
CITY OF
Sterling
Heights
MICHIGAN
ANNUAL BUDGET
2021-2022

2021-2022 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, 2020.

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
Vacant	Building Official
Robin Palazzolo	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 Chavez	City Treasurer
Melanie D. Davis	Community Relations Director
Nick Makie	Controller
Jared Beaudoin	Facilities Maintenance Director
Jennifer L. Varney	Finance & Budget Director
Kevin Edmond	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
Mark Carufel	Purchasing Manager
Ryan Clark	Utility Services 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.

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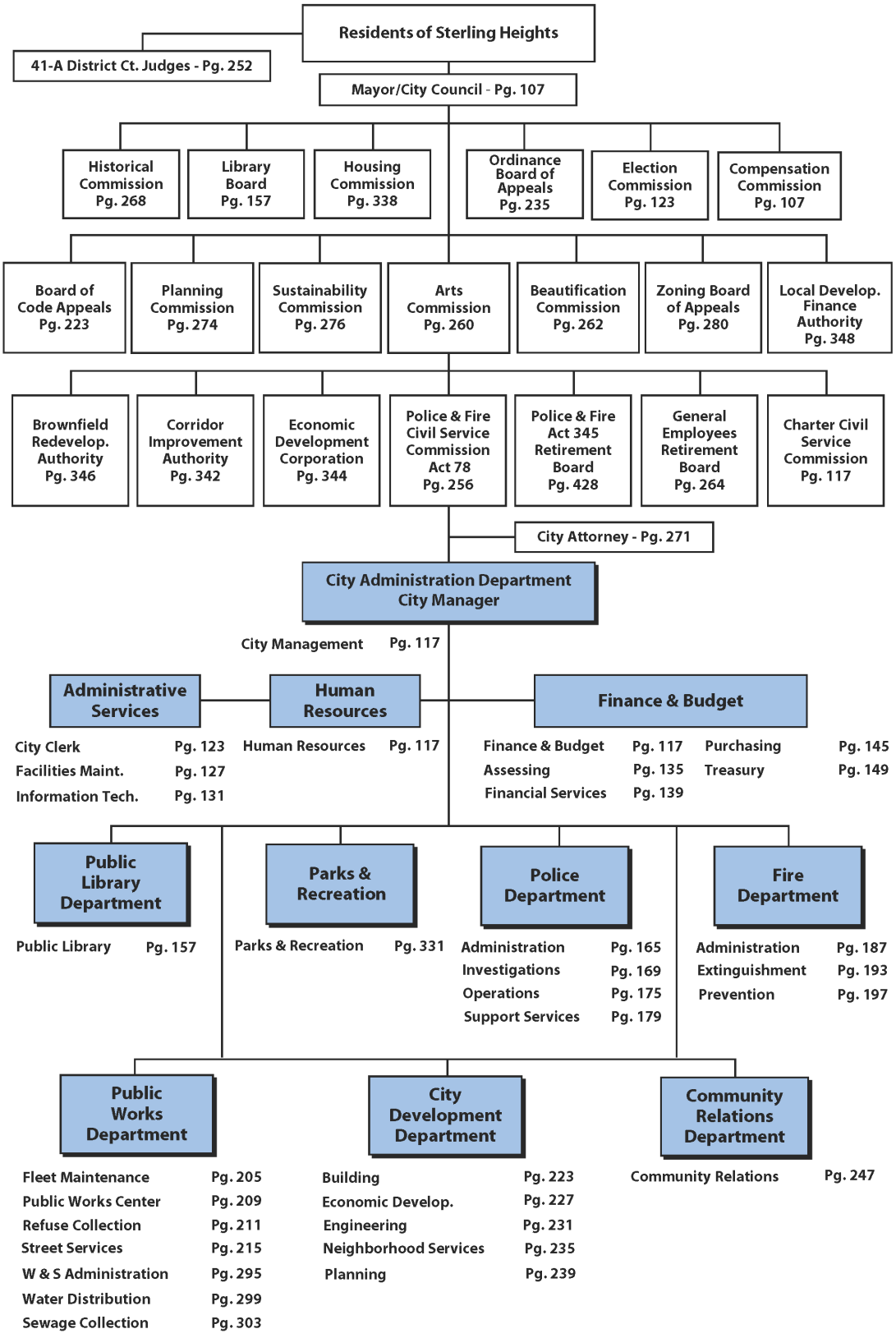
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City Organization Chart

*Click on page number to follow link.



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

INTRODUCTION

As you review the City's Budget document, note that it is organized by fund type. In the printed copy of the document, these fund types are distinguished by the gray 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 office or activity provides and annual Key Goals that are strived for each year. The Performance Objectives are specific objectives the office or activity hopes to achieve in the current year, while the Performance Indicators provide a listing of key measurements of service, efforts and accomplishments. All performance objectives are referenced and linked to the citywide 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 each office or activity'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 Citywide 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.

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

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

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

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

budgetary center must be approved by the City Council.

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

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

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

BASIS OF BUDGETING

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

Budgets are monitored carefully with the use of an encumbrance system. In addition, budgets are monitored monthly by City Management and necessary amendments 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 • Capital budget manual and forms distributed to all offices • Offices submit Capital requests
November	• Revenue and Expenditure forecast prepared • Updated Revenue Study of rates and fees prepared • Preparation of Municipal Improvement Plan and Multi-year Financial Plan • City Management prepares current year Budget Amendment • Capital request meetings held with all City Departments
December	• Prior year Audit released and Comprehensive Annual Financial Report completed • City Management prepares personnel costs for Proposed Budget • Preparation of the Water & Sewer Fund Rate Study • City Management presents the Capital Improvements Report to City Manager • City Manager's final capital recommendations are reported to all offices • City Council approves current year Budget Amendment • Department Managers begin Operating Budget Process
January	• City Council Strategic Planning Workshop • Operating Budget Requests due from all departments • Revenue Worksheets due from all departments • City Management analyzes Department's budget requests
February	• Revenue Forecast prepared by City Management • Budget Meetings held with all City Departments • City Manager makes final proposed Budget recommendations • City Management prepares Proposed Budget document
March	• Proposed Budget printed and distributed to City Council • Preparation for Budget Workshops begins
April	• City Council Workshops - Budget Review, Questions & Adjustments • Budget Notice published in local newspaper
May	• Public Hearing for Budget • City Council adopts Appropriations Ordinance • City Management prepares final current year Budget Amendment
June - July	• City Management prepares Approved Budget document incorporating City Council adjustments • Approved Budget document distributed at first City Council meeting in July • Preparation of Capital Improvement Status Report • Begin Monitoring Budget Performance

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 will now serve four-year terms due to a ballot proposal passed on November 3, 2020, 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 2021 estimated population of Sterling Heights is 132,500. 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 52,687 households in the City and a 42-year old median age. The City's median household income is $67,238. 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. 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. In March 2020, the City opened it's state of the art Community Center that places focus on offering a wide variety of unique programs to meet the evolving needs of our community. Among other highlights, the Community Center features two multipurpose gymnasiums, an indoor track, expanded dance and fitness studios, meeting rooms, the City's largest indoor special event space, dedicated teen and tot rooms, and the USA Softball of Metro Detroit Hall of Fame.

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: FCA Group, Ford Motor Company, America's Back Office, and General Dynamics.

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 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.

For the fiscal year 2021/22 budget, the City of Sterling Heights has complied with all of the following financial policies.

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	• Performed citywide manpower study to analyze manpower needs across all departments over the next five years • Creation of detailed five-year financial plan
• Maintain a budgetary control system to ensure adherence to the budget	• Received the GFOA "Outstanding" Budget award in all categories; "Distinguished" budget award for the past 34 years.
• Integrate performance measurement and productivity indicators in the budget	• Earned GFOA's "Special Recognition" award for use of performance measurements • Benchmarking included in the Citizen's Guide to Finances, Performance Scorecard and Dashboard • Participation in ICMA's Center for Performance Measurement – one of 16 cities nationally to receive an Award of Distinction • Department objectives linked to City goals
• To avoid practices that balance current expenditures at the expense of future years' revenues	• No short-term borrowing for operations • Low government debt compared to ten benchmark MI cities • Lowest employee ratio per 1,000 residents of our comparable communities
• To provide adequate maintenance and orderly replacement of capital facilities and equipment	• Facilities repair $1.5 million • Vehicle expenditures $2.4 million • Equipment & technology $1.5 million • 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 71.6% funded • Police & Fire Pension System 57.3% funded • Retiree Medical System 55.7% funded • 401(a) Plan for all new general employees; reduced fixed pensions for all existing employees • Eliminated retiree medical for new hires • Prefunding retiree medical past 25 years • Updated actuarial assumptions
• Seek property tax relief	• City tax rate lower than 57% of all cities in the State and one of lowest of any Macomb County city • City tax rate is 5.8 mills below the average tax rate of all Macomb cities • Lowest taxes per resident of ten comparable MI cities • Operating millage rate below voter approved maximum
• Enhancement of the property tax base	• City total taxable value has decreased by 13.4% since 2008 • Property values increased 5.2% in 2020 • Over 10,000 code enforcement cases in 2020 • Defense Corridor and economic development initiatives • SmartZone and North Van Dyke Corridor Improvements • Proactive planning for future of Lakeside Mall District

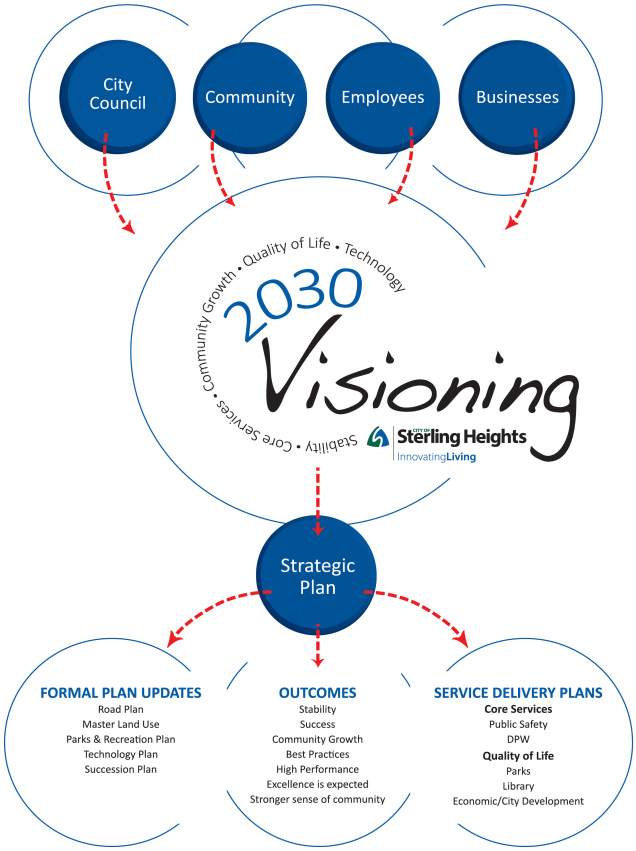
City Policy Benchmarks

Policy Benchmark	Status
Revenue Policy	
• Maintain a diversified and stable taxable revenue base	• City's Taxable Value: Residential 70% Commercial & Industrial 30%
• Maintain sound appraisal procedures and practices to reflect accurate property values	• Equalization Factor = 1.0 • Use of one and two-year sales studies
• Review fees and charges to assure the cost of providing the service is appropriately charged	• Annual review of rates and fees • Higher non-resident fees • Average $112 monthly City tax bill and $65 water & sewer bill
Reserve Policy	
• 10% minimum/25% target unreserved/undesignated General Fund Balance (excluding Self-Insurance Fund)	• 24.5% of 2022 budgeted expenditures • Continual improvement in General Fund reserves per resident
• 37 days of General Fund operations	• 89 days of General Fund operations
Accounting, Auditing, Financial Reporting Policy	
• Produce comprehensive annual reports in accordance with GAAP	• Certificate of Achievement for Excellence in Financial Reporting Award for 33 years • One of first in State to implement GASB 34, earned recognition award from Governmental Accounting Standards Board
Investment Policy	
• Analyze market conditions to maximize yields while maintaining the integrity and safety of principal	• Maximized Interest on Investment earnings • Retiree Health Care Fund Investments maximized
Debt Policy	
• Keep average maturity of general obligation bonds at or below 20 years	• 2020 Capital Improvement Bond 20 yrs. • 2020 MTF Road Bond 15 yrs. • 2019 Capital Improvement Bond 20 yrs. • 2018 Facilities Improvement Bond 20 yrs. • 2018 MTF Road Bond 15 yrs. • 2017 *Re*creating Recreation Capital Bond 20 yrs. • 64.2% 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 • Fitch's rating AA • Moody's rating Aa2 • Standard & Poors' rating AA
Capital Improvement Policy	
• Make all capital improvements in accordance with an adopted capital acquisition program	• $50.9 million in total Capital Improvement Projects • $5.5 million in neighborhood street repairs • $16.8 million in Major road improvements • $24.8 million in Water & Sewer infrastructure investment
• Continue to implement a multi-year plan for capital improvements	• Capital Improvement Plan incorporated in the Sterling Vision and budget documents

Budgeting only has one rule: Do not go over budget.

