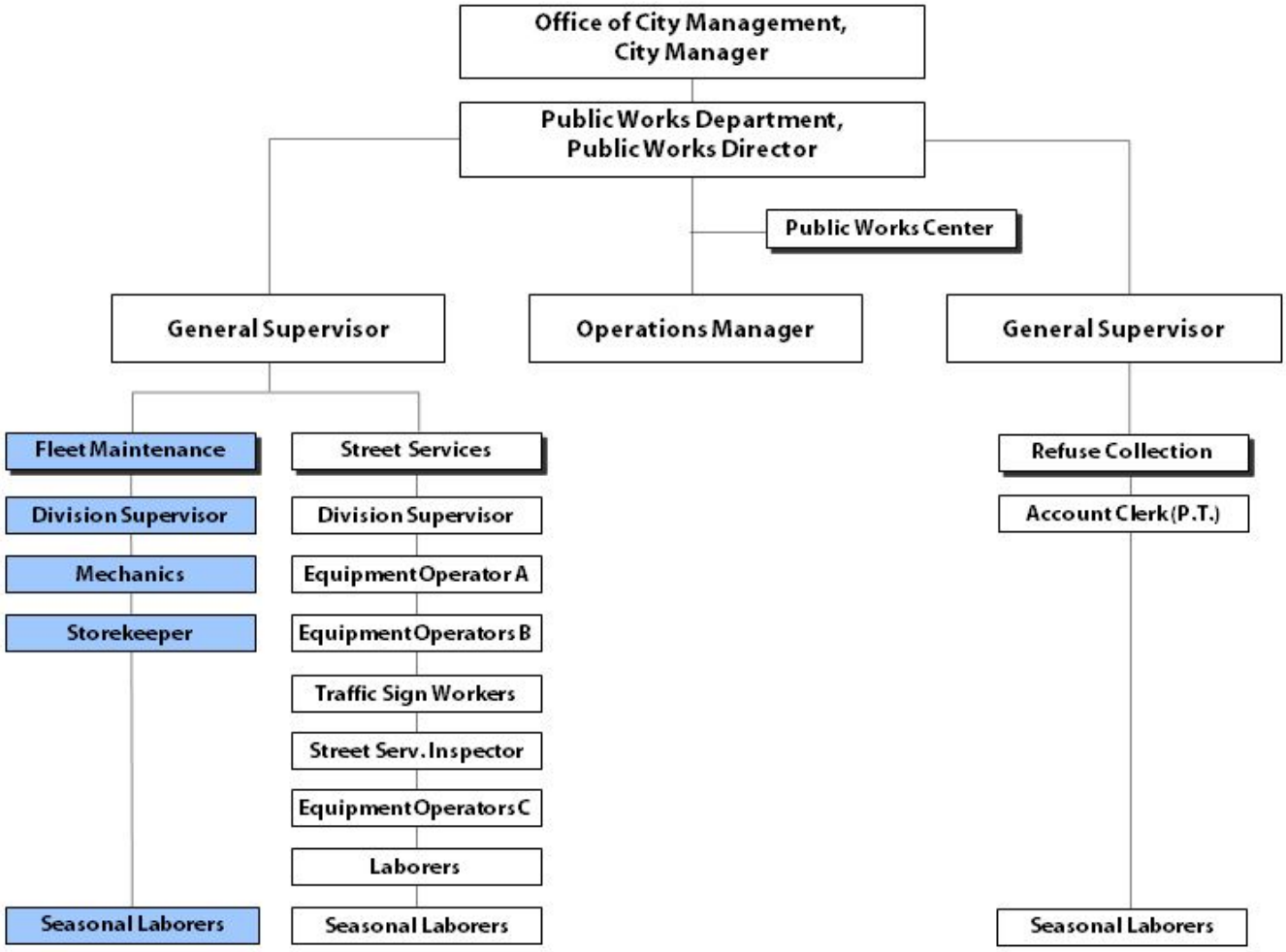
3. To integrate a new fuel tracking system that will help keep scheduled preventative maintenance from being overlooked on City vehicles and equipment. *(City Goal 2)*

4. To remove and auction off most City-owned vehicles that are ten years old or more. *(City Goal 6)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Full Service Preventive Maintenances Performed | 395 | 423 | 353 | 400 | 385 | 400 |
| | Preseason Maintenance - Trucks with Plows | 48 | 50 | 50 | 50 | 50 | 50 |
| | Preseason Maintenance - Snow Plows | 48 | 50 | 50 | 50 | 50 | 50 |
| | Preseason Maintenance - Salt Spreaders | 21 | 23 | 23 | 21 | 21 | 21 |
| | Preseason Maintenance - Street Sweepers | 4 | 4 | 4 | 4 | 4 | 4 |
| | Fire Trucks Prepared & Pump Tested | 10 | 10 | 10 | 10 | 10 | 10 |
| | Vehicle Tires Replaced | 488 | 508 | 520 | 500 | 500 | 500 |
| | Safety Inspections Conducted on Hoists | 16 | 11 | 12 | 16 | 16 | 16 |
| | Material Safety Data Sheets Maintained | 400 | 400 | 400 | 400 | 400 | 400 |
| *Efficiency & Effectiveness* | % of Preventive Maint. Performed on Schedule | 85% | 90% | 85% | 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 | 88 | 88 | 87 | 86 | 90 | 90 |
| | Average Age of Police Vehicles (Years) | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 |
| | Average Age of Fire Engines (Years) | 13.0 | 14.0 | 13.0 | 15.0 | 13.0 | 13.0 |
| | % 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 | $26.94 | $25.31 | $27.22 | * | * | * |
| | Preventive Maintenance Cost of a Passenger Car | $60.42 | $61.19 | $63.03 | * | * | * |
| | Activity Expenditures as % of General Fund | 2.90% | 3.24% | 2.70% | 3.05% | 2.99% | 2.93% |

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

# Fleet Maintenance




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Division Supervisor | 1 | 1 | 1 |
| Mechanic | 10 | 11 | 11 |
| Storekeeper | 1 | 1 | 1 |
| Laborer | 0 | 1 | 0 |
| Seasonal Laborer (P.T.) | 1 | 2 | 2 |
| Total | 13 | 16 | 15 |

# Fleet Maintenance

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

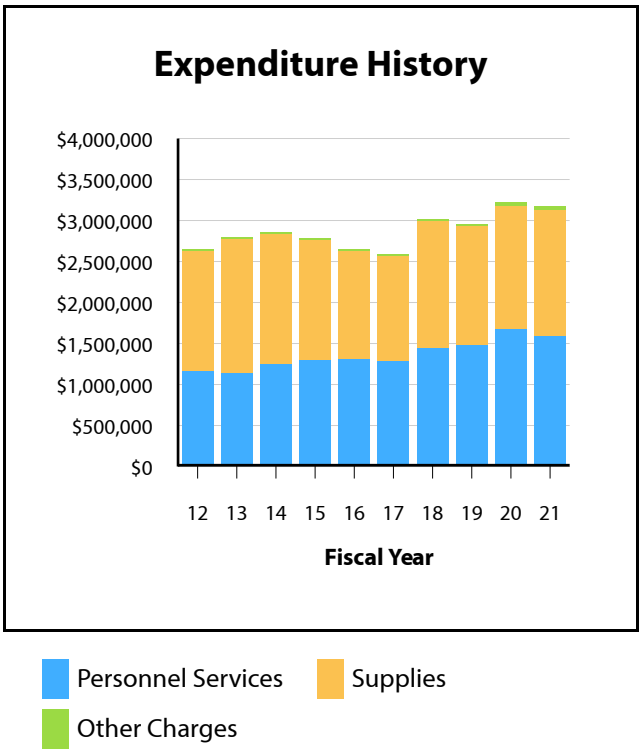
***The total budget decreased by 1.7%.***

**Personnel Services** - Total Decrease $82,340 or 4.9%

- $45,800 savings due to the elimination of the full-time laborer position from this department
- $18,800 savings due to bank payouts for retirements in the prior year
- $5,300 savings in health care due to changes in coverages and increased employee cost share
- $26,300 savings due to staff turnover
- $14,800 savings due to a decrease in the contribution to the Retiree Medical Plan (OPEB), offset by:
- $20,600 increase due to contractual wage adjustments
- $11,800 increase due to required funding for pension liabilities

**Supplies** - Total Supplies increased $26,500 or 1.8%. Fuel costs increased $25,000 based on recent expenditure trends. Operating supply costs rose $1,000, as more small hand tools and fasteners need to be replenished. Funding for vehicle fluids and lubricants increased slightly by $500.

**Other Charges** - Total Other Charges increased $1,580 or 3.9% due to the increased cost of equipment maintenance and existing software support fees. Educational funding also increased $710 for training seminars and certification renewals next year. $500 was saved, as fewer repairs are anticipated on department radios.




**Capital** - Total Capital of $24,500 is proposed to replace a 1997 vehicle, with over 100,000 miles, that is used to pick up and deliver repair parts for all City vehicles.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $1,484,262 | $1,681,700 | $1,553,220 | $1,599,360 | $1,599,360 |
| **Supplies** | 1,457,517 | 1,500,800 | 1,565,700 | 1,527,300 | 1,527,300 |
| **Other Charges** | 16,661 | 40,800 | 40,670 | 42,380 | 42,380 |
| **Total** | $2,958,440 | $3,223,300 | $3,159,590 | $3,169,040 | $3,169,040 |

# 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 new Public Works building is designed to allow natural light into the repair bays, reducing the need for electric lighting?***

# Public Works Center

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

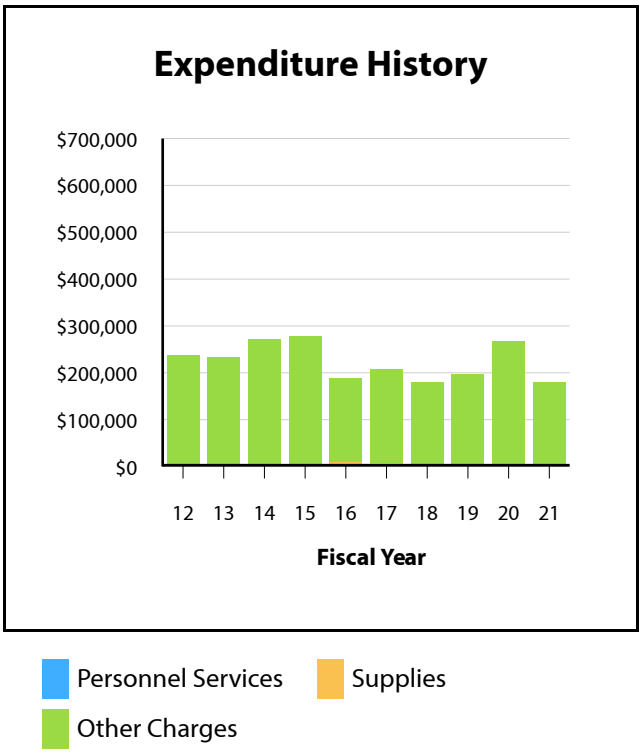
***The total budget decreased by 32.2%.***

**Personnel Services** - There is no staff assigned to this division.

**Supplies** - Total Supplies increased $380 or 6.2% 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 decreased $86,250 or 33.1%. The budget decreased $85,000 as funding for retention pond maintenance, including the spraying and cutting of Phragmites, was reassigned to the Streets division. $5,000 was saved due to the prior year one-time funding of specialized training for department staff. Utility costs fell $2,000 based on recent expenditure trends. Funding for building maintenance costs decreased $2,000 and medical services fell $500, as both can be reduced based on the current year's estimated expenditure usage. An increase of $600 is needed for State radio fees. $250 was added to fund local meeting costs.

**Capital** - There is no Capital proposed for this division.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Supplies** | 6,913 | 6,120 | 6,120 | 6,500 | 6,500 |
| **Other Charges** | 190,204 | 260,400 | 245,050 | 174,150 | 174,150 |
| **Total** | $197,117 | $266,520 | $251,170 | $180,650 | $180,650 |

# 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 curbside collection of recyclable material is available for $57 per year?***

# Refuse Collection

## *2020/21 PERFORMANCE OBJECTIVES*

1. To create a thorough public education program to reduce contamination levels in recycling. *(City Goal 1, 4, 24)*

2. To seek grant funding for enhanced recycling options. *(City Goal 1, 4, 7)*

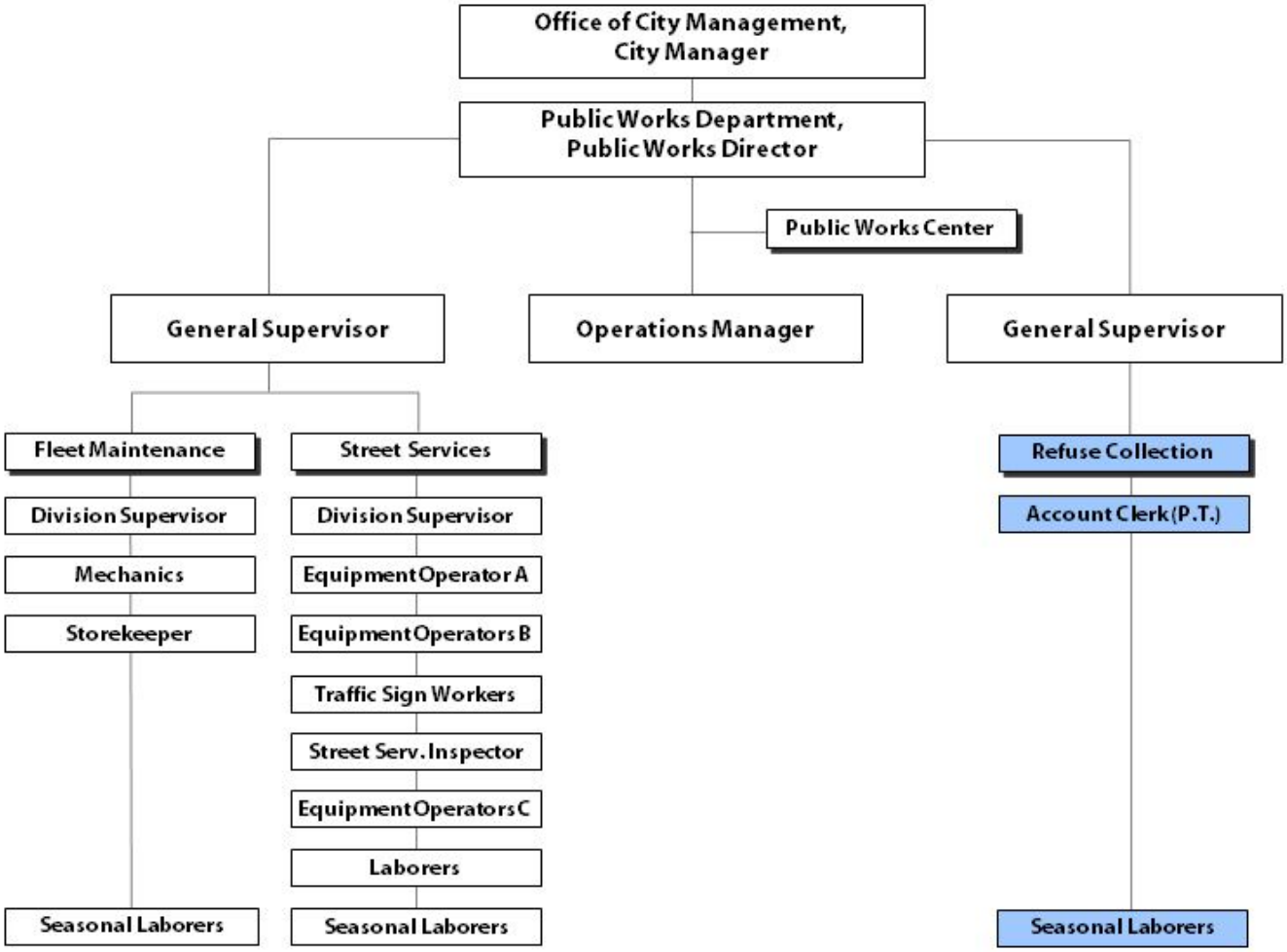
3. To transition apartment and condominium bulk open refuse set outs to dumpsters or carts. *(City Goal 1, 12, 14)*

4. To review the option to modify the refuse contract to reduce costs and improve service. *(City Goal 1, 3, 6)*

5. To research a recycled art project for mobile display at City campuses. *(City Goal 24)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Curbside Refuse Collection Points (Per Week) | 39,835 | 39,912 | 39,932 | 40,000 | 41,000 | 41,000 |
| | Cubic Yards of Refuse Landfilled | 110,490 | 112,580 | 111,951 | 115,000 | 120,000 | 120,000 |
| | Tons of Yard Waste Composted/Diverted | 12,489 | 9,586 | 14,663 | 12,000 | 17,000 | 15,000 |
| | Christmas Trees Chipped and Composted | 1,683 | 492 | 843 | 1,300 | 1,300 | 1,000 |
| | Cubic Yards of Plastics Recycled (Recycling Center) | 347 | 254 | 285 | 300 | 300 | 300 |
| | Tons of Paper Recycled (Recycling Center) | 952 | 892 | 814 | 1,300 | 1,000 | 1,000 |
| | Curbside Recycling Subscribers | 4,500 | 5,863 | 6,172 | 7,000 | 7,000 | 7,500 |
| | Curbside Recycling Volume (tons) | 1,520 | 1,867 | 1,920 | 2,500 | 2,500 | 3,000 |
| *Efficiency & Effectiveness* | Refuse Violations Tagged by Contractor | 19 | 120 | 134 | 250 | 250 | 300 |
| | % of Refuse Collection Stops Making Complaints | 0.20% | 0.09% | 0.09% | 0.10% | 0.10% | 0.09% |
| | % of Trouble Calls Remedied within 24 Hours | 100% | 99% | 99% | 100% | 100% | 100% |
| | Reduction in Landfill Volume vs. 1989/1990 | 48.0% | 48.0% | 48.0% | 48.0% | 48.0% | 48.0% |
| | Refuse Collection Costs per Capita | $33.81 | $33.94 | $34.09 | $34.22 | $34.88 | $35.29 |
| | Refuse Collection Millage Rate | 1.11 | 1.08 | 1.04 | 1.00 | 1.00 | 0.96 |
| | Refuse Cost for Average Homeowner | $72 | $70 | $74 | $76 | $76 | $74 |
| | Net Cost to Operate Two Recycling Centers | $125,170 | $180,000 | $119,300 | $170,000 | $120,000 | $125,000 |
| | Recycling Costs Per Ton Recycled | $37.25 | $37.50 | $38.00 | $39.00 | $39.00 | $39.00 |
| | Cost to Collect/Dispose of Refuse (1 cubic yard) | $40.16 | $39.64 | $40.12 | $39.28 | $38.37 | $38.89 |
| | Activity Expenditures as % of General Fund | 4.96% | 4.80% | 4.10% | 4.28% | 4.36% | 4.32% |

# Refuse Collection




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Account Clerk (P.T.) | 1 | 1 | 1 |
| Seasonal Laborer (P.T.) | 3 | 3 | 4 |
| Total | 4 | 4 | 5 |

# Refuse Collection

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

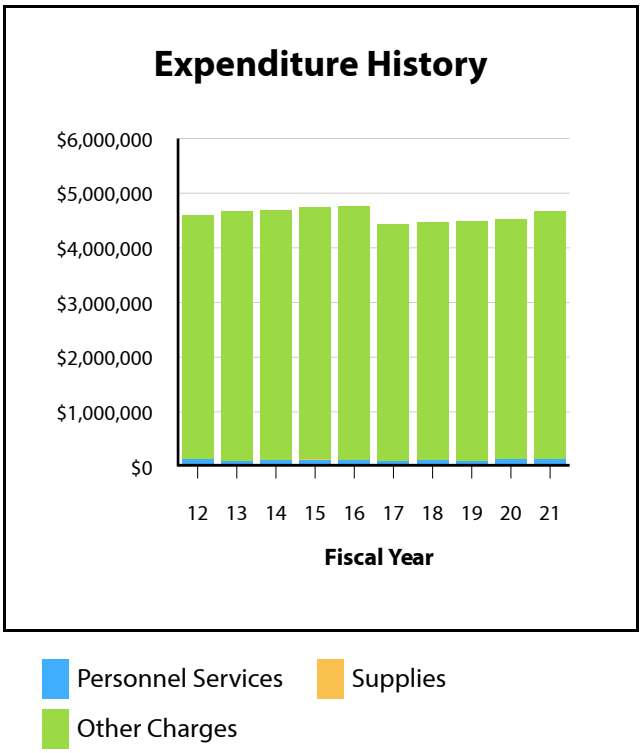
***The total budget increased by 3.3%.***

**Personnel Services** - Total Decrease $1,510 or 1.1%. There were no significant personnel changes.

**Supplies** - Total Supplies decreased $500 or 33.3%, as fewer supplies and small tools need to be replenished.

**Other Charges** - Total Other Charges increased $151,690 or 3.5%. Funding for rubbish removal increased $150,000, as the budget for yard waste collection is based on a greater number of weeks. Interfund service costs rose $1,640 due to slightly higher refuse personnel costs for those employees budgeted in the Water & Sewer Fund.

**Capital** - There is no Capital proposed for this division.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $111,905 | $140,690 | $129,060 | $139,180 | $139,180 |
| **Supplies** | 682 | 1,500 | 1,000 | 1,000 | 1,000 |
| **Other Charges** | 4,378,870 | 4,374,610 | 4,474,010 | 4,526,300 | 4,526,300 |
| **Total** | $4,491,457 | $4,516,800 | $4,604,070 | $4,666,480 | $4,666,480 |

# 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 63 miles of major roads and 288 miles of local roads.■

***Did you know…***
***…the Sterling Heights Street Services Division was one of the first of the surrounding communities to implement snow plow simulator training for plow truck operators to deliver better services during snow events?***

# Street Services

## *2020/21 PERFORMANCE OBJECTIVES*

1. To utilize our new street sweeper to increase the sweeping rotation through the major and residential streets from four to five times a year. *(City Goal 14, 16, 18)*

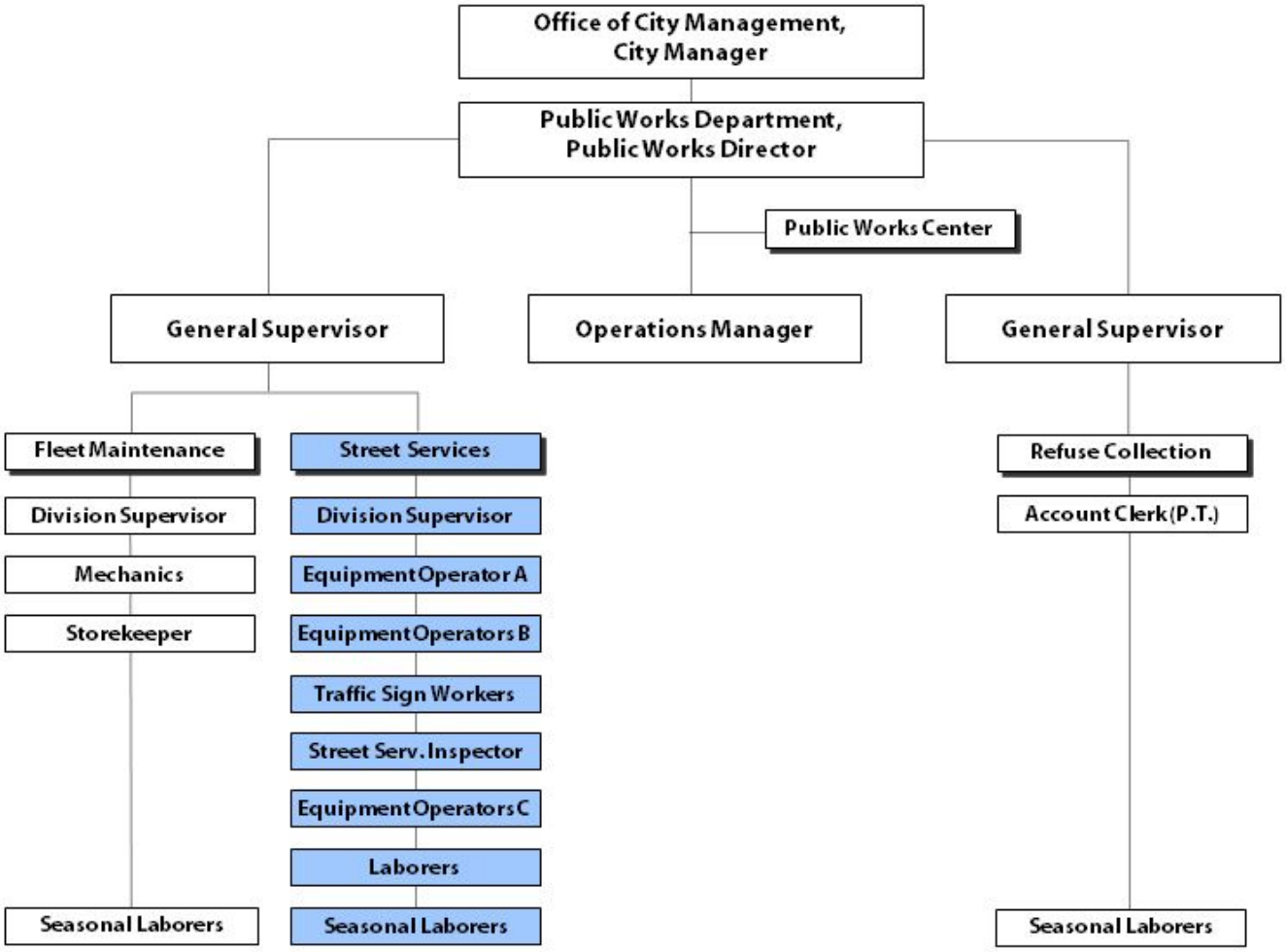
2. To create a cutting rotation for the new tractor to control the invasive phragmite population in the City's retention ponds. *(City Goal* 16, 18)

3. To continue to cross-train personnel on all equipment to increase awareness and efficiency. *(City Goal 2, 6)*

4. To repair ditches in order to improve the drainage of gravel roads. *(City Goal 16, 18)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Miles of Roads in City (Major & Local) | 349 | 351 | 351 | 351 | 351 | 351 |
| | After Hours Snow Removal Occurrences | 28 | 38 | 33 | 25 | 30 | 25 |
| | Tons of Road Salt Used | 5,328 | 9,631 | 7,123 | 5,000 | 7,000 | 8,000 |
| | Miles of Snow Fence Installation or Removal | 2.1 | 2.5 | 2.5 | 2.5 | 2.5 | 2.5 |
| | Pothole Patching - Tons of Patch Used | 543 | 1,010 | 567 | 400 | 350 | 300 |
| | Sidewalk Patching - Number of Locations | 182 | 520 | 375 | 350 | 300 | 350 |
| | Street Sweeping - Rotation (395 miles) | 3.0 | 3.0 | 3.0 | 3.0 | 4.5 | 4.0 |
| | Roadside Clean-Up Major Rds.-Revol. (107 miles) | 8 | 7 | 6 | 7 | 6 | 10 |
| | Storm Catch Basin Cleaning-Number of Locations | 1,348 | 929 | 863 | 1,200 | 500 | 1,000 |
| | Street Trees Removed (In-House/Contractor) | 134/150 | 79/214 | 123/268 | 150/300 | 170/210 | 150/300 |
| | Street Trees Planted (Subcontracted) | 404 | 655 | 466 | 500 | 500 | 700 |
| | Street Trees Pruned (Subcontracted) | 3,964 | 4,542 | 2,964 | 4,200 | 4,200 | 4,000 |
| | Street Trees Trimmed (In-House) | 1,164 | 1,054 | 1,851 | 1,000 | 1,050 | 1,000 |
| | Homeowner Tree Inquiries/Inspection Responses | 1,759 | 886 | 865 | 600 | 900 | 700 |
| | Res. Tree/Branch Chipping Req. Filled (Incl. ROW's) | 317 | 280 | 309 | 150 | 120 | 150 |
| | Traffic Sign Repairs or Replacements | 401 | 300 | 179 | 250 | 155 | 250 |
| | Gravel Roads - Lane Miles Graded | 53 | 50 | 50 | 50 | 50 | 50 |
| | Dust Control - Gallons Calcium Chloride Applied | 14,000 | 10,000 | 10,000 | 20,000 | 22,000 | 20,000 |
| | Signs Installed for Adopt-A-Road | 0 | 0 | 0 | 1 | 2 | 1 |
| | Refuse Pick-Ups Made from Adopt-A-Road | 20 | 10 | 7 | 10 | 8 | 10 |
| *Efficiency* | % of Tree Chipping Requests Completed w/i 1 week | 99% | 99% | 99% | 99% | 99% | 100% |
| | % of Emergency Calls Responded to w/i 1 hour | 100% | 100% | 100% | 100% | 100% | 100% |
| | % of Total Easement Trees Insp. due to Complaints | 10% | 10% | 70% | 30% | 90% | 30% |
| | Property Damage Due to Snow Removal Operation | $525 | $1,054 | $850 | $1,000 | $900 | $750 |
| | Street Services Cost Per Capita | $16.39 | $18.56 | $20.04 | $23.40 | $23.28 | $24.95 |
| | Activity Expenditures as % of General Fund | 2.41% | 2.63% | 2.41% | 2.93% | 2.91% | 3.05% |

# Street Services




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Division Supervisor | 1 | 1 | 1 |
| Equipment Operator A | 1 | 1 | 1 |
| Equipment Operator B | 7 | 6 | 6 |
| Traffic Sign Worker | 2 | 2 | 2 |
| Street Services Inspector | 1 | 1 | 1 |
| Equipment Operator C | 2 | 6 | 6 |
| Laborer | 4 | 4 | 4 |
| Seasonal Laborer (P.T.) | 6 | 7 | 10 |
| Total | 24 | 28 | 31 |

# Street Services

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

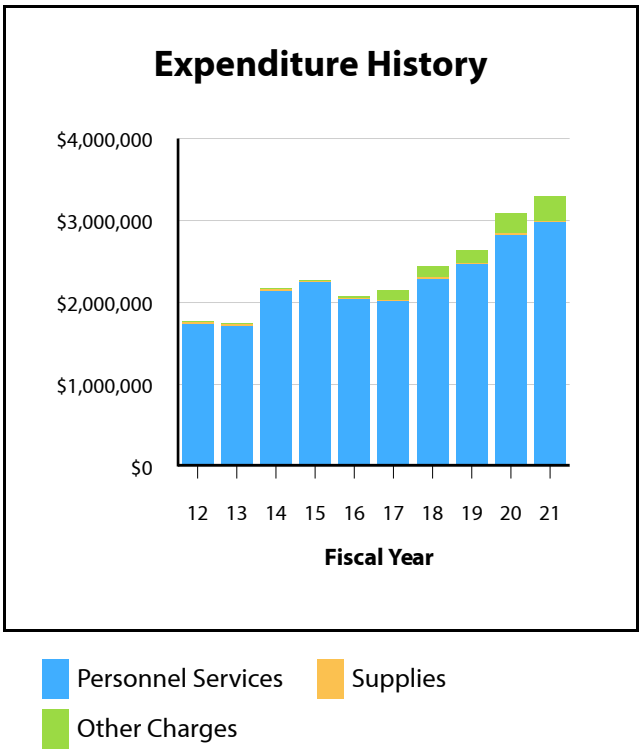
***The total budget increased by 6.8%.***

**Personnel Services** - Total Increase $151,940 or 5.4%

- $70,000 due to contractual wage adjustments
- $75,000 due to the addition of three part-time Laborers to replace contractual snow plowing services
- $21,500 due to required funding for pension liabilities
- $13,200 due to an increase in health insurance rates, offset by:
- Savings of $26,900 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies increased $400 or 2.6% due to the higher cost and greater need for small hand-held equipment and personal protective gear.

**Other Charges** - Total Other Charges increased $57,630 or 23.8%. The budget increased $105,000 as funding for retention pond maintenance was reassigned to the Street Services division. This includes an increase in funding of $20,000 for the spraying and cutting of Phragmites in retention ponds and ditches to help prevent flooding issues. Water costs rose $20,000 for new irrigation recently installed in city medians and rights-of-way. Less budgeted funding is needed for contractual snow plowing services due to the addition of three part-time Laborers, saving the City approximately$93,000.




**Capital** - Total Capital of $369,000 is proposed. $84,000 is budgeted for two 4x4 Pickup Trucks with Plows to replace high-mileage vehicles utilized in daily operations. $285,000 is for a Tandem Axle Dump Truck with Plow to replace a 22-year old truck used for snow removal, road grading, paving projects, and other road maintenance duties.

## FUNDING LEVEL SUMMARY

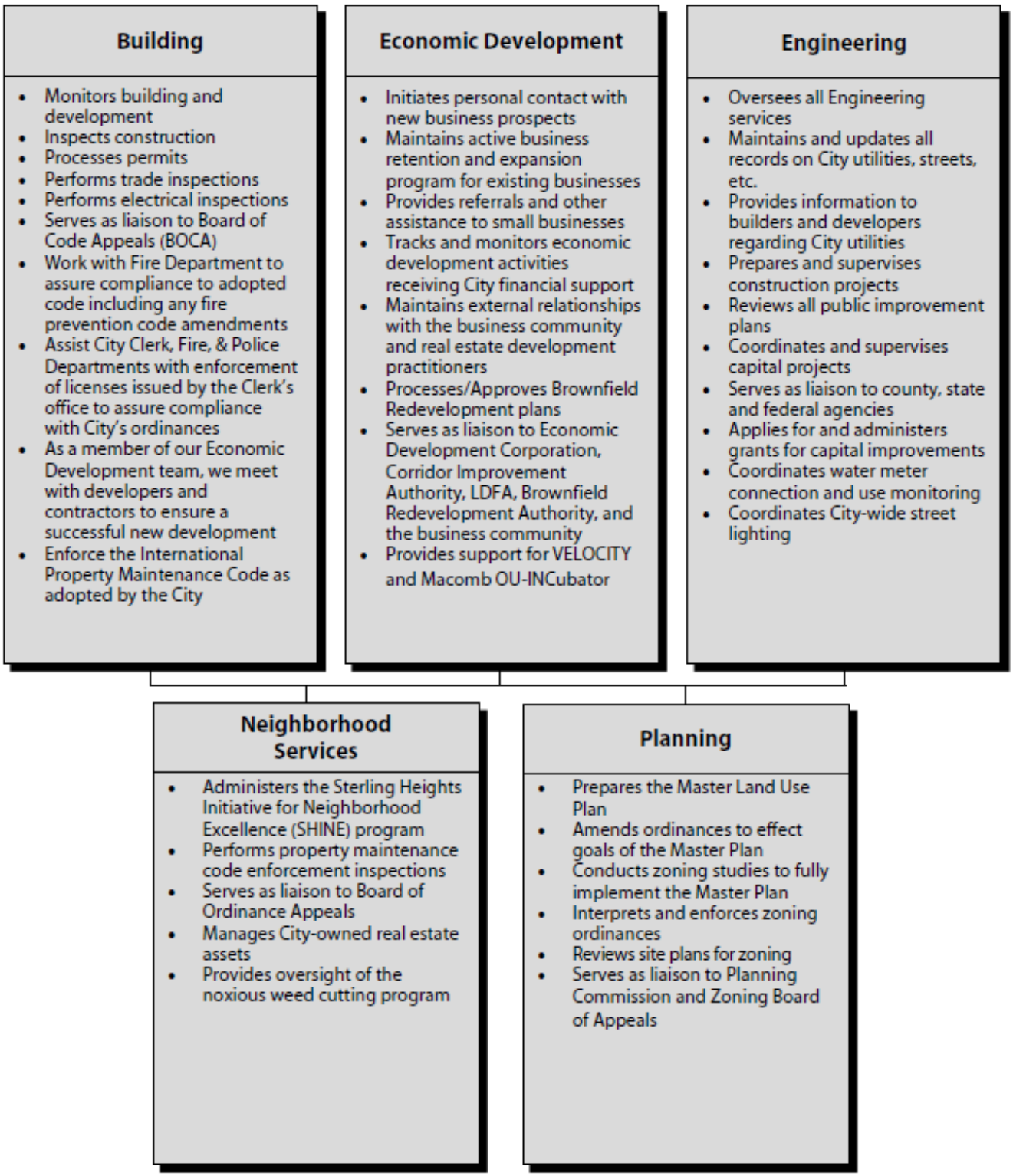
| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $2,476,763 | $2,831,780 | $2,782,350 | $2,983,720 | $2,983,720 |
| **Supplies** | 14,998 | 15,600 | 15,600 | 16,000 | 16,000 |
| **Other Charges** | 147,994 | 241,870 | 274,400 | 299,500 | 299,500 |
| **Total** | $2,639,755 | $3,089,250 | $3,072,350 | $3,299,220 | $3,299,220 |

# City Development Department



# FUNCTIONAL ORGANIZATION CHART

## *City Development Department*



# DEPARTMENT AT A GLANCE

## *City Development Department*

### BUDGET SUMMARY

*The City Development Department budget increased $70,710 or 1.4%. Personnel costs increased $114,450 or 2.5% due to contractual wage adjustments and an increase in health insurance rates. Supplies increased $3,320 or 14.1% primarily due to materials for Building Safety month and the Safe Homes Task Force. Other Charges decreased $46,310 or 10.6% primarily due to a reduction on contracted services for Economic Development.*



### FUNDING LEVEL SUMMARY

| | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget | % Change From 19/20 |
|---|---|---|---|---|---|
| **Building** | $2,328,160 | $1,076,430 | $1,136,430 | $1,153,520 | 1.5% |
| **Economic Development** | 318,290 | 324,800 | 439,370 | 386,890 | -11.9% |
| **Engineering** | 1,300,040 | 1,361,010 | 1,411,070 | 1,439,300 | 2.0% |
| **Neighborhood Services** | 1,525,150 | 1,641,600 | 1,792,390 | 1,848,850 | 3.1% |
| **Planning** | 172,070 | 255,810 | 277,020 | 298,430 | 7.7% |
| **Total Department** | $5,643,710 | $4,659,650 | $5,056,280 | $5,126,990 | 1.4% |
| | | | | | |
| **Personnel Services** | $4,543,140 | $4,382,110 | $4,594,880 | $4,709,330 | 2.5% |
| **Supplies** | 61,840 | 21,910 | 23,530 | 26,600 | 14.1% |
| **Other Charges** | 1,038,730 | 255,630 | 437,870 | 391,060 | -10.6% |
| **Total Department** | $5,643,710 | $4,659,650 | $5,056,280 | $5,126,990 | 1.4% |

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

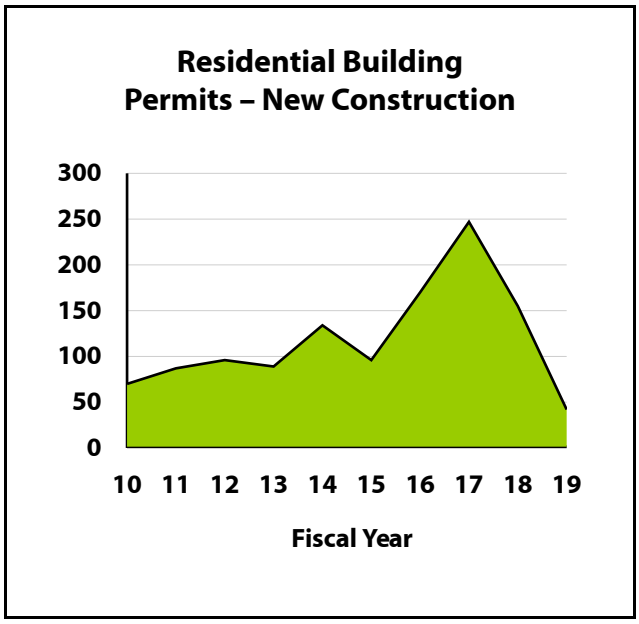
### PERSONNEL SUMMARY

| | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | |
|---|---|---|---|---|---|---|---|---|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| **Building** | 10 | 0 | 7 | 1 | 7 | 1 | 7 | 1 |
| **Economic Development** | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 |
| **Engineering** | 8 | 1 | 8 | 2 | 8 | 2 | 8 | 2 |
| **Neighborhood Services** | 9 | 11 | 8 | 12 | 8 | 13 | 8 | 13 |
| **Planning** | 1 | 0 | 2 | 0 | 2 | 0 | 2 | 0 |
| **Total Department** | 29 | 12 | 26 | 15 | 26 | 16 | 26 | 16 |

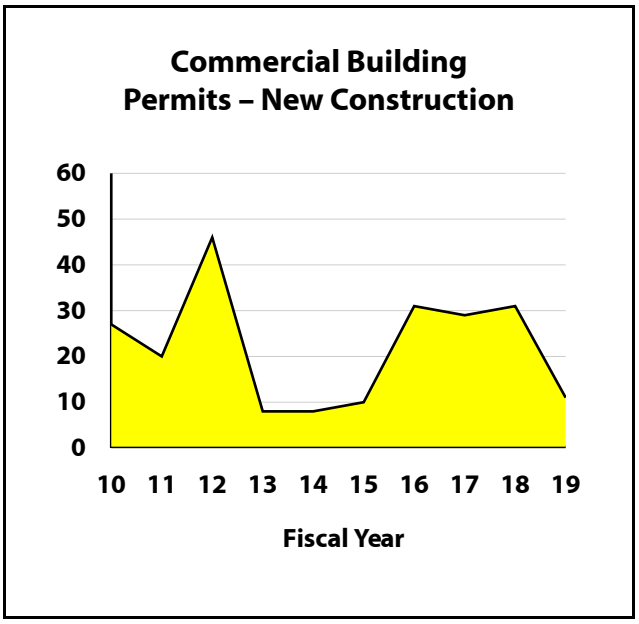
**Excludes Boards & Commissions.**

# KEY DEPARTMENTAL TRENDS

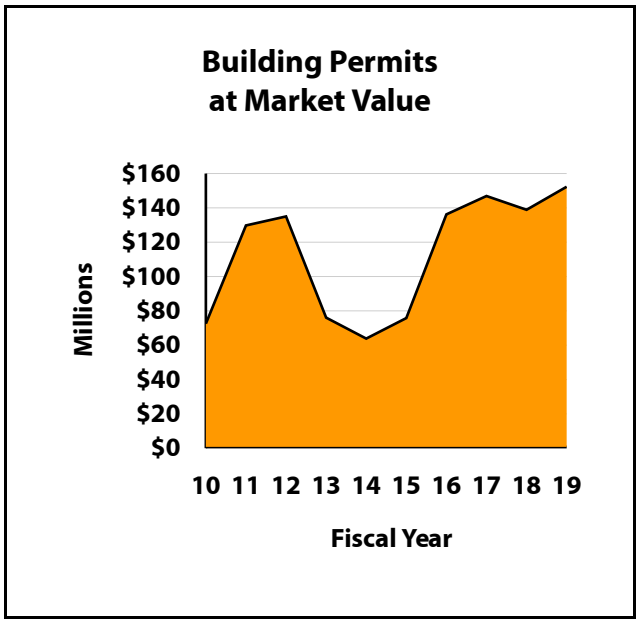
## *City Development Department*



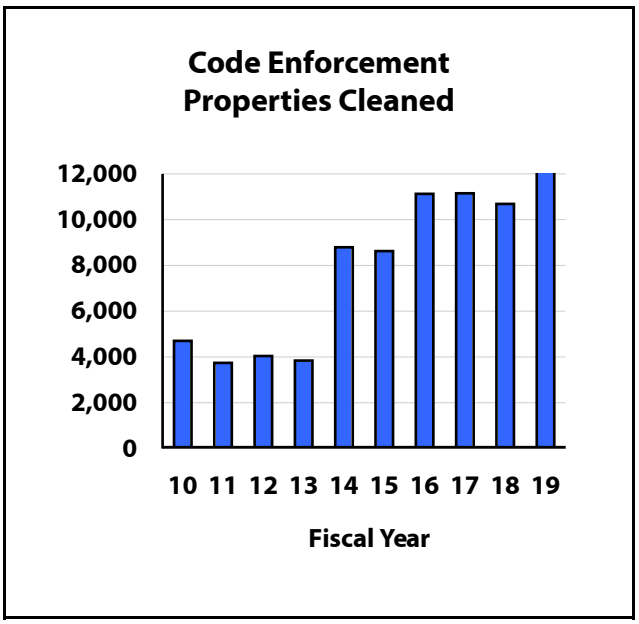

The number of residential building permits has remained relatively stable over the past ten years, peaking in 2017 at 247.




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 remained relatively stable.




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 has continued at a high level since 2016.




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 partners with our local Home Depot to host an event in May to promote the nationally recognized Building Safety Month?***

# Building

## *2020/21 PERFORMANCE OBJECTIVES*

1. To implement a process for tracking and addressing properties that have been placed in our Safe Homes Task Force database. *(City Goal 2, 6, 13, 24)*

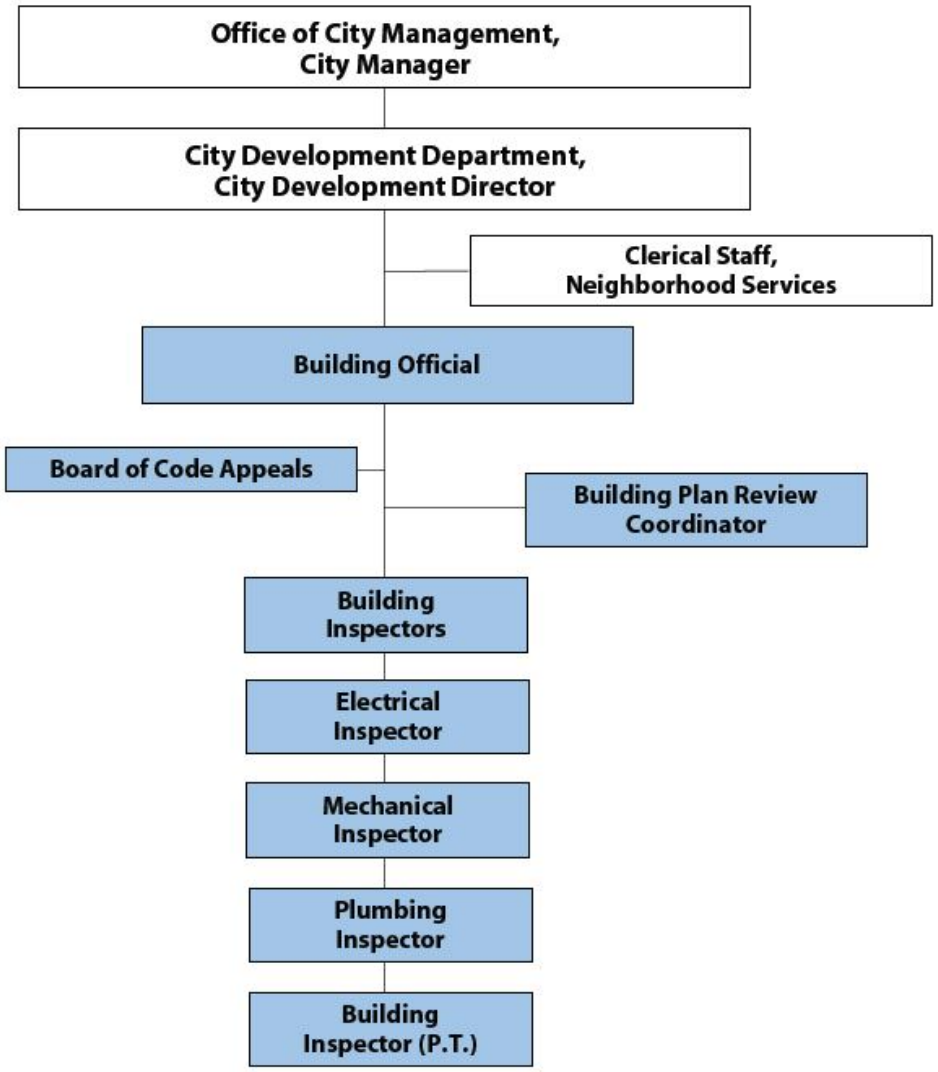
2. To host an annual forum with commercial property owners, architects, engineers and developers to gain their feedback on our development process. *(City Goal 3, 4, 20, 21, 22)*

3. To host a homeowner symposium during Building Safety Month for residents that would like to know the City's requirements for various residential projects they are considering doing at their homes. *(City Goal 6, 12, 24, 25)*

4. To create a customer service survey to send electronically to those who have dealt with the Building office on various types of projects. *(City Goal 13, 24)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Total Permits Issued | 6,972 | 7,043 | 6,266 | 7,170 | 6,945 | 7,120 |
| | Building Permits Issued | 2,464 | 2,110 | 1,883 | 2,100 | 2,100 | 2,150 |
| | Mechanical Permits Issued | 1,848 | 2,210 | 1,624 | 1,900 | 1,700 | 1,800 |
| | Plumbing Permits Issued | 999 | 890 | 832 | 1,210 | 1,250 | 1,250 |
| | Electrical Permits Issued | 1,007 | 1,153 | 1,141 | 1,345 | 1,300 | 1,300 |
| | Special Inspection Permits Issued | 139 | 170 | 267 | 150 | 180 | 180 |
| | Fence Permits Issued | 399 | 394 | 372 | 290 | 290 | 290 |
| | Fire Alarm Permits Issued | 50 | 43 | 67 | 85 | 50 | 70 |
| | Fire Suppression Permits Issued | 66 | 73 | 80 | 90 | 75 | 80 |
| | Total Inspections Performed | 17,470 | 19,692 | 19,018 | 22,800 | 22,300 | 23,850 |
| | Building Inspections | 6,937 | 8,801 | 9,153 | 10,200 | 10,000 | 11,000 |
| | Mechanical Inspections | 3,151 | 3,421 | 3,593 | 4,100 | 3,800 | 4,000 |
| | Plumbing/Fence Inspections | 3,618 | 3,168 | 3,467 | 3,700 | 3,400 | 3,700 |
| | Electrical Inspections | 2,364 | 2,702 | 2,805 | 3,000 | 3,200 | 3,200 |
| | # of Follow-Up Inspection Communications | 1,400 | 1,600 | 1,700 | 1,800 | 1,900 | 1,950 |
| | Ordinance Complaint Tickets Issued | 1 | 2 | 11 | 12 | 0 | 0 |
| | Board of Code Appeals Applications | 4 | 4 | 4 | 5 | 4 | 4 |
| *Efficiency & Effectiveness* | Insurance Service Office (ISO) Rating | 3 | 3 | 3 | 3 | 3 | 3 |
| | % of Inspections Performed on Schedule | 98% | 98% | 98% | 95% | 98% | 98% |
| | % of Commercial Plans Reviewed w/i 20 days | 100% | 100% | 95% | 95% | 95% | 95% |
| | % of Residential Plans Reviewed w/i 10 days | 100% | 95% | 95% | 95% | 95% | 95% |
| | Average No. of Inspections per Budgeted Inspector | 3,176 | 3,282 | 2,926 | 3,510 | 3,430 | 3,670 |
| | Market Value of Building Permits (Millions) | $146.9 | $138.9 | $152.3 | $160.0 | $170.0 | $165.0 |
| | Permits Issued via City's Website | 362 | 566 | 791 | 800 | 1,580 | 1,600 |
| | Activity Expenditures as % of General Fund | 2.25% | 2.51% | 0.98% | 1.08% | 1.07% | 1.07% |

# Building




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Building Official | 1 | 1 | 1 |
| Building Plan Review Coordinator | 1 | 1 | 1 |
| Building Inspector | 2 | 2 | 2 |
| Building Inspector (P.T.) | 1 | 1 | 1 |
| Electrical Inspector | 1 | 1 | 1 |
| Mechanical Inspector | 1 | 1 | 1 |
| Plumbing Inspector | 1 | 1 | 1 |
| Total | 8 | 8 | 8 |

# Building

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

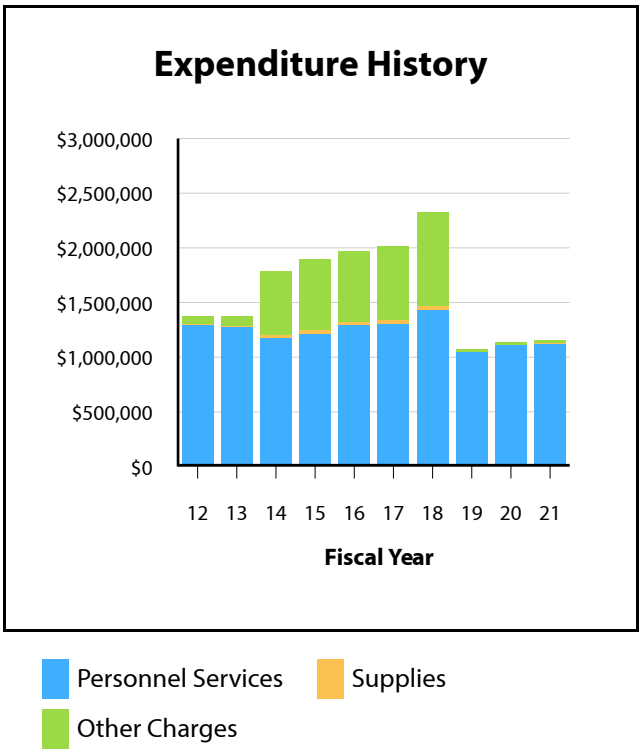
***The total budget increased by 1.5%.***

**Personnel Services** - Total Increase $10,770 or 1.0%

- $8,000 due to contractual wage adjustments
- $6,800 increase due to required funding for pension liabilities
- $8,900 due to an increase in health insurance rates and changes in coverages, offset by:
- Savings of $10,200 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies increased $2,570 or 33.3%. Operating supply costs increased $1,570 for the purchase of promotional items for Building Safety Month, as well as protective gear for the Safe Homes Task Force. $850 was added for the one-time purchase of updated commercial building code books.

**Other Charges** - Total Other Charges increased $3,750 or 20.4%. BS&A software support fees increased $2,930. $300 was added for printed marketing materials for Building Safety Month. Telephone costs increased $300 to include funding for an additional smartphone for the Safe Homes Task Force. Two additional memberships for Inspectors are funded for $240 and educational funding increased slightly by $170.




**Capital** - Total Capital of $18,820 is proposed. $17,780 is budgeted for five Dell Canvas Plan Review Computers for the electronic review of construction plans, which will help shorten permit processing times and reduce paper requirements. A personal computer is budgeted for $1,040 to replace an existing five-year old unit.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $1,045,388 | $1,110,300 | $1,098,380 | $1,121,070 | $1,121,070 |
| **Supplies** | 5,743 | 7,720 | 7,170 | 10,290 | 10,290 |
| **Other Charges** | 25,300 | 18,410 | 20,440 | 22,160 | 22,160 |
| **Total** | $1,076,431 | $1,136,430 | $1,125,990 | $1,153,520 | $1,153,520 |

# 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 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.***

***Did you know…***
***…the office of Economic Development is working collaboratively with other partners to create a Robotics Collaboration Center to support FIRST Robotics and similar STEM-related programming in local high schools?***

# Economic Development

## *2020/21 PERFORMANCE OBJECTIVES*

1. To successfully implement a co-working program at the Velocity Collaboration Center. *(City Goal 20, 21)*

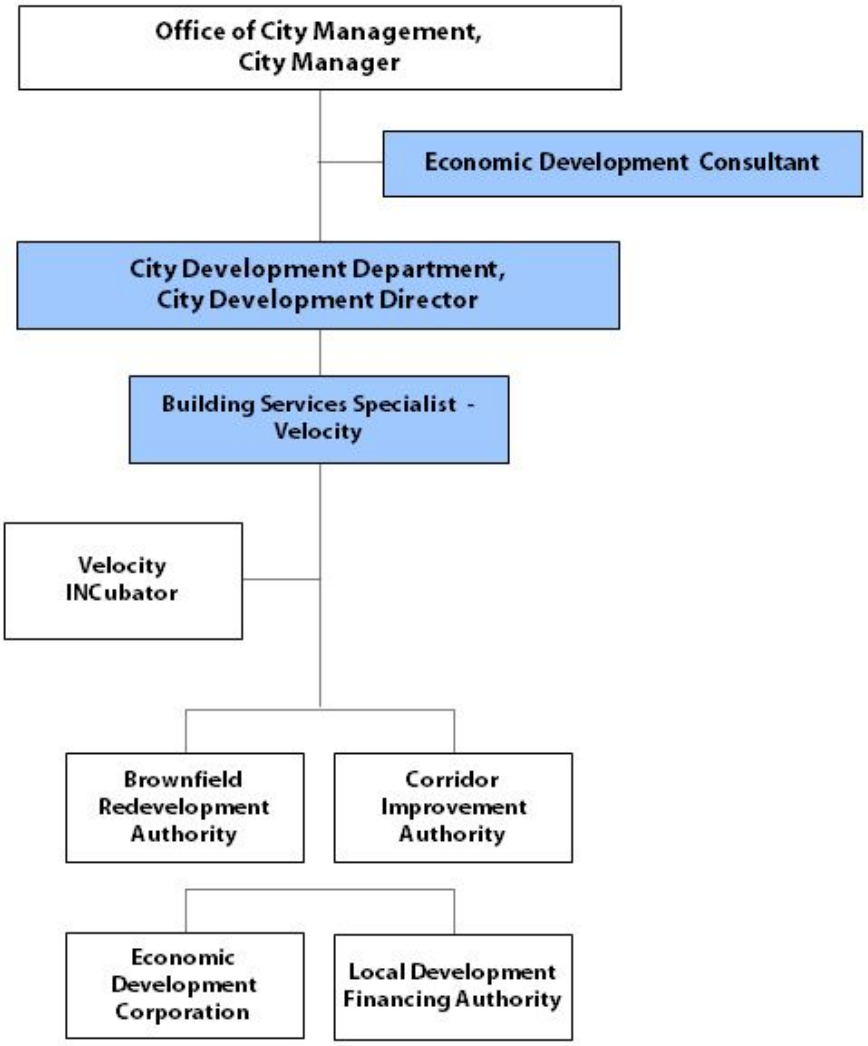
2. To develop a focused manufacturing support strategy for growth and acceleration of existing businesses located in the Sterling Innovation District. *(City Goal 20, 21)*

3. To work with the new owners of Lakeside to develop a comprehensive development strategy that will enable a long-term, economically viable Lakeside Shopping District. *(City Goal 20, 21, 22)*

4. To create a fresh approach to the Corridor Improvement Authority that leverages the assets of the area to build a better sense of place and economic opportunity. *(City Goal 20, 21)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Business Retention/Attraction Contacts Made | 40 | 108 | 138 | 85 | 120 | 95 |
| | Redevelop. Projects (Comm. >20K s.f. & Ind. >$500K) | 3 | 10 | 8 | 6 | 8 | 5 |
| | State & Federal Legislative Contacts Made | 3 | 20 | 19 | 5 | 15 | 5 |
| | Banking & Real Estate Contacts Made | 75 | 79 | 48 | 75 | 20 | 25 |
| | LDFA Meetings Held | 4 | 8 | 7 | 9 | 7 | 8 |
| | Meetings with Chambers of Commerce | 8 | 15 | 14 | 10 | 12 | 12 |
| | Targeted Industry Events Attended | 3 | 15 | 21 | 10 | 15 | 12 |
| | Velocity Partner Meetings Held | 3 | 9 | 20 | 10 | 25 | 10 |
| | Economic Development Partner Meetings | 24 | 26 | 42 | 20 | 30 | 20 |
| | Velocity Events & Meetings Held | 132 | 71 | 77 | 100 | 80 | 100 |
| | Business Awards Presented | 5 | 6 | 5 | 5 | 5 | 5 |
| | Hits on City's Econ. Develop. Website (Home Page) | 2,449 | 1,840 | 1,619 | 2,000 | 1,600 | 2,000 |
| *Efficiency & Effectiveness* | Velocity Center Number of Businesses | 20 | 19 | 17 | 14 | 17 | 17 |
| | Velocity Center Occupancy Rate | 91% | 90% | 100% | 88% | 100% | 100% |
| | Businesses and/or Participants at Velocity Events | 2,984 | 1,657 | 2,931 | 2,800 | 2,800 | 3,000 |
| | Value of Redevelop. Projects & New Investments | $91M | $82M | $104M | $50M | $80M | $50M |
| | Grant Dollars Provided to Small Businesses | $97,000 | $57,782 | $30,000 | $60,000 | $15,000 | $15,000 |
| | Industrial Vacancy Rate | 1.00% | 2.00% | 1.40% | 2.50% | 4.00% | 5.00% |
| | Retail Vacancy Rate | 6.70% | 4.00% | 4.30% | 5.00% | 4.00% | 5.00% |
| | City Unemployment Rate (April) | 3.7% | 3.4% | 3.7% | 4.3% | 3.5% | 3.7% |
| | Activity Expenditures as % of General Fund | 0.42% | 0.34% | 0.30% | 0.42% | 0.41% | 0.36% |

# Economic Development




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Building Services Specialist - Velocity | 1 | 1 | 1 |
| Total | 1 | 1 | 1 |

# Economic Development

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 11.9%.***

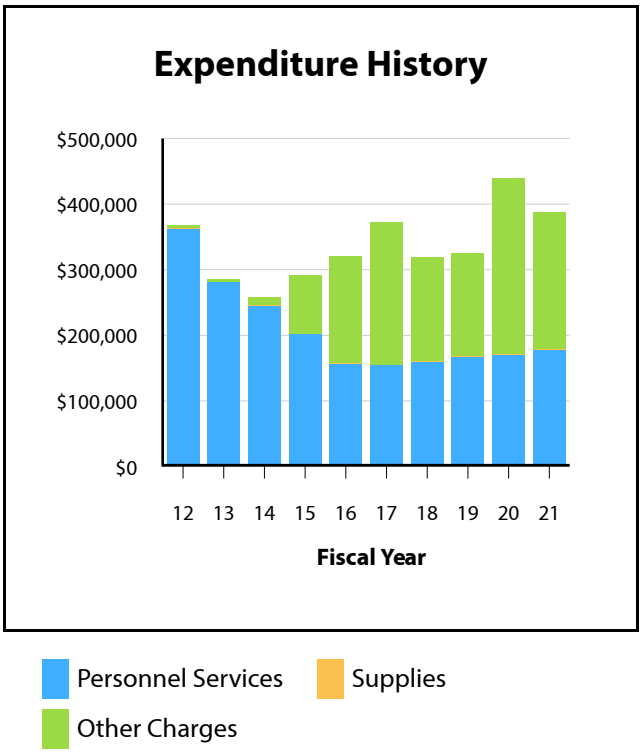
**Personnel Services** - Total Increase $7,970 or 4.7%

- $1,500 due to contractual wage adjustments
- $1,600 due to required funding for pension liabilities
- $8,000 due to an increase in required overtime to manage the Velocity building
- $1,400 due to increases in health insurance and other benefits, offset by:
- Savings of $5,100 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**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 decreased $60,450 or 22.5%. Contracted service costs decreased $60,500 to bring the budget in line with the current year's estimated expenditure usage, as additional economic development consultant services have not been required.

**Capital** - There is no Capital proposed for this office.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $168,185 | $170,920 | $180,350 | $178,890 | $178,890 |
| **Supplies** | 13 | 200 | 120 | 200 | 200 |
| **Other Charges** | 156,601 | 268,250 | 257,550 | 207,800 | 207,800 |
| **Total** | $324,799 | $439,370 | $438,020 | $386,890 | $386,890 |

**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…***
***…the City contains over 700 miles of sidewalks and trails, and if straightened out could provide a paved path to Atlanta, Georgia?***

# Engineering

## *2020/21 PERFORMANCE OBJECTIVES*

1. To work with the Innovate Mound project team to ensure City goals and vision are best implemented in the design and bid procurement process. *(City Goal 1, 16, 17, 18)*

2. To continue the implementation of the digital site plan review process to aid in improving our development-friendly community. *(City Goal 6, 20)*

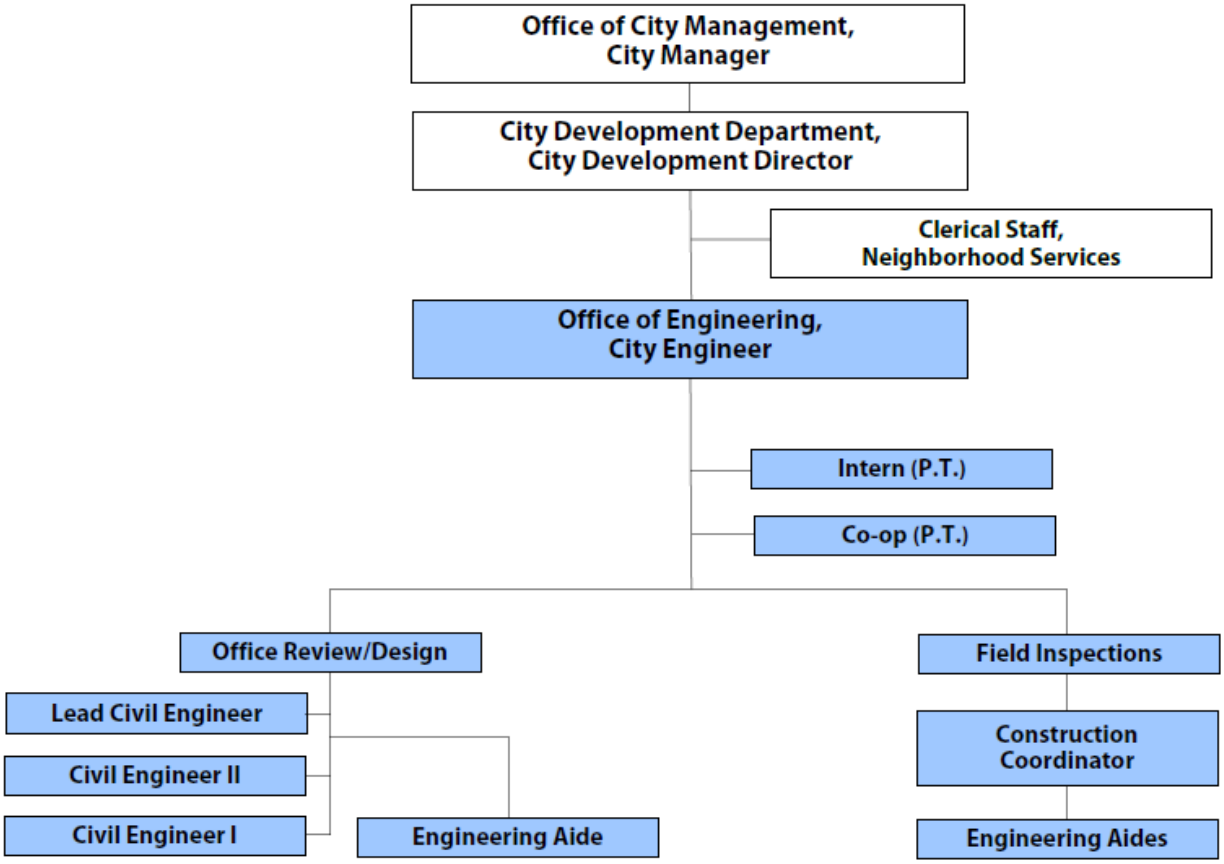
3. To implement the 5-year road plan and continue to look for ways to improve and build upon the current plan. *(City Goal 16, 17, 18)*

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 14, 16, 18)*

5. To create plans and specifications, and to administer contracts for various capital improvements including water main, sanitary sewer, drain, road and sidewalk projects. *(City Goal 16,1 7, 18)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Site Plans Approved | 36 | 38 | 22 | 30 | 25 | 30 |
| | Land Divisions Reviewed | 24 | 11 | 18 | 15 | 20 | 20 |
| | Plot Plans/Grading Plans Approved | 106 | 62 | 70 | 50 | 50 | 60 |
| | Utility Company Permits Issued | 46 | 48 | 96 | 90 | 80 | 70 |
| | SESC Permits Issued | 138 | 102 | 71 | 100 | 100 | 90 |
| | Value of Const. Contracts Awarded & Supervised | $7.9M | $16.5M | $12.3M | $11.0M | $11.0M | $11.5M |
| | Miles of Sidewalks in City | 621 | 623 | 625 | 625 | 694 | 695 |
| | Service Requests Processed | 350 | 484 | 342 | 500 | 500 | 550 |
| *Efficiency & Effectiveness* | % of First Site Plans Reviewed w/i 4-6 weeks | 72% | 73% | 73% | 90% | 90% | 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% | 90% | 90% | 90% | 90% | 90% |
| | % of Capital Projects Completed w/i 5% of Bid Costs | 100% | 100% | 100% | 90% | 90% | 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 | 12%,79%,9% | 14%,78%,8% | 16%,75%,9% | 16%,75%,9% | 18%,75%,7% | 19%,74%,7% |
| | Eng. Inspection Hrs. Required to Meet Demand | 7,200 | 9,067 | 6,545 | 7,200 | 6,500 | 6,700 |
| | Activity Expenditures as % of General Fund | 1.41% | 1.40% | 1.24% | 1.34% | 1.35% | 1.33% |

# Engineering




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| City Engineer | 1 | 1 | 1 |
| Lead Civil Engineer | 0 | 0 | 1 |
| Civil Engineer II | 2 | 2 | 1 |
| Civil Engineer I | 1 | 1 | 1 |
| Construction Coordinator | 1 | 1 | 1 |
| Engineering Aide | 3 | 3 | 3 |
| Intern (P.T.) | 1 | 1 | 1 |
| Co-op (P.T.) | 1 | 1 | 1 |
| Total | 10 | 10 | 10 |

# Engineering

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget increased by 2.0%.***

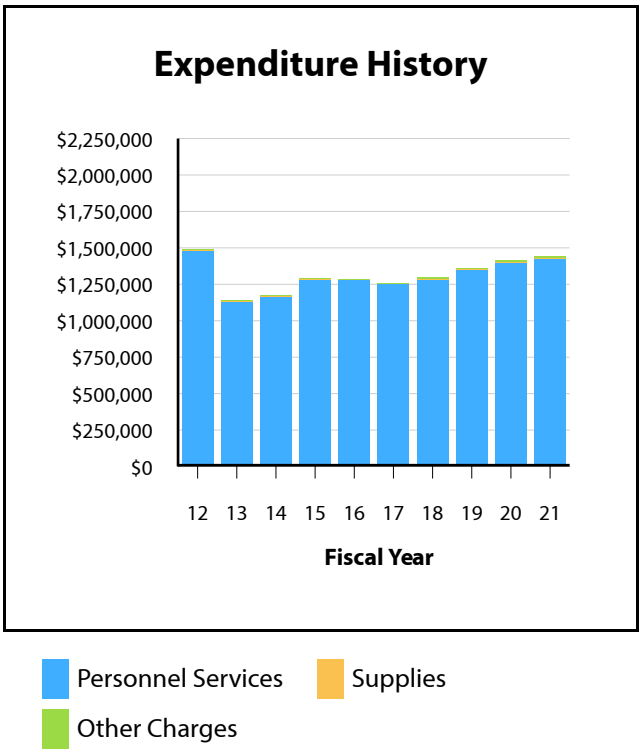
**Personnel Services** - Total Increase $27,950 or 2.0%

- $32,750 due to contractual wage adjustments
- $12,000 due to required funding for pension liabilities
- $6,500 due to an increase in health insurance rates, partially offset by:
- Savings of $17,600 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)
- A reduction in the reserve for potential retirements

**Supplies** - Total Supplies increased $410 or 6.2%. Operating supply costs increased $210 as more supplies and small tools need to be replenished. Postage costs increased $200 for increased mailings of plans and other correspondence.

**Other Charges** - Total Other Charges decreased $130 or 1.7%. Telephone costs fell $300 as the budget can be reduced and brought more in line with the current year's estimated expenditure usage. Educational funding increased $170 for Engineers to attend additional training workshops.