~ Leslie Tayne ~

In 2014, the City of Sterling Heights adopted its 2030 Visioning plan in an effort to plan for a prosperous future. The plan now serves as a guide to City staff in all short and long-range planning initiatives.



The process began by assembling a Visioning Team consisting of 20 city representatives that served as stewards of this effort. The Visioning Team utilized existing resources such as the Citizen Service Satisfaction Survey, prior versions of existing formal plans, as well as SEMCOG data to develop a strengths, weaknesses, opportunities and threats analysis.

Next, the team engaged stakeholder groups including businesses, residents, City officials and employees. Over 700 stakeholders participated in a series of focus groups and/or completed an online survey. The Visioning Team then consolidated all of the feedback and formulated a Vision Statement that was representative of all of the input received from the stakeholder groups.

The Vision Statement and Guiding Principles serve as a road map for policy development and service delivery. Using this framework, each year in January, the City holds a Strategic Planning session with City Council to discuss the budget priorities for the upcoming year.

Current year priorities include a Manpower Study Analysis, evaluation of a Universal Curbside Recycling Program, the redevelopment of Lakeside Mall, the implementation of a revised water and sewer rate structure, and looking forward to a new Community Survey and the process of beginning the 2040 Visioning Strategy.



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.

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

To view the complete 2021 City of Sterling Heights Strategic Planning document, as well as the complete Special City Council Meeting, please visit our website by using this link: www.sterling-heights.net/312/Annual-Strategic-Planning

Comparable City Benchmarks

City Revenues

Total Revenue Per Resident

1.	Ann Arbor	$3,611
2.	Dearborn	3,328
3.	Lansing	2,940
4.	Grand Rapids	2,718
5.	Southfield	2,664
6.	Warren	1,824
7.	Troy	1,779
8.	Livonia	1,753
9.	Farmington Hills	1,561
10.	**Sterling Heights**	**1,555**

Tax Revenue Per Resident

1.	Southfield	$974
2.	Grand Rapids	892
3.	Dearborn	816
4.	Ann Arbor	798
5.	Lansing	740
6.	Warren	724
7.	Troy	653
8.	Farmington Hills	632
9.	Livonia	608
10.	**Sterling Heights**	**572**

State Revenue Sharing Per Resident

1.	Lansing	$136
2.	Grand Rapids	123
3.	Warren	107
4.	Ann Arbor	104
5.	Dearborn	102
6.	Southfield	100
7.	Livonia	96
8.	**Sterling Heights**	**94**
9.	Farmington Hills	92
10.	Troy	92

Gas Tax (Act 51) Revenue Per Resident

1.	Lansing	$130
2.	Farmington Hills	122
3.	Grand Rapids	114
4.	Livonia	114
5.	Troy	114
6.	Warren	113
7.	Southfield	112
8.	Ann Arbor	105
9.	Dearborn	105
10.	**Sterling Heights**	**91**

Comparable City Benchmarks

City Expenditures

Total Expenditures Per Resident

1.	Ann Arbor	$3,110
2.	Dearborn	2,964
3.	Lansing	2,825
4.	Grand Rapids	2,494
5.	Southfield	2,458
6.	Warren	1,718
7.	Troy	1,695
8.	**Sterling Heights**	**1,659**
9.	Livonia	1,609
10.	Farmington Hills	1,555

Police Expenditures Per Resident

1.	Dearborn	$553
2.	Lansing	375
3.	Southfield	368
4.	Troy	316
5.	Warren	316
6.	Grand Rapids	295
7.	Ann Arbor	256
8.	**Sterling Heights**	**250**
9.	Farmington Hills	243
10.	Livonia	243

Fire Expenditures Per Resident

1.	Dearborn	$384
2.	Lansing	297
3.	Southfield	253
4.	Warren	173
5.	Grand Rapids	166
6.	**Sterling Heights**	**157**
7.	Ann Arbor	152
8.	Livonia	147
9.	Farmington Hills	143
10.	Troy	68

Public Works Expenditures Per Resident

1.	Farmington Hills	$298
2.	Dearborn	232
3.	Lansing	207
4.	Livonia	185
5.	Warren	164
6.	Ann Arbor	155
7.	Grand Rapids	138
8.	Southfield	118
9.	**Sterling Heights**	**102**
10.	Troy	71

Comparable City Benchmarks

City Expenditures (continued)

Refuse Expenditures Per Resident

1.	Ann Arbor	$156
2.	Livonia	114
3.	Dearborn	69
4.	Grand Rapids	67
5.	Troy	65
6.	Warren	61
7.	Farmington Hills	49
8.	Lansing	41
9.	Southfield	35
10.	**Sterling Heights**	**35**

Library Expenditures Per Resident

1.	Dearborn	$83
2.	Southfield	69
3.	Grand Rapids	52
4.	Troy	39
5.	Livonia	37
6.	Warren	30
7.	**Sterling Heights**	**21**
8.	Ann Arbor*	0
9.	Farmington Hills*	0
10.	Lansing*	0

**District Library*

Parks & Recreation Expenditures Per Resident

1.	Dearborn	$192
2.	Troy	129
3.	Ann Arbor	115
4.	Farmington Hills	108
5.	Southfield	91
6.	Livonia	79
7.	Lansing	71
8.	Grand Rapids	64
9.	Warren	54
10.	**Sterling Heights**	**51**

2019 Revenues Over (Under) Expenditures Per Resident

1.	Ann Arbor	$501
2.	Dearborn	364
3.	Grand Rapids	224
4.	Southfield	206
5.	Livonia	144
6.	Lansing	115
7.	Warren	106
8.	Troy	84
9.	Farmington Hills	6
10.	**Sterling Heights**	**(104)**

Comparable City Benchmarks

Financial Benchmarks

2020 (Tax Year) State Equalized Value (Billions)

1.	Ann Arbor	$8.8
2.	Grand Rapids	7.4
3.	Troy	6.9
4.	**Sterling Heights**	**6.3**
5.	Livonia	5.6
6.	Warren	4.9
7.	Farmington Hills	4.7
8.	Dearborn	4.5
9.	Southfield	3.6
10.	Lansing	2.8

Standard & Poor's 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.	Dearborn	A+
10.	Lansing	A+

General Fund Reserves Per Resident

1.	Southfield	$554
2.	Farmington Hills	457
3.	Warren	436
4.	Grand Rapids	317
5.	Troy	316
6.	Ann Arbor	222
7.	**Sterling Heights**	**203**
8.	Dearborn	196
9.	Livonia	150
10.	Lansing	87

2019 Fiscal Health Scores 0 = Best; 10 = Worst

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

Comparable City Benchmarks

City Pension Plans

Annual Required Contribution Per Resident

1.	Lansing	$229
2.	Dearborn	188
3.	Southfield	151
4.	Warren	142
5.	Ann Arbor	124
6.	Grand Rapids	107
7.	**Sterling Heights**	**105**
8.	Farmington Hills	74
9.	Troy	22
10.	Livonia	4

Police & Fire Plan % Funded (PA 202 Report - FY2020)

1.	Troy*	111.7
2.	Livonia*	94.9
3.	Ann Arbor*	83.7
4.	Grand Rapids	80.9
5.	Warren	71.8
6.	Dearborn	71.1
7.	Farmington Hills*	70.7
8.	Southfield	62.8
9.	Lansing	60.2
10.	**Sterling Heights**	**57.3**

**Includes general employees*

General Employees Plan % Funded (PA 202 Report - FY2020)

1.	Troy*	111.7
2.	Livonia*	94.9
3.	Ann Arbor*	83.7
4.	Dearborn	77.9
5.	Grand Rapids	77.7
6.	Warren	72.1
7.	**Sterling Heights**	**71.6**
8.	Farmington Hills*	70.7
9.	Southfield	62.5
10.	Lansing	49.2

**Includes police & fire employees*

Unfunded Pension Liability Per Resident

1.	Lansing	$3,005
2.	Southfield	2,365
3.	Dearborn	1,790
4.	**Sterling Heights**	**1,506**
5.	Warren	1,257
6.	Grand Rapids	1,200
7.	Ann Arbor	879
8.	Farmington Hills	792
9.	Livonia	122
10.	Troy	(269)

Comparable City Benchmarks

Retiree Health Benefit Plans

Annual Required Contribution Per Resident

1.	Southfield	$277
2.	Lansing	229
3.	Dearborn	161
4.	Warren	142
5.	Ann Arbor	106
6.	**Sterling Heights**	**81**
7.	Troy	69
8.	Grand Rapids	43
9.	Livonia	42
10.	Farmington Hills	7

Retiree Health Plan Percent Funded

1.	Farmington Hills	95.0
2.	Troy	82.7
3.	Grand Rapids	68.6
4.	Ann Arbor	66.8
5.	**Sterling Heights**	**55.9**
6.	Livonia	54.7
7.	Dearborn	45.3
8.	Southfield	43.8
9.	Warren	39.9
10.	Lansing	16.5

Unfunded Health Liability Per Resident

1.	Lansing	$4,930
2.	Dearborn	1,551
3.	Warren	1,443
4.	Southfield	1,401
5.	Livonia	987
6.	Ann Arbor	845
7.	**Sterling Heights**	**749**
8.	Troy	245
9.	Grand Rapids	177
10.	Farmington Hills	51

Retirement Health Benefit Recipients Per 1,000 Residents

1.	Lansing	13.1
2.	Ann Arbor	9.2
3.	Dearborn	8.5
4.	Southfield	8.1
5.	Warren	7.9
6.	Livonia	7.1
7.	**Sterling Heights**	**4.9**
8.	Troy	4.3
9.	Grand Rapids	2.5
10.	Farmington Hills	2.3

Comparable City Benchmarks

Miscellaneous Benchmarks

Full-Time Employees Per 1,000 Residents

1.	Grand Rapids	8.4
2.	Dearborn	8.0
3.	Lansing	7.8
4.	Southfield	7.5
5.	Ann Arbor	6.8
6.	Livonia	6.2
7.	Warren	5.3
8.	Farmington Hills	4.6
9.	Troy	4.5
10.	**Sterling Heights**	**4.0**

Government Debt Per Resident

1.	Dearborn	$2,987
2.	Ann Arbor	2,694
3.	Southfield	2,182
4.	Lansing	1,451
5.	Warren	1,072
6.	**Sterling Heights**	**641**
7.	Farmington Hills	592
8.	Livonia	514
9.	Grand Rapids	497
10.	Troy	255

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

1.	Lansing	$458
2.	Southfield	427
3.	Dearborn	349
4.	Warren	284
5.	Ann Arbor	230
6.	**Sterling Heights**	**186**
7.	Grand Rapids	150
8.	Troy	91
9.	Farmington Hills	81
10.	Livonia	46

Average Residential Monthly Water & Sewer Bill (FY 2020/21)

1.	Lansing	$106
2.	Southfield	97
3.	Grand Rapids	74
4.	Dearborn	72
5.	Warren	67
6.	Livonia	64
7.	**Sterling Heights**	**64**
8.	Ann Arbor	62
9.	Farmington Hills	62
10.	Troy	58

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.

Believe you can and you're halfway there.

~ Theodore Roosevelt ~

Fund Structure

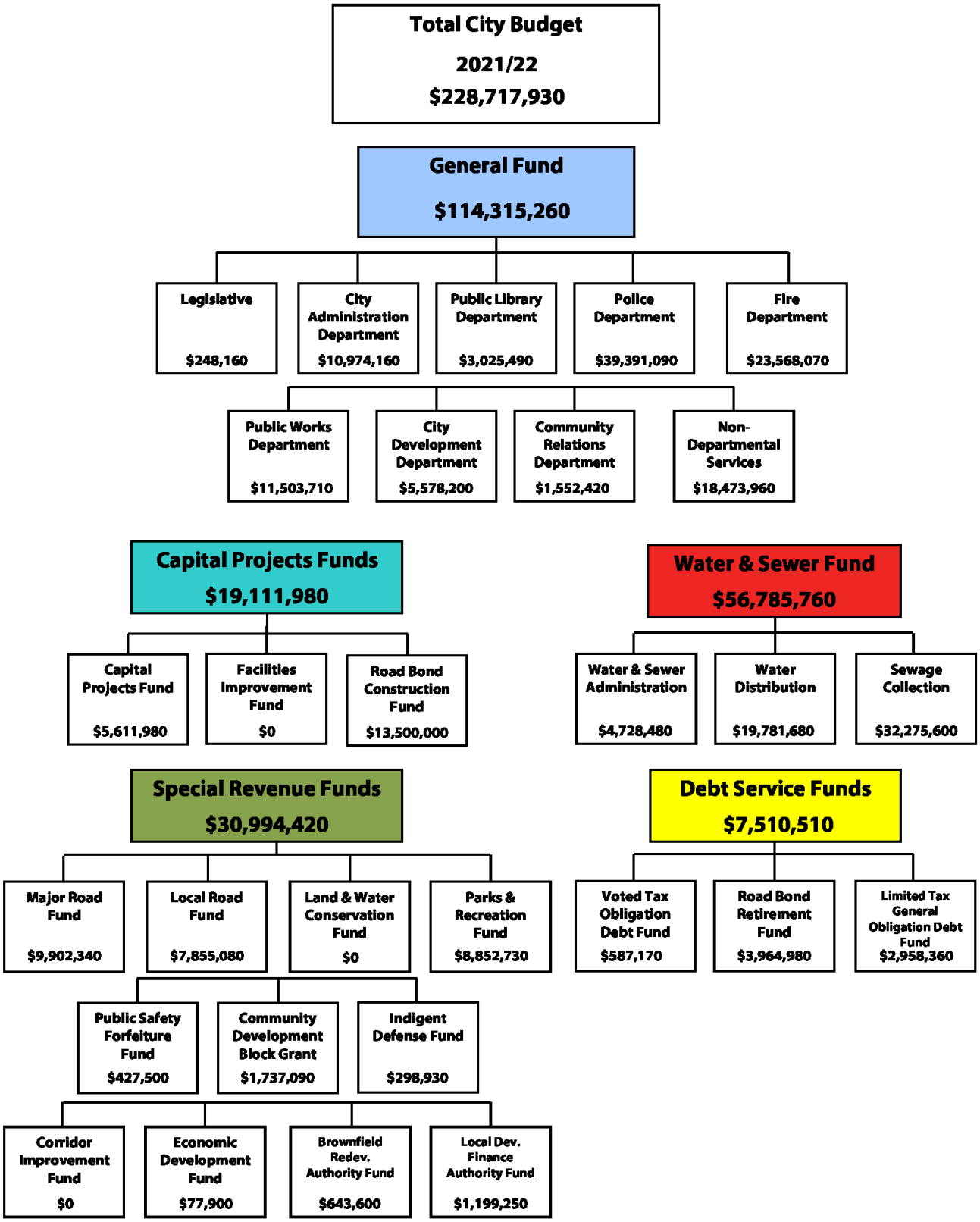


Chart figures correspond to budget tabs and include all transfers.

July 1, 2021

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, inclusive 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 2021/22 Annual Budget.

The proposed budget provides funding for the highest priority needs which include major capital expenditures to continue improving roads, water and sewer infrastructure, sidewalk construction and increasing manpower to help offset major reductions from prior years. Even though manpower is increasing by fourteen full-time positions in the proposed budget, the City will still have 134 fewer positions than in 2008.



The proposed budget includes a use of fund balance equating to approximately $2 million. As a percent of General Fund Expenditures, fund balance will remain healthy at approximately 24%. The use of fund balance is relatively minor considering the significant financial impact of the COVID-19 Pandemic. Over a four year period it is projected the City would lose over $18 million due to various revenue reductions. Thankfully the American Rescue Plan (ARP) will provide $20.2 million in funding to mitigate the losses and preserve fund balance. ARP funding will also provide some flexibility to consider various options including continuing to assist small businesses across the City that have experienced severe financial impact from the COVID-19 Pandemic. Austere budgeting, low taxes and measured use of fund balance will best position the City for any additional emergency expenditures and revenue reductions related to the COVID-19 Pandemic or future financial crises.

YEAR IN REVIEW AND PREVIEW

To say the past year was unprecedented is a gross understatement. One year ago the City declared a Local Emergency to begin addressing the crisis which would continue to evolve resulting in the worst pandemic in modern history. Sterling Heights responded swiftly shutting down facilities, developing emergency assistance programs and innovating service delivery to ensure continuity of local services which residents and businesses rely on to survive. By way of example, the City developed the At Home Services plan which enabled individuals to access services remotely.

This minimized construction delays across the City, provided virtual recreational and library services, extended lifelines to seniors through a volunteer corps addressing their most basic daily needs including shopping and meal deliveries. Many other services are provided remotely under this plan.

inside → out

Cultivating our businesses with room to grow

Sterling Heights InnovatingLiving

The City was one of the first in the area to resume in person City council meetings to ensure participatory and inclusionary government prevailed even during a time of crisis. The City established a Vaccine Task Force ultimately becoming one of the first Cities in the State to be approved as a Vaccine Provider under the Michigan Care Improvement Registry (MICRS). City paramedics began administering the vaccine in March and soon will open a drive-thru vaccination center. The end goal is to do all that is possible to get as many Sterling Heights residents vaccinated as quickly as possible.

COMMUNITY ALLIANCE

Sterling Heights InnovatingLiving

Coinciding with the pandemic crisis, the Police Department worked hard to keep protesters and others safe during the summer months filled with racial unrest. Sterling Heights did not sit idly by hoping the problem would just go away. Instead, the City created the African American Coalition to establish meaningful dialog with the City's Black population in the spirit of inclusivity and equity. While there are no easy answers to the Country's history of racial injustice, the City of Sterling Heights is committed to doing all that is possible to foster a culture of understanding and respect centered on Diversity, Equity and Inclusion.

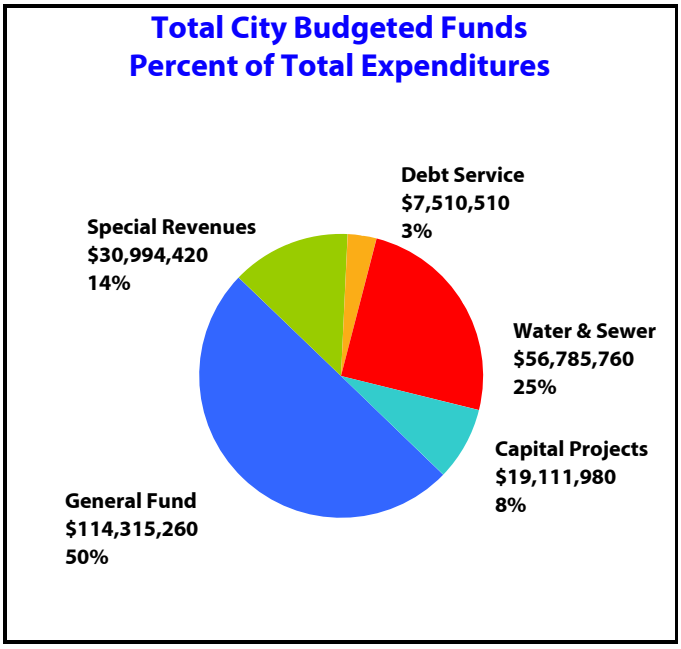
While the challenges seemed insurmountable, the City forged ahead with major facility renovations including the Court, Library, Police Station, City Hall and DPW facility. Even though the projects experienced delays, the state of the art improvements are nearing completion and will serve the community for decades to come. The City also completed a long list of road projects and related infrastructure improvements across the City.



Notwithstanding the COVID-19 Pandemic, Sterling Heights continued to experience economic growth with major manufacturing, commercial and residential development. For example, Amazon opened in 2020; Stellantis (formerly FCA) completed construction of a major facility on Enterprise Drive; numerous commercial projects commenced on 18½ Mile Road between Mound and Van Dyke; Lakeside Mall Redevelopment Planning progressed; light manufacturing facilities were constructed on Mound Road; a new hotel and restaurant was approved on Van Dyke; Portillo's restaurant opened to much fanfare and numerous residential projects were started or completed. This impressive investment activity, led once again, to aggregate property values ranking among the highest in the State.



PROPOSED BUDGET OVERVIEW



Total City Expenditures of $228,717,930 (including transfers)

The City establishes a budget for 19 separate funds or accounting divisions. These 19 funds can be further grouped into five major fund categories as the graph illustrates. The largest is the General Fund, which provides $114.3 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 $56.8 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 above, the 2021/22 Budget for all City Funds totals $228.7 million - a decrease of $20.7 million or 8.3% from the prior year. The changes by fund can be broken down as follows:

	Dollar Change	Percentage Change
General Fund	$2,763,220	2.5%
Major Roads	(6,236,970)	-38.6%
Local Roads	170,050	2.2%
Parks & Rec.	(1,047,740)	-10.6%
Capital Projects	(14,855,700)	-72.6%
Facilities Imp.	(15,166,160)	-100.0%
Road Bond Const.	11,373,660	534.9%
Water & Sewer	2,788,750	5.2%
Other Funds	(535,690)	-4.3%
Total	**($20,746,580)**	**-8.3%**

General Fund expenditures increased $2.8 million or 2.5%, primarily due to higher personnel costs. The cost of wages and benefits increased $4.3 million due to the addition of fourteen new full-time positions, including seven Police Officers, as a result of a citywide manpower study. The full year salary of six full-time fire fighters hired in March 2021 is also reflected. Contractual wage adjustments, increases to required pension contributions and a health insurance premium increase of 9.3% also contributed. These cost increases were partially offset by an anticipated decrease in overtime costs, a reduction in grant-funded expenditures and a smaller transfer to the Major Road Fund from the General Fund.

Proposed expenditures in the ***Major Road Fund*** decreased $6.2 million or 38.6%. Several road projects from 2020 carried over into the 2021 budget year, which increased the 2021 construction budget. The proposed budget includes funding for new major road projects totaling $3.3 million.

Local Road Fund expenditures increased $0.2 million or 2.2%. Funding for Local Road repair and reconstruction is slightly higher than the prior year.

The ***Parks & Recreation Fund*** expenditures decreased $1.0 million or 10.6%. Capital expenditures decreased $1.4 million due to the completion of the Community Center and other improvements funded through the *Re*creating Recreation millage. Personnel and other operating costs increased by $360,000 due to contractual

wage adjustments and to fund part-time staffing at pre-COVID levels.

The proposed budget for the ***Capital Projects Fund*** decreased by $14.9 million or 72.6% primarily due to the ongoing construction of the $24 million Public Works Building that was budgeted in the prior year. Information Technology Equipment costs are also lower due to large purchases in the prior year including the replacement of Financial System software and the purchase of laptops and improvements to technology infrastructure that were necessary to facilitate remote work. These purchases were paid for with CARES (Coronavirus Aid, Relief, and Economic Security) Act funding.

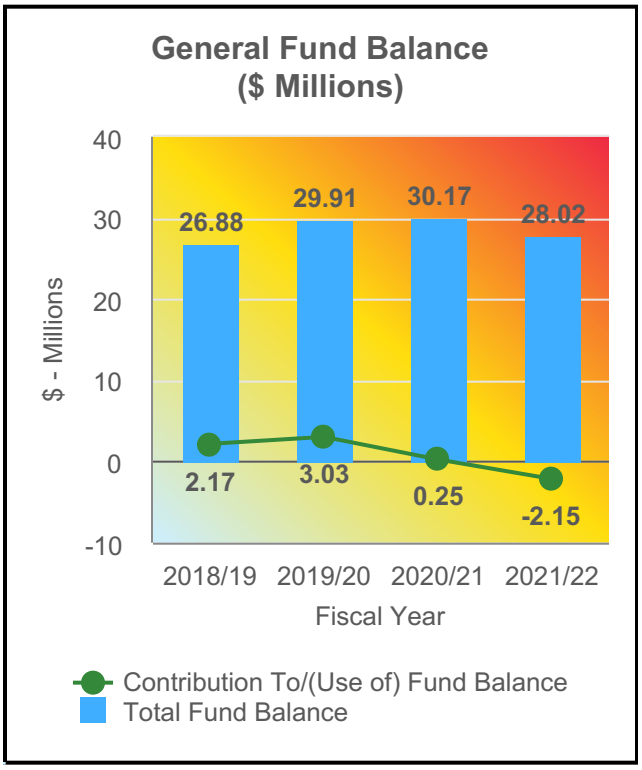
The ***Facilities Improvement Fund*** has no additional expenditures included in the proposed budget. This three-year project included renovations at the 41A District Court, the Police Department, the Public Library and City Hall. Renovations are scheduled to be completed by June 2021.

Expenditures in the ***Road Bond Construction Fund*** increased $11.4 million. The total reconstruction of Mound Road is scheduled to begin in the summer of 2021. The total project cost of $230 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 will be financed through Michigan Transportation Fund bonds to be issued in two parts. An $18 million bond was sold in March 2021 to cover the City's estimated share through June 2022. A second bond is planned for the spring of 2022 to finance the remaining construction costs. Construction expenditures included in the current budget total $13.5 million.

The cost to operate the ***Water & Sewer Fund*** increased $2.8 million or 5.2%. The cost of water from the Great Lakes Water Authority increased 2.0% and sewage treatment and sewer debt costs passed on from Macomb County Public Works increased 3.5%. Personnel costs increased $537,000, or 10.6%, primarily due to the addition of four full-time personnel as part of the citywide manpower study. Debt Service also increased $1.1 million primarily due to a bond issued in 2021 to fund the water and sewer main replacement under Mound Road, water main replacement under 19 Mile Road and other critical sewer line repairs identified through Stormwater, Asset Management, and Wastewater (SAW) grant.