**Capital** - There is no Capital proposed for this office.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $1,349,674 | $1,396,850 | $1,410,980 | $1,424,800 | $1,424,800 |
| **Supplies** | 6,286 | 6,630 | 6,630 | 7,040 | 7,040 |
| **Other Charges** | 5,047 | 7,590 | 6,080 | 7,460 | 7,460 |
| **Total** | $1,361,007 | $1,411,070 | $1,423,690 | $1,439,300 | $1,439,300 |

# 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 code enforcement helps to preserve the City's property values by minimizing community blight through enforcement of the property maintenance code?***

# Neighborhood Services

## *2020/21 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)*

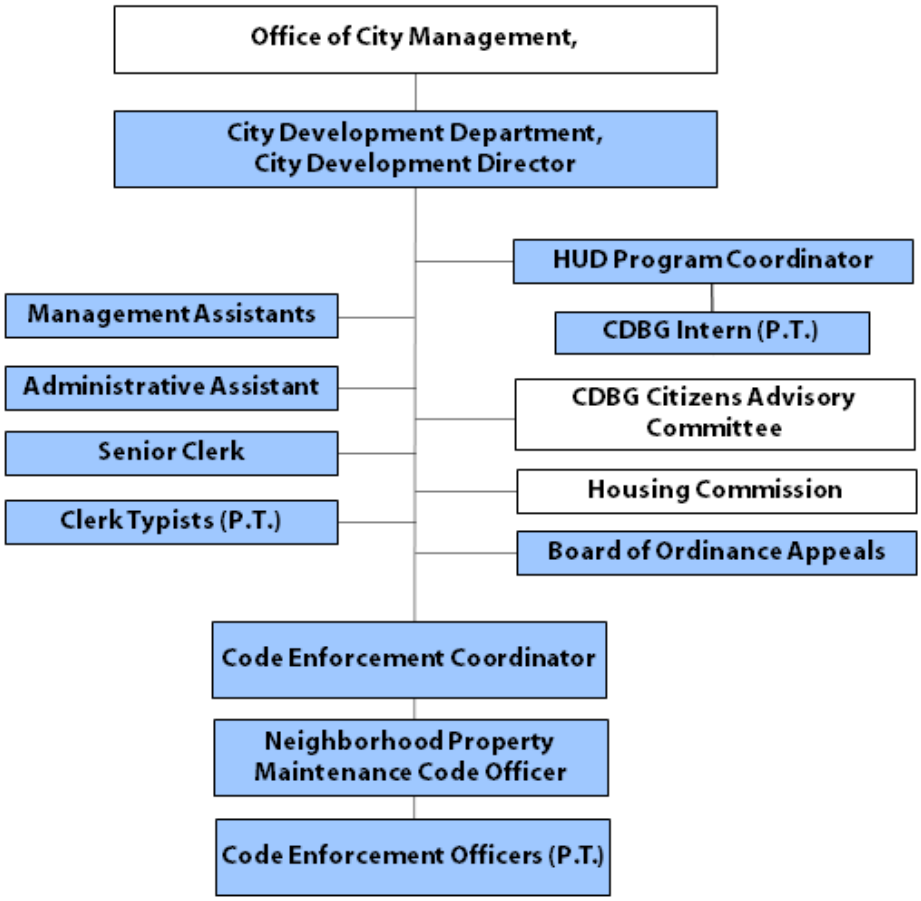
3. To work with the contracted canoe and kayak company to keep the Clinton River portage free and the landings maintained. *(City Goal 18, 19, 25)*

4. To administer the Rodent Control Program through cooperation with Code Enforcement. *(City Goal 1, 6, 13, 14)*

5. To coordinate the Safe Homes Task Force through Building Services. *(City Goal 1, 6, 13, 14)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Total Inspections Performed | 20,631 | 19,870 | 25,095 | 19,000 | 21,865 | 22,000 |
| | Total Code Enforcement Cases/Properties Cleaned | 11,209 | 10,745 | 13,205 | 11,300 | 11,740 | 11,800 |
| | # of Proactive Code Enforcements (City Observed) | 8,434 | 7,986 | 10,407 | 8,500 | 8,940 | 9,000 |
| | # of Code Complaints Received | 2,775 | 2,759 | 2,798 | 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 | 243 | 179 | 167 | 200 | 200 | 200 |
| | Parcels Cut - Occupied Res. Homes/Businesses | 334 | 414 | 486 | 400 | 400 | 400 |
| | Board of Ordinance Appeals Hearings | 22 | 22 | 21 | 22 | 22 | 22 |
| | Ordinance Board Cases Prepared - Nuisances | 304 | 333 | 403 | 300 | 350 | 350 |
| | Civil Infraction & Misdemeanor Tickets Issued | 37 | 35 | 49 | 100 | 100 | 100 |
| | # of Snow Emerg. Vehicle Tickets Issued (incl. Police) | 475 | 565 | 690 | 600 | 600 | 600 |
| | # of Snow Sidewalk Tags Issued | 158 | 337 | 714 | 300 | 400 | 400 |
| | # of Illegal Signs Removed from ROW | 2,887 | 2,120 | 2,382 | 3,000 | 2,460 | 3,000 |
| | # of Dangerous Dog Cases Reviewed | 0 | 0 | 0 | 1 | 1 | 1 |
| | # of SHINE Tags Issued | 595 | 466 | 251 | 450 | 450 | 450 |
| | # of CDBG Home Rehab Applications Received | 14 | 6 | 4 | 15 | 8 | 15 |
| | Contractor Assisted Canoe/Kayak thru City | 2,100 | 2,500 | 2,244 | 2,100 | 2,100 | 2,300 |
| *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 | 10 | 10 | 10 |
| | % of Violations Corrected Prior to City Action | 98% | 98% | 98% | 98% | 98% | 98% |
| | Inspections Performed Per Inspector (FTE's) | 2,751 | 2,650 | 3,137 | 2,235 | 2,570 | 2,590 |
| | Code Enforcement Cases Per Inspector (FTE's) | 1,495 | 1,433 | 1,650 | 1,330 | 1,380 | 1,390 |
| | Code Enforcement Cases Per 1,000 Residents | 85.4 | 81.7 | 100.2 | 85.6 | 88.9 | 89.2 |
| | Activity Expenditures as % of General Fund | 1.72% | 1.64% | 1.50% | 1.70% | 1.71% | 1.71% |

# Neighborhood Services




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| City Development Director | 1 | 1 | 1 |
| 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.) | 9 | 10 | 10 |
| Clerk Typist (P.T.) | 2 | 2 | 2 |
| CDBG Intern (P.T.) | 1 | 1 | 1 |
| Total | 20 | 21 | 21 |

# Neighborhood Services

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES –2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

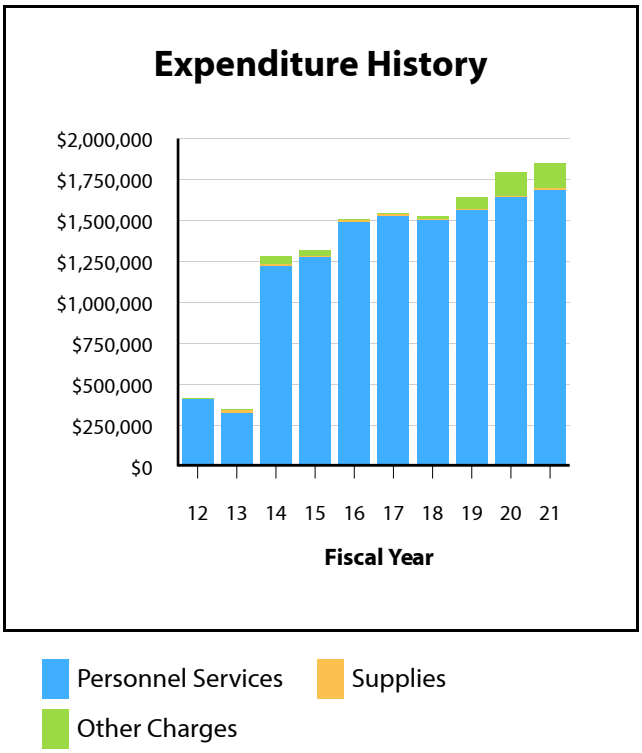
***The total budget increased by 3.1%.***

**Personnel Services** - Total Increase $46,370 or 2.8%

- $40,900 due to contractual wage adjustments
- $11,700 due to required funding for pension liabilities
- $3,600 due to an increase in the election of the cell phone allowance
- $7,100 due to an increase in health insurance rates, offset by:
- Savings of $17,500 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies increased $200 or 2.4% due to an increase in postage costs based on recent expenditure levels.

**Other Charges** - Total Other Charges increased $9,890 or 7.0%. Contracted services increased $7,870 primarily for increased rodent control services and higher wireless Internet access fees for field iPads. Funding for contractual recording services for the Ordinance Board of Appeals (OBA) and Code of Appeals (COA) increased slightly and was transferred to reporting services for budgeting purposes. Telephone costs can be reduced $600 based on a more accurate estimate of charges for cellular service.




**Capital** - There is no Capital proposed for this office.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $1,564,380 | $1,643,020 | $1,641,270 | $1,689,390 | $1,689,390 |
| **Supplies** | 9,571 | 8,370 | 8,570 | 8,570 | 8,570 |
| **Other Charges** | 67,651 | 141,000 | 160,170 | 150,890 | 150,890 |
| **Total** | $1,641,602 | $1,792,390 | $1,810,010 | $1,848,850 | $1,848,850 |

**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 City implemented a digital site plan review process for all new developments within the City?***

# Planning

## *2020/21 PERFORMANCE OBJECTIVES*

1. To assist the Planning Commission with a review and update 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 BS&A software, as well as continue to do so for older files. *(City Goal 2, 5, 6)*

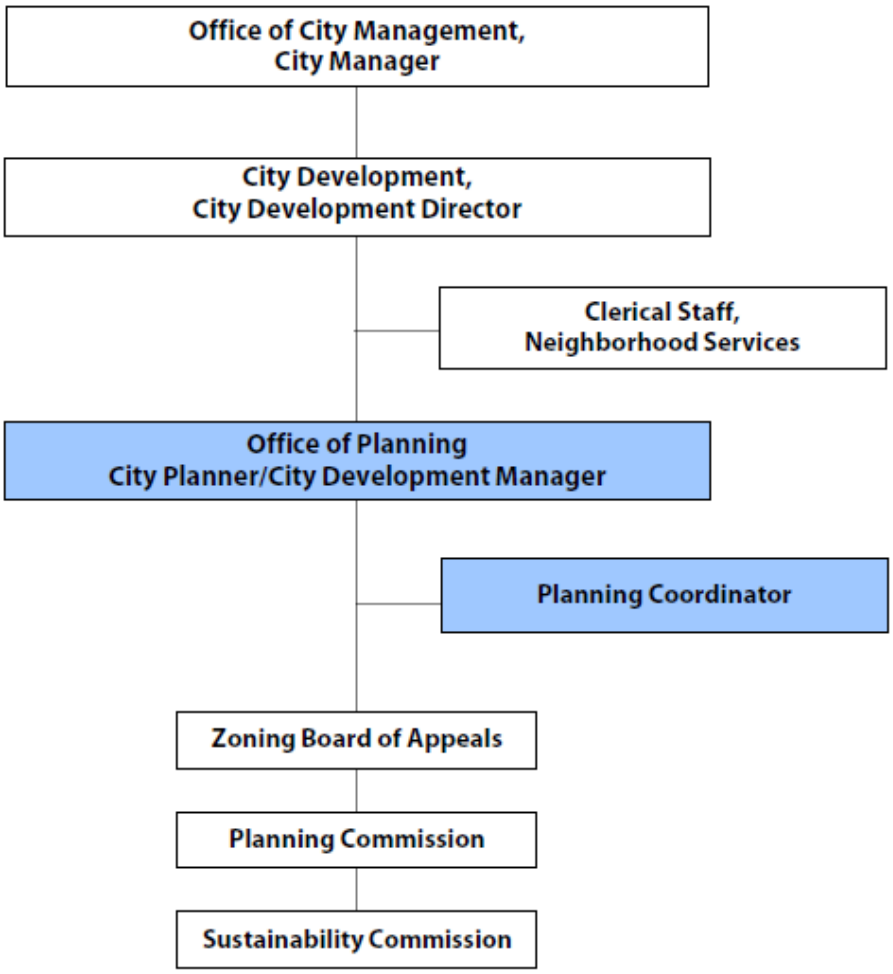
3. To continue to enhance the City Development process to integrate all applicable departments including Planning, Engineering, Building, Code Enforcement, Police and Fire, and to develop a usable procedure manual. *(City Goal 1, 3, 5, 6, 7)*

4. To continue to work with the DPW and Legal Counsel to refine City policies, plans and ordinances relative to tree preservation and planting within the City. *(City Goal 13, 20)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Site Plans Reviewed | 101 | 89 | 90 | 90 | 76 | 80 |
| | Rezoning Petitions Processed | 13 | 19 | 3 | 6 | 16 | 12 |
| | Residential Developments | 8 | 5 | 15 | 4 | 4 | 4 |
| | Special Approval Land Uses Processed | 21 | 24 | 23 | 22 | 22 | 20 |
| | Site Inspections Conducted | 261 | 155 | 166 | 250 | 134 | 150 |
| | Planning Commission Cases Prepared | 41 | 44 | 36 | 40 | 40 | 40 |
| | Planning Commission Meetings Attended | 12 | 13 | 11 | 12 | 12 | 12 |
| | Temporary Uses, Variances, & Vacations Reviewed | 60 | 84 | 50 | 80 | 50 | 60 |
| | Zoning Board of Appeals Cases Prepared | 34 | 43 | 50 | 30 | 44 | 40 |
| | Zoning Board of Appeals Meetings Held | 11 | 12 | 13 | 12 | 12 | 12 |
| | Council Agenda Items Prepared | 26 | 19 | 16 | 16 | 12 | 12 |
| | Zoning Compliance, Use Permits Reviewed | 235 | 230 | 249 | 230 | 270 | 250 |
| *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 | $987 | $936 | $955 | * | * | * |
| | Activity Expenditures as % of General Fund | 0.22% | 0.19% | 0.23% | 0.26% | 0.27% | 0.28% |

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

# Planning




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| City Planner /City Development Manager | 1 | 1 | 1 |
| Planning Coordinator | 1 | 1 | 1 |
| Total | 2 | 2 | 2 |

# Planning

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget increased by 7.7%.***

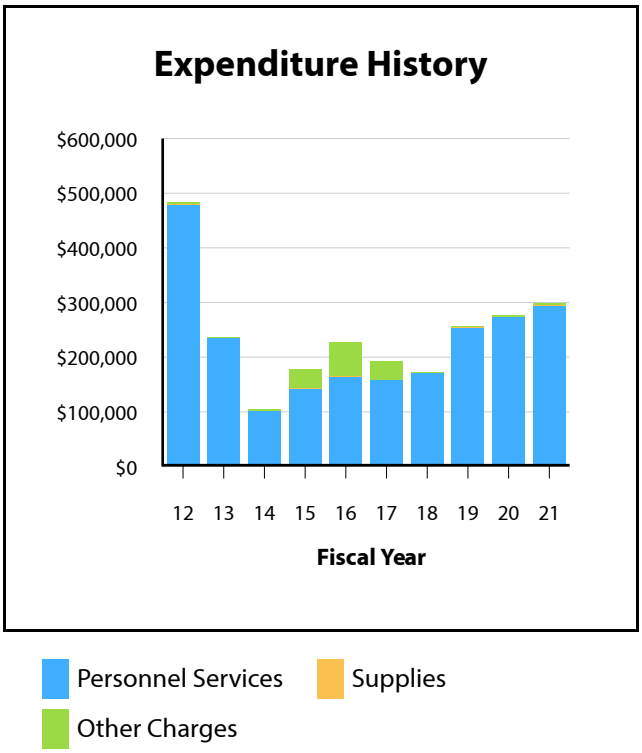
**Personnel Services** - Total Increase $21,390 or 7.8%

- $12,000 due to contractual wage adjustments
- $1,000 due to required funding for pension liabilities
- $10,000 due to an increase in the health insurance rates and changes in coverages, offset by:
- Savings of $1,600 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies decreased $110 or 18.0% as funding for postage can be reduced and brought more in line with recent expenditure trends.

**Other Charges** - Total Other Charges increased $130 or 5.0%. $150 was added due to an increase in existing memberships to state and national planning agencies.

**Capital** - Total Capital of $4,990 is proposed. Two Microsoft Surface Pro laptops are funded for $3,950 to further integrate the digital review process by allowing site reviews to be input from the field. A personal computer is also budgeted for $1,040 to replace an existing five-year old unit.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $254,479 | $273,790 | $285,690 | $295,180 | $295,180 |
| **Supplies** | 294 | 610 | 500 | 500 | 500 |
| **Other Charges** | 1,034 | 2,620 | 2,620 | 2,750 | 2,750 |
| **Total** | $255,807 | $277,020 | $288,810 | $298,430 | $298,430 |

# 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 $26,780 or 1.8%. Personnel costs increased $7,550 or 0.7% primarily due to contractual wage adjustments. Supplies decreased $80 or 0.2%. Other Charges increased $19,310 or 4.7% due to an anticipated increase in Sterlingfest costs.*




### FUNDING LEVEL SUMMARY

| | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget | % Change From 19/20 |
|---|---|---|---|---|---|
| **Community Relations** | $1,341,190 | $1,422,420 | $1,523,200 | $1,549,980 | 1.8% |
| **Total Department** | $1,341,190 | $1,422,420 | $1,523,200 | $1,549,980 | 1.8% |
| **Personnel Services** | $974,200 | $974,940 | $1,062,900 | $1,070,450 | 0.7% |
| **Supplies** | 160,380 | 43,820 | 50,030 | 49,950 | -0.2% |
| **Other Charges** | 206,610 | 403,660 | 410,270 | 429,580 | 4.7% |
| **Total Department** | $1,341,190 | $1,422,420 | $1,523,200 | $1,549,980 | 1.8% |

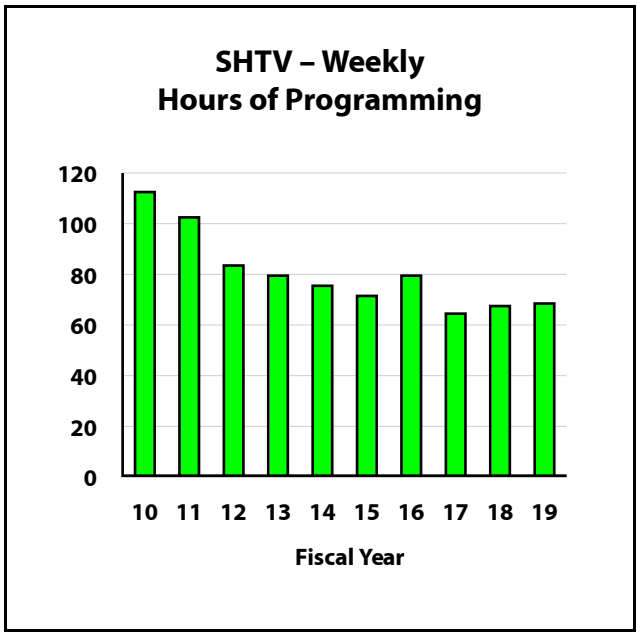
### PERSONNEL SUMMARY

| | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | |
|---|---|---|---|---|---|---|---|---|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| **Community Relations** | 7 | 2 | 7 | 2 | 7 | 2 | 7 | 2 |
| **Total Department** | 7 | 2 | 7 | 2 | 7 | 2 | 7 | 2 |

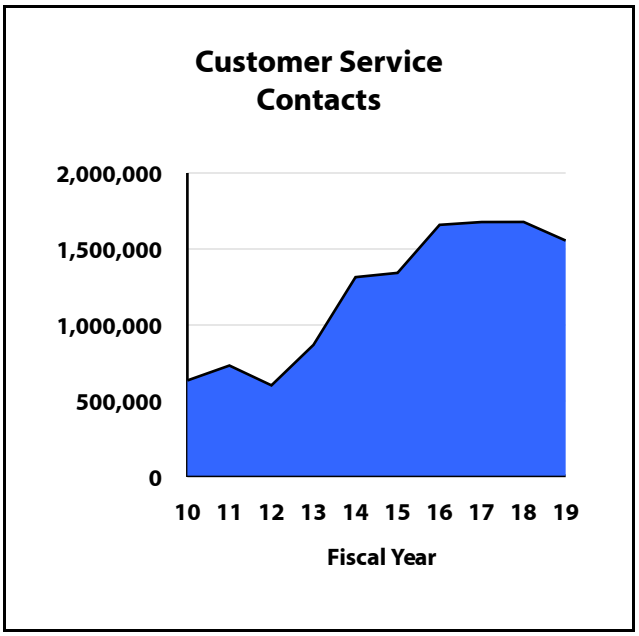
**Excludes Boards & Commissions.**

# KEY DEPARTMENTAL TRENDS

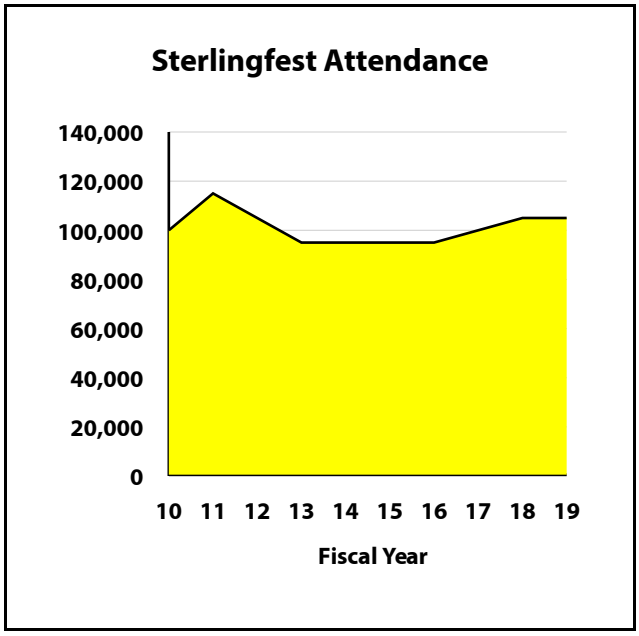
## *Community Relations Department*



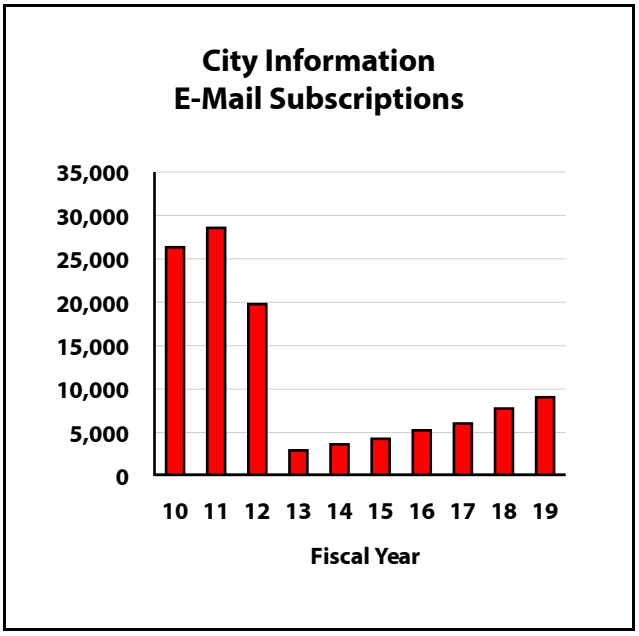

Sterling Heights Television programming hours decreased starting in 2017 due to the change to highly crafted short pieces in lieu of longer studio style programs.




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…***
***…the Community Relations Department had another record-breaking year in sponsorship for Sterlingfest, raising over $100,000 in support for the annual community festival?***

# Community Relations

## *2020/21 PERFORMANCE OBJECTIVES*

1. To design and implement a marketing and advertising campaign that raises awareness of the amenities offered in the City. *(City Goal 24, 25)*

2. To shift focus to more short-form video use on social media, highlighting new developments and amenities in the City. *(City Goal 24, 25)*

3. To re-imagine the City magazine into something more cost-effective and useful. *(City Goal 24, 25)*

4. To develop a process to audit website content on a regular basis and re-work the navigation to make it more resident-friendly, while working on a plan for a full redesign incorporating improved responsiveness for phone/tablet use. *(City Goal 24, 25)*

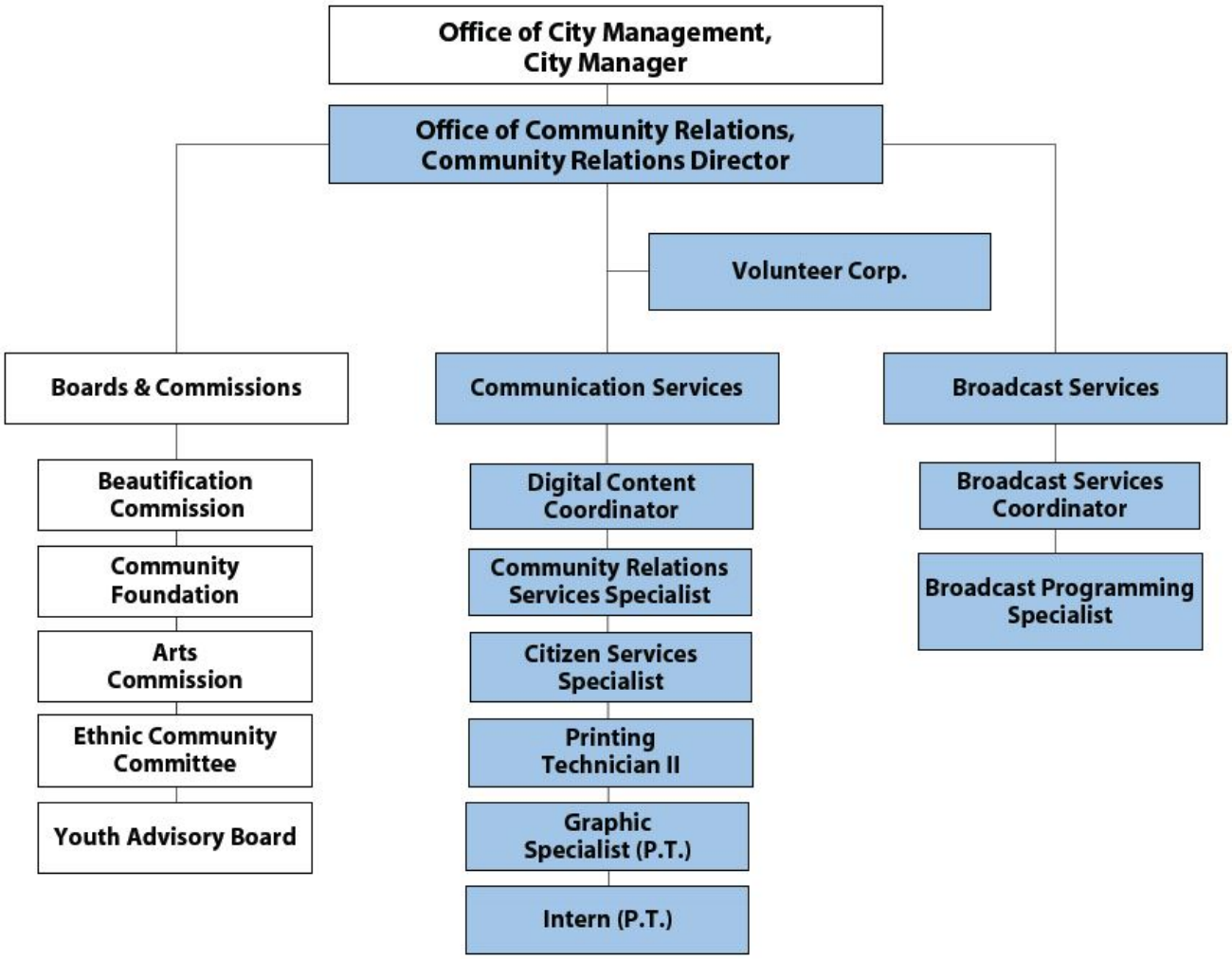
5. To transition domain from .net to .gov extension. *(City Goal 25)*

6. To research a recycled art project for mobile display at City campuses. *(City Goal 24)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Total Customer Service Contacts | 1,677,382 | 1,677,953 | 1,555,400 | 1,513,000 | 1,913,000 | 2,013,000 |
| | Citizen Action Center Calls/Walk-ins | 9,500 | 10,050 | 10,100 | 10,000 | 10,000 | 10,000 |
| | E-Mail Requests | 2,818 | 2,800 | 3,000 | 3,000 | 3,000 | 3,000 |
| | Sterling Heights Website Home Page Views | 1,665,064 | 1,665,103 | 1,542,300 | 1,500,000 | 1,900,000 | 2,000,000 |
| | Total Tapings & Programs Aired | 215 | 215 | 260 | 225 | 225 | 240 |
| | SHTV Hours of Programming (Weekly) | 65 | 68 | 69 | 70 | 70 | 70 |
| | City Council, Board & Commission Live Broadcasts | 75 | 75 | 73 | 75 | 75 | 75 |
| | Press Releases Produced | 76 | 74 | 62 | 70 | 75 | 75 |
| | Employee Newsletters | 14 | 16 | 5 | 20 | 15 | 15 |
| | City Magazine/Brochures Produced | 29 | 46 | 50 | 45 | 45 | 50 |
| | Typesetting/Graphic Design Projects | 301 | 332 | 340 | 350 | 350 | 350 |
| | City Information E-mail Subscription Recipients | 6,195 | 7,914 | 9,220 | 10,000 | 10,000 | 10,500 |
| | Average Reach Per Facebook Post | 11,154 | 11,220 | 19,307 | 15,000 | 16,000 | 16,500 |
| | Facebook Followers | 11,601 | 12,864 | 39,966 | 30,000 | 47,000 | 48,000 |
| | Twitter Followers | 3,200 | 3,369 | 3,550 | 4,100 | 3,800 | 4,000 |
| | Sterlingfest & Memorial Day Parade Attendance | 100,000 | 110,000 | 110,000 | 110,000 | 115,000 | 115,000 |
| | Neighborhood Clean Up Events Scheduled (SHINE) | 8 | 8 | 8 | 8 | 9 | 10 |
| | # of Homes Cleaned-Up through SHINE | 85 | 89 | 88 | 90 | 90 | 90 |
| | Volunteer Corps Membership | 460 | 600 | 630 | 750 | 750 | 750 |
| | Beautification Awards Presented | 42 | 50 | 58 | 50 | 50 | 50 |
| | Print Requests Completed | 255 | 260 | 310 | 280 | 280 | 290 |
| | Stockroom Requests Completed | 155 | 160 | 150 | 180 | 170 | 170 |
| *Efficiency* | % of Citizen Inquiries Resolved w/i 48 hrs. | 90% | 90% | 90% | 90% | 90% | 90% |
| | Cost per Citizen Contact Center Call Received | $2.84 | $2.71 | $2.89 | * | * | * |
| | Average Cost to Televise a Public Meeting | $945 | $950 | $963 | * | * | * |
| | Activity Expenditures as % of General Fund | 1.22% | 1.44% | 1.30% | 1.44% | 1.44% | 1.43% |

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

# Community Relations




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| 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 |
| Citizen Services Specialist | 1 | 1 | 1 |
| Printing Technician II | 1 | 1 | 1 |
| Graphic Specialist (P.T.) | 1 | 1 | 1 |
| Intern (P.T.) | 1 | 1 | 1 |
| Total | 9 | 9 | 9 |

# Community Relations

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

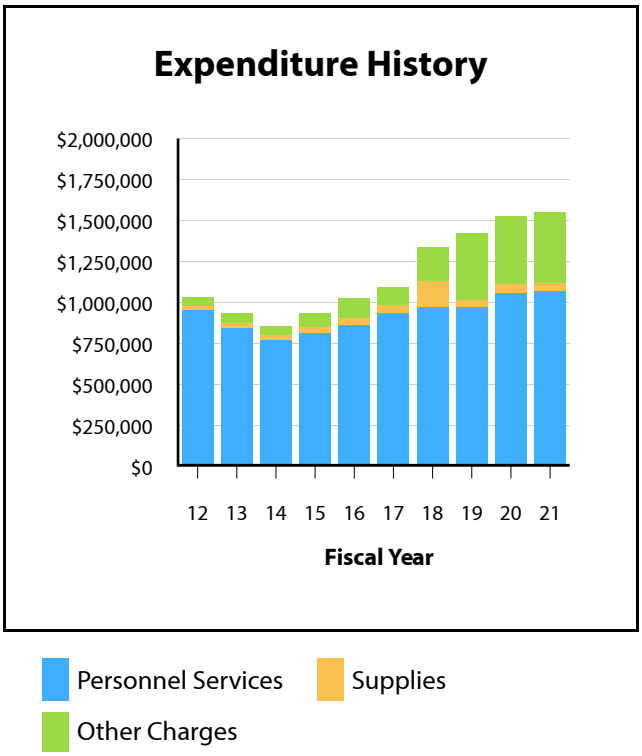
***The total budget increased by 1.8%.***

**Personnel Services** - Total Increase $7,550 or 0.7%

- $14,300 due to contractual wage adjustments
- $11,600 due to required funding for pension liabilities
- $1,200 due to contractual increases in the employer-funded Retiree Health Savings Plan, offset by:
- $1,600 savings due to changes in health insurance coverages, partially offset by higher rates
- $6,300 savings due to lower reserve for buyouts for potential retirements
- $12,900 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies decreased $80 or 0.2%.

**Other Charges** - Total Other Charges increased $19,310 or 4.7%. $25,000 was added for increased Sterlingfest costs. Revenues from Sterlingfest are budgeted in the General Fund and offset these costs. $2,560 was added due to an increase in software support fees. $800 was added for increased printing costs for City Magazines and brochures. Contractual funding for social media services increased $700. Telephone costs rose $650 primarily due to the addition of a smartphone in the prior year.




**Capital** - Total Capital of $1,040 is proposed. for a replacement personal computer.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $974,946 | $1,062,900 | $1,042,510 | $1,070,450 | $1,070,450 |
| **Supplies** | 43,816 | 50,030 | 48,030 | 49,950 | 49,950 |
| **Other Charges** | 403,655 | 410,270 | 428,410 | 429,580 | 429,580 |
| **Total** | $1,422,417 | $1,523,200 | $1,518,950 | $1,549,980 | $1,549,980 |

# Non-Departmental Services



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

**~ Chinese Proverb ~**

# 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 three divisions and one Probation division. The three court divisions are Civil, Criminal and Traffic/ Ordinance.

The Civil Division handles the jurisdiction of all civil litigation up to $25,000. Included in that jurisdiction are all landlord/tenant cases, as well as small claims cases, which are below $5,500 and require no attorney.

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 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, Sterling Heights Division, has an active caseload of over 37,000?***

# 41-A District Court

## *2020/21 PERFORMANCE OBJECTIVES*

1. To work with the City to complete the extensive renovation plans for the courthouse. *(City Goal 16)*

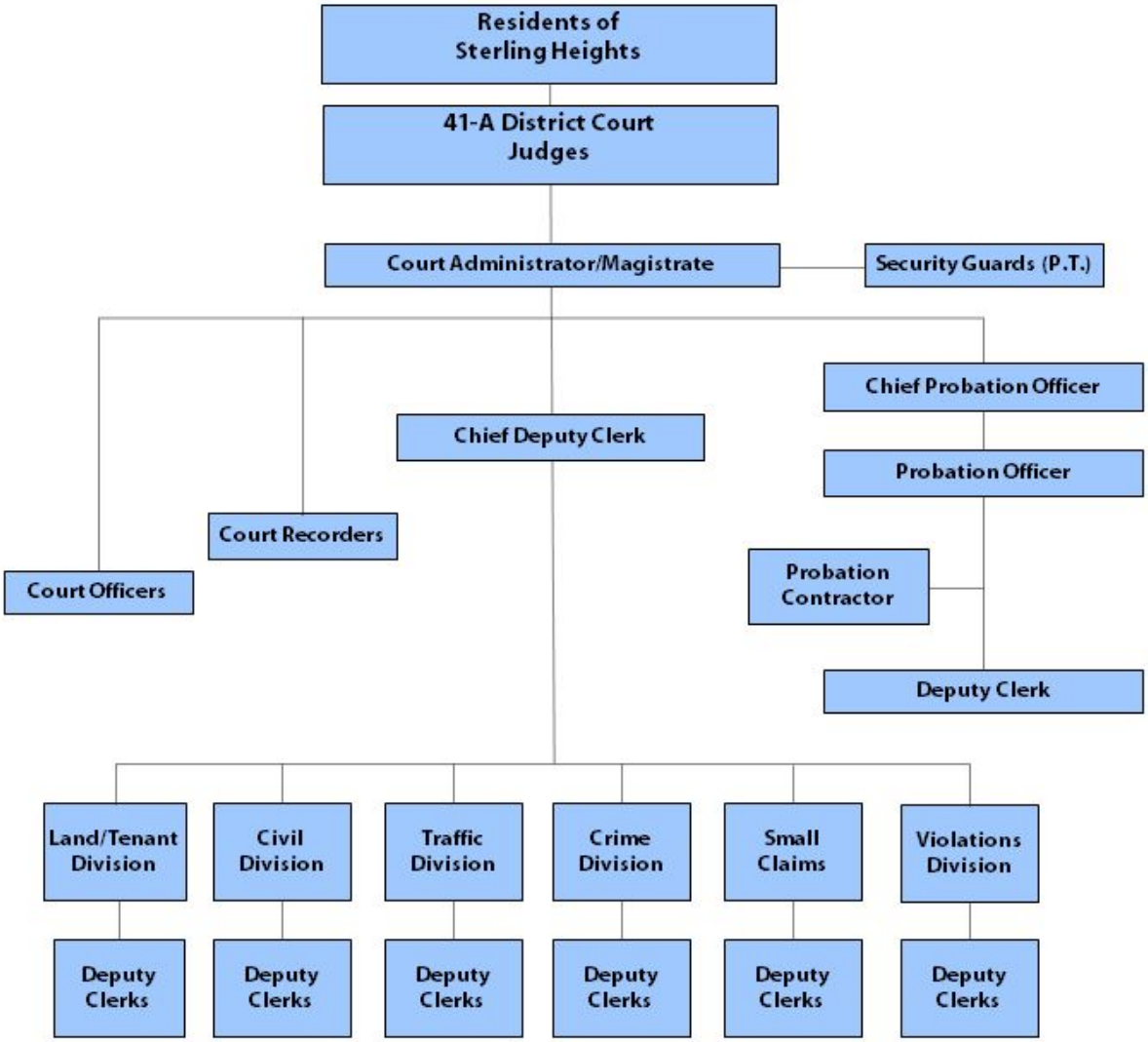
2. To implement the suggestions of the newly mandated Court Security Committee. *(City Goal 1)*

3. To implement the process of updating traffic files in the courtroom, rather than at the counter. *(City Goal 1)*

4. To research the cost-effectiveness of online probation scheduling and reporting. *(City Goal 1)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Total Active Caseload | 39,528 | 36,727 | 39,528 | 39,000 | 37,000 | 37,000 |
| | Total New Cases | 36,294 | 34,046 | 36,994 | 35,800 | 33,300 | 33,300 |
| | Traffic Cases | 25,641 | 23,150 | 25,531 | 25,000 | 23,000 | 23,000 |
| | Parking Cases | 1,293 | 1,739 | 1,819 | 1,500 | 1,500 | 1,500 |
| | Misdemeanor Cases | 3,864 | 3,314 | 3,547 | 3,500 | 3,400 | 3,400 |
| | Felony Cases | 556 | 511 | 471 | 500 | 500 | 500 |
| | General Civil Cases | 2,612 | 3,021 | 3,180 | 3,000 | 2,400 | 2,400 |
| | Small Claims Cases | 393 | 340 | 282 | 350 | 300 | 300 |
| | Landlord/Tenant Cases | 1,932 | 1,971 | 2,164 | 1,950 | 2,200 | 2,200 |
| | Magistrate Dispositions | 13,117 | 11,105 | 10,626 | 11,200 | 11,300 | 11,300 |
| | Jury/Bench Verdicts | 10,454 | 8,183 | 9,171 | 8,500 | 8,000 | 8,000 |
| | Guilty/Admissions/Default - By Party | 15,580 | 16,976 | 17,036 | 16,000 | 16,000 | 16,000 |
| | Dismissals - By Court or Party | 8,868 | 9,501 | 9,374 | 9,000 | 9,200 | 9,200 |
| | Probation Caseload (includes Shelby) | 1,310 | 1,345 | 1,166 | 700 | 630 | 650 |
| *Efficiency* | Total Court Expenditures Per Capita | $24.71 | $25.17 | $26.02 | $27.24 | $26.80 | $27.65 |
| | Cost per Active Case | $82 | $90 | $87 | $92 | $96 | $99 |
| | # of Active Cases per FT Employee | 1,275 | 1,185 | 1,275 | 1,220 | 1,160 | 1,160 |
| | Activity Expenditures as % of General Fund | 3.63% | 3.56% | 3.13% | 3.41% | 3.35% | 3.38% |

# 41-A District Court




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| 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 | 19 | 19 |
| Deputy Clerk (P.T.) | 7 | 6 | 6 |
| Security Guard (P.T.) | 4 | 4 | 5 |
| Total | 42 | 42 | 43 |

# 41-A District Court

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

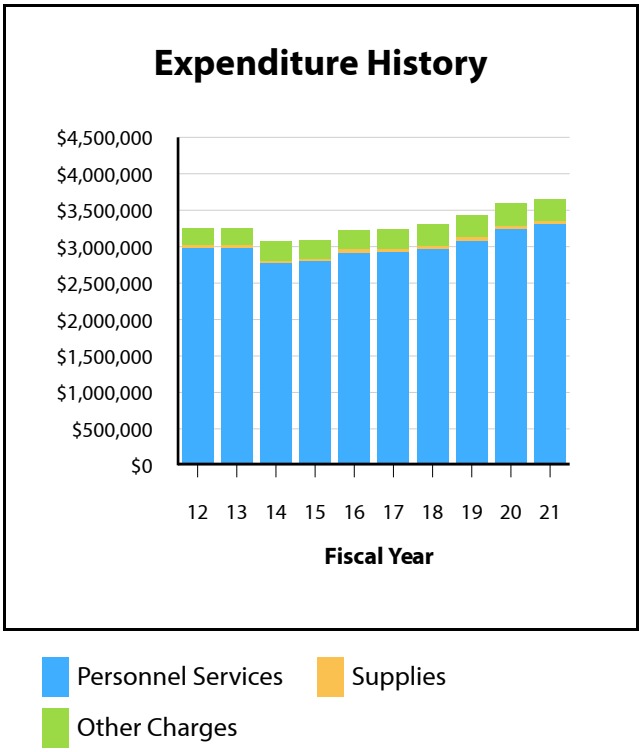
***The total budget increased by 1.7%.***

**Personnel Services** - Total Increase $64,570 or 2.0%

- $66,500 due to contractual wage adjustments
- $21,600 due to required funding for pension liabilities
- $10,500 due to an increase in health insurance rates offset by changes in coverages, offset by:
- Savings of $36,500 due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** - Total Supplies increased $600 or 1.4% for the increased cost of legal publications and an inflationary increase in supply costs.

**Other Charges** - Total Other Charges decreased $4,050 or 1.3%. $12,000 was saved, as funding for contractual personnel is no longer required. The Court will save $2,000 in credit card service fees, due to a change in merchant providers. Rental costs decreased $1,200 based on a more accurate estimate of per-page copier print fees. The budget decreased $2,000 as fewer printed forms and folders are needed. Funding for replacement court reporting services can be reduced by $1,000. $10,000 was added to the budget for the increased use of interpreters. Software maintenance costs increased $1,000 due to higher State computer software maintenance and support fees for the Court's dedicated server. Utility costs increased $3,000 to bring the budget more in line with the current estimated expenditure usage.




**Capital** - Total Capital of $44,090 is proposed. The Court is scheduled to receive 41 replacement personal computers totaling $42,440. A Form Printer is budgeted for $1,650 to replace a printer that has passed its life expectancy and requires frequent repairs.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $3,089,093 | $3,249,600 | $3,204,560 | $3,314,170 | $3,314,170 |
| **Supplies** | 45,299 | 41,500 | 40,500 | 42,100 | 42,100 |
| **Other Charges** | 294,065 | 304,130 | 292,580 | 300,080 | 300,080 |
| **Total** | $3,428,457 | $3,595,230 | $3,537,640 | $3,656,350 | $3,656,350 |

# 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 comprised of three appointees; one appointed by the Mayor, one elected by the Police and Fire Departments and one selected by the two previous members?***

# Act 78 – Civil Service Commission

## *2020/21 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 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 | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Minutes of Act 78 Meetings Recorded | 3 | 7 | 5 | 3 | 3 | 3 |
| | Police Officer Eligibility List Applications | 422 | 120 | 290 | 50 | 0 | 50 |
| | Firefighter Eligibility List Applications | 61 | 39 | 71 | 50 | 26 | 25 |
| | Written Tests - Police Officer Eligibility List | 422 | 120 | 23 | 50 | 0 | 50 |
| | Written Tests - Firefighter Eligibility List | 61 | 39 | 71 | 50 | 26 | 25 |
| | Oral Interviews - Police Officer Eligibility List | 81 | 52 | 23 | 25 | 0 | 25 |
| | Oral Interviews - Firefighter Eligibility List | 54 | 17 | 43 | 25 | 26 | 25 |
| | Physical/Psychological Test - Police/Fire Candidates | 67 | 40 | 25 | 20 | 33 | 10 |
| *Effectiveness* | # of Appeals by Candidates/ Terminated Employees | 0 | 1 | 0 | 0 | 0 | 0 |
| | Activity Expenditures as % of General Fund | 0.04% | 0.05% | 0.03% | 0.04% | 0.03% | 0.03% |
| | | | | | | | |
| | | | | | | | |

# Act 78 – Civil Service Commission

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

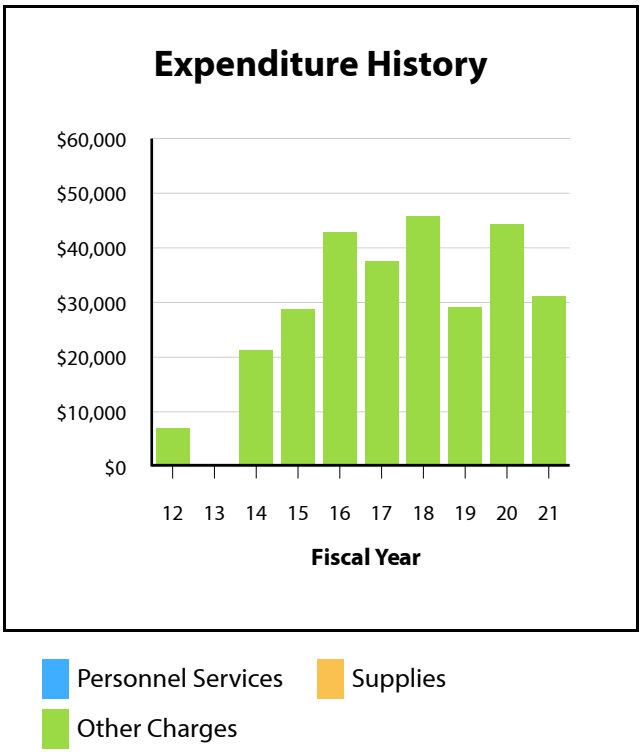
***The total budget decreased by 29.7%.***

**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 $13,200 or 29.9%. Funding for medical services decreased $2,600 as fewer new Firefighter and Police Officer pre-employment physical and psychological exams are anticipated next year. The prior year budget included $20,000 for the cost of an outside assessment center for promotions to Police Lieutenant and Captain. Only a Captain assessment will be needed next year, saving $10,000. Job advertising costs decreased $600 as fewer recruitment notices will need to be published.

**Capital** - There is no Capital proposed for this commission.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Supplies** | 0 | 170 | 170 | 170 | 170 |
| **Other Charges** | 29,185 | 44,200 | 33,200 | 31,000 | 31,000 |
| **Total** | $29,185 | $44,370 | $33,370 | $31,170 | $31,170 |

# 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 Arts Commission is working with Parks & Recreation to commission an interactive cut glass mosaic installation for the new Community Center in early 2020?***

# Arts Commission

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

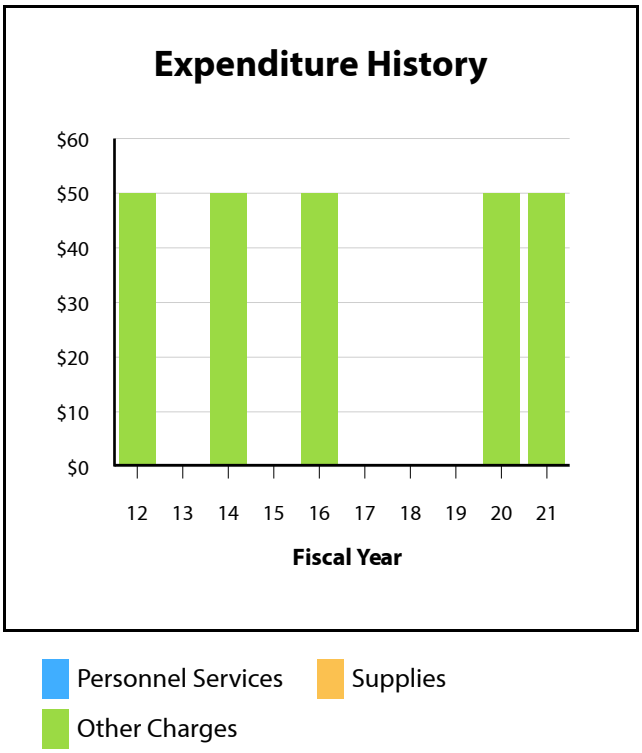
***The total budget increased by 0.0%.***

**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

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 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 City of Sterling Heights will be celebrating 35 years of being a "Tree City USA" in 2020? In 2019, the Beautification Commission purchased four "Tree City USA" Arbor Day Foundation street signs that are located at each corner of the City's boundaries.***

# Beautification Commission

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

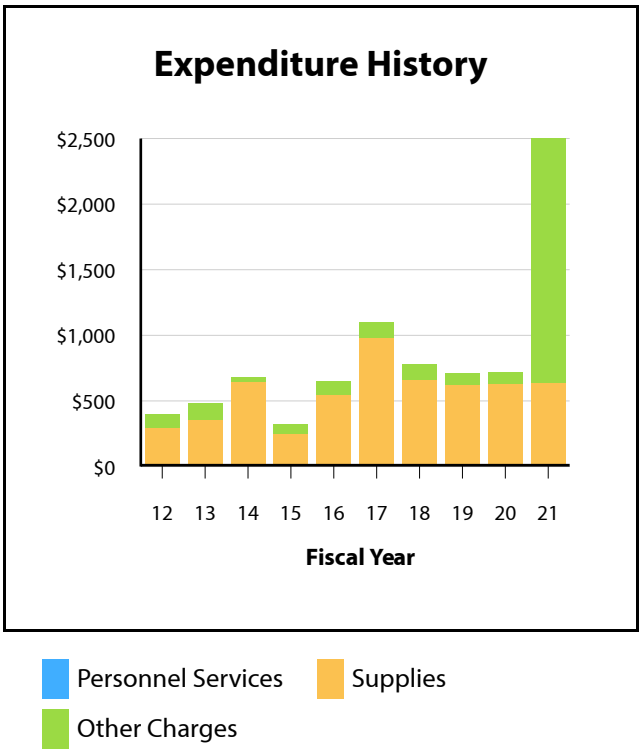
***The total budget increased by 281.9%.***

**Personnel Services** - There is no Personnel budget for this commission.

**Supplies** - Total Supplies increased $10 or 1.6% due to an inflationary increase in Memorial Day Parade and planting supply costs.

**Other Charges** - Total Other Charges increased $2,020. $2,000 was added for the Commission to host a Beautification Council of Southeastern Michigan (BCSEM) quarterly meeting. This meeting is hosted by the Sterling Heights Beautification Commission on a rotating basis approximately every seven years. $20 was added due to a slight increase in existing membership fees.

**Capital** - There is no Capital proposed for this commission.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Supplies** | 624 | 630 | 630 | 640 | 640 |
| **Other Charges** | 90 | 90 | 110 | 2,110 | 2,110 |
| **Total** | $714 | $720 | $740 | $2,750 | $2,750 |

# 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, 2019 total a market value of $108,944,501 while the City's contribution for the 2020/21 fiscal year will be $4,029,741. The fund is now 76.01% 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 365 retirees receiving benefits from the fund and 76 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…***
***…there are currently 365 retirees receiving benefits from the General Employees Retirement System?***

# General Employees Retirement Board

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

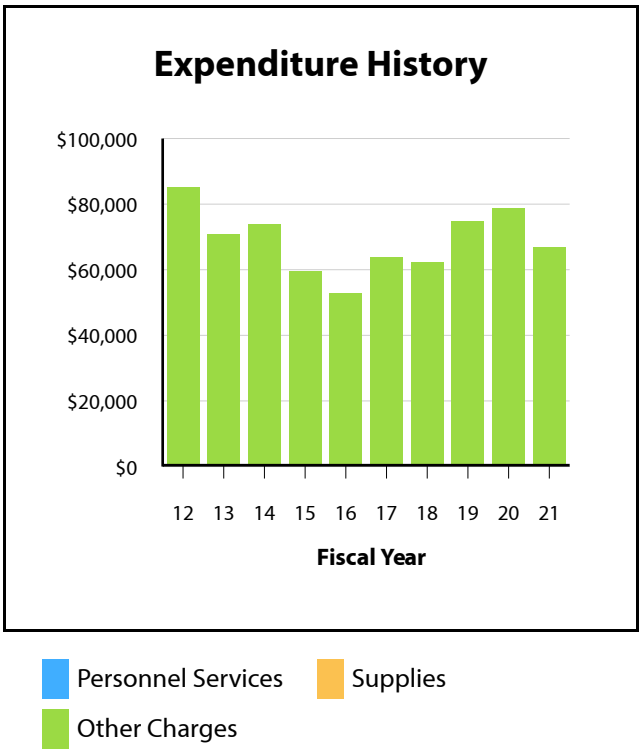
***The total budget decreased by 15.1%.***

**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 decreased $11,930 or 15.2%. Contracted services decreased $12,330 based on lower actuarial costs due to a decrease in reporting fees and fewer estimated retirement calculations. $400 was added for legal services provided to the Board based on recent billings.

**Capital** - There is no Capital proposed for this board.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Supplies** | 195 | 270 | 270 | 270 | 270 |
| **Other Charges** | 74,399 | 78,620 | 85,040 | 66,690 | 66,690 |
| **Total** | $74,594 | $78,890 | $85,310 | $66,960 | $66,960 |

# 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, citywide training initiatives, 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 electrical cost for operating streetlights in Sterling Heights is $90,000?***

# General Expenditures

## *SUMMARY OF BUDGET CHANGES*

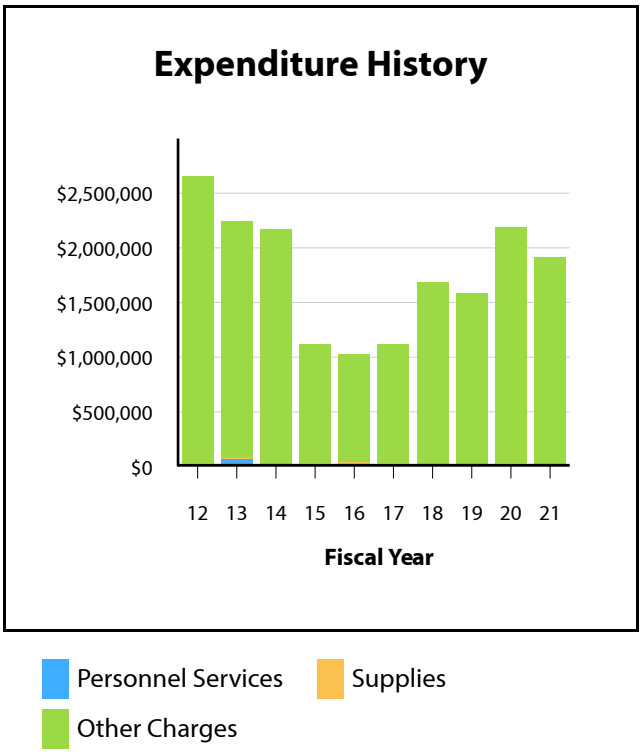
**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 12.4%.***

**Personnel Services** - Total Personnel Services is proposed to remain the same at $10,000.

**Supplies** - Total Supplies is proposed to remain the same at $20,000.

**Other Charges** - Total Other Charges decreased $272,070 or 12.6%. Lower expected liability claims resulted in a one-time decrease of $250,000 in liability insurance costs. $20,000 was saved as less funding is required for contractual consultant services for potential future projects. Training costs were reduced by $155,000. Street lighting costs increased $145,950 based on the current year's estimated expenditure usage and higher DTE electricity rates. The budget increased $5,740 due to higher lease fees for the City's new large copy machine. $1,150 was added due to an increase in the cost of the annual audit of City financial statements.




**Capital** - There is no Capital proposed for this cost center.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $3,100 | $10,000 | $3,000 | $10,000 | $10,000 |
| **Supplies** | 14,560 | 20,000 | 20,780 | 20,000 | 20,000 |
| **Other Charges** | 1,568,420 | 2,158,370 | 2,269,680 | 1,886,300 | 1,886,300 |
| **Total** | $1,586,080 | $2,188,370 | $2,293,460 | $1,916,300 | $1,916,300 |

# 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. 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 bi-monthly. The Library Director is the staff liaison, relating the activities of the Commission to City Administration.■

***Did you know…***
***…the Upton House Museum completed a renovation in December 2019, which included new/restored windows, repaired plaster, restored wood floors, new paint and a new layout of exhibits?***

# Historical Commission

## *2020/21 PERFORMANCE OBJECTIVES*

1. To develop two temporary exhibits for the Upton House Museum that reflect the history of the City and surrounding area, as funds permit. *(City Goal 19)*

2. To increase the number of visitors to the Upton House Museum by providing increased hours of operation on Thursday's during the summer months. *(City Goal 19)*

3. To update the Library's digital media archive by using volunteers to scan historical photos and transfer oral histories, making the City's history more accessible. *(City Goal 19, 26)*

4. To host a funeral customs program in conjunction with a cemetery walk, emphasizing the township's earliest residents. *(City Goal 19)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Meetings Held | 3 | 4 | 5 | 4 | 6 | 6 |
| | Local History Exhibits and Displays | 3 | 8 | 17 | 14 | 30 | 65 |
| | Programs/Lectures on Local History Topics | 1 | 2 | 1 | 2 | 2 | 3 |
| | Professional Memberships | 3 | 3 | 3 | 3 | 3 | 3 |
| | Historic Photographs and Memorabilia Collected | 20 | 75 | 15 | 10 | 10 | 20 |
| | Program/Exhibit Attendance | 1,042 | 1,491 | 930 | 1,300 | 900 | 1,300 |

# Historical Commission

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

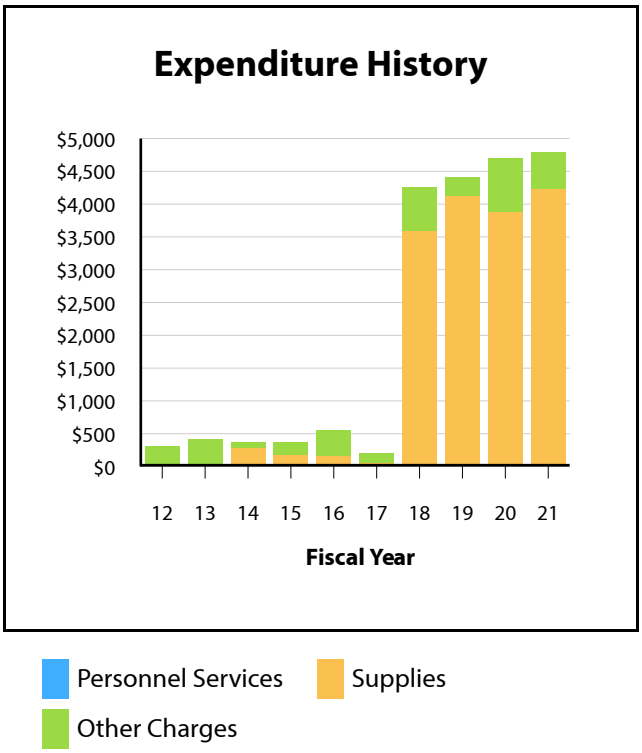
***The total budget increased by 1.9%.***

**Personnel Services** - There is no Personnel budget for this commission.

**Supplies** - Total Supplies increased $340 or 8.7%, as more supplies need to be replenished for the display of donated local historic photos.

**Other Charges** - Total Other Charges decreased $250 or 30.9%. Contracted service costs decreased $280 as it is estimated that fewer donated historic photographs will be archived next year based on recent trends. $30 was added due to slightly higher membership fees.

**Capital** - There is no Capital proposed for this commission.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Supplies** | 4,129 | 3,890 | 4,230 | 4,230 | 4,230 |
| **Other Charges** | 278 | 810 | 470 | 560 | 560 |
| **Total** | $4,407 | $4,700 | $4,700 | $4,790 | $4,790 |

***Coming together is a beginning; keeping together is progress; working together is success.***

**~ Edward Everett Hale ~**

**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 logo and name "Sterlingfest" is now a registered trademark with both the United States Patent and Trademark Office and the State of Michigan?***

# Legal

## *2020/21 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 the effectiveness and efficiency of the City Clerk's office, in conjunction with the departments performing inspections. *(City Goal 7, 20)*

4. To identify and inform City Council and City Administration of changes in state and federal legislation impacting the City. *(City Goal 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 | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | District Court Cases | 8,528 | 10,903 | 11,843 | 9,000 | 9,000 | 9,000 |
| | Legal Opinions Rendered | 8 | 14 | 10 | 12 | 10 | 10 |
| | Ordinances and Amendments Prepared | 12 | 4 | 4 | 12 | 12 | 12 |
| | Commission Meetings Attended | 30 | 31 | 33 | 30 | 30 | 30 |
| | Council Meetings Attended | 24 | 29 | 24 | 26 | 26 | 26 |
| | Number of Open Lawsuits | 18 | 10 | 9 | 15 | 15 | 12 |
| | Number of Closed Lawsuits | 7 | 11 | 9 | 10 | 10 | 10 |
| | Number of Files Opened | 54 | 46 | 62 | 30 | 30 | 30 |
| | Number of Files Closed | 27 | 52 | 26 | 25 | 25 | 25 |
| | Legislative Issues Reviewed | 70 | 70 | 75 | 75 | 70 | 70 |
| | Hours Spent on City Business | 7,629 | 8,071 | 7,598 | 8,150 | 8,150 | 8,200 |
| *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 | 0.92% | 1.07% | 0.79% | 0.82% | 0.83% | 0.82% |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |

# Legal

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

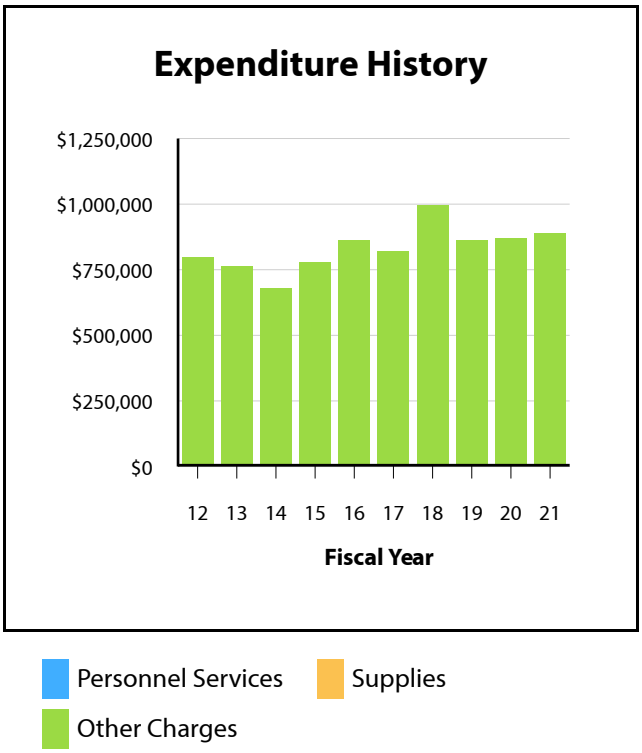
***The total budget increased by 2.3%.***

**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 $20,000 or 2.3%. The budget increased $15,000 for City Attorney legal services due to an increase in litigation activity. Funding for the City's labor attorney and visiting judges increased $5,000 based on the current year's estimated expenditure usage, which reflects a higher level of activity. All public defender and court-appointed attorney costs are being expensed in the recently established Indigent Defense Fund.

**Capital** - There is no Capital proposed for this cost center.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Supplies** | 0 | 0 | 0 | 0 | 0 |
| **Other Charges** | 864,194 | 870,000 | 875,000 | 890,000 | 890,000 |
| **Total** | $864,194 | $870,000 | $875,000 | $890,000 | $890,000 |

***An investment in knowledge pays the best interest.***

***~ Benjamin Franklin ~***



# 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 recommended the creation of two different zoning districts, one for the Van Dyke corridor and one for Mound Road, that are designed to encourage creativity in development and reinvestment?***

# Planning Commission

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

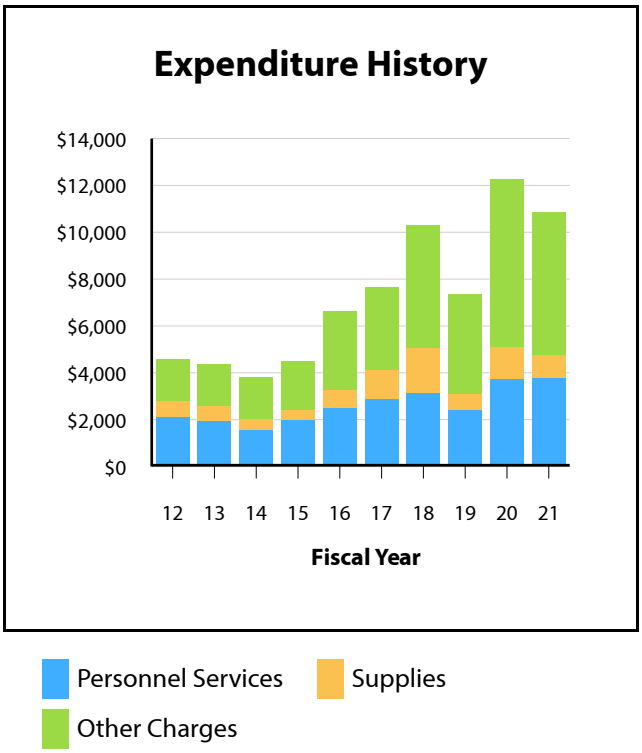
***The total budget decreased by 11.5%.***

**Personnel Services** - Total Increase $20 or 0.5%.

**Supplies** - Total Supplies decreased $370 or 27.0%. Postage funding decreased $500 as fewer certified letters and legal notification mailings have been required in recent years. Operating supply costs increased $130 to fund the purchase of replacement iPad charging cords and meeting minute books.

**Other Charges** - Total Other Charges decreased $1,060 or 14.8%. Publishing costs decreased $900 as fewer Planning Commission cases are anticipated, reducing the need for newspaper notices. Reporting services can also be reduced by $40, as less time is required to transcribe meeting minutes. Educational funding decreased slightly by $170. $50 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

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $2,424 | $3,760 | $2,780 | $3,780 | $3,780 |
| **Supplies** | 687 | 1,370 | 870 | 1,000 | 1,000 |
| **Other Charges** | 4,227 | 7,140 | 5,900 | 6,080 | 6,080 |
| **Total** | $7,338 | $12,270 | $9,550 | $10,860 | $10,860 |

# Sustainability Commission

**MISSION STATEMENT:** ***To serve in an advisory capacity to the City Council, City Administration and other applicable City Boards and Commissions for making decisions on projects, programs and funding that are in line with defined goals and objectives that will help guide, protect, sustain and enhance the human, natural and built environments of the City into the future.***

The Sustainability Commission's primary responsibility is to prioritize goals and objectives for overall sustainable practices within the City, which will then be utilized by City Council, Administration and other Boards and Commissions to make decisions that consider impacts to the environment.

The development of the sustainability goals and objectives will be the basis for the City's overall Sustainability Plan that will guide the City moving forward in all aspects, including areas such as, but not limited to, residential neighborhoods, recreation and green spaces, roadways, commercial centers, emerging industries, natural assets, mobility, sustainable development and environmental citizenship, among others.

It is anticipated the Sustainability Commission will be able to not only provide input to any Board or Commission that is seeking consultation on sustainability and overall best practices relative to sustainability, but will also proactively provide recommendations to other Boards and Commissions for their consideration.

The Sustainability Commission is anticipated to have five members appointed by the City Council, along with additional liaisons from regional and county planning authorities. The Sustainability Commission members will serve without compensation. The City Liaison to the Sustainability Commission will be the City Planner or their designee.■

***KEY GOALS***

- ***To develop and present a citywide sustainability plan for City Council adoption that will provide overarching principles for making sustainable decisions.***
- ***To prioritize sustainable goals and objectives for the City Council and City Administration to review and implement in decision-making processes.***

***Did you know…***
***…the City first drafted a sustainability statement in 2008; however, 2020 will be the first year for the City to have a Sustainability Commission?***

# Sustainability Commission

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

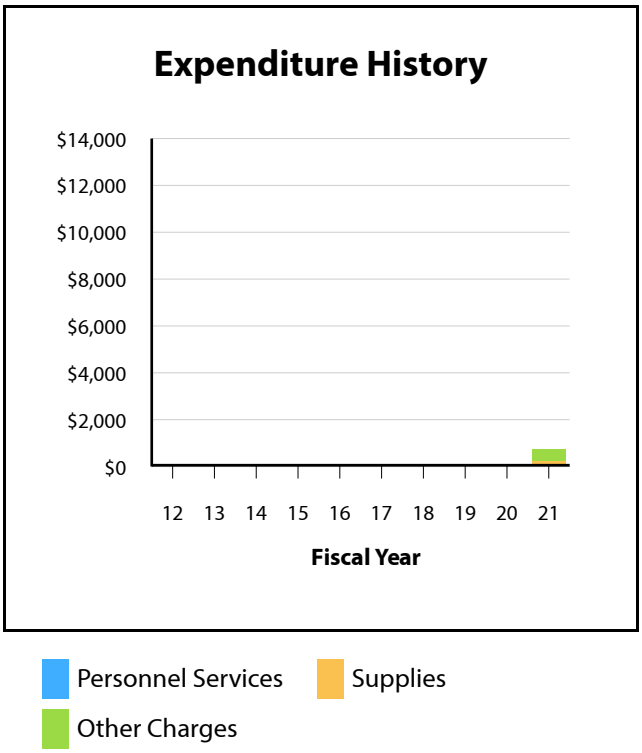
***There is no previous budget. The Sustainability Commission was created in 2020.***

**Personnel Services** - There is no Personnel budget for this commission.

**Supplies** - Total Supplies is proposed at $250.

**Other Charges** - Total Other Charges is proposed at $500 to provide training for the Sustainability Commission members.

**Capital** - There is no Capital proposed for this commission.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Supplies** | 0 | 0 | 0 | 250 | 250 |
| **Other Charges** | 0 | 0 | 0 | 500 | 500 |
| **Total** | $0 | $0 | $0 | $750 | $750 |

# 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 $11,389,660. 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 Clinton River Restoration Fund.

The $4,617,700 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 $2,955,610 General Fund transfer to the Limited Tax General Obligation Debt Service Fund will be used for the debt payments on the 2018 Facilities Improvement bond, and the 2019 Capital Improvement bond for the new Public Works Building.

The $2,736,350 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 $80,000 Transfer Out to the Clinton River Restoration Fund will be used to fund trail and bank repairs and a river assessment to identify future improvement projects.■

***Did you know…***
***…that 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*

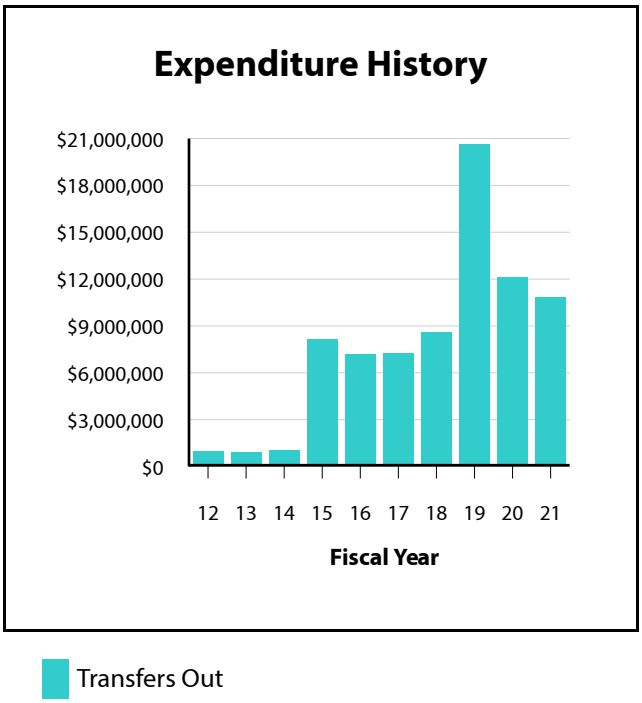
**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 10.6%.***

**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 $10,852,970. Transfers to the Capital Projects Fund total $4,081,010 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 $2,955,610. This transfer will fund the principal and interest payments on the 2018 Facilities Improvement Bond and the 2019 Capital Improvement Bond for the DPW facility. Transfers to the Parks & Recreation Fund total $2,736,350 to fund the pre-existing expenses of the department prior to the passing of the *Re*creating Recreation millage and the additional expenses incurred as a result of the transfer of Parks & Grounds responsibilities to Parks & Recreation in the prior year. 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 Clinton River Restoration Fund is budgeted for $80,000 to fund Clinton River trail and bank repairs and a river assessment to identify future improvement projects.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Other Charges** | 0 | 0 | 0 | 0 | 0 |
| **Transfer Out** | 20,633,990 | 12,137,940 | 11,681,460 | 10,852,970 | 10,852,970 |
| **Total** | $20,633,990 | $12,137,940 | $11,681,460 | $10,852,970 | $10,852,970 |

# 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 31 variance cases in 2019?***

# Zoning Board of Appeals

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

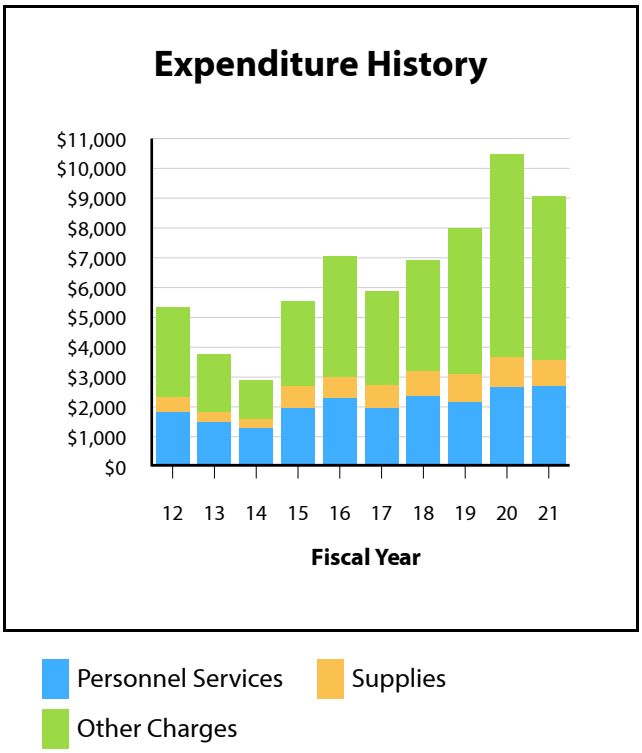
***The total budget decreased by 13.6%.***

**Personnel Services** - Total Increase $50 or 1.9%.

**Supplies** - Total Supplies decreased $150 or 15.0%. Postage funding decreased $200 as fewer required legal notifications are anticipated to be mailed. Operating supply costs increased $50 to fund the purchase of replacement iPad charging cords.