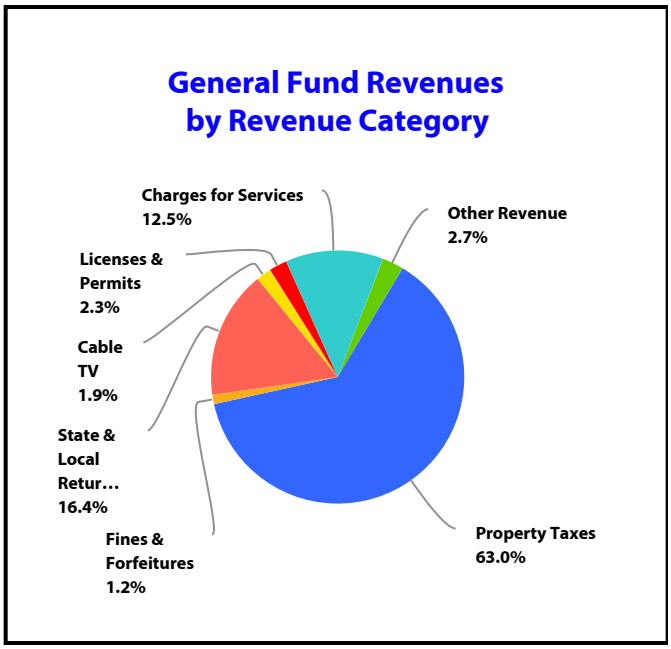
GENERAL FUND

The General Fund expenditures of $114.3 million exceed General Fund revenues of $112.2 million in the proposed budget by $2,147,900. The COVID-19 pandemic continues to impact expected revenues. Property taxes are held to a 1.4% inflationary increase for this year and Court Fines, State Revenue Sharing, Interest Income and Building revenues are also trending below the levels that were expected prior to the pandemic. The budget also includes a $716,000 investment in LED street lighting. The significant cost savings on electricity related to street lights is expected to offset the investment in just under four years. This leaves an operational Use of Fund Balance of just under $1.5 million for fiscal year 2021/2022.



Thankfully, the City has worked diligently in the years since the Great Recession to build up General Fund balance and as of June 30, 2020 (according to the audited financial statements), General Fund Balance totaled $29.9 million or 28% of General Fund Expenditures. Due in large part to COVID-19 relief provided to the City through the CARES Act in

the prior year, $250,000 is expected to be added to fund balance in the current fiscal year ending June 30, 2021. The proposed Use of Fund Balance for 2021/2022 will reduce overall fund balance to just over $28 million, or 24.5% of General Fund Expenditures. 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.



Total General Fund Revenue of $112,167,320

Revenues by Category

General Fund revenues are budgeted at $112.2 million, which is an increase of $1.4 million compared to the prior year.

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 16.6742 mills will provide $70.5 million or 63.0% 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 16.6742 mills is broken down in the chart to the right.

The City Operating millage increased 0.1834 over the prior year due to a reinstatement of the millage rate prior to the rate cut that was instituted due to the COVID-19 pandemic.

CITY MILLAGE RATES	2020/21 Actual	2021/22 Adopted	Increase/ (Decrease)
City Operating	9.3106	9.4940	0.1834
Safe Streets	2.4343	2.4157	-0.0186
*Re*creating Recreation	0.9443	0.9378	-0.0065
Refuse Collection	0.9639	0.9877	0.0238
Police & Fire Retirement	2.4441	2.7240	0.2799
Fire Station Improve.	0.1097	0.1150	0.0053
Total City Millage	**16.2069**	**16.6742**	**0.4673**

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 $1.8 million. The Police & Fire Pension Board conducted a required experience study this year that resulted in the reduction of the assumed rate of return from 7.5% to 7.25% and the use of an updated mortality table that increased that average life expectancy significantly. These changes increased the actuarial liability by $18.6 million which in turn, increased the annual required contribution.

The City has taken many steps over the last decade to control the police and fire pension liability, including reducing the pension multiplier by 28% for new members, capping the amount of accrual bank payouts than can be included the average final compensation calculation, and increasing the employee contribution to the pension plan from 5% to 8%. The Deferred Retirement Option Plan (DROP) was eliminated and replaced with the Early Retirement Option Plan (EROP), which has more restrictions for entry and requires a 15% contribution to the retirement system to offset any costs increases. All of these changes have resulted in reductions to the average annual pension payout, which is currently $53,520.

The Refuse millage increased slightly due to the cost of additional yard waste pickups. The Safe Streets and *Re*creating Recreation millages decreased slightly based on the fifth consecutive

year of millage rate reductions due to the Headlee Amendment, which limits overall property tax increases to the rate of inflation and limits the ability for the City to capture additional revenue from growth due to home sales.

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 2020 tax year, the City's tax rate was 5.8 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 1.4% inflationary adjustment, due to increased investment in our community. The City's total taxable value has been steadily increasing since 2018, but is still over 11% below 2008 values. As a result, the City has now lost $148.5 million since 2008 in lower property tax revenues compared to receipts in a normal housing market. 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.

Macomb City Tax Rates (2020)

1.	Centerline	34.60
2.	Warren	27.14
3.	Eastpointe	27.06
4.	St. Clair Shores	24.71
5.	Roseville	23.80
6.	Fraser	22.26
7.	Mount Clemens	21.65
8.	Utica	20.63
9.	**STERLING HEIGHTS**	**16.21**
10.	Richmond	16.09
11.	Memphis	15.86
12.	New Baltimore	13.59

Macomb Average: 21.97 mills

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

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

- A decrease of $4.3 million in Federal Grant Revenue. The City is expected to receive a total of $4.5 million in federal grant revenue in the current fiscal year due to the CARES Act. As mentioned above, this grant revenue is the primary reason the City was not required to use fund balance in the 2020/21 fiscal year. Due to the uncertain nature of continued relief to be provided by the Federal government, there is no additional coronavirus related relief included in the proposed budget.
- Although State Shared Revenue is expected to increase $580,000 from the amount assumed in the prior budget, the previous year assumed a substantial decrease due to the effects of the pandemic. The total State Shared revenue included in the proposed budget of $12.4 million is $100,000 less than the amount the City received in the 2019/20 fiscal year. Even prior to the current crisis, the State was still not fully funding statutory revenue payments, which is currently costing Sterling Heights over $7 million annually and has reduced revenue sharing to the City in the cumulative amount of over $80 million since 2003.
- Court Fines are expected to increase $575,000 over last year due to the expected reopening of the 41-A District Court in the coming months, however fines are still significantly below pre-COVID levels. For fiscal year 2018/19 Fines & Forfeitures totaled over $2.5 million - over $1.2 million higher that the expected revenue of $1.3 million included in the proposed budget.
- Interest on Investments is expected to continue to decline due to continued low interest rates. The proposed budget includes an expected $300,000 decrease below the prior year. Annual interest revenue in the General Fund is now

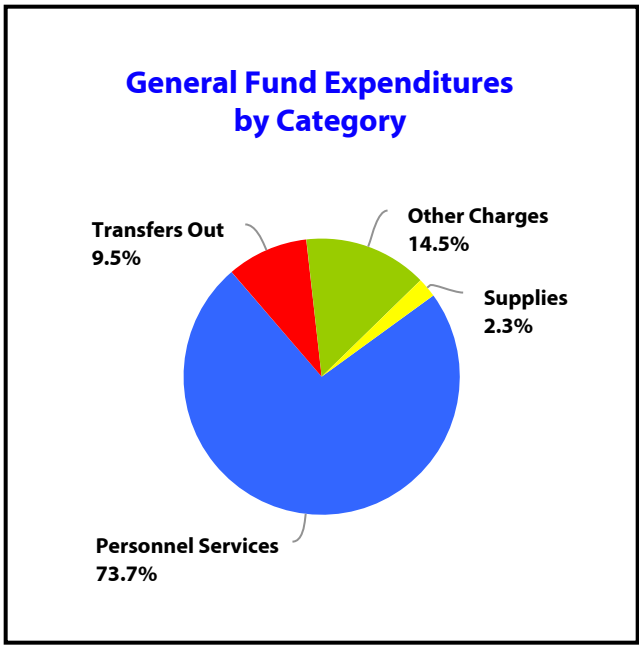
down more than $700,000 from the 2019/20 fiscal year.

Expenditures by Category

The $114.3 million General Fund budget represents a $2.8 million or 2.5% increase compared to the prior year.

The General Fund is comprised of four separate categories as the graph illustrates.

The largest category is Personnel Services, which is made up of wages and fringe benefit costs and comprises 73.7% 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 2.3% of the budget.



Total General Fund Budget of $114,315,260

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 9.5% of the General Fund budget.

The total $2,763,220 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	$4,268,390	5.3%
Supplies	(179,620)	-6.4%
Other Charges	717,640	4.5%
Transfers Out	(2,043,190)	-15.8%
Total	**$2,763,220**	**2.5%**

Personnel Services increased by $4,268,390 or 5.3%. Wages for full-time employees increased $1,154,960 or 3.3% primarily due to the addition of fourteen full-time employees resulting from the citywide manpower study. Contractual wage increases for all employees ranging from 2.0% - 2.5% annually and employee wage-step increases also contributed to the increase.

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 $2,155,600 or 18.0% next year. $1.8 million of the increase is related to the Police & Fire pension, which is funded through a dedicated millage, resulting in an increase of 0.2799 to that millage rate this year.

Total active employee health insurance costs increased by $984,850 or 17.1% due to an increase of 9.3% in the 2021 illustrated rates for the Simply Blue plan. The increase is slightly offset by an employee cost share of 0% - 10%, varying by union contract. The health insurance cost increase also includes the cost of insurance for the new employees recommended through the manpower study.

The budget (across all funds) includes funding for 515 full-time positions. The position additions are summarized in the chart.

Position	Cost Center	FTE
Human Resources Coordinator	City Management	1
Utility Services Manager	Utility Services	1
Senior Account Clerk	Utility Services	1
Account Clerk	Treasury	1
Police Officer	Police Admin.	2
Police Sergeant	Police Operations	1
Police Officer	Police Operations	4
Civil Engineer I	Engineering	1
Planner I	Planning	1
Court Administrator	41-A District Court	1
Subtotal Manpower Study - General Fund		***14***
Fire Fighter - ALS	Fire Operations	6
Recreation Specialist	Parks & Rec.	1
Senior Clerk	Parks & Rec.	1
Subtotal Approved in 2020/21 Final Amendment		***8***
Purchasing Manager (Temporary overlap)	Purchasing	1
Facilities Maintenance Mechanic (cost neutral)	Parks & Rec.	1
Social Worker (shared cost)	Police Admin.	1
Total General Fund Positions		***25***
Division Supervisor	Water & Sewer Administration	1
Administrative Assistant	Water & Sewer Administration	1
Maintenance Supervisor	Water Dist.	1
Meter Repair/Installer	Water Dist.	1
Total Water & Sewer Fund Positions		***4***
Total Full-Time Headcount Increase		***29***

The total headcount increase of 29 positions over the prior year is funded through a variety of methods.

- Seven administrative positions are funded through offsetting expenditure cuts in the General Fund.
- Seven police department positions are funded through the transfer of jail operations to Macomb County.
- Six fire fighter positions are funded through the SAFER grant.
- Three Parks & Recreation positions are funded through increased revenue from taking over the youth baseball and softball leagues and decreased operational costs.
- Four Water & Sewer Fund positions are funded through a small increase in water and sewer rates.

Full-Time Employees Per 1,000 Residents

1.	Grand Rapids	8.4
2.	Dearborn	8.0
3.	Lansing	7.8
4.	Southfield	7.5
5.	Ann Arbor	6.8
6.	Livonia	6.2
7.	Warren	5.3
8.	Farmington Hills	4.6
9.	Troy	4.5
10.	***Sterling Heights***	***4.0***

Even with this critical increase to full-time staffing, the City still has 134 less full-time positions than in 2008, which saves an estimated $12.5 million annually. Including these new positions, the City's employee per resident ratio is 4.0 employees for every 1,000 residents - still the ***lowest*** among our comparable communities.

The budget reflects a net increase of one part-time position. A part-time Management Services Specialist was added to manage all the processes related to recruiting and retaining members to serve on the City's numerous Boards and Commissions.

Supplies decreased $179,620 or 6.4% primarily due to the transfer of costs related to police vehicle accessories to the Capital Projects Fund. The cost of fuel and grant-funded supplies also decreased, however this was partially offset by an increase in the ongoing need for supplies related to the pandemic, such as hand sanitizer, gloves and disinfectant.

Other Charges increased $717,640 or 4.5%, primarily due to an investment of $716,000 in the City's street lighting system to transition to LED lighting. The electricity savings from this conversion will offset the cost of this project in less than four years. Sterlingfest costs are also included in the proposed budget in anticipation of resuming the popular annual festival that was canceled in the prior year due to the pandemic. Other cost increases include Software Maintenance Fees and Liability Insurance, offset by decreases in grant funded Medical Services and Training.

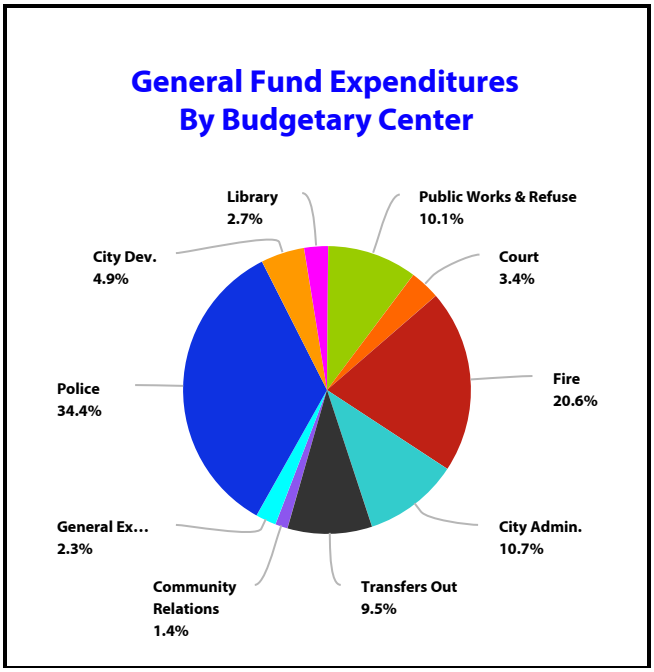
Capital Outlay is budgeted in the Capital Projects Fund. All capital equipment and vehicles used by General Fund departments, with the exception of drug forfeiture purchases, are expensed in the Capital Projects Fund and are funded through a Transfer Out from the General Fund.

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 $2,043,190 or 15.8%. The General Fund transfer to Major Roads was reduced by 75% to $250,000 and a prior year transfer to the Facilities Improvement Fund was not required this year. The transfer to the Capital Projects Fund increased $1.2 million in the proposed budget primarily due to the use of Capital Project Fund balance in the prior year.

Expenditures by Budgetary Center



Total General Fund Budget of $114,315,260

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 65% 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 $31 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 provide relief to small businesses, replace the Senior Center roofing system, reconstruct Orban Drive, 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 boilers at the Velocity Collaboration Center
- The construction of a bocce ball court 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

Continued Major Road improvement projects are budgeted next year including:

- Resurfacing of 14 Mile Road from Hayes to Schoenherr
- Resurfacing of Hayes Road from 18 Mile Road to M59
- Rehabilitation of Metro Parkway from east of Van Dyke to Dodge Park Road
- Resurfacing of 19 Mile Road from Ryan Road to Dequindre
- The groundbreaking on the total reconstruction of Mound Road

In addition, $5.5 million will be invested into neighborhood roads, including both sectional repairs and full reconstruction of 21 local streets.

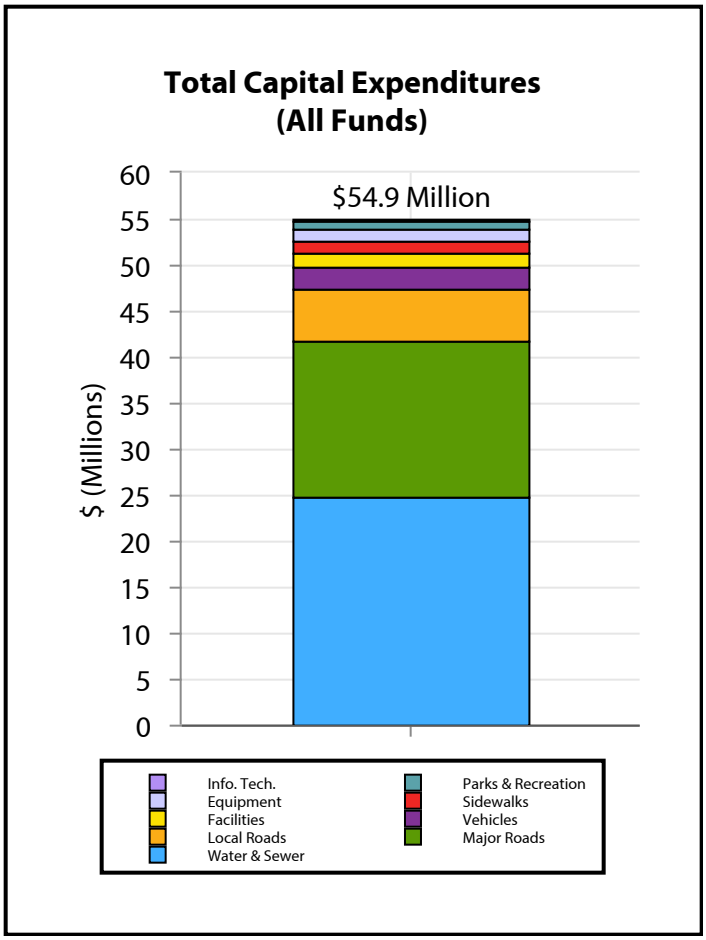
Please see the Capital Projects section of this document for a complete list of every Major and Local Road project planned for 2021/22.

The Capital Project Funds total $19.1 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.

Notable capital projects include:

- $1.6 million for replacement vehicles, including 15 Police vehicles (10 replacements plus 5 for new officers), 2 Tandem-Axle Dump Trucks with plows and 10 other older and high mileage vehicles throughout the organization
- $1.2 million for replacement equipment including the Watch Guard in-car cameras plus body cameras for all police vehicles, an X-ray machine for the 41-A District Court, an ESports Arena for the Community Center and the carry forward of Public Art funds
- $228,000 for technology upgrades including a security camera system for Dodge Park, replacement computers and modems for police cars, and replacement personal computers
- The replacement of the elevator pump at the Police Department, the modernization of the City Hall elevators, asphalt resurfacing at Fire Station #4, phase 1 of the replacement of the Delia Park south parking lot, and the resumption of the sidewalk gap and repair programs.





Finally, the ***Debt Service Funds*** total $7.5 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 increased $1.2 million or 19.2% over last year primarily due to the debt service on the $18 million Michigan Transportation Fund bond issued in March 2021 to fund the first portion of the total reconstruction of Mound Road.

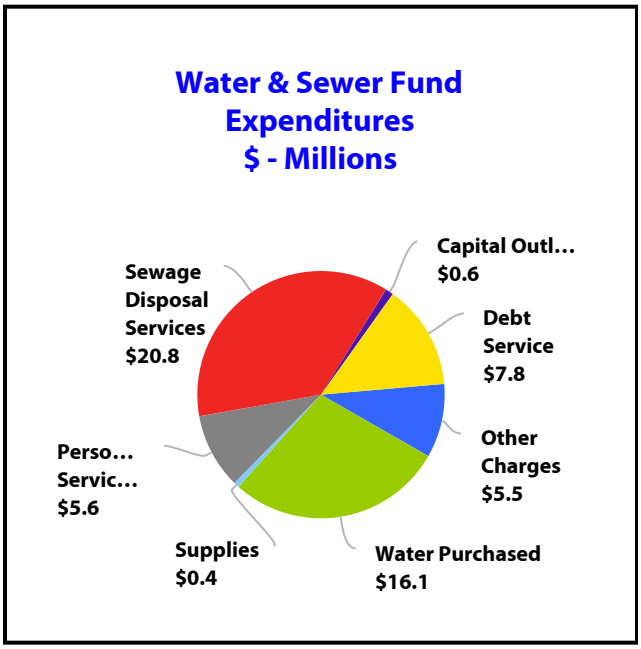
WATER & SEWER FUND

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.

Over 77% of the total expenditures in the Water & Sewer Fund are directly related to the costs passed on to the City from the GLWA and the Macomb County Public Works Office. Effective July 1, 2021, the GLWA water rates will increase 2.0%. In addition, Macomb County sewer charges and debt service costs are increasing 3.5%. This increase equates to $1.4 million in additional expenditures in the Water & Sewer Fund.

The remainder of the expenditures in the Water & Sewer Fund are related to the costs the City incurs to maintain the system and deliver water and sewer services to its customers. The City is committed to controlling its costs, while still providing clean, reliable water and sewer services to the community.



Total Water & Sewer Fund Budget of $56,785,760

Personnel costs will increase $536,680 or 10.6% this year, primarily due to the addition of four full-time positions as part of the citywide manpower study,

as well as contractual wage adjustments, higher health insurance premiums and an increase in the required contribution to the General Employees' Retirement System.

Supplies decreased $101,700 or 21.9% due to the need for less replacement water meters as the City embarks on a water meter replacement project that will replace all the water meters in the City over the next three years. Other Charges increased $1,896,580 primarily due to increases from the GLWA and Macomb County totaling $1.4 million plus a $500,000 investment in sewer cleaning and televising, continuing the work previously funded through a federal grant.

Capital Outlay includes the purchase of three replacement vehicles: a Ford F-250, a Ford Transit Van and a Combo Jet Vactor Truck. A $12 million Capital Bond will be issued in the Spring of 2022 to fund the citywide replacement of all residential meters. These meters are over 50 years old and will be replaced with meters with remote read technology that will allow customers to monitor their daily water usage and will also facilitate the transition to monthly residential water and sewer bills.

Debt Service increased $1,093,900 or 16.4% primarily due to a $15 million Capital Bond issued in spring 2021 to finance the water and sewer main replacement under Mound Road, 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. To that end, last year the City contracted with Raftelis Financial Consultants to perform a comprehensive water & sewer rate study with three main goals: 1) to create greater equity in our rate design, 2) to provide a potential solution for bill fluctuation caused by summer irrigation, and 3) to build a sustainable financial plan to ensure adequate cost coverage and to build fund balance reserves.

Based on the recommendation from Raftelis, the following recommended rate changes are included in the proposed budget:

1. The implementation of a fixed residential meter charge and an increase to the fixed meter charges for commercial customers

2. The elimination of the current fixed charges, as well as the minimum billed amount

3. The use of the Average Winter Consumption method for sewer charges and eliminating the current summer discount

The Average Winter Consumption method charges sewer costs based on a fixed volume determined during the winter billing cycle. Thereby, assuming that any water usage over the determined volume is related to irrigation and does not flow into the sewer system. This method will reduce the large variability in billings and will effectively smooth out the sewer cost over the remainder of the year.

Average Macomb County Residential Monthly Water & Sewer Bill

1.	Fraser	$140
2.	Eastpointe	120
3.	Utica	102
4.	St. Clair Shores	95
5.	Clinton Township	90
6.	Mount Clemens	80
7.	Shelby Township	79
8.	Macomb Township	73
9.	Roseville	72
10.	Center Line	68
11.	Warren	67
12.	**Sterling Heights**	**64**

Rates are current, using 9,000 cf.

The chart compares the average monthly water & sewer cost for Sterling Heights to our surrounding communities for the 2020/21 (current) fiscal year.

We continue to have the lowest rates in Macomb County.

The proposed rate changes will result in an average monthly water & sewer cost for the average residential user of $65 per month, assuming some summer irrigation use.

CHANGES BETWEEN THE PROPOSED AND ADOPTED BUDGET

Two amendments to the proposed budget were made and approved by City Council at the April budget hearings:

1. To increase the 2021/22 General Fund budget by $167,500 to purchase five additional power load systems for ALS Transport.
2. To amend the 2021/2022 General Fund Proposed Budget and not impose the 0.25-mill increase, and request City Administration to make any required adjustments.

These amendments were incorporated into the budget that was adopted on May 4, 2021 and the changes to estimated revenues and appropriated expenditures can be seen in the Appropriations Ordinance which is included in the Supplemental Section of this document. Proposed Budget amounts that have changed are struck out, and the new Adopted Budget amounts are entered to the right of the original amounts.

In addition, a table summarizing all changes to appropriated expenditures can be found on the following page.

CONCLUSION

The last year will be one that will never be forgotten. It caused incredible stress, hardship, loss of life and at the same time instilled a resiliency knowing that if we can survive this we can survive almost any challenge. While the City's emergency plans worked well, we are better prepared for future pandemics. We are more innovative than ever before, better able to help those in need, more flexible in providing local services and our facilities are safer than ever before. As the dark clouds of COVID-19 begin to dissipate, Sterling Heights is well positioned for continued success and prosperity. *Needless to say, hope springs eternal!*

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 under extreme duress. 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 in what has proven to be an extraordinary year. I would also like to thank the Mayor and City Council for their continued leadership and support throughout the past year filled with countless challenges. A special thank you is in order for the entire Sterling Heights community including organizations like Ford Motor Company and Stellantis for producing ventilators and face masks, the City's health care providers and first responders providing essential services and neighbors helping neighbors to name just a few. Together you all made a difference.