**Other Charges** - Total Other Charges decreased $1,320 or 19.4%. Publishing costs decreased $800 as fewer Zoning Board cases are anticipated, reducing the need for legal ads. Reporting services can also be reduced by $100, as less time is required to transcribe meeting minutes. Educational funding decreased $470 as individual workshops for board members will be less costly than joint sessions funded in the prior year. $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

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $2,165 | $2,670 | $2,260 | $2,720 | $2,720 |
| **Supplies** | 931 | 1,000 | 700 | 850 | 850 |
| **Other Charges** | 4,895 | 6,800 | 5,600 | 5,480 | 5,480 |
| **Total** | $7,991 | $10,470 | $8,560 | $9,050 | $9,050 |

# Component Unit Funding

## *SUMMARY OF BUDGET CHANGES*

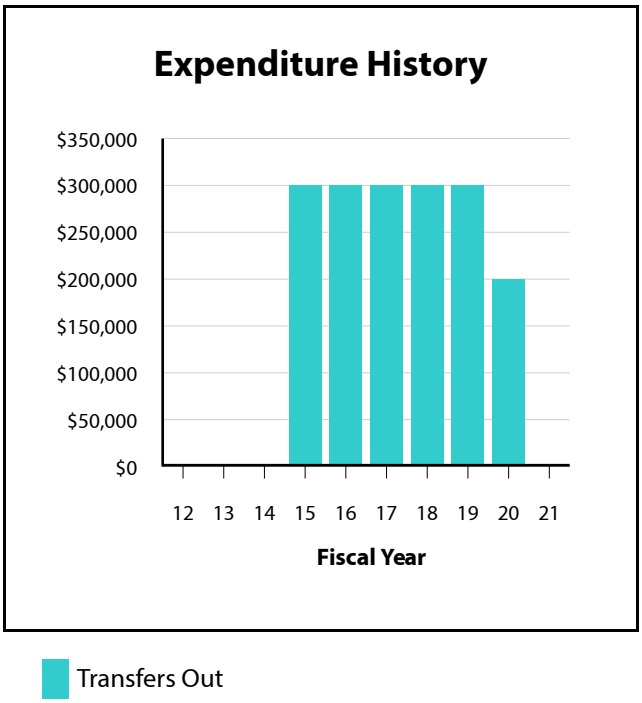
**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 100.0%.***

**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 $200,000, as there are no Transfers Out proposed for the 2020/21 fiscal year. A transfer of funds was made in the prior year to the Corridor Improvement Authority Fund for additional funding to complete landscape and streetscape improvements in the Corridor.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Other Charges** | 0 | 0 | 0 | 0 | 0 |
| **Transfer Out** | 300,000 | 200,000 | 200,000 | 0 | 0 |
| **Total** | $300,000 | $200,000 | $200,000 | $0 | $0 |

# 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.

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 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 were 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 on fixed charges were passed on to the City's water and sewer customers.

In 2020/21, the GLWA increased its commodity and fixed charges by 3.0%, while Macomb County sewer and debt service charges are estimated to increase 4.8%. Water consumption is estimated to fall by 6.6%, which lowers both water and sewer sales revenue. The City's share of sewer rehabilitation debt increased almost $1.5 million or 26.0% primarily due to the issuance of new debt by the Oakland Macomb Interceptor District (OMID) for sewer line rehabilitation.

Due to the increased costs and decline in usage, the City of Sterling Heights must pass on a net 5.2% increase to all water and sewer customers. Although rates are increasing, the monthly bill for the average customer has actually decreased over the last decade. Total water usage throughout the City has decreased nearly 20% during the past ten years. Due to the primarily fixed rate structure, rates increase when usage goes down, however as the average residential user is now using less water, the rate increase is offset by lower usage. The average residential user now uses 9,000 cubic feet of water annually as opposed to the previous average of 12,000 cubic feet. As such, the average residential customer will pay approximately $64, an increase of just $3 per month over last year.■

***Did you know…***
***…that water usage in Sterling Heights has decreased nearly 20% over the last decade? Due to the primarily fixed cost structure, this decrease in water usage results in increased rates to residents and businesses.***

# WATER & SEWER SYSTEM
# OPERATING FUND REVENUES & EXPENSES

| Budgetary Centers | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Budget |
|---|---|---|---|---|---|---|
| **REVENUES** | | | | | | |
| Water & Sewer Service | $47,503,460 | $47,057,790 | $51,613,820 | $47,561,420 | $50,742,600 | **$50,742,600** |
| Penalties & Interest | 824,660 | 854,110 | 750,000 | 840,000 | 850,000 | **850,000** |
| Hydrant Rental | 162,950 | 169,530 | 172,920 | 172,920 | 176,380 | **176,380** |
| Interfund Service | 69,100 | 69,100 | 103,460 | 103,460 | 105,100 | **105,100** |
| Tap and Meter Revenue | 728,550 | 424,400 | 615,000 | 615,000 | 565,000 | **565,000** |
| Repair and Service | 131,920 | 117,220 | 110,000 | 110,000 | 110,000 | **110,000** |
| Inspection Fees | 12,460 | 8,210 | 10,000 | 10,000 | 10,000 | **10,000** |
| Turn-On Charge | 13,730 | 14,200 | 15,000 | 15,000 | 15,000 | **15,000** |
| Ind./Pollution Surcharge | 577,600 | 377,270 | 400,000 | 375,000 | 375,000 | **375,000** |
| Miscellaneous | 421,570 | 426,130 | 166,250 | 140,620 | 139,300 | **139,300** |
| Interest on Investments | 237,580 | 294,260 | 297,000 | 325,000 | 315,000 | **315,000** |
| Federal/State Grants | 559,610 | 565,150 | 179,880 | 909,950 | 0 | **0** |
| **Total Revenues** | **$51,243,190** | **$50,377,370** | **$54,433,330** | **$51,178,370** | **$53,403,380** | **$53,403,380** |
| **EXPENDITURES** | | | | | | |
| **WATER & SEWER ADMIN.** | | | | | | |
| Personnel Services | $1,180,900 | $1,372,090 | $1,255,760 | $1,307,280 | $1,256,140 | **$1,256,140** |
| Supplies | 8,560 | 10,400 | 9,700 | 10,900 | 11,700 | **11,700** |
| Other Charges | 9,291,780 | 9,569,680 | 3,462,930 | 3,402,710 | 3,051,100 | **3,051,100** |
| Capital Outlay | 59,760 | 8,410 | 23,000 | 27,030 | 0 | **0** |
| Debt Service | 0 | 0 | 0 | 0 | 22,420 | **22,420** |
| **Total Expenses** | **10,541,000** | **10,960,580** | **4,751,390** | **4,747,920** | **4,341,360** | **4,341,360** |
| **WATER DISTRIBUTION** | | | | | | |
| Personnel Services | $1,695,690 | $1,792,390 | $1,675,410 | $1,667,360 | $1,726,720 | **$1,726,720** |
| Supplies | 335,920 | 406,750 | 349,500 | 395,660 | 400,000 | **400,000** |
| Other Charges | 17,590,600 | 15,514,160 | 16,667,460 | 16,176,340 | 16,395,080 | **16,395,080** |
| Capital Outlay | 0 | 2,140 | 65,000 | 124,820 | 11,000 | **11,000** |
| **Total Expenses** | **19,622,210** | **17,715,440** | **18,757,370** | **18,364,180** | **18,532,800** | **18,532,800** |
| **SEWAGE COLLECTION** | | | | | | |
| Personnel Services | $1,961,530 | $2,157,140 | $1,986,220 | $2,021,010 | $2,064,710 | **$2,064,710** |
| Supplies | 45,690 | 49,930 | 46,500 | 53,000 | 53,420 | **53,420** |
| Other Charges | 20,965,340 | 21,068,230 | 22,167,720 | 22,552,460 | 20,809,830 | **20,809,830** |
| Capital Outlay | 0 | 0 | 595,000 | 1,055,000 | 501,500 | **501,500** |
| Debt Service | 2,326,820 | 2,322,030 | 5,634,970 | 5,629,930 | 7,079,610 | **7,079,610** |
| **Total Expenses** | **25,299,380** | **25,597,330** | **30,430,410** | **31,311,400** | **30,509,070** | **30,509,070** |
| | | | | | | |
| **Total Operating Expenses** | **$55,462,590** | **$54,273,350** | **$53,939,170** | **$54,423,500** | **$53,383,230** | **$53,383,230** |

**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 2020/21, there is no grant funding 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 2020/21 Budget, Charges for Services revenue represents 99.2% of total revenue sources, an increase of $841,120.

The 2020/21 Budget recommends a combined 5.2% rate adjustment on water and sewage rates charged to our resident and corporate customers. This increase is the result of a 3.0% increase in the Great Lakes Water Authority's (GLWA) water rates and increased debt payments of nearly $1.5 million primarily due to the issuance of new debt by OMID for sewer line rehabilitation. In addition, water consumption has decreased, which lowers sales revenue to the City.

***The average residential customer will pay approximately $64 per month for water & sewer services.***

Total water usage throughout the City has decreased nearly 20% in the last decade. Due to the primarily fixed rate structure (as explained in the following paragraphs), rates increase when usage goes down, however as the average residential user is now using less water, the rate increase is offset by lower usage. The average residential user now uses 9,000 cubic feet of water annually as opposed to the previous average of 12,000 cubic feet. As such, the average residential customer will pay approximately $64, a decrease of about $16 per month.

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.

The most recent adjustment to fixed fees came in 2019/20 when the residential fixed fee increased by $1.25 per quarterly bill, while commercial accounts saw a $1.75 per bill adjustment to continue to become more in-line with the GLWA's fixed rate structure. For 2020/21, the City's residential and commercial fixed fees will remain the same.

## 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 2020/21 Budget, Other Revenues represents 0.8% of total revenue sources, a decrease of $8,950. This decrease is primarily due to a decrease in billing adjustment revenue, partially offset by an increase in interest on investments.

## CONTRIBUTION TO (USE OF) NET ASSETS

In the 2020/21 Budget, revenues slightly exceed expenses, resulting in a $20,150 contribution to fund balance.■

# WATER & SEWER FUND
# REVENUE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **STATE & LOCAL RETURNS** | | | | | | |
| 539002 | State Grants | $565,149 | 1.12 | $179,880 | 0.33 | **$0** | **0.00** |
| | **Total State & Local Returns** | **565,149** | **1.12** | **179,880** | **0.33** | **0** | **0.00** |
| | **CHARGES FOR SERVICES** | | | | | | |
| 627531 | Administrative Services - Refuse | 69,100 | 0.14 | 103,460 | 0.19 | **105,100** | **0.20** |
| 629001 | Labor Services - Roads | 49,966 | 0.10 | 50,000 | 0.09 | **50,000** | **0.09** |
| 633001 | Water Tap Fees | 55,603 | 0.11 | 175,000 | 0.32 | **125,000** | **0.23** |
| 633002 | Sewer Tap Fees | 26,453 | 0.05 | 40,000 | 0.07 | **40,000** | **0.07** |
| 633003 | Meter Charges | 342,343 | 0.68 | 400,000 | 0.73 | **400,000** | **0.75** |
| 633004 | Inspection | 8,214 | 0.02 | 10,000 | 0.02 | **10,000** | **0.02** |
| 633005 | Water & Sewer Services | 67,249 | 0.13 | 60,000 | 0.11 | **60,000** | **0.11** |
| 633006 | Hydrant Rental - Fire Department | 169,530 | 0.34 | 172,920 | 0.32 | **176,380** | **0.33** |
| 633009 | Turn-On Charge | 14,204 | 0.03 | 15,000 | 0.03 | **15,000** | **0.03** |
| 643000 | Water Services | 18,361,397 | 36.45 | 20,632,440 | 37.90 | **20,292,720** | **38.00** |
| 644000 | Collections - Sewer | 28,696,392 | 56.96 | 30,981,380 | 56.92 | **30,449,880** | **57.02** |
| 645000 | Penalties - Water & Sewer | 854,109 | 1.70 | 750,000 | 1.38 | **850,000** | **1.59** |
| 646000 | Industrial & Pollution Surcharge | 377,272 | 0.75 | 400,000 | 0.73 | **375,000** | **0.70** |
| | **Total Charges for Services** | **49,091,831** | **97.45** | **53,790,200** | **98.82** | **52,949,080** | **99.15** |
| | **OTHER REVENUE** | | | | | | |
| 665000 | Interest on Investments | 278,764 | 0.55 | 285,000 | 0.52 | **300,000** | **0.56** |
| 665445 | Interest & Penalties - Tax Roll | 15,503 | 0.03 | 12,000 | 0.02 | **15,000** | **0.03** |
| 676000 | Reimbursements | 45,501 | 0.09 | 36,250 | 0.07 | **39,300** | **0.07** |
| 677008 | Unrealized Gain/Loss | 286,179 | 0.57 | 0 | 0.00 | **0** | **0.00** |
| 685000 | Miscellaneous Revenue | 94,447 | 0.19 | 130,000 | 0.24 | **100,000** | **0.19** |
| 695000 | Insurance Recovery | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| | **Total Other Revenue** | **720,395** | **1.43** | **463,250** | **0.85** | **454,300** | **0.85** |
| | | | | | | | |
| | **Total Water & Sewer Fund** | **$50,377,375** | **100.00** | **$54,433,330** | **100.00** | **$53,403,380** | **100.00** |

**Note: The 2018-2019 Actual Column is rounded to the nearest dollar.**

# WATER & SEWER FUND
# EXPENDITURE SUMMARY BY ACCOUNT

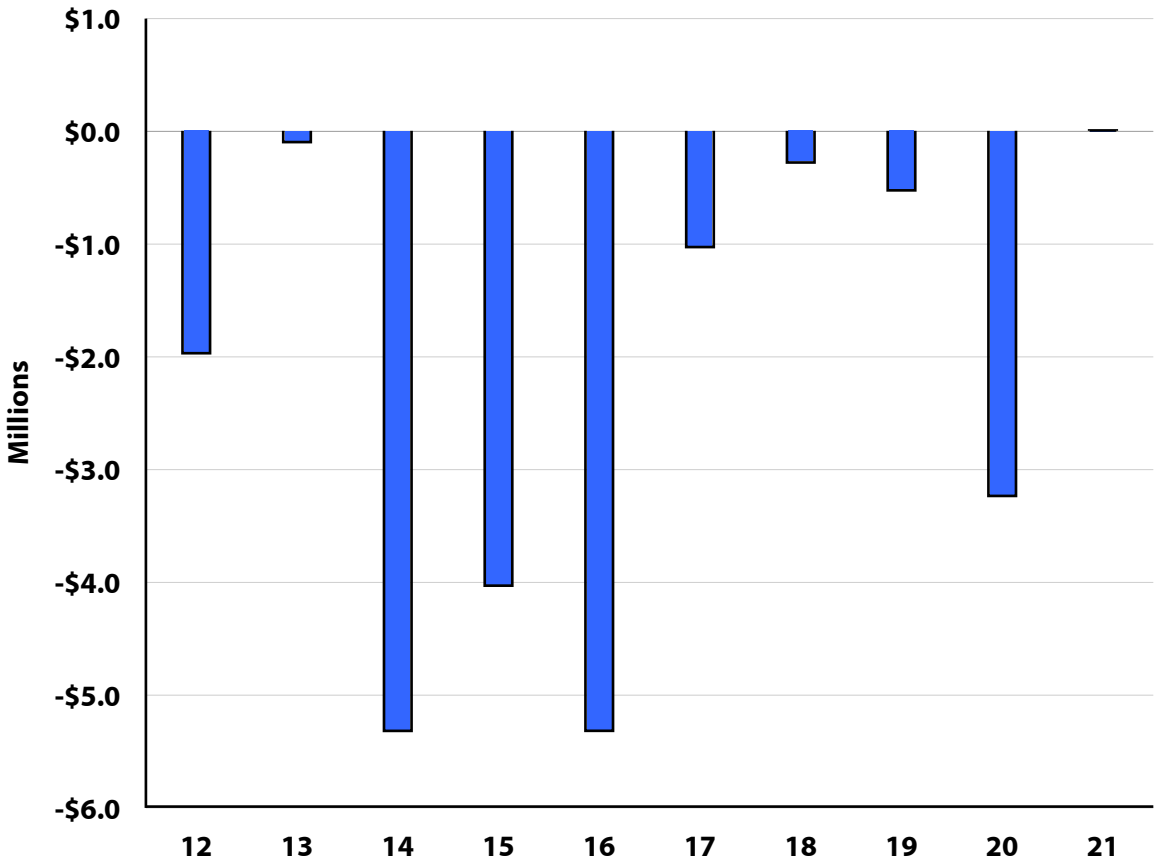
| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **PERSONNEL SERVICES** | | | | | | |
| 704000 | Wages & Salaries - Permanent | $2,054,040 | 3.78 | $2,166,280 | 4.02 | $2,250,050 | 4.21 |
| 704001 | Sick Time Buy Back | 16,879 | 0.03 | 17,520 | 0.03 | 16,020 | 0.03 |
| 704721 | Health Insurance Allowance | 17,750 | 0.03 | 18,000 | 0.03 | 21,000 | 0.04 |
| 705000 | Wages-Salaries - Temp/Part-Time | 134,610 | 0.25 | 232,710 | 0.43 | 215,680 | 0.40 |
| 708000 | Overtime | 409,573 | 0.75 | 375,000 | 0.70 | 394,500 | 0.74 |
| 708001 | Compensation Time Buy Back | 9,267 | 0.02 | 9,450 | 0.02 | 9,640 | 0.02 |
| 709000 | Union Contract Reimbursements | 8,750 | 0.02 | 9,450 | 0.02 | 9,600 | 0.02 |
| 710000 | Longevity | 47,996 | 0.09 | 50,390 | 0.09 | 50,380 | 0.09 |
| 715000 | Clothing Allowance | 7,560 | 0.01 | 7,500 | 0.01 | 7,500 | 0.01 |
| 717000 | FICA | 199,701 | 0.37 | 215,690 | 0.40 | 220,210 | 0.41 |
| 718000 | Worker's Compensation | 23,169 | 0.04 | 22,020 | 0.04 | 25,230 | 0.05 |
| 720000 | Pension - General Emp Retirement | 1,373,271 | 2.53 | 729,140 | 1.35 | 779,720 | 1.46 |
| 720002 | Defined Contribution - Employer | 23,893 | 0.04 | 25,590 | 0.05 | 33,140 | 0.06 |
| 720010 | Employer Contribution Recovery | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| 721000 | Health Insurance | 328,727 | 0.61 | 340,450 | 0.63 | 367,670 | 0.69 |
| 721001 | Health Insurance - Retirees | 602,891 | 1.11 | 629,000 | 1.17 | 574,300 | 1.08 |
| 721003 | Retiree Health Savings - City | 11,549 | 0.02 | 13,000 | 0.02 | 15,000 | 0.03 |
| 722000 | Dental Insurance | 26,516 | 0.05 | 28,080 | 0.05 | 28,620 | 0.05 |
| 723000 | Life Insurance | 5,458 | 0.01 | 5,900 | 0.01 | 6,150 | 0.01 |
| 724000 | Eye Care Insurance | 2,672 | 0.00 | 3,140 | 0.01 | 3,140 | 0.01 |
| 725000 | Disability Insurance - Long Term | 3,766 | 0.01 | 4,630 | 0.01 | 4,850 | 0.01 |
| 725355 | Disability Insurance - Short Term | 13,579 | 0.03 | 14,450 | 0.03 | 15,170 | 0.03 |
| | **Total Personnel Services** | **5,321,617** | **9.81** | **4,917,390** | **9.11** | **5,047,570** | **9.46** |
| | **SUPPLIES** | | | | | | |
| 729000 | Postage | 1,271 | 0.00 | 2,100 | 0.00 | 2,000 | 0.00 |
| 750000 | Fuels & Lubricants | 56,594 | 0.10 | 44,000 | 0.08 | 62,000 | 0.12 |
| 751000 | Operating Supplies | 45,982 | 0.08 | 46,600 | 0.09 | 48,120 | 0.09 |
| 770000 | Water Meters - Assembled | 205,862 | 0.38 | 160,000 | 0.30 | 200,000 | 0.37 |
| 771000 | Fire Hydrant Parts | 21,532 | 0.04 | 23,000 | 0.04 | 23,000 | 0.04 |
| 772000 | Tap-In Materials - Water | 45,295 | 0.08 | 50,000 | 0.09 | 50,000 | 0.09 |
| 774000 | Water Meter Parts | 90,542 | 0.17 | 80,000 | 0.15 | 80,000 | 0.15 |
| | **Total Supplies** | **467,078** | **0.85** | **405,700** | **0.75** | **465,120** | **0.87** |
| | **OTHER CHARGES** | | | | | | |
| 802000 | Audit & Accounting Services | 38,670 | 0.07 | 42,870 | 0.08 | 43,670 | 0.08 |
| 806000 | Legal Services - Other | 80,670 | 0.15 | 100,000 | 0.19 | 100,000 | 0.19 |
| 806001 | Legal Services - City Attorney | 11,920 | 0.02 | 4,000 | 0.01 | 4,000 | 0.01 |
| 807000 | Medical Services | 1,824 | 0.00 | 1,600 | 0.00 | 1,600 | 0.00 |
| 810000 | Other Fees | 171,863 | 0.32 | 170,500 | 0.32 | 180,700 | 0.34 |
| 810100 | Other Fees - Paid Ref Escrow | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| 824000 | Water Tap Installation - Contractor | 16,695 | 0.03 | 45,000 | 0.08 | 45,000 | 0.08 |
| 826000 | Other Contracted Services | 788,755 | 1.45 | 1,339,500 | 2.48 | 384,000 | 0.72 |
| 827000 | Interfund Services | 2,349,690 | 4.33 | 2,477,520 | 4.59 | 2,261,680 | 4.24 |
| 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 | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 833000 | Equipment Maintenance | 193,353 | 0.36 | 53,000 | 0.10 | 52,000 | 0.10 |
| 835000 | Vehicle Maintenance | 128,977 | 0.24 | 127,000 | 0.24 | 134,000 | 0.25 |
| 840000 | Water Main Repair | 336,662 | 0.62 | 270,000 | 0.50 | 260,000 | 0.49 |
| 841000 | Distribution Line Repair | 220,287 | 0.41 | 263,000 | 0.49 | 247,500 | 0.46 |
| 842000 | Sewer Main Repair | 22,940 | 0.04 | 100,000 | 0.19 | 100,000 | 0.19 |
| 903000 | Printing | 700 | 0.00 | 430 | 0.00 | 430 | 0.00 |
| 913000 | Liability Insurance | 135,000 | 0.25 | 200,000 | 0.37 | 135,000 | 0.25 |
| 915000 | Other Insurance | 2,460 | 0.00 | 2,460 | 0.00 | 2,460 | 0.00 |
| 921000 | Electric | 22,267 | 0.04 | 26,000 | 0.05 | 29,000 | 0.05 |
| 922000 | Telephone | 3,958 | 0.01 | 4,500 | 0.01 | 4,200 | 0.01 |
| 923000 | Gas - Fuel - Oil | 10,540 | 0.02 | 11,750 | 0.02 | 2,750 | 0.01 |
| 931000 | Water Purchased | 14,644,368 | 26.98 | 15,725,900 | 29.15 | 15,535,300 | 29.10 |
| 932000 | Sewage Disposal Services | 19,966,659 | 36.79 | 20,565,670 | 38.13 | 20,017,930 | 37.50 |
| 933000 | Software Maintenance | 0 | 0.00 | 149,600 | 0.28 | 111,450 | 0.21 |
| 934000 | Industrial & Pollution Surcharge | 383,232 | 0.71 | 400,000 | 0.74 | 375,000 | 0.70 |
| 945000 | Other Rental | 115,874 | 0.21 | 183,260 | 0.34 | 184,560 | 0.35 |
| 956000 | Local Meetings | 0 | 0.00 | 200 | 0.00 | 200 | 0.00 |
| 957000 | Memberships & Dues | 1,060 | 0.00 | 1,300 | 0.00 | 2,280 | 0.00 |
| 959000 | Education & Training | 9,349 | 0.02 | 16,850 | 0.03 | 25,100 | 0.05 |
| 964000 | Refunds & Rebates | 15,122 | 0.03 | 15,000 | 0.03 | 15,000 | 0.03 |
| 968000 | Depreciation | 6,466,324 | 11.91 | 0 | 0.00 | 0 | 0.00 |
| | **Total Other Charges** | **46,152,074** | **85.04** | **42,298,110** | **78.42** | **40,256,010** | **75.41** |
| | **CAPITAL OUTLAY** | | | | | | |
| 979000 | Computer Equipment | 0 | 0.00 | 0 | 0.00 | 11,000 | 0.02 |
| 981000 | Electronic Equipment | 0 | 0.00 | 0 | 0.00 | 0 | 0.00 |
| 982000 | Machinery & Equipment | 10,552 | 0.02 | 25,000 | 0.05 | 61,500 | 0.12 |
| 984000 | Vehicles | 0 | 0.00 | 658,000 | 1.22 | 440,000 | 0.82 |
| | **Total Capital Outlay** | **10,552** | **0.02** | **683,000** | **1.27** | **512,500** | **0.96** |
| | **DEBT SERVICE** | | | | | | |
| 992000 | Principal | 0 | 0.00 | 2,992,250 | 5.55 | 4,584,690 | 8.59 |
| 993001 | Interest - Oakland-Macomb Intcpt. | 427,924 | 0.79 | 503,270 | 0.93 | 632,730 | 1.19 |
| 993002 | Interest - Macomb Interceptor | 1,458,487 | 2.69 | 1,718,800 | 3.19 | 1,658,980 | 3.11 |
| 993003 | Interest - North Gratiot Interceptor | 90,213 | 0.17 | 90,850 | 0.17 | 79,650 | 0.15 |
| 993005 | Interest - Clintondale Pump Station | 345,410 | 0.64 | 329,800 | 0.61 | 123,560 | 0.23 |
| | **Total Debt Service** | **2,322,034** | **4.28** | **5,634,970** | **10.45** | **7,102,030** | **13.30** |
| | **Total Water & Sewer Fund** | **$54,273,355** | **100.00** | **$53,939,170** | **100.00** | **$53,383,230** | **100.00** |

**Note: The 2018-2019 Actual Column is rounded to the nearest dollar.**

# Water & Sewer Net Income from Operations

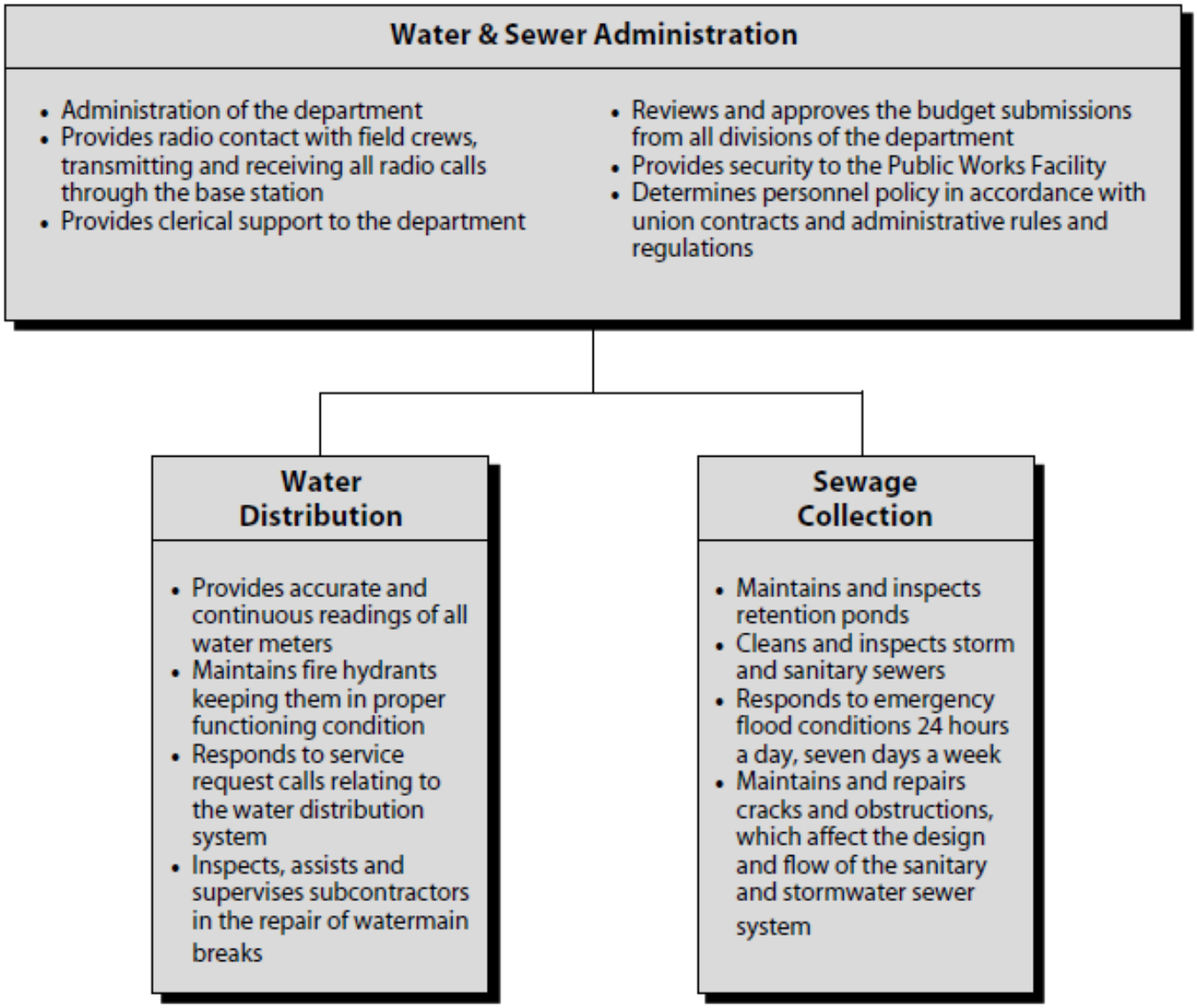



**This graph illustrates the net income from operations in the Water & Sewer fund. These numbers reflect the truest picture of the results of Water & Sewer fund operating performance upon which the City's water & sewer rates are established.**

***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)*



# DEPARTMENT AT A GLANCE

## *Water & Sewer Fund*

### BUDGET SUMMARY

*The Water & Sewer Fund decreased $555,940 or 1.0%. Personnel costs increased $130,180 or 2.6% due to contractual wage adjustments and health insurance rate increases.This was partially offset by savings due to staff turnover and an increase to the employee insurance cost share effective January 1, 2021. Supplies increased $59,420 or 14.6% due to a rise in the number of replacement parts needed for water meters and higher fuel costs. Other Charges decreased $2,042,100 primarily due to lower grant-funded contracted services due to the completion of the SAW grant. Sewer costs also decreased $550,000. A rate increase of 3.0% from the GLWA offset these decreases. Debt Service increased $1,467,060 or 26.0% due to the City's share of new debt issued by the OMID for sewer line rehabilitation.*



### FUNDING LEVEL SUMMARY

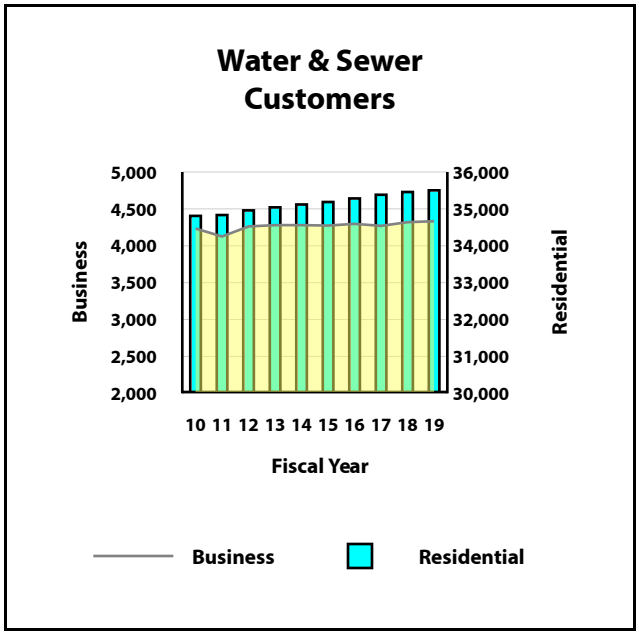
| | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget | % Change From 19/20 |
|---|---|---|---|---|---|
| **Water & Sewer Admin.** | $10,541,000 | $10,960,580 | $4,751,390 | $4,341,360 | -8.6% |
| **Water Distribution** | 19,622,210 | 17,715,440 | 18,757,370 | 18,532,800 | -1.2% |
| **Sewage Collection** | 25,299,380 | 25,597,330 | 30,430,410 | 30,509,070 | 0.3% |
| **Total Department** | $55,462,590 | $54,273,350 | $53,939,170 | $53,383,230 | -1.0% |
| | | | | | |
| **Personnel Services** | $4,838,110 | $5,321,600 | $4,917,390 | $5,047,570 | 2.6% |
| **Supplies** | 390,170 | 467,080 | 405,700 | 465,120 | 14.6% |
| **Other Charges** | 47,847,700 | 46,152,060 | 42,298,110 | 40,256,010 | -4.8% |
| **Capital Outlay** | 59,790 | 10,580 | 683,000 | 512,500 | -25.0% |
| **Debt Service** | 2,326,820 | 2,322,030 | 5,634,970 | 7,102,030 | 26.0% |
| **Total Department** | $55,462,590 | $54,273,350 | $53,939,170 | $53,383,230 | -1.0% |

### PERSONNEL SUMMARY

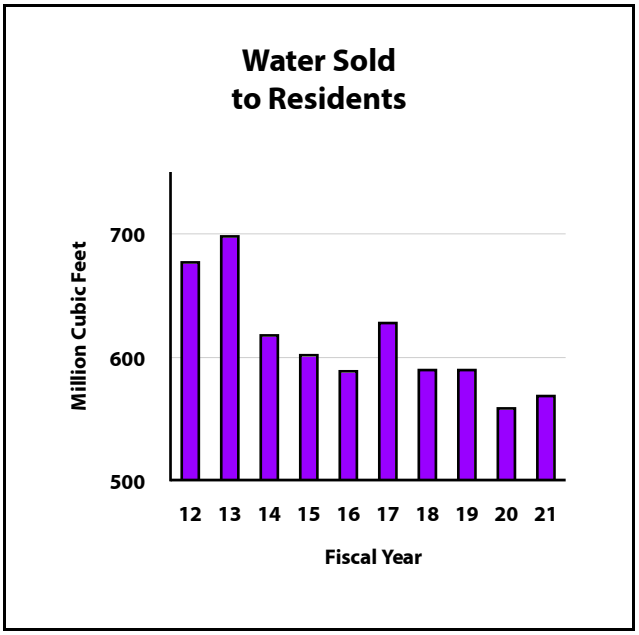
| | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | |
|---|---|---|---|---|---|---|---|---|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| **Water & Sewer Admin.** | 6 | 3 | 5 | 1 | 6 | 1 | 6 | 1 |
| **Water Distribution** | 10 | 4 | 11 | 4 | 12 | 7 | 12 | 6 |
| **Sewage Collection** | 14 | 5 | 16 | 5 | 16 | 5 | 17 | 5 |
| **Total Department** | 30 | 12 | 32 | 10 | 34 | 13 | 35 | 12 |

# KEY FUND TRENDS

## *Water & Sewer Fund*




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.



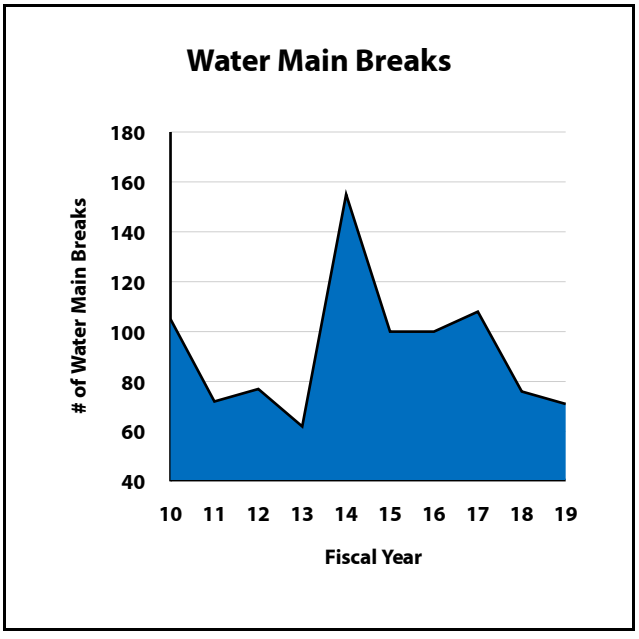

The City has sold a fluctuating amount of water to our residents and businesses. The decrease in some years is largely a result of increased rainfall or economic conditions, which lowers the demand and use for irrigation purposes. 2017 saw an increase due to a historically dry summer. Water usage has declined since 2008.

### Average Macomb County Residential Monthly Water & Sewer Bill

| | | |
|---|---|---|
| 1. | Fraser | $138 |
| 2. | Eastpointe | 119 |
| 3. | Utica | 98 |
| 4. | St. Clair Shores | 91 |
| 5. | Clinton Township | 87 |
| 6. | Mount Clemens | 80 |
| 7. | Shelby Township | 79 |
| 8. | Macomb Township | 74 |
| 9. | Roseville | 69 |
| 10. | Center Line | 68 |
| 11. | Warren | 66 |
| **12.** | **Sterling Heights** | **61** |

Rates are current, using 9,000 cf.

The City purchases its water and sewer services through the Great Lakes Water Authority. The average resident pays $61 per month for such services. This amount compares favorably to other communities in Macomb County.




The number of water main breaks peaked in 2014, which was the coldest winter in the last ten years. Frost levels exceeded the depth of the pipes which resulted in more pipes failing. In recent years there have been less breaks due to lower demand and increased investment in maintenance.

***Beware of little expenses.  A small leak will sink a great ship.***

**~ Benjamin Franklin ~**



# Water & Sewer Administration

**MISSION STATEMENT:** ***To provide high quality maintenance of the City's Public Works infrastructure in an economically and environmentally responsible manner, while preserving and enhancing quality of life, health, aesthetics and public safety.***

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 maintenance and care, 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 City cleaned over 37 miles of large diameter sanitary sewer pipe throughout fiscal year 2020?***

# Water & Sewer Administration

## *2020/21 PERFORMANCE OBJECTIVES*

1. To enhance the storm and sanitary sewer cleaning regimen to restore optimum flows of the infrastructure. *(City Goal 1, 2, 16)*

2. To institute a department-wide training program utilizing Knowledge City software. *(City Goal 2, 4, 14)*

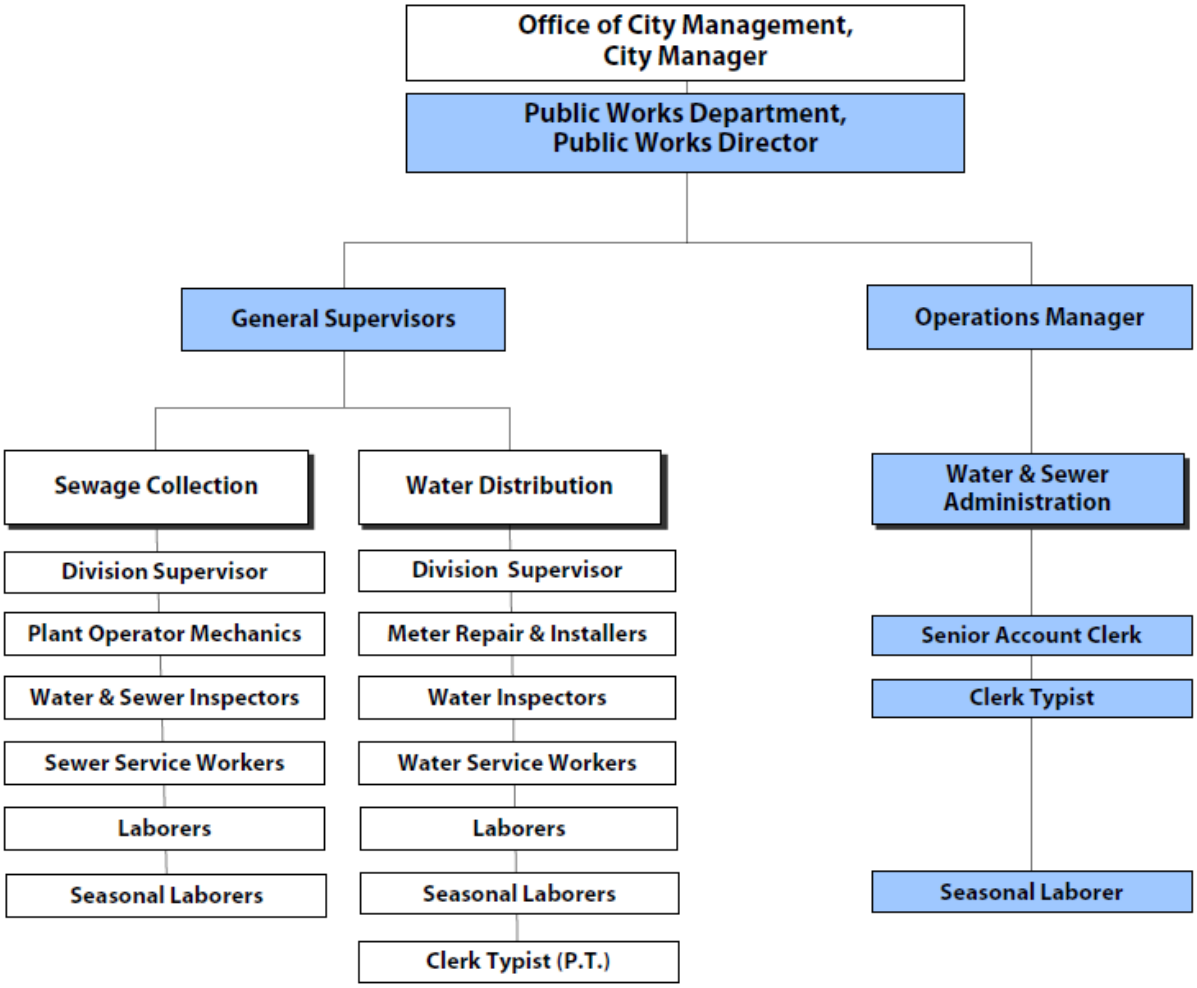
3. To integrate newly designed workflow programs, including ESRI and Smart Vehicle Fleet Management. *(City Goal 1, 2, 6, 14, 23, 24, 25)*

4. To solicit proposals for a meter replacement program that incorporates new technology and maintains thorough accuracy of utility billing. *(City Goal 1, 3, 14, 16, 23)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Water & Sewer Customers | 39,720 | 39,814 | 39,872 | 39,950 | 39,922 | 39,950 |
| | Customer Service Requests (Cityworks, See Click Fix) | 7,199 | 7,634 | 11,033 | 9,300 | 9,500 | 9,500 |
| | Res. /Commercial Sanitary Sewer Tap Connections | 96 | 69 | 57 | 80 | 75 | 80 |
| | Residential/Commercial Water Taps | 73 | 128 | 47 | 100 | 75 | 100 |
| | Res./Comm. Water Meter Installations (new & repl.) | 615 | 676 | 799 | 1,050 | 700 | 1,200 |
| | Backflow Preventer Testing Compliance Letters | 1,467 | 1,520 | 1,514 | 1,500 | 1,500 | 1,500 |
| | Site Plans Reviewed | 37 | 30 | 29 | 40 | 35 | 40 |
| | Vehicles/Equipment Specifications Prepared | 11 | 9 | 11 | 12 | 13 | 15 |
| | Materials/Supplies/Services Specifications Prepared | 32 | 43 | 40 | 45 | 39 | 40 |
| | Hours of Safety Training | 290 | 933 | 968 | 1,500 | 1,500 | 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 | 60/0 | 60/0 | 60/0 | 60/0 | 60/0 | 60/0 |
| | Landscape Median Mowing - Revolutions | 28 | 31 | 34 | 26 | 33 | 33 |
| *Efficiency* | Ratio of FT Employees to Workers Comp. Claims | 5:1 | 6:1 | 8:1 | 6:1 | 10:1 | 10:1 |
| | % Water Samples Meeting Federal/State Standards | 100% | 100% | 100% | 100% | 100% | 100% |
| | Annual Residential Water & Sewer Bill (9,000 cfs)* | $781 | $893 | $924 | $965 | $965 | $766 |
| | Monthly Residential Water & Sewer Bill (9,000 cfs)* | $65 | $74 | $77 | $61 | $61 | $64 |
| | City's Fixed Charge as a % of Total W&S Bill | 5.5% | 5.0% | 5.3% | 5.1% | 5.4% | 5.0% |
| | % of Outfalls Sampled with no Water Discharge | N/A | N/A | N/A | N/A | N/A | N/A |

**Prior to fiscal year 2019/20, the annual and monthly residential water and sewer bill amounts were calculated using 12,000 cfs.*

# Water & Sewer Administration




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Public Works Director | 1 | 1 | 1 |
| Operations Manager | 1 | 1 | 1 |
| General Supervisor | 1 | 2 | 2 |
| Senior Account Clerk | 1 | 1 | 1 |
| Clerk Typist | 1 | 1 | 1 |
| Seasonal Laborer (P.T.) | 1 | 1 | 1 |
| Total | 6 | 7 | 7 |

# Water & Sewer Administration

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

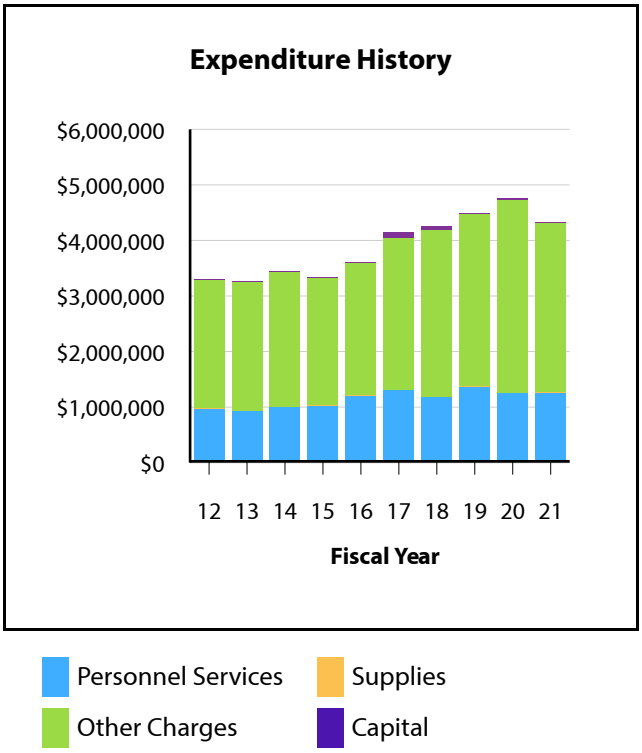
***The total budget decreased by 9.1%.***

**Personnel Services** – Total Increase $380 or 0.0%

- $15,700 increase due to required funding for pension liabilities
- $30,700 increase in health insurance due to rate increases and changes in coverages
- $31,600 due to contractual wage adjustments, partially offset by:
- $42,900 savings due to staff turnover resulting in lower wage rates
- $14,000 savings due to reserve for bank payouts for retirees in the prior year
- $19,500 savings due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** – Total Supplies increased $2,000 or 20.6% as funding for fuel and lubricants increased.

**Other Charges** – Total Other Charges decreased $411,830 or 11.9%. Interfund service costs decreased $215,840 based on lower General Fund administrative charges. Lower expected liability claims resulted in a one-time decrease of $65,000 in liability insurance costs. Contracted services decreased $105,000 due to the prior year funding of a W&S Rate & Capital Charge study, partially offset by an increase for a staffing study to be conducted. $36,000 will be saved with the utility billing software conversion to the BS&A system, as support for the first year will be included with the conversion cost. $7,750 was added to provide more staff training opportunities.




**Debt Service** - Total Debt Service of $22,420 is budgeted for the interest payment on a proposed Water & Sewer capital bond to be issued in the Spring of 2020 to fund the water main rehabilitation at 19 Mile between Schoenherr and Clinton River Road, as well as other critical water main repairs.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $1,372,095 | $1,255,760 | $1,307,280 | $1,256,140 | $1,256,140 |
| **Supplies** | 10,399 | 9,700 | 10,900 | 11,700 | 11,700 |
| **Other Charges** | 9,569,684 | 3,462,930 | 3,402,710 | 3,051,100 | 3,051,100 |
| **Capital Outlay** | 8,407 | 23,000 | 27,030 | 0 | 0 |
| **Debt Service** | 0 | 0 | 0 | 22,420 | 22,420 |
| **Total** | $10,960,585 | $4,751,390 | $4,747,920 | $4,341,360 | $4,341,360 |

# 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…***
***…the Water Division winterizes over 7,300 fire hydrants every fall to prevent frost damage?***

# Water Distribution

## *2020/21 PERFORMANCE OBJECTIVES*

1. To perform annual flushing of all dead end sections of the water main to ensure fresh water to all residents. *(City Goal 16)*

2. To perform 300 gate valve and well structure inspections each year, which helps to ensure our ability to isolate sections of water mains for repairs, while minimizing the impact on water customers. *(City Goal 16)*

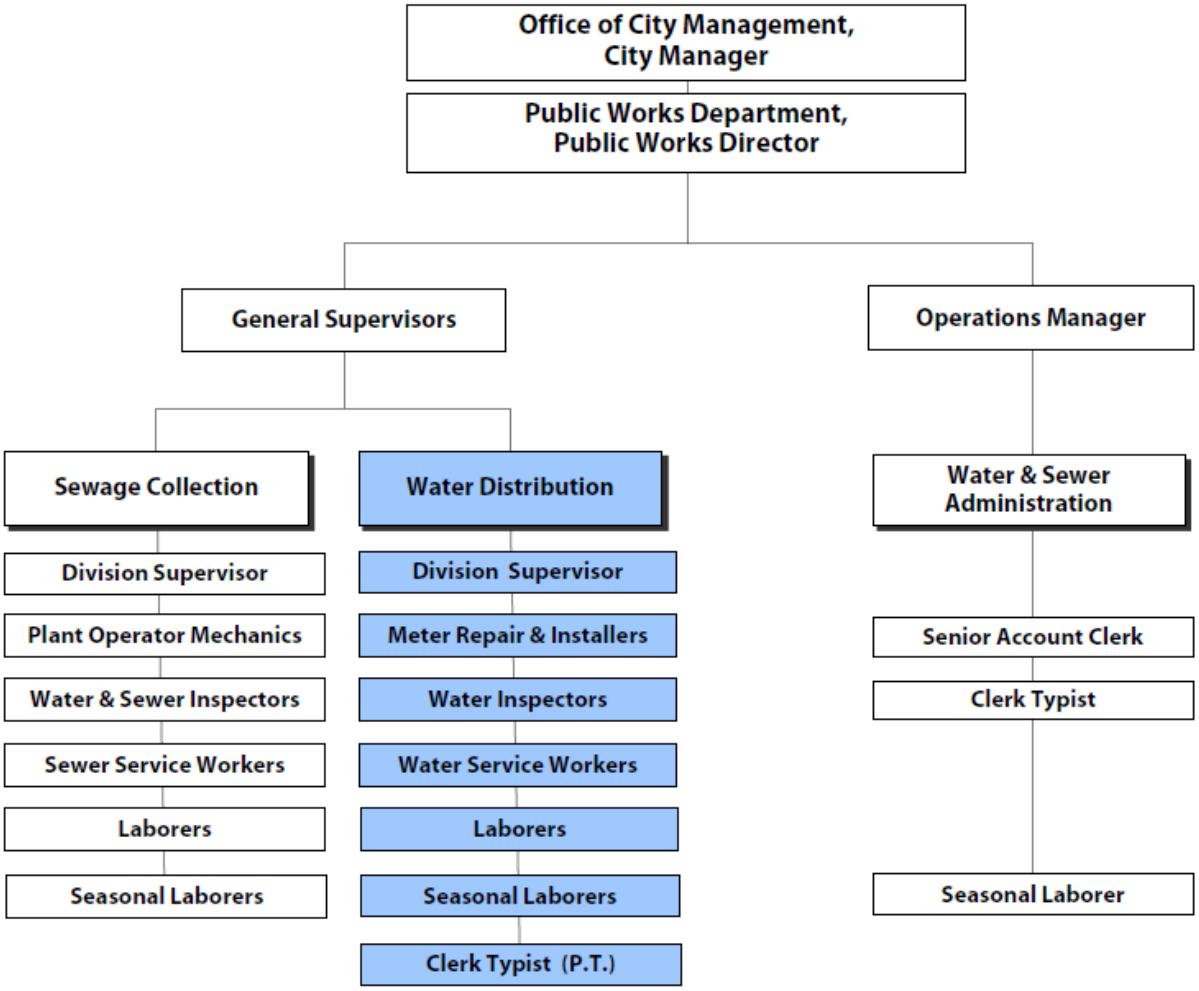
3. To evaluate and select new software for electronic submission of backflow test forms and for scheduling device testing. *(City Goal 1, 2, 16, 23)*

4. To monitor the testing of over 1,000 backflow preventers by private contractors to ensure the protection of the public water supply. *(City Goal 16)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Miles of Water Mains in City | 667 | 667 | 667 | 667 | 667 | 667 |
| | Citizen Inq./Service Req. Responded To | 4,311 | 4,100 | 5,508 | 5,500 | 5,100 | 5,500 |
| | Water Meter Manual Reads - Res. & Comm. | 130,992 | 126,808 | 124,222 | 125,000 | 123,000 | 120,000 |
| | Water Meter Automated Reads - Res. & Comm. | 71,381 | 105,611 | 111,512 | 110,000 | 78,676 | 81,000 |
| | Water Main Breaks | 108 | 76 | 71 | 125 | 80 | 125 |
| | Miss Dig Stakeouts of Utilities Performed | 7,021 | 7,873 | 8,880 | 11,000 | 10,600 | 11,000 |
| | Water Meters Installed - Res./Comm. (new) | 78/23 | 52/44 | 56/20 | 100/100 | 50/36 | 75/25 |
| | Water Meters Replaced | 514 | 580 | 723 | 850 | 600 | 800 |
| | Water Taps Installed - Residential/Commercial | 49/24 | 88/40 | 30/17 | 75/25 | 50/25 | 75/25 |
| | Cross Connection Inspections/Reinspections | 196 | 162 | 173 | 175 | 180 | 175 |
| | Compound Meters Tested | 49 | 50 | 140 | 150 | 100 | 150 |
| | Gatewells Inspected | 318 | 301 | 364 | 350 | 400 | 400 |
| | Businesses Monitored - Backflow Compliance | 1,467 | 1,520 | 1,514 | 1,500 | 1,500 | 1,500 |
| | Fire Hydrants Replaced | 9 | 13 | 21 | 25 | 35 | 40 |
| | Fire Hydrants Painted | 558 | 582 | 970 | 700 | 1,300 | 800 |
| *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% | 50% | 50% | 50% | 50% | 50% |
| | Avg. Time to Complete Emg. Main Repairs (Hrs.) | 3.8 | 4.0 | 4.0 | 4.0 | 4.0 | 4.0 |
| | Miles of Water Main Maint. per FT Employee | 74.0 | 66.7 | 60.6 | 55.6 | 55.6 | 55.6 |
| | Water Meter Manual Reads per Reader | 52,397 | 50,723 | 49,689 | 50,000 | 41,000 | 40,000 |
| | Water Purchased from GLWA (1,000 cubic feet) | 615,045 | 580,053 | 584,634 | 610,000 | 562,320 | 570,000 |
| | Cost of 1,000 Cubic Feet of Water from GLWA | $10.05* | $10.35* | $9.79* | $10.43* | $10.38* | $10.99* |
| | GLWA Water Fixed Charge | $9,298,800 | $9,567,600 | $8,920,800 | $9,363,600 | $9,312,000 | $9,393,000 |
| | Water Fixed Charge as a % of Total Costs | 60.1% | 61.4% | 60.9% | 59.5% | 61.5% | 60.5% |

**Does not include fixed water costs. FY 2020/21 rate effective 10/1/20.*

# Water Distribution




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Division Supervisor | 1 | 1 | 1 |
| Water Inspector | 2 | 2 | 2 |
| Water Service Worker | 5 | 5 | 5 |
| Meter Repair/Installer | 2 | 2 | 2 |
| Laborer | 1 | 2 | 2 |
| Clerk Typist (P.T.) | 0 | 1 | 1 |
| Seasonal Laborer (P.T.) | 4 | 6 | 5 |
| Total | 15 | 19 | 18 |

# Water Distribution

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

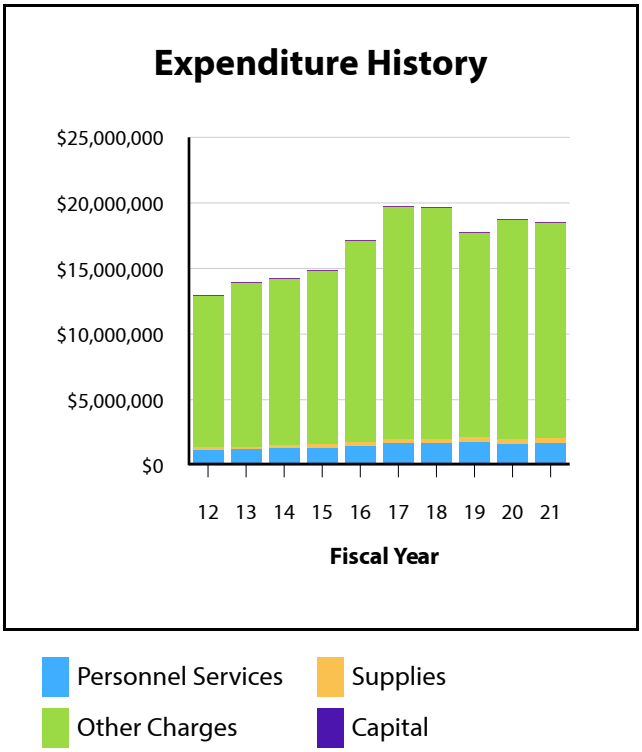
***The total budget decreased by 1.2%.***

**Personnel Services** – Total Increase $51,310 or 3.1%

- $43,600 due to contractual wage adjustments
- $16,200 due to required funding for pension liabilities
- $9,200 due to increase in health insurance rates partially offset by increased employee share and:
- $16,500 savings due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** – Total Supplies increased $50,500 or 14.4%. Funding for water meters increased $40,000 due to greater installation activity for new and replacement meters. $9,500 is needed due to higher fuel costs. $1,000 was added for additional protective gear and small hand tools that need to be replenished.

**Other Charges** – Total Other Charges decreased $272,380 or 1.6%. Contracted services decreased $58,500 due to the one-time funding of large distribution valve inspections and repairs in the prior year, partially offset by an increase for the contractual costs to replace 35 of the City's aging hydrants and to paint the hydrants that are not being replaced. Funding to purchase the 35 new hydrants is also budgeted. Distribution line repair costs decreased $20,000, as fewer repairs have been needed. The cost of water purchased from the GLWA




increased due to a 3.0% rate increase to be implemented effective 10/1/2020, offset by a 6.6% decline in projected water consumption volume. Vehicle maintenance costs increased $7,000 as a greater number of repairs have been needed.

**Capital** – Total Capital of $11,000 is proposed for a Security Camera to view activity at the Dobry Drive Pump Station.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $1,792,388 | $1,675,410 | $1,667,360 | $1,726,720 | $1,726,720 |
| **Supplies** | 406,748 | 349,500 | 395,660 | 400,000 | 400,000 |
| **Other Charges** | 15,514,161 | 16,667,460 | 16,176,340 | 16,395,080 | 16,395,080 |
| **Capital Outlay** | 2,146 | 65,000 | 124,820 | 11,000 | 11,000 |
| **Total** | $17,715,443 | $18,757,370 | $18,364,180 | $18,532,800 | $18,532,800 |

# 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.

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.■

***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.***

***Did you know…***
***…the Sewer Division inspects the grease traps at local businesses to ensure they are in compliance and properly disposing of fats, oils and greases to prevent possible sanitary backups?***

# Sewage Collection

## *2020/21 PERFORMANCE OBJECTIVES*

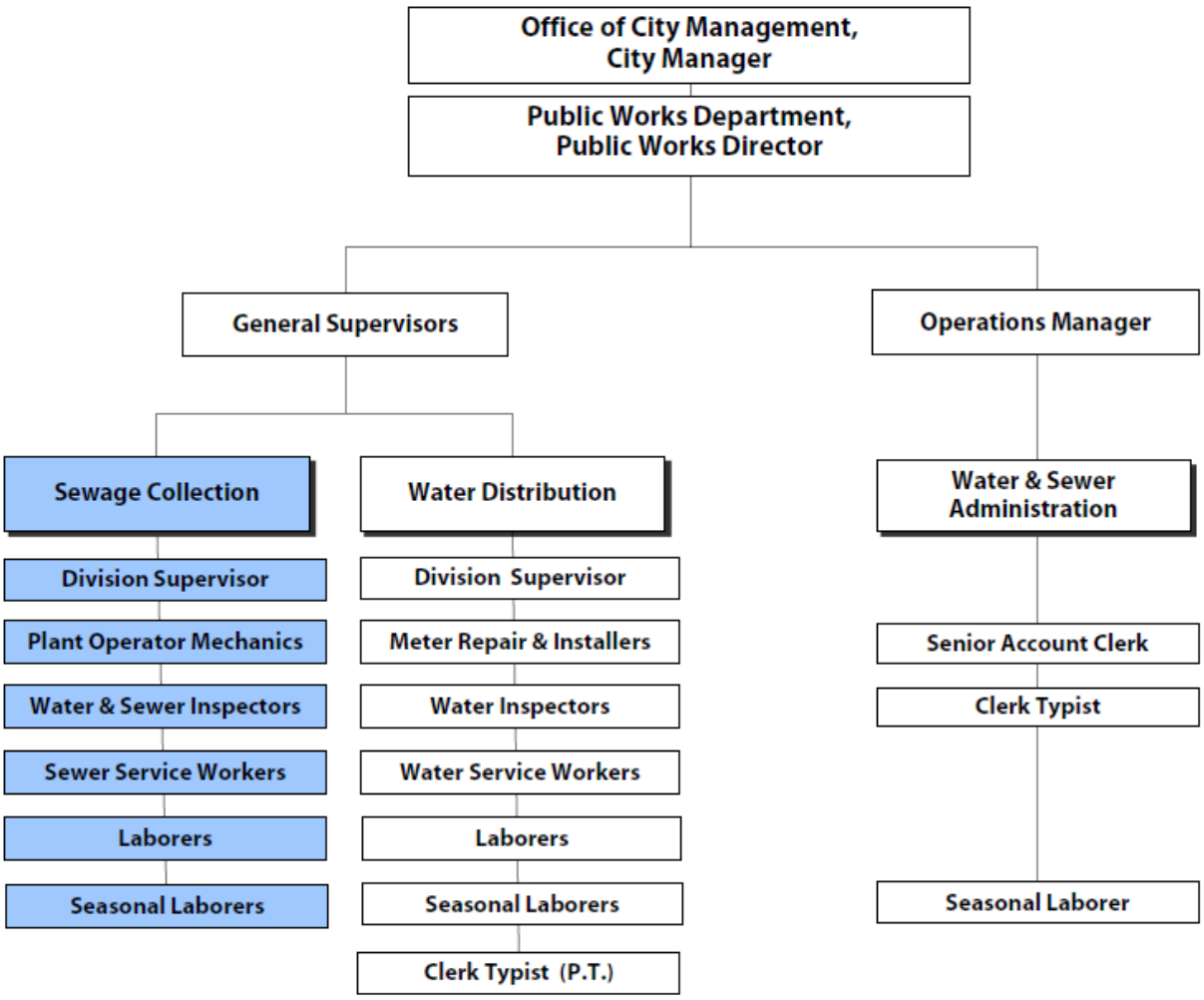
1. To allocate more resources to the Grease Trap Inspection Program, which involves annual inspections of locations required to have grease traps, and visits to repeat violators on a more aggressive timeline until corrections have been made. *(City Goal 13, 16, 24)*

2. To continue the Utility Structure Rehab Program, utilizing staff and a contractor to complete 250 structure repairs. *(City Goal 16, 18)*

3. To continue the daily cleaning and televising of the storm and sanitary sewer system in an effort to help identify problem areas. (*City Goal 16, 18)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Miles of Sanitary Sewers in City | 477 | 475 | 475 | 475 | 475 | 475 |
| | Sewer Inquiries Received & Resolved | 2,466 | 5,471 | 5,525 | 5,800 | 3,000 | 4,000 |
| | Sewer Inspections | 295 | 272 | 190 | 290 | 250 | 290 |
| | Water Inspections | 96 | 59 | 40 | 55 | 45 | 55 |
| | Certificate of Occupancy Inspections | 80 | 119 | 253 | 200 | 50 | 200 |
| | Sanitary Sewer Cleaned - Feet | 666,617 | 600,186 | 525,312 | 875,000 | 540,000 | 600,000 |
| | Utility Structures Restored | 159 | 228 | 212 | 200 | 225 | 250 |
| | Flags of Sidewalk Replaced | 65 | 76 | 71 | 70 | 60 | 70 |
| | Sections of Street/Approaches Replaced | 118/39 | 416/80 | 379/80 | 275/50 | 354/67 | 275/50 |
| | Sod Replaced - Yards | 0 | 1,200 | 90 | 90 | 100 | 100 |
| | Retention Basin Inspections Performed | 450 | 1,073 | 983 | 800 | 480 | 800 |
| | Retention Basin Wet Wells Cleaned | 1 | 9 | 12 | 15 | 10 | 15 |
| | Grease Trap Program Inspections | 24 | 160 | 282 | 300 | 200 | 200 |
| *Efficiency & Effectiveness* | Sewer Main Blockages | 56 | 20 | 31 | 15 | 15 | 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 | 36.7 | 33.9 | 29.7 | 29.7 | 29.7 | 29.7 |
| | Sewage Fixed Charge as a % of Total Costs | 100% | 100% | 100% | 100% | 100% | 100% |
| | Highland Park Bad Debt Adjustment | $190,400 | $133,360 | $280,940 | $157,485 | $51,100 | $0 |
| | | | | | | | |

# Sewage Collection




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Division Supervisor | 1 | 1 | 1 |
| Plant Operator/Mechanic | 2 | 2 | 3 |
| Sewer Service Worker (Clean) | 2 | 2 | 2 |
| Water/Sewage Inspector | 3 | 3 | 3 |
| Sewer Service Worker (Maint.) | 1 | 1 | 1 |
| Laborer | 7 | 7 | 7 |
| Seasonal Laborer (P.T.) | 5 | 5 | 5 |
| Total | 21 | 21 | 22 |

# Sewage Collection

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget increased by 0.3%.***

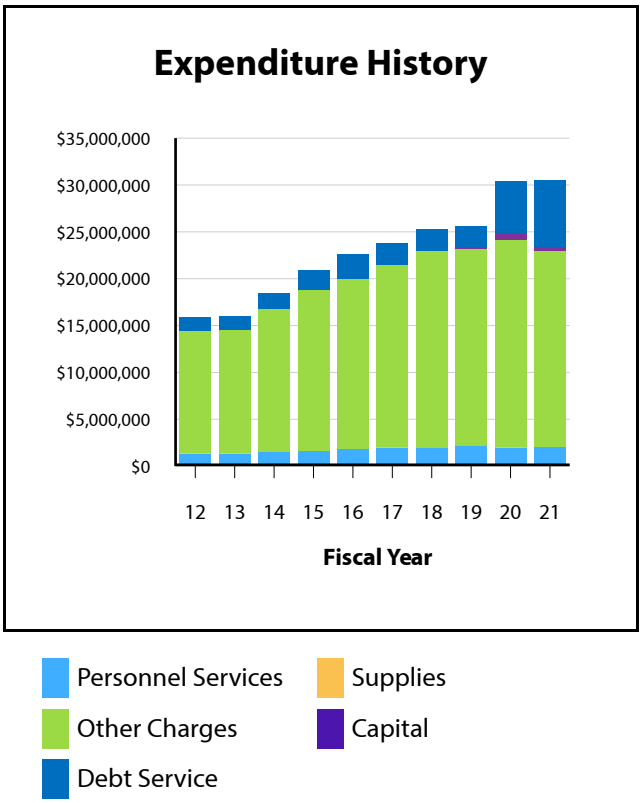
**Personnel Services** – Total Increase $78,490 or 4.0%

- $95,000 due to contractual wage adjustments and the transfer of one full-time employee from Fleet Maintenance
- $18,700 due to required funding for pension liabilities, partially offset by:
- $12,600 savings in health insurance due to changes in coverages
- $18,700 savings due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** – Total Supplies increased $6,920 or 14.9%. Fuel costs increased $6,500 to bring the budget in line with recent cost trends. $420 was added for additional personal protective gear and small hand tools.

**Other Charges** – Total Other Charges decreased $1,357,890 or 6.1%. Contracted services decreased $792,000 due to prior year funding of sewer line cleaning and televising, funded by the federal SAW grant. Sewage disposal costs from Macomb are estimated to decrease $547,740.

**Capital** - Total Capital of $501,500 is proposed. $50,000 is for a Lift Station Pump to be used as an emergency backup in the event of a pump failure. $11,500 is for two replacement Cement/Mortar Mixers. $285,000 is for a Tandem Axle Dump Truck and $155,000 is for a Flat Bed Dump Truck, both to replace old vehicles used by maintenance crews.




**Debt Service** – Total Debt Service increased $1,444,640 or 25.6% to cover the City's share of the District's sewer rehabilitation payments. This new debt was issued by the Oakland Macomb Interceptor District.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $2,157,135 | $1,986,220 | $2,021,010 | $2,064,710 | $2,064,710 |
| **Supplies** | 49,932 | 46,500 | 53,000 | 53,420 | 53,420 |
| **Other Charges** | 21,068,230 | 22,167,720 | 22,552,460 | 20,809,830 | 20,809,830 |
| **Capital Outlay** | 0 | 595,000 | 1,055,000 | 501,500 | 501,500 |
| **Debt Service** | 2,322,036 | 5,634,970 | 5,629,930 | 7,079,610 | 7,079,610 |
| **Total** | $25,597,333 | $30,430,410 | $31,311,400 | $30,509,070 | $30,509,070 |

# 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 | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Budget |
|---|---|---|---|---|---|---|
| **MAJOR ROAD FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Federal & State Grants | $811,020 | $1,390,580 | $0 | $0 | $0 | **$0** |
| Gas & Weight Tax | 8,095,040 | 8,635,590 | 9,399,890 | 9,210,670 | 9,445,720 | **9,445,720** |
| Metro Act | 288,070 | 288,900 | 290,000 | 290,000 | 290,000 | **290,000** |
| Other Revenue | 347,920 | 392,240 | 360,000 | 378,000 | 375,000 | **375,000** |
| Transfer from General Fund | 1,000,000 | 9,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | **1,000,000** |
| **Total Revenues** | **10,542,050** | **19,707,310** | **11,049,890** | **10,878,670** | **11,110,720** | **11,110,720** |
| **EXPENDITURES** | | | | | | |
| Administration | 162,190 | 128,370 | 131,240 | 136,240 | 136,260 | **136,260** |
| Major Street Maintenance | 2,684,110 | 2,619,850 | 2,559,850 | 2,788,500 | 2,672,500 | **2,672,500** |
| Major Street Improvements | 4,077,070 | 8,019,390 | 15,991,990 | 15,367,150 | 6,110,000 | **6,110,000** |
| Transfer to Local Road Fund | 0 | 0 | 0 | 0 | 0 | **0** |
| Tfr. to Road Bond Debt Fund | 2,000,000 | 2,500,000 | 3,100,190 | 3,100,190 | 2,760,150 | **2,760,150** |
| **Total Expenditures** | **8,923,370** | **13,267,610** | **21,783,270** | **21,392,080** | **11,678,910** | **11,678,910** |
| **Excess of Revenues Over (Under) Expenditures** | **1,618,680** | **6,439,700** | **(10,733,380)** | **(10,513,410)** | **(568,190)** | **(568,190)** |
| **Beginning Fund Balance** | **3,545,330** | **5,164,010** | **11,603,710** | **11,603,710** | **1,090,300** | **1,090,300** |
| **Ending Fund Balance** | **$5,164,010** | **$11,603,710** | **$870,330** | **$1,090,300** | **$522,110** | **$522,110** |
| **LOCAL ROAD FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Property Taxes | $3,258,920 | $3,332,570 | $3,493,930 | $3,476,590 | $3,680,810 | **$3,680,810** |
| Federal Grants | 59,200 | 74,370 | 0 | 0 | 0 | **0** |
| Gas & Weight Tax | 3,002,240 | 3,203,090 | 3,476,670 | 3,414,790 | 3,493,620 | **3,493,620** |
| Metro Act | 106,820 | 106,850 | 105,000 | 105,000 | 105,000 | **105,000** |
| Personal Property Tax Reimb. | 0 | 252,590 | 239,500 | 230,140 | 230,000 | **230,000** |
| Charges for Services | 46,740 | 65,280 | 45,000 | 45,000 | 45,000 | **45,000** |
| Other Revenue | 55,390 | 57,090 | 50,710 | 50,150 | 49,940 | **49,940** |
| Transfer from General Fund | 500,000 | 1,500,000 | 0 | 0 | 0 | **0** |
| Transfer from Major Road Fund | 0 | 0 | 0 | 0 | 0 | **0** |
| **Total Revenues** | **7,029,310** | **8,591,840** | **7,410,810** | **7,321,670** | **7,604,370** | **7,604,370** |
| **EXPENDITURES** | | | | | | |
| Administration | 154,760 | 157,130 | 140,080 | 130,080 | 130,080 | **130,080** |
| Local Street Maintenance | 2,070,310 | 2,290,040 | 2,315,000 | 2,206,500 | 2,314,500 | **2,314,500** |
| Local Street Improvements | 6,972,810 | 5,255,060 | 7,049,540 | 6,283,000 | 5,100,000 | **5,100,000** |
| **Total Expenditures** | **9,197,880** | **7,702,230** | **9,504,620** | **8,619,580** | **7,544,580** | **7,544,580** |
| **Excess of Revenues Over (Under) Expenditures** | **(2,168,570)** | **889,610** | **(2,093,810)** | **(1,297,910)** | **59,790** | **59,790** |
| **Beginning Fund Balance** | **3,462,160** | **1,293,590** | **2,183,200** | **2,183,200** | **885,290** | **885,290** |
| **Ending Fund Balance** | **$1,293,590** | **$2,183,200** | **$89,390** | **$885,290** | **$945,080** | **$945,080** |

# SPECIAL REVENUE FUNDS
# REVENUES, EXPENDITURES & FUND BALANCES

| Debt Service Funds | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Budget |
|---|---|---|---|---|---|---|
| **LAND & WATER FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Other Revenue | $6,790 | $44,980 | $3,000 | $2,900 | $0 | **$0** |
| **Total Revenues** | **6,790** | **44,980** | **3,000** | **2,900** | **0** | **0** |
| **EXPENDITURES** | | | | | | |
| Other Charges | 0 | 5,500 | 0 | 0 | 0 | **0** |
| Land Acquisition & Improve. | 190,770 | 68,010 | 600 | 132,600 | 0 | **0** |
| **Total Expenditures** | **190,770** | **73,510** | **600** | **132,600** | **0** | **0** |
| **Rev. Over (Under) Expend.** | **(183,980)** | **(28,530)** | **2,400** | **(129,700)** | **0** | **0** |
| **Beginning Fund Balance** | **374,420** | **190,440** | **161,910** | **161,910** | **32,210** | **32,210** |
| **Ending Fund Balance** | **$190,440** | **$161,910** | **$164,310** | **$32,210** | **$32,210** | **$32,210** |
| **PARKS & RECREATION FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Property Taxes | $3,965,700 | $4,032,610 | $4,265,740 | $4,229,360 | $4,386,990 | **$4,386,990** |
| Federal/State/Local Returns | 315,330 | 638,860 | 505,600 | 531,290 | 720,200 | **720,200** |
| Charges for Services | 554,100 | 781,500 | 752,540 | 775,700 | 764,600 | **764,600** |
| Other Revenue | 433,570 | 691,780 | 382,200 | 179,800 | 59,500 | **59,500** |
| Transfer from General Fund | 1,247,460 | 2,693,460 | 2,800,000 | 2,800,000 | 2,736,350 | **2,736,350** |
| **Total Revenues** | **6,516,160** | **8,838,210** | **8,706,080** | **8,516,150** | **8,667,640** | **8,667,640** |
| **EXPENDITURES** | | | | | | |
| Personnel Services | 1,784,580 | 2,317,070 | 2,592,400 | 2,713,490 | 2,856,820 | **2,856,820** |
| Supplies | 107,420 | 174,560 | 167,430 | 220,500 | 188,020 | **188,020** |
| Other Charges | 525,540 | 1,154,880 | 1,992,430 | 1,973,810 | 2,122,730 | **2,122,730** |
| Capital Outlay | 16,798,450 | 14,935,070 | 12,335,050 | 12,334,420 | 1,960,000 | **1,960,000** |
| Debt Service | 3,003,520 | 3,001,090 | 3,001,590 | 3,001,590 | 2,998,590 | **2,998,590** |
| **Total Expenditures** | **22,219,510** | **21,582,670** | **20,088,900** | **20,243,810** | **10,126,160** | **10,126,160** |
| **Rev. Over (Under) Expend.** | **(15,703,350)** | **(12,744,460)** | **(11,382,820)** | **(11,727,660)** | **(1,458,520)** | **(1,458,520)** |
| **Beginning Fund Balance** | **41,917,370** | **26,214,020** | **13,469,560** | **13,469,560** | **1,741,900** | **1,741,900** |
| **Ending Fund Balance** | **$26,214,020** | **$13,469,560** | **$2,086,740** | **$1,741,900** | **$283,380** | **$283,380** |
| **PUBLIC SAFETY FORF. FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Federal Forfeitures & Income | $496,450 | $158,730 | $6,180 | $15,860 | $0 | **$0** |
| Treasury Forfeitures & Income | 3,800 | 0 | 0 | 0 | 0 | **0** |
| State Forfeitures & Income | 120,980 | 293,620 | 198,670 | 263,430 | 0 | **0** |
| OWI Forfeitures | 7,650 | 18,790 | 2,680 | 7,080 | 0 | **0** |
| Gambling Forfeitures | 2,920 | 80 | 0 | 0 | 0 | **0** |
| Act 302 Training Funds | 26,350 | 25,030 | 26,350 | 30,800 | 28,800 | **28,800** |
| Other Revenue | 9,170 | 19,250 | 13,500 | 13,250 | 12,550 | **12,550** |
| **Total Revenue** | **667,320** | **515,500** | **247,380** | **330,420** | **41,350** | **41,350** |
| **EXPENDITURES** | | | | | | |
| Federal Forfeiture Expenditures | 394,620 | 273,530 | 108,230 | 108,190 | 161,360 | **161,360** |
| Treasury Forf. Expenditures | 21,190 | 0 | 0 | 0 | 0 | **0** |
| State Forfeiture Expenditures | 51,770 | 105,780 | 445,640 | 445,890 | 400,110 | **400,110** |
| Gambling Forf. Expenditures | 420 | 0 | 0 | 0 | 0 | **0** |
| OWI Forfeiture Expenditures | 8,040 | 11,130 | 15,580 | 13,400 | 11,000 | **11,000** |
| Act 302 Training Funds | 30,540 | 18,330 | 39,770 | 30,800 | 28,800 | **28,800** |
| **Total Expenditures** | **506,580** | **408,770** | **609,220** | **598,280** | **601,270** | **601,270** |
| **Rev. Over (Under) Expend.** | **160,740** | **106,730** | **(361,840)** | **(267,860)** | **(559,920)** | **(559,920)** |
| **Beginning Fund Balance** | **567,450** | **728,190** | **834,920** | **834,920** | **567,060** | **567,060** |
| **Ending Fund Balance** | **$728,190** | **$834,920** | **$473,080** | **$567,060** | **$7,140** | **$7,140** |

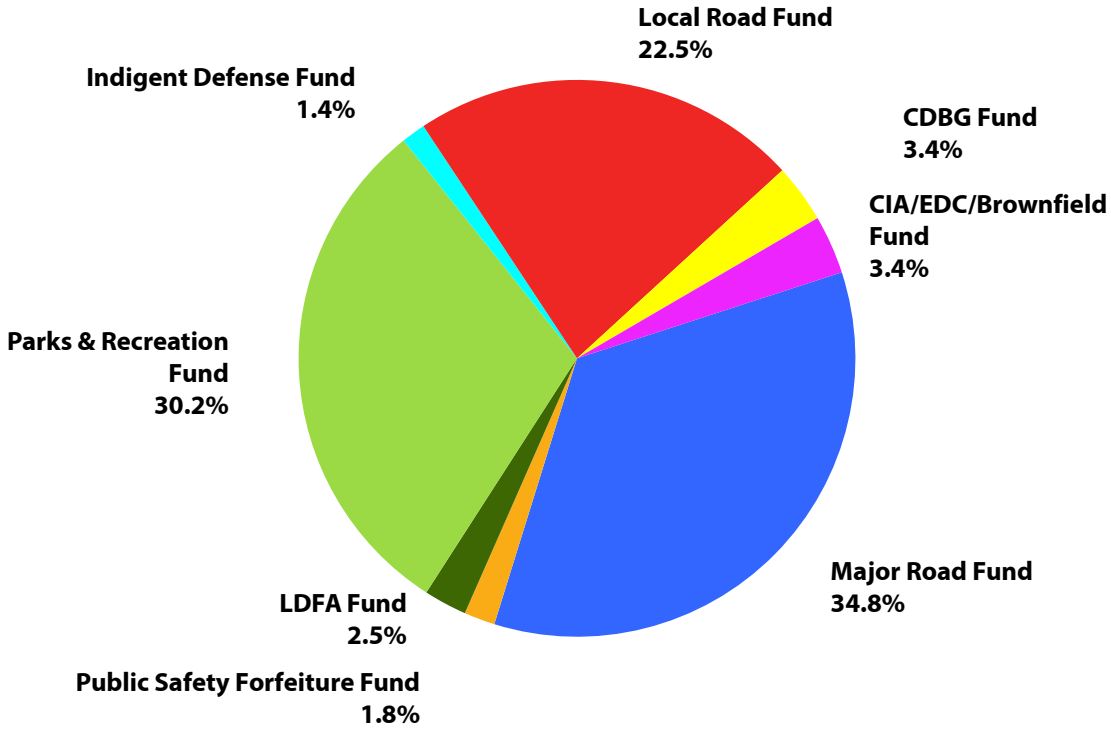
# SPECIAL REVENUE FUNDS
# REVENUES, EXPENDITURES & FUND BALANCES

| Debt Service Funds | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Budget |
|---|---|---|---|---|---|---|
| **COMM. DEV. BLOCK GR. FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Federal Grants | $1,044,670 | $448,540 | $936,930 | $1,011,610 | $1,026,600 | **$1,026,600** |
| Revenue Direct Loans | 64,150 | 130,830 | 100,000 | 100,000 | 100,000 | **100,000** |
| **Total Revenues** | **1,108,820** | **579,370** | **1,036,930** | **1,111,610** | **1,126,600** | **1,126,600** |
| **EXPENDITURES** | | | | | | |
| Community Development | 1,108,820 | 579,370 | 1,036,930 | 1,111,610 | 1,126,600 | **1,126,600** |
| **Total Expenditures** | **1,108,820** | **579,370** | **1,036,930** | **1,111,610** | **1,126,600** | **1,126,600** |
| **Rev. Over (Under) Expend.** | **0** | **0** | **0** | **0** | **0** | **0** |
| **Beginning Fund Balance** | **0** | **0** | **0** | **0** | **0** | **0** |
| **Ending Fund Balance** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| **INDIGENT DEFENSE FUND** | | | | | | |
| **REVENUES** | | | | | | |
| State Grants | $0 | $180,930 | $230,590 | $346,310 | $483,460 | **$483,460** |
| Interest on Investments | 0 | 480 | 1,000 | 3,000 | 3,000 | **3,000** |
| Transfer from General Fund | 0 | 26,430 | 0 | (26,430) | 0 | **0** |
| **Total Revenues** | **0** | **207,840** | **231,590** | **322,880** | **486,460** | **486,460** |
| **EXPENDITURES** | | | | | | |
| Supplies | 0 | 0 | 3,000 | 500 | 500 | **500** |
| Other Charges | 0 | 51,890 | 229,190 | 220,000 | 482,960 | **482,960** |
| Capital Outlay | 0 | 43,930 | 0 | 1,150 | 0 | **0** |
| **Total Expenditures** | **0** | **95,820** | **232,190** | **221,650** | **483,460** | **483,460** |
| **Rev. Over (Under) Expend.** | **0** | **112,020** | **(600)** | **101,230** | **3,000** | **3,000** |
| **Beginning Fund Balance** | **0** | **0** | **112,020** | **112,020** | **213,250** | **213,250** |
| **Ending Fund Balance** | **$0** | **$112,020** | **$111,420** | **$213,250** | **$216,250** | **$216,250** |
| **NEIGHBORHOOD STABILIZATION FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Federal Grants | $2,970 | $6,630 | $37,000 | $5,920 | $0 | **$0** |
| **Total Revenues** | **2,970** | **6,630** | **37,000** | **5,920** | **0** | **0** |
| **EXPENDITURES** | | | | | | |
| Administration Costs | 2,970 | 6,630 | 37,000 | 5,920 | 0 | **0** |
| **Total Expenditures** | **2,970** | **6,630** | **37,000** | **5,920** | **0** | **0** |
| **Rev. Over (Under) Expend.** | **0** | **0** | **0** | **0** | **0** | **0** |
| **Beginning Fund Balance** | **0** | **0** | **0** | **0** | **0** | **0** |
| **Ending Fund Balance** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| **CORR. IMPROVE. AUTH. FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Property Taxes | $44,300 | $114,200 | $243,270 | $223,730 | $240,000 | **$240,000** |
| Federal/State/Local Returns | 160,000 | 0 | 200,000 | 200,000 | 0 | **0** |
| Other Revenue | 450 | 1,260 | 700 | 4,000 | 4,000 | **4,000** |
| **Total Revenues** | **204,750** | **115,460** | **443,970** | **427,730** | **244,000** | **244,000** |
| **EXPENDITURES** | | | | | | |
| Other Charges | 0 | 0 | 0 | 0 | 100,000 | **100,000** |
| Capital Outlay | 0 | 8,670 | 131,330 | 0 | 0 | **0** |
| Debt Service | 159,000 | 0 | 0 | 0 | 0 | **0** |
| **Total Expenditures** | **159,000** | **8,670** | **131,330** | **0** | **100,000** | **100,000** |
| **Rev. Over (Under) Expend.** | **45,750** | **106,790** | **312,640** | **427,730** | **144,000** | **144,000** |
| **Beginning Fund Balance** | **245,840** | **291,590** | **398,380** | **398,380** | **826,110** | **826,110** |
| **Ending Fund Balance** | **$291,590** | **$398,380** | **$711,020** | **$826,110** | **$970,110** | **$970,110** |

# SPECIAL REVENUE FUNDS
# REVENUES, EXPENDITURES & FUND BALANCES

| Debt Service Funds | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Budget |
|---|---|---|---|---|---|---|
| **ECONOMIC DEVELOPMENT CORPORATION FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Funding from General Gov't | $140,000 | $300,000 | $0 | $0 | $0 | **$0** |
| Other Revenue | 2,290 | 7,650 | 5,000 | 5,000 | 5,000 | **5,000** |
| **Total Revenues** | **142,290** | **307,650** | **5,000** | **5,000** | **5,000** | **5,000** |
| **EXPENDITURES** | | | | | | |
| Other Charges | 23,620 | 108,820 | 79,010 | 74,900 | 79,000 | **79,000** |
| **Total Expenditures** | **23,620** | **108,820** | **79,010** | **74,900** | **79,000** | **79,000** |
| **Excess of Revenues Over (Under) Expenditures** | **118,670** | **198,830** | **(74,010)** | **(69,900)** | **(74,000)** | **(74,000)** |
| **Beginning Fund Balance** | **21,480** | **140,150** | **338,980** | **338,980** | **269,080** | **269,080** |
| **Ending Fund Balance** | **$140,150** | **$338,980** | **$264,970** | **$269,080** | **$195,080** | **$195,080** |
| **BROWNFIELD REDEVELOPMENT AUTHORITY FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Property Taxes - TIF | $84,250 | $0 | $236,890 | $243,500 | $962,100 | **$962,100** |
| Other Revenue | 2,900 | 0 | 0 | 1,500 | 1,500 | **1,500** |
| **Total Revenues** | **87,150** | **0** | **236,890** | **245,000** | **963,600** | **963,600** |
| **EXPENDITURES** | | | | | | |
| Other Charges | 87,150 | 0 | 0 | 245,000 | 960,000 | **960,000** |
| **Total Expenditures** | **87,150** | **0** | **0** | **245,000** | **960,000** | **960,000** |
| **Excess of Revenues Over (Under) Expenditures** | **0** | **0** | **236,890** | **0** | **3,600** | **3,600** |
| **Beginning Fund Balance** | **0** | **0** | **0** | **0** | **0** | **0** |
| **Ending Fund Balance** | **$0** | **$0** | **$236,890** | **$0** | **$3,600** | **$3,600** |
| **LOCAL DEVELOPMENT FINANCE AUTHORITY FUND** | | | | | | |
| **REVENUES** | | | | | | |
| LDFA General Capture | $0 | $658,130 | $652,130 | $650,760 | $666,300 | **$666,300** |
| LDFA SmartZone Capture | 923,240 | 596,290 | 616,510 | 612,630 | 627,700 | **627,700** |
| Federal Grants | 0 | 0 | 29,000 | 29,000 | 0 | **0** |
| Other Revenue | 212,490 | 209,390 | 182,300 | 228,000 | 220,000 | **220,000** |
| Transfer from EDC Fund | 0 | 0 | 0 | 0 | 0 | **0** |
| **Total Revenues** | **1,135,730** | **1,463,810** | **1,479,940** | **1,520,390** | **1,514,000** | **1,514,000** |
| **EXPENDITURES** | | | | | | |
| Incubator Operations | 743,700 | 871,470 | 876,400 | 893,060 | 876,500 | **876,500** |
| Miscellaneous Expense | 438,190 | 0 | 0 | 0 | 0 | **0** |
| SmartZone Improvements | 273,640 | 638,330 | 1,257,250 | 1,386,650 | 0 | **0** |
| **Total Expenditures** | **1,455,530** | **1,509,800** | **2,133,650** | **2,279,710** | **876,500** | **876,500** |
| **Excess of Revenues Over (Under) Expenditures** | **(319,800)** | **(45,990)** | **(653,710)** | **(759,320)** | **637,500** | **637,500** |
| **Beginning Fund Balance** | **1,125,630** | **805,830** | **759,840** | **759,840** | **520** | **520** |
| **Ending Fund Balance** | **$805,830** | **$759,840** | **$106,130** | **$520** | **$638,020** | **$638,020** |

# Special Revenue Funds
# Percent of Total Expenditures




**This graph illustrates expenditures for each Special Revenue Fund as a percent of the total $33,576,480 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 renewed by the voters in November 2019 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 and the Brownfield Redevelopment Authority. A total of $10,563,900 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 2020/21 Budget, State and Local Return revenues represent 50.1% of total Special Revenue sources, an increase of $139,340. The increase is primarily due to a slight increase in ACT 51 funding from the State of Michigan over the prior year and Municipal Transportation credits for the purchase of transportation software for SMART buses. The proposed budget uses the revised estimates for ACT 51 funding that were provided by the State of Michigan at the end of April 2020. These revisions included anticipated funding reductions as a result of the COVID-19 emergency.

## 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 2020/21, revenues generated from Other Financing Sources represent 11.8% of total Special Revenue sources, a decrease of $63,650. The decrease is due to a decrease in Transfers In from the General Fund to the Parks & Recreation Department, as less funding is needed to fund the pre-existing expenses of the Parks & Recreation Department prior to the passing of the *Re*creating Recreation millage.

## CHARGES FOR SERVICES

Charges for Services consists primarily of revenue from Parks & Recreation Fees and Tree Sales & Planting. In the 2020/21 Budget, Charges for Services represents 2.5% of total Special Revenue sources, an increase of $12,060. 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 2020/21, Other Revenues represent 2.3% of total Special Revenue sources, a decrease of $267,920. The decrease is primarily due to lower interest on investments, partially offset by an increase in business incubator rental income.

## EXCESS REVENUE OVER (UNDER) EXPENDITURES

A Use of Fund Balance exists when expenditures exceed revenues, provided that fund balance is available.

In the 2020/21 Budget, expenditures exceed revenues by $1,812,740. A draw down of funds is planned primarily in the Parks & Recreation Fund, as debt proceeds are needed to fund *Re*creating Recreation project costs next year. Additional funding is also needed in the Major Road Fund 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 | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **TAXES** | | | | | | |
| 404001 | Property Tax Refunds | ($15,000) | (0.04) | ($5,000) | (0.02) | **($15,000)** | **(0.05)** |
| 407000 | Safe Streets Tax | 3,338,620 | 8.27 | 3,487,930 | 11.29 | **3,684,810** | **11.60** |
| 408000 | Recreating Recreation Tax | 4,022,580 | 9.96 | 4,259,740 | 13.79 | **4,376,990** | **13.78** |
| 415000 | Delinquent Personal Property Tax | 6,540 | 0.02 | 5,000 | 0.02 | **8,000** | **0.03** |
| 420000 | Property Taxes - TIF | 114,200 | 0.28 | 370,290 | 1.20 | **661,900** | **2.08** |
| 422000 | LDFA - SmartZone Capture | 596,290 | 1.48 | 616,510 | 2.00 | **627,700** | **1.98** |
| 423000 | LDFA - General Capture | 658,130 | 1.63 | 652,130 | 2.11 | **666,300** | **2.10** |
| 424000 | BRA - School Capture | 0 | 0.00 | 109,870 | 0.36 | **540,200** | **1.70** |
| 445000 | Penalties and Interest | 12,450 | 0.03 | 12,000 | 0.04 | **13,000** | **0.04** |
| | **Total Taxes** | **8,733,810** | **21.63** | **9,508,470** | **30.78** | **10,563,900** | **33.26** |
| | **STATE & LOCAL RETURNS** | | | | | | |
| 529000 | Federal Grant - Other | 526,800 | 1.30 | 975,930 | 3.16 | **1,026,600** | **3.23** |
| 529002 | Federal Program Income | 3,130 | 0.01 | 0 | 0.00 | **0** | **0.00** |
| 529003 | Revenue Direct Loans | 130,830 | 0.32 | 100,000 | 0.32 | **100,000** | **0.31** |
| 529100 | Federal Forfeiture Grants | 156,310 | 0.39 | 1,230 | 0.00 | **0** | **0.00** |
| 529101 | Federal Forfeiture Program Income | 2,410 | 0.01 | 4,950 | 0.02 | **0** | **0.00** |
| 539002 | State Grants | 180,930 | 0.45 | 230,590 | 0.75 | **483,460** | **1.52** |
| 539200 | State Forfeiture Grants | 284,590 | 0.70 | 195,810 | 0.63 | **0** | **0.00** |
| 539201 | State Forfeiture Program Income | 9,030 | 0.02 | 2,860 | 0.01 | **0** | **0.00** |
| 539300 | Gambling Forfeitures | 80 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 539348 | Metro Act | 395,760 | 0.98 | 395,000 | 1.28 | **395,000** | **1.24** |
| 539400 | OWI Forfeitures | 10,360 | 0.03 | 1,800 | 0.01 | **0** | **0.00** |
| 539401 | OWI Program Income | 8,440 | 0.02 | 880 | 0.00 | **0** | **0.00** |
| 539500 | Act 302 Training Funds | 25,030 | 0.06 | 26,350 | 0.09 | **28,800** | **0.09** |
| 546000 | Highway & Street Grants | 11,838,690 | 29.32 | 12,876,560 | 41.69 | **12,939,340** | **40.74** |
| 549000 | County & Other Local Grants | 0 | 0.00 | 29,000 | 0.09 | **0** | **0.00** |
| 549101 | Funding from General Gov't | 300,000 | 0.74 | 200,000 | 0.65 | **0** | **0.00** |
| 569000 | State Grants - Other | 1,390,570 | 3.44 | 0 | 0.00 | **0** | **0.00** |
| 573386 | Personal Property Tax Reimbursement | 555,600 | 1.38 | 528,100 | 1.71 | **530,000** | **1.67** |
| 581001 | Municipal Credit Transportation | 335,450 | 0.83 | 215,000 | 0.70 | **420,200** | **1.32** |
| | **Total State & Local Returns** | **16,154,010** | **40.00** | **15,784,060** | **51.10** | **15,923,400** | **50.13** |
| | **OTHER FINANCING SOURCES** | | | | | | |
| 699101 | Transfer from General Fund | 13,219,890 | 32.74 | 3,800,000 | 12.30 | **3,736,350** | **11.76** |
| | **Total Other Financing Sources** | **13,219,890** | **32.74** | **3,800,000** | **12.30** | **3,736,350** | **11.76** |
| | **CHARGES FOR SERVICES** | | | | | | |
| 637001 | Copies & Forms | 430 | 0.00 | 600 | 0.00 | **600** | **0.00** |
| 639001 | Parks & Recreation Fees | 781,060 | 1.93 | 751,940 | 2.43 | **764,000** | **2.41** |
| 640004 | Tree Sales & Planting | 61,430 | 0.15 | 40,000 | 0.13 | **45,000** | **0.14** |
| 640010 | Chipping Fee | 3,850 | 0.01 | 5,000 | 0.02 | **0** | **0.00** |
| | **Total Charges for Services** | **846,770** | **2.10** | **797,540** | **2.58** | **809,600** | **2.55** |
| | **OTHER REVENUE** | | | | | | |
| 665000 | Interest on Investments | 607,330 | 1.50 | 429,700 | 1.39 | **178,500** | **0.56** |
| 665100 | Interest Income - Federal Forfeiture | 5,670 | 0.01 | 5,000 | 0.02 | **4,000** | **0.01** |
| 665130 | Interest Income - Treas. Forfeiture | 330 | 0.00 | 300 | 0.00 | **150** | **0.00** |
| 665200 | Interest Income - State Forfeiture | 11,570 | 0.03 | 7,000 | 0.02 | **7,000** | **0.02** |
| 665300 | Interest Income - Gamble Forf | 170 | 0.00 | 100 | 0.00 | **100** | **0.00** |
| 665400 | Interest Income - OWI Forfeitures | 850 | 0.00 | 600 | 0.00 | **800** | **0.00** |
| 665500 | Interest Income - Act 302 Training | 660 | 0.00 | 500 | 0.00 | **500** | **0.00** |

# SPECIAL REVENUE FUNDS
# REVENUE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 667716 | Rental Income Smart Incubator | 197,340 | 0.49 | 167,300 | 0.54 | **210,000** | **0.66** |
| 672000 | Special Assessment Revenue | 3,090 | 0.01 | 3,080 | 0.01 | **2,790** | **0.01** |
| 672445 | SA Delinquent Interest & Penalties | 0 | 0.00 | 150 | 0.00 | **100** | **0.00** |
| 672665 | Special Assessment Interest | 2,610 | 0.01 | 2,480 | 0.01 | **2,050** | **0.01** |
| 673000 | Sale of Fixed Assets | 39,300 | 0.10 | 0 | 0.00 | **0** | **0.00** |
| 675001 | Donations - Parks & Recreation | 30,290 | 0.08 | 63,000 | 0.20 | **10,000** | **0.03** |
| 676000 | Reimbursements | 315,310 | 0.78 | 319,000 | 1.03 | **314,000** | **0.99** |
| 677008 | Unrealized Gain/Loss | 200,140 | 0.50 | 0 | 0.00 | **0** | **0.00** |
| 679752 | Parks & Recreation Retail Sale | 590 | 0.00 | 200 | 0.00 | **500** | **0.00** |
| 685000 | Miscellaneous Revenue | 8,870 | 0.02 | 0 | 0.00 | **0** | **0.00** |
| | **Total Other Revenue** | **1,424,120** | **3.53** | **998,410** | **3.24** | **730,490** | **2.30** |
| | | | | | | | |
| | **Total Special Revenue Funds** | **$40,378,600** | **100.00** | **$30,888,480** | **100.00** | **$31,763,740** | **100.00** |

**Note: The 2018-2019 Actual Column is rounded to the nearest dollar.**

# SPECIAL REVENUE FUNDS
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **PERSONNEL SERVICES** | | | | | | |
| 704000 | Wages - Salaries - Permanent | $708,080 | 1.56 | $821,950 | 1.48 | **$825,090** | **2.46** |
| 704001 | Sick/Personal Buy Back | 6,260 | 0.01 | 4,250 | 0.01 | **4,190** | **0.01** |
| 704721 | Health Insurance Allowance | 7,000 | 0.02 | 6,000 | 0.01 | **9,000** | **0.03** |
| 705000 | Wages - Salaries - Temp/Part-time | 859,630 | 1.90 | 989,810 | 1.78 | **1,219,470** | **3.63** |
| 708000 | Overtime | 49,170 | 0.11 | 50,000 | 0.09 | **50,720** | **0.15** |
| 708001 | Comp Time Buy Back | 21,060 | 0.05 | 17,000 | 0.03 | **17,280** | **0.05** |
| 709000 | Other Benefits/Reimbursements | 4,550 | 0.01 | 5,400 | 0.01 | **5,400** | **0.02** |
| 710000 | Longevity | 11,160 | 0.02 | 15,130 | 0.03 | **17,420** | **0.05** |
| 715000 | Clothing Allowance | 40 | 0.00 | 250 | 0.00 | **250** | **0.00** |
| 717000 | FICA | 126,070 | 0.28 | 128,010 | 0.23 | **155,250** | **0.46** |
| 718000 | Worker's Compensation | 9,200 | 0.02 | 5,680 | 0.01 | **12,030** | **0.04** |
| 720000 | Pension - General Employees | 145,740 | 0.32 | 152,050 | 0.27 | **162,590** | **0.48** |
| 720002 | Defined Contribution | 23,980 | 0.05 | 28,250 | 0.05 | **28,550** | **0.09** |
| 721000 | Health Insurance | 133,740 | 0.29 | 151,530 | 0.27 | **147,300** | **0.44** |
| 721001 | Health Insurance - Retirees | 183,430 | 0.40 | 184,000 | 0.33 | **168,000** | **0.50** |
| 721003 | Retiree Health Savings | 7,290 | 0.02 | 8,600 | 0.02 | **10,700** | **0.03** |
| 722000 | Dental Insurance | 10,980 | 0.02 | 12,960 | 0.02 | **12,060** | **0.04** |
| 723000 | Life Insurance | 2,570 | 0.01 | 2,920 | 0.01 | **2,950** | **0.01** |
| 724000 | Eye Care Insurance | 1,250 | 0.00 | 1,590 | 0.00 | **1,470** | **0.00** |
| 725000 | Disability Insurance - Long-term | 1,280 | 0.00 | 1,780 | 0.00 | **1,800** | **0.01** |
| 725355 | Disability Insurance - Short-term | 4,570 | 0.01 | 5,240 | 0.01 | **5,300** | **0.02** |
| | **Total Personnel Services** | **2,317,050** | **5.11** | **2,592,400** | **4.66** | **2,856,820** | **8.51** |
| | **SUPPLIES** | | | | | | |
| 729000 | Postage | 3,630 | 0.01 | 3,300 | 0.01 | **4,300** | **0.01** |
| 741000 | Ammunition | 2,800 | 0.01 | 2,800 | 0.01 | **2,800** | **0.01** |
| 751000 | Operating Supplies | 135,800 | 0.30 | 79,680 | 0.14 | **77,240** | **0.23** |
| 761000 | Program Activity Supplies | 77,940 | 0.17 | 97,660 | 0.18 | **115,920** | **0.35** |
| 762000 | Seniors Program Supplies | 17,930 | 0.04 | 18,660 | 0.03 | **19,760** | **0.06** |
| 785000 | Books | 8,190 | 0.02 | 7,000 | 0.01 | **6,910** | **0.02** |
| | **Total Supplies** | **246,290** | **0.54** | **209,100** | **0.38** | **226,930** | **0.68** |
| | **OTHER CHARGES** | | | | | | |
| 802000 | Audit & Accounting Services | 1,190 | 0.00 | 1,320 | 0.00 | **1,340** | **0.00** |
| 805000 | Administrative Services | 512,270 | 1.13 | 556,080 | 1.00 | **646,280** | **1.92** |
| 805100 | Management Services | 385,000 | 0.85 | 350,000 | 0.63 | **350,000** | **1.04** |
| 806000 | Legal Services - Other | 84,850 | 0.19 | 201,300 | 0.36 | **354,230** | **1.05** |
| 806001 | Legal Services - City Attorney | 1,620 | 0.00 | 500 | 0.00 | **500** | **0.00** |
| 807000 | Medical Services | 360 | 0.00 | 770 | 0.00 | **600** | **0.00** |
| 810000 | Other Fees | 14,740 | 0.03 | 13,800 | 0.02 | **16,500** | **0.05** |
| 826000 | Other Contracted Services | 1,100,650 | 2.43 | 1,816,880 | 3.27 | **1,945,750** | **5.79** |
| 826900 | Subrecipient Funding | 83,790 | 0.18 | 84,540 | 0.15 | **95,780** | **0.29** |
| 827000 | Interfund Services | 80,430 | 0.18 | 101,500 | 0.18 | **103,060** | **0.31** |
| 832000 | Building Maintenance | 65,150 | 0.14 | 35,000 | 0.06 | **80,000** | **0.24** |
| 833000 | Equipment Maintenance | 38,140 | 0.08 | 131,400 | 0.24 | **132,400** | **0.39** |
| 838000 | Parks & Grounds Maintenance | 450 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 880000 | Community Promotion | 32,100 | 0.07 | 33,000 | 0.06 | **33,000** | **0.10** |

# SPECIAL REVENUE FUNDS
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 902000 | Publishing | 4,760 | 0.01 | 8,050 | 0.01 | **7,050** | **0.02** |
| 903000 | Printing | 2,160 | 0.00 | 5,540 | 0.01 | **3,740** | **0.01** |
| 913000 | Liability Insurance | 12,670 | 0.03 | 15,400 | 0.03 | **13,000** | **0.04** |
| 921000 | Electric | 166,220 | 0.37 | 216,000 | 0.39 | **217,000** | **0.65** |
| 922000 | Telephone | 55,980 | 0.12 | 70,400 | 0.13 | **74,460** | **0.22** |
| 923000 | Gas - Fuel - Oil | 49,940 | 0.11 | 73,000 | 0.13 | **68,000** | **0.20** |
| 925000 | Water | 41,350 | 0.09 | 209,400 | 0.38 | **219,220** | **0.65** |
| 933000 | Software Maintenance | 0 | 0.00 | 13,810 | 0.02 | **13,500** | **0.04** |
| 942000 | Building Rent | 10,940 | 0.02 | 28,970 | 0.05 | **20,000** | **0.06** |
| 945000 | Other Rental | 150,530 | 0.33 | 114,680 | 0.21 | **77,660** | **0.23** |
| 952000 | Investigators & Experts | 0 | 0.00 | 10,000 | 0.02 | **17,250** | **0.05** |
| 956000 | Local Meetings | 340 | 0.00 | 220 | 0.00 | **390** | **0.00** |
| 957000 | Memberships & Dues | 6,750 | 0.01 | 7,690 | 0.01 | **7,850** | **0.02** |
| 959000 | Education & Training | $45,570 | 0.00100 | $39,970 | 0.00071 | **$60,170** | **0.18** |
| 961000 | Athletic Entry Fees | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 962000 | Miscellaneous Expense | 8,100 | 0.02 | 257,650 | 0.46 | **967,650** | **2.88** |
| 962010 | Miscellaneous Expense - BAE | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 962200 | Miscellaneous Expense - Investigations | 17,390 | 0.04 | 25,000 | 0.04 | **25,000** | **0.07** |
| 963900 | Miscellaneous - Capital Program | 67,760 | 0.15 | 50,000 | 0.09 | **50,000** | **0.15** |
| | **Total Other Charges** | **3,041,200** | **6.71** | **4,471,870** | **8.04** | **5,601,380** | **16.68** |
| | **OTHER SERVICES** | | | | | | |
| 886162 | Access Road Maintenance | 48,310 | 0.11 | 50,000 | 0.09 | **75,000** | **0.22** |
| 887000 | Bridge Maintenance | 22,860 | 0.05 | 0 | 0.00 | **10,000** | **0.03** |
| 888000 | Surface Maintenance | 803,270 | 1.77 | 950,000 | 1.71 | **750,000** | **2.23** |
| 888001 | Surface Maintenance - County | 4,200 | 0.01 | 1,000 | 0.00 | **2,000** | **0.01** |
| 888272 | Joint Sealing Program | 0 | 0.00 | 100,000 | 0.18 | **0** | **0.00** |
| 888324 | Joint Sealing Program | 153,950 | 0.34 | 0 | 0.00 | **0** | **0.00** |
| 888353 | 2019 Joint Sealing Program | 0 | 0.00 | 200,000 | 0.36 | **130,000** | **0.39** |
| 889000 | Shoulder Maintenance | 19,450 | 0.04 | 22,500 | 0.04 | **24,500** | **0.07** |
| 890000 | Sweeping & Flushing | 329,930 | 0.73 | 300,000 | 0.54 | **300,000** | **0.89** |
| 890001 | Sweeping & Flushing - County | 52,810 | 0.12 | 60,000 | 0.11 | **60,000** | **0.18** |
| 890002 | Sweeping & Flushing - State | 11,090 | 0.02 | 10,850 | 0.02 | **14,000** | **0.04** |
| 891000 | Grass & Weed Control | 255,480 | 0.56 | 333,000 | 0.60 | **340,000** | **1.01** |
| 891001 | Grass & Weed Control - County | 343,840 | 0.76 | 300,000 | 0.54 | **325,000** | **0.97** |
| 891002 | Grass & Weed Control - State | 204,340 | 0.45 | 175,000 | 0.31 | **300,000** | **0.89** |
| 892000 | Roadside Cleanup | 67,620 | 0.15 | 22,500 | 0.04 | **75,000** | **0.22** |
| 892001 | Roadside Cleanup - County | 21,880 | 0.05 | 20,000 | 0.04 | **21,000** | **0.06** |
| 892002 | Roadside Cleanup - State | 12,200 | 0.03 | 10,000 | 0.02 | **60,000** | **0.18** |
| 893000 | Curb & Gutter Maintenance | 330 | 0.00 | 5,000 | 0.01 | **5,000** | **0.01** |
| 894000 | Storm Drain Maintenance | 370,790 | 0.82 | 405,000 | 0.73 | **505,000** | **1.50** |
| 895000 | Tree & Shrub Maintenance | 865,230 | 1.91 | 530,000 | 0.95 | **595,000** | **1.77** |
| 895001 | Tree & Shrub Maintenance - County | 11,700 | 0.03 | 20,000 | 0.04 | **30,000** | **0.09** |
| 895002 | Tree & Shrub Maintenance - State | 7,850 | 0.02 | 20,000 | 0.04 | **35,000** | **0.10** |
| 897000 | Snow & Ice Removal | 963,710 | 2.13 | 1,000,000 | 1.80 | **1,000,000** | **2.98** |
| 897001 | Snow & Ice Removal - County | 100 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 898000 | Traffic Signs & Signals | 282,040 | 0.62 | 270,000 | 0.49 | **260,000** | **0.77** |
| 898001 | Traffic Signs & Signals - County | 5,470 | 0.01 | 3,000 | 0.01 | **3,500** | **0.01** |
| 899000 | Pavement Markings | 51,450 | 0.11 | 67,000 | 0.12 | **67,000** | **0.20** |
| | **Total Other Services** | **4,909,900** | **10.83** | **4,874,850** | **8.76** | **4,987,000** | **14.85** |

# SPECIAL REVENUE FUNDS
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **CAPITAL OUTLAY** | | | | | | |
| 971000 | Land Acquisition | 50,870 | 0.11 | 0 | 0.00 | **0** | **0.00** |
| 972000 | Land Improvements | 8,800 | 0.02 | 0 | 0.00 | **0** | **0.00** |
| 972350 | Dodge Park Improvements | 562,820 | 1.24 | 10,000 | 0.02 | **100,000** | **0.30** |
| 972351 | Community Center | 11,699,370 | 25.80 | 10,300,630 | 18.51 | **1,500,000** | **4.47** |
| 972352 | Skate Park | 8,250 | 0.02 | 0 | 0.00 | **0** | **0.00** |
| 972795 | Park Improvements | 2,587,800 | 5.71 | 2,000,000 | 3.59 | **360,000** | **1.07** |
| 975000 | Buildings & Improvements | 54,020 | 0.12 | 705,250 | 1.27 | **0** | **0.00** |
| 975060 | Schoenherr Towers | 0 | 0.00 | 10,500 | 0.02 | **385,000** | **1.15** |
| 979000 | Computer Equipment | 17,010 | 0.04 | 0 | 0.00 | **3,660** | **0.01** |
| 982000 | Machinery & Equipment | 82,820 | 0.18 | 156,170 | 0.28 | **119,450** | **0.36** |
| 984000 | Vehicles | 170,590 | 0.38 | 304,960 | 0.55 | **292,500** | **0.87** |
| 988000 | Construction | 24,490 | 0.05 | 4,315,540 | 7.76 | **11,335,000** | **33.76** |
| 988235 | 17 Mile Bridge Replace - Conrail | 0 | 0.00 | 38,800 | 0.07 | **0** | **0.00** |
| 988246 | Van Dyke Streetscape Design | 0 | 0.00 | 104,160 | 0.19 | **0** | **0.00** |
| 988257 | Gardner Street East | 18,790 | 0.04 | 344,130 | 0.62 | **0** | **0.00** |
| 988276 | 2017 Bridge Repair Program | 7,460 | 0.02 | 42,540 | 0.08 | **0** | **0.00** |
| 988277 | Dodge Park Trail Bridge | 14,330 | 0.03 | 0 | 0.00 | **0** | **0.00** |
| 988278 | Clinton River Restoration | 2,840 | 0.01 | 600 | 0.00 | **0** | **0.00** |
| 988280 | Smartzone District Improvements | 0 | 0.00 | 50,000 | 0.09 | **50,000** | **0.15** |
| 988283 | 2016 Concrete Reconstruction | 3,310 | 0.01 | 0 | 0.00 | **0** | **0.00** |
| 988284 | Canal Resurf - Schoenherr to Van Dyke | 1,689,530 | 3.73 | 0 | 0.00 | **0** | **0.00** |
| 988289 | Riverland Pedestrian Bridge | 4,750 | 0.01 | 0 | 0.00 | **0** | **0.00** |
| 988290 | Arlingdale Drive | 310 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988293 | 2017 Concrete Reconstruction | 4,170 | 0.01 | 0 | 0.00 | **0** | **0.00** |
| 988294 | 2017 Concrete Replacement Pgrm | 3,160 | 0.01 | 0 | 0.00 | **0** | **0.00** |
| 988295 | LDFA Improvements - Phase I | 554,940 | 1.22 | 145,060 | 0.26 | **0** | **0.00** |
| 988296 | Clinton River Resurfacing | 4,350 | 0.01 | 0 | 0.00 | **0** | **0.00** |
| 988302 | Fairway Dr & Barnum Reconstruction | 140 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988306 | 2018 Concrete Replacement Pgrm | 626,080 | 1.38 | 6,870 | 0.01 | **0** | **0.00** |
| 988307 | 2018 Concrete Reconstruction | 3,078,860 | 6.79 | 0 | 0.00 | **0** | **0.00** |
| 988309 | Stadler Rd Resurfacing | 508,320 | 1.12 | 41,680 | 0.07 | **0** | **0.00** |
| 988310 | 17 Mile Rd/Mitchell Signal | 79,330 | 0.17 | 0 | 0.00 | **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 | 68,950 | 0.15 | 0 | 0.00 | **0** | **0.00** |
| 988314 | 15 Mile - Mustang to Schoenherr | 1,157,230 | 2.55 | 0 | 0.00 | **0** | **0.00** |
| 988315 | 19 Mile Rd Joint Repair | 240 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988316 | 17 Mi Resurfacing - Utica to Plumbrook | 2,568,200 | 5.66 | 231,800 | 0.42 | **0** | **0.00** |
| 988318 | Schoenherr - 15 Mile to Metro Pkwy | 66,390 | 0.15 | 13,610 | 0.02 | **0** | **0.00** |
| 988323 | Saal Road Joint Repair | 420 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988329 | LDFA Phase II | 17,810 | 0.04 | 382,190 | 0.69 | **0** | **0.00** |
| 988332 | Metro Pkwy/Van Dyke Resurfacing | 595,150 | 1.31 | 239,150 | 0.43 | **0** | **0.00** |
| 988333 | Utica Resurf - Dodge Park to Schoenherr | 620,560 | 1.37 | 268,040 | 0.48 | **0** | **0.00** |
| 988337 | 19 Mile - Schoenherr to Hayes | 760 | 0.00 | 2,069,240 | 3.72 | **0** | **0.00** |
| 988338 | Kennedy Drive Reconstruction | 212,540 | 0.47 | 0 | 0.00 | **0** | **0.00** |
| 988339 | 2019 Concrete Reconstruction | 1,399,150 | 3.09 | 5,478,430 | 9.85 | **0** | **0.00** |
| 988340 | 2019 Asphalt Resurfacing | 0 | 0.00 | 1,286,490 | 2.31 | **0** | **0.00** |
| 988341 | 2019 Concrete Replacement | 139,930 | 0.31 | 1,980,080 | 3.56 | **0** | **0.00** |
| 988343 | Mound Road Joint Repairs | 26,800 | 0.06 | 97,740 | 0.18 | **0** | **0.00** |
| 988344 | Mound Reconstruction I696 to M59 | 800 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 988345 | Merrill Road - 18 1/2 to Dobry | 428,640 | 0.95 | 3,448,350 | 6.20 | **0** | **0.00** |
| 988351 | Schoenherr - 19 to Clinton River | 6,850 | 0.02 | 1,800,150 | 3.24 | **0** | **0.00** |

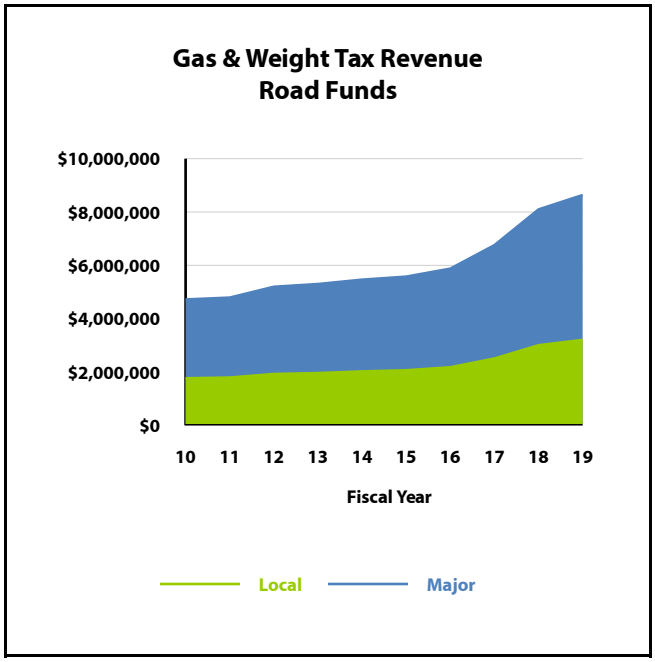
# SPECIAL REVENUE FUNDS
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 988355 | 18 Mile Resurfacing - Ryan to Mound | 150,440 | 0.33 | 1,399,560 | 2.52 | **0** | **0.00** |
| 988356 | M59 Sidewalk Feasibility Study | 0 | 0.00 | 35,000 | 0.06 | **0** | **0.00** |
| 988700 | Dequindre Road - 18 Mile to M-59 | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| | **Total Capital Outlay** | **29,328,370** | **64.68** | **37,386,720** | **67.20** | **14,145,610** | **42.13** |
| | **DEBT SERVICE** | | | | | | |
| 992000 | Principal | 1,390,000 | 3.07 | 1,460,000 | 2.62 | **1,530,000** | **4.56** |
| 993000 | Interest | 1,611,090 | 3.55 | 1,541,590 | 2.77 | **1,468,590** | **4.37** |
| | **Total Debt Service** | **3,001,090** | **6.62** | **3,001,590** | **5.39** | **2,998,590** | **8.93** |
| | **TRANSFERS OUT** | | | | | | |
| 999327 | Transfer to Road Bond Debt Fund | 2,500,000 | 5.51 | 3,100,190 | 5.57 | **2,760,150** | **8.22** |
| | **Total Transfers Out** | **2,500,000** | **5.51** | **3,100,190** | **5.57** | **2,760,150** | **8.22** |
| | | | | | | | |
| | **Total Special Revenue Funds** | **45,343,900** | **100.00** | **55,636,720** | **100.00** | **33,576,480** | **100.00** |

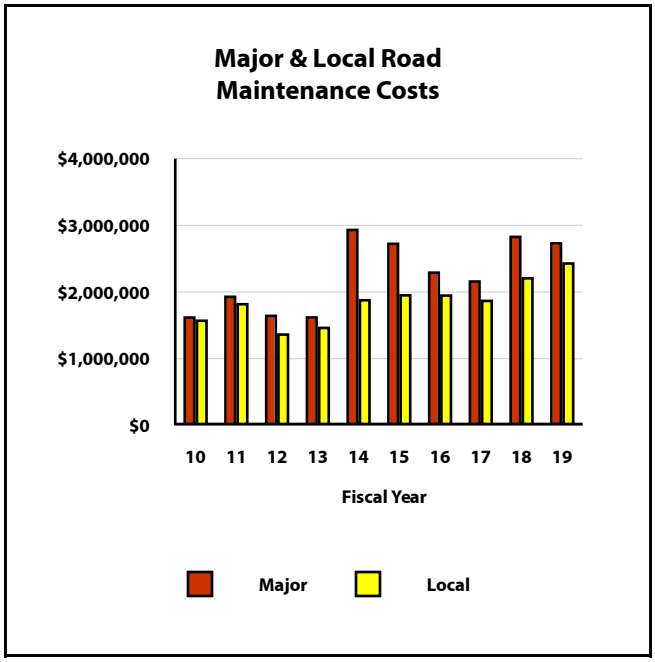
**Note: The 2018-2019 Actual Column is rounded to the nearest dollar.**

# KEY FUND TRENDS

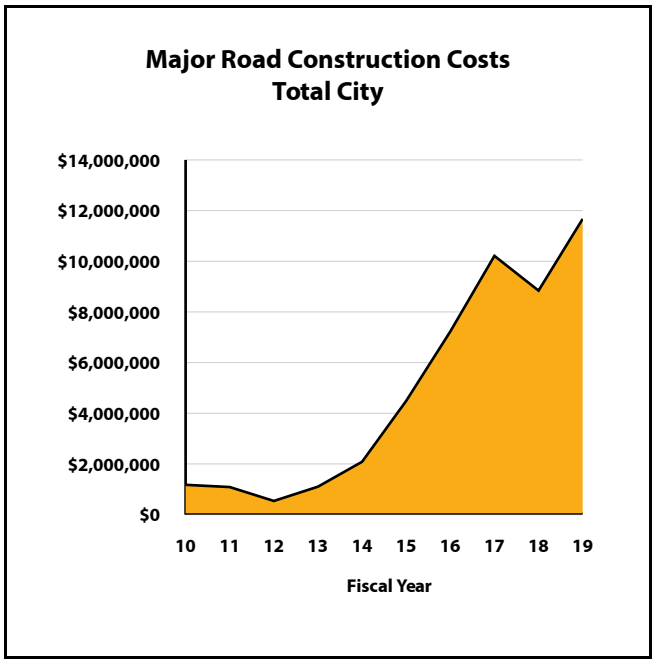
## *Special Revenue Funds*



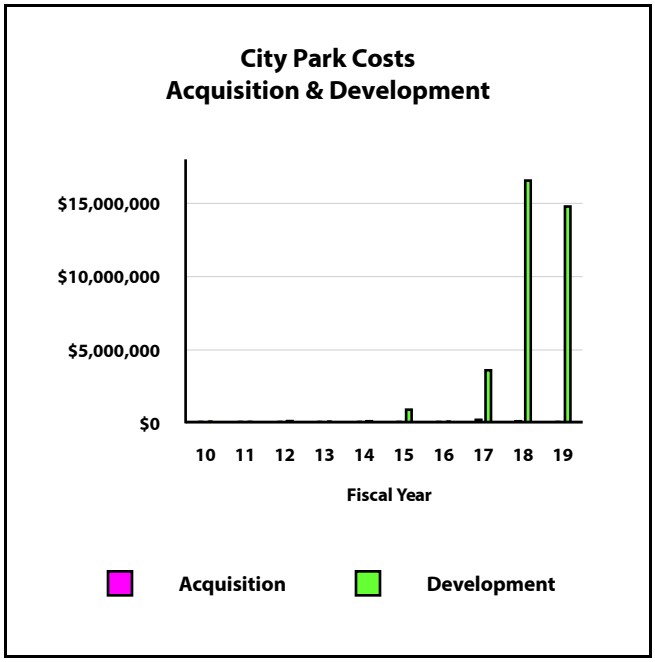

Gas tax revenues fell from 2008 to 2010 due to the economy, higher gas prices and the use of more fuel-efficient vehicles, which lessened gas consumption. Gas tax revenue increased beginning in 2017 due to an increase in the gas tax and vehicle registration fees that was effective January 1, 2017. Since 2004, the City cumulatively lost $14.5 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.




The City has invested significant funds in Major Road improvements over the last three years. By the end of 2021, nearly every Major Road in the City will have been improved. The $416 million total reconstruction of Mound Road will begin in Spring 2021.




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 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.

$136,260 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 $2,672,500, which is primarily used for major road maintenance, snow removal, and grass and weed control.

The 2020/21 Capital Outlay budget includes:

- Reconstruction of 19 Mile from Schoenherr to Clinton River Road ($1,200,000)
- Resurfacing of Saal Road from Clinton River Road to 19 Mile ($2,300,000)
- Concrete Replacement on Pond View Drive from 18 Mile to 19 Mile Road ($1,200,000)
- Street Lighting on 18 Mile Road ($110,000)
- Resurfacing of Metro Parkway from Dequindre to Ryan Road ($1,200,000)
- Citywide Miscellaneous Sectional Concrete Repairs ($100,000)

In fiscal year 2020/21, $2,760,150 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 since 2010, nearly 12 miles of new major road sidewalk has been installed in Sterling Heights, filling many sidewalk gaps in the City's sidewalk network?***

# Major Road Fund

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

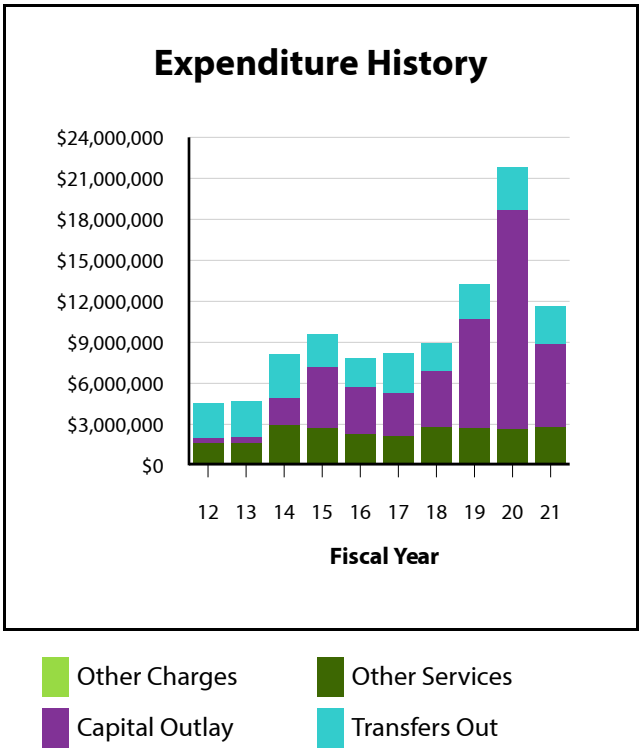
***The total budget decreased by 46.4%.***

**Other Charges** – Total Other Charges increased $5,020 or 3.8% due to higher General Fund administrative costs for time spent on Major Road projects.

**Other Services** – Total Other Services increased $112,650 or 4.4%. $150,000 was added for grass and weed cutting, $101,000 for roadside cleanup, and $40,000 for tree and shrub maintenance, all due to higher costs and greater service demands. The budget decreased $149,000 for asphalt road repairs and $70,000 for the Joint Sealing Program, as less funding is needed.

**Capital** – Proposed projects totaling $6,110,000 include:

- Reconstruction of 19 Mile from Schoenherr to Clinton River Road ($1,200,000)
- Resurfacing of Saal Road from Clinton River Road to 19 Mile ($2,300,000)
- Concrete Replacement on Pond View Drive from 18 Mile to 19 Mile Road ($1,200,000)
- Street Lighting on 18 Mile Road ($110,000)
- Resurfacing of Metro Parkway from Dequindre to Ryan Road ($1,200,000)
- Citywide Miscellaneous Sectional Concrete Repairs ($100,000)




***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 $2,760,150 for the debt payments on existing road bonds and the new 2020 road bond anticipated to be sold in the fall of 2020.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Other Charges** | $128,370 | $131,240 | $136,240 | $136,260 | $136,260 |
| **Other Services** | 2,619,850 | 2,559,850 | 2,788,500 | 2,672,500 | 2,672,500 |
| **Capital Outlay** | 8,019,390 | 15,991,990 | 15,367,150 | 6,110,000 | 6,110,000 |
| **Transfers Out** | 2,500,000 | 3,100,190 | 3,100,190 | 2,760,150 | 2,760,150 |
| **Total** | $13,267,610 | $21,783,270 | $21,392,080 | $11,678,910 | $11,678,910 |

# 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.***

$130,080 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 $2,314,500 and are allocated primarily for local road maintenance, snow removal, storm drain maintenance, and tree and shrub maintenance.

In fiscal year 2020/21, $5,100,000 is budgeted for capital outlay. $3,600,000 is funded for the concrete reconstruction of Vera Court, Barton, Brandi, Catherine Marie, Forbes, Francis, Hoptree, Ironstone, Lanigan, Nathan, Northlawn, Rhoten, and Village Drives. These neighborhood road repair projects are funded by the Safe Streets millage renewed by the voters in November 2019. $1,500,000 is budgeted for the Local Road Sectional Concrete Repair Program.

***Specific capital projects in the Local Road Fund are detailed in the Capital Projects section of this document.***■

*Did you know…*

***…that voters renewed the Safe Streets millage in November 2019, ensuring a consistent funding source for Local Road reconstruction for the next ten years?***

# Local Road Fund

## *SUMMARY OF BUDGET CHANGES*

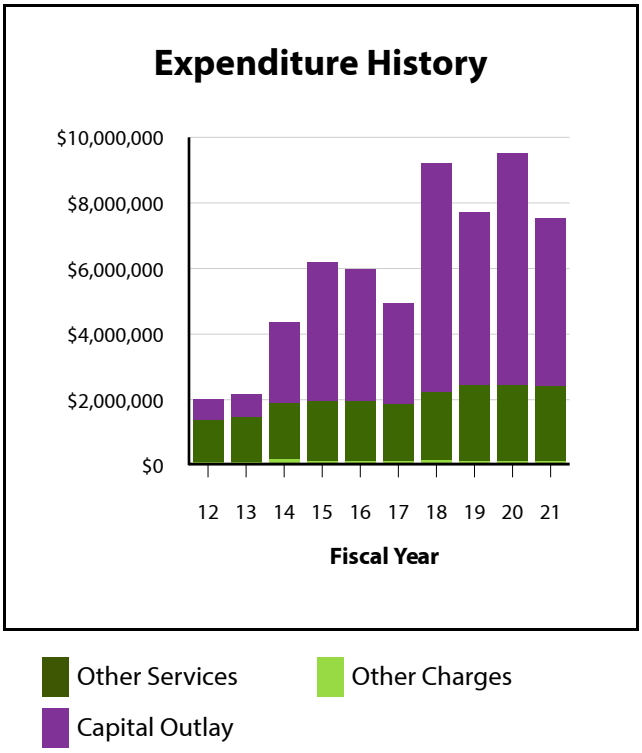
**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 20.6%.***

**Other Charges** - Total Other Charges decreased $10,000 or 7.1%, as less funding is needed for General Fund administrative costs for time spent on Local Road projects.

**Other Services** - Total Other Services decreased $500 or 0.0%. $100,000 was saved, as less funding is needed for the Joint Sealing Program. Funding decreased $50,000 for road maintenance repairs and $10,000 for traffic signs and signals, both due to less anticipated activity. $100,000 was added for additional storm drain utility structure repairs and $50,000 was added for increased tree and shrub maintenance next year.

**Capital** - Total Capital of $5,100,000 is proposed. $3,600,000 is budgeted for the Concrete Reconstruction of Vera Court, Barton, Brandi, Catherine Marie, Forbes, Francis, Hoptree, Ironstone, Lanigan, Nathan, Northlawn, Rhoten, and Village Drives. $1,500,000 is funded for Concrete Sectional Repairs on Gary Court, Beaver, Belinda, Chadbourne, Elford, Fairfax, Essen, Georgetown, Heritage, Leech, Picadilly, Rowe, and Stonewood Drives.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Other Charges** | $157,130 | $140,080 | $130,080 | $130,080 | $130,080 |
| **Other Services** | 2,290,040 | 2,315,000 | 2,206,500 | 2,314,500 | 2,314,500 |
| **Capital Outlay** | 5,255,060 | 7,049,540 | 6,283,000 | 5,100,000 | 5,100,000 |
| **Total** | $7,702,230 | $9,504,620 | $8,619,580 | $7,544,580 | $7,544,580 |

# 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 2020/21, 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 in fiscal year 2019/20, the Land & Water Conservation Fund purchased land for the future expansion of the parking lot at Donovan Park?***

# Land & Water Conservation Fund

## *SUMMARY OF BUDGET CHANGES*

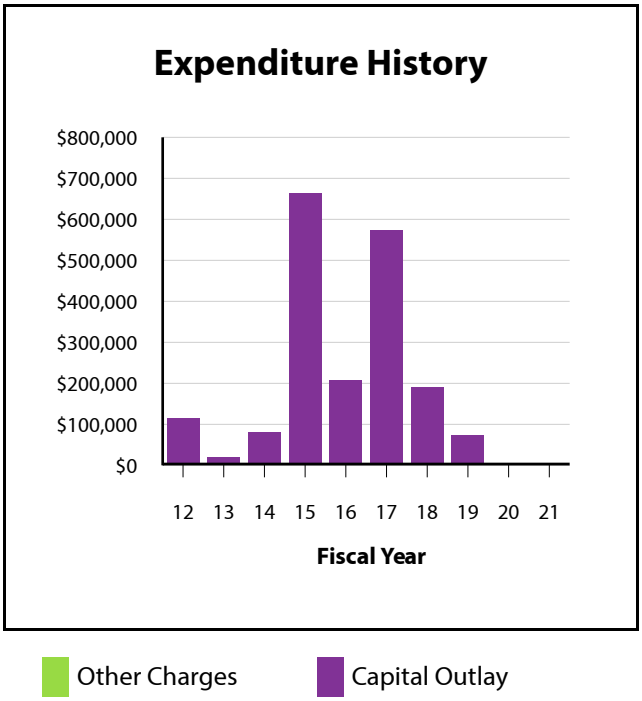
**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***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.

**Capital** - There is no Capital budget for this fund next year. The prior year budget was amended to include $600 for the final payment on the Clinton River restoration project, which was funded with a $4.5 million grant but came in slightly over the allowed grant amount. $132,000 is estimated to be spent on the purchase of property adjacent to Donovan Park on Clinton River Road.

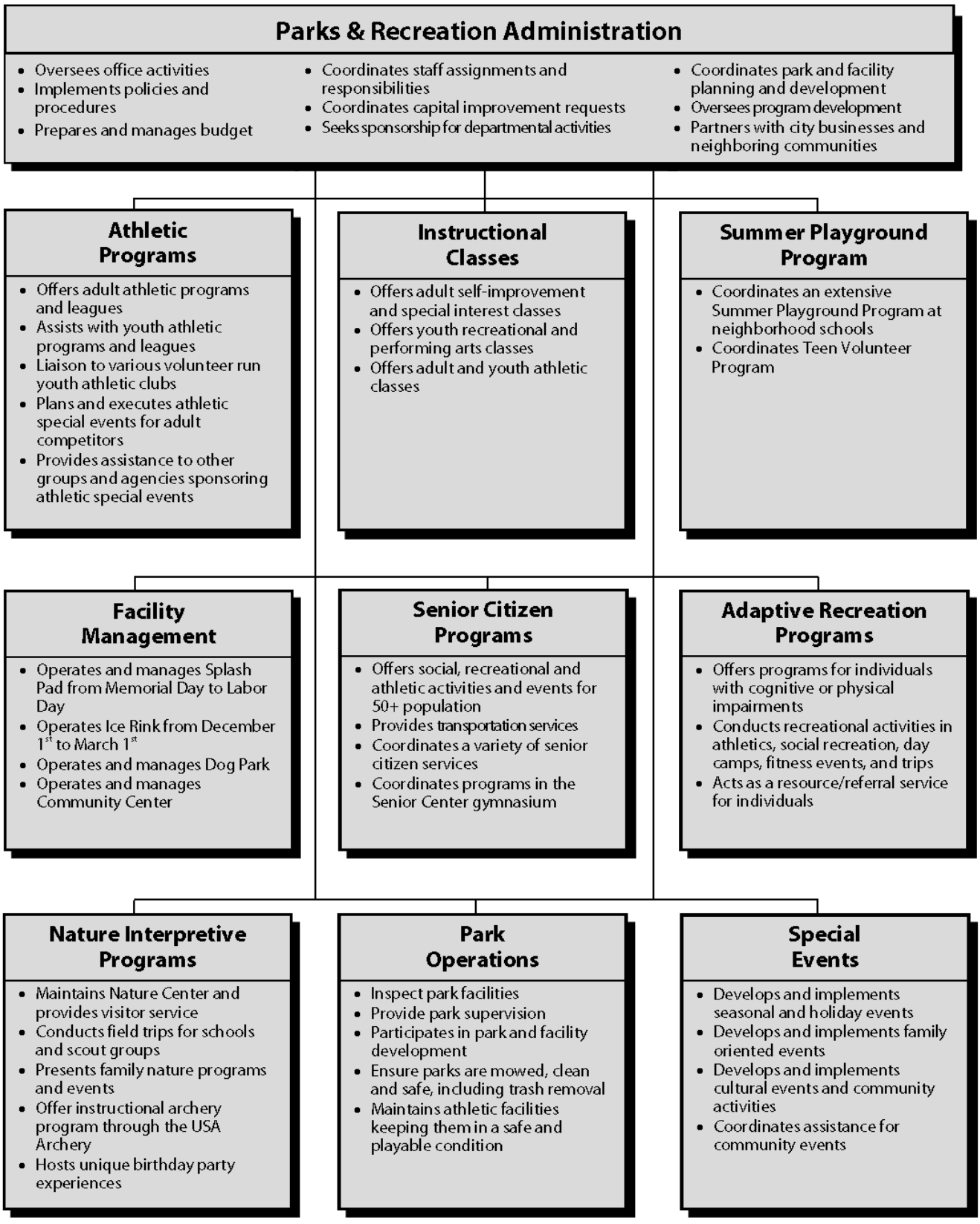



## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Other Charges** | 5,500 | 0 | 0 | 0 | 0 |
| **Capital Outlay** | 68,010 | 600 | 132,600 | 0 | 0 |
| **Total** | $73,510 | $600 | $132,600 | $0 | $0 |

# FUNCTIONAL ORGANIZATION CHART

## *Parks & Recreation Fund*



# DEPARTMENT AT A GLANCE

## *Parks & Recreation Fund*

### BUDGET SUMMARY

*The Parks & Recreation budget decreased $9,962,740 or 49.6%. Personnel costs increased $264,420 or 10.2% due to additional part-time wages to support the Community Center and park facilities, contractual wage adjustments, and a health insurance rate increase. Supplies increased $20,590 or 12.3% primarily for new programs at the Community Center. Other Charges increased $130,300 or 6.5% for janitorial services for the Community Center and additional instructors for new programs. The Parks & Recreation Master Plan will also be updated next year. Capital spending is less than the prior year as most of the projects funded through the Re*creating *Recreation millage are nearing completion.*



### FUNDING LEVEL SUMMARY

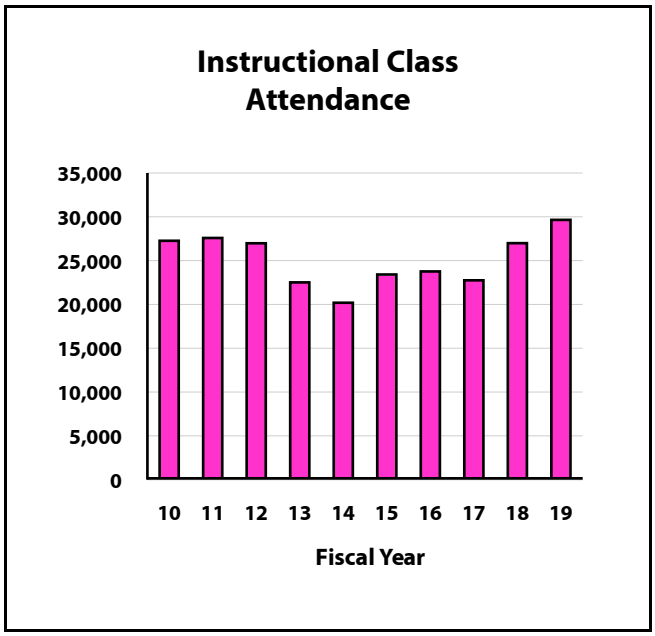
| | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget | % Change From 19/20 |
|---|---|---|---|---|---|
| **Parks & Recreation** | $22,219,510 | $21,582,670 | $20,088,900 | $10,126,160 | -49.6% |
| **Total Department** | $22,219,510 | $21,582,670 | $20,088,900 | $10,126,160 | -49.6% |
| **Personnel Services** | $1,784,580 | $2,317,070 | $2,592,400 | $2,856,820 | 10.2% |
| **Supplies** | 107,420 | 174,560 | 167,430 | 188,020 | 12.3% |
| **Other Charges** | 525,540 | 1,154,880 | 1,992,430 | 2,122,730 | 6.5% |
| **Capital Outlay** | 16,798,450 | 14,935,070 | 12,335,050 | 1,960,000 | -84.1% |
| **Debt Service** | 3,003,520 | 3,001,090 | 3,001,590 | 2,998,590 | -0.1% |
| **Total Department** | $22,219,510 | $21,582,670 | $20,088,900 | $10,126,160 | -49.6% |

### PERSONNEL SUMMARY

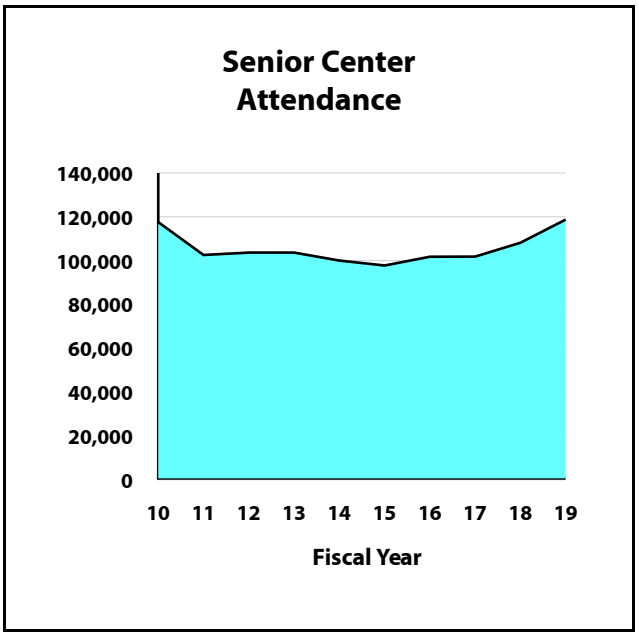
| | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | |
|---|---|---|---|---|---|---|---|---|
| | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time | Full Time | Part Time |
| **Parks & Recreation** | 9 | 1 | 11 | 4 | 13 | 4 | 12 | 5 |
| **Total Department** | 9 | 1 | 11 | 4 | 13 | 4 | 12 | 5 |

# KEY DEPARMENTAL TRENDS

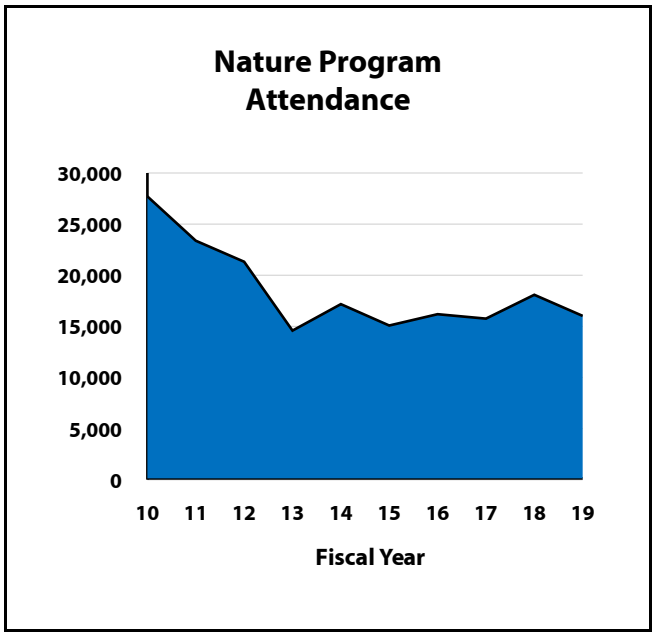
## *Parks & Recreation Fund*



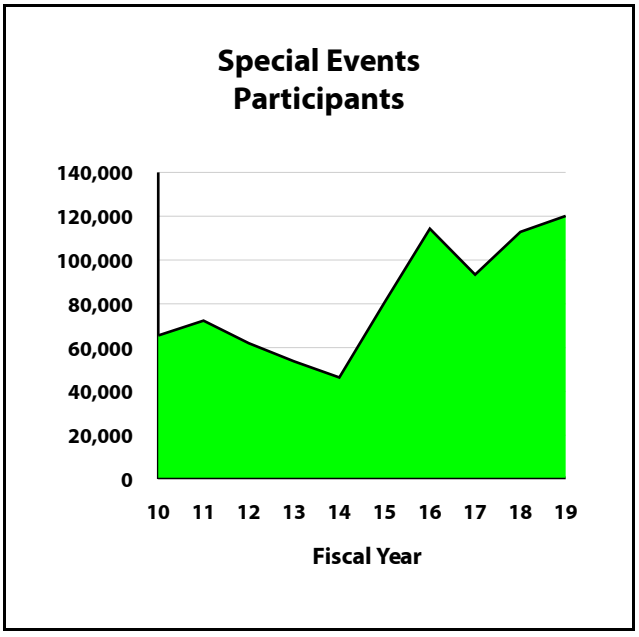

Instructional class attendance increased in 2018 & 2019 due to growing attendance in karate, tennis, yoga and dance.