Respectfully submitted,



Mark D. Vanderpool
City Manager

SUMMARY OF EXPENDITURE CHANGES BETWEEN THE PROPOSED AND ADOPTED BUDGET

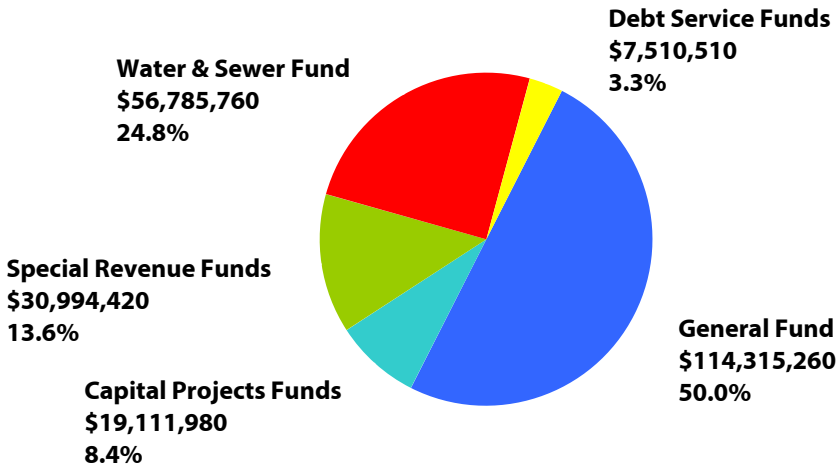
Department	Description of Change	Proposed Budget	Increase/ (Decrease)	Adopted Budget
General Fund				
City Administration				
City Management	Reduce Executive Leadership Training		($30,000)	
Financial Services	Eliminate Senior Account Clerk		(72,270)	
Utility Services	Eliminate Account Clerk		(63,290)	
Assessing	Eliminate Appraiser III		(98,510)	
City Clerk	Eliminate Administrative Assistant		(71,090)	
Information Technology	Eliminate Information Technology Specialist		(89,150)	
Total City Administration		$12,648,290	($424,310)	$12,223,980
Public Library	None	3,030,340	0	3,030,340
Police Department	None	39,391,090	0	39,391,090
Fire Department	Eliminate Fire Cadet Program	23,659,070	(91,000)	23,568,070
Public Works	None	6,738,500	0	6,738,500
Refuse Collection	None	4,765,210	0	4,765,210
City Development	None	5,621,960	0	5,621,960
Community Relations	Eliminate Marketing Manager Position	1,649,150	(93,930)	1,555,220
41-A District Court	None	3,907,660	0	3,907,660
General Expenditures	Reduce Liability Insurance	2,853,450	(250,000)	2,603,450
Transfers Out	Reduce Transfers to Major Roads and Capital Projects	11,269,540	(359,760)	10,909,780
Total General Fund		**$115,534,260**	**($1,219,000)**	**$114,315,260**
Water & Sewer Fund				
W&S Administration	Reduce Liability Insurance	4,793,480	(65,000)	4,728,480
Water Distribution	Lower cost increase from the GLWA from 2.4% to 2.0%	19,838,400	(56,720)	19,781,680
Sewage Collection	Update Sewage Cost and Debt Service based on final increases from Macomb County	32,268,890	6,710	32,275,600
Total Water & Sewer Fund		**$56,900,770**	**($115,010)**	**$56,785,760**
Capital Projects Fund				
Capital Equipment	Purchase five additional Power Load Systems	1,274,700	167,500	1,442,200
Capital Vehicles	Eliminate Two Patrol Vehicles & Accessories	1,699,000	(109,760)	1,589,240
Capital Projects	None	2,580,540	0	2,580,540
Total Capital Projects Fund		**$5,554,240**	**$57,740**	**$5,611,980**

An investment in knowledge pays the best interest.

~ Benjamin Franklin ~

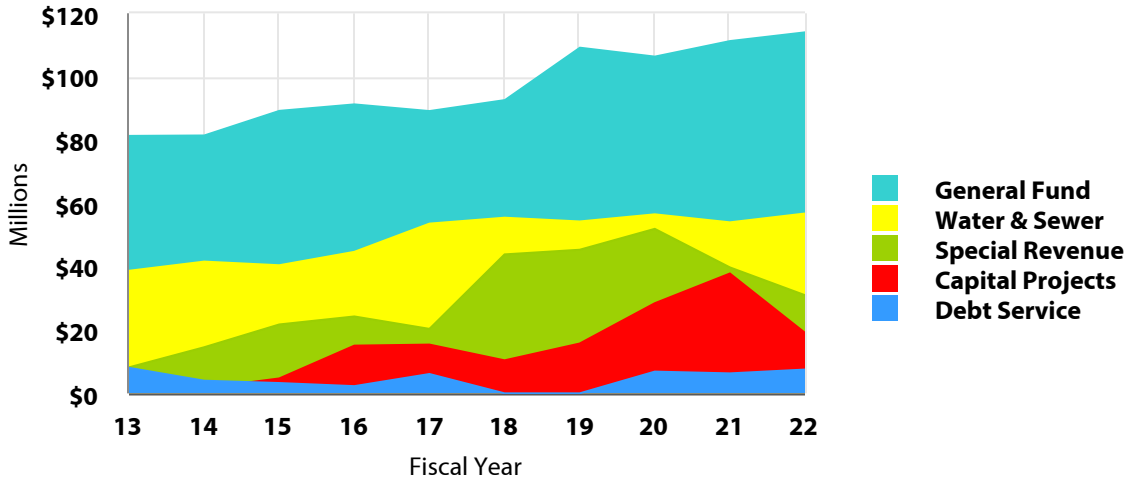


Total City Budgeted Funds
Percent of Total Expenditures



Total City Expenditures of $228,717,930
(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.

2021/22 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	$70,647,110	$0	$8,168,120	$553,400	$0	**$79,368,630**
Water & Sewer Service	0	55,687,530	0	0	0	**55,687,530**
Charges for Services	14,008,150	1,836,890	1,119,470	0	0	**16,964,510**
Interfund Transfers In	0	0	3,200,970	6,919,660	4,750,450	**14,871,080**
Highway & Street Grants	0	0	13,902,730	0	0	**13,902,730**
State Revenue Sharing	12,422,140	0	0	0	0	**12,422,140**
Personal Property Tax Reimb.	4,572,360	0	598,540	38,100	0	**5,209,000**
Miscellaneous Revenue	2,773,860	130,000	576,140	139,610	902,170	**4,521,780**
Federal, State & Local Grants	1,352,200	0	2,463,890	0	0	**3,816,090**
Licenses & Permits	2,576,600	0	0	0	0	**2,576,600**
TIF/LDFA-SmartZone Capture	0	0	2,423,960	0	0	**2,423,960**
Cable Revenue	2,200,000	0	0	0	0	**2,200,000**
Fines & Forfeitures	1,314,900	0	0	0	0	**1,314,900**
Interest on Investments	300,000	90,000	10,360	600	40,000	**440,960**
Total Revenues	**112,167,320**	**57,744,420**	**32,464,180**	**7,651,370**	**5,692,620**	**215,719,910**
EXPENDITURES BY OBJECT						
Personnel Services	84,226,570	5,595,580	3,164,520	0	0	**92,986,670**
Other Charges	12,019,470	40,132,870	5,441,480	5,180	0	**57,599,000**
Capital Improvement Projects	0	0	9,997,590	0	16,222,750	**26,220,340**
Interfund Transfers Out	10,909,780	0	3,961,300	0	0	**14,871,080**
Principal Payments	0	4,604,620	1,610,000	5,248,000	0	**11,462,620**
Interest Payments	0	3,171,690	1,392,090	2,257,330	0	**6,821,110**
Other Services	0	0	4,729,750	0	0	**4,729,750**
Refuse Collection	4,422,480	0	0	0	0	**4,422,480**
Supplies	2,621,070	363,420	332,940	0	0	**3,317,430**
Capital Vehicles	0	646,000	210,000	0	1,589,240	**2,445,240**
Interfund Services	115,890	2,231,580	109,150	0	0	**2,456,620**
Capital Equipment	0	40,000	45,600	0	1,299,990	**1,385,590**
Total Expenditures	**114,315,260**	**56,785,760**	**30,994,420**	**7,510,510**	**19,111,980**	**228,717,930**
Excess of Revenues Over (Under) Expenditures	(2,147,940)	*	1,469,760	140,860	(13,419,360)	**(13,956,680)**
Beginning Fund Balance	30,168,990	*	5,863,560	701,410	19,416,270	**56,150,230**
Ending Fund Balance	**$28,021,050**	*****	**$ 7,333,320**	**$ 842,270**	**$ 5,996,910**	**$42,193,550**

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

	2019/20 Actual	2020/21 Estimate	2021/22 Budget
REVENUES BY SOURCE			
City Property Taxes	$72,179,610	$74,466,730	**$79,368,630**
Water & Sewer Service	48,077,010	53,628,370	**55,687,530**
Charges for Services	16,411,290	15,808,260	**16,946,510**
Proceeds - Long-Term Debt	24,919,320	18,000,000	**0**
Interfund Transfers In	17,574,420	16,877,340	**14,871,080**
Highway & Street Grants	12,369,100	13,678,990	**13,902,730**
State Revenue Sharing	12,532,210	12,304,580	**12,422,140**
Personal Property Tax Reimbursement	7,948,490	6,804,140	**5,209,000**
Miscellaneous Revenue	6,288,650	4,347,610	**4,521,780**
Federal, State & Local Grants	5,792,940	10,501,780	**3,816,090**
Licenses & Permits	2,562,480	2,466,600	**2,576,600**
TIF/LDFA - SmartZone Capture	1,730,630	2,240,820	**2,423,960**
Cable Revenue	2,227,830	2,250,000	**2,200,000**
Fines & Forfeitures	1,540,700	923,500	**1,314,900**
Interest on Investments	2,401,040	642,070	**458,960**
Total Revenues	**234,555,720**	**234,940,790**	**215,719,910**
EXPENDITURES BY OBJECT			
Personnel Services	81,803,420	86,528,200	**92,986,670**
Other Charges	61,119,270	55,357,980	**57,599,000**
Capital Improvement Projects	59,622,900	52,125,040	**26,220,340**
Interfund Transfers Out	17,774,410	16,877,340	**14,871,080**
Principal Payments	6,239,990	9,570,140	**11,462,620**
Interest Payments	5,806,430	6,313,150	**6,821,110**
Other Services	4,483,010	4,949,390	**4,729,750**
Refuse Collection	4,216,000	4,350,000	**4,422,480**
Supplies	3,185,700	3,221,930	**3,317,430**
Capital Vehicles	1,902,600	2,911,220	**2,445,240**
Interfund Services	2,682,390	2,469,930	**2,456,620**
Capital Equipment	1,601,550	3,454,010	**1,385,590**
Total Expenditures	**250,437,670**	**248,128,330**	**228,717,930**
Excess of Revenues Over (Under) Expenditures*	(10,918,400)	(14,902,800)	**(13,956,680)**
Beginning Fund Balance	81,971,430	71,053,030	**56,150,230**
Ending Fund Balance	**$71,053,030**	**$56,150,230**	**$42,193,550**

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

REVENUE COMPARISON
CITY BUDGETED FUNDS

Fund No.	Fund Name	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget	% Change From 20/21
	GENERAL FUND						
1010	General Fund	$111,647,080	$109,680,210	$110,798,160	$111,565,970	**$112,167,320**	1.2%
	WATER & SEWER FUND						
5790	Water & Sewer Fund - Operations	50,375,420	51,565,500	54,153,380	56,034,510	**57,744,420**	6.6%
	SPECIAL REVENUE FUNDS						
2020	Major Road Fund	19,707,310	10,752,060	11,403,860	11,613,520	**11,011,990**	-3.4%
2030	Local Road Fund	8,591,840	7,304,730	7,742,600	7,780,900	**7,917,290**	2.3%
2440	Land & Water Conservation Fund	44,980	2,590	0	50	**0**	0.0%
2760	Parks & Recreation Fund	8,838,210	11,073,350	8,713,770	8,859,390	**9,150,290**	5.0%
2770	Public Safety Forfeiture Fund	515,500	461,910	397,840	419,430	**17,660**	-95.6%
2780	Comm. Develop. Block Grant Fund	579,370	947,750	1,770,340	1,628,120	**1,737,090**	-1.9%
2850	Indigent Defense Fund	207,840	381,650	361,180	361,030	**50**	-100.0%
2890	Neighborhood Stabilization Fund	6,630	5,920	0	0	**0**	0.0%
8510	Corridor Improvement Auth. Fund	115,460	428,140	244,000	230,560	**252,400**	3.4%
8550	Economic Develop. Corp. Fund	307,650	4,760	250	150	**0**	-100.0%
8560	Brownfield Redevelopment Fund	0	245,590	627,660	627,470	**643,600**	2.5%
8670	Local Dev. Finance Authority Fund	1,463,810	1,504,250	1,603,420	1,588,680	**1,733,810**	8.1%
	Total Special Revenue Funds	**40,378,600**	**33,112,700**	**32,864,920**	**33,109,300**	**32,464,180**	**-1.2%**
	DEBT SERVICE FUNDS						
3010	General Drain Fund	1,700	1,080	710	630	**0**	-100.0%
3050	Voted Gen. Obligation Debt Fund	456,350	569,570	556,710	556,990	**591,600**	6.3%
3270	Road Bond Debt Retirement Fund	2,872,900	3,303,780	2,926,980	2,823,990	**4,101,410**	40.1%
3690	Ltd. Tax Gen. Obligation Debt Fund	1,698,060	3,028,820	2,955,610	2,955,610	**2,958,360**	0.1%
	Total Debt Service Funds	**5,029,010**	**6,903,250**	**6,440,010**	**6,337,220**	**7,651,370**	**18.8%**
	CAPITAL PROJECT FUNDS						
4030	Capital Projects Fund	7,220,770	32,881,160	6,308,620	6,103,540	**5,662,620**	-10.2%
4040	Facilities Improvement Fund	569,130	401,310	3,042,470	3,650,250	**0**	-100.0%
4050	Clinton River Restoration Fund	179,030	0	80,000	80,000	**0**	-100.0%
4280	Road Bond Construction Fund	108,650	11,590	18,300,000	18,060,000	**30,000**	-99.8%
	Total Capital Project Funds	**8,077,580**	**33,294,060**	**27,731,090**	**27,893,790**	**5,692,620**	**-79.5%**
	Total Revenue	**215,507,690**	**234,555,720**	**231,987,560**	**234,940,790**	**215,719,910**	**-7.0%**
	Duplicating Transfers	**(23,433,990)**	**(17,774,420)**	**(15,713,120)**	**(16,877,340)**	**(14,871,080)**	-5.4%
	Total All Funds	**$192,073,700**	**$216,781,300**	**$216,274,440**	**$218,063,450**	**$200,848,830**	**-7.1%**