Senior program attendance increased in 2018 & 2019 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 continued to increase in 2019 due to additional events at the newly remodeled Dodge Park.

# Parks & Recreation Fund

**MISSION STATEMENT:** ***To enhance the quality of life in Sterling Heights by linking the community through innovative parks, facilities, programs, and events.***

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 millage for 20 years. The *Re*creating Recreation initiative delivers 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 department expenses prior to the passing of the millage. In addition to providing new amenities, Parks & Recreation administers a variety of programs for all ages.

The Instructional Program offers a variety of fitness, dance, athletic, and special interest classes. The Special Events Program includes Sterling Frights Halloween, 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 events. 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 and now have a place in the Community Center especially designed for them. The Nature Services Program offers individuals, families, and groups an opportunity to learn more about our environment.

***KEY GOALS***

- ***To offer high quality, value-driven recreation services and programs to our residents that 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 800,000 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 Adaptive 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…***
***…that 100% of the programming professionals of the Parks & Recreation Department have a certification relevant to the Parks & Recreation profession and their job responsibilities?***

# Parks & Recreation Fund

## *2020/21 PERFORMANCE OBJECTIVES*

1. To work with Community Relations to formulate a new communication plan to inform residents and users of programs and events, using at least two types of media that have yet to be used by our department. *(City Goal 25)*
2. To introduce and test new programs at the Dodge Park Ice Rink. *(City Goal 19)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Output* | Instructional Class Attendance | 22,903 | 27,143 | 29,802 | 27,000 | 28,800 | 28,000 |
| | Spec. Event Participants (Incl. Sterlingfest/Farm. Mkt.) | 93,327 | 112,833 | 120,118 | 110,000 | 140,000 | 120,000 |
| | Adaptive Recreation Program Attendance | 7,568 | 7,523 | 7,135 | 8,800 | 7,100 | 7,100 |
| | Adult & Youth Athletic Attendance | 24,916 | 32,757 | 23,530 | 30,000 | 28,900 | 30,000 |
| | Nature Program Participants | 15,753 | 18,085 | 16,020 | 17,200 | 15,600 | 16,000 |
| | Pavilion Rentals | 164 | 112 | 283 | 250 | 300 | 280 |
| | Number of Internet Registrations | 2,675 | 2,579 | 2,954 | 2,700 | 3,200 | 3,000 |
| | Summer Playground Registrations | 702 | 593 | 533 | 690 | 620 | 690 |
| | Splash Pad & Ice Rink Attendance | N/A | N/A | 91,810 | 90,000 | 80,000 | 80,000 |
| | Park Playground Equipment Replaced | 9 | 1 | 1 | 1 | 1 | 0 |
| | Senior Center Activities Attendance (Incl. Transport.) | 101,825 | 108,155 | 118,720 | 108,000 | 125,000 | 120,000 |
| | Senior & Special Recreation Transportation Riders | 20,306 | 20,828 | 20,589 | 21,000 | 21,300 | 21,000 |
| | Ball Diamond Maint. Performed (Incl. UCS & WCS) | 1,247 | 1,249 | 718 | 650 | 1,294 | 1,200 |
| | Soccer/Football Fields Relined | 480 | 522 | 286 | 260 | 276 | 270 |
| | Park Apparatus Maintenance/Repairs Made | 238 | 247 | 16 | 100 | 50 | 100 |
| | Trash Collection Days - Parks | 360 | 360 | 360 | 360 | 360 | 360 |
| | Times Sprayed for Mosquitos (Dodge Park) | 30 | 28 | 27 | 30 | 32 | 32 |
| | Cuttings/Trimmings - 31 Parks (559 of the 826 Acres) | 26 | 25 | 0 | 10 | 16 | 16 |
| | Cleaning of Restroom Facilities (Subcontracted) | 1,141 | 973 | 1,224 | 2,058 | 1,902 | 1,900 |

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

# Parks & Recreation Fund

## *2020/21 PERFORMANCE OBJECTIVES*

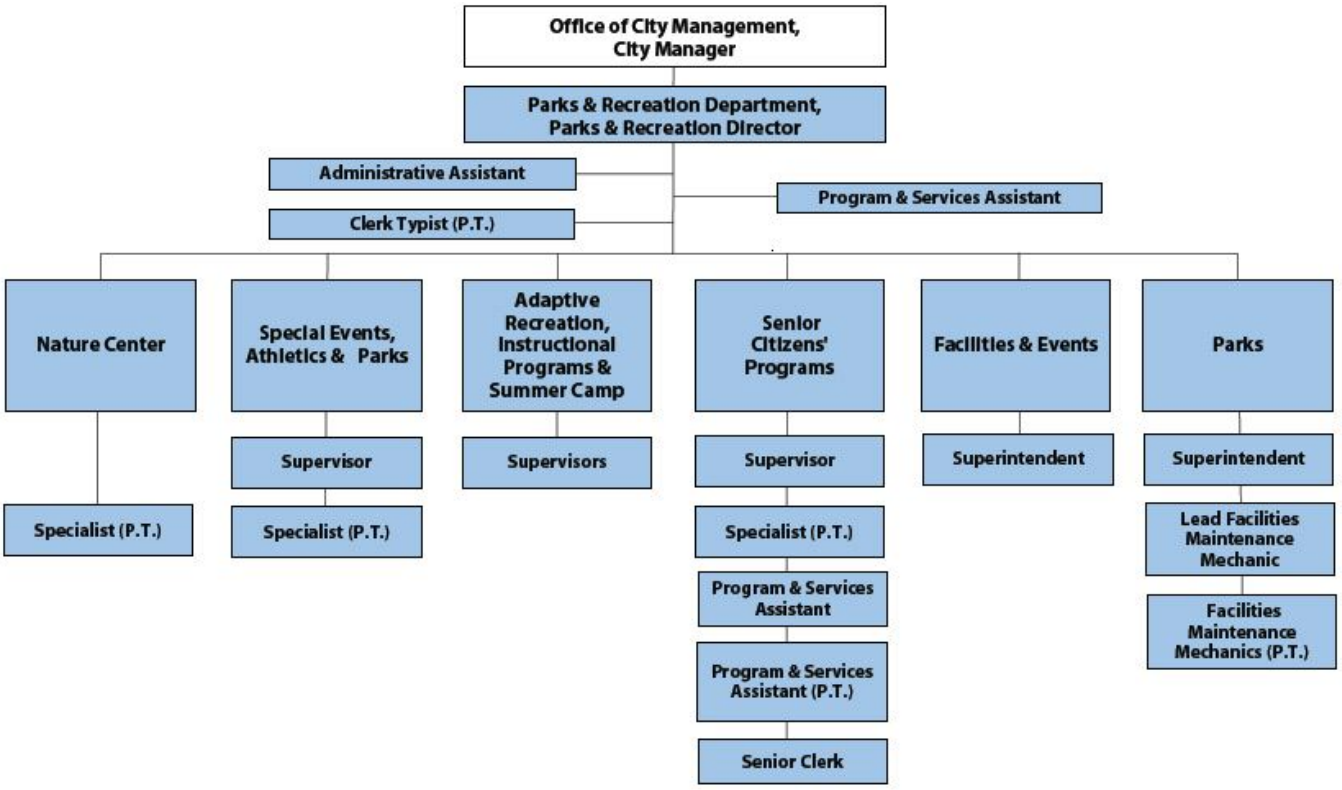
3. To plan and implement "no mow" areas in various City Parks to protect shorelines and enhance natural wildlife habitat. *(City Goal 16, 18)*

4. To complete the Recreating Recreation construction projects. *(City Goal 4, 19)*

| | Performance Indicators | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| *Efficiency & Effectiveness* | P & R Revenue Earned per Capita | $4.17 | $4.31 | $6.16 | $6.18 | $5.95 | $5.86 |
| | % of Refunds Due to Dissatisfaction | 1.00% | 0.90% | 0.02% | 0.50% | 0.01% | 0.50% |
| | FTE's per 100,000 Pop. | 32 | 33 | 35 | 36 | 36 | 37 |
| | Nature Center Cost per Visitor | $8.22 | $7.25 | $8.18 | * | * | * |
| | Senior & Special Rec. Transportation Cost per Rider | $13.94 | $13.59 | $13.75 | * | * | * |
| | Developed Park Acres per 1,000 Residents | 5.4 | 5.5 | 5.5 | 5.5 | 6.7 | 6.7 |
| | % of Park Acres Developed | 85.4% | 87.8% | 87.8% | 87.8% | 88.1% | 88.1% |
| | % of Hazardous Park Apparatus Resp. to w/i 24 hrs. | 100% | 100% | 100% | 100% | 100% | 100% |
| | Cost to Mow an Acre of Parkland | $31.12 | $32.13 | N/A | * | * | * |

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

# Parks & Recreation Fund




## STAFFING SUMMARY

| Position | Budget 2018/19 | Budget 2019/20 | Budget 2020/21 |
|---|---|---|---|
| Parks & Recreation Director | 1 | 1 | 1 |
| Recreation Superintendent | 1 | 2 | 2 |
| Recreation Supervisor | 3 | 3 | 4 |
| Recreation Specialist | 2 | 2 | 0 |
| Recreation Specialist (P.T.) | 2 | 2 | 3 |
| Administrative Assistant | 1 | 1 | 1 |
| Program & Services Assistant | 2 | 2 | 2 |
| Program & Services Assistant (P.T.) | 1 | 1 | 1 |
| Lead Facilities Maintenance Mechanic | 0 | 1 | 1 |
| Facilities Maintenance Mechanic (P.T.) | 0 | 0 | 0 |
| Senior Clerk | 1 | 1 | 1 |
| Clerk Typist (P.T.) | 1 | 1 | 1 |
| Total | 15 | 17 | 17 |

# Parks & Recreation Fund

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 49.6%.***

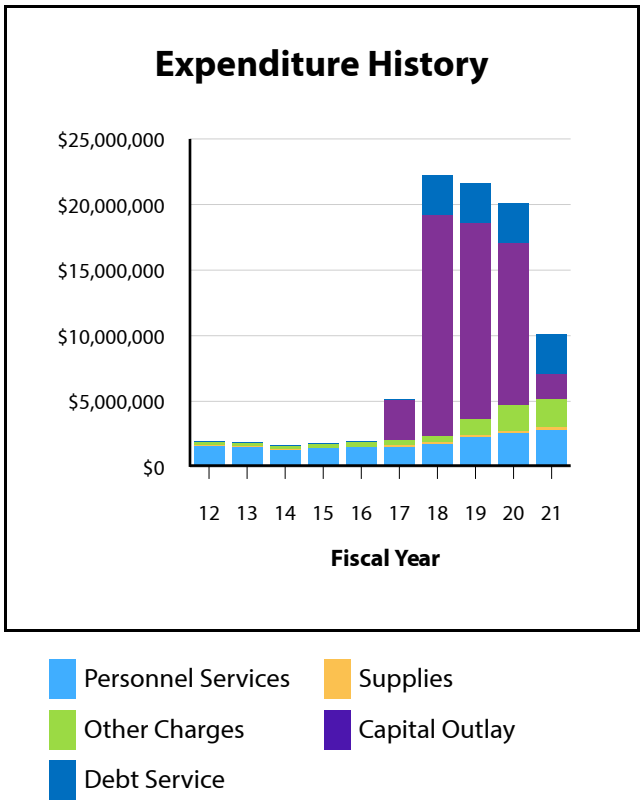
**Personnel Services** – Total Increase $264,420 or 10.2%

- $62,700 due to contractual wage adjustments
- $200,000 due to additional part-time wages to staff the Community Center
- $16,350 due to health insurance rate increase
- $10,500 due to required funding for pension liabilities, offset by:
- $16,000 savings due to a decrease in the contribution to the Retiree Medical Plan (OPEB)

**Supplies** – Total Supplies increased $20,590 or 12.3%, primarily for new programs at the community center.

**Other Charges** – Total Other Charges increased $130,300 or 6.5%, primarily for janitorial services for the new community center. $20,000 is included to update the Parks & Recreation Master Plan. $30,000 was added for routine building maintenance at the Senior Center. Rental costs fell $37,020 as the lease of the Recreation Center's temporary location can be discontinued.

**Capital** – Total Capital of $1,960,000 is proposed for project costs funded through the *Re*creating Recreation millage. Other proposed Capital for this department totals $316,800 and includes $65,000 for an Avant loader to be utilized for general park maintenance and $15,000 for Farmstead Park Playground Refurbishment.




Three high mileage vehicles are scheduled to be replaced for $81,000. SMART funding of $150,000 is also budgeted for Transportation Software.

**Debt Service** – Total Debt Service of $2,998,590 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

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $2,317,070 | $2,592,400 | $2,713,490 | $2,856,820 | $2,856,820 |
| **Supplies** | 174,560 | 167,430 | 220,500 | 188,020 | 188,020 |
| **Other Charges** | 1,154,880 | 1,992,430 | 1,973,810 | 2,122,730 | 2,122,730 |
| **Capital Outlay** | 14,935,090 | 12,335,050 | 12,334,420 | 1,960,000 | 1,960,000 |
| **Debt Service** | 3,001,090 | 3,001,590 | 3,001,590 | 2,998,590 | 2,998,590 |
| **Total** | $21,582,690 | $20,088,900 | $20,243,810 | $10,126,160 | $10,126,160 |

# 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 2020/21, a total of $601,270 is budgeted for this fund. $161,360 is included for Federal Forfeiture related expenditures, $400,110 is allocated for State Forfeiture permitted uses, and $11,000 is budgeted for O.W.I. Forfeiture related purchases. In addition, $28,800 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 forfeiture funds allow the Police Department to purchase critical equipment and vehicles over and above what is allocated through the General Fund?***

# Public Safety Forfeiture Fund

## *SUMMARY OF BUDGET CHANGES*

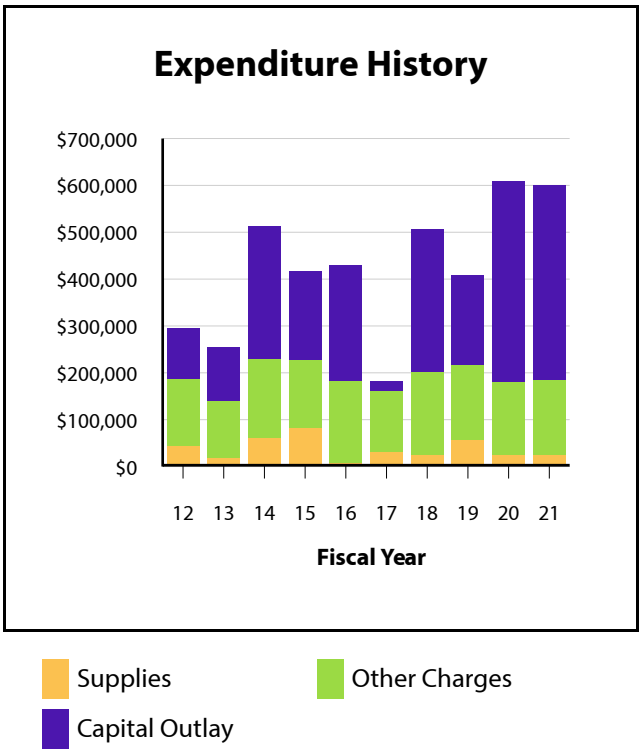
**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 1.3%.***

**Supplies** - Total Supplies decreased $170 or 0.7% primarily due to the prior year one-time cost of Honor Guard uniforms, partially offset by an increase in funding for task force uniforms next year.

**Other Charges** - Total Other Charges increased $4,570 or 2.9%. Funding for legal services increased $17,000 for anticipated county prosecutor fees related to ongoing cases. $3,800 was added for wireless telephone costs for the CORE Officers. Building rental costs for firearms training can be reduced by $8,970 due to a prior year reappropriated encumbrance. Contracted services fell $4,950 primarily for the prior year implementation and training services for the new equipment tracking software. $2,000 was saved, as less funding is allocated for narcotics training.

**Capital** - Total Capital of $415,610 is proposed. $292,500 is budgeted to replace nine high-mileage investigative vehicles. $88,100 is for a 3D Laser Scanner for use at traffic accident and crime scenes. Twenty replacement Taser Guns are funded for $30,450. $3,660 is for a Desktop Computer for the Traffic Safety Bureau. $900 is for the lease of Night Vision & Thermal Imaging Goggles.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Supplies** | $56,750 | $24,370 | $23,500 | $24,200 | $24,200 |
| **Other Charges** | 161,030 | 156,890 | 156,350 | 161,460 | 161,460 |
| **Capital Outlay** | 190,980 | 427,960 | 418,430 | 415,610 | 415,610 |
| **Total** | $408,760 | $609,220 | $598,280 | $601,270 | $601,270 |

# 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 audio books.

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 also used to fund the debt payments on the Senior gymnasium bond, which was retired in the 2012/13 fiscal year.

For fiscal year 2020/21, $385,000 is budgeted for a replacement generator to be installed at Schoenherr Towers. The replacement of concrete on Sanford Drive is budgeted for $125,000.■

***Did you know…***
***…the CDBG program regularly allocates 15% of the budget to Public Services each year, which is the maximum allowed under HUD guidelines?***

# Community Development Block Grant Fund

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

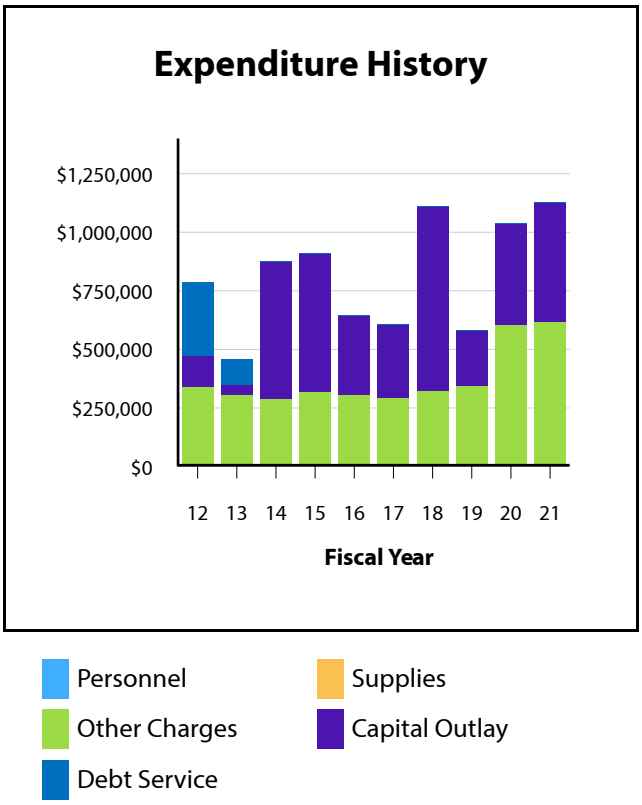
***The total budget increased by 8.6%.***

**Personnel Services** – There is no Personnel budget for this cost center.

**Supplies** – Total Supplies decreased by $90 or 1.2% as funding allocated to provide books to homebound and physically challenged residents decreased slightly.

**Other Charges** – Total Other Charges increased $13,760 or 2.3%. Donations to service organizations increased $11,240. $138,800 is budgeted to reimburse the costs of City personnel administering the CDBG program, an increase of $2,610. There is no change in funding for Housing Rehabilitation, as unspent carryover funding from the prior year remains sufficient to maintain the current year's level of activity. $30,000 is allocated for Minor Home Repair and $18,910 is included for the Adaptive Recreation Program.

**Capital** – Total Capital of $510,000 is proposed for this fund. $385,000 is budgeted for a replacement generator to be installed at Schoenherr Towers. Concrete replacement on Sanford Drive is budgeted for $125,000.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Supplies** | 9,130 | 7,800 | 7,490 | 7,710 | 7,710 |
| **Other Charges** | 335,740 | 595,130 | 330,340 | 608,890 | 608,890 |
| **Capital Outlay** | 234,500 | 434,000 | 773,780 | 510,000 | 510,000 |
| **Total** | $579,370 | $1,036,930 | $1,111,610 | $1,126,600 | $1,126,600 |

# 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 in 2019, the Michigan Indigent Defense Commission distributed $87 million in State funding to improve indigent defense services statewide?***

# Indigent Defense Fund

## *SUMMARY OF BUDGET CHANGES*

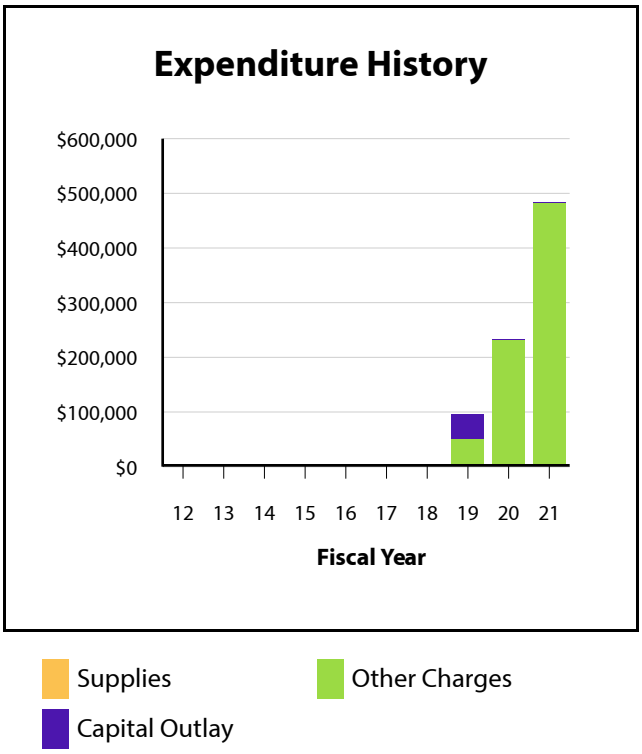
**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget increased by 108.2%.***

**Supplies** - Total Supplies decreased $2,500 or 83.3% as funding for operating supplies can be reduced based on the current year's estimated expenditure usage.

**Other Charges** - Total Other Charges increased $253,770 or 110.7% and includes additional funding for defense counsel fees, expert and investigator fees and court clerk time, all of which is required by the Michigan Indigent Defense Commission. Educational funding is also included for $24,000. 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.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Supplies** | $0 | $3,000 | $500 | $500 | $500 |
| **Other Charges** | 51,890 | 229,190 | 220,000 | 482,960 | 482,960 |
| **Capital Outlay** | 43,930 | 0 | 1,150 | 0 | 0 |
| **Total** | $95,820 | $232,190 | $221,650 | $483,460 | $483,460 |

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

**~ Jane D. Hull, Former Governor of Arizona ~**

# Neighborhood Stabilization Program Fund

## *SUMMARY OF BUDGET CHANGES*

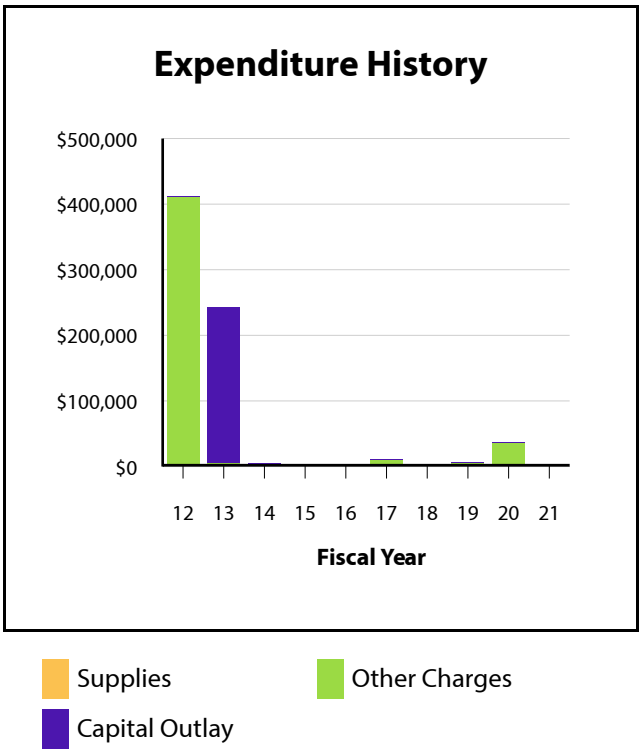
**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 100.0%***

**Supplies** - There is no Supplies budget for this fund.

**Other Charges** - Total Other Charges decreased $37,000 or 100.0%. The prior year included funding for training, contractual, and administrative costs to close out this fund. The grant funding for this program was exhausted in fiscal year 2013/14.

**Capital** - There is no Capital proposed for this fund.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Supplies** | $0 | $0 | $0 | $0 | $0 |
| **Other Charges** | 6,630 | 37,000 | 5,920 | 0 | 0 |
| **Capital Outlay** | 0 | 0 | 0 | 0 | 0 |
| **Total** | $6,630 | $37,000 | $5,920 | $0 | $0 |

# 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 2020/21, there are no Capital projects budgeted for this Fund. Professional consultant services will be utilized to assist with updating the North Van Dyke River District Development Plan.■

***Did you know…***
***…that in 2019, the Corridor Improvement Authority created a master plan that offers a distinct look and feel to the Corridor, while enhancing several strategic nodes?***

# Corridor Improvement Authority Fund

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

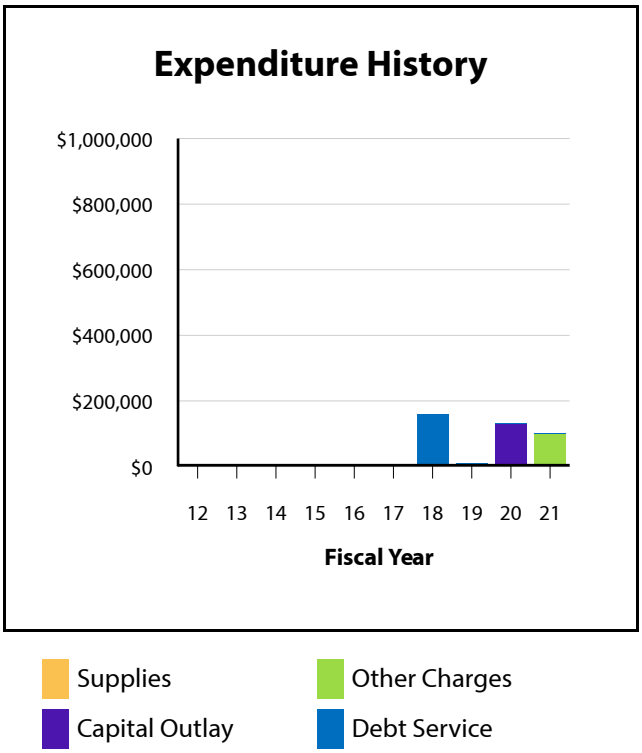
***The total budget decreased by 23.9%.***

**Supplies** - There is no Supplies budget for this fund.

**Other Charges** - Total Other Charges increased $100,000 or 100.0% for professional consultant services needed to assist in updating the North Van Dyke River District Development Plan.

**Capital** - There is no Capital proposed for this fund. The current year budget includes $131,330 for landscape and streetscape enhancements.

**Debt Service** - There is no Debt Service budget for this fund.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Supplies** | $0 | $0 | $0 | $0 | $0 |
| **Other Charges** | 0 | 0 | 0 | 100,000 | 100,000 |
| **Capital Outlay** | 8,670 | 131,330 | 0 | 0 | 0 |
| **Debt Service** | 0 | 0 | 0 | 0 | 0 |
| **Total** | $8,670 | $131,330 | $0 | $100,000 | $100,000 |

# 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 has supported five years of proactive strategy and planning by the City's leadership, which has helped secure new ownership for Lakeside Mall? The mall was acquired by Out of the Box Ventures of Miami on December 29, 2019.***

# Economic Development Corporation Fund

## *SUMMARY OF BUDGET CHANGES*

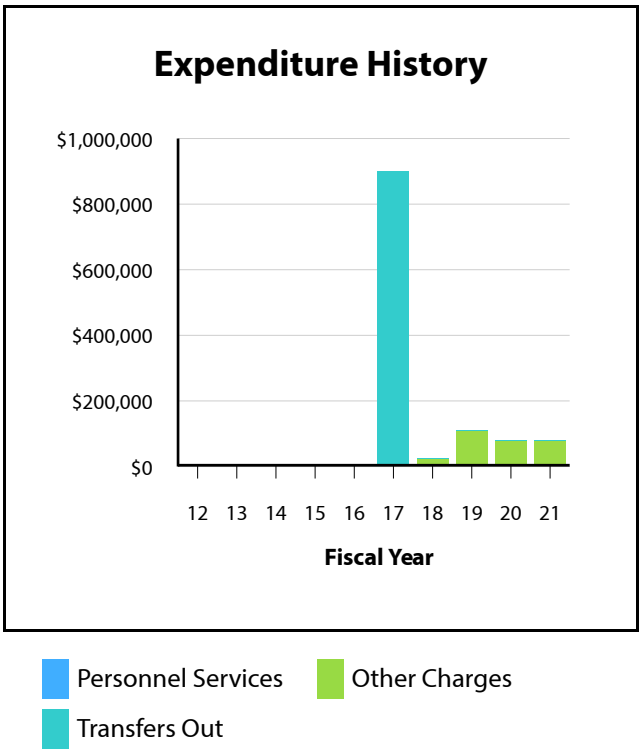
**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 0.0%.***

**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 by $10 based on the current year's estimated expenditure usage for contractual consulting and business marketing services.

**Transfers Out** - There are no Transfers Out to other City funds proposed for the 2020/21 fiscal year.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Other Charges** | 108,820 | 79,010 | 74,900 | 79,000 | 79,000 |
| **Transfers Out** | 0 | 0 | 0 | 0 | 0 |
| **Total** | $108,820 | $79,010 | $74,900 | $79,000 | $79,000 |

# Brownfield Redevelopment Authority Fund

The Brownfield Redevelopment Authority Fund is a Special Revenue Fund of the City of Sterling Heights. The Authority was established in 2000 to offer private developers an opportunity to take advantage of tax incentives and grant programs to redevelop underutilized and obsolete properties, as well as remediate those properties that may be contaminated.

***The Authority offers private developers an opportunity to take advantage of tax incentives and grant programs to redevelop underutilized and obsolete properties.***

The goals of the Brownfield Redevelopment Authority are to clean up environmentally questionable properties, maximize land use in relation to the appropriate zoning district, reduce the blighting influence of underutilized or obsolete properties, create new job opportunities for residents of Sterling Heights, stimulate new investment in the City by wisely using all of our resources, and control urban sprawl by reusing sites with existing infrastructure.

The City of Sterling Heights, through the Brownfield Redevelopment Authority, uses promotional advertising to encourage new investment in existing properties and assists developers in obtaining financial assistance through grant programs, tax credits, and tax increment financing.

***The Brownfield Redevelopment Authority encourages new investment in existing properties.***

The Brownfield Redevelopment Authority's tasks include making recommendations to City Council on future Brownfield plans, coordinating environmental inspections of possible Brownfield sites, and providing technical assistance, including zoning and infrastructure information and guidance to those parties that are redeveloping land in the City. Overall, Brownfield Redevelopment will have a positive impact on the Community by providing a cleaner and safer environment.

The Economic Development Consultant is the City's liaison to the Brownfield Redevelopment Authority, whose nine members are the same as the Economic Development Corporations' members.■

***Did you know…***
***…the revitalization and redeveloping of Brownfield properties, which may be complicated by the presence or perception of contamination, protects the environment, reuses existing infrastructure, minimizes urban sprawl, and creates economic opportunities?***

# Brownfield Redevelopment Authority Fund

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

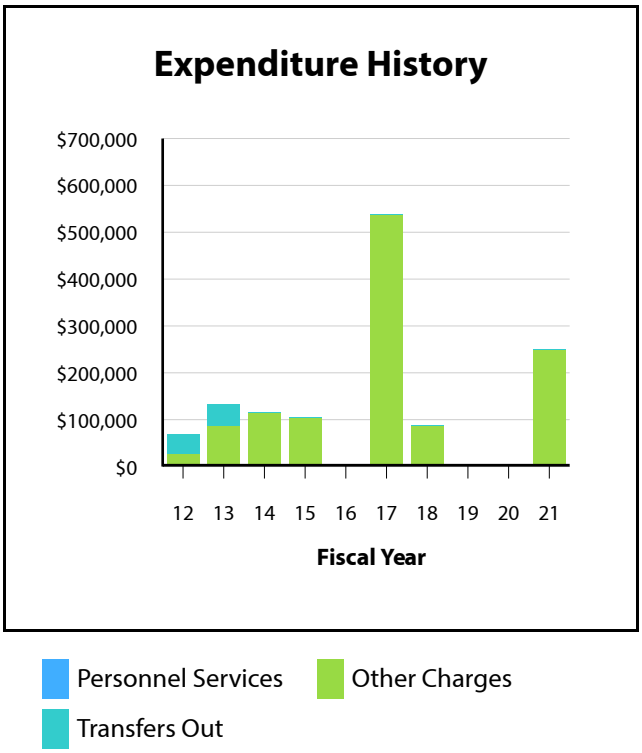
***The total budget increased by 100.0%.***

**Personnel Services** - There is no Personnel budget for this fund. The Brownfield Redevelopment Authority members serve as volunteers without compensation.

**Other Charges** - Total Other Charges of $960,000 are proposed for the reimbursement of eligible brownfield project costs for Ashley Capital now that the property has been partially developed and a property tax increment capture has begun.

**Capital** - There is no Capital budget for this fund.

**Transfers Out** - There are no Transfers Out to other City funds proposed for the 2020/21 fiscal year.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Other Charges** | 0 | 0 | 245,000 | 960,000 | 960,000 |
| **Transfers Out** | 0 | 0 | 0 | 0 | 0 |
| **Total** | $0 | $0 | $245,000 | $960,000 | $960,000 |

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 2020/21, $820,000 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 to complete the replacement flooring at the Velocity Center.■

***Did you know…***
***…the LDFA is funding the construction of a Co-Working space located inside of the Velocity Center that will provide local entrepreneurs and small business owners with a shared, affordable workspace?***

# Local Development Finance Authority Fund

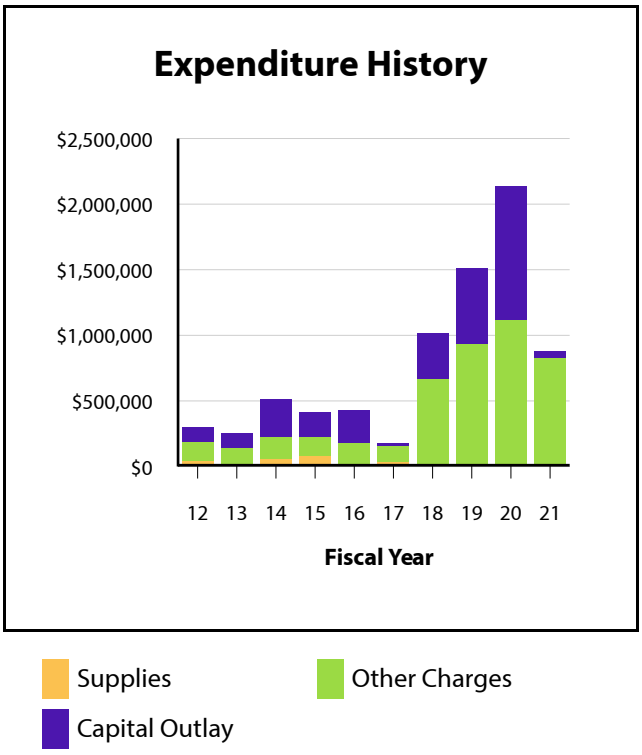
## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 58.9%.***

**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 $290,900 or 26.2% largely due to the prior year one-time funding of marketing services for the SmartZone district and a one-time reimbursement of costs to Ric-Man Construction, Inc. for eligible LDFA improvements. $820,000 is budgeted for operational costs associated with the business incubator, an increase of $39,100. $115,000 is for the reimbursement of the City's administrative costs. $129,000 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. $72,000 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 $50,000 in building maintenance costs.




**Capital** - Total Capital of $50,000 is proposed to complete the replacement flooring at the Velocity Center.

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Supplies** | $5,850 | $6,500 | $6,500 | $6,500 | $6,500 |
| **Other Charges** | 931,210 | 1,110,900 | 1,142,210 | 820,000 | 820,000 |
| **Capital Outlay** | 572,750 | 1,016,250 | 1,131,000 | 50,000 | 50,000 |
| **Total** | $1,509,810 | $2,133,650 | $2,279,710 | $876,500 | $876,500 |

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

**~ Alexander Hamilton ~**

# 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 2020 State Equalized Valuation plus the assessed value of abated property is $6,211,667,616. Therefore, the City's debt limit is $621,166,761 or 10% of total valuation. The City's population estimate is 132,250. The outstanding Net Direct Bonded Debt for the City as of June 30, 2020 is shown here as a ratio to debt to state equalized value and debt per capita.

| | Debt Out-standing 6/30/20 | Debt to Assessed Value | Debt Per Capita |
|---|---|---|---|
| **Net Direct Bonded Debt** | $82,535,000 | 1.33% | $624 |

The City's Debt Management Program is the product of over 50 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. 61.8% 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 = 61.8%**

In compliance with the Uniform Budget Act of 1978, a summary of the City's total indebtedness as of June 30, 2020, including the principal and interest payments required for fiscal 2020/21 and the funding sources, is included in this Debt Service section. Total indebtedness is $186,378,710. Total principal payment is $10,119,690 and the interest payment is $6,278,090. Brief descriptions of each type of debt incurred by the City are provided next, followed by the 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

In 2018, a $20 million Facilities Improvement Bond was issued to finance facility infrastructure and information technology improvements. Total principal payment for 2020/21 is $670,000 and the interest payment is $701,360.

In the spring of 2019, a Capital Improvement Bond of $25 million was issued to finance the new Public Works building. The budgeted principal payment for 2020/21 is $775,000 and interest is $808,250.

## 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. $585,550 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 $33,240,000. The Principal payment is $1,805,000 and interest is $679,400.

## 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 $200,000 and interest of $72,600 is funded through special assessments.

## WATER & SEWER FUND

In 2020/21, total principal of $4,584,690 and interest of $2,494,920 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 $68,803,710.

In the Spring of 2020, a Water & Sewer capital bond is proposed to be issued to fund the water main rehabilitation at 19 Mile between Schoenherr and Clinton River Road, as well as other critical water main repairs. $22,420 is budgeted for the debt payment on this bond.

## 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 2020/21 is $1,530,000 and interest is $1,468,590.■

# DEBT SUMMARY

| Description of Debt | Funding Sources | Debt Outstanding 6/30/2020 | 2020/21 Principal | 2020/21 Interest | 2020/21 Total |
|---|---|---|---|---|---|
| **LIMITED TAX GENERAL OBLIGATION DEBT FUND** | | | | | |
| 2018 Facilities Improvement Bonds | Gen Fund | $18,035,000 | $670,000 | $701,360 | **$1,371,360** |
| 2019 Capital Improvement Bonds - DPW | Gen Fund | 22,005,000 | 775,000 | 808,250 | **1,583,250** |
| **Total General Fund Debt Service** | | **40,040,000** | **1,445,000** | **1,509,610** | **2,954,610** |
| **VOTED TAX GENERAL OBLIGATION DEBT FUND** | | | | | |
| 2017 Fire Station Impr. Refunding Bonds (F) | VTGO Fund | 1,695,000 | 555,000 | 30,550 | **585,550** |
| **Total Debt Fund Direct Debt Service** | | **41,735,000** | **2,000,000** | **1,540,160** | **3,540,160** |
| **ROAD BOND DEBT RETIREMENT FUND** | | | | | |
| 2010 Build America Bonds | Major Rds | 1,075,000 | 125,000 | 58,220 | **183,220** |
| 2013 MI Transportation Refunding Bonds | Major Rds | 990,000 | 500,000 | 15,170 | **515,170** |
| 2016 MI Transportation Bonds | Major Rds | 7,460,000 | 580,000 | 182,680 | **762,680** |
| 2017 MI Transportation Bonds | Major Rds | 1,740,000 | 120,000 | 48,450 | **168,450** |
| 2018 MI Transportation Bonds | Major Rds | 7,235,000 | 480,000 | 276,380 | **756,380** |
| 2020 MI Transportation Bonds | Major Rds | 14,740,000 | 0 | 98,500 | **98,500** |
| Special Assessment Bonds | S/A - RBDF | 1,800,000 | 200,000 | 72,600 | **272,600** |
| **Total Road Bond Debt Service** | | **35,040,000** | **2,005,000** | **752,000** | **2,757,000** |
| **WATER & SEWER FUND** | | | | | |
| Sewer District Rehabilitation Bonds | W&S Fund | 68,803,710 | 4,584,690 | 2,494,920 | **7,079,610** |
| 2020 Capital Improvement Bonds | W&S Fund | 3,105,000 | 0 | 22,420 | **22,420** |
| **Total W&S Debt Service** | | **71,908,710** | **4,584,690** | **2,517,340** | **7,102,030** |
| **PARKS & RECREATION FUND** | | | | | |
| Parks & Recreation Improvement Bonds | P&R Fund | 37,695,000 | 1,530,000 | 1,468,590 | **2,998,590** |
| **Total Debt Service** | | **$186,378,710** | **10,119,690** | **6,278,090** | **16,397,780** |

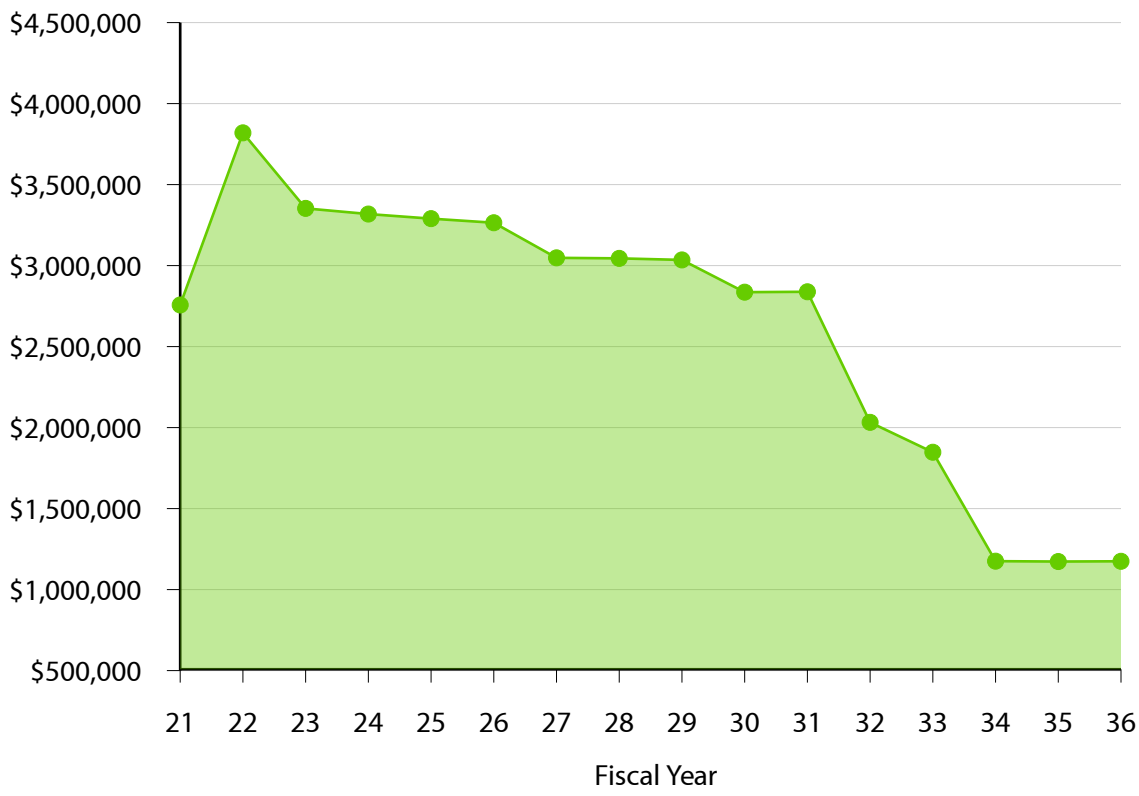
# GENERAL FUND & TAX SUPPORTED DEBT SERVICE

| Debt Service | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Budget |
|---|---|---|---|---|---|---|
| **LIMITED TAX GENERAL OBLIGATION DEBT FUND** | | | | | | |
| 2018 Facilities Improvement Bonds | $0 | $1,375,150 | $1,373,360 | $1,373,360 | $1,371,360 | **$1,371,360** |
| City Center Commons | 337,250 | 322,250 | 302,380 | 302,380 | 0 | **0** |
| 2019 Capital Improvement Bonds | 0 | 0 | 1,352,080 | 1,352,080 | 1,583,250 | **1,583,250** |
| **Total General Fund Debt Service** | **337,250** | **1,697,400** | **3,027,820** | **3,027,820** | **2,954,610** | **2,954,610** |
| **VOTED TAX GENERAL OBLIGATION DEBT FUND** | | | | | | |
| 2008 Fire Station Improvement Bonds (F) | 487,320 | 493,160 | 552,760 | 552,760 | 585,550 | **585,550** |
| **Total VTGO Fund Debt Service** | **487,320** | **493,160** | **552,760** | **552,760** | **585,550** | **585,550** |
| **PARKS & RECREATION FUND** | 3,003,520 | 3,001,090 | 3,001,590 | 3,001,590 | 2,998,590 | **2,998,590** |
| **Total Tax Supported Debt Service** | **$3,828,090** | **$5,191,650** | **$6,582,170** | **$6,582,170** | **$6,538,750** | **$6,538,750** |

# SCHEDULE OF PRINCIPAL & INTEREST
# ROAD BOND DEBT RETIREMENT FUND

| Fiscal Year | 2010 B.A. Bonds | 2013 M.T.F. Refunding | 2016 M.T.F. Bonds | 2017 M.T.F. Bonds | 2018 M.T.F. Bonds | 2020 M.T.F. Bonds | 2008 S.A.D. Bonds | Total |
|---|---|---|---|---|---|---|---|---|
| **2020/21** | 183,220 | 515,170 | 762,680 | 168,450 | 756,380 | 98,500 | 272,600 | 2,757,000 |
| **2021/22** | 200,950 | 495,020 | 771,080 | 171,050 | 742,380 | 1,174,450 | 264,550 | 3,819,480 |
| **2022/23** | 241,300 | | 779,070 | 173,550 | 727,880 | 1,174,920 | 256,450 | 3,353,170 |
| **2023/24** | 229,850 | | 781,680 | 170,950 | 712,880 | 1,174,690 | 248,150 | 3,318,200 |
| **2024/25** | 218,050 | | 788,970 | 172,050 | 697,380 | 1,173,760 | 239,650 | 3,289,860 |
| **2025/26** | 206,050 | | 795,880 | 173,000 | 686,380 | 1,172,110 | 231,050 | 3,264,470 |
| **2026/27** | | | 802,370 | 173,800 | 674,630 | 1,174,730 | 222,350 | 3,047,880 |
| **2027/28** | | | 805,000 | 174,450 | 675,190 | 1,176,500 | 213,500 | 3,044,640 |
| **2028/29** | | | 808,550 | 174,950 | 674,650 | 1,172,390 | 204,500 | 3,035,040 |
| **2029/30** | | | 806,350 | 180,300 | 677,250 | 1,172,030 | | 2,835,930 |
| **2030/31** | | | 808,550 | 180,350 | 674,250 | 1,175,240 | | 2,838,390 |
| **2031/32** | | | | 180,250 | 675,800 | 1,176,390 | | 2,032,440 |
| **2032/33** | | | | | 675,960 | 1,171,950 | | 1,847,910 |
| **2033/34** | | | | | | 1,175,450 | | 1,175,450 |
| **2034/35** | | | | | | 1,173,200 | | 1,173,200 |
| **2035/36** | | | | | | 1,174,770 | | 1,174,770 |
| **Total** | **$1,279,420** | **$1,010,190** | **$8,710,180** | **$2,093,150** | **$9,051,010** | **$17,711,080** | **$2,152,800** | **$42,007,830** |

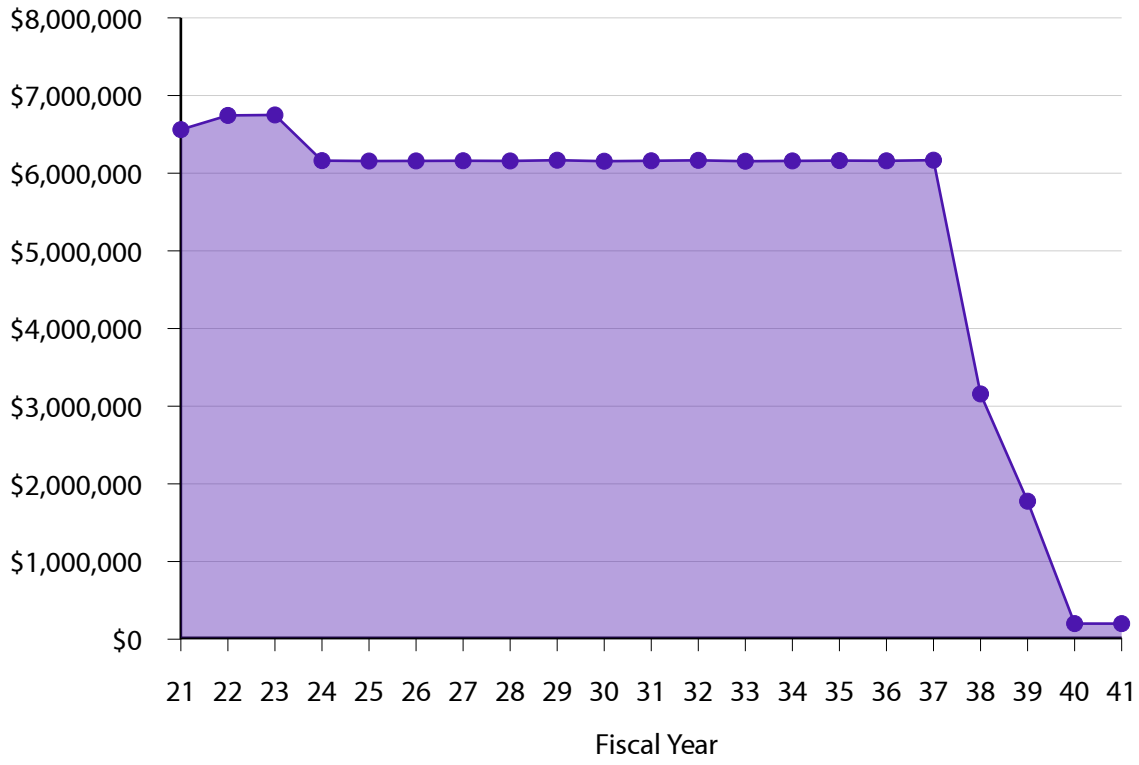
## Total Debt Service by Fiscal Year - Road Bonds



# LIMITED AND VOTED TAX GENERAL OBLIGATION DEBT SERVICE

| Fiscal Year | 2008 Proposal F V.T.G.O. Bonds | 2017 P&R Improve. Bonds (P&R) | 2018 Facilities Improve. Bonds (LTGO) | 2019 Capital Improve. Bonds (LTGO) | 2020 Capital Improve. Bonds (W&S) | | | Total |
|---|---|---|---|---|---|---|---|---|
| **2020/21** | 585,550 | 2,998,590 | 1,371,360 | 1,583,250 | 22,420 | | | 6,561,170 |
| **2021/22** | 586,670 | 3,002,090 | 1,377,860 | 1,579,500 | 197,700 | | | 6,743,820 |
| **2022/23** | 586,500 | 3,001,590 | 1,377,360 | 1,584,000 | 200,570 | | | 6,750,020 |
| **2023/24** | | 3,002,090 | 1,380,110 | 1,581,250 | 198,300 | | | 6,161,750 |
| **2024/25** | | 2,998,340 | 1,375,860 | 1,581,500 | 200,960 | | | 6,156,660 |
| **2025/26** | | 3,000,340 | 1,379,860 | 1,579,500 | 198,460 | | | 6,158,160 |
| **2026/27** | | 3,002,590 | 1,376,610 | 1,580,250 | 200,900 | | | 6,160,350 |
| **2027/28** | | 2,999,840 | 1,376,360 | 1,583,500 | 198,170 | | | 6,157,870 |
| **2028/29** | | 2,998,640 | 1,388,360 | 1,579,900 | 200,370 | | | 6,167,270 |
| **2029/30** | | 2,999,030 | 1,378,360 | 1,579,700 | 197,320 | | | 6,154,410 |
| **2030/31** | | 2,999,130 | 1,377,160 | 1,584,450 | 199,130 | | | 6,159,870 |
| **2031/32** | | 3,002,130 | 1,380,060 | 1,583,000 | 200,610 | | | 6,165,800 |
| **2032/33** | | 2,999,790 | 1,376,910 | 1,580,500 | 196,970 | | | 6,154,170 |
| **2033/34** | | 3,001,920 | 1,376,440 | 1,581,950 | 198,090 | | | 6,158,400 |
| **2034/35** | | 3,001,280 | 1,379,870 | 1,582,200 | 199,090 | | | 6,162,440 |
| **2035/36** | | 3,002,880 | 1,375,550 | 1,581,250 | 199,880 | | | 6,159,560 |
| **2036/37** | | 3,003,040 | 1,380,080 | 1,584,100 | 200,460 | | | 6,167,680 |
| **2037/38** | | | 1,376,550 | 1,580,600 | 200,820 | | | 3,157,970 |
| **2038/39** | | | | 1,575,900 | 200,960 | | | 1,776,860 |
| **2039/40** | | | | | 200,880 | | | 200,880 |
| **2040/41** | | | | | 200,560 | | | 200,560 |
| **Total** | **$1,758,720** | **$51,013,310** | **$24,804,720** | **$30,046,300** | **$4,012,620** | | | **$111,635,670** |

## Total Debt Service by Fiscal Year - Limited and Voted Tax Bonds



***The secret of getting ahead is getting started.***

**~ Mark Twain ~**



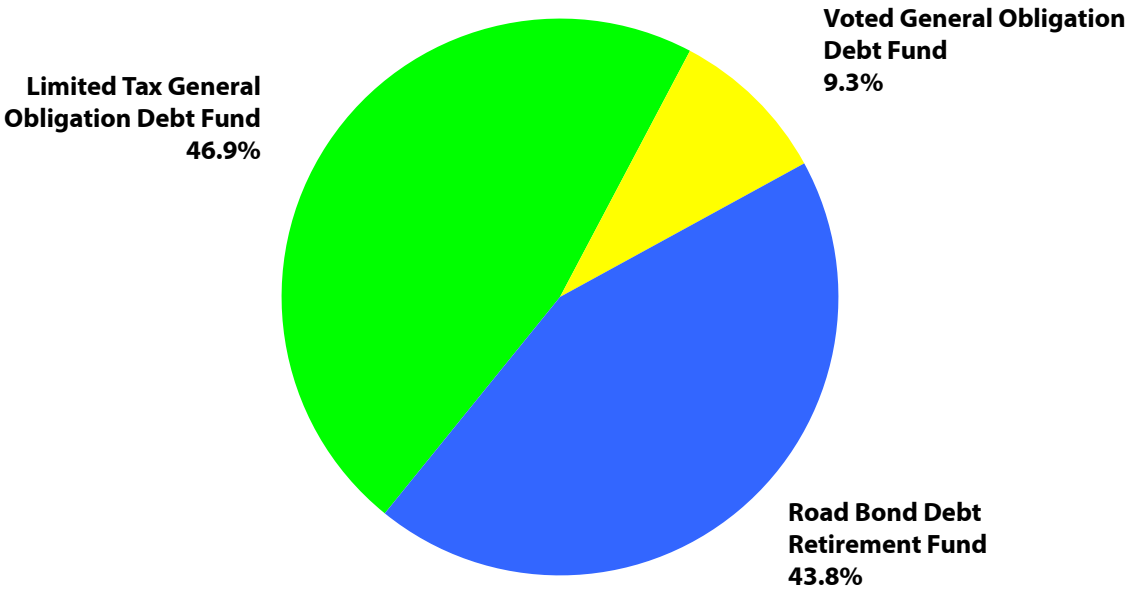
# DEBT SERVICE FUNDS
# REVENUES, EXPENDITURES & FUND BALANCES

| Debt Service Funds | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Budget |
|---|---|---|---|---|---|---|
| **GENERAL DRAIN FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Property Taxes | $1,050 | $690 | $820 | $710 | $710 | **$710** |
| State/Local Returns | 0 | 0 | 0 | 0 | 0 | **0** |
| Interest Income | 600 | 1,010 | 1,000 | 450 | 0 | **0** |
| **Total Revenues** | **1,650** | **1,700** | **1,820** | **1,160** | **710** | **710** |
| **EXPENDITURES** | | | | | | |
| Principal | 0 | 0 | 0 | 0 | 0 | **0** |
| Interest | 0 | 0 | 0 | 0 | 0 | **0** |
| Transfers Out | 0 | 0 | 43,000 | 43,000 | 0 | **0** |
| **Total Expenditures** | **0** | **0** | **43,000** | **43,000** | **0** | **0** |
| **Excess of Revenues Over (Under) Expenditures** | **1,650** | **1,700** | **(41,180)** | **(41,840)** | **710** | **710** |
| **Beginning Fund Balance** | **39,670** | **41,320** | **43,020** | **43,020** | **1,180** | **1,180** |
| **Ending Fund Balance** | **$41,320** | **$43,020** | **$1,840** | **$1,180** | **$1,890** | **$1,890** |
| **VOTED TAX GENERAL OBLIGATION DEBT FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Property Taxes | $459,160 | $414,070 | $462,950 | $491,940 | $514,930 | **$514,930** |
| State/Local Returns | 52,300 | 35,400 | 29,440 | 28,420 | 36,280 | **36,280** |
| Interest Income | 4,080 | 6,880 | 5,000 | 5,500 | 5,500 | **5,500** |
| Bond Proceeds | 0 | 0 | 0 | 0 | 0 | **0** |
| Transfer from General Fund | 0 | 0 | 43,000 | 43,000 | 0 | **0** |
| **Total Revenues** | **515,540** | **456,350** | **540,390** | **568,860** | **556,710** | **556,710** |
| **EXPENDITURES** | | | | | | |
| Principal | 445,000 | 450,000 | 515,000 | 515,000 | 555,000 | **555,000** |
| Interest | 42,320 | 43,160 | 37,760 | 37,760 | 30,550 | **30,550** |
| Other Charges | 500 | 500 | 500 | 500 | 500 | **500** |
| **Total Expenditures** | **487,820** | **493,660** | **553,260** | **553,260** | **586,050** | **586,050** |
| **Excess of Revenues Over (Under) Expenditures** | **27,720** | **(37,310)** | **(12,870)** | **15,600** | **(29,340)** | **(29,340)** |
| **Beginning Fund Balance** | **23,330** | **51,050** | **13,740** | **13,740** | **29,340** | **29,340** |
| **Ending Fund Balance** | **$51,050** | **$13,740** | **$870** | **$29,340** | **$0** | **$0** |

# DEBT SERVICE FUNDS
# REVENUES, EXPENDITURES & FUND BALANCES

| Debt Service Funds | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Budget |
|---|---|---|---|---|---|---|
| **ROAD BOND DEBT RETIREMENT FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Special Assessment Revenue | $296,500 | $325,640 | $193,020 | $141,130 | $136,180 | **$136,180** |
| Federal Interest Rebates | 30,440 | 29,030 | 27,010 | 27,010 | 24,650 | **24,650** |
| Interest Income | 11,460 | 18,230 | 8,000 | 6,000 | 6,000 | **6,000** |
| Transfer from Major Roads Fund | 2,000,000 | 2,500,000 | 3,100,190 | 3,100,190 | 2,760,150 | **2,760,150** |
| **Total Revenues** | **2,338,400** | **2,872,900** | **3,328,220** | **3,274,330** | **2,926,980** | **2,926,980** |
| **EXPENDITURES** | | | | | | |
| Principal | 1,765,000 | 2,485,000 | 2,495,000 | 2,495,000 | 2,005,000 | **2,005,000** |
| Interest | 532,400 | 773,130 | 737,120 | 737,120 | 752,000 | **752,000** |
| Other Charges | 2,600 | 2,600 | 2,600 | 2,600 | 3,150 | **3,150** |
| **Total Expenditures** | **2,300,000** | **3,260,730** | **3,234,720** | **3,234,720** | **2,760,150** | **2,760,150** |
| **Excess of Revenues Over (Under) Expenditures** | **38,400** | **(387,830)** | **93,500** | **39,610** | **166,830** | **166,830** |
| **Beginning Fund Balance** | **820,280** | **858,680** | **470,850** | **470,850** | **510,460** | **510,460** |
| **Ending Fund Balance** | **$858,680** | **$470,850** | **$564,350** | **$510,460** | **$677,290** | **$677,290** |
| **LIMITED TAX GENERAL OBLIGATION DEBT FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Transfer from General Fund | $337,480 | $1,698,060 | $3,432,670 | $3,029,050 | $2,955,610 | **$2,955,610** |
| **Total Revenues** | **337,480** | **1,698,060** | **3,432,670** | **3,029,050** | **2,955,610** | **2,955,610** |
| **EXPENDITURES** | | | | | | |
| Principal | 300,000 | 1,015,000 | 1,770,000 | 1,770,000 | 1,445,000 | **1,445,000** |
| Interest | 37,250 | 682,400 | 1,257,820 | 1,257,820 | 1,509,610 | **1,509,610** |
| Other Charges | 220 | 720 | 1,230 | 1,230 | 1,000 | **1,000** |
| **Total Expenditures** | **337,470** | **1,698,120** | **3,029,050** | **3,029,050** | **2,955,610** | **2,955,610** |
| **Excess of Revenues Over (Under) Expenditures** | **10** | **(60)** | **403,620** | **0** | **0** | **0** |
| **Beginning Fund Balance** | **340** | **350** | **290** | **290** | **290** | **290** |
| **Ending Fund Balance** | **$350** | **$290** | **$403,910** | **$290** | **$290** | **$290** |

# Debt Service Funds
# Percent of Total Expenditures




**This graph reflects budgeted Debt Service Funds expenditures as a percent of the total $6,301,810 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 2020/21, General Drain Tax revenue decreased $410 primarily due to a decrease in investment earnings based on a reduction in fund balance. $43,000 was transfered to the Voted Tax General Obligation Debt Fund in the prior year.

## 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 2020/21, revenues generated from Other Financing Sources represent 88.8% of total Debt Service revenues, a decrease of $860,100. Transfers from the General Fund to the Limited Tax General Obligation Debt Fund decreased $477,060 primarily due to the retirement of the 2005 City Center Commons refunding bond in the prior year. The transfer from the Major Road Fund to the Road Bond Debt Retirement Fund decreased $340,040 due to lower interest payments on all existing bonds and the retirement of the 2013 refunding bond, offset by estimated interest for the new 2020 MTF bond issue.

## 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 $24,650 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 $36,280. 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 2020/21 Budget, Other Revenues represent 2.3% of total Debt Service revenues, a decrease of $59,340. This decrease is primarily due to a decrease in special assessment interest from the Lakeside Mall improvement project, resulting from large advanced payments in the prior year.

## 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 2020/21, the millage rate is 0.1097 mills, an increase of 0.0001 mills.

In 2020/21, Public Improvement Tax revenue represents 8.0% of total Debt Service revenues, an increase of $52,280. This increase is due to higher debt payments on the Proposal F bond. The Proposal F Bond is due to be retired in the 2022/2023 fiscal year.

## EXCESS REVENUE OVER (UNDER) EXPENDITURES

A budgeted use of fund balance exists when expenditures exceed revenues, provided that fund balance is available.

In the 2020/21 Budget, revenues exceed expenditures by $138,200, allowing for a contribution to fund balance reserves primarily in the Road Bond Debt Retirement Fund.■

# DEBT SERVICE FUNDS
# REVENUE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **TAXES** | | | | | | |
| 404000 | City Operating Tax | $600 | 0.01 | $600 | 0.01 | **$600** | **0.01** |
| 404001 | Property Tax Refunds | (890) | (0.02) | (100) | 0.00 | **(400)** | **(0.01)** |
| 415000 | Delinquent Personal Property Tax | 570 | 0.01 | 700 | 0.01 | **600** | **0.01** |
| 445000 | Penalties & Interest | 730 | 0.01 | 720 | 0.01 | **710** | **0.01** |
| | **Total Taxes** | **1,010** | **0.01** | **1,920** | **0.03** | **1,510** | **0.02** |
| | **OTHER FINANCING SOURCES** | | | | | | |
| 699101 | Transfer From General Fund | 1,698,060 | 33.77 | 3,475,670 | 47.59 | **2,955,610** | **45.89** |
| 699202 | Transfer From Major Road Fund | 2,500,000 | 49.71 | 3,100,190 | 42.45 | **2,760,150** | **42.86** |
| | **Total Other Financing Sources** | **4,198,060** | **83.48** | **6,575,860** | **90.04** | **5,715,760** | **88.75** |
| | **STATE & LOCAL RETURNS** | | | | | | |
| 529004 | Federal - Interest Rebates | 29,030 | 0.58 | 27,010 | 0.37 | **24,650** | **0.38** |
| 573386 | Personal Property Tax Reimbursement | 35,400 | 0.70 | 29,440 | 0.40 | **36,280** | **0.56** |
| | **Total State & Local Returns** | **64,430** | **1.28** | **56,450** | **0.77** | **60,930** | **0.95** |
| | **OTHER REVENUE** | | | | | | |
| 665000 | Interest on Investments | 26,120 | 0.52 | 14,000 | 0.19 | **11,500** | **0.18** |
| 672000 | Special Assessment Revenue | 257,290 | 5.12 | 131,920 | 1.81 | **96,440** | **1.50** |
| 672445 | S.A. Delinquent Interest & Penalties | 5,150 | 0.10 | 100 | 0.00 | **100** | **0.00** |
| 672665 | Special Assessment Interest | 63,200 | 1.26 | 61,000 | 0.84 | **39,640** | **0.62** |
| | **Total Other Revenue** | **351,760** | **7.00** | **207,020** | **2.84** | **147,680** | **2.30** |
| | **PUBLIC IMPROVEMENTS TAX** | | | | | | |
| 419000 | Proposal F Debt Levy | 413,750 | 8.23 | 461,850 | 6.32 | **514,130** | **7.98** |
| | **Total Public Improvements Tax** | **413,750** | **8.23** | **461,850** | **6.32** | **514,130** | **7.98** |
| | | | | | | | |
| | **Total Debt Service Funds** | **$5,029,010** | **100.00** | **$7,303,100** | **100.00** | **$6,440,010** | **100.00** |

**Note: The 2018-2019 Actual Column is rounded to the nearest dollar.**

# DEBT SERVICE FUNDS
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **OTHER CHARGES** | | | | | | |
| 810000 | Other Fees | $3,820 | 0.07 | $4,330 | 0.06 | **$4,650** | **0.07** |
| | **Total Other Charges** | **3,820** | **0.07** | **4,330** | **0.06** | **4,650** | **0.07** |
| | **DEBT SERVICE** | | | | | | |
| 992000 | Principal | 3,950,000 | 72.44 | 4,780,000 | 69.68 | **4,005,000** | **63.55** |
| 993000 | Interest | 1,498,690 | 27.49 | 2,032,700 | 29.63 | **2,292,160** | **36.37** |
| | **Total Debt Service** | **5,448,690** | **99.93** | **6,812,700** | **99.31** | **6,297,160** | **99.93** |
| | **TRANSFERS OUT** | | | | | | |
| 999101 | Transfer to General Fund | 0 | 0.00 | 43,000 | 0.63 | **0** | **0.00** |
| | **Total Transfers Out** | **0** | **0.00** | **43,000** | **0.63** | **0** | **0.00** |
| | | | | | | | |
| | **Total Debt Service Funds** | **$5,452,510** | **100.00** | **$6,860,030** | **100.00** | **$6,301,810** | **100.00** |

**Note: The 2018-2019 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+ |

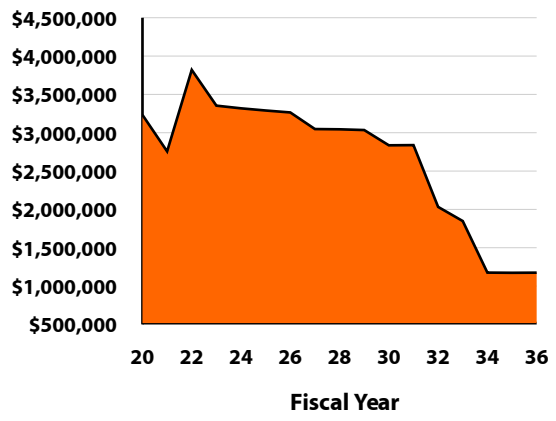
The City's AA bond rating from Standard & Poor's Rating Service ranks in the middle of other comparable communities' rankings. Sterling Heights maintains a high Aa2 rating from Moody's and an AA rating from Fitch Investor's Rating Service due to the City's low costs and proactive response to changing economic conditions.

### Government Debt Per Capita

| | | |
|---|---|---|
| 1. | Ann Arbor | $2,675 |
| 2. | Dearborn | $2,346 |
| 3. | Lansing | $1,663 |
| 4. | Warren | $1,088 |
| 5. | Southfield | $963 |
| **6.** | **STERLING HEIGHTS** | **$718** |
| 7. | Farmington Hills | $647 |
| 8. | Livonia | $549 |
| 9. | Grand Rapids | $490 |
| 10. | Troy | $294 |

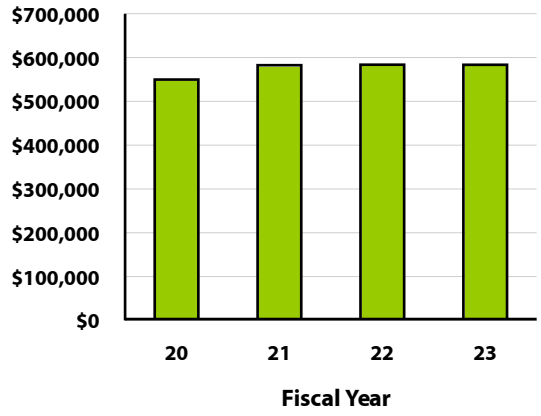
City debt per capita increased due to the issuance of a $45 million capital bond to fund the voter approved *Re*creating Recreation initiative and a $20 million capital bond to fund facilities improvements. However the City is still at only 19% of the legal debt limit.

### Annual Debt Payments Road Bonds




Road Bond Debt payments will decrease in 2023 and 2027 as two Michigan Transportation Funds (MTF) bonds are retired. The 2020 MTF bond is scheduled to be retired in 2036.