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

EXPENDITURE COMPARISON
CITY BUDGETED FUNDS

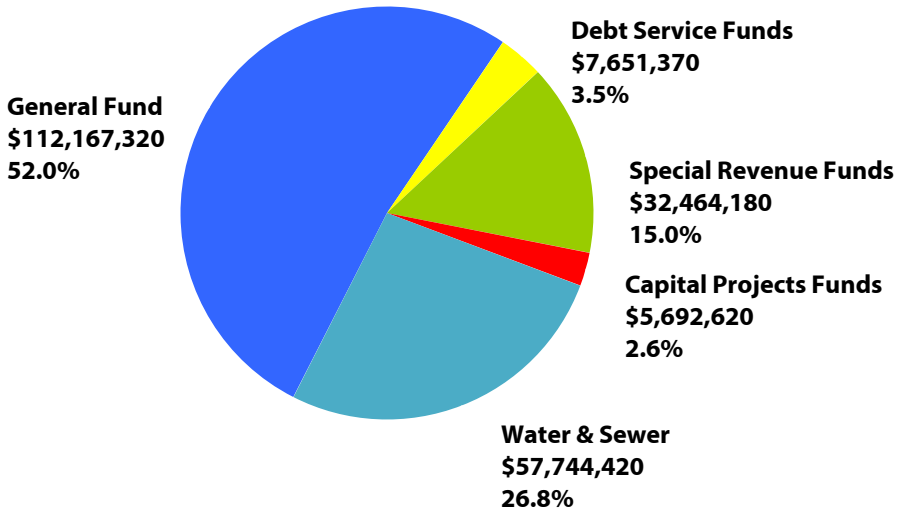
Fund No.	Fund Name	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget	% Change From 20/21
	GENERAL FUND						
1010	General Fund	$109,476,910	$106,649,610	$111,552,040	$111,311,500	**$114,315,260**	2.5%
	WATER & SEWER FUND						
5790	Water & Sewer Fund - Operations	54,273,350	56,529,050	53,997,010	54,319,250	**56,785,760**	5.2%
	SPECIAL REVENUE FUNDS						
2020	Major Road Fund	13,267,610	16,726,150	16,139,310	14,994,260	**9,902,340**	-38.6%
2030	Local Road Fund	7,702,230	8,389,320	7,685,030	7,556,220	**7,855,080**	2.2%
2440	Land & Water Conservation Fund	73,510	4,600	133,000	128,660	**0**	-100.0%
2760	Parks & Recreation Fund	21,582,670	23,337,340	9,900,470	10,076,010	**8,852,730**	-10.6%
2770	Public Safety Forfeiture Fund	408,770	570,320	596,940	536,210	**427,500**	-28.4%
2780	Comm. Develop. Block Grant Fund	579,370	947,750	1,770,340	1,628,120	**1,737,090**	-1.9%
2850	Indigent Defense Fund	95,820	171,950	329,130	135,700	**298,930**	-9.2%
2890	Neighborhood Stabilization Fund	6,630	5,920	0	0	**0**	0.0%
8510	Corridor Improvement Auth. Fund	8,670	150	281,180	281,180	**0**	-100.0%
8550	Economic Develop. Corp. Fund	108,820	73,250	79,000	77,900	**77,900**	-1.4%
8560	Brownfield Redevelopment Fund	0	243,510	627,410	627,410	**643,600**	2.6%
8670	Local Dev. Finance Authority Fund	1,509,800	1,475,200	2,231,660	2,233,830	**1,199,250**	-46.3%
	Total Special Revenue Funds	**45,343,900**	**51,945,460**	**39,773,470**	**38,275,500**	**30,994,420**	**-22.1%**
	DEBT SERVICE FUNDS						
3010	General Drain Fund	0	43,000	0	0	**0**	0.0%
3050	Voted Gen. Obligation Debt Fund	493,660	553,260	586,050	586,050	**587,170**	0.2%
3270	Road Bond Debt Retirement Fund	3,260,730	3,234,710	2,760,150	2,665,520	**3,964,980**	43.7%
3690	Ltd. Tax Gen. Obligation Debt Fund	1,698,120	3,028,810	2,955,610	2,955,610	**2,958,360**	0.1%
	Total Debt Service Funds	**5,452,510**	**6,859,780**	**6,301,810**	**6,207,180**	**7,510,510**	**19.2%**
	CAPITAL PROJECT FUNDS						
4030	Capital Projects Fund	6,611,700	20,846,290	20,467,680	20,269,520	**5,611,980**	-72.6%
4040	Facilities Improvement Fund	2,490,860	6,314,220	15,166,160	15,806,380	**0**	-100.0%
4050	Clinton River Restoration Fund	179,030	0	80,000	80,000	**0**	-100.0%
4280	Road Bond Construction Fund	6,445,590	1,293,260	2,126,340	1,859,000	**13,500,000**	534.9%
	Total Capital Project Funds	**15,727,180**	**28,453,770**	**37,840,180**	**38,014,900**	**19,111,980**	**-49.5%**
	Total Expenditures	**230,273,860**	**250,437,670**	**249,464,510**	**248,128,330**	**228,717,930**	**-8.3%**
	Duplicating Transfers	**(23,433,990)**	**(17,774,420)**	**(15,713,120)**	**(16,877,340)**	**(14,871,080)**	-5.4%
	Total All Funds	**206,839,870**	**232,663,250**	**233,751,390**	**231,250,990**	**213,846,850**	**-8.5%**

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

YEAR-END UNAPPROPRIATED
FUND BALANCE COMPARISON
GOVERNMENTAL FUNDS

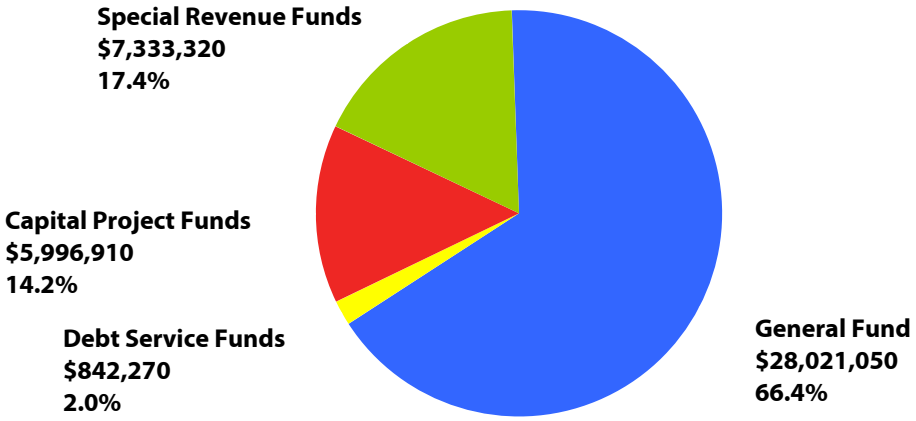
Fund No.	Fund Name	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget	% Change from 20/21
	GENERAL FUND						
1010	General Fund	$26,883,920	$29,914,520	$29,160,640	$30,168,990	**$28,021,050**	-3.9%
	SPECIAL REVENUE FUNDS						
2020	Major Road Fund	11,603,710	5,629,620	894,170	2,248,880	**3,358,530**	275.6%
2030	Local Road Fund	2,183,200	1,098,610	1,156,180	1,323,290	**1,385,500**	19.8%
2440	Land & Water Conservation Fund	161,910	159,900	26,900	31,290	**31,290**	16.3%
2760	Parks & Recreation Fund	13,469,560	1,205,570	18,870	(11,050)	**286,510**	1,418.3%
2770	Public Safety Forfeiture Fund	834,920	726,510	527,410	609,730	**199,890**	-62.1%
2780	Comm. Develop. Block Grant Fund	0	0	0	0	**0**	0.0%
2850	Indigent Defense Fund	112,020	321,720	353,770	547,050	**248,170**	-29.8%
2890	Neighborhood Stabilization Fund	0	0	0	0	**0**	0.0%
8510	Corridor Improvement Auth. Fund	398,380	826,370	789,190	775,750	**1,028,150**	30.3%
8550	Economic Develop. Corp. Fund	338,980	270,490	191,740	192,740	**114,840**	-40.1%
8560	Brownfield Redevelopment Fund	0	2,080	2,330	2,140	**2,140**	-8.2%
8670	Local Dev. Finance Authority Fund	759,840	788,890	160,650	143,740	**678,300**	322.2%
	Total Special Revenue Funds	**29,862,520**	**11,029,760**	**4,121,210**	**5,863,560**	**7,333,320**	**77.9%**
	DEBT SERVICE FUNDS						
3010	General Drain Fund	43,020	1,100	1,810	1,730	**1,730**	-4.4%
3050	Voted Gen. Obligation Debt Fund	13,740	30,050	710	990	**5,420**	663.4%
3270	Road Bond Debt Retirement Fund	470,850	539,920	706,750	698,390	**834,820**	18.1%
3690	Ltd. Tax Gen. Obligation Debt Fund	290	300	300	300	**300**	0.0%
	Total Debt Service Funds	**527,900**	**571,370**	**709,570**	**701,410**	**842,270**	**18.7%**
	CAPITAL PROJECT FUNDS						
4030	Capital Projects Fund	4,461,940	16,496,810	2,337,750	2,330,830	**2,381,470**	1.9%
4040	Facilities Improvement Fund	18,078,390	12,165,480	41,790	9,350	**9,350**	-77.6%
4050	Clinton River Restoration Fund	0	0	0	0	**0**	0.0%
4280	Road Bond Construction Fund	2,156,760	875,090	17,048,750	17,076,090	**3,606,090**	-78.8%
	Total Capital Project Funds	**24,697,090**	**29,537,380**	**19,428,290**	**19,416,270**	**5,996,910**	**-69.1%**
	Unappropriated Total - All Funds	**$81,971,430**	**$71,053,030**	**$53,419,710**	**$56,150,230**	**$42,193,550**	**-21.0%**

Total City Budgeted Funds
Percent of Total Revenues



Total City Revenues (including transfers) $215,719,910

Total City Government Funds
Percent of Total Reserves



Total Government Fund Reserves of $42,193,550

TOTAL CITY BUDGETED FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
	CITY TAXES						
404000	City Operating Tax	$42,131,670	17.96	$43,104,170	18.58	**$45,208,090**	**20.96**
404001	Property Tax Refunds	(31,340)	(0.01)	(470,400)	(0.20)	**(342,800)**	**(0.16)**
405000	City Refuse Tax	4,454,520	1.90	4,516,710	1.95	**4,765,310**	**2.21**
406000	Police & Fire Pension Tax	9,780,510	4.17	11,346,330	4.89	**12,987,170**	**6.02**
407000	Safe Streets Tax	10,868,010	4.63	11,282,970	4.86	**11,496,090**	**5.33**
408000	Recreating Recreation Tax	4,215,370	1.80	4,376,990	1.89	**4,446,070**	**2.06**
415000	Delinquent Personal Property Tax	83,160	0.04	63,600	0.03	**69,500**	**0.03**
415001	Delinquent Personal Property Tax	10,560	0.00	10,000	0.00	**10,000**	**0.00**
419000	Proposal F Debt Levy	490,810	0.21	514,130	0.22	**555,000**	**0.26**
445000	Penalties & Interest	176,340	0.08	173,710	0.07	**174,200**	**0.08**
	Total City Taxes	**72,179,610**	**30.78**	**74,918,210**	**32.29**	**79,368,630**	**36.79**
	IMPROVEMENT TAXES						
420000	Property Taxes - TIF	336,710	0.14	502,880	0.22	**525,300**	**0.24**
422000	LDFA - Smartzone Capture	612,630	0.26	696,070	0.30	**756,510**	**0.35**
423000	LDFA - General Capture	650,760	0.28	687,350	0.30	**771,850**	**0.36**
424000	BRA - School Capture	130,530	0.06	364,530	0.16	**370,300**	**0.17**
	Total Improvement Taxes	**1,730,630**	**0.74**	**2,250,830**	**0.97**	**2,423,960**	**1.12**
	LICENSES & PERMITS						
451000	Business Operating License	22,840	0.01	25,000	0.01	**150,000**	**0.07**
452000	Mobile / Temporary Vendor	2,840	0.00	5,600	0.00	**5,600**	**0.00**
453000	Liquor License	104,410	0.04	95,000	0.04	**95,000**	**0.04**
454000	Vending/Amusement Device Fee	7,730	0.00	5,000	0.00	**6,000**	**0.00**
461000	Electrical Registration & Permits	337,080	0.14	375,000	0.16	**360,000**	**0.17**
462000	Heating Registration & Permits	297,790	0.13	300,000	0.13	**300,000**	**0.14**
463000	Plumbing Registration & Permits	209,320	0.09	200,000	0.09	**210,000**	**0.10**
464000	Sign Registration & Permits	35,350	0.02	50,000	0.02	**45,000**	**0.02**
470000	Building Registration & Permits	1,294,960	0.55	960,000	0.41	**1,160,000**	**0.54**
471000	Fence Permits	15,210	0.01	16,000	0.01	**15,000**	**0.01**
477000	Fire Suppression Permits	97,290	0.04	75,000	0.03	**75,000**	**0.03**
478000	Animal Permits	51,850	0.02	46,000	0.02	**50,000**	**0.02**
479401	Non-Homestead Resident Insp. Fee	54,290	0.02	100,000	0.04	**60,000**	**0.03**
479402	Re-Inspection Code Enforcement Fee	31,520	0.01	45,000	0.02	**45,000**	**0.02**
	Total Licenses & Permits	**2,562,480**	**1.09**	**2,297,600**	**0.99**	**2,576,600**	**1.19**
	STATE & LOCAL RETURNS						
528000	Federal Revenue - Other	0	0.00	4,455,260	1.92	**0**	**0.00**
529000	Federal Grant - Other	2,485,380	1.06	3,430,860	1.48	**1,897,340**	**0.88**
529003	Revenue Direct Loans	74,110	0.03	100,000	0.04	**100,000**	**0.05**
529004	Federal - Interest Rebates	27,050	0.01	24,650	0.01	**0**	**0.00**
529100	Federal Forfeiture Grant	130,270	0.06	400	0.00	**0**	**0.00**
529101	Federal Forfeiture Program Income	0	0.00	530	0.00	**0**	**0.00**
529201	Treasure Forfeiture Program Income	0	0.00	3,700	0.00	**0**	**0.00**
529389	CDBG Revenue - COVID	2,970	0.00	477,450	0.21	**589,750**	**0.27**
539002	State Grants	1,338,910	0.57	448,660	0.19	**0**	**0.00**
539200	State Forfeiture Grant	233,750	0.10	127,900	0.06	**0**	**0.00**
539201	State Forfeiture Program Income	28,080	0.01	140	0.00	**0**	**0.00**
539300	Gambling Forfeitures	20,000	0.01	220,670	0.10	**0**	**0.00**
539348	Act 48 Public Right of Way	437,400	0.19	395,000	0.17	**410,000**	**0.19**
539400	OWI Forfeitures	6,300	0.00	3,150	0.00	**0**	**0.00**
539401	OWI Program Income	1,680	0.00	0	0.00	**0**	**0.00**
539500	Act 302 Training Funds	23,830	0.01	28,800	0.01	**16,800**	**0.01**