### 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 2020/21, principal and interest payments for Proposal F total $585,550.■

***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*

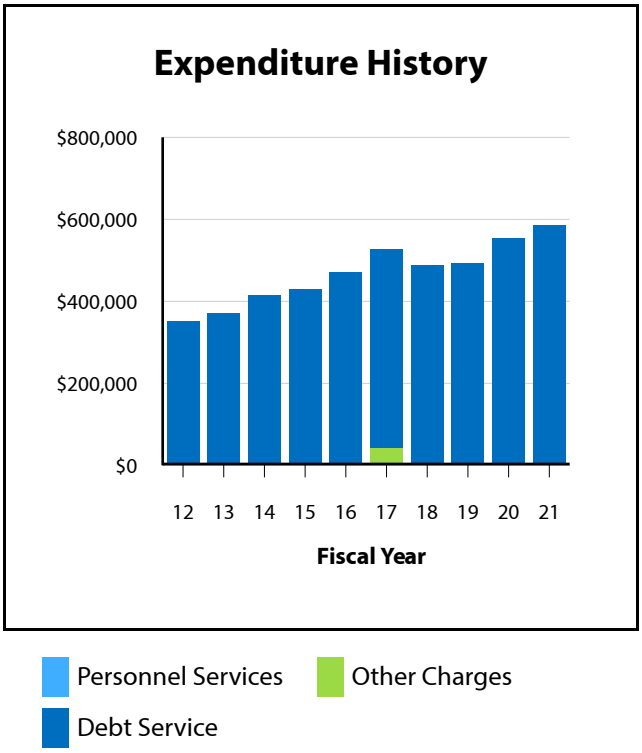
**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget increased by 5.9%.***

**Personnel Services** - There is no Personnel budget for this fund.

**Other Charges** - Total Other Charges is proposed to remain the same at $500.

**Debt Service** - Total Debt Service increased $32,790 or 5.9% 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

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Other Charges** | 500 | 500 | 500 | 500 | 500 |
| **Debt Service** | 493,160 | 552,760 | 552,760 | 585,550 | 585,550 |
| **Total** | $493,660 | $553,260 | $553,260 | $586,050 | $586,050 |

# 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 2020/21, the Major Road Fund transfer represents 95% 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, Federal Interest Rebates 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 2020/21 totals $2,757,000, which is comprised of $2,005,000 toward principal and $752,000 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. The first of two bonds to finance the City's portion of the total Mound Road reconstruction is scheduled to be sold in the fall of 2020. The debt for this bond will come online in the 2020/21 fiscal 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…***
***…the City will issue Road Bond debt to finance its portion of the federally funded total reconstruction of Mound Road from I-696 to M-59?***

# Road Bond Debt Retirement Fund

## *SUMMARY OF BUDGET CHANGES*

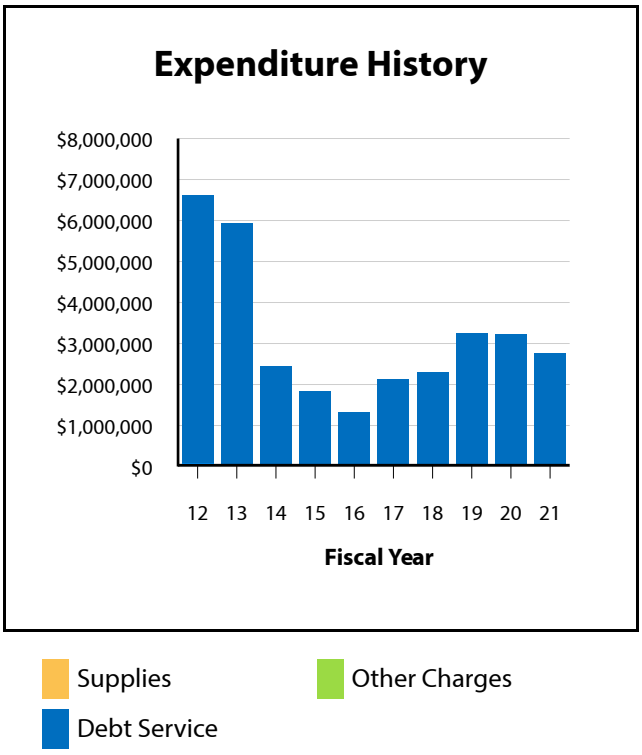
**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 14.7%.***

**Supplies** - There is no Supplies budget for this fund.

**Other Charges** - Total Other Charges increased $550 or 21.2% as bond paying agent fees increased due to the anticipated issuance of the first of two bonds to finance the City portion of the total Mound Road Reconstruction.

**Debt Service** - Total Debt Service decreased $475,120 or 14.7%. Total principal payments decreased due to the retirement of the 2012 MTF refunding bond in the prior year. This was partially offset by higher scheduled principal payments on several existing MTF bonds. Total interest payments increased $14,880 primarily due to the new 2020 MTF bond issue, offset by lower interest payments on all existing bonds and the retirement of the 2013 refunding bond.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Supplies** | $0 | $0 | $0 | $0 | $0 |
| **Other Charges** | 2,600 | 2,600 | 2,600 | 3,150 | 3,150 |
| **Debt Service** | 3,258,131 | 3,232,120 | 3,232,120 | 2,757,000 | 2,757,000 |
| **Total** | $3,260,731 | $3,234,720 | $3,234,720 | $2,760,150 | $2,760,150 |

# 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 expansion and remodeling of the buildings in the City Center Commons was financed with Building Authority limited tax general obligation bonds issued in 2000 and refunded in 2005. This debt will be retired in fiscal year 2019/20.

The Limited Tax General Obligation Fund receives revenue for operations as a result of receiving cash transferred from the General Fund for the debt payments on Capital Improvement Bonds.

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 2020/21 fiscal year total $1,371,360.

In the spring of 2019, a $25 million Capital Improvement Bond was issued to finance the construction of a new Department of Public Works facility. This debt is scheduled to be retired in fiscal year 2038/39. Debt payments in the 2020/21 fiscal year total $1,583,250. ■

***Did you know…***
***…the new Public Works facility is scheduled to be completed in 2020?***

# Limited Tax General Obligation Fund

## *SUMMARY OF BUDGET CHANGES*

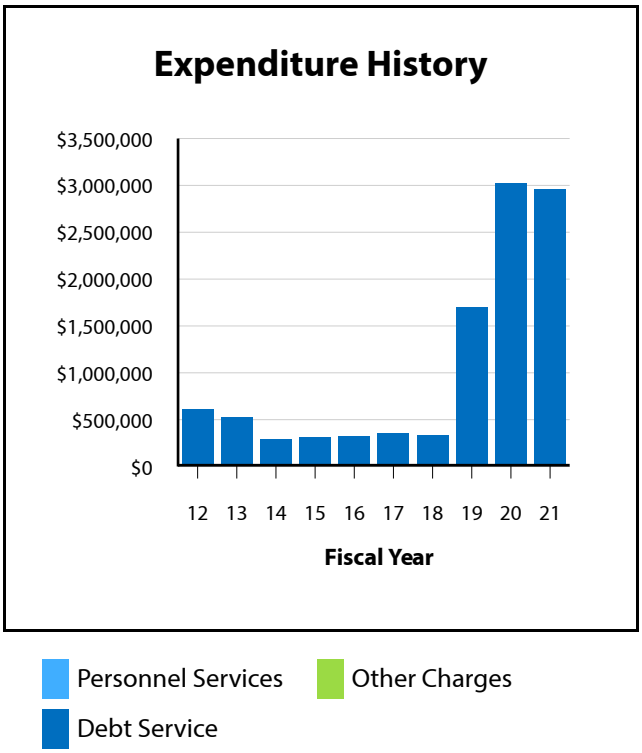
**SIGNIFICANT NOTES – 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 2.4%.***

**Personnel Services** - There is no Personnel budget for this fund.

**Other Charges** - Total Other Charges decreased $230 or 18.7% due to a drop in bond paying agent fees, as the 2005 City Center Commons refunding bond was retired in the prior year.

**Debt Service** - Total Debt Service decreased $73,210 or 2.4%. Total principal payments decreased $325,000 primarily due to the retirement of the 2005 refunding bond. Total interest payments increased $251,790 due to higher scheduled interest payments on the existing 2019 Capital Improvement Bond. The increase was offset slightly due to lower interest payments on the 2018 Facilities Improvement Bond and the retirement of the 2005 refunding bond.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Other Charges** | 730 | 1,230 | 1,230 | 1,000 | 1,000 |
| **Debt Service** | 1,697,400 | 3,027,820 | 3,027,820 | 2,954,610 | 2,954,610 |
| **Total** | $1,698,130 | $3,029,050 | $3,029,050 | $2,955,610 | $2,955,610 |

***Whatever you are, be a good one.***

**~ Abraham Lincoln ~**



# 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 four capital projects funds, the Capital Projects Fund, the Facilities Improvement Fund, the Clinton River Restoration 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 | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Budget |
|---|---|---|---|---|---|---|
| **CAPITAL PROJECTS FUND** | | | | | | |
| **REVENUES** | | | | | | |
| State & Local Returns | $135,150 | $740,610 | $615,260 | $503,450 | $0 | **$0** |
| Other Revenue | $486,150 | $764,120 | $1,211,020 | $392,270 | $1,242,040 | **$1,242,040** |
| Proceeds Long-Term Debt | 0 | 0 | 24,809,100 | 24,809,100 | 0 | **0** |
| Transfer from General Fund | 5,503,090 | 5,716,040 | 4,878,840 | 4,878,840 | 4,081,010 | **4,081,010** |
| **Total Revenues** | **6,124,390** | **7,220,770** | **31,514,220** | **30,583,660** | **5,323,050** | **5,323,050** |
| **EXPENDITURES** | | | | | | |
| Capital Equipment | 674,960 | 2,342,220 | 1,529,400 | 1,378,060 | 506,460 | **506,460** |
| Capital Equipment - IT | 634,560 | 874,260 | 1,361,230 | 1,355,920 | 577,000 | **577,000** |
| Capital Vehicles | 905,740 | 1,533,250 | 1,620,350 | 1,628,280 | 1,529,000 | **1,529,000** |
| Capital Projects | 1,555,320 | 1,861,970 | 28,565,910 | 28,672,170 | 1,943,550 | **1,943,550** |
| Other Charges | 0 | 0 | 0 | 112,310 | 0 | **0** |
| **Total Expenditures** | **3,770,580** | **6,611,700** | **33,076,890** | **33,146,740** | **4,556,010** | **4,556,010** |
| **Rev. Over (Under) Expend.** | **2,353,810** | **609,070** | **(1,562,670)** | **(2,563,080)** | **767,040** | **767,040** |
| **Beginning Fund Balance** | **1,499,060** | **3,852,870** | **4,461,940** | **4,461,940** | **1,898,860** | **1,898,860** |
| **Ending Fund Balance** | **$3,852,870** | **$4,461,940** | **$2,899,270** | **$1,898,860** | **$2,665,900** | **$2,665,900** |
| **FACILITIES IMPROVE. FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Other Rev. & Fin. Sources | $20,297,540 | $569,130 | $300,000 | $495,170 | $290,000 | **$290,000** |
| **Total Revenues** | **20,297,540** | **569,130** | **300,000** | **495,170** | **290,000** | **290,000** |
| **EXPENDITURES** | | | | | | |
| Other Charges | 0 | 0 | 0 | 45,000 | 30,000 | **30,000** |
| Capital Improvements | 297,420 | 2,490,860 | 11,091,140 | 11,102,670 | 6,817,190 | **6,817,190** |
| **Total Expenditures** | **297,420** | **2,490,860** | **11,091,140** | **11,147,670** | **6,847,190** | **6,847,190** |
| **Rev. Over (Under) Expend.** | **20,000,120** | **(1,921,730)** | **(10,791,140)** | **(10,652,500)** | **(6,557,190)** | **(6,557,190)** |
| **Beginning Fund Balance** | **0** | **20,000,120** | **18,078,390** | **18,078,390** | **7,425,890** | **7,425,890** |
| **Ending Fund Balance** | **$20,000,120** | **$18,078,390** | **$7,287,250** | **$7,425,890** | **$868,700** | **$868,700** |
| **CLINTON RIVER REST. FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Federal Grants | $1,462,500 | $179,030 | $0 | $0 | $0 | **$0** |
| Transfer from General Fund | $0 | $0 | $0 | $0 | $80,000 | **$80,000** |
| **Total Revenues** | **1,462,500** | **179,030** | **0** | **0** | **80,000** | **80,000** |
| **EXPENDITURES** | | | | | | |
| Other Charges | 0 | 0 | 0 | 0 | 20,000 | **20,000** |
| Capital Projects | 1,462,500 | 179,030 | 0 | 0 | 60,000 | **60,000** |
| **Total Expenditures** | **1,462,500** | **179,030** | **0** | **0** | **80,000** | **80,000** |
| **Rev. Over (Under) Expend.** | **0** | **0** | **0** | **0** | **0** | **0** |
| **Beginning Fund Balance** | **0** | **0** | **0** | **0** | **0** | **0** |
| **Ending Fund Balance** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** |
| **ROAD BOND CONSTR. FUND** | | | | | | |
| **REVENUES** | | | | | | |
| Other Revenue | 53,230 | 108,640 | 12,500 | 12,500 | 300,000 | **300,000** |
| Proceeds Long-Term Debt | 8,200,000 | 0 | 29,000,000 | 0 | 14,500,000 | **14,500,000** |
| Bond Premiums | 393,190 | 0 | 0 | 0 | 0 | **0** |
| **Total Revenues** | **8,646,420** | **108,640** | **29,012,500** | **12,500** | **14,800,000** | **14,800,000** |
| **EXPENDITURES** | | | | | | |
| Capital Improvements | 4,763,930 | 6,445,590 | 3,303,290 | 1,617,810 | 1,000,000 | **1,000,000** |
| Other Charges | 124,800 | 0 | 0 | 0 | 0 | **0** |
| **Total Expenditures** | **4,888,730** | **6,445,590** | **3,303,290** | **1,617,810** | **1,000,000** | **1,000,000** |
| **Rev. Over (Under) Expend.** | **3,757,690** | **(6,336,950)** | **25,709,210** | **(1,605,310)** | **13,800,000** | **13,800,000** |
| **Beginning Fund Balance** | **4,736,010** | **8,493,700** | **2,156,750** | **2,156,750** | **551,440** | **551,440** |
| **Ending Fund Balance** | **$8,493,700** | **$2,156,750** | **$27,865,960** | **$551,440** | **$14,351,440** | **$14,351,440** |

## 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 2020/21.

## 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 2020/21 Budget, revenues generated from Other Financing Sources represent 91.1% of total revenue sources, a decrease of $40,026,930. This decrease is mainly due to a decrease in proceeds from long-term debt as bond proceeds for City Facility Improvements that were issued in the prior year. In addition, proceeds from long-term debt for the City's $29 million portion of the Mound Road Reconstruction project were planned in the prior year, however due to a revised project time line, bonds totaling $14.8 million will be issued in 2020 and the remaining balance will be issued in 2021.

## 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, Insurance Recovery, Miscellaneous Revenue, and Interest and Penalties.

In the 2020/21 Budget, Other Revenues represent 8.9% of total revenue sources, an increase of $308,520. This increase is primarily due to an increase in reimbursements from the City's Sidewalk Gap and Replacement Programs for sidewalks installed and repaired in the prior year.

## EXCESS REVENUE OVER (UNDER) EXPENDITURES

A budgeted Use of Fund Balance exists when expenditures exceed revenues, provided that fund balance is available.

In the 2020/21 Budget, revenues exceed expenditures by $8,009,850, allowing for a contribution to fund balance reserves primarily in the Road Bond Construction Fund. The contribution to fund balance was offset by a draw down of reserves to fund City Facility Improvements.■

# CAPITAL PROJECT FUNDS
# REVENUE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **STATE & LOCAL RETURNS** | | | | | | |
| 529000 | Federal Grant - Other | $889,640 | 11.01 | $549,200 | 0.90 | **$0** | **0.00** |
| 539002 | State Grants | 30,000 | 0.37 | 66,060 | 0.11 | **0** | **0.00** |
| | **Total State & Local Returns** | **919,640** | **11.39** | **615,260** | **1.01** | **0** | **0.00** |
| | **OTHER FINANCING SOURCES** | | | | | | |
| 698000 | Proceeds Long-Term Debt | 0 | 0.00 | 53,809,100 | 88.46 | **14,500,000** | **70.76** |
| 698001 | Bond Premiums | 0 | 0.00 | 0 | 0.00 | **0** | **0.00** |
| 699101 | Transfer from General Fund | 5,716,040 | 70.76 | 4,878,840 | 8.02 | **4,161,010** | **20.30** |
| | **Total Other Financing Sources** | **5,716,040** | **70.76** | **58,687,940** | **96.48** | **18,661,010** | **91.06** |
| | **OTHER REVENUE** | | | | | | |
| 665000 | Interest on Investments | 713,250 | 8.83 | 612,500 | 1.01 | **650,000** | **3.17** |
| 672000 | Special Assessment Revenue | 3,410 | 0.04 | 930 | 0.00 | **1,620** | **0.01** |
| 672445 | SA Delinquent Interest & Penalties | 30 | 0.00 | 30 | 0.00 | **30** | **0.00** |
| 672665 | Special Assessment Interest | 190 | 0.00 | 60 | 0.00 | **390** | **0.00** |
| 675000 | Contributions & Donations | 11,000 | 0.14 | 0 | 0.00 | **0** | **0.00** |
| 676000 | Reimbursements | 269,430 | 3.34 | 740,000 | 1.22 | **990,000** | **4.83** |
| 677008 | Unrealized Gain/Loss | 85,230 | 1.06 | 0 | 0.00 | **0** | **0.00** |
| 685015 | Miscellaneous Revenue - MCPWC | 357,150 | 4.42 | 170,000 | 0.28 | **100,000** | **0.49** |
| 687000 | Refunds & Rebates | 2,200 | 0.03 | 0 | 0.00 | **50,000** | **0.24** |
| 695000 | Insurance Recovery | 0 | 0.00 | 0 | 0.00 | **40,000** | **0.20** |
| | **Total Other Revenue** | **1,441,890** | **17.85** | **1,523,520** | **2.51** | **1,832,040** | **8.94** |
| | | | | | | | |
| | **Total Capital Projects Funds** | **$8,077,570** | **100.00** | **$60,826,720** | **100.00** | **$20,493,050** | **100.00** |

**Note: The 2018-2019 Actual Column is rounded to the ten dollars.**

# CAPITAL PROJECT FUNDS
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| | **OTHER CHARGES** | | | | | | |
| 826000 | Contracted Services | 0 | 0.00 | 0 | 0.00 | **20,000** | **0.16** |
| 945000 | Other Rental | 0 | 0.00 | 0 | 0.00 | **30,000** | **0.24** |
| | **Total Other Charges** | **0** | **0.00** | **0** | **0.00** | **50,000** | **0.40** |
| | **CAPITAL OUTLAY** | | | | | | |
| 975000 | Building & Improvements | 1,855,300 | 11.80 | 11,397,570 | 24.01 | **7,796,690** | **62.46** |
| 975010 | Municipal Building Modernization | 15,680 | 0.10 | 132,850 | 0.28 | **333,620** | **2.67** |
| 975030 | DPW Building | 706,360 | 4.49 | 24,102,740 | 50.77 | **0** | **0.00** |
| 975130 | Civic Center Concrete Replacement | 730 | 0.00 | 9,270 | 0.02 | **0** | **0.00** |
| 975140 | Miscellaneous DPW Improvements | 136,820 | 0.87 | 0 | 0.00 | **0** | **0.00** |
| 975210 | Fire Station Renovations | 185,150 | 1.18 | 121,420 | 0.26 | **194,930** | **1.56** |
| 975220 | Misc. Fire Station Improvements | 2,950 | 0.02 | 80,050 | 0.17 | **0** | **0.00** |
| 979000 | Computer Equipment | 1,364,530 | 8.68 | 1,795,410 | 3.78 | **278,880** | **2.23** |
| 979100 | Financial System - Software | 116,200 | 0.74 | 908,580 | 1.91 | **0** | **0.00** |
| 979150 | Financial System - Hardware | 73,970 | 0.47 | 170,880 | 0.36 | **189,210** | **1.52** |
| 979300 | Tax & Assessing - Software | 0 | 0.00 | 15,270 | 0.03 | **0** | **0.00** |
| 979320 | Police Department - Car Computers | 0 | 0.00 | 0 | 0.00 | **158,550** | **1.27** |
| 979600 | Parks & Recreation Software | 0 | 0.00 | 0 | 0.00 | **150,000** | **1.20** |
| 979800 | Fire Department - Software | 0 | 0.00 | 0 | 0.00 | **35,860** | **0.29** |
| 979850 | Fire Department - Hardware | 82,180 | 0.52 | 3,220 | 0.01 | **0** | **0.00** |
| 981000 | Electronic Equipment | 200 | 0.00 | 68,180 | 0.14 | **0** | **0.00** |
| 982000 | Machinery & Equipment | 1,562,940 | 9.94 | 522,400 | 1.10 | **506,460** | **4.06** |
| 982001 | Machinery & Equipment - Grant | 739,690 | 4.70 | 618,380 | 1.30 | **0** | **0.00** |
| 984000 | Vehicles | 0 | 0.00 | 0 | 0.00 | **49,000** | **0.39** |
| 984265 | Vehicles - Facilities Maintenance | 0 | 0.00 | 28,000 | 0.06 | **0** | **0.00** |
| 984292 | Vehicles - Community Relations | 0 | 0.00 | 25,000 | 0.05 | **0** | **0.00** |
| 984315 | Vehicles - Police Operations | 180,360 | 1.15 | 472,430 | 1.00 | **330,000** | **2.64** |
| 984337 | Vehicles - Fire Administration | 19,870 | 0.13 | 47,000 | 0.10 | **0** | **0.00** |
| 984338 | Vehicles - Fire Transport | 467,080 | 2.97 | 0 | 0.00 | **0** | **0.00** |
| 984339 | Vehicles - Fire Extinguishment | 499,560 | 3.18 | 0 | 0.00 | **651,000** | **5.22** |
| 984341 | Vehicles - Fire Prevention | 0 | 0.00 | 0 | 0.00 | **24,500** | **0.20** |
| 984412 | Vehicles - Building | 0 | 0.00 | 69,000 | 0.15 | **0** | **0.00** |
| 984417 | Vehicles - Neighborhood Services | 68,620 | 0.44 | 141,000 | 0.30 | **0** | **0.00** |
| 984444 | Vehicles - Street Services | 159,480 | 1.01 | 752,950 | 1.59 | **369,000** | **2.95** |
| 984535 | Vehicles - Refuse | 38,160 | 0.24 | 0 | 0.00 | **0** | **0.00** |
| 984553 | Vehicles - Fleet Maintenance | 0 | 0.00 | 0 | 0.00 | **24,500** | **0.20** |
| 984752 | Vehicles - Parks & Recreation | 61,940 | 0.39 | 84,970 | 0.18 | **81,000** | **0.65** |
| 984770 | Vehicles - Parks & Grounds Maint | 38,160 | 0.24 | 0 | 0.00 | **0** | **0.00** |
| 986000 | Major Drain Improvements | 396,580 | 2.52 | 0 | 0.00 | **100,000** | **0.80** |
| 987000 | Public Art | 39,390 | 0.25 | 320,440 | 0.68 | **0** | **0.00** |
| 988000 | Construction | 0 | 0.00 | 185,960 | 0.39 | **100,000** | **0.80** |
| 988254 | Dodge Park - Metro Parkway to Utica | 171,410 | 1.09 | 245,280 | 0.52 | **0** | **0.00** |
| 988278 | Clinton River Restoration | 179,030 | 1.14 | 0 | 0.00 | **60,000** | **0.48** |
| 988284 | Canal Resurf - Schoenherr to Van Dyke | 2,284,760 | 14.53 | 25,000 | 0.05 | **0** | **0.00** |
| 988285 | 15 Mile Resurf - Cavant to Mound | 19,740 | 0.13 | 0 | 0.00 | **0** | **0.00** |
| 988291 | M59 Regional Median Improvements | 601,110 | 3.82 | 50,000 | 0.11 | **0** | **0.00** |

# CAPITAL PROJECT FUNDS
# EXPENDITURE SUMMARY BY ACCOUNT

| Account Number | Account Name | 2018-2019 Actual | | 2019-2020 Budget | | 2020-2021 Budget | |
|---|---|---|---|---|---|---|---|
| | | Dollars | % | Dollars | % | Dollars | % |
| 988297 | 2017 Sidewalk Replacement Program | 18,050 | 0.11 | 0 | 0.00 | **0** | **0.00** |
| 988303 | 2018 Sidewalk Gap Program | 2,350 | 0.01 | 567,650 | 1.20 | **0** | **0.00** |
| 988304 | Dodge Park - 15 to Metroparkway | 1,209,040 | 7.69 | 0 | 0.00 | **0** | **0.00** |
| 988313 | Van Dyke M-59 to Clinton Rvr Bridge | 1,137,550 | 7.23 | 75,000 | 0.16 | **0** | **0.00** |
| 988321 | Northlawn Drive Pedestrian Bridge | 207,540 | 1.32 | 0 | 0.00 | **0** | **0.00** |
| 988326 | Mound Resurf - 14 Mile to 18 Mile | 960,990 | 6.11 | 139,010 | 0.29 | **0** | **0.00** |
| 988328 | Island Pk Bridge Bank Stabilization | 55,350 | 0.35 | 0 | 0.00 | **0** | **0.00** |
| 988335 | Sterling Relief Drain | 6,880 | 0.04 | 118,120 | 0.25 | **0** | **0.00** |
| 988336 | Senior Parking Addition South | 0 | 0.00 | 19,290 | 0.04 | **0** | **0.00** |
| 988344 | Mound Reconstruction I696 to M59 | 61,000 | 0.39 | 2,439,000 | 5.14 | **1,000,000** | **8.01** |
| 988350 | 2019 Sidewalk Replacement Program | 480 | 0.00 | 1,390,000 | 2.93 | **0** | **0.00** |
| 988354 | 14 Mile Resurfacing Deq.to Ryan | 0 | 0.00 | 330,000 | 0.70 | **0** | **0.00** |
| | **Total Capital Outlay** | **15,727,180** | **100.00** | **47,471,320** | **100.00** | **12,433,200** | **99.60** |
| | | | | | | | |
| | **Total Capital Projects Fund** | **15,727,180** | **100.00** | **47,471,320** | **100.00** | **12,483,200** | **100.00** |

**Note: The 2018-2019 Actual Column is rounded to the ten dollars.**

***Good ideas are the backbone of good government.***

**~ Brian Schweitzer, Former Governor of Montana ~**

# 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 2020/21 totals $4,556,010. Of the total, $1,943,550 is to fund the following improvement projects for facilities and/or infrastructure:

- Continuation of Upgrades to the North & South Entrances of City Hall ($300,000)
- Phase II of the Senior Center Roof Replacement ($275,000)
- City Hall Exterior Insulation Finishing System ($600,000)
- Refurbish Police Department Lockers ($333,620)
- Maintenance and Repair of the Fire Training Tower ($100,000)
- Replacement of the Concrete Approach at Fire Station #3 ($74,930)
- Masonry Block Repairs at Fire Station #1 ($20,000)
- Police Department Garage Floor Repairs ($35,000)
- Retention Pond Fence Replacements and Repairs ($100,000)
- Sidewalk Installation from the Police Department south entrance to the rear parking lot ($5,000)
- Ongoing storm drain maintenance ($100,000)

Capital equipment and information technology improvements total $1,083,460 and are detailed in the General Fund activity in which the capital will be utilized. Capital vehicles total $1,529,000 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 City Hall exterior will be refinished this year?***

# Capital Projects Fund

## *SUMMARY OF BUDGET CHANGES*

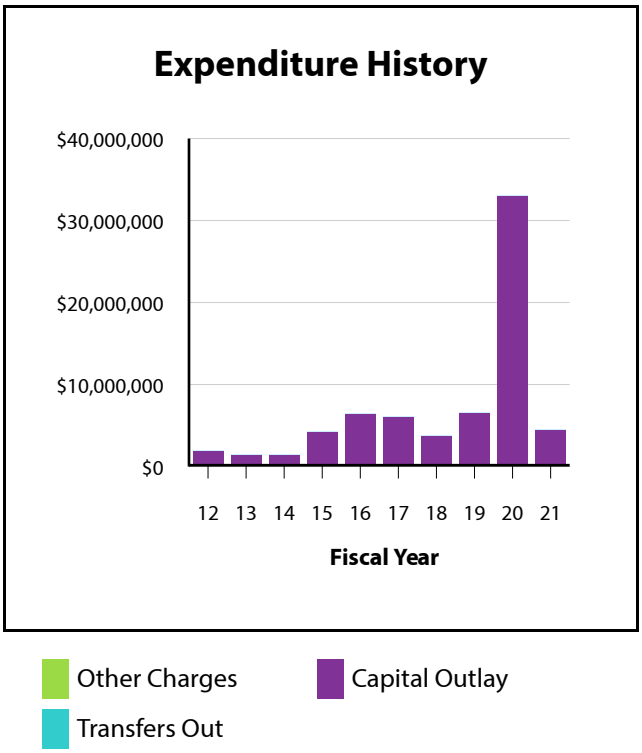
**SIGNIFICANT NOTES - 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 86.2%.***

**Capital** – Total Capital of $4,556,010 is proposed. $506,460 is for capital equipment, $1,529,000 for capital vehicles, and $577,000 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 $1,943,550 are proposed:

- Continuation of Upgrades to the North & South Entrances of City Hall ($300,000)
- Phase II of the Senior Center Roof Replacement ($275,000)
- City Hall Exterior Insulation Finishing System ($600,000)
- Refurbish Police Department Lockers ($333,620)
- Maintenance and Repair of the Fire Training Tower ($100,000)
- Replacement of the Concrete Approach at Fire Station #3 ($74,930)
- Masonry Block Repairs at Fire Station #1 ($20,000)
- Police Department Garage Floor Repairs ($35,000)
- Retention Pond Fence Replacements and Repairs ($100,000)




- Sidewalk Installation from the Police Department south entrance to the rear parking lot ($5,000)
- Ongoing storm drain maintenance ($100,000)

***For a list of all Capital Equipment, Vehicles, and Projects, please refer to the schedules on the following pages.***

## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Other Charges** | $0 | $0 | $112,310 | $0 | $0 |
| **Capital Outlay** | 6,611,700 | 33,076,890 | 33,034,430 | 4,556,010 | 4,556,010 |
| **Transfers Out** | 0 | 0 | 0 | 0 | 0 |
| **Total** | $6,611,700 | $33,076,890 | $33,146,740 | $4,556,010 | $4,556,010 |

# 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. It is anticipated that these improvements will be implemented over three years. After which, this fund will be closed.

In fiscal year 2020/21, $6,847,190 of the $20,000,000 bond proceeds are proposed. ■












***Did you know…***
***…that all facility renovations are scheduled to be completed by December 2020?***

# Facilities Improvement Fund

## *SUMMARY OF BUDGET CHANGES*

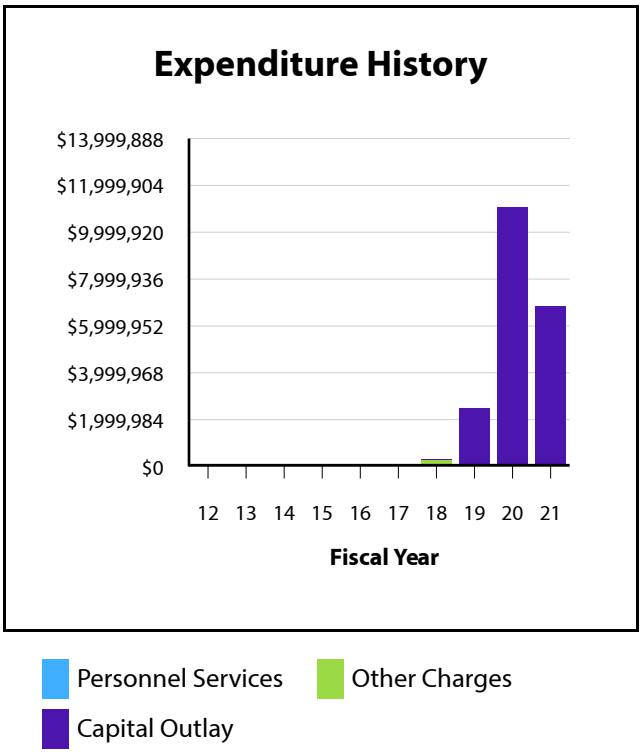
**SIGNIFICANT NOTES - 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget decreased by 38.3%.***

**Personnel Services** – There is no Personnel budget for this fund.

**Other Charges** – Total Other Charges of $30,000 is proposed for the lease of a temporary building location for Police and City Hall personnel during facility renovations.

**Capital** – Total Capital of $6,817,190 is proposed in the Facilities Improvement Fund. $6,581,690 is for facilities infrastructure improvements at City Hall, the 41-A District Court, Public Library and Police Department and $235,500 is for information technology improvements throughout 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 are being used to finance these improvements.




***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

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Other Charges** | 0 | 0 | 45,000 | 30,000 | 30,000 |
| **Capital Outlay** | 2,490,858 | 11,091,140 | 11,102,670 | 6,817,190 | 6,817,190 |
| **Total** | $2,490,858 | $11,091,140 | $11,147,670 | $6,847,190 | $6,847,190 |

# 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.

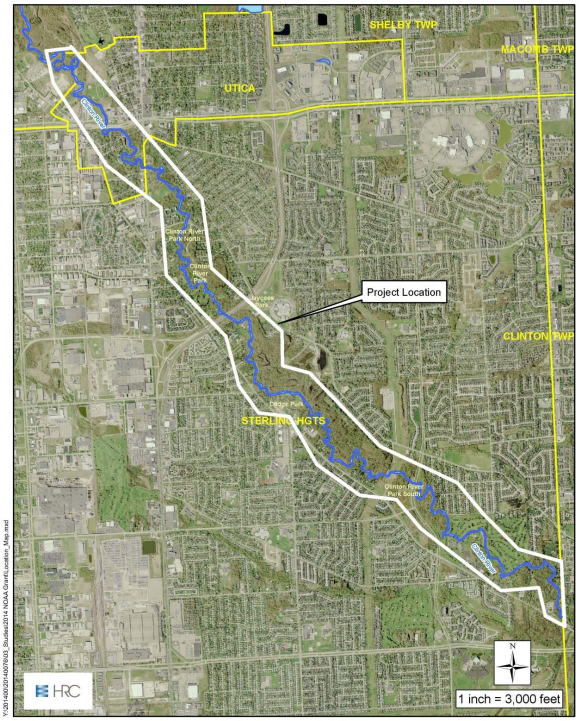
This project made dramatic improvements along the designated nine-mile section of the Clinton River including:

- 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 federally-funded Clinton River Bank Restoration Project was completed. In 2020/21, $60,000 is budgeted for repairs to the Clinton River trail and bank just north of Riverland Drive. $20,000 is proposed to provide an annual assessment of river conditions.■

Clinton River Corridor Restoration




***Did you know…***
***…that with newly installed bank stabilization features, the City is annually reducing an estimated 230,000 tons of sediment load?***

# Clinton River Restoration Fund

## *SUMMARY OF BUDGET CHANGES*

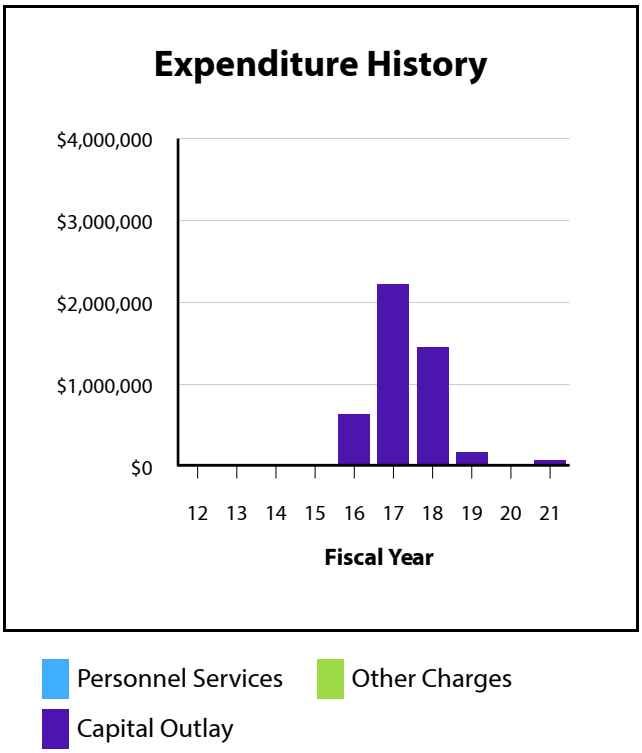
**SIGNIFICANT NOTES - 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

***The total budget increased by 100.0%.***

**Personnel Services** - There is no Personnel budget for this fund.

**Other Charges** - Total Other Charges of $20,000 is proposed for a consultant to provide an annual Clinton River assessment to identify future improvement projects and reduce the need for emergency repairs to the river's banks.

**Capital** - Total Capital of $60,000 is proposed for Clinton River trail and bank repairs north of Riverland Drive.




## FUNDING LEVEL SUMMARY

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Personnel Services** | $0 | $0 | $0 | $0 | $0 |
| **Other Charges** | 0 | 0 | 0 | 20,000 | 80,000 |
| **Capital Outlay** | 179,030 | 0 | 0 | 60,000 | 0 |
| **Total** | $179,030 | $0 | $0 | $80,000 | $80,000 |

# 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 2020/21, $1,000,000 is funded for the Mound Road reconstruction project. A federal grant of $98 million was awarded toward a total reconstruction of Mound Road from Interstate 696 to M59 and the City of Sterling Heights will contribute $29 million toward this project. A bond will be sold in 2020 to begin funding the City's share. Construction is slated to begin in the Spring of 2021. The City of Warren and Macomb County are also contributing 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 upcoming Mound Road Reconstruction project received a $98 million federal FASTLANE grant and it is the first time a non-state agency has received this grant nationwide?***

# Road Bond Construction Fund

## *SUMMARY OF BUDGET CHANGES*

**SIGNIFICANT NOTES - 2020/21 BUDGET COMPARED TO PRIOR YEAR BUDGET**

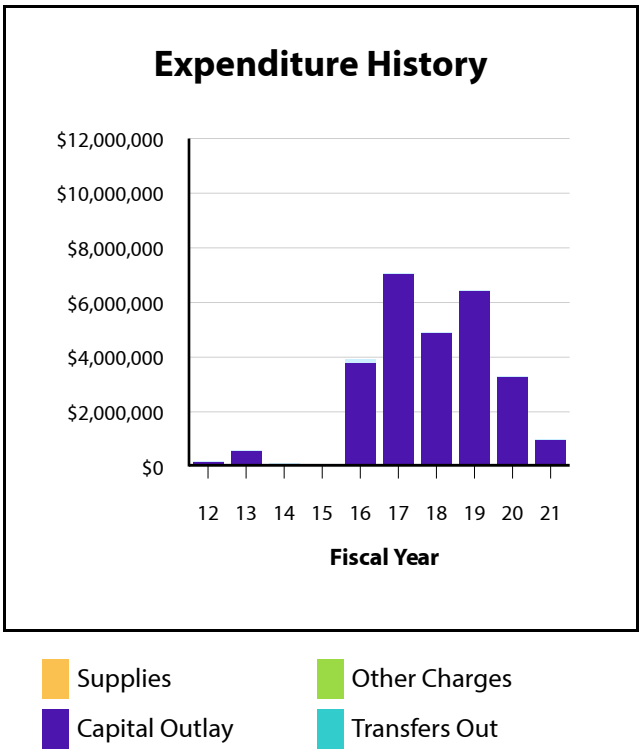
***The total budget decreased by 69.7%.***

**Supplies –** There is no Supplies budget for this fund.

**Other Charges –** There is no Other Charges budget for this fund.

**Capital** - Total Capital of $1,000,000 is proposed for this fund. The entire amount is for the Mound Road reconstruction project. 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 begin funding 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

| | 2018/19 Actual | 2019/20 Budget | 2019/20 Estimate | 2020/21 Proposed | 2020/21 Approved |
|---|---|---|---|---|---|
| **Supplies** | $0 | $0 | $0 | $0 | $0 |
| **Other Charges** | 0 | 0 | 0 | 0 | 0 |
| **Capital Outlay** | 6,445,590 | 3,303,290 | 1,617,810 | 1,000,000 | 1,000,000 |
| **Transfers Out** | 0 | 0 | 0 | 0 | 0 |
| **Total** | $6,445,590 | $3,303,290 | $1,617,810 | $1,000,000 | $1,000,000 |

# 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-two (52) years after its incorporation, the City has matured into a community serving approximately 132,250 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. 2019/20 is the first year of the MIP. The second year (2020/21) 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 2020/21, the City's total capital funding is $30,091,310. Of the total, $26,550,740 is budgeted for improvements, $687,410 is for equipment, $2,261,500 is for vehicles, and $591,660 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 2020/21 is $1,943,550.

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 2020/21 $6,817,190 is budgeted for facility improvements.

The Clinton River Restoration Fund was created for construction activities related to the restoration of the Clinton River. In 2018/19, the federally-funded Clinton River Bank Restoration Project was completed. This fund will continue to be used for ongoing repair and improvement projects along the Clinton River. In 2020/21, $60,000 is budgeted for repairs to the Clinton River trail and bank just north of Riverland Drive.

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 2020/21, the budgeted expenditures for the Road Bond Construction Fund total $1,000,000.

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 $6,110,000 are budgeted for fiscal year 2020/21.

Transportation projects scheduled in 2020/21 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 $5,100,000 are budgeted for fiscal year 2020/21.

The Land & Water Conservation Fund is used to reflect activities related to the acquisition of land 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 2020/21, $1,960,000 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 2020/21, $510,000 is budgeted for a replacement generator to be installed at Schoenherr Towers and concrete replacement on Sanford Drive.

The Corridor Improvement Authority Fund is used to account for public improvements that are made utilizing tax increment financing. For 2020/21, there are no public improvements planned.

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 2020/21, $50,000 is budgeted to complete the 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 and bond proceeds. Bond proceeds will fund projects totaling $3,000,000 this year. ■

# CAPITAL EQUIPMENT

| Activity Name | Acct. | Account Name | CURRENT CAPITAL BUDGET | | | | | | | FUTURE CAPITAL REQUESTS | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Qty | Budget 2019/20 | Estimate 2019/20 | Qty | Proposed Budget 2020/21 | Qty | Approved Budget 2020/21 | Dept. Request 2021/22 | Dept. Request 2022/23 | Dept. Request 2023/24 |
| | | | | | | | | | | | | |
| **City Administration Department** | | | | | | | | | | | | |
| **City Clerk** | | | | | | | | | | | | |
| Express Vote Machines | 982 | Machinery & Equip. | 2 | 2,700 | 2,700 | | | | | | | |
| High Speed Tabulator | 982 | Machinery & Equip. | 2 | 73,000 | 73,000 | | | | | | | |
| Extra High Capacity Letter Opener | 982 | Machinery & Equip. | | | | 1 | 4,400 | 1 | 4,400 | | | |
| | | | | | | | | | | | | |
| **Total City Administration** | | | **4** | **75,700** | **75,700** | **1** | **4,400** | **1** | **4,400** | **0** | **0** | **0** |
| **Facilities Maintenance** | | | | | | | | | | | | |
| Kubota 4x4 Utility Vehicle | 982 | Machinery & Equip. | 1 | 29,000 | 29,000 | | | | | | | |
| Misc. Equipment (Welder, Drain Snake, etc.) | 982 | Machinery & Equip. | | | | 7 | 8,100 | 7 | 8,100 | | | |
| | | | | | | | | | | | | |
| **Total Facilities Maintenance** | | | **1** | **29,000** | **29,000** | **7** | **8,100** | **7** | **8,100** | **0** | **0** | **0** |
| | | | | | | | | | | | | |
| **Public Library Department** | | | | | | | | | | | | |
| Story Walk Picture Book Display | 982 | Machinery & Equip. | 1 | 6,050 | 6,050 | | | | | | | |
| Scanning Station | 982 | Machinery & Equip. | 1 | 5,690 | 5,690 | | | | | | | |
| PLAY Table - Interactive Games | 982 | Machinery & Equip. | 1 | 6,500 | 6,500 | | | | | | | |
| Table and Umbrella (Children's Art Garden) | 982 | Machinery & Equip. | | | | 2 | 3,320 | 2 | 3,320 | | | |
| Disc Repair Machine | 982 | Machinery & Equip. | | | | 1 | 2,650 | 1 | 2,650 | | | |
| | | | | | | | | | | | | |
| **Total Public Library** | | | **3** | **18,240** | **18,240** | **3** | **5,970** | **3** | **5,970** | **0** | **0** | **0** |
| | | | | | | | | | | | | |
| **Police Department** | | | | | | | | | | | | |
| **Police Administration** | | | | | | | | | | | | |
| Service Pistols (Net Cost $32K after trade-in) | 982 | Machinery & Equip. | 195 | 88,260 | 88,260 | | | | | | | |
| Microfiche Conversion Machine | 982 | Machinery & Equip. | | | | 1 | 8,000 | 1 | 8,000 | | | |
| ***Total Police Administration*** | | | ***195*** | ***88,260*** | ***88,260*** | ***1*** | ***8,000*** | ***1*** | ***8,000*** | ***0*** | ***0*** | ***0*** |

# CAPITAL EQUIPMENT

| Activity Name | Acct. | Account Name | CURRENT CAPITAL BUDGET | | | | | | | FUTURE CAPITAL REQUESTS | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Qty | Budget 2019/20 | Estimate 2019/20 | Qty | Proposed Budget 2020/21 | Qty | Approved Budget 2020/21 | Dept. Request 2021/22 | Dept. Request 2022/23 | Dept. Request 2023/24 |
| | | | | | | | | | | | | |
| **Police Operations** | | | | | | | | | | | | |
| 800 mhz Radios | 982 | Machinery & Equip. | 265 | 42,700 | 42,700 | | | | | | | |
| Watch Guard System | 982 | Machinery & Equip. | | | | 19 | 120,000 | 19 | 120,000 | 123,600 | 127,310 | |
| Stalker DSR 2X Vehicle Radar System | 982 | Machinery & Equip. | | | | 10 | 26,650 | 10 | 26,650 | 27,450 | 28,270 | 29,120 |
| Stalker RLR Lidar Handheld Radars | 982 | Machinery & Equip. | | | | 5 | 11,930 | 5 | 11,930 | | | |
| Red Dot Sight System (50% of Cost) | 982 | Machinery & Equip. | | | | 151 | 34,730 | 151 | 34,730 | | | |
| ***Total Police Operations*** | | | ***265*** | ***42,700*** | ***42,700*** | ***185*** | ***193,310*** | ***185*** | ***193,310*** | ***151,050*** | ***155,580*** | ***29,120*** |
| **Police Investigations** | | | | | | | | | | | | |
| Tactical Vest Plate Carrier System | 982001 | Machinery & Equip. | 1 | 43,870 | 43,520 | | | | | | | |
| Active Shooter Project (JAG Grant) | 982001 | Machinery & Equip. | 40 | 36,880 | 36,880 | | | | | | | |
| Tactical Vest Systems and Accessories | 982001 | Machinery & Equip. | 1 | 32,940 | 41,480 | | | | | | | |
| ***Total Police Investigations*** | | | ***42*** | ***113,690*** | ***121,880*** | ***0*** | ***0*** | ***0*** | ***0*** | ***0*** | ***0*** | ***0*** |
| | | | | | | | | | | | | |
| **Total Police Department** | | | **502** | **244,650** | **252,840** | **186** | **201,310** | **186** | **201,310** | **151,050** | **155,580** | **29,120** |
| | | | | | | | | | | | | |
| **Fire Department** | | | | | | | | | | | | |
| **Fire Extinguishment** | | | | | | | | | | | | |
| Emergency Vehicle Preemption System | 981 | Electronic Equip. | 18 | 64,800 | 64,800 | | | | | | | |
| MicroSoft Tablets (Transport) | 981 | Electronic Equip. | 2 | 3,380 | 2,960 | | | | | | | |
| Lucas ECCS CPR Machines | 982 | Machinery & Equip. | 5 | 98,100 | 97,950 | | | | | | | |
| SCBA Air Packs | 982 | Machinery & Equip. | 16 | 84,800 | 84,800 | 20 | 106,250 | 20 | 106,250 | 65,000 | 66,950 | 68,960 |
| SCBA Bottles | 982 | Machinery & Equip. | | | | 18 | 16,200 | 18 | 16,200 | 38,000 | 41,000 | 43,000 |
| Diesel Exhaust Systems | 982 | Machinery & Equip. | 7 | 35,000 | 35,000 | | | | | | | |
| 800 mhz Radios (Transport) | 982 | Machinery & Equip. | | 14,460 | 13,460 | | | | | | | |
| Multi-Rae Photo Ionization Detectors | 982 | Machinery & Equip. | | | | 5 | 17,500 | 5 | 17,500 | | | |
| Argus Thermal Imaging Cameras | 982 | Machinery & Equip. | | | | 1 | 4,930 | 1 | 4,930 | | | |
| Blitz-Fire Remote Monitors | 982 | Machinery & Equip. | | | | 1 | 4,000 | 1 | 4,000 | 4,000 | 4,000 | |
| LifePak 15 Cardiac Monitors/Defibrillators | 982 | Machinery & Equip. | | | | 1 | 38,000 | 1 | 38,000 | 41,000 | 43,000 | 46,000 |
| ***Total Fire Extinguishment*** | | | ***48*** | ***300,540*** | ***298,970*** | ***46*** | ***186,880*** | ***46*** | ***186,880*** | ***148,000*** | ***154,950*** | ***157,960*** |
| | | | | | | | | | | | | |

# CAPITAL EQUIPMENT

| Activity Name | Acct. | Account Name | CURRENT CAPITAL BUDGET | | | | | | | FUTURE CAPITAL REQUESTS | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Qty | Budget 2019/20 | Estimate 2019/20 | Qty | Proposed Budget 2020/21 | Qty | Approved Budget 2020/21 | Dept. Request 2021/22 | Dept. Request 2022/23 | Dept. Request 2023/24 |
| **Fire Administration** | | | | | | | | | | | | |
| 800 mhz Radios | 982 | Machinery & Equip. | 116 | 9,750 | 9,750 | | | | | | | |
| Video Conferencing System | 982001 | Machinery & Equip. | | 504,690 | 415,060 | | | | | | | |
| ***Total Fire Administration*** | | | ***116*** | ***514,440*** | ***424,810*** | ***0*** | ***0*** | ***0*** | ***0*** | ***0*** | ***0*** | ***0*** |
| **Fire Prevention** | | | | | | | | | | | | |
| Bullseye Digital Fire Ext. Training System | 982 | Machinery & Equip. | | | | 1 | 14,000 | 1 | 14,000 | | | |
| ***Total Fire Prevention*** | | | ***0*** | ***0*** | ***0*** | ***1*** | ***14,000*** | ***1*** | ***14,000*** | ***0*** | ***0*** | ***0*** |
| | | | | | | | | | | | | |
| **Total Fire Department** | | | **164** | **814,980** | **723,780** | **47** | **200,880** | **47** | **200,880** | **148,000** | **154,950** | **157,960** |
| | | | | | | | | | | | | |
| **Community Relations Dept.** | | | | | | | | | | | | |
| **Community Relations** | | | | | | | | | | | | |
| SHTV Edit System/Storage | 982 | Machinery & Equip. | 1 | 18,640 | 21,480 | | | | | | | |
| SHTV Event and News Gathering Equipment | 982 | Machinery & Equip. | 1 | 7,750 | 7,020 | | | | | | | |
| Public Art | 987 | Public Art | 1 | 320,440 | 250,000 | | | | | | | |
| | | | | | | | | | | | | |
| **Total Community Relations Dept.** | | | **3** | **346,830** | **278,500** | **0** | **0** | **0** | **0** | **0** | **0** | **0** |
| | | | | | | | | | | | | |
| **Parks & Recreation** | | | | | | | | | | | | |
| Avant 635 Loader w/Attachments | 982 | Machinery & Equip. | | | | 1 | 65,000 | 1 | 65,000 | | | |
| Farmstead Park Playground Refurbishment | 982 | Machinery & Equip. | | | | 1 | 15,000 | 1 | 15,000 | | | 120,000 |
| Cub Cadet Challenger 400 Utility Vehicle | 982 | Machinery & Equip. | | | | 1 | 5,800 | 1 | 5,800 | | | |
| | | | | | | | | | | | | |

# CAPITAL EQUIPMENT

| Activity Name | Acct. | Account Name | CURRENT CAPITAL BUDGET | | | | | | | FUTURE CAPITAL REQUESTS | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Qty | Budget 2019/20 | Estimate 2019/20 | Qty | Proposed Budget 2020/21 | Qty | Approved Budget 2020/21 | Dept. Request 2021/22 | Dept. Request 2022/23 | Dept. Request 2023/24 |
| **Total Parks & Recreation** | | | **0** | **0** | **0** | **3** | **85,800** | **3** | **85,800** | **0** | **0** | **120,000** |
| | | | | | | | | | | | | |
| **Total Capital Projects Fund** | | | **677** | **$1,529,400** | **$1,378,060** | **249** | **$506,460** | **249** | **$506,460** | **$299,050** | **$310,530** | **$307,080** |
| | | | | | | | | | | | | |
| ***Re*creating Recreation** | | | | | | | | | | | | |
| Concrete Floor Scrubbers & Sweepers | 982 | Machinery & Equip. | 2 | 13,500 | | | | | | | | |
| No Ramp Utility Trailer | 982 | Machinery & Equip. | 1 | 70 | | | | | | | | |
| Light Tower | 982 | Machinery & Equip. | 1 | 10,850 | | | | | | | | |
| | | | | | | | | | | | | |
| **Total Parks & Recreation Fund** | | | **4** | **$24,420** | **$0** | **0** | **$0** | **0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | |
| **Public Safety Forfeiture Fund** | | | | | | | | | | | | |
| **Federal Justice Forfeitures** | | | | | | | | | | | | |
| K9 Extendobed | 982 | Machinery & Equip. | 1 | 1,650 | 1,650 | | | | | | | |
| Vericom VC 4000 | 982 | Machinery & Equip. | 1 | 4,580 | 4,580 | | | | | | | |
| Portable Speed Display Sign | 982 | Machinery & Equip. | 2 | 6,500 | 6,470 | | | | | | | |
| Sniper Rifle Project | 982 | Machinery & Equip. | 4 | 18,530 | 19,360 | | | | | | | |
| 30x Zoom Camera for Drone | 982 | Machinery & Equip. | 1 | 3,370 | 3,370 | | | | | | | |
| 3D Model Laser Scanner | 982 | Machinery & Equip. | | | | 1 | 88,100 | 1 | 88,100 | | | |
| Night Vision Goggles Equipment Lease | 982 | Machinery & Equip. | | | 900 | 1 | 900 | 1 | 900 | | | |
| ***Total Federal Justice Forfeitures*** | | | ***9*** | ***34,630*** | ***36,330*** | ***2*** | ***89,000*** | ***2*** | ***89,000*** | ***0*** | ***0*** | ***0*** |
| **State Forfeitures** | | | | | | | | | | | | |
| K9 & K9 Insert | 982 | Machinery & Equip. | 2 | 3,900 | 3,900 | | | | | | | |
| Vehicle Emergency Lights & Equipment | 982 | Machinery & Equip. | 1 | 22,220 | 22,200 | | | | | | | |
| Tasers w/ accessories | 982 | Machinery & Equip. | 20 | 32,000 | 32,000 | 20 | 30,450 | 20 | 30,450 | 30,500 | 30,500 | |
| ***Total State Forfeitures*** | | | ***23*** | ***58,120*** | ***58,100*** | ***20*** | ***30,450*** | ***20*** | ***30,450*** | ***30,500*** | ***30,500*** | ***0*** |
| | | | | | | | | | | | | |
| **Total Public Safety Forfeiture Fund** | | | **32** | **$92,750** | **$94,430** | **22** | **$119,450** | **22** | **$119,450** | **$30,500** | **$30,500** | **$0** |
| | | | | | | | | | | | | |

# CAPITAL EQUIPMENT

| Activity Name | Acct. | Account Name | CURRENT CAPITAL BUDGET | | | | | | | FUTURE CAPITAL REQUESTS | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Qty | Budget 2019/20 | Estimate 2019/20 | Qty | Proposed Budget 2020/21 | Qty | Approved Budget 2020/21 | Dept. Request 2021/22 | Dept. Request 2022/23 | Dept. Request 2023/24 |
| **Water & Sewer Fund** | | | | | | | | | | | | |
| **Sewer Collection** | | | | | | | | | | | | |
| Riverland Lift Station Backup Generator | 982 | Machinery & Equip. | 1 | 50,000 | 50,000 | | | | | | | |
| KISM Scada Sanitary Lift Stations | 982 | Machinery & Equip. | 1 | 25,000 | 25,000 | | | | | | | |
| Cement/Mortar Mixers | 982 | Machinery & Equip. | | | | 2 | 11,500 | 2 | 11,500 | | | |
| Lift Station Pumps | 982 | Machinery & Equip. | | | | 1 | 50,000 | 1 | 50,000 | | | |
| ***Total Sewer Collection*** | | | ***2*** | ***75,000*** | ***75,000*** | ***3*** | ***61,500*** | ***3*** | ***61,500*** | ***0*** | ***0*** | ***0*** |
| | | | | | | | | | | | | |
| **Total Water & Sewer Fund Equipment** | | | **2** | **$75,000** | **$75,000** | **3** | **$61,500** | **3** | **$61,500** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | |
| **Local Development Finance** | | | | | | | | | | | | |
| Tables & Chairs | 982 | Machinery & Equip. | 1 | 10,000 | 10,000 | | | | | | | |
| Augmented and Virtual Reality Center | 982 | Machinery & Equip. | 1 | 29,000 | 29,000 | | | | | | | |
| | | | | | | | | | | | | |
| **Total LDFA Fund** | | | **2** | **$39,000** | **$39,000** | **0** | **$0** | **0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | |
| **Total City Equipment** | | | **717** | **$1,760,570** | **$1,586,490** | **274** | **$687,410** | **274** | **$687,410** | **$329,550** | **$341,030** | **$307,080** |

# INFORMATION TECHNOLOGY CAPITAL

| Activity Name | Account | Account Name | Item Description | CURRENT CAPITAL BUDGET | | | | | | FUTURE CAPITAL REQUESTS | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Qty | Budget 2019/20 | Estimate 2019/20 | Qty | Prop. Budget 2020/21 | Approv. Budget 2020/21 | Dept. Request 2021/22 | Dept. Request 2022/23 | Dept. Request 2023/24 |
| | | | | | | | | | | | | |
| **CAPITAL PROJECTS** | | | | | | | | | | | | |
| **Information Technology** | | | | | | | | | | | | |
| Information Technology | 979.000 | Comp. Eq. | Phone System/Voicemail | 1 | 136,280 | 136,280 | | | | | | |
| City Clerk | 979.000 | Comp. Eq. | Election Laptops | 45 | 27,000 | 32,130 | | | | | | |
| Various | 979.000 | Comp. Eq. | Innovation Fund | 1 | 100,000 | 100,000 | | | | | | |
| Building | 979.000 | Comp. Eq. | Dell Canvas Computers | | | | 5 | 17,780 | 17,780 | | | |
| Planning | 979.000 | Comp. Eq. | Microsoft Surface Pro | | | | 2 | 3,950 | 3,950 | | | |
| 41A District Court | 979.000 | Comp. Eq. | Forms Printer | | | | 1 | 1,650 | 1,650 | | | |
| Information Technology | 979.000 | Comp. Eq. | Data Closet Upgrades | | | | 2 | 20,000 | 20,000 | 20,000 | 20,000 | |
| Financial Services | 979.100 | Software | Timekeeping/Software System | 1 | 19,800 | 19,800 | | | | | | |
| Financial Services | 979.100 | Software | Integrated Financial Software | 1 | 845,840 | 845,840 | | | | | | |
| City Management (Human Res.) | 979.100 | Software | Human Resource Info. System | 1 | 42,940 | 32,500 | | | | | | |
| Assessing | 979.150 | Comp. Eq. | Replacement Pers. Computer | 2 | 1,800 | 1,800 | | | | | | |
| City Clerk | 979.150 | Comp. Eq. | Replacement Pers. Computer | 4 | 3,600 | 3,600 | | | | | | |
| City Management | 979.150 | Comp. Eq. | Replacement Pers. Computer | 1 | 900 | 900 | | | | | | |
| Community Relations | 979.150 | Comp. Eq. | Replacement Pers. Computer | 5 | 4,500 | 4,500 | | | | | | |
| 41A District Court | 979.150 | Comp. Eq. | Replacement Pers. Computer | 2 | 1,800 | 1,800 | | | | | | |
| Engineering | 979.150 | Comp. Eq. | Replacement Pers. Computer | 2 | 1,800 | 1,800 | | | | | | |
| Facilities Maintenance | 979.150 | Comp. Eq. | Replacement Pers. Computer | 3 | 2,700 | 2,700 | | | | | | |
| Finance | 979.150 | Comp. Eq. | Replacement Pers. Computer | 1 | 900 | 900 | | | | | | |
| Fire Department | 979.150 | Comp. Eq. | Replacement Pers. Computer | 31 | 27,900 | 27,900 | | | | | | |
| Police Department | 979.150 | Comp. Eq. | Replacement Pers. Computer | 73 | 82,580 | 82,580 | | | | | | |
| Treasury | 979.150 | Comp. Eq. | Replacement Pers. Computer | 1 | 900 | 900 | | | | | | |
| Building | 979.150 | Comp. Eq. | Replacement Pers. Computer | | | | 1 | 1,040 | 1,040 | | | |
| City Management | 979.150 | Comp. Eq. | Replacement Pers. Computer | | | | 6 | 6,210 | 6,210 | | | |
| Community Relations | 979.150 | Comp. Eq. | Replacement Pers. Computer | | | | 1 | 1,040 | 1,040 | | | |
| 41A District Court | 979.150 | Comp. Eq. | Replacement Pers. Computer | | | | 41 | 42,440 | 42,440 | | | |
| Financial Services | 979.150 | Comp. Eq. | Replacement Pers. Computer | | | | 5 | 5,180 | 5,180 | | | |
| Fire Department | 979.150 | Comp. Eq. | Replacement Pers. Computer | | | | 1 | 1,040 | 1,040 | | | |
| Information Technology | 979.150 | Comp. Eq. | Replacement Pers. Computer | | | | 5 | 5,180 | 5,180 | | | |
| Planning | 979.150 | Comp. Eq. | Replacement Pers. Computer | | | | 1 | 1,040 | 1,040 | | | |
| Treasury | 979.150 | Comp. Eq. | Replacement Pers. Computer | | | | 1 | 1,040 | 1,040 | | | |
| Police Department | 979.150 | Comp. Eq. | CCU Computer Equip. Upgrade | 7 | 41,500 | 41,500 | | | | | | |
| Information Technology | 979.150 | Software | BS&A Server Upgrade | | | | 1 | 125,000 | 125,000 | | | |
| Assessing | 979.300 | Software | Pivot Point Assessing Software | 1 | 15,270 | 15,270 | | | | | | |
| Police Department | 979.320 | Comp. Eq. | Computers and Modems (in car) | | | | 20 | 158,550 | 158,550 | 166,480 | 174,800 | |
| Parks & Recreation | 979.600 | Parks & | Transport. Software (SMART Credits) | | | | 1 | 150,000 | 150,000 | | | |
| Fire Prevention | 979.800 | Software | MobileEyes (Software/Hardware) | | | | 1 | 35,860 | 35,860 | | | |

# INFORMATION TECHNOLOGY CAPITAL

| Activity Name | Account | Account Name | Item Description | CURRENT CAPITAL BUDGET | | | | | | FUTURE CAPITAL REQUESTS | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Qty | Budget 2019/20 | Estimate 2019/20 | Qty | Prop. Budget 2020/21 | Approv. Budget 2020/21 | Dept. Request 2021/22 | Dept. Request 2022/23 | Dept. Request 2023/24 |
| Information Technology | 979.850 | Comp. Eq. | UPS System | 1 | 3,220 | 3,220 | | | | | | |
| | | | | | | | | | | | | |
| **Total Capital Projects Fund** | | | | **184** | **$1,361,230** | **$1,355,920** | **95** | **$577,000** | **$577,000** | **$186,480** | **$194,800** | **$0** |
| | | | | | | | | | | | | |
| **Public Safety Forf. Fund** | | | | | | | | | | | | |
| **State Forfeitures** | | | | | | | | | | | | |
| Police Operations | 979.000 | Comp. Eq. | Dell Precision Workstation | | | | 1 | 3,660 | 3,660 | | | |
| | | | | | | | | | | | | |
| **Total Public Safety Forf. Fund** | | | | **0** | **$0** | **$0** | **1** | **$3,660** | **$3,660** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | |
| **Water & Sewer Fund** | | | | | | | | | | | | |
| Water Distribution | 979.000 | Comp. Eq. | Booster St. Surveillance Cameras | | | | 1 | 11,000 | 11,000 | | | |
| | | | | | | | | | | | | |
| **Total Water & Sewer Fund** | | | | **0** | **$0** | **$0** | **1** | **$11,000** | **$11,000** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | |
| **Total City Information Tech.** | | | | **184** | **$1,361,230** | **$1,355,920** | **97** | **$591,660** | **$591,660** | **$186,480** | **$194,800** | **$0** |

# CAPITAL VEHICLES

| Vehicle Description | Acct. No. | Responsible Activity | CURRENT CAPITAL BUDGET | | | | | | | FUTURE CAPITAL REQUESTS | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Qty | Budget 2019/20 | Estimate 2019/20 | Qty | Prop. Budget 2020/21 | Qty | Approv. Budget 2020/21 | Dept. Request 2021/22 | Dept. Request 2022/23 | Dept. Request 2023/24 |
| **CAPITAL PROJECTS FUND** | | | | | | | | | | | | |
| Vehicle Replacement Plan | 984000 | DPW Fleet | | | | | | | | 500,000 | 500,000 | 500,000 |
| Ford Escape AWD | 984000 | Assessing | | | | 2 | 49,000 | 2 | 49,000 | | | |
| Ford Transit Van | 984265 | Facilities Maintenance | 1 | 28,000 | 28,180 | | | | | | | |
| Ford Transit Van LD | 984292 | Community Relations | 1 | 25,000 | 24,890 | | | | | | | |
| Vehicle Replacement Plan | 984315 | Police Operations | 13 | 472,430 | 472,430 | 10 | 330,000 | 10 | 330,000 | 350,000 | 350,000 | 350,000 |
| Ford Escape AWD | 984337 | Fire Administration | 2 | 47,000 | 48,150 | | | | | | | |
| Misc. Ambulance Equipment | 984338 | Fire Transport | | | 5,000 | | | | | | | |
| Chevy Tahoe | 984339 | Fire Extinguishment | | | | 1 | 46,000 | 1 | 46,000 | | | |
| Fire Pumper/Engine | 984339 | Fire Extinguishment | | | | 1 | 605,000 | 1 | 605,000 | 605,000 | | |
| Ford Escape AWD | 984341 | Fire Prevention | | | | 1 | 24,500 | 1 | 24,500 | | | |
| Ford Escape AWD | 984412 | Building | 3 | 69,000 | 71,960 | | | | | | | |
| Ford F-150 | 984417 | Neighborhood Services | 1 | 26,000 | 26,420 | | | | | | | |
| Ford Escape AWD | 984417 | Neighborhood Services | 5 | 115,000 | 119,920 | | | | | | | |
| Ford Transit Van | 984444 | DPW Street Services | 1 | 26,400 | 25,660 | | | | | | | |
| Ford F-250 w/Plow | 984444 | DPW Street Services | 2 | 80,000 | 75,680 | 2 | 84,000 | 2 | 84,000 | | | |
| Tandem-Axle Dump Truck w/Plow | 984444 | DPW Street Services | 1 | 366,550 | 367,190 | 1 | 285,000 | 1 | 285,000 | | | |
| Street Sweeper | 984444 | DPW Street Services | 1 | 280,000 | 278,790 | | | | | | | |
| Transit Connect | 984553 | DPW Fleet | | | | 1 | 24,500 | 1 | 24,500 | | | |
| Ford Ranger | 984752 | Parks & Recreation | | | | 2 | 52,000 | 2 | 52,000 | | | |
| Ford F-250 | 984752 | Parks & Recreation | 1 | 26,500 | 25,540 | | | | | | | |
| Ford F-150 | 984752 | Parks & Recreation | 2 | 58,470 | 58,470 | 1 | 29,000 | 1 | 29,000 | | | |
| **Total Capital Projects Fund Vehicles** | | | **34** | **$1,620,350** | **$1,628,280** | **22** | **$1,529,000** | **22** | **$1,529,000** | **$1,455,000** | **$850,000** | **$850,000** |
| **PUBLIC SAFETY FORF. FUND** | | | | | | | | | | | | |
| **State Forfeitures** | | | | | | | | | | | | |
| Vehicle Replacement Plan | 984000 | Police Investigations | 9 | 258,120 | 258,120 | 9 | 292,500 | 9 | 292,500 | | | |
| Animal Control Van | 984000 | Police Support Services | 1 | 46,840 | 46,840 | | | | | | | |
| **Total Public Safety Forfeiture Fund Vehicles** | | | **10** | **$304,960** | **$304,960** | **9** | **$292,500** | **9** | **$292,500** | **$0** | **$0** | **$0** |
| **WATER & SEWER FUND** | | | | | | | | | | | | |
| Ford Escape AWD | 984000 | Water & Sewer | 1 | 23,000 | 27,030 | | | | | | | |

# CAPITAL VEHICLES

| Vehicle Description | Acct. No. | Responsible Activity | CURRENT CAPITAL BUDGET | | | | | | | FUTURE CAPITAL REQUESTS | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Qty | Budget 2019/20 | Estimate 2019/20 | Qty | Prop. Budget 2020/21 | Qty | Approv. Budget 2020/21 | Dept. Request 2021/22 | Dept. Request 2022/23 | Dept. Request 2023/24 |
| Sanitary Sewer Camera Truck | 984000 | Sewage Collection | 1 | 410,000 | 410,000 | | | | | | | |
| Sewer Service Worker Build Truck | 984000 | Sewage Collection | 1 | 160,000 | 160,000 | | | | | | | |
| Flat Bed Dump Truck | 984000 | Sewage Collection | 1 | 150,000 | 150,000 | 1 | 155,000 | 1 | 155,000 | | | |
| Tandem Axle Dump Truck | 984000 | Sewage Collection | 1 | 260,000 | 260,000 | 1 | 285,000 | 1 | 285,000 | | | |
| One Ton 4x4 Truck and Service Box | 984000 | Water Distribution | 1 | 59,820 | 59,820 | | | | | | | |
| Water Service Worker Truck | 984000 | Water Distribution | 1 | 65,000 | 65,000 | | | | | | | |
| Service Body for F-250 Pickup | 984000 | Water Distribution | | | | | | | | | | |
| | | | | | | | | | | | | |
| **Total Water & Sewer Fund Vehicles** | | | **7** | **$1,127,820** | **$1,131,850** | **2** | **$440,000** | **2** | **$440,000** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | |
| **Total City Vehicles** | | | **51** | **$3,053,130** | **$3,065,090** | **33** | **$2,261,500** | **33** | **$2,261,500** | **$1,455,000** | **$850,000** | **$850,000** |

# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| | **CAPITAL PROJECTS FUND** | | | | | | | | | | | | | | |
| 975000 | City Hall - North & South Entrance Upgrades | 830,000 | 530,000 | 530,000 | 300,000 | 300,000 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | (6) Replacement Emergency Warning Sirens | 213,220 | 213,220 | 197,620 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | Senior Center HVAC System (3-year project) | 135,000 | 125,000 | 135,000 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | Senior Center Gym Floor Resurfacing | 10,200 | 10,200 | 9,900 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | Police & Library EIFS Systems (2-year project) | 800,000 | 800,000 | 800,000 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | Upton House Renovations | 169,140 | 160,140 | 169,140 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | City Hall EIFS Replacement | 600,000 | | | 600,000 | 600,000 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | Senior Center Roofing System (3-year project) | 800,000 | | | 275,000 | 275,000 | 250,000 | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | Install Sidewalk at Police Department | 5,000 | | | 5,000 | 5,000 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | Repair Garage Floor at Police Dept. | 35,000 | | | 35,000 | 35,000 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | Elevator Pump Replacements - PD | 120,000 | | | | | 120,000 | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975010 | Replacement Workstations - Police Investigations | 132,850 | 132,850 | 132,850 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975010 | Refurbish Police Department Lockers | 333,620 | | | 333,620 | 333,620 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975030 | DPW Building | 24,102,740 | 24,102,740 | 24,000,000 | | | | | | GF | 1,352,080 | 1,583,250 | 1,579,500 | 1,584,000 | 1,581,250 |
| 975040 | DPW Storage Facilities | 300,000 | | 300,000 | | | | | | GF | 0 | 1,000 | 1,000 | 1,000 | 1,000 |
| 975130 | City Hall & Court Parking Lot Reconstruction | 4,500,000 | 9,270 | 9,270 | | | | | | 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 | 108,250 | 108,250 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |

# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| 975210 | Concrete Approach (Fire #3) | 74,930 | | | 74,930 | 74,930 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975210 | Masonry Block Repairs (Fire #1) | 20,000 | | | 20,000 | 20,000 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975210 | Fire Training Tower Repair | 100,000 | | | 100,000 | 100,000 | | | | 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 |
| 975210 | Rear Parking Lot Repairs (Fire #1) | 150,000 | | | | | | 150,000 | | GF | 0 | 0 | 0 | 0 | 0 |
| 975220 | Washer & Dryer for each Fire Station | 12,050 | 12,050 | 12,050 | | | | | | GF | 0 | -3,860 | -3,860 | -3,860 | -3,860 |
| 975220 | Fire Station #3 - Replacement Generator | 73,900 | 68,000 | 73,900 | | | | | | GF | 0 | 500 | 500 | 500 | 500 |
| 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 |
| 986000 | Drain Improvements | 200,000 | | 100,000 | 100,000 | 100,000 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 988000 | Sterling Drive South Retention Pond Improvements | 50,000 | 35,960 | 35,960 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 988000 | Retention Pond Upgrades | 100,000 | 100,000 | 100,000 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 988000 | Gibson Drain Erosion/Sediment Study | 20,000 | 20,000 | 20,000 | | | | | | 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 Fence Replacements and Repairs | 300,000 | | | 100,000 | 100,000 | 100,000 | 100,000 | | GF | 0 | 0 | 0 | 0 | 0 |
| 988000 | Sidewalk Repair Program | 0 | | | 0 | | 250,000 | 250,000 | 250,000 | GF | 0 | 1,000 | 1,000 | 1,000 | 1,000 |
| | SAD Portion | 0 | | | 0 | | 550,000 | 550,000 | 550,000 | SAD | 0 | 0 | 0 | 0 | 0 |
| 988000 | Sidewalk Gap Program | 0 | | | 0 | | 250,000 | 250,000 | 250,000 | GF | 0 | 1,000 | 1,000 | 1,000 | 1,000 |
| | SAD Portion | 0 | | | 0 | | 200,000 | 200,000 | 200,000 | SAD | 0 | 0 | 0 | 0 | 0 |
| 988303 | Sidewalk Gap Program: 18 Mile Road | 367,650 | 217,650 | 217,650 | | | | | | GF | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |

# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| | SAD Portion | | 350,000 | 150,000 | | | | | | SAD | | | | | |
| 988335 | Sterling Relief Drain Improvements | 125,000 | 118,120 | 118,120 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 988336 | Senior Center Parking Lot Addition | 19,290 | 19,290 | 19,290 | | | | | | GF | 500 | 500 | 500 | 500 | 500 |
| 988350 | Miscellaneous City Sidewalk Repair Program: | 1,390,000 | 400,000 | 400,000 | | | | | | GF | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| | 2019 - Section 23 | | 990,000 | 990,000 | | | | | | SAD | | | | | |
| | | | | | | | | | | | | | | | |
| | **Total Capital Improvements** | **$36,496,450** | **$28,565,910** | **$28,672,170** | **$1,943,550** | **$1,943,550** | **$656,150** | **$300,000** | **$0** | | **$1,354,580** | **$1,585,390** | **$1,581,640** | **$1,586,140** | **$1,583,390** |
| | **Total Information Technology Projects** | **N/A** | **$1,361,230** | **$1,361,230** | **$577,000** | **$577,000** | **$186,480** | **$194,800** | **$0** | | | | | | |
| | **Total Vehicles** | **N/A** | **$1,620,350** | **$1,628,280** | **$1,529,000** | **$1,529,000** | **$1,455,000** | **$850,000** | **$850,000** | | | | | | |
| | **Total Equipment** | **N/A** | **$1,529,400** | **$1,378,060** | **$506,460** | **$506,460** | **$299,050** | **$310,530** | **$307,080** | | | | | | |
| | | | | | | | | | | | | | | | |
| | **Total Capital Projects Fund** | **$36,496,450** | **$33,076,890** | **$33,039,740** | **$4,556,010** | **$4,556,010** | **$2,596,680** | **$1,655,330** | **$1,157,080** | | **$1,354,580** | **$1,585,390** | **$1,581,640** | **$1,586,140** | **$1,583,390** |
| | | | | | | | | | | | | | | | |
| | **FACILITIES IMPROVEMENT FUND** | | | | | | | | | | | | | | |
| 975000 | Construction Management Fees | 1,157,290 | 1,157,290 | 1,157,290 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | Architectural Fees | 988,890 | 988,890 | 988,890 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | 41A District Court Renovations | 1,845,720 | 1,639,420 | 1,639,420 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | Public Library Renovations | 3,735,090 | 2,000,000 | 2,000,000 | 1,312,120 | 1,312,120 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | Police Department Renovations | 4,826,700 | 2,428,810 | 2,428,810 | 2,086,040 | 2,086,040 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | City Hall Renovations | 4,423,210 | 2,400,000 | 2,400,000 | 1,450,530 | 1,450,530 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | City Hall Entrance & Loading Dock Renovations | 344,760 | 230,320 | 241,850 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |

# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| 975000 | Replacement Furniture - City Hall, Police Station, Public Library, 41A District Court | 1,500,000 | | | 1,500,000 | 1,500,000 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 975000 | Lighting Controls - City Hall, Police Station, Public Library, 41A District Court | 233,000 | | | 233,000 | 233,000 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 979000 | Technology Plan Upgrades | 799,860 | 36,200 | 36,200 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 979000 | Digital Imaging Services | 250,000 | 129,700 | 129,700 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 979000 | Video Surveillance | 25,000 | | | 25,000 | 25,000 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 979000 | Wireless Network Upgrade | 20,320 | 20,320 | 20,320 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 979000 | GIS Upgrade and Enhancements | 39,390 | 39,390 | 39,390 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 979000 | VSAN Dell Server RAM Upgrade | 20,800 | 20,800 | 20,800 | | | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 979000 | Card Access | 50,000 | | | 50,000 | 50,000 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| 979000 | Disaster Recovery | 160,500 | | | 160,500 | 160,500 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | |
| | **Total Facilities Improve. Fund** | **$20,420,530** | **$11,091,140** | **$11,102,670** | **$6,817,190** | **$6,817,190** | **$0** | **$0** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | | | | |
| | **CLINTON RIVER RESTORATION FUND** | | | | | | | | | | | | | | |
| 988278 | Clinton River Trail and Bank Repair | 60,000 | | | 60,000 | 60,000 | | | | GF | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | |
| | **Total Clinton River Fund** | **$60,000** | **$0** | **$0** | **$60,000** | **$60,000** | **$0** | **$0** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | | | | |
| | **ROAD BOND CONSTRUCTION FUND** | | | | | | | | | | | | | | |
| 988235 | 17 Mile Bridge Replacement/ Conrail | 38,800 | 0 | 38,800 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |

# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| 988254 | Dodge Park Road Reconstruction - Metro to Utica (MTF16) | 6,770,000 | 245,280 | 100,000 | | | | | | MRF | 758,980 | 762,680 | 771,080 | 779,070 | 781,680 |
| 988284 | Canal Road Rehabilitation - Van Dyke to Schoenherr Road (MTF18) | 3,600,000 | 25,000 | 85,000 | | | | | | MRF | 769,880 | 756,380 | 742,380 | 727,880 | 712,880 |
| 988291 | M59 Regional Median Improvements (MTF17) | 1,200,000 | 50,000 | 50,000 | | | | | | MRF | 165,750 | 168,450 | 171,050 | 173,550 | 170,950 |
| 988313 | Van Dyke 18 1/2 to M59 Asphalt Resurfacing (MTF18) | 1,800,000 | 75,000 | 75,000 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988326 | Mound Road Emergency Resurfacing - 14 to 18 Mile (MTF18) | 2,100,000 | 139,010 | 139,010 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988344 | Mound Road Total Reconstruction (MTF21) | 29,000,000 | 2,439,000 | 800,000 | 1,000,000 | 1,000,000 | 13,000,000 | 7,500,000 | 7,500,000 | MRF | 0 | 763,170 | 2,229,240 | 2,228,530 | 2,227,240 |
| 988354 | 14 Mile Road Asphalt Resurfacing - Dequindre to Ryan (MTF18) | 500,000 | 330,000 | 330,000 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | |
| | **Total Road Bond Construction Fund** | **$45,008,800** | **$3,303,290** | **$1,617,810** | **$1,000,000** | **$1,000,000** | **$13,000,000** | **$7,500,000** | **$7,500,000** | | **$1,694,610** | **$2,450,680** | **$3,913,750** | **$3,909,030** | **$3,892,750** |
| | | | | | | | | | | | | | | | |
| | **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 | 18 Mile Asphalt Resurfacing - Dequindre to Ryan | 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 |

# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| 988000 | Hayes Road Resurfacing - 18 Mile to M59 | 300,000 | | | | | 300,000 | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 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 Pk | 600,000 | | | | | 600,000 | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988000 | Schoenherr Road Resurfacing - Plumbrook Drain to 18 Mile | 1,200,000 | 1,200,000 | 1,200,000 | | | | | | 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 |
| 988246 | Van Dyke Reconstruction - 15 to 18 Mile Including Monuments | 3,341,200 | 104,160 | 115,000 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988318 | Schoenherr Road Resurfacing - 15 Mile to Metro Parkway | 390,000 | 13,610 | 0 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988332 | Metro Parkway Concrete Repairs, East of Van Dyke | 500,000 | 239,150 | 50,000 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988333 | Utica Road Resurfacing - Dodge Park to Schoenherr | 800,000 | 268,040 | 50,000 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988343 | Mound Road Joint Repairs- 14 to 14-1/2 Mile | 124,540 | 97,740 | 50,000 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988344 | Mound Road Recon. I696 to M59 | 800 | 0 | 800 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988351 | Schoenherr Rd. Resurfacing - 19 to Clinton River | 1,807,000 | 1,800,150 | 1,800,150 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988355 | Utica Road Resurfacing - 18 Mile to Van Dyke | 800,000 | 800,000 | 800,000 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988355 | 18 Mile Asphalt Resurfacing - Ryan to Mound | 750,000 | 599,560 | 500,000 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988356 | M59 Sidewalk Feasibility Study | 35,000 | 35,000 | 35,000 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |

# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| | **Total State/County Roads** | **$16,548,540** | **$7,207,410** | **$6,650,950** | **$1,200,000** | **$1,200,000** | **$1,600,000** | **$1,950,000** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | **CITY ROADS** | | | | | | | | | | | | | | |
| 988000 | Misc Concrete Sectional Repair | 1,000,000 | | | 100,000 | 100,000 | 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 |
| 988000 | 19 Mile Resurfacing - Mound to Dequindre | 950,000 | | | | | 950,000 | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988000 | 19 Mile - Schoenherr to Clinton River Road | 1,200,000 | | | 1,200,000 | 1,200,000 | | | | 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 | 2,300,000 | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988000 | 18 Mile Street Lighting | 110,000 | | | 110,000 | 110,000 | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988000 | 17 Mile Bridge over Plumbrook Drain | 1,000,000 | | | | | | 1,000,000 | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988000 | Plumbrook Road Resurfacing - Utica Road to 17 Mile Road | 3,200,000 | | | | | | | 3,200,000 | MRF | 0 | 0 | 0 | 0 | 0 |
| 988000 | 15 Mile Road Reconstruction - Van Dyke to Mound Road | 1,300,000 | | | | | | | 1,300,000 | MRF | 0 | 0 | 0 | 0 | 0 |
| 988235 | 17 Mile Bridge Replacement | 38,800 | 38,800 | 38,800 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988276 | Bridge Rehab Eng./ Repairs-Riverland, 15 Mile, Maple Ln | 475,000 | 42,540 | 25,000 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988309 | Stadler Road Asphalt Resurfacing | 550,000 | 41,680 | 41,680 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988316 | 17 Mile Asphalt Resurfacing - Van Dyke to Utica Road | 1,800,000 | 231,800 | 231,800 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988337 | 19 Mile Asphalt Resurfacing - Hayes to Schoenherr | 2,070,000 | 2,069,240 | 2,069,240 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988339 | 2019 Reconstruction Program - Fox Hill | 1,221,130 | 1,221,130 | 1,221,130 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |

# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| 988340 | 2019 Asphalt Program: Fox Hill | 586,490 | 586,490 | 586,490 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988341 | 2019 Concrete Replacement Program | 275,000 | 270,840 | 200,000 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988345 | Merrill Road Rehabilitation - 18-1/2 Mile to M59 | 3,877,000 | 3,448,350 | 3,448,350 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988365 | Pond View Reconstruction - 18 to 19 Mile | 1,200,000 | | | 1,200,000 | 1,200,000 | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| | **TRAFFIC CONTROLS** | | | | | | | | | | | | | | |
| 988000 | Miscellaneous Locations/Safety Improvements | 150,000 | 48,710 | 48,710 | | | 100,000 | 100,000 | 100,000 | MRF | 300 | 300 | 300 | 300 | 300 |
| 988000 | LED Lighting City-wide Bulb Repl. Project | 60,000 | 60,000 | 60,000 | | | | | | MRF | 0 | -5,000 | -5,000 | -5,000 | -5,000 |
| 988000 | Moravian/ Schoenherr Signal | 60,000 | 60,000 | 60,000 | | | | | | MRF | 300 | 300 | 300 | 300 | 300 |
| 988310 | 17 Mile Road/ Mitchell Signal | 351,580 | 0 | 10,000 | | | | | | MRF | 300 | 300 | 300 | 300 | 300 |
| 988311 | Metro & Mound | 80,000 | 80,000 | 80,000 | | | | | | MRF | 300 | 300 | 300 | 300 | 300 |
| 988000 | Metro & Schoenherr Signal Modernization incl. Mast Arm | 100,000 | 100,000 | 100,000 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988000 | Metro & Dodge Park Signal Modernization incl. Mast Arm | 220,000 | 210,000 | 220,000 | | | | | | MRF | 0 | 0 | 0 | 0 | 0 |
| 988000 | Dequindre Road & Maple Road | 75,000 | 75,000 | 75,000 | | | | | | MRF | 300 | 300 | 300 | 300 | 300 |
| | **Total City Major Road** | **$25,850,000** | **$8,784,580** | **$8,716,200** | **$4,910,000** | **$4,910,000** | **$1,350,000** | **$2,800,000** | **$4,900,000** | | **$1,500** | **-$3,500** | **-$3,500** | **-$3,500** | **-$3,500** |
| | | | | | | | | | | | | | | | |
| | **Total Major Road Fund** | **$42,398,540** | **$15,991,990** | **$15,367,150** | **$6,110,000** | **$6,110,000** | **$2,950,000** | **$4,750,000** | **$4,900,000** | | **$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 |

# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| 988257 | Gardner Street East - Paving | 415,000 | 9,130 | 9,130 | | | | | | 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 | 6,870 | 6,870 | | | | | | LRF | 0 | 0 | 0 | 0 | 0 |
| 988339 | 2019 Local Road Reconstruction Program | 524,150 | 1,181,450 | 524,150 | | | | | | LRF | 0 | 0 | 0 | 0 | 0 |
| 988340 | 2019 Neighborhood Road Asphalt Program: Fortner and Sterritt Drive | 700,000 | 700,000 | 700,000 | | | | | | LRF | 0 | 0 | 0 | 0 | 0 |
| 988341 | 2019 Local Road Sectional Repair Program: Peppermill, Picadilly, Yonkers, Farmdale, Locklin, Chardonnay, Twickingham, Viola, Fieldcrest, Forsdale, LaMarra, Douglas, Newell, Johnson | 1,600,000 | 1,709,240 | 1,600,000 | | | | | | LRF | 0 | 0 | 0 | 0 | 0 |
| 988363 | 2020 Local Road Sectional Repair Program: Beaver, Belinda, Chadbourne, Elford, Fairfax, Essen, Gary, Georgetown, Heritage, Leech, Picadilly, Rowe, Stonewood | 6,000,000 | | | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | LRF | 0 | 0 | 0 | 0 | 0 |
| | **Neighborhood Road Repairs - Safe Streets** | | | | | | | | | | | | | | |
| 988339 | 2019 Local Road Reconstruction Program: Plumridge, Eldorado, Mustang, Sturbridge, Tarragon, Alper, Gina, Kennedy, Veronica, Valusek, Davison, Shelley Lynne | 3,075,850 | 3,075,850 | 3,075,850 | | | | | | LRF (SS) | 0 | 0 | 0 | 0 | 0 |

# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| 988365 | 2020 Local Road Reconstruction Program: Barton, Brandi, Catherine Marie, Forbes, Francis, Hoptree, Ironstone, Lanigan, Nathan, Northlawn, Rhoten, Vera, Village | 14,837,000 | | | 3,600,000 | 3,600,000 | 3,672,000 | 3,745,000 | 3,820,000 | LRF (SS) | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | |
| | **Total Local Road Fund** | **$28,084,000** | **$7,049,540** | **$6,283,000** | **$5,100,000** | **$5,100,000** | **$5,172,000** | **$5,245,000** | **$5,320,000** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | | | | |
| | **LAND & WATER CONSERVATION FUND** | | | | | | | | | | | | | | |
| 971000 | Purchase Land | 132,000 | | 132,000 | | | | | | L&W | 0 | 0 | 0 | 0 | 0 |
| 988278 | Clinton River Restoration | 600 | 600 | 600 | | | | | | L&W | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | |
| | **Total Land & Water Conserv. Fund** | **$132,600** | **$600** | **$132,600** | **$0** | **$0** | **$0** | **$0** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | | | | |
| | **PARKS & RECREATION FUND - RECREATING RECREATION** | | | | | | | | | | | | | | |
| 972795 | Park Improvements | 12,262,930 | 2,000,000 | 2,000,000 | 360,000 | 360,000 | | | | RR | 3,001,090 | 3,001,590 | 2,998,590 | 3,002,090 | 3,001,590 |
| 972350 | Dodge Park Improvements | 10,680,000 | 10,000 | 10,000 | 100,000 | 100,000 | | | | RR | 0 | 0 | 0 | 0 | 0 |
| 972351 | Community Center | 25,000,000 | 10,300,630 | 10,300,000 | 1,500,000 | 1,500,000 | | | | RR | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | |
| | **Total Parks & Recreation Improvements** | **$47,942,930** | **$12,310,630** | **$12,310,000** | **$1,960,000** | **$1,960,000** | **$0** | **$0** | **$0** | | **$3,001,090** | **$3,001,590** | **$2,998,590** | **$3,002,090** | **$3,001,590** |
| | **Total Vehicles** | **N/A** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | | | | | | |
| | **Total Equipment** | **N/A** | **$24,420** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | | | | | | |
| | | | | | | | | | | | | | | | |
| | **Total Parks & Recreation Fund** | **$47,942,930** | **$12,335,050** | **$12,310,000** | **$1,960,000** | **$1,960,000** | **$0** | **$0** | **$0** | | **$3,001,090** | **$3,001,590** | **$2,998,590** | **$3,002,090** | **$3,001,590** |

# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| | | | | | | | | | | | | | | | |
| | **PUBLIC SAFETY FORFEITURE FUND** | | | | | | | | | | | | | | |
| 975000 | Carport Repair | 20,000 | 30,250 | 20,000 | | | | | | FF | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | |
| | **Total Building & Improvements** | **$20,000** | **$30,250** | **$20,000** | **$0** | **$0** | **$0** | **$0** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | **Total Information Technology Projects** | **N/A** | **$0** | **$0** | **$3,660** | **$3,660** | **$0** | **$0** | **$0** | | | | | | |
| | **Total Vehicles** | **N/A** | **$304,960** | **$304,960** | **$292,500** | **$292,500** | **$0** | **$0** | **$0** | | | | | | |
| | **Total Equipment** | **N/A** | **$92,750** | **$94,430** | **$119,450** | **$119,450** | **$30,500** | **$30,500** | **$0** | | | | | | |
| | | | | | | | | | | | | | | | |
| | **Total Public Safety Forfeiture Fund** | **$20,000** | **$427,960** | **$419,390** | **$415,610** | **$415,610** | **$30,500** | **$30,500** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | | | | |
| | **COMMUNITY DEVELOPMENT BLOCK GRANT FUND** | | | | | | | | | | | | | | |
| 975000 | Senior Center Roofing System (3-year project) | 236,810 | 275,000 | 236,810 | | | | | | CDBG | 0 | 0 | 0 | 0 | 0 |
| 975060 | Schoenherr Towers Generator | 395,500 | 10,500 | 10,500 | 385,000 | 385,000 | | | | CDBG | 0 | 0 | 0 | 0 | 0 |
| 988000 | Hamilton Drive - Concrete Replacement | 153,290 | 148,500 | 153,290 | | | | | | CDBG | 0 | 0 | 0 | 0 | 0 |
| 988000 | Sanford Drive | 125,000 | | | 125,000 | 125,000 | | | | CDBG | 0 | 0 | 0 | 0 | 0 |
| 988336 | Senior Center South Parking Lot | 373,180 | | 373,180 | | | | | | CDBG | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | |
| | **Total C.D.B.G. Fund** | **$1,283,780** | **$434,000** | **$773,780** | **$510,000** | **$510,000** | **$0** | **$0** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | | | | |
| | **INDIGENT DEFENSE FUND** | | | | | | | | | | | | | | |
| 975000 | Space Modifications - 41A District Court | 35,000 | 1,150 | 1,150 | | | | | | IDF | 0 | 0 | 0 | 0 | 0 |

# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| | | | | | | | | | | | | | | | |
| | **Total Indigent Defense Fund Improvements** | **$35,000** | **$1,150** | **$1,150** | **$0** | **$0** | **$0** | **$0** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | **Total Equipment** | | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | | | | | | |
| | | | | | | | | | | | | | | | |
| | **Total Indigent Defense Fund** | **$35,000** | **$1,150** | **$1,150** | **$0** | **$0** | **$0** | **$0** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | | | | |
| | **CORRIDOR IMPROVEMENT AUTHORITY** | | | | | | | | | | | | | | |
| | Enhancements to landscape and streetscape | 131,330 | 131,330 | | | | | | | CIA | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | |
| | **Total CIA Fund Improvements** | **$131,330** | **$131,330** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | | | | |
| | **Total Corridor Improvement Authority Fund** | **$131,330** | **$131,330** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | | | | |
| | **LOCAL DEVELOPMENT FINANCING AUTHORITY FUND** | | | | | | | | | | | | | | |
| 975000 | Co-Working Space | 600,000 | 400,000 | 600,000 | | | | | | LDFA | 0 | 0 | 0 | 0 | 0 |
| 988280 | Replacement Flooring - Velocity | 90,000 | 50,000 | 40,000 | 50,000 | 50,000 | | | | LDFA | 0 | 0 | 0 | 0 | 0 |
| 988295 | LDFA District Improvements - Sectional Concrete Repl.-Sterling Drive | 700,000 | 145,060 | 70,000 | | | | | | LDFA | 0 | 0 | 0 | 0 | 0 |
| 988329 | LDFA District Improvements - Signage-Center Drive/Sterling Ponds Blvd. | 400,000 | 382,190 | 382,000 | | | | | | LDFA | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | |
| | **Total LDFA Improvements** | **$1,790,000** | **$977,250** | **$1,092,000** | **$50,000** | **$50,000** | **$0** | **$0** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | **Total Equipment** | | **$39,000** | **$39,000** | **$0** | **$0** | **$0** | **$0** | **$0** | | | | | | |

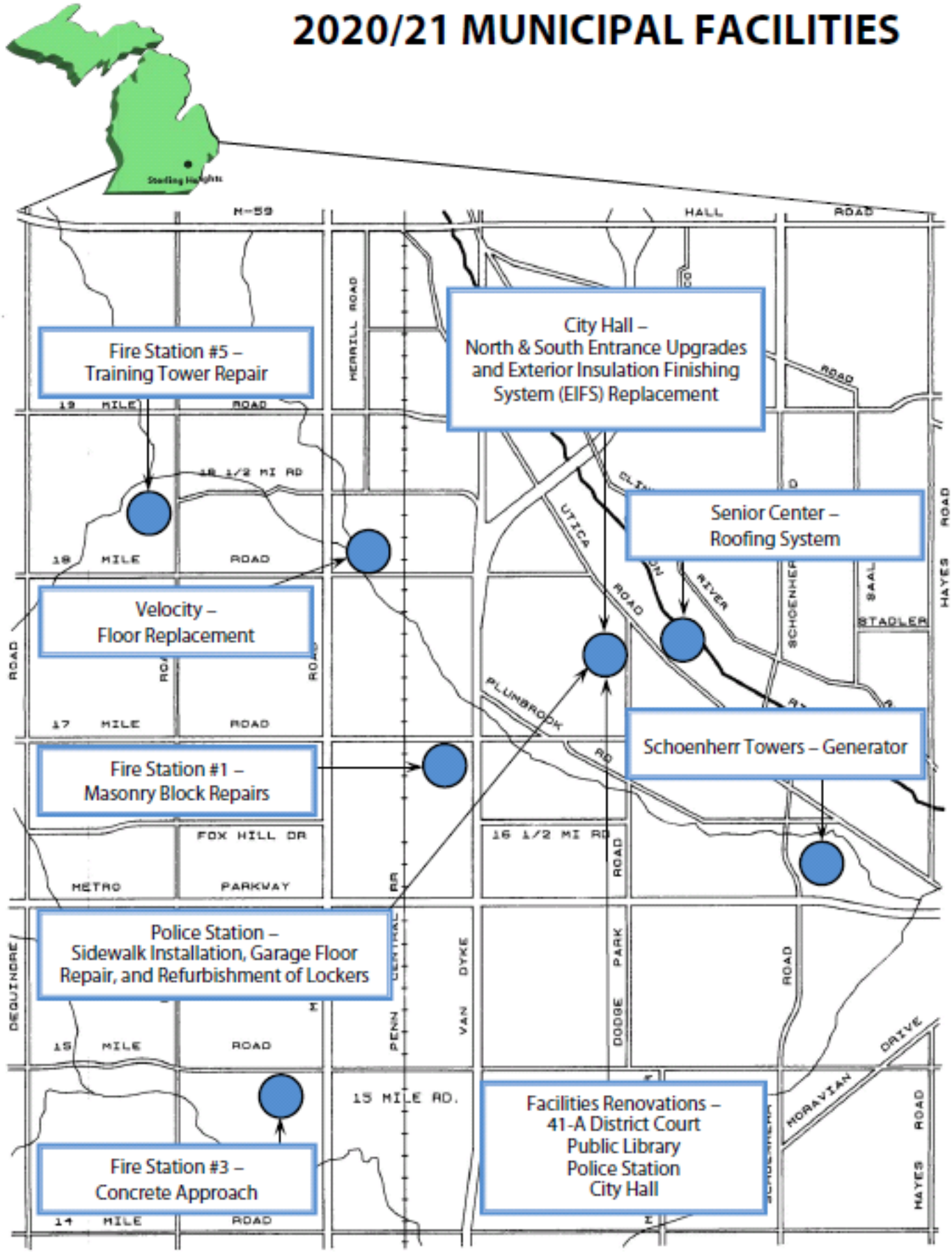
# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| | | | | | | | | | | | | | | | |
| | **Total L.D.F.A. Fund** | **$1,790,000** | **$1,016,250** | **$1,131,000** | **$50,000** | **$50,000** | **$0** | **$0** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | | | | |
| | **WATER & SEWER FUND** | | | | | | | | | | | | | | |
| | **Total Water & Sewer Fund Improvements** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | **Total Information Technology Projects** | **N/A** | **$0** | **$0** | **$11,000** | **$11,000** | **$0** | **$0** | **$0** | | | | | | |
| | **Total Vehicles** | **N/A** | **$1,127,820** | **$1,131,850** | **$440,000** | **$440,000** | **$0** | **$0** | **$0** | | | | | | |
| | **Total Equipment** | **N/A** | **$75,000** | **$75,000** | **$61,500** | **$61,500** | **$0** | **$0** | **$0** | | | | | | |
| | | | | | | | | | | | | | | | |
| | **Total Water & Sewer Fund (Budgeted)** | **$0** | **$1,202,820** | **$1,206,850** | **$512,500** | **$512,500** | **$0** | **$0** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | | | | |
| | **Total Capital Improvements** | **$223,803,960** | **$79,887,080** | **$77,372,330** | **$23,550,740** | **$23,550,740** | **$21,778,150** | **$17,795,000** | **$17,720,000** | | **$6,051,780** | **$7,034,160** | **$8,490,480** | **$8,493,760** | **$8,474,230** |
| | **Total Information Technology Projects** | **N/A** | **$1,361,230** | **$1,361,230** | **$591,660** | **$591,660** | **$186,480** | **$194,800** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | **Total Vehicles** | **N/A** | **$3,053,130** | **$3,065,090** | **$2,261,500** | **$2,261,500** | **$1,455,000** | **$850,000** | **$850,000** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | **Total Equipment** | **N/A** | **$1,760,570** | **$1,586,490** | **$687,410** | **$687,410** | **$329,550** | **$341,030** | **$307,080** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | | | | | | | | | | | | | | | |
| | **Total Budgeted Capital Expenditures** | **$223,803,960** | **$86,062,010** | **$83,385,140** | **$27,091,310** | **$27,091,310** | **$23,749,180** | **$19,180,830** | **$18,877,080** | | **$6,051,780** | **$7,034,160** | **$8,490,480** | **$8,493,760** | **$8,474,230** |
| | | | | | | | | | | | | | | | |
| | **WATER & SEWER IMPROVEMENT FUND** | | | | | | | | | | | | | | |
| | **WATER MAINS** | | | | | | | | | | | | | | |
| | Water Main Replacement: Medville | 355,360 | 355,360 | 355,360 | | | | | | W&S | 0 | 0 | 0 | 0 | 0 |
| | Water Meter Replacement Program | 12,000,000 | | | 0 | 0 | 12,000,000 | | | W&S | 0 | 0 | 0 | 0 | 0 |

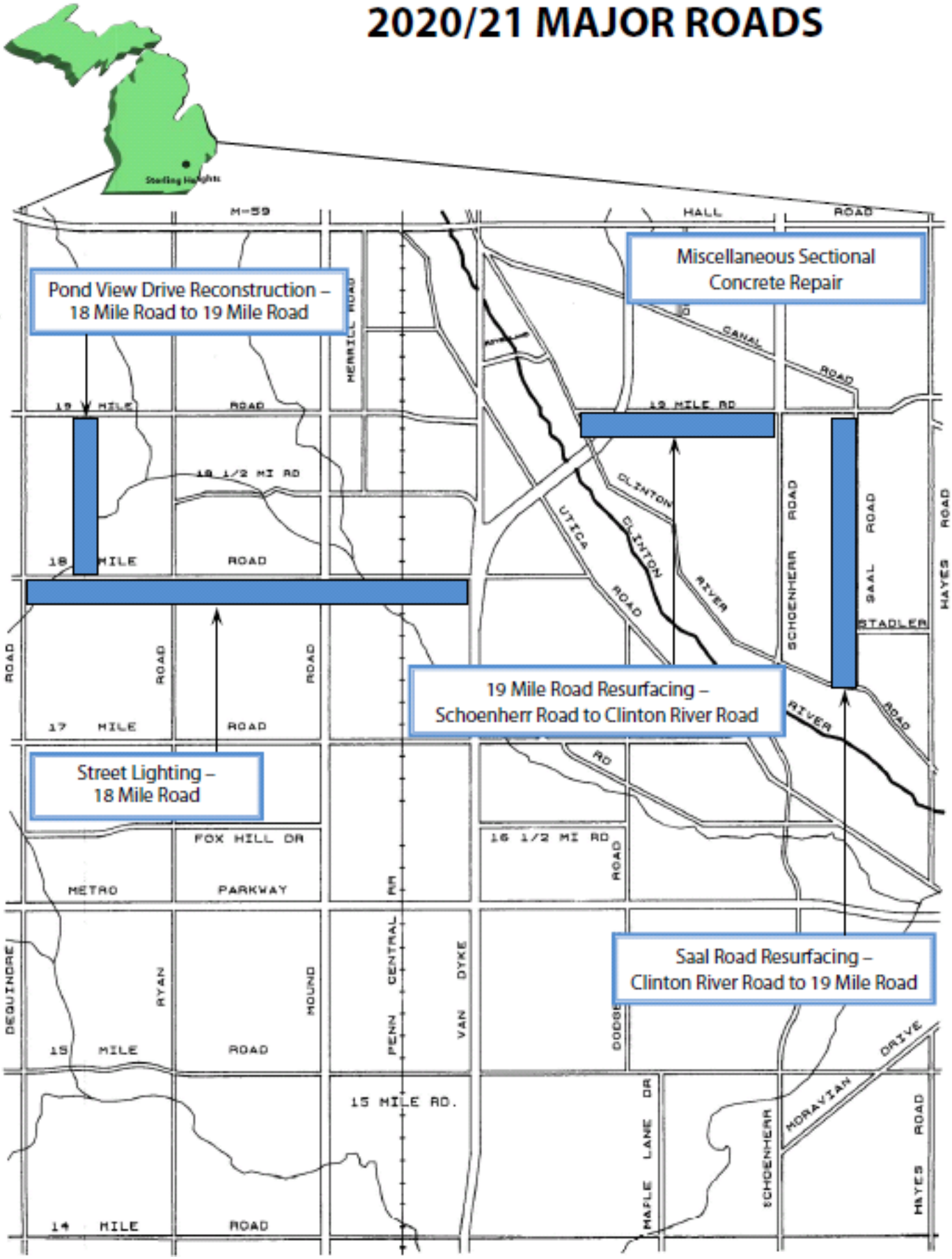
# CAPITAL IMPROVEMENTS

| Acct. | Project Description | Total Project Cost | CURRENT CAPITAL BUDGET | | | | FUTURE CAPITAL REQUESTS | | | Fund. Source | Estimated Annual Operating Costs (Including Debt Repayment) | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | Budget 2019/20 | Estimate 2019/20 | Proposed Budget 2020/21 | Approved Budget 2020/21 | Department Requests 2021/22 | Department Requests 2022/23 | Department Requests 2023/24 | | Est. Curr. Year 2019/20 | Budget Year 2020/21 | Future Years 2021/22 | Future Years 2022/23 | Future Years 2023/24 |
| | Water Main Replacement: 19 Mile Road | 1,500,000 | | | 1,500,000 | 1,500,000 | | | | W&S | 0 | 0 | 0 | 0 | 0 |
| | Pipe Rehabilitation: Critical items as identified through the SAW grant | 1,500,000 | | | 1,500,000 | 1,500,000 | | | | W&S | 0 | 0 | 0 | 0 | 0 |
| | Water Main Replacement: Kidley & Radner | 500,000 | | | | | 500,000 | | | W&S | 0 | 0 | 0 | 0 | 0 |
| | 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 |
| | **Total Water Mains** | **$16,655,360** | **$355,360** | **$355,360** | **$3,000,000** | **$3,000,000** | **$12,700,000** | **$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)** | **$16,955,360** | **$355,360** | **$355,360** | **$3,000,000** | **$3,000,000** | **$12,900,000** | **$400,000** | **$300,000** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | **Total Capital Improvements** | **$240,759,320** | **$80,242,440** | **$77,727,690** | **$26,550,740** | **$26,550,740** | **$34,678,150** | **$18,195,000** | **$18,020,000** | | **$6,051,780** | **$7,034,160** | **$8,490,480** | **$8,493,760** | **$8,474,230** |
| | **Total Information Technology Projects** | **N/A** | **$1,361,230** | **$1,361,230** | **$591,660** | **$591,660** | **$186,480** | **$194,800** | **$0** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | **Total Vehicles** | **N/A** | **$3,053,130** | **$3,065,090** | **$2,261,500** | **$2,261,500** | **$1,455,000** | **$850,000** | **$850,000** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | **Total Equipment** | **N/A** | **$1,760,570** | **$1,586,490** | **$687,410** | **$687,410** | **$329,550** | **$341,030** | **$307,080** | | **$0** | **$0** | **$0** | **$0** | **$0** |
| | **Total Planned Capital Expenditures** | **$240,759,320** | **$86,417,370** | **$83,740,500** | **$30,091,310** | **$30,091,310** | **$36,649,180** | **$19,580,830** | **$19,177,080** | | **$6,051,780** | **$7,034,160** | **$8,490,480** | **$8,493,760** | **$8,474,230** |

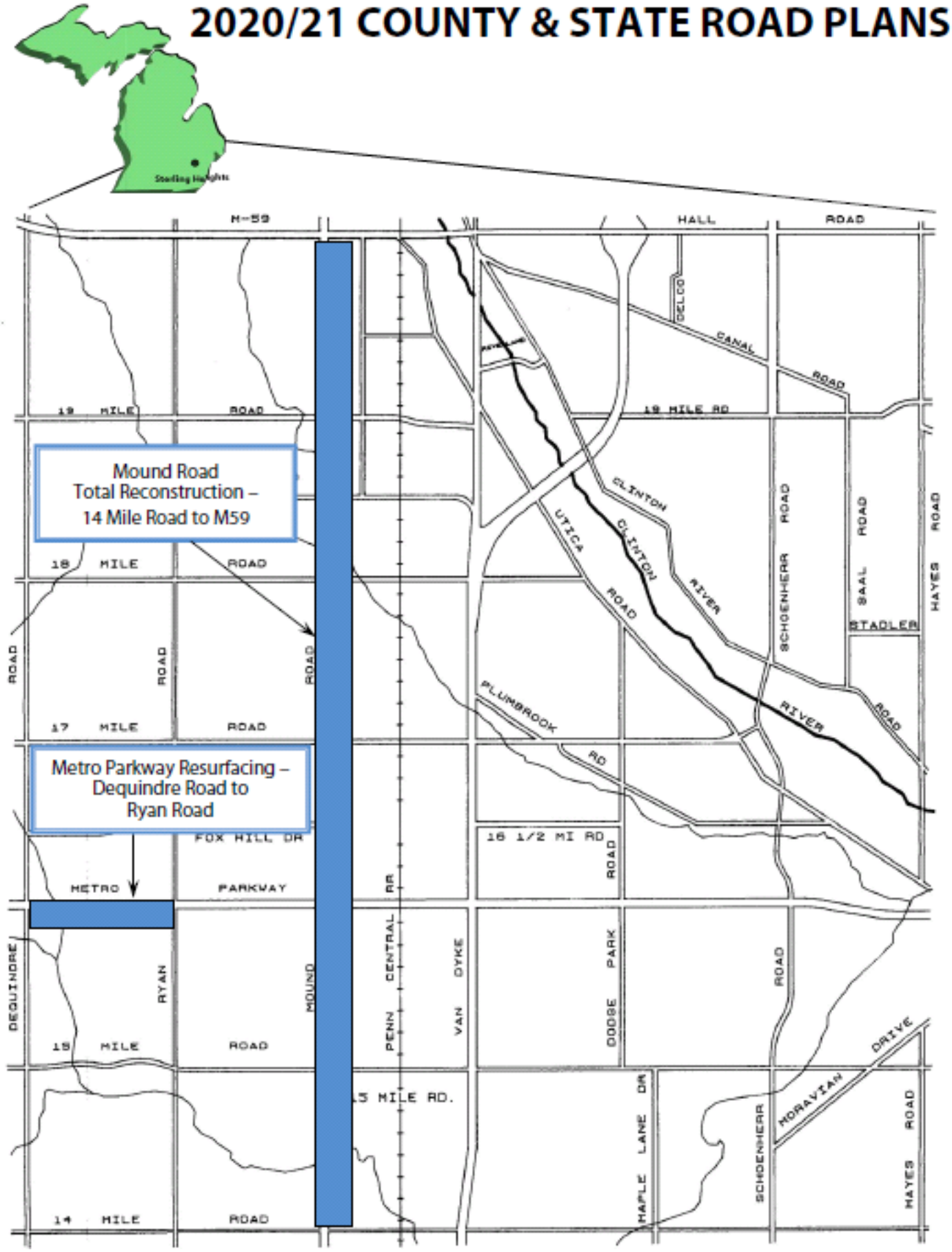
# 2020/21 MUNICIPAL FACILITIES



# 2020/21 MAJOR ROADS



# 2020/21 COUNTY & STATE ROAD PLANS



# 2020/21 LOCAL ROADS

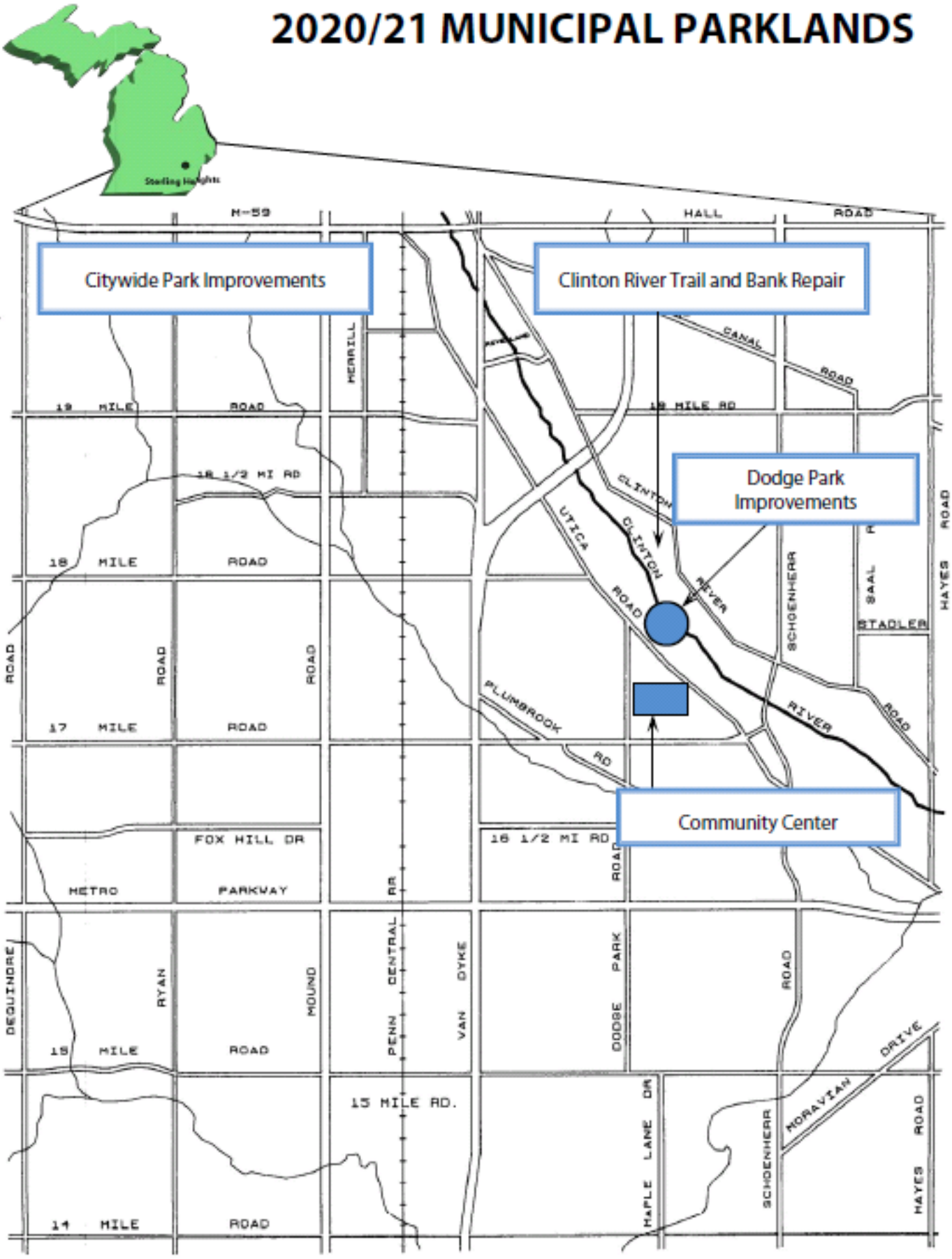



Neighborhood Road Repairs (Safe Streets Proposal) – Concrete Reconstruction

Local Road Sectional Repair Program

Sanford Drive

# 2020/21 MUNICIPAL PARKLANDS



# 2020/21 WATER MAINS



# Supplemental Information

This section provides additional information about the City of Sterling Heights, including Financial & Demographic Data, Labor Agreements, and other Statistical Data. This section also includes the Appropriations Ordinance and Fee Schedule, as well as the Glossary and Index.

***Assumptions are the termites of relationships.***

***~ Henry Winkler ~***



# CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS

| Fiscal Year Ended June 30 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|---|---|---|
| **Revenue** | | | | | | | | | | |
| Property Taxes | $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 | $72,759,327 |
| Fees & Permits | 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 | 2,629,072 |
| Federal Sources | 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 | 2,356,723 |
| State & Local Sources | 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 | 34,699,398 |
| Fines & Forfeitures | 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 | 2,517,198 |
| Charges For Services | 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 | 14,938,523 |
| Investment Income | 582,435 | 308,422 | 672,239 | 58,534 | 257,632 | 247,437 | 426,998 | 112,450 | 1,120,683 | 3,382,059 |
| Special Assessments | 215,118 | 203,298 | 254,977 | 206,501 | 314,871 | 212,828 | 201,579 | 199,092 | 222,250 | 263,804 |
| Rental Income | 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 | 1,552,811 |
| Cable Revenue | 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 | 2,329,624 |
| Other | 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 | 2,510,236 |
| **Total Revenue** | **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** | **139,938,775** |
| **Expenditures** | | | | | | | | | | |
| General Government | 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 | 11,087,713 |
| 41A District Court | 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 | 3,480,346 |
| Public Safety | 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 | 54,426,486 |
| Public Works | 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 | 21,359,651 |
| Recreation & Culture | 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 | 6,159,499 |
| General Expenditures | 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 | 1,589,904 |
| Capital Outlay | 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 | 44,685,871 |
| Debt Service - Principal | 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 | 5,340,000 |
| Debt Service - Interest | 1,628,030 | 1,221,055 | 1,098,474 | 1,114,056 | 744,170 | 628,563 | 545,331 | 700,971 | 2,025,489 | 3,109,779 |
| **Total Expenditures** | **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** | **151,239,249** |
| **Other Financing Sources** | | | | | | | | | | |
| Long-term Financing | 3,810,000 | 0 | 3,780,000 | 3,275,000 | 0 | 198,633 | 9,630,000 | 47,315,000 | 27,590,000 | 0 |
| Sale of Fixed Assets | 115,724 | 0 | 0 | 0 | 0 | 0 | 0 | 80,363 | 41,655 | 87,482 |
| Bond Premium | 33,935 | 0 | 274,196 | 9,311 | 0 | 0 | 254,555 | 2,902,577 | 1,302,812 | 0 |
| Transfers In | 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 | 23,133,990 |
| Transfers Out | (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) | (23,133,990) |
| **Total Other Fin. Sources** | **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** | **87,482** |
| **Net Change in Fund Balance** | **$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** | **($11,212,992)** |

# GENERAL FUND
# EXPENDITURE HISTORY BY ACTIVITY

| Activity Name | 2014/15 Actual | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| City Council | $127,360 | $143,940 | $146,460 | $151,280 | $170,490 | $179,860 | **$189,590** |
| City Management | 929,190 | 914,600 | 1,225,850 | 1,336,800 | 1,405,260 | 1,453,010 | **1,536,660** |
| City Clerk | 707,340 | 756,590 | 894,110 | 735,170 | 823,430 | 976,550 | **1,034,280** |
| Facilities Maintenance | 0 | 0 | 0 | 0 | 1,655,820 | 1,770,030 | **2,013,720** |
| Information Technology | 878,360 | 879,010 | 944,480 | 1,029,780 | 1,144,640 | 1,499,110 | **1,501,740** |
| Assessing | 844,860 | 878,950 | 910,020 | 1,005,050 | 1,030,810 | 1,062,610 | **1,099,190** |
| Financial Services | 868,810 | 882,250 | 755,550 | 780,650 | 855,340 | 937,980 | **875,840** |
| Purchasing | 311,350 | 316,990 | 319,150 | 450,380 | 425,400 | 489,610 | **432,010** |
| Treasury | 1,044,510 | 1,078,660 | 1,085,910 | 1,180,250 | 1,181,000 | 1,235,720 | **1,255,910** |
| Act 78 - Civil Service Commission | 28,890 | 42,840 | 37,620 | 45,740 | 29,180 | 44,370 | **31,170** |
| General Employees Pension Board | 59,490 | 52,790 | 63,610 | 62,170 | 74,590 | 78,890 | **66,960** |
| Legal | 777,680 | 864,020 | 821,950 | 994,950 | 864,190 | 870,000 | **890,000** |
| **Total City Administration Dept.** | **6,577,840** | **6,810,640** | **7,204,710** | **7,772,220** | **9,660,150** | **10,597,740** | **10,927,070** |
| Library | 2,408,630 | 2,492,550 | 2,524,450 | 2,585,240 | 2,711,030 | 2,884,530 | **2,905,360** |
| Historical Commission | 370 | 550 | 200 | 4,260 | 4,410 | 4,700 | **4,790** |
| **Total Library Department** | **2,409,000** | **2,493,100** | **2,524,650** | **2,589,500** | **2,715,440** | **2,889,230** | **2,910,150** |
| Parks & Recreation | 1,780,470 | 1,900,650 | 2,016,840 | 0 | 0 | 0 | **0** |
| **Total Parks & Recreation Dept.** | **1,780,470** | **1,900,650** | **2,016,840** | **0** | **0** | **0** | **0** |
| Police Administration | 3,611,950 | 4,905,920 | 5,033,940 | 5,171,590 | 5,366,080 | 5,633,270 | **5,821,080** |
| Police Investigations | 5,857,000 | 6,225,590 | 6,347,830 | 6,702,800 | 7,695,970 | 7,800,110 | **8,240,250** |
| Police Operations | 19,741,950 | 20,276,870 | 18,701,540 | 18,201,260 | 18,988,640 | 19,974,930 | **21,407,090** |
| Police Support Services | 2,944,840 | 1,526,880 | 1,531,610 | 1,646,830 | 1,772,840 | 1,805,980 | **1,846,770** |
| **Total Police Department** | **32,155,740** | **32,935,260** | **31,614,920** | **31,722,480** | **33,823,530** | **35,214,290** | **37,315,190** |
| Fire Administration | 1,387,650 | 1,504,920 | 1,487,740 | 1,498,400 | 1,579,340 | 1,666,600 | **1,732,580** |
| Fire Extinguishment | 15,180,830 | 14,031,400 | 14,347,690 | 15,735,290 | 17,517,850 | 18,156,590 | **19,392,540** |
| Fire Prevention | 800,950 | 1,048,990 | 1,034,960 | 1,153,310 | 1,287,980 | 1,167,580 | **1,423,650** |
| **Total Fire Department** | **17,369,430** | **16,585,310** | **16,870,390** | **18,387,000** | **20,385,170** | **20,990,770** | **22,548,770** |

# GENERAL FUND
# EXPENDITURE HISTORY BY ACTIVITY

| Activity Name | 2014/15 Actual | 2015/16 Actual | 2016/17 Actual | 2017/18 Actual | 2018/19 Actual | 2019/20 Budget | 2020/21 Budget |
|---|---|---|---|---|---|---|---|
| Fleet Maintenance | 2,780,650 | 2,648,400 | 2,593,770 | 3,012,640 | 2,958,440 | 3,223,300 | **3,169,040** |
| Parks & Grounds Maintenance | 1,358,400 | 1,373,600 | 1,429,620 | 1,458,050 | 559,210 | 0 | **0** |
| Public Works Center | 278,640 | 187,440 | 206,670 | 179,300 | 197,120 | 266,520 | **180,650** |
| Street Services | 2,270,740 | 2,070,450 | 2,151,300 | 2,440,450 | 2,639,760 | 3,089,250 | **3,299,220** |
| **Total Public Works Department** | **6,688,430** | **6,279,890** | **6,381,360** | **7,090,440** | **6,354,530** | **6,579,070** | **6,648,910** |
| Refuse Collection | 4,744,360 | 4,767,020 | 4,437,520 | 4,462,720 | 4,491,460 | 4,516,800 | **4,666,480** |
| **Total Refuse Collection** | **4,744,360** | **4,767,020** | **4,437,520** | **4,462,720** | **4,491,460** | **4,516,800** | **4,666,480** |
| Building | 1,893,630 | 1,968,060 | 2,011,310 | 2,328,160 | 1,076,430 | 1,136,430 | **1,153,520** |
| Economic Development | 291,910 | 320,630 | 372,460 | 318,290 | 324,800 | 439,370 | **386,890** |
| Engineering | 1,291,350 | 1,288,080 | 1,260,990 | 1,300,040 | 1,361,010 | 1,411,070 | **1,439,300** |
| Neighborhood Services | 1,318,560 | 1,508,510 | 1,535,800 | 1,525,150 | 1,641,600 | 1,792,390 | **1,848,850** |
| Planning | 177,000 | 226,800 | 193,630 | 172,070 | 255,810 | 277,020 | **298,430** |
| Planning Commission | 4,500 | 6,650 | 7,640 | 10,300 | 7,340 | 12,270 | **10,860** |
| Sustainability Commission | 0 | 0 | 0 | 0 | 0 | 0 | **750** |
| Zoning Board of Appeals | 5,540 | 7,050 | 5,880 | 6,930 | 7,990 | 10,470 | **9,050** |
| Component Unit Funding | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 200,000 | **0** |
| **Total City Development Dept.** | **5,282,490** | **5,625,780** | **5,687,710** | **5,960,940** | **4,974,980** | **5,279,020** | **5,147,650** |
| Community Relations | 933,490 | 1,022,090 | 1,094,230 | 1,341,190 | 1,422,420 | 1,523,200 | **1,549,980** |
| Arts Commission | 0 | 50 | 0 | 780 | 710 | 720 | **2,750** |
| Beautification Commission | 320 | 650 | 1,100 | 0 | 0 | 50 | **50** |
| **Total Community Relations Dept.** | **933,810** | **1,022,790** | **1,095,330** | **1,341,970** | **1,423,130** | **1,523,970** | **1,552,780** |
| 41-A District Court | 3,087,260 | 3,223,740 | 3,242,870 | 3,309,840 | 3,428,460 | 3,595,230 | **3,656,350** |
| General Expenditures | 1,116,140 | 1,025,080 | 1,118,900 | 1,681,850 | 1,586,080 | 2,188,370 | **1,916,300** |
| Transfers Out | 8,144,440 | 7,217,320 | 7,255,500 | 8,588,030 | 20,633,990 | 12,137,940 | **10,852,970** |
| **Total General Fund** | **$90,289,410** | **$89,886,580** | **$89,450,700** | **$92,906,990** | **$109,476,920** | **$105,512,430** | **$108,142,620** |

## 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 |
|---|---|---|---|
| **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% |
| **2019** | 26,883,913 | 109,476,928 | 24.56% |

(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) |
|---|---|---|---|---|
| **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** | 3,855,214,582 | 327,166,100 | 4,182,380,682 | 50% |
| **2019** | 4,032,937,100 | 289,445,900 | 4,322,383,000 | 50% |

(1) All taxable values reflect the year in which tax revenue streams were generated. For example, the 2009 TVs (stated above in the 2010 row) were used to generate tax revenue for the year ended June 30, 2010.

(2) In accordance with the 1970 State of Michigan Constitution, the assessed value is 50 percent of appraised or estimated value.

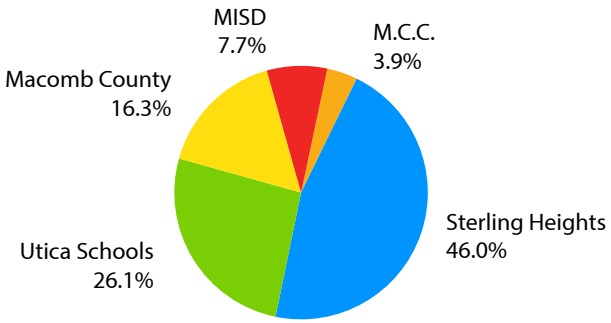
# HOMESTEAD PROPERTY TAX RATES
# DIRECT AND OVERLAPPING GOVERNMENTS
# (PER $1,000 OF TAXABLE VALUATION)

| | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|---|---|---|---|---|---|---|---|---|
| **City of Sterling Heights** | | | | | | | | | |
| Operating (1) | 10.18110 | 9.66170 | 9.14280 | 9.47030 | 9.37010 | 9.49090 | 9.48560 | 9.49400 | **10.49400** |
| Refuse | 0.94740 | 0.99990 | 1.08380 | 1.08790 | 1.12670 | 1.14240 | 1.10620 | 1.08270 | **1.04200** |
| Police & Fire Pension | 1.23880 | 1.66940 | 2.06690 | 1.82250 | 1.92380 | 1.90260 | 1.97880 | 2.01240 | **2.12790** |
| Public Improvements | 0.06840 | 0.08130 | 0.09030 | 0.10180 | 0.10470 | 0.11220 | 0.11520 | 0.11140 | **0.09710** |
| Drain | 0.25010 | 0.27350 | 0.30200 | 0.20330 | 0.16050 | 0.03770 | 0.00000 | 0.00000 | **0.00000** |
| *Re*creating Recreation | 0.00000 | 0.00000 | 0.00000 | 0.00000 | 0.00000 | 0.00000 | 0.00000 | 0.97000 | **0.95160** |
| Safe Streets | 0.00000 | 0.00000 | 0.00000 | 0.00000 | 2.50000 | 2.50000 | 2.50000 | 2.48530 | **2.46780** |
| **Total** | **12.68580** | **12.68580** | **12.68580** | **12.68580** | **15.18580** | **15.18580** | **15.18580** | **16.15580** | **17.18040** |
| **Overlapping Governments** | | | | | | | | | |
| Macomb County | 4.57350 | 4.57350 | 4.57350 | 4.57350 | 4.57350 | 4.57350 | 4.56160 | 4.52920 | **4.49750** |
| Utica Comm. Schools | 3.85000 | 3.85000 | 3.85000 | 3.85000 | 3.85000 | 3.85000 | 3.85000 | 3.85000 | **3.76000** |
| Warren Consol. Schools | 10.84210 | 10.84210 | 11.36240 | 11.38290 | 10.76030 | 10.69660 | 11.66140 | 11.37910 | **10.94780** |
| State Education | 6.00000 | 6.00000 | 6.00000 | 6.00000 | 6.00000 | 6.00000 | 6.00000 | 6.00000 | **6.00000** |
| Macomb Comm. College | 1.5712 | 1.57120 | 1.57120 | 1.53120 | 1.52620 | 1.53020 | 1.42120 | 1.40340 | **1.46400** |
| M.I.S.D. | 2.94300 | 2.94300 | 2.94300 | 2.94300 | 2.94300 | 2.94300 | 2.93550 | 2.91460 | **2.89450** |
| Huron/Clinton Metro Auth. | 0.21460 | 0.21460 | 0.21460 | 0.21460 | 0.21460 | 0.21460 | 0.21460 | 0.21400 | **0.21290** |
| S.M.A.R.T. | 0.59000 | 0.59000 | 0.59000 | 0.59000 | 1.00000 | 1.00000 | 0.99740 | 0.99030 | **1.00000** |
| County Zoo Authority | 0.10000 | 0.10000 | 0.10000 | 0.10000 | 0.10000 | 0.10000 | 0.09970 | 0.09890 | **0.09850** |
| D.I.A. | 0.00000 | 0.00000 | 0.20000 | 0.20000 | 0.20000 | 0.20000 | 0.19940 | 0.19790 | **0.19650** |
| Veterans Operations | 0.04000 | 0.04000 | 0.04000 | 0.04000 | 0.04000 | 0.04000 | 0.03980 | 0.06820 | **0.06760** |
| **Total Utica Schools (2)** | **32.56810** | **32.56810** | **32.76810** | **32.72810** | **35.63310** | **35.63710** | **35.50500** | **36.42230** | **37.37190** |
| | | | | | | | | | |
| **Total Warren Schools (2)** | **39.56020** | **39.56020** | **40.28050** | **40.26100** | **42.54340** | **42.48370** | **43.31640** | **43.95140** | **44.55970** |

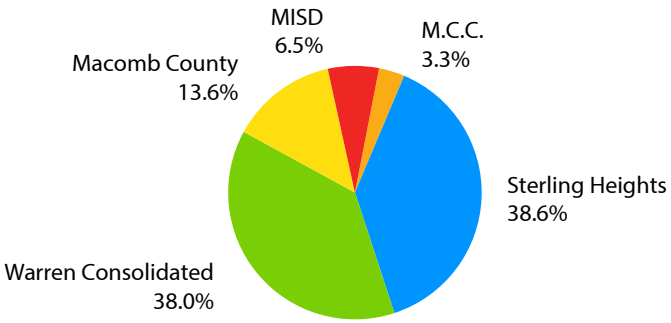
(1) City general operating tax rate charter limit equals 12.0 mills.
(2) Sterling Heights taxable valuation is based on 62% for Utica Schools and 38% for Warren Consolidated Schools for the year ended June 30, 2019.

## City of Sterling Heights
### 2018/19 Distribution of Homestead Taxes

**Utica Community Schools**

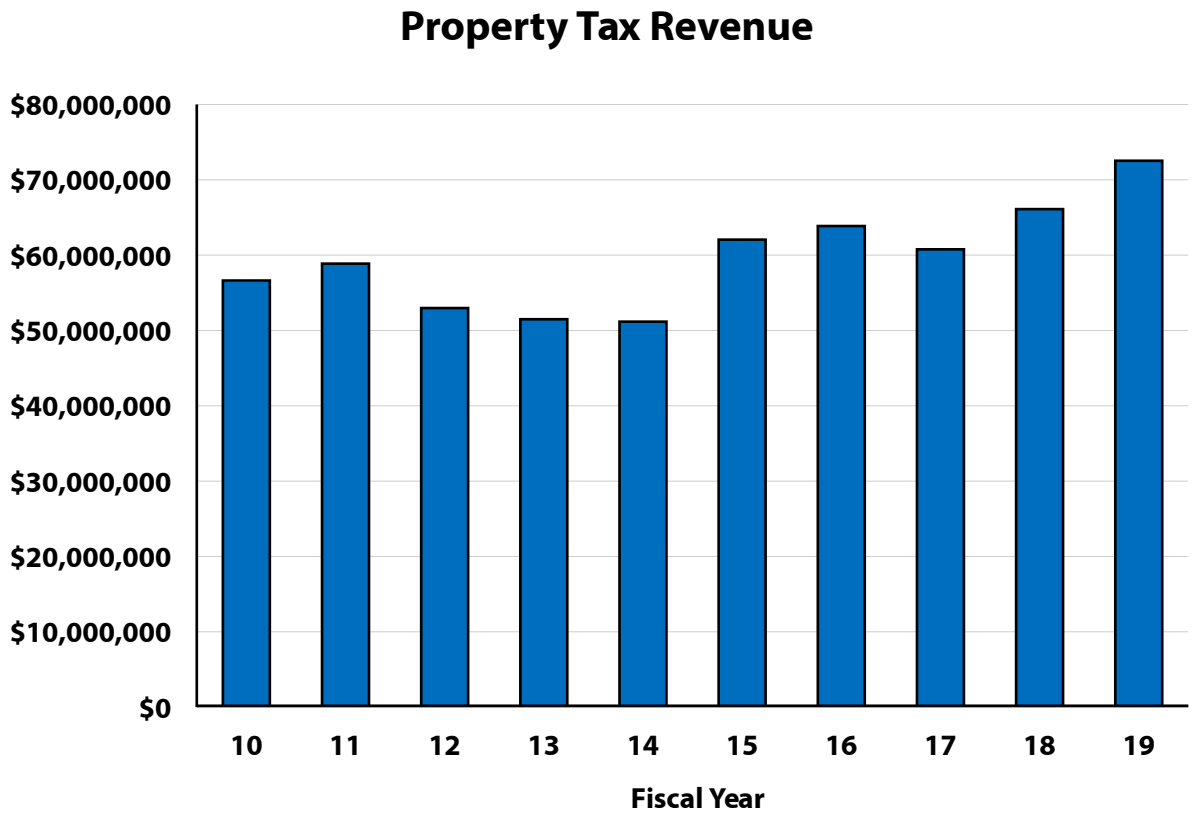



**Warren Consolidated Schools**



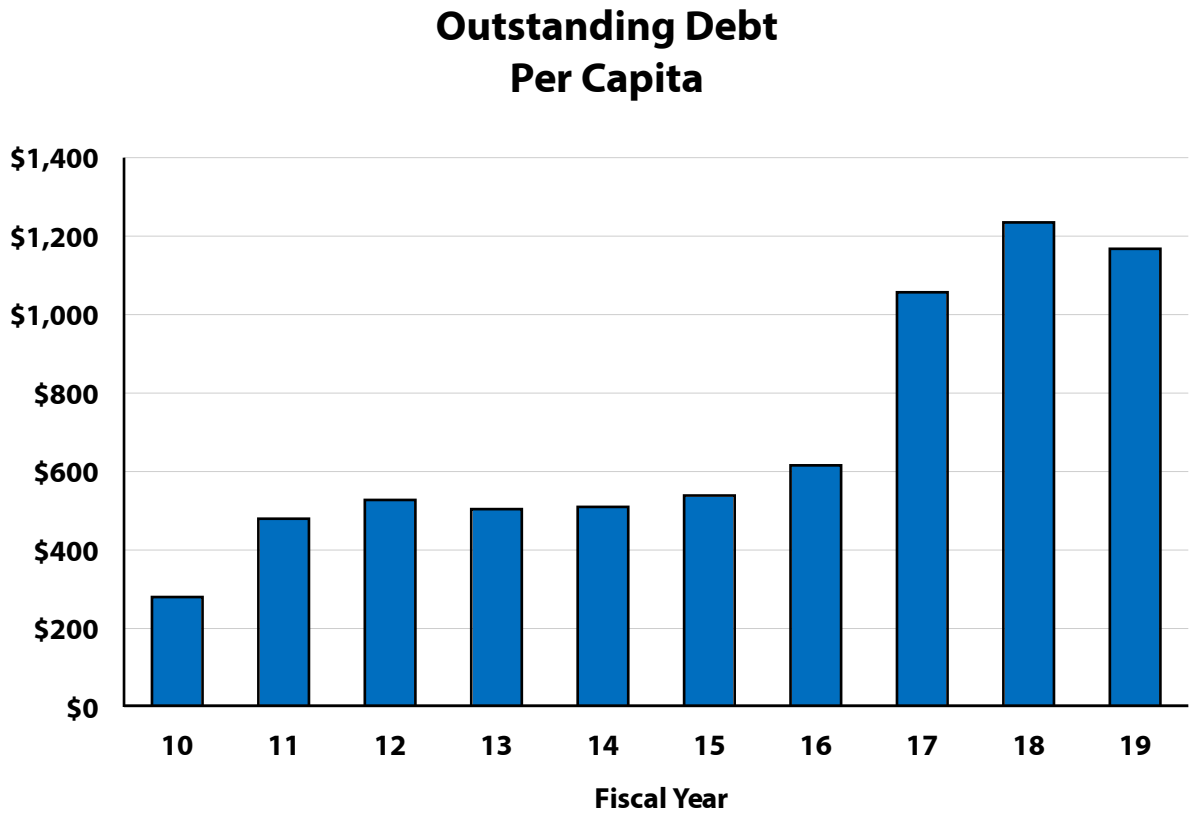
# GENERAL GOVERNMENT TAX REVENUES BY SOURCE
# LAST TEN FISCAL YEARS

| 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 | |
| **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** |
| **2019** | 44,404,945 | 4,407,310 | 9,011,570 | 7,102,036 | 64,925,861 | 3,330,120 | 4,032,610 | 688 | 413,759 | 414,447 | **72,703,038** |



# RATIOS OF OUTSTANDING DEBT BY TYPE
# LAST TEN FISCAL YEARS

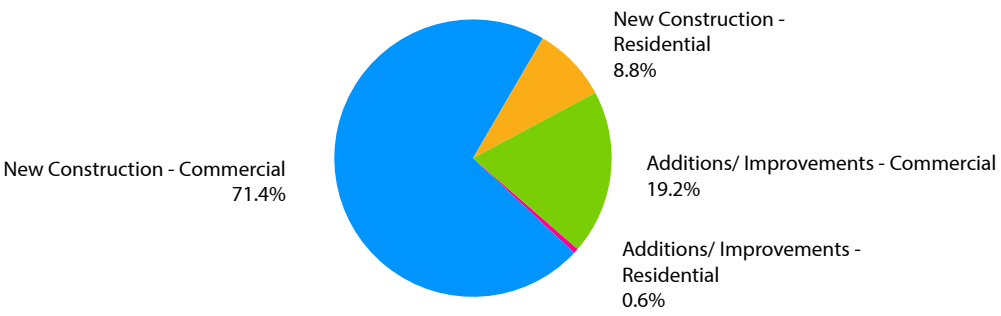
| Fiscal Year Ended June 30 | Governmental Activities | | | | | Business-Type Activities County Issued | | | | Primary Govt. | % | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | General Obligation Bonds | Michigan Transp. Bonds | Special Assess. Bonds | County Issued Bonds | Capital Leases | General Obligation Bonds | Special Assess. Bonds | Revolv. Loan Funds | Capital Leases | Outstand. Debt Total | of Personal Income | Pop. | Debt Per Capita |
| **2010** | 8,820,000 | 16,130,000 | 3,160,000 | 4,635,000 | — | 3,702,531 | — | — | — | 36,447,531 | 0.96% | 128,500 | **283.64** |
| **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 | **483.23** |
| **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 | **531.07** |
| **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 | **507.69** |
| **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 | **513.35** |
| **2015** | 5,253,950 | 7,465,086 | 2,550,000 | 150,000 | 186,769 | 33,071,724 | 4,098,344 | 17,592,684 | 7,063 | 70,338,913 | 2.24% | 129,699 | **542.32** |
| **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 | **619.25** |
| **2017** | 46,135,000 | 16,595,000 | 2,250,000 | — | 111,621 | 46,597,435 | 3,702,527 | 22,126,394 | 5,253 | 137,523,230 | 4.38% | 129,699 | **1,060.33** |
| **2018** | 63,190,000 | 23,180,000 | 2,100,000 | — | 71,364 | 48,741,669 | 2,258,379 | 21,072,504 | 3,358 | 160,617,274 | 5.11% | 129,699 | **1,238.38** |
| **2019** | 60,335,000 | 20,845,000 | 1,950,000 | — | 29,207 | 46,797,853 | 1,962,402 | 19,973,656 | 1,375 | 151,894,493 | 4.84% | 129,699 | **1,171.13** |



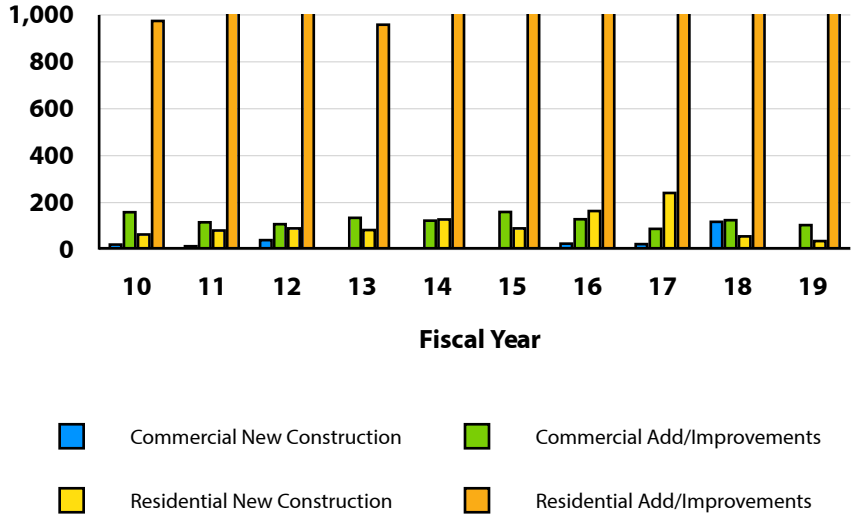
# BUILDING PERMITS AT MARKET VALUE
# LAST TEN FISCAL YEARS

| 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 | |
| 2010 | 70 | 12,386,830 | 980 | 839,587 | 13,226,417 | 27 | 31,115,804 | 165 | 28,194,133 | 59,309,937 |
| 2011 | 87 | 15,494,221 | 1,152 | 1,147,729 | 16,641,950 | 20 | 91,661,691 | 122 | 21,444,771 | 113,106,462 |
| 2012 | 96 | 19,872,576 | 1,187 | 1,291,986 | 21,164,562 | 46 | 97,795,253 | 114 | 16,137,512 | 113,932,765 |
| 2013 | 89 | 20,919,441 | 964 | 2,528,899 | 23,448,340 | 8 | 15,546,849 | 141 | 37,063,864 | 52,610,713 |
| 2014 | 134 | 31,286,101 | 1,104 | 1,191,570 | 32,477,671 | 8 | 6,077,060 | 129 | 25,288,174 | 31,365,234 |
| 2015 | 96 | 22,656,130 | 1,443 | 1,126,895 | 23,783,025 | 10 | 25,455,891 | 166 | 26,570,017 | 52,025,908 |
| 2016 | 170 | 87,099,668 | 1,652 | 1,528,732 | 88,628,400 | 31 | 31,932,939 | 135 | 15,628,005 | 47,560,944 |
| 2017 | 247 | 55,558,146 | 1,694 | 958,155 | 56,516,301 | 29 | 81,070,698 | 94 | 9,340,587 | 90,411,285 |
| 2018 | 62 | 19,906,414 | 1,548 | 1,101,534 | 21,007,948 | 124 | 86,425,717 | 131 | 31,448,148 | 117,873,865 |
| 2019 | 42 | 13,392,236 | 1,401 | 887,605 | 14,279,841 | 11 | 108,794,390 | 110 | 29,263,744 | 138,058,134 |

## Market Value of 2019 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 | | | | | |
| **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% |
| **2019** | 129,699 (1) | 40-44 | 86.4% | 22.9% | 24,213 | 3,140,402 | 49,576 | 53,390 | 4.2% |

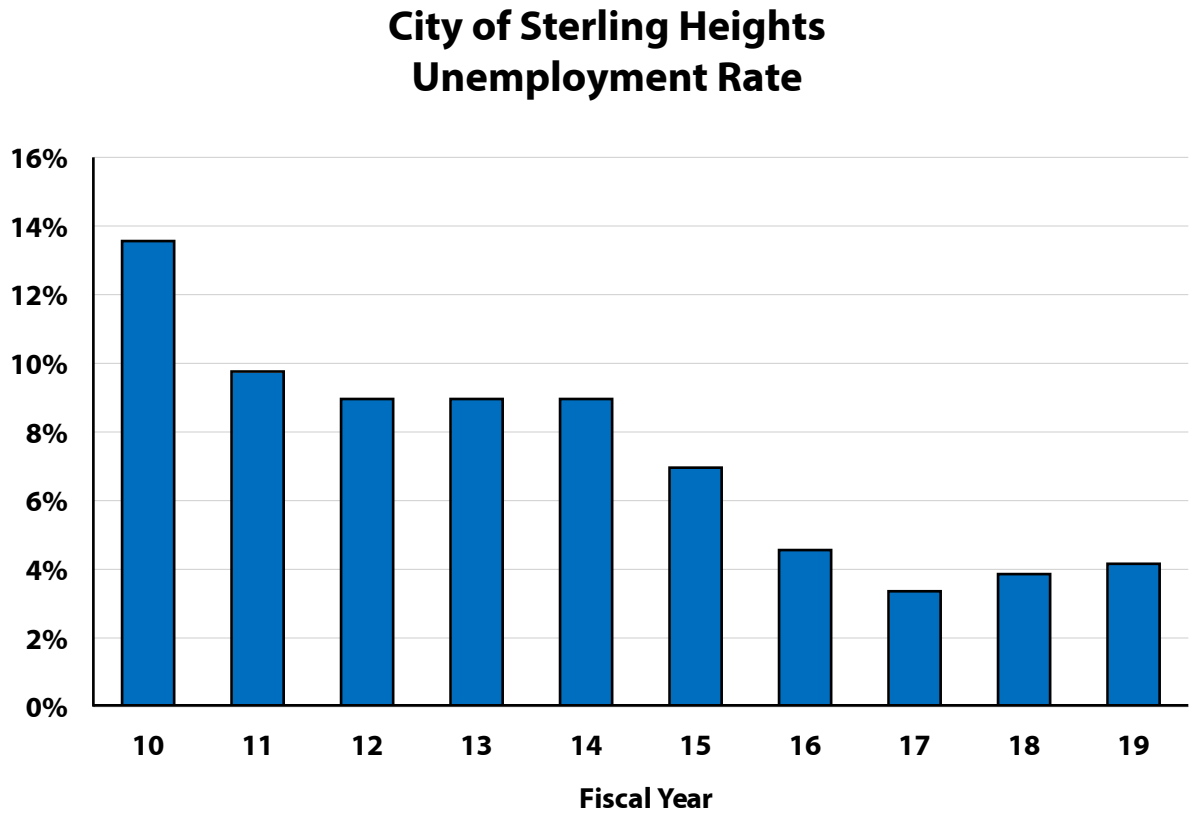
Sources:

(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, Labor & Budget



# 2020/21 BUDGET

**Fund Name** **Fund**
**Police & Fire Pension Board** **7380**

| Account Number | Account Name | 2018/19 Actual | 2019/20 Budget | 2019/20 To 12/31 | 2019/20 Estimate | 2020/21 Budget |
|---|---|---|---|---|---|---|
| | Supplies | | | | | |
| 729.000 | Postage | $252 | $400 | $277 | $400 | $400 |
| 751.000 | Operating Supplies | 293 | 200 | 95 | 200 | 400 |
| | Total Supplies | 545 | 600 | 372 | 600 | 800 |
| | Other Charges | | | | | |
| 802.000 | Audit & Accounting Services | 21,851 | 25,000 | 21,718 | 25,000 | 36,640 |
| 805.000 | Administrative Services | 18,837 | 0 | 0 | 0 | 47,610 |
| 806.000 | Legal Services | 8,636 | 11,000 | 0 | 11,000 | 11,000 |
| 807.000 | Medical Services | 1,900 | 2,000 | 0 | 2,000 | 2,000 |
| 810.000 | Other Fees | 0 | 0 | 0 | 0 | 22,000 |
| 826.000 | Other Contracted Services | 1,856,235 | 1,459,250 | 785,787 | 1,459,250 | 1,533,750 |
| 903.000 | Printing | 0 | 200 | 22 | 200 | 0 |
| 922.000 | Telephone | 0 | 0 | 0 | 0 | 0 |
| 957.000 | Memberships & Dues | 200 | 200 | 200 | 200 | 200 |
| 959.000 | Education & Training | 9,256 | 10,000 | 645 | 10,000 | 10,000 |
| | Total Other Charges | 1,916,915 | 1,507,450 | 808,372 | 1,507,450 | 1,663,200 |
| | Capital Outlay | | | | | |
| 979.000 | Computer Equipment | 0 | 0 | 0 | 0 | 0 |
| | Total Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| | **Total Activity** | **$1,917,460** | **$1,508,050** | **$808,744** | **$1,508,050** | **$1,664,000** |

NOTE: The "2018/19 Actual" & "2019/20 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 | 100 | |
| Technical/Office - MAPE | 6/30/2022 | 59 | 34* |
| DPW Field - Teamsters Local 214 | 6/30/2021 | 59 | |
| Police Command Officers - COA | 6/30/2022 | 34 | |
| Professional & Technical - MAPE | 6/30/2023 | 37 | 15 |
| Court Clerical - AFSCME Local 1884 | 6/30/2022 | 19 | 6 |
| Police Clerical - MAP | 6/30/2023 | 20 | |
| Supervisory - MAPE | 6/30/2022 | 12 | |
| Executive Group - SHEG | 6/30/2022 | 7 | |
| DPW Supervisors - AFSCME Local 1917 | 6/30/2021 | 7 | |
| Total Union Employees | | 471 | 55 |
| **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) | | | 78 |
| Total Non-Union Employees | | 15 | 78 |
| **Total All Employees** | | **486** | **133** |

* Includes ten 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 | $206,368 |
| Total Housing Units | 54,272 |
| Houses | 34,568 |
| Condominiums | 6,882 |
| Apartments | 11,131 |
| Mobile Homes | 1,691 |

## Principal Property Taxpayers

| **Company/Taxable Value** | |
|---|---|
| FCA US, LLC | $84,326,356 |
| Detroit Edison Company | 51,176,763 |
| Ford Motor Company | 39,753,824 |
| Consumers Energy Company | 39,732,128 |
| Lakeside OOTB Ventures, LLC | 32,230,500 |
| Chalk Spade Investments Inc | 23,945,738 |
| Liberty Park Commerce Center, LLC | 13,459,725 |
| International Transmission | 13,376,353 |
| General Dynamics Land Systems | 13,255,251 |
| BAE Systems | 11,831,801 |

## Major Employers

| **Company/Employees** | |
|---|---|
| FCA US, LLC | 9,928 |
| America's Back Office | 3,500 |
| General Dynamics Land Systems Inc. | 3,170 |
| Ford Motor Company | 2,720 |
| Utica Community Schools | 1,637 |
| Detroit Newspaper Partnership, L.P. | 1,000 |
| Walmart Inc. | 850 |
| Mayco International LLC | 750 |
| BAE Systems | 600 |
| Meijer, Inc. | 475 |

## Employment Status [2]

| | |
|---|---|
| Population 16 years & over | 106,778 |
| In labor force | 68,650 |
| Civilian labor force | 68,650 |
| Employed | 67,247 |
| Unemployed | 1,403 |
| Percent of civilian labor force | 2.0 |
| Armed Forces | 0 |
| Not in labor force | 38,128 |

## Occupation [2]

| | |
|---|---|
| Employed civilian population 16 yrs. & over | 67,247 |
| Management, business, science & arts occupations | 25,146 |
| Service occupations | 12,287 |
| Sales & office occupations | 15,100 |
| Natural resources, construction, & maintenance occupations | 3,806 |
| Production, transportation & material moving occupations | 10,908 |

## Industry [2]

| | |
|---|---|
| Agriculture, forestry, fishing and hunting, & mining | 87 |
| Construction | 2,021 |
| Manufacturing | 14,351 |
| Wholesale trade | 1,602 |
| Retail trade | 9,597 |
| Transportation and warehousing & utilities | 2,857 |
| Information | 822 |
| Finance, insurance, real estate & rental and leasing | 3,409 |
| Professional, scientific, management, administrative & waste management | 5,913 |
| Educational, health & social assistance | 13,449 |
| Arts, entertainment, recreation, accommodation & food services | 7,720 |
| Other services (except public administration) | 3,043 |
| Public administration | 2,376 |

## School Enrollment [2]

| | |
|---|---|
| Population 3 yrs. & over enrolled in school | 30,315 |
| Nursery school, preschool | 2,238 |
| Kindergarten | 2,110 |
| Elementary (grades 1-8) | 11,554 |
| High School (grades 9-12) | 5,817 |
| College or graduate school | 8,596 |

## Streets & Sidewalks

| | |
|---|---|
| Miles of City Streets: | |
| Primary | 63 |
| Secondary | 288 |
| Estimated Sidewalks in Miles | 620 |
| Vehicular Bridges | 11 |
| Street Lights | 2,535 |

## Police Protection

| | |
|---|---|
| Group A offenses [3] | 3,210 |
| Group B offenses [4] | 4,090 |
| Injury Accidents | 925 |
| Property Damage | 3,680 |
| Private Property Damage | 197 |
| Total Traffic Violations | 27,986 |
| Civil Infractions | 23,990 |
| Parking Violations | 1,326 |
| Adult Arrests | 3,411 |
| Juvenile Arrests | 88 |
| OUIL Arrests | 120 |

## Fire Protection

| | |
|---|---|
| Stations | 5 |
| Emergency Alarms Answered | 15,795 |
| Medical Emergencies | 11,856 |
| Fire Inspections Conducted | 1,235 |
| Inspection Violations Issued | 2,319 |
| Training Hours Completed | 43,780 |

## 41-A District Court

| | |
|---|---|
| Cases Handled: | |
| Civil | 3,180 |
| Criminal | 4,018 |
| Traffic | 27,350 |
| Landlord & Tenant | 2,164 |
| Small Claims | 282 |

## Election Data

| | |
|---|---|
| Registered Voters | 86,629 |
| Voters at Polls | 35,160 |
| Absentee Ballots | 14,232 |
| Percent Voting | 57.02% |

## Parks & Recreation

| | |
|---|---|
| Acres | 820 |
| Developed Parks | 28 |
| Adult Athletics Attendance | 18,728 |
| Instructional Rec. Attendance | 29,802 |
| Nature Program Attendance | 16,020 |
| Senior Program Attendance | 118,720 |
| Special Event Attendance | 120,118 |
| Summer Playground Attendance | 8,776 |
| Adaptive Rec. Program Attendance | 7,135 |

## Library

| | |
|---|---|
| Registered Borrowers | 64,449 |
| In-House Materials Usage | 33,526 |
| Items Circulated | 632,157 |
| Reference Transactions | 54,365 |
| Program Attendance | 32,751 |
| Library Visits | 223,577 |
| Interlibrary Loan Requests | 68,940 |
| Interlibrary Loan Requests - Lent | 61,875 |
| Book Van Deliveries | 2,833 |
| Online Computer Users | 1,091,578 |

## Water & Sewer Services

| | |
|---|---|
| Customers: | |
| Residential | 35,539 |
| Commercial/Industrial | 4,333 |
| Miles of Water Mains | 667 |
| Miles of Sanitary Sewers | 475 |
| Fire Hydrants | 7,429 |
| Water (in thousand cubic feet): | |
| Purchased from Detroit | 584,634 |
| Sold to Residents | 591,239 |
| Rates: | |
| 1,000 Cubic Feet (water and sewer) | $77.20 |
| Sewer Only - Per Billing | $89.00 |

[1] Source: U.S. Census Bureau, Census 2010

[2] Source: 2018 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. 470**

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 2020/21; TO ADOPT THE FEE SCHEDULE FOR PUBLIC RECORDS AND SERVICES FOR THE FISCAL YEAR 2020/21; AND TO ADOPT WATER AND SEWAGE DISPOSAL RATES FOR THE FISCAL YEAR 2020/21.

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, 2020 through June 30, 2021. The City Council does hereby adopt, by budgetary center, the following General Fund and Special Revenue Funds budgets for 2020/21.

**Sec. 2.01**

**GENERAL FUND BUDGET:**

**REVENUES & OTHER FINANCING SOURCES**

| | | | |
|---|---|---|---|
| **REVENUES** | | | |
| Net General Tax Revenue | $43,273,570 | | |
| Licenses and Permits | 2,447,600 | | |
| State and Local Returns | 15,112,680 | | |
| Fines and Forfeitures | 1,740,500 | | |
| Charges for Services | 13,818,090 | | |
| Other Revenue | 3,449,080 | | |
| Cable Revenue | 2,200,000 | | |
| Use of Fund Balance | ~~2,614,900~~ | 2,639,900 | |
| Total General Revenue | | ~~84,656,420~~ | 84,681,420 |
| Refuse Tax Revenue | 4,516,710 | | |
| Police & Fire Pension Tax Revenue | 11,346,330 | | |
| Safe Streets Tax Revenue | 7,598,160 | | |
| Total Other Tax Revenue | | 23,461,200 | |
| Total Revenues | | ~~108,117,620~~ | 108,142,620 |
| **OTHER FINANCING SOURCES** | | | |
| Transfers In | 0 | | |
| Total Other Financing Sources | | 0 | |
| **Total Revenues & Other Financing Sources** | | **~~$108,117,620~~** | **$108,142,620** |

and does hereby designate $43,103,570 to be raised by 9.3106 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 $11,346,330 to be raised by 2.4441 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 $4,516,710 to be raised by 0.9639 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 $7,598,160 to be raised by 1.6394 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 | ~~$10,902,070~~ | $10,927,070 | |
| Public Library Department | 2,910,150 | | |
| Police Department | 37,315,190 | | |
| Fire Department | 22,548,770 | | |
| Public Works Department | 6,648,910 | | |
| Refuse Collection | 4,666,480 | | |
| City Development Department | 5,147,650 | | |
| Community Relations Department | 1,552,780 | | |
| 41-A District Court | 3,656,350 | | |
| General Expenditures | 1,916,300 | | |
| Contribution to Fund Balance | 0 | | |
| Total Expenditures | | ~~97,264,650~~ | 97,289,650 |
| **OTHER FINANCING USES** | | | |
| Transfers Out | 10,852,970 | | |
| Total Other Financing Uses | | 10,852,970 | |
| **Total General Fund** | | **~~$108,117,620~~** | **$108,142,620** |

**Sec. 2.02**

**WATER & SEWER OPERATING FUND:**

| | | |
|---|---|---|
| **OPERATING REVENUES** | | |
| Operating Revenues | $53,403,380 | |
| **Total Operating Revenues** | | **$53,403,380** |
| **OPERATING EXPENSES** | | |
| Administration | $4,341,360 | |
| Water Distribution | 18,532,800 | |
| Sewage Collection | 30,509,070 | |
| Contribution to Retained Eearnings | 20,150 | |
| **Total Water & Sewer Operating Fund** | | **$53,403,380** |

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, 2020.

## WATER RATES

| Consumption Charges Per Billing Period: | Rate Per Thousand Cubic Ft. |
|---|---|
| First 3,000 cubic feet or less | $30.28 |
| All over 3,000 cubic feet | 37.84 |

| | |
|---|---|
| Fixed GLWA fee (single-family residential customers) | $5.50 |
| Fixed GLWA fee (all other customers) | 7.75 |

Oversized Meter Charges Per Billing Period

| | |
|---|---|
| 1 ½" | 5.50 |
| 2" | 14.24 |
| 3" | 26.12 |
| 4" | 34.26 |
| 6" | 54.21 |
| 8" | 86.34 |
| 10" | 113.40 |
| 12" | 129.59 |

## 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 | $50.94 |

| | |
|---|---|
| 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 $91.00 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 | $568,190 | |
| Federal Grants | 0 | |
| State Sources | 9,735,720 | |
| Other Revenue | 375,000 | |
| Total Revenues | | 10,678,910 |
| **OTHER FINANCING SOURCES** | | |
| Transfer from General Fund | 1,000,000 | |
| Total Other Financing Sources | | 1,000,000 |
| **Total Revenues & Other Financing Sources** | | **$11,678,910** |
| **EXPENDITURES & OTHER FINANCING USES** | | |
| **EXPENDITURES** | | |
| Administration Expenses | $136,260 | |
| Major Street Maintenance | 2,672,500 | |
| Major Street Improvements | 6,110,000 | |
| Contribution to Fund Balance | 0 | |
| Total Expenditures | | 8,918,760 |
| **OTHER FINANCING USES** | | |
| Transfer to Road Bond Debt Retirement Fund | 2,760,150 | |
| Transfer to Local Road Fund | 0 | |
| Total Other Financing Uses | | 2,760,150 |
| **Total Major Road Fund** | | **$11,678,910** |

**Sec. 2.04**

**LOCAL ROAD FUND BUDGET:**

**REVENUES & OTHER FINANCING SOURCES**

| | | |
|---|---|---|
| **REVENUES** | | |
| Fund Balance | $0 | |
| Net Property Taxes | 3,680,810 | |
| State Sources | 3,828,620 | |
| Charges for Services | 45,000 | |
| Other Revenues | 49,940 | |
| Total Revenues | | 7,604,370 |
| **OTHER FINANCING SOURCES** | | |
| Transfer from General Fund | 0 | |
| Transfer from Major Road Fund | 0 | |
| Total Other Financing Sources | | 0 |
| **Total Revenues & Other Financing Sources** | | **$7,604,370** |

and does hereby designate $3,684,810 to be raised by 0.7949 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 | $130,080 | |
| Local Street Maintenance | 2,314,500 | |
| Local Street Improvements | 5,100,000 | |
| Contribution to Fund Balance | 59,790 | |
| Total Expenditures | | 7,604,370 |
| **OTHER FINANCING USES** | | |
| Transfer to Road Bond Debt Retirement Fund | 0 | |
| Total Other Financing Uses | | 0 |
| **Total Local Road Fund** | | **$7,604,370** |

**Sec. 2.05**

**LAND & WATER CONSERVATION FUND BUDGET:**

**REVENUES & OTHER FINANCING SOURCES**

| | | |
|---|---|---|
| **REVENUES** | | |
| Fund Balance | $0 | |
| Federal & State Sources | 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** | | |
| Land Acquisition | $0 | |
| Land Improvements | 0 | |
| Contribution to Fund Balance | 0 | |
| **Total Land & Water Conservation Fund** | | **$0** |

**Sec. 2.06**

**PARKS & RECREATION FUND BUDGET:**

**REVENUES & OTHER FINANCING SOURCES**

| | | |
|---|---|---|
| **REVENUES** | | |
| Fund Balance | $1,458,520 | |
| Property Taxes | 4,386,990 | |
| State Sources | 720,200 | |
| Charges for Services | 764,600 | |
| Other Revenue | 59,500 | |
| Total Revenues | | 7,389,810 |
| **OTHER FINANCING SOURCES** | | |
| Transfer from General Fund | 2,736,350 | |
| Total Other Financing Sources | | 2,736,350 |

| | | |
|---|---|---|
| **Total Revenues & Other Financing Sources** | | **$10,126,160** |

and does hereby designate $4,376,990 to be raised by 0.9443 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 | $2,856,820 | |
| Supplies | 188,020 | |
| Other Charges | 2,122,730 | |
| Capital Outlay | 1,960,000 | |
| Debt Service | 2,998,590 | |
| **Total Parks & Recreation Fund** | | **$10,126,160** |

**Sec. 2.07**

**PUBLIC SAFETY FORFEITURE FUND BUDGET:**

| | | |
|---|---|---|
| **REVENUES** | | |
| Fund Balance | $559,920 | |
| Federal Forfeitures | 0 | |
| Treasury Forfeitures | 0 | |
| State Forfeitures | 0 | |
| Gambling Forfeitures | 0 | |
| Operating While Intoxicated Forfeitures | 0 | |
| Act 302 Training Funds | 28,800 | |
| Interest Income | 12,550 | |
| **Total Revenues** | | **$601,270** |
| **EXPENDITURES** | | |
| Federal Forfeitures | $161,360 | |
| Treasury Forfeitures | 0 | |
| State Forfeitures | 400,110 | |
| Gambling Forfeitures | 0 | |
| Operating While Intoxicated Forfeitures | 11,000 | |
| Act 302 Training Funds | 28,800 | |
| **Total Public Safety Forfeiture Fund** | | **$601,270** |

**Sec. 2.08**

**COMMUNITY DEVELOPMENT BLOCK GRANT FUND BUDGET:**

| | | |
|---|---|---|
| **REVENUES** | | |
| Community Development Block Grant | $1,126,600 | |
| **Total Revenues** | | **$1,126,600** |
| **EXPENDITURES** | | |
| Administrative Expenses | $165,000 | |
| Books | 6,910 | |
| Senior Citizens Home Chore Program | 24,920 | |
| Single Parent Education Program | 11,490 | |
| Minor Home Repair | 30,000 | |
| Adaptive Recreation Program | 18,910 | |
| Housing Rehabilitation Program | 300,000 | |
| Contributions to Non-Profit Organizations | 59,370 | |

| | | |
|---|---|---|
| Capital & Other Improvements | 510,000 | |
| **Total Community Development Block Grant Fund** | | **$1,126,600** |

**Sec. 2.09**

**INDIGENT DEFENSE FUND BUDGET:**

| | | |
|---|---|---|
| **REVENUES** | | |
| State Grants | 483,460 | |
| Interest on Investments | 3,000 | |
| **Total Revenues** | | **$486,460** |
| **EXPENDITURES** | | |
| Supplies | $500 | |
| Other Charges | 482,960 | |
| Contribution to Fund Balance | 3,000 | |
| **Total Indigent Defense Fund** | | **$486,460** |

**Sec. 2.10**

**CORRIDOR IMPROVEMENT AUTHORITY FUND:**

**REVENUES & OTHER FINANCING SOURCES**

| | | |
|---|---|---|
| **REVENUES** | | |
| Property Taxes | $240,000 | |
| Other Revenue | 4,000 | |
| **Total Revenues** | | **$244,000** |
| **EXPENDITURES** | | |
| Miscellaneous | $100,000 | |
| Contribution to Fund Balance | 144,000 | |
| **Total Corridor Improvement Authority Fund** | | **$244,000** |

**Sec. 2.11**

**ECONOMIC DEVELOPMENT CORPORATION FUND BUDGET:**

**REVENUES & OTHER FINANCING SOURCES**

| | | |
|---|---|---|
| **REVENUES** | | |
| Fund Balance | $74,000 | |
| Other Revenue | 5,000 | |
| Total Revenues | | 79,000 |
| **OTHER FINANCING SOURCES** | | |
| Transfer from General Fund | 0 | |
| Total Other Financing Sources | | 0 |
| **Total Revenues & Other Financing Sources** | | **$79,000** |
| **EXPENDITURES & OTHER FINANCING USES** | | |
| **EXPENDITURES** | | |
| Administration Expenses | $0 | |

| | | |
|---|---|---|
| Other Charges | 79,000 | |
| Total Expenditures | | 79,000 |
| | | |
| **OTHER FINANCING USES** | | |
| Transfer to LDFA Fund | 0 | |
| Total Other Financing Uses | | 0 |
| | | |
| **Total Economic Development Corporation Fund** | | **$79,000** |

**Sec. 2.12**

**BROWNFIELD AUTHORITY FUND:**

**REVENUES & OTHER FINANCING SOURCES**

| | | |
|---|---|---|
| **REVENUES** | | |
| Property Taxes | $962,100 | |
| Funding from General Government | 0 | |
| Other Revenue | 1,500 | |
| | | |
| **Total Revenues** | | **$963,600** |
| | | |
| **EXPENDITURES** | | |
| Miscellaneous | $960,000 | |
| Contribution to Fund Balance | 3,600 | |
| | | |
| **Total Brownfield Authority Fund** | | **$963,600** |

**Sec. 2.13**

**LOCAL DEVELOPMENT FINANCE AUTHORITY FUND BUDGET:**

**REVENUES & OTHER FINANCING SOURCES**

| | | |
|---|---|---|
| **REVENUES** | | |
| Fund Balance | $0 | |
| Property Taxes | 1,294,000 | |
| Other Revenue | 220,000 | |
| Total Revenues | | 1,514,000 |
| | | |
| **OTHER FINANCING SOURCES** | | |
| Transfer from Economic Development Fund | 0 | |
| Total Other Financing Sources | | 0 |
| | | |
| **Total Revenues & Other Financing Sources** | | **$1,514,000** |
| | | |
| **EXPENDITURES** | | |
| Incubator Renovations | $0 | |
| Incubator Operations | 876,500 | |
| SmartZone Improvements | 0 | |
| Contribution to Fund Balance | 637,500 | |
| | | |
| **Total Local Development Finance Authority** | | **$1,514,000** |

**Sec. 2.14**

**GENERAL DRAIN FUND:**

**REVENUES & OTHER FINANCING SOURCES**

| | | |
|---|---|---|
| **REVENUES** | | |
| Fund Balance | $0 | |
| Net Drain Tax Revenue | 710 | |
| Other Revenue | 0 | |
| Total Revenues | | 710 |
| **OTHER FINANCING SOURCES** | | |
| Bond Proceeds – Refunding | 0 | |
| Total Other Financing Sources | | 0 |
| **Total Revenues & Other Financing Sources** | | **$710** |
| **EXPENDITURES** | | |
| Other Charges | $0 | |
| Principal | 0 | |
| Interest | 0 | |
| Contribution to Fund Balance | 710 | |
| | | 710 |
| **OTHER FINANCING USES** | | |
| Transfer to General Fund | 0 | |
| Total Other Financing Uses | | 0 |
| **Total Drain Fund** | | **$710** |

**Sec. 2.15**

**VOTED TAX GENERAL OBLIGATION DEBT BUDGET:**

**REVENUES & OTHER FINANCING SOURCES**

| | | |
|---|---|---|
| **REVENUES** | | |
| Fund Balance | $29,340 | |
| Other Revenue | 5,500 | |
| Federal & State Sources | 36,280 | |
| Net Proposal F Tax Revenue | 514,930 | |
| Total Revenues | | 586,050 |
| **OTHER FINANCING SOURCES** | | |
| Transfer from General Fund | 0 | |
| Total Other Financing Sources | | 0 |
| **Total Revenues & Other Financing Sources** | | **$586,050** |

and does hereby designate $514,130 to be raised by 0.1097 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 | $586,050 | |
| Contribution to Fund Balance | 0 | |
| **Total Voted Tax General Obligation Debt Fund** | | **$586,050** |

**Sec. 2.16**

**ROAD BOND DEBT REITREMENT FUND:**

**REVENUES & OTHER FINANCING SOURCES**

| | | |
|---|---|---|
| **REVENUES** | | |
| Fund Balance | $0 | |
| Special Assessment Revenue | 136,180 | |
| Interest Income | 24,650 | |
| Federal Interest Rebates | 6,000 | |
| Total Revenues | | 166,830 |
| **OTHER FINANCING SOURCES** | | |
| Transfer from Major Road Fund | 2,760,150 | |
| Transfer from Road Bond Construction Fund | 0 | |
| Total Other Financing Sources | | 2,760,150 |
| **Total Revenues & Other Financing Sources** | | **$2,926,980** |
| **EXPENDITURES** | | |
| Principal | $2,005,000 | |
| Interest | 752,000 | |
| Other Fees | 3,150 | |
| Contribution to Fund Balance | 166,830 | |
| **Total Road Bond Debt Retirement Fund** | | **$2,926,980** |

**Sec. 2.17**

**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 | 2,955,610 | |
| Total Other Financing Sources | | 2,955,610 |
| **Total Revenues & Other Financing Sources** | | **$2,955,610** |
| **EXPENDITURES** | | |
| Principal | $1,445,000 | |
| Interest | 1,509,610 | |
| Other Fees | 1,000 | |
| **Total Limited Tax General Obligation Debt Fund** | | **$2,955,610** |

**Sec. 2.18**

**CAPITAL PROJECTS FUND:**

**REVENUES & OTHER FINANCING SOURCES**

| | | |
|---|---|---|
| **REVENUES** | | |
| Fund Balance | $0 | |
| State & Local Returns | 0 | |
| Other Revenue | 1,242,040 | |
| Total Revenues | | 1,242,040 |
| **OTHER FINANCING SOURCES** | | |
| Transfer from General Fund | 4,081,010 | |
| Total Other Financing Sources | | 4,081,010 |
| **Total Revenues & Other Financing Sources** | | **$5,323,050** |
| **EXPENDITURES** | | |
| Capital Equipment | $1,083,460 | |
| Capital Vehicles | 1,529,000 | |
| Capital Projects | 1,943,550 | |
| Contribution to Fund Balance | 767,040 | |
| **Total Capital Projects Fund** | | **$5,323,050** |

**Sec. 2.19**

**FACILITIES IMPROVEMENT FUND:**

| | | |
|---|---|---|
| **REVENUES** | | |
| Fund Balance | $6,557,190 | |
| Other Revenues | 290,000 | |
| **Total Revenues** | | **$6,847,190** |
| **EXPENDITURES** | | |
| Other Charges | $30,000 | |
| Capital Equipment | $235,500 | |
| Capital Improvements | $6,581,690 | |
| **Total Facilities Improvement Fund** | | **$6,847,190** |

**Sec. 2.20**

**CLINTON RIVER RESTORATION FUND:**

| | | |
|---|---|---|
| **REVENUES** | | |
| Federal Grants | $0 | |
| Total Revenues | | 0 |
| | | |
| **OTHER FINANCING SOURCES** | | |
| Transfer from General Fund | 80,000 | |
| Total Other Financing Sources | | 80,000 |
| | | |
| **Total Revenues & Other Financing Sources** | | **$80,000** |
| | | |
| **EXPENDITURES** | | |
| Other Charges | $20,000 | |
| Capital Projects | 60,000 | |
| | | |
| **Total Clinton River Restoration Fund** | | **$80,000** |

**Sec. 2.21**

**ROAD BOND CONSTRUCTION FUND:**

| | | |
|---|---|---|
| **REVENUES & OTHER FINANCING SOURCES** | | |
| | | |
| **REVENUES** | | |
| Fund Balance | $0 | |
| Other Revenue | 300,000 | |
| Federal Grants | 0 | |
| Total Revenues | | 300,000 |
| | | |
| **OTHER FINANCING SOURCES** | | |
| Proceeds from Long-Term Debt | 14,500,000 | |
| Transfer from Major Road Fund | 0 | |
| Total Other Financing Sources | | 14,500,000 |
| | | |
| **Total Revenues & Other Financing Sources** | | **$14,800,000** |
| | | |
| **EXPENDITURES & OTHER FINANCING USES** | | |
| | | |
| **EXPENDITURES** | | |
| Construction | $1,000,000 | |
| Contribution to Fund Balance | 13,800,000 | |
| | | |
| **Total Road Bond Construction Fund** | | **$14,800,000** |

## 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, 2020 through June 30, 2021. 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 | 600.00 |
| Lot Combinations | 500.00 |
| Processing Labels (per page) | 1.55 |
| Resident Field Sheet Fee | 2.10 |
| Apartment Listing (Names/Sidwells/Assessments) | 69.00 |
| Shopping Center List | 69.00 |
| Section or Subdivision Listing (per page) | 1.00 |
| Assessing, Board of Review, & Sales Information (first page): | 2.10 |
| Additional Pages | 0.30 |
| Plat Map | 146.00 |
| Custom Assessment Information Report | 77.00 |
| IFEC Extension Application Fee | 625.00 |
| IFEC Request for Extension to Complete Project Application Fee | 625.00 |
| IFEC Request for Revision of Final Project Cost Application Fee | 625.00 |
| Application to Establish a Speculative Building Designation Fee | 625.00 |
| Tax Hardship Income Limits: | |
| 1 Person | 12,760.00 |
| 2 Person | 17,240.00 |
| 3 Person | 21,720.00 |
| 4 Person | 26,200.00 |
| 5 Person | 30,680.00 |
| 6 Person | 35,160.00 |
| 7 Person | 39,640.00 |
| 8 Person | 44,120.00 |
| Each Additional Person | 4,480.00 |

### Sec. 3.02

### BUILDING OFFICE:

| | |
|---|---|
| Fence Permit | 42.00 |
| Fence Permit – Masonry, Separation | 124.00 |
| Board of Code Appeals | 251.00 |
| Reestablish Expired Permit Fee | 71.00 |

| | |
|---|---|
| Overtime Inspections, Each Hour (4 hour minimum) | 97.00 |
| Special Inspections, Each Trade (Residential) | 55.00 |
| Special Inspections, Each Trade (Commercial under 50,000 sq ft) | 78.00 |
| Special Inspections, Each Trade (Commercial over 50,000 sq ft) | 117.00 |
| Building Code Publication | Cost + 16.00 Administration Fee |
| Building Moving Permit | 321.00 |
| 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) | 52.00 |
| Miscellaneous | 72.00 |
| Permit fee (minimum) | 52.00 |
| Electrical Contractor's Registration | 30.00 |
| Fire Alarm Contractor's Registration | 30.00 |
| Sign Contractor's Registration | 30.00 |
| Furnace Wiring | 31.00 |
| Air Conditioner Reconnect | 31.00 |
| Circuits: Each (new or extended) | 25.00 |
| Fixtures: Each 25 | 25.00 |
| Motors, Power, Heating Units, Furnaces, Transformers: | |
| Each ¼ to 10 HP | 31.00 |
| Each 11 to 30 HP | 36.00 |
| Each 31 to 50 HP | 41.00 |
| Each 51 to 60 HP | 47.00 |
| Each 61 and over | 61.00 |
| Feeders (Conduit, Wireways, Bus Ducts, Cables): | |
| Each 100 ft. (or less) | 54.00 |
| Refrigeration Units: | |
| Air Conditioning (residential) | 31.00 |
| Interruptible Service | 31.00 |
| Air Conditioning (commercial): | |
| Up to 5 Tons | 36.00 |
| 5 to 40 Tons | 54.00 |
| Over 40 Tons | 81.00 |
| Electric Ranges, Ovens, Dryers, Water Heaters, X-Ray Equipment: | |
| Each unit of type | 31.00 |
| Swimming Pools/Hot Tubs (all) | 60.00 |
| Service (Lights, Heat, and Power): | |
| 100 Ampere or less | 31.00 |
| 101 to 500 Ampere | 41.00 |
| 501 to 900 Ampere | 54.00 |
| 900 Ampere or more | 66.00 |
| Solar Panels: | |
| Up to 10 KVA | 31.00 |
| 11-30 KVA | 41.00 |
| 31-50 KVA | 54.00 |
| 51 KVA or more | 66.00 |

| | |
|---|---|
| Signs: Sign Circuit | 47.00 |
| Sign Tag Inspection | 69.00 |
| Sign Connection | 74.00 |
| General Repair & Alterations (per hour or fraction thereof) | 62.00 |
| Generator Connection | 54.00 |
| Motion Picture Apparatus | 54.00 |
| Special Inspections not specifically covered: | |
| Festivals | 143.00 |
| Carnivals | 143.00 |
| Circuses | 143.00 |
| Shop Inspection | 79.00 |
| Theatrical Road Show | 79.00 |
| Christmas Tree Lot | 79.00 |
| Temporary Wiring: | |
| Display Area (Sq. Ft.): | |
| Up to 100,000 sq. ft. | 71.00 |
| Over 100,000 to 200,000 sq. ft. | 133.00 |
| Over 200,000 to 300,000 sq. ft. | 160.00 |
| Over 300,000 to 400,000 sq. ft. | 237.00 |
| Over 400,000 sq. ft. | 316.00 |
| Outline Tubing – Connection or Tag Inspection: | |
| Each 100 feet | 79.00 |
| Mobile Home and Trailer Park Inspections (minimum) | 63.00 |
| Fire Alarm Inspection (minimum): | 75.00 |
| Plan Review Fee | 105.00 |
| Manual Pull Station | 15.00 |
| A/V, Strobe, Voice Speaker | 15.00 |
| Water Flow/Tamper Switch | 15.00 |
| Heat or Smoke Detector | 15.00 |
| Flame, Duct Detector | 15.00 |
| Auxiliary Panel | 15.00 |
| Electric Door Release | 15.00 |
| Elevator Recall Status | 15.00 |
| Fire Alarm Circuit | 24.00 |
| Alterations to existing system | 62.00 |
| Reinspection Fee | 63.00 |
| Miscellaneous Fire Alarm Fee | 62.00 |

**Plumbing Work**

| | |
|---|---|
| Application Fee (Non-refundable) | 52.00 |
| Miscellaneous | 72.00 |
| Permit Fee (minimum) | 52.00 |
| Plumber's Registration | 1.00 |
| Journeyman Plumber's Registration | 0.50 |
| Fixture Inspection: (New and Replacement) | |
| New Installation (minimum) | 52.00 |
| New Stack or Stack Alteration | 22.00 |
| Air Admittance Valve | 22.00 |
| Roof conductor | 22.00 |
| Sump or interceptor | 22.00 |
| Backflow preventor | 22.00 |

| | |
|---|---|
| Pump or Water Lift | 22.00 |
| Hose connection (sillcocks) | 22.00 |
| Water treatment device | 22.00 |
| Water closets | 22.00 |
| Shower traps | 22.00 |
| Baths | 22.00 |
| Water heater | 36.00 |
| Tankless water heater | 36.00 |
| Basement Waterproofing | 52.00 |
| Radon | 119.00 |
| Sinks (any description) | 22.00 |
| Lavatories | 22.00 |
| Laundry trays | 22.00 |
| Floor drains | 22.00 |
| Ice Maker | 22.00 |
| Back Water Valve | 22.00 |
| Thermal Expansion Tank | 22.00 |
| Bidet | 22.00 |
| Dental Chair | 22.00 |
| Grease or Oil Interceptor | 22.00 |
| Drinking fountains | 22.00 |
| Soda fountains/bars | 22.00 |
| Waste opening | 22.00 |
| Humidifiers | 22.00 |
| Food waste grinders | 22.00 |
| Dishwashers | 22.00 |
| Urinals | 22.00 |
| Whirlpools | 41.00 |
| Lawn Sprinkler Systems | 47.00 |
| All other fixtures not mentioned | 22.00 |
| Reinspection Fee | 63.00 |
| Special Equipment (automatic laundry, humidifier, beverage vending machine, vacuum systems, nitrous oxide, oxygen, nitrogen, medical air): | |
| Automatic Machines (minimum) | 36.00 |
| Each additional | 22.00 |
| Building Sewer Connection – sump connection | 54.00 |
| Drains: | |
| Storm drains to catch basin for main storm sewer | 316.00 |
| Lines less than 4" in diameter | 32.00 |
| Lines less than 6" in diameter | 37.00 |
| Lines less than 8" in diameter | 48.00 |
| Lines less than 10" in diameter | 62.00 |
| Lines less than 12" in diameter | 79.00 |
| Lines less than 14" in diameter | 94.00 |
| Lines less than 16" in diameter | 111.00 |
| Lines less than 18" in diameter | 126.00 |
| Lines exceeding 18" in diameter (per inch) | 20.00 |
| Water Distribution System: | |
| ¾" | 26.00 |
| 1" | 37.00 |
| 1 ¼" | 42.00 |

| | |
|---|---|
| 1 ½" | 55.00 |
| 2" | 71.00 |
| 2 ½" | 104.00 |
| 3" | 118.00 |
| 4" | 133.00 |
| Exceeding 4" | 159.00 |
| Replace piping, no increase in size | 42.00 |

**Mechanical Work**

| | |
|---|---|
| Application Fee (Non-refundable) | 52.00 |
| Miscellaneous | 72.00 |
| Permit Fee (minimum) | 52.00 |
| License/Registration | 15.00 |
| Gas-Fired Equipment; Oil Burners; New or Replacement – | |
| Burners with input: | |
| up to 75,000 | 54.00 |
| 75,001 to 500,000 | 61.00 |
| 500,001 – 1,000,000 | 108.00 |
| 1,000,001 – 2,000,000 | 122.00 |
| 2,000,001 – 3,000,000 | 154.00 |
| over 3,000,000 | 185.00 |
| Air Handlers: | |
| Up to 2,000 CFM | 54.00 |
| Over 2,000 CFM | 108.00 |
| Duct Work | 54.00 |
| Hydronic Piping | 62.00 |
| Gas Piping: | |
| Mains up to 2" | 47.00 |
| Mains 2 ½" to 4" | 61.00 |
| Mains over 4" | 75.00 |
| Each Opening off of Main | 19.00 |
| Factory Built Chimneys: | |
| Up to 8" | 25.00 |
| 9" to 12" | 36.00 |
| Over 12" | 47.00 |
| Pre-Fab Fireplace | 61.00 |
| Flue Liner | 41.00 |
| Exhaust Fans: | |
| Up to 400 cfm | 20.00 |
| 401 cfm to 1,000 cfm | 25.00 |
| 1,001 cfm to 4,000 cfm | 36.00 |
| Over 4,000 cfm | 47.00 |
| Dryer Vents | 25.00 |
| Kitchen Hood and Duct (UL300/FM200) | 55.00 |
| Spray Booth Hood and Duct | 55.00 |
| Alterations to existing installations | 62.00 |
| Alterations to existing boilers | 62.00 |
| Reinspection Fee | 63.00 |
| Refrigeration Systems – | |
| 2 Tons or Less, each | 47.00 |
| Over 2 to 5 Tons, each | 54.00 |

| | |
|---|---|
| Alterations to each system | 62.00 |
| Remote Systems: | |
| 5 Tons or Less, each | 54.00 |
| Over 5 to 50 Tons, each | 75.00 |
| Over 50 Tons, each | 122.00 |
| Alterations to each system | 62.00 |
| Cooling Towers | 75.00 |
| Stand Pipes and Fire Suppression: | |
| Riser pipe up to 4" diameter | 48.00 |
| Riser pipe up to 6" diameter | 79.00 |
| Riser pipe up to 8" diameter | 111.00 |
| Riser pipe 8" or more diameter | 236.00 |
| Each suppression opening (each head of the system) | 7.00 |
| Alteration to existing system | 62.00 |
| Flammable and Bulk Storage Tanks: | |
| Tanks under 500 Gallons | 54.00 |
| Tanks under 5,000 Gallons | 69.00 |
| Tanks under 20,000 Gallons | 93.00 |
| Tanks under 50,000 Gallons | 108.00 |
| Tanks under 200,000 Gallons | 122.00 |
| Tanks over 200,000 Gallons | 230.00 |

**Buildings**

| | |
|---|---|
| Application Fee (Non-refundable) | 52.00 |
| Miscellaneous | 72.00 |
| Plan Review Deposits (Non-refundable): | |
| Single Family Residential | 600.00 |
| Commercial Alteration | 241.00 |
| New Commercial/Industrial Building | 1,195.00 |
| Commercial/Industrial Addition | 600.00 |
| 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) | 560.00 |
| Temporary C/O Refundable Bond | 580.00 |
| Multi-Family Bond (5% Retained) | 835.00 |
| Commercial Bond (5% Retained) | 1,700.00 |
| Industrial Bond (5% Retained) | 3,380.00 |
| Mobile Homes | 161.00 |
| 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 | 120.00 |
| Additional Expedited Commercial Interior Alteration Plan Review Fee | 220.00 |
| Miscellaneous Plan Review | 72.00 |
| Misc. Items (concrete, antennas, awnings, sheds, canopies, tents, gazebos, decks, porches, reroofs) | 72.00 |
| Pigeon Loft Inspection | 72.00 |
| Use Permit (tenant space) | 104.00 |

| | |
|---|---|
| Fire Repair/Water Repair | 251.00 |
| Fire Inspection Fee (New City Businesses) | 96.00 |
| Spray Booth | 72.00 |
| Solar Panel | 144.00 |
| Reinspection Fee | 63.00 |
| Demolition: | |
| Plan review and administration base fee | 72.00 + 0.10 per square ft. |
| Swimming Pools: | |
| Above Ground | 75.00 |
| Below Ground | 154.00 |
| Signs: | |
| Application Fee (non-refundable) | 52.00 |
| Plan Review Fee | 72.00 |
| Permanent | 159.00 |
| Temporary | 71.00 |
| Contractor Registration Fee | 30.00 |
| Residential Basement Finish | 251.00 |
| Residential Interior Finish | 251.00 |
| Minor Commercial Alterations under 400 sq. ft. | 237.00 |

**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 | 62.00 |
| Banquet & Event Facility License | 510.00 |
| Renewal Fee | 255.00 |
| Business Registry License | 51.00 |
| Carnival/Festival License | 80.00 + 6.00 each booth, ride, etc. |
| Cigarette Vending Machine License | 71.00 + 6.00 each additional machine |
| Commercial Outdoor Patio Space License: | 510.00 |
| Renewal Fee | 255.00 |
| Renewal Fee with Major Material Modifications | 510.00 |
| 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 | 61.00 |
| Replacement Dog Tag | 5.50 |
| Fire Inspection Fee (new City businesses – charged by Building) | 96.00 |
| Going Out of Business Sales License | 50.00 |
| Renewal Fee | 50.00 |
| House Moving License | 80.00 |
| Industrial Development District Filing Fee | 1,060.00 |
| Industrial Facilities Exemption Certificate Filing Fee | 2,280.00 |
| Industrial Facilities Exemption Certificate Application Amendment Fee | 1,060.00 |
| Industrial Facilities Exemption Certificate Transfer Fee | 1,060.00 |
| New Personal Property Exemption Fee | 2,280.00 |
| Junk Yard License | 300.00 |
| Medical Marijuana Location Registration Fee | 765.00 |
| Mobile Vending License | 208.00 |
| Pawnbroker License | 500.00 |
| Refuse Collection License | 109.00 + 7.00 each truck |
| Secondhand Goods Merchant Registration Fee | 114.00 |
| Snow Removal License | 213.00 |
| Solicitor/Peddler License | 135.00 |
| Tattoo Permit | 620.00 |
| Taxi License (annual fee) | 107.00 + 12.00 per vehicle |
| Massage Establishment License: | 705.00 |
| Renewal Fee Massage Establishment License | 363.00 |
| Precinct Map | 5.50 |
| City Street Map | 6.50 |
| Zoning Map | 5.50 |
| City Budget | 57.00 |
| Municipal Improvement Program | 37.00 |
| City Financial Audit | 37.00 |
| Collective Bargaining Agreement | 6.70 |
| Voter and Business Registry Labels (per page) | 1.55 |
| Voter and Business Registry Lists (per computer hour) | Payroll + 0.05/page |
| Voter Data CD | 34.00 |
| Liquor License: Class C | 2,280.00 |
| Tavern | 2,280.00 |
| SDD & SDM | 2,280.00 |
| Entertainment and/or Dance Permit | 2,280.00 |
| Extended Hours Permit | 2,280.00 |
| Shareholder Partial Transfer | 1,130.00 |
| Hotel/Motel License: | 2,280.00 |
| Renewal Fee Hotel/Motel License | 1,130.00 |
| 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 | 770.00 |
| Close Proximity Pyrotechnic Display Permit | 770.00 |
| Sterlingfest Art Fair Applications: | 245.00 |
| Double Booth Fee | 425.00 |
| 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 | 675.00 |
| "Taste of the Town" Sterlingfest Booth - Restaurateurs | 1,540.00 |
| DVD Dubs: | |
| Resident (Non-FOIA) | 31.00 |
| Non-Resident (Non-FOIA) | 41.00 |
| Gazebo Rental (per event): | |
| Resident | 64.00 |
| Non-Resident | 100.00 |
| Gazebo Rental for Photographs Only (per 1 hour rental): | |
| Resident | 37.00 |
| Non-Resident | 50.00 |
| Sterling Heights Magazine Advertisement Fees: | |
| Full Page, Premium (Covers) | 1,500.00 |
| Full Page Ad (Two Color) | 1,000.00 |
| One-Half Page Ad (Full Color) | 600.00 |
| One-Half Page Ad (Two Color) | 500.00 |
| One-Fourth Page Ad (Full Color) | 300.00 |
| One-Fourth Page Ad (Two Color) | 250.00 |
| Business Card Ad (Full Color) | 100.00 |
| Business Card Ad (Two Color) | 75.00 |
| 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. Fees:

| | |
|---|---|
| Application Fee (one-time up front) | 540.00 |
| Tax Increment Plan Annual Administrative Fee | 2,650.00 |

**Sec. 3.05**

**ENGINEERING OFFICE:**

| | |
|---|---|
| Review Fees: | |
| Site Plan | 470.00 + 76.00/acre + 1.3% of site imp.cost |
| Multiple Developments | 470.00 + 76.00/acre + 1.3% of site imp.cost |
| Cluster Developments | 470.00 + 76.00/acre + 1.3% of site imp.cost |
| Site Condominiums | 470.00 + 76.00/acre + 1.3% of site imp.cost |
| Subdivisions | 1.3% of estimated site improvement costs |
| Plan Revision Review Fee | 100.00 |
| 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 | 52.00 |
| 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 | 709.00 |
| Major Road Residential Drive Approach (Review & Inspection) | 260.00 |
| 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+ 265.00 |
| Easement Encroachments | 285.00 |
| Building Number Assignments (per address) | 27.00 |

| | |
|---|---|
| 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 | 75.00 |
| Underground Private Utility | 0.05 linear foot (50.00 minimum) |
| S.E.S.C. Inspection Fee (per inspection) | 50.00 |
| 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 | 113.00 |
| Public Services Agreement Execution Fee | 38.00 |
| 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) | 12.00 |
| Topographic Map 36" x 36" (blueline) | 47.00 |
| Planimetric Map 36" x 36" (blueline) | 30.00 |
| Overall Watermain Map (blueline) | 11.00 |
| Overall Sanitary Sewer Map (blueline) | 11.00 |
| Overall Storm Sewer Map (blueline) | 11.00 |
| Master Storm Sewer Plan (book form) | 54.00 |
| Master Watermain Plan (book form) | 42.00 |
| Master Sanitary Sewer Plan (book form) | 42.00 |
| Master Road Plan (book form) 1998 HRC | 54.00 |
| 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) | 37.00 |
| 8" x 10" Color Print (Non-FOIA) | 37.00 |
| 8" x 10" Contact Sheet (Non-FOIA) | 37.00 |
| Compact Disc (Non-FOIA) | 30.00 |
| Burning Permit | 225.00 |

| | |
|---|---|
| Fireworks Sales Permit | 770.00 |
| Fireworks Display Permit | 770.00 |
| Close Proximity Pyrotechnic Display Permit | 770.00 |
| Board of Code Appeals | 251.00 |
| Witnessed Acceptance Test Fee | 185.00 |
| Off-Hour Witnessed Acceptance Test Fee (3 hour minimum) | 862.00 |
| Each additional hour | 287.00 |
| Reinspection Fee for Witnessed Acceptance Test | 185.00 |
| Phase I Site Inspection (1 hour minimum) | 65.00 + 40.00 per hour |
| Special Fire Prevention Inspection (festivals, craft shows, carnivals, haunted houses, flea markets): | |
| Each Inspection | 204.00 |
| Each Re-Inspection | 204.00 |
| Off-Hour Inspection (3 hour minimum) | 287.00 |
| Each Additional Hour | 86.00 |
| Off-Hour Re-Inspection (3 hour minimum) | 287.00 |
| Each Additional Hour | 86.00 |
| Plan Review Fee | 175.00 |
| Resubmitted Plan Review Fee | 58.00 |
| Explosive Materials Permit Fee | 220.00 |
| Requested Fire Services (Schools, Businesses, Hazmat Incidents, etc.) | Cost+30% |
| Reinspection Fees: | |
| First Reinspection | 25.00 |
| Second and Subsequent Reinspections | 124.00 |
| Medical Fees: | |
| BLS Non-Emergency | 475.00 |
| Resident Discounted Fee | 425.00 |
| BLS Emergency | 575.00 |
| Resident Discounted Fee | 525.00 |
| ALS Non-Emergency | 625.00 |
| Resident Discounted Fee | 575.00 |
| ALS Level I Emergency | 675.00 |
| Resident Discounted Fee | 625.00 |
| ALS Level II Emergency | 825.00 |
| Resident Discounted Fee | 775.00 |
| Advanced Life Support Treat No Transport (subject to insurance) | 475.00 |
| Resident Discounted Fee | 425.00 |
| Oxygen | 45.00 |
| Mileage (per patient mile) | 14.00 |
| CPR Classes (per person) | 71.00 |
| False Alarm Fees: (within a 12 month period) | |
| First Response | No Fee |
| Second Response | 175.00 |
| Third Response | 345.00 |
| Fourth and Subsequent Responses | 695.00 |
| 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 | 210.00 |
| Board of Ordinance Nuisance Abatement Appeals | 230.00 |
| Board of Ordinance Noxious Weed Appeals | 50.00 |
| Cutting of noxious weeds | Contract costs + 60% administrative fee + 38.00 fine |
| Single Family Res. Non-Homestead Inspection Fee (biennial) | 135.00 |
| Nuisance Abatement Administrative Fee | 25% |
| Nuisance Abatement Agreement Execution Fee | Attorney Fee + 25% |
| Sidewalk Snow Removal Fee | Cost + 25% + 63.00 |

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 | 63.00 |
| 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:

| | |
|---|---|
| Dodge Park 1 & 2 | |
| Weekday (Resident) | 82.00 |
| (Non-Resident) | 123.00 |
| Weekend (Resident) | 108.00 |
| (Non-Resident) | 162.00 |
| Dodge Park 4 | |
| Weekday (Resident) | 42.00 |
| (Non-Resident) | 63.00 |
| Weekend (Resident) | 54.00 |
| (Non-Resident) | 81.00 |
| Farmstead & Nelson | |
| Weekday (Resident) | 72.00 |
| (Non-Resident) | 106.00 |

| | |
|---|---|
| Weekend (Resident) | 98.00 |
| (Non-Resident) | 147.00 |
| Security Deposit | 100.00 |
| Picnic Kits: | |
| Weekday (Resident) | 13.00 |
| (Non-Resident) | 18.00 |
| Weekend (Resident) | 33.00 |
| (Non-Resident) | 49.00 |
| Nature Center Classes: | |
| School Field Trips (WCS/UCS Schools) | 35.00 |
| (All Other Districts per class) | 52.00 |
| Children's Nature Classes (3 wk) (Resident) | 21.00 |
| (Non-Resident) | 31.00 |
| Adult Nature Classes (6 wk) (Resident) | 49.00 |
| (Non-Resident) | 73.00 |
| Nature Center Archery (Resident) | 11.00 |
| (Non-Resident) | 14.00 |
| Scout Badge Classes | 9.00 |
| Birthday Parties (Resident) | 122.00 |
| (Non-Resident) | 159.00 |
| Parent & Tot Classes: | |
| 1 Child Per Family (Resident) | 55.00 |
| (Non-Resident) | 82.00 |
| 2 Children Per Family (Resident) | 61.00 |
| (Non-Resident) | 91.00 |
| Summer Playground: | |
| Resident | 115.00 |
| Non-Resident | 172.00 |
| Field Trip Bus Fee (Per Person) | 8.00 |
| Adaptive 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) | 20.00 |
| (Non-Resident) | 30.00 |
| Adaptive Recreation Playgrounds: | |
| P.O.H.I. – Individual (Resident) | 200.00 |
| (Non-Resident) | 300.00 |
| P.O.H.I. – Family (Resident) | 350.00 |
| (Non-Resident) | 525.00 |
| C.I. – Individual (Resident) | 200.00 |
| (Non-Resident) | 300.00 |
| C.I. – Family (Resident) | 350.00 |
| (Non-Resident) | 525.00 |
| Autism Day Camp (Resident) | 718.00 |
| (Non-Resident) | 933.00 |
| Adaptive Recreation: | |
| Creative Cooking (Resident) | 8.75 |
| (Non-Resident) | 13.00 |

| | |
|---|---|
| Line Dance Exercise (Resident) | 36.00 |
| (Non-Resident) | 54.00 |
| Softball – Individual (Resident) | 52.00 |
| (Non-Resident) | 68.00 |
| Softball – 2nd player - Same Family (Resident) | 42.00 |
| (Non-Resident) | 57.00 |
| Softball – 3rd player - Same Family (Resident) | 32.00 |
| (Non-Resident) | 47.00 |
| Basketball (Resident) | 42.00 |
| (Non-Resident) | 54.00 |
| Bowling (Resident) | 32.00 |
| (Non-Resident) | 41.00 |
| 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 Pad: | |
| 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) | 17.00 |
| (Non-Resident) | 21.00 |
| Subscription (Resident) | 27.00 |
| (Non-Resident) | 35.00 |
| At the Door Sales (Resident) | 17.00 |
| (Non-Resident) | 23.00 |
| 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 |
| Home Alone Safety: | |
| Resident | 15.00 |

| | |
|---|---|
| Non-Resident | 20.00 |
| Babysitting: | |
| Resident | 30.00 |
| Non-Resident | 39.00 |
| Men's Gym: | |
| Resident | 49.00 |
| Non-Resident | 64.00 |
| 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 | 430.00 |
| All Other Users | 458.00 |
| All Users – Lighted Fields Additional Fee (per day) | 65.00 |
| Additional Teams on Permit (per team) | 52.00 |
| Donovan Park (per field per day): | |
| MABF Teams/Church Teams | 375.00 |
| All Other Users | 400.00 |
| All Users – Lighted Fields Additional Fee (per day) | 45.00 |
| Additional Teams on Permit (per team) | 52.00 |
| Ball Field Rental Fees – Daily: | |
| Delia or LWB Park (per field per day): | |
| MABF Teams/Church Teams | 73.00 |
| All Other Users | 83.00 |
| All Users – Lighted Fields Additional Fee (per day) | 65.00 |
| Donovan Park (per field per day): | |
| MABF Teams/Church Teams | 65.00 |
| All Other Users | 75.00 |
| All Users – Lighted Fields Additional Fee (per day) | 45.00 |
| 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 | 610.00 |
| Seasonal 4-7 days/week | 910.00 |
| Camp/Other: | |
| Weekly (one week only) | 217.00 |
| Daily | 91.00 |
| Sand Volleyball League | 253.00 |
| Daddy/Daughter Dance: | |
| Resident per person | 24.00 |
| Non-Resident per person | 31.00 |
| Mother/Son Cookout: | |
| Resident Couple | 20.00 |
| Non-Resident Couple | 26.00 |
| Gymnastics: | |
| One-half Hour Class (Resident) | 50.00 |
| (Non-Resident) | 75.00 |
| One Hour Class (Resident) | 61.00 |
| (Non-Resident) | 92.00 |

| | |
|---|---|
| Dance: | |
| Fall Session (Resident) | 57.00 |
| (Non-Resident) | 74.00 |
| Winter/Spring Session (Resident) | 90.00 |
| (Non-Resident) | 117.00 |
| 30 Minute Dance Classes: | |
| Fall Session (Resident) | 46.00 |
| (Non-Resident) | 58.00 |
| Winter/Spring Session (Resident) | 57.00 |
| (Non-Resident) | 74.00 |
| Senior Center Activities: | |
| Arthritis Exercise (Resident) | 5.00 |
| (Non-Resident) | 7.00 |
| Bowling League (Resident) | 16.00 |
| (Non-Resident) | 24.00 |
| Exercise (Resident) | 5.00 |
| (Non-Resident) | 7.00 |
| Line Dance (Resident) | 5.00 |
| (Non-Resident) | 7.00 |
| Senior News Subscription per year (Resident) | 12.00 |
| (Non-Resident) | 18.00 |
| Stained Glass Class (Resident) | 6.00 |
| (Non-Resident) | 8.00 |
| Tai Chi (Resident) | 6.00 |
| (Non-Resident) | 8.00 |
| Zumba Gold (Resident) | 5.00 |
| (Non-Resident) | 7.00 |
| Senior Center Annual Membership (Resident) | 16.00 |
| (Non-Resident) | 32.00 |
| Senior Activity Fee - per day: (Resident) | 0.50 |
| (Non-Resident) | 1.00 |
| Senior Center Evening/Weekend Activities (Resident) | 2.00 |
| (Non-Resident) | 3.00 |
| Senior Bus Trip: | |
| 1 day……(Resident) | 9.00 |
| (Non-Resident) | 14.00 |
| 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 |
| Parks and Recreation Plan | 10.00 |

**Sec. 3.09**

**PLANNING:**

| | |
|---|---|
| Special Approval Land Use/Planned Unit Development | 630.00 |
| Temporary Use Planning Commission | 460.00 |
| Temporary Use Administrative Review | 280.00 |

| | |
|---|---|
| Variances to Subdivision Regulations | 470.00 |
| Right-of-Way Vacations | 692.00 |
| Rezoning Petition: | |
| First Acre | 1,940.00 |
| Additional Acre | 75.00 |
| Revisions to Approved Conditional Rezoning Agreements | amount consistent with original fee |
| Public Hearing Postponements (Petitioner Requested) | 50.00 |
| Ordinance Text Amendment | 1,940.00 |
| Subdivision Plat/Site Condominium | 1,520.00 |
| Each lot over 100 lots | 10.00 |
| Site Plan Review: (incl. Landscape Plan, Inspection and Tree Preservation Administrative Fee) | |
| First Acre | 1,230.00 |
| Additional Acre | 200.00 |
| Master Land Use Report | 45.00 |
| Master Land Use Map | 13.75 |
| Subdivision Plat Print (per sheet) | 13.75 |
| Zoning Board of Appeals: | |
| Variance (Regular Meeting) | 470.00 |
| Variance (Special Meeting) | 920.00 |
| 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 | 19.00 |
| Noncriminal Fingerprint Card | 30.00 |
| Photos: 8" x 10" Color (Non-FOIA) | 36.00 |
| 5" x 7" Color (Non-FOIA) | 34.00 |
| 8" x 10" Contact Sheet (Non-FOIA) | 34.00 |
| Compact Disc (Non-FOIA) | 49.00 |
| Administrative Towing Fees: (Charged to Towing Company) | |
| Inspection of VIN | 28.00 |
| Reports on TR-52 Tracking | 33.00 |
| Administration and Presence at Auction | 640.00 |
| Audio Tape Duplication Fee (Non-FOIA) | 45.00 |
| Video Tape, DVD, CD Duplication Fee (Non-FOIA) | 49.00 |
| 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 Deposit | 50.00 |
| Animal 10-Day Quarantine Fee | 300.00 |

| | |
|---|---|
| Rabies Testing: | |
| Euthanasia Not Required | Cost |
| Euthanasia Required | Cost |
| Treatment Rendered to an Animal | Cost |
| Use of Tranquilizer Equipment (County) | Cost |
| County Animal Control Officer Fee | Cost |
| Personal Breathalyzer Test (PBT) | 29.00 |
| Booking Photo (Non-FOIA) | 13.00 |
| Notary Fee for Gun Permits | 10.00 |
| Park Alcohol Permit Fee | 39.00 |
| Temporary Liquor License Application Fee: | 100.00 |
| Outdoor Service Permit | 284.00 |
| 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) | 40.00 |
| Third Response (Non-Residential) | 109.00 |
| Fourth Response (Residential) | 72.00 |
| Fourth Response (Non-Residential) | 221.00 |
| Fifth and Subsequent Responses (Residential) | 147.00 |
| Fifth and Subsequent Responses (Non-Residential) | 438.00 |
| 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 |
| Internet Use Without Library Card | No fee |
| 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 | 114.00 |
| Sewer Tap | 1,230.00 |
| Sewer Capital/Unit: | |
| Residential | 915.00 |
| Commercial/Industrial (per 1,000 sq. ft.) | 480.00 |
| Sewer Frontage (per front ft.) | 75.00 |
| Sewage Disposal Service Only (per billing) | 91.00 |
| Residential and Commercial Water Meters: | |
| ¾" Remote | 415.00 |
| 1" Remote | 490.00 |
| 1 ½" Remote | 830.00 |
| 2" Compound Remote | 2,160.00 |
| 3" Compound Remote | 3,810.00 |
| 4" Compound Remote | 5,350.00 |
| 6" Compound Remote | 7,940.00 |
| Damaged Meter Fee 5/8" - 3/4" | 205.00 |
| Water Inspection | 113.00 |
| Water Tap: | |
| 1" | 1,170.00 |
| 1 ½" | 1,610.00 |
| 2" | 1,880.00 |
| 3" | 3,770.00 |
| 4" | 4,130.00 |
| 6" | 4,670.00 |
| Additional Charge for 86 ft. wide street: | |
| 1" | 390.00 |
| 1 ½" | 440.00 |
| 2" | 580.00 |
| Additional Charge for 120 ft. wide street: | |
| 1" | 730.00 |
| 1 ½" | 970.00 |
| 2" | 1,230.00 |
| Additional Charge for 204 ft. wide street: | |
| 1" | 1,760.00 |

| | |
|---|---|
| 1 ½" | 2,250.00 |
| 2" | 3,220.00 |
| Water Capital/Unit: | |
| Residential | 710.00 |
| Commercial/Industrial (per 1,000 sq. ft.) | 400.00 |
| Water Frontage (per front ft.) | 44.00 |
| Monitor Surcharge | per GLWA Indust. Waste Control Rate Structure |
| Water Turn On Fee | 99.00 |
| Water Service Fee (avoidable & repeat visits) | 109.00 |
| Water Service Abandonment Fee: | |
| Residential | 510.00 |
| Commercial | Contract Costs + 1,020.00 |
| Sewer Service Abandonment Fee | 113.00 |
| Water Service Re-Use Fee: | |
| Residential | 510.00 |
| Commercial | Contract Costs + 1,020.00 |
| Sewer Service Re-Use Fee | 113.00 |
| Water Meter Testing Fee | 112.00 |
| Water Meter Rescheduling Fee | 99.00 |
| 24 Hour and 48 Hour Bacteria Sampling | 205.00 |
| Non-Compliance with Service Request | 255.00 |
| Non-Compliance with Back Flow Fee | 255.00 |
| Automatic Fixed Network Meter Read Permit | 188.00 |
| Final Water Meter Read | 39.00 |
| Final Water & Sewer Bill Preparation Fee | 17.00 |
| Citizen Water Service Request – after hours | 99.00 |
| Public Works Services Provided | Cost+25% |
| Water Meter Removal/Reinstallation for common area irrigation system | 212.00 |
| Landlord/Tenant Affidavit Filing Fee | 250.00 |
| Fire Hydrant Rental – Payable by City | 28.50 |
| Private Use of Fire Hydrant: | |
| Per Hydrant | 110.00 per month + 370.00 water usage dep. |
| Bypass Inspection Fee | Back bill + 160.00 |
| Common Area Irrigation System Permit | 430.00 |
| Planting of tree in right-of-way | 305.00 |
| Culvert installation permit | 102.00 |
| Ditch enclosure permit | 102.00 |
| Monitoring well installation permit | 490.00 |
| Sewer connection to discharge treated ground water | 490.00 |
| 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 | 83.00 |
| Subordination of Lien | 550.00 |
| Annual Lien Penalty | 6% + lien filing costs |
| O.U.I.L./O.U.I.D. | 345.00 + 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, 2020.

**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.

***SMARTZONE*** **-** The Smartzone program was created by the State of Michigan in 2005 as a tool to spur technology development and business creation. In **SmartZone** areas, unique technology development, entrepreneurial support, and infrastructure are available to meet the needs of growing technology companies.

***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

***ADA*** **-** Americans with Disabilities Act

***ALS*** - Advanced Life Support

***AMAR*** **-** Audit of Minimum Assessing Requirements

***APPO*** - Administrative Policies & Procedures Order

***BLS*** - Basic Life Support

***BOCA*** - Board of Code Appeals

***BRA*** - Brownfield Redevelopment Authority

***BS & A*** - Financial software system

***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

***ESRI*** **-** Environmental Systems Research Institute

***FAN*** **-** Families Against Narcotics

***FASB*** - Financial Accounting Standards Board

***FOIA*** - Freedom of Information Act

***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

***HRIS*** **-** Human Resources Information System

***IAFF*** - International Association of Fire Fighters

***ICAC*** **-** Internet Crimes Against Children

***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

***MATS -*** Macomb Auto Theft Squad

***MCTA*** - Macomb County Treasurers' Association

***MDEQ*** - Michigan Department of Environmental Quality

***MDOT*** - Michigan Department of Transportation

***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

***MLEAC -*** Michigan Law Enforcement Accreditation Program

***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

***OMID*** - Oakland Macomb Interceptor District

***OnBase*** - City Clerk's document managing system

***OPEB*** - Other Post-employment Benefits

***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

***SAW -*** Stormwater, Asset Management and Wastewater

***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

***TIF -*** Tax Increment Financing

***VTGO*** - Voted Tax General Obligation

***UCS -*** Utica Community Schools

***WAN*** - Wide Area Network

***WCS -*** Warren Consolidated Schools

***Wdesk*** - Budget book builder software

**ZBA** - Zoning Board of Appeals

## A

Acronyms ..... 468
Act 78 – Civil Service Commission ..... 249
All Funds Financial Summary ..... 38
Arts Commission ..... 252
Appropriations Ordinance ..... 428
Assessing ..... 127

## B

Beautification Commission ..... 254
Brownfield Redevelopment Authority Fund ..... 342
Building ..... 215
Budget Calendar ..... 8
Budget Message & Executive Summary ..... 27
Budget Policies ..... 12

## C

Capital Equipment ..... 384
Capital Improvement Maps ..... 407
Capital Improvements ..... 393
Capital Projects Fund ..... 374
Capital Project Funds Revenues ..... 369
Capital Vehicles ..... 391
City Clerk ..... 115
City Council ..... 100
City Goals & Objectives ..... 10
City Management ..... 109
Clinton River Restoration Fund ..... 378
Comm. Develop. Block Grant Fund ..... 332
Community Profile ..... 9
Community Relations ..... 239
Comparable City Benchmarks ..... 18
Component Unit Funding ..... 276
Corridor Improvement Authority Fund ..... 338

## D

Debt Management Program ..... 348
Debt Service Funds Revenues ..... 357
Departments At A Glance
- City Administration ..... 106
- City Development ..... 213
- Community Relations ..... 237
- Fire ..... 177
- Parks & Recreation Fund ..... 323
- Police ..... 155
- Public Library ..... 147
- Public Works ..... 195
- Water & Sewer ..... 286

## E

Economic Development ..... 219
Economic Development Corporation Fund ..... 340
Engineering ..... 223
Executive Summary ..... 27

## F

Facilities Improvement Fund ..... 376
Facilities Maintenance ..... 119
Fee Schedule ..... 428
Financial Services ..... 131
Financial Organization Chart ..... 26
Fire Administration ..... 179
Fire Extinguishment ..... 185
Fire Prevention ..... 189
Fleet Maintenance ..... 197
41-A District Court ..... 245

## G

General Employees Retirement Board ..... 256
General Expenditures ..... 258
General Fund Revenues ..... 63
Glossary ..... 463

## H

Historical Commission ..... 260
How The City Allocates Its Money ..... 56

## I

Indigent Defense Fund ..... 334
Information Technology ..... 123
Information Technology Capital Program ..... 389

## L

Labor Agreements ..... 425
Land & Water Conservation Fund ..... 320
Legal ..... 264
Limited Tax General Obligation Fund ..... 364
Local Develop. Finance Authority Fund ..... 344
Local Road Fund ..... 318

## M

Macomb County Comparable Tax Rates ..... 72
Major Road Fund ..... 316
Millage Rates ..... 59

## N

Neighborhood Services ..... 227

## O

Ordinance Board of Appeals ..... 227
Organizational Chart ..... 4

## P

Parks & Recreation Fund ..... 325
Personnel by Departments ..... 89
Planning ..... 231
Planning Commission ..... 268
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 ..... 201
Purchasing ..... 135

## R

Readers' Guide ..... 5
Refuse Collection ..... 203
Risk Management ..... 109
Road Bond Construction Fund ..... 380
Road Bond Debt Retirement Fund ..... 362

## S

Sewage Collection ..... 297
SHINE ..... 227
Solid Waste Management Commission ..... 203
Special Revenue Funds Revenues ..... 308
Street Services ..... 207
Sustainability Commission ..... 270

## T

Table of Contents ..... 2
Transfers Out ..... 272
Treasury ..... 139

## V

Voted Tax General Obligation Fund ..... 360

## W

Water & Sewer Administration ..... 289
Water & Sewer Fund Revenues ..... 280
Water & Sewer Rates ..... 428
Water Distribution ..... 293

## Z

Zoning Board of Appeals ..... 274