TOTAL CITY BUDGETED FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
544000	Drunk Driving Case Flow Assistance	7,510	0.00	6,500	0.00	**6,500**	**0.00**
546000	Highway & Street Grants	12,369,100	5.27	13,303,160	5.73	**13,902,730**	**6.44**
549000	County & Other Local Grants	29,000	0.01	50,000	0.02	**0**	**0.00**
549101	Funding from General Government	200,000	0.09	0	0.00	**0**	**0.00**
567001	State Aid - Library	103,960	0.04	104,960	0.05	**111,530**	**0.05**
569001	Judges Salary Stand Payments	137,280	0.06	137,170	0.06	**137,170**	**0.06**
573386	Personal Prop. Tax Reimbursement	7,325,940	3.12	4,754,500	2.05	**4,457,040**	**2.07**
573486	Personal Prop. Tax Reimbursement	622,550	0.27	798,210	0.34	**751,960**	**0.35**
574000	State Revenue Sharing	12,532,210	5.34	11,841,220	5.10	**12,422,140**	**5.76**
581001	Municipal Credit Transportation	290,870	0.12	420,200	0.18	**300,000**	**0.14**
583000	Macomb Auto Theft Squad - Grant	71,330	0.03	80,000	0.03	**100,000**	**0.05**
585000	Drug Enforce. Admin. - Federal	20,560	0.01	40,000	0.02	**30,000**	**0.01**
587001	County Contrib. - Library Penal Fines	122,710	0.05	115,000	0.05	**117,000**	**0.05**
	Total State & Local Returns	**38,642,750**	**16.46**	**41,368,090**	**17.83**	**35,349,960**	**16.39**
	OTHER FINANCING SOURCES						
699101	Transfer from General Fund	14,474,230	6.17	12,952,970	5.58	**10,909,780**	**5.06**
699202	Transfer from Major Road Fund	3,100,190	1.32	2,760,150	1.19	**3,961,300**	**1.84**
	Total Other Financing Sources	**17,574,420**	**7.49**	**15,713,120**	**6.77**	**14,871,080**	**6.89**
	FINES & FORFEITURES						
656003	Contempt Court Fines	3,840	0.00	5,000	0.00	**3,500**	**0.00**
656004	Ordinance Fines & Costs	1,262,800	0.54	387,500	0.17	**1,100,000**	**0.51**
656005	Municipal Civil Infractions	23,750	0.01	20,000	0.01	**20,000**	**0.01**
657001	Library Fines	23,420	0.01	30,000	0.01	**15,000**	**0.01**
658001	Bond Forfeitures	55,900	0.02	90,000	0.04	**55,900**	**0.03**
659001	Driver Reinstatement Fee	35,970	0.02	36,000	0.02	**36,000**	**0.02**
659002	Default Judgment Fee	127,470	0.05	160,000	0.07	**80,000**	**0.04**
659003	Crime Victim Rights Admin. Fee	7,550	0.00	12,000	0.01	**4,500**	**0.00**
	Total Fines & Forfeitures	**1,540,700**	**0.66**	**740,500**	**0.32**	**1,314,900**	**0.61**
	CHARGES FOR SERVICES						
603000	Court Filing Fee	106,120	0.05	130,000	0.06	**130,000**	**0.06**
603001	Jury Demand Fee	4,200	0.00	4,000	0.00	**4,800**	**0.00**
604000	Probation Oversight	78,000	0.03	120,000	0.05	**72,000**	**0.03**
605000	Garnishments - Filing Fee	114,590	0.05	125,000	0.05	**125,000**	**0.06**
606000	Split/Combination Fee	6,870	0.00	15,000	0.01	**12,200**	**0.01**
607000	Fire Permits, Fees, & Inspections	16,560	0.01	20,000	0.01	**20,000**	**0.01**
608000	Recording Fees	2,720	0.00	4,000	0.00	**4,000**	**0.00**
609000	Mobile Home Tax	9,770	0.00	9,710	0.00	**9,900**	**0.00**
610000	Vital Statistics	83,000	0.04	72,000	0.03	**75,000**	**0.03**
611000	Attorney Fee Reimbursement	39,890	0.02	35,000	0.02	**35,000**	**0.02**
612000	Alcohol Assessment Fee	14,280	0.01	18,000	0.01	**6,200**	**0.00**
626000	Services - PTAF	1,949,360	0.83	1,987,000	0.86	**2,129,930**	**0.99**
627000	Water & Sewer Activity	1,789,530	0.76	1,788,930	0.77	**1,601,940**	**0.74**
627276	Administrative Services - RR	82,500	0.04	84,150	0.04	**78,970**	**0.04**
627444	Administrative Services - Roads	218,040	0.09	250,000	0.11	**250,000**	**0.12**
627531	Admin Services-Refuse	103,460	0.04	105,100	0.05	**115,890**	**0.05**

TOTAL CITY BUDGETED FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
627556	Admin Services-Water Distribution	532,140	0.23	472,750	0.20	**651,000**	**0.30**
627677	Administrative Services-Self Insurance	266,550	0.11	266,550	0.11	**309,370**	**0.14**
627732	Administrative Services-P&F Pension	1,630	0.00	5,000	0.00	**2,000**	**0.00**
628001	Voter Lists	460	0.00	500	0.00	**500**	**0.00**
629001	Labor Services - Roads	911,220	0.39	1,050,000	0.45	**1,050,000**	**0.49**
629002	Labor Services - Cross Charges	20,120	0.01	30,000	0.01	**20,000**	**0.01**
629003	Labor Services - Fleet Maintenance	28,430	0.01	30,000	0.01	**30,000**	**0.01**
631001	Police & Fire Services	351,370	0.15	380,000	0.16	**370,000**	**0.17**
631002	Towed Vehicle Impound Fee	82,130	0.04	100,000	0.04	**90,000**	**0.04**
632001	Inspection Services-Projects-Other	132,210	0.06	200,000	0.09	**150,000**	**0.07**
632002	Inspection Services-City Projects	439,570	0.19	400,000	0.17	**425,000**	**0.20**
632003	Engineering Review Fee	178,000	0.08	125,000	0.05	**150,000**	**0.07**
632004	Engineering & Design - Project	1,470,930	0.63	1,100,000	0.47	**1,100,000**	**0.51**
632005	Building Number Assignments	5,290	0.00	2,000	0.00	**2,000**	**0.00**
632006	SESC Review Fee	31,270	0.01	25,000	0.01	**20,000**	**0.01**
632007	SESC Inspection Fee	36,630	0.02	40,000	0.02	**40,000**	**0.02**
632008	Easement Vacation	250	0.00	500	0.00	**600**	**0.00**
632009	ROW Permit Fees	7,990	0.00	5,000	0.00	**4,000**	**0.00**
633001	Water Tap Fees	108,150	0.05	125,000	0.05	**125,000**	**0.06**
633002	Sewer Tap Fees	32,590	0.01	40,000	0.02	**40,000**	**0.02**
633003	Meter Charges	401,670	0.17	400,000	0.17	**0**	**0.00**
633004	Inspection	14,190	0.01	10,000	0.00	**12,000**	**0.01**
633005	Water & Sewer Services	60,160	0.03	60,000	0.03	**60,000**	**0.03**
633006	Hydrant Rental	172,920	0.07	176,380	0.08	**176,000**	**0.08**
633009	Turn-On Charge	13,750	0.01	15,000	0.01	**15,000**	**0.01**
634003	Supplies & Gasoline Revenue	50,460	0.02	60,000	0.03	**50,000**	**0.02**
634004	Parts-Vehicle Maintenance	114,440	0.05	100,000	0.04	**115,000**	**0.05**
635000	Municipal Services Fee	0	0.00	75,000	0.03	**75,000**	**0.03**
635535	Refuse Collection Fees	17,140	0.01	15,000	0.01	**25,000**	**0.01**
636000	Plan Review Fee	58,660	0.03	20,000	0.01	**50,000**	**0.02**
636001	Building Department Plan Review	454,850	0.19	425,000	0.18	**425,000**	**0.20**
637001	Copies & Forms	10,620	0.00	15,600	0.01	**10,400**	**0.00**
637002	Maps	80	0.00	150	0.00	**100**	**0.00**
637003	Police Reports	116,660	0.05	100,000	0.04	**100,000**	**0.05**
637005	Fire Reports	2,770	0.00	3,000	0.00	**3,000**	**0.00**
637006	PBT User Fee	110	0.00	250	0.00	**250**	**0.00**
637007	False Alarm Fees	69,440	0.03	100,000	0.04	**100,000**	**0.05**
637009	Transport Fees	3,693,620	1.57	3,800,000	1.64	**3,895,290**	**1.81**
637301	Notary Fee	850	0.00	1,200	0.00	**1,500**	**0.00**
638000	Application Fees	11,040	0.00	11,400	0.00	**11,600**	**0.01**
639001	Parks & Recreation Fees	518,670	0.22	564,000	0.24	**947,020**	**0.44**
639002	Baseball Registration Fees	0	0.00	128,100	0.06	**127,050**	**0.06**
639253	Treasury Transfer & Late Fees	61,850	0.03	60,000	0.03	**60,000**	**0.03**
640001	5% Cash Deposit	2,610	0.00	2,000	0.00	**2,000**	**0.00**
640002	Weed Cutting	75,940	0.03	80,000	0.03	**75,000**	**0.03**

TOTAL CITY BUDGETED FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
640003	Board of Zoning Appeals Fees	7,520	0.00	40,000	0.02	**20,000**	**0.01**
640004	Tree Sales & Planting	38,460	0.02	45,000	0.02	**45,000**	**0.02**
640005	Ordinance Board of Appeals Fees	62,290	0.03	65,000	0.03	**70,000**	**0.03**
643000	Water Services	19,134,880	8.16	20,567,720	8.87	**16,310,410**	**7.56**
643001	Fixed Charges - Water	0	0.00	0	0.00	**5,681,830**	**2.63**
644000	Collections - Sewer	28,942,130	12.34	30,924,880	13.33	**30,833,510**	**14.29**
644001	Fixed Charges - Sewer	0	0.00	0	0.00	**2,861,780**	**1.33**
645000	Penalties - Water & Sewer	742,920	0.32	850,000	0.37	**850,000**	**0.39**
646000	Industrial & Pollution Surcharge	381,770	0.16	375,000	0.16	**375,000**	**0.17**
	Total Charges for Services	**64,488,290**	**27.49**	**68,254,870**	**29.42**	**72,634,040**	**33.67**
	OTHER REVENUE						
656006	Interpreter Fees	18,400	0.01	20,000	0.01	**12,000**	**0.01**
665000	Interest on Investments	2,383,230	1.02	1,718,800	0.74	**440,960**	**0.20**
665445	Interest & Penalties - Tax Roll	17,820	0.01	15,000	0.01	**18,000**	**0.01**
667002	Rental Income - Utica Road	155,850	0.07	0	0.00	**0**	**0.00**
667003	Rental Income - DPS	179,460	0.08	180,760	0.08	**446,220**	**0.21**
667005	Rental - DPW - Impound Lot	32,000	0.01	48,000	0.02	**48,000**	**0.02**
667009	Rental - Towers	200,620	0.09	202,620	0.09	**204,640**	**0.09**
667716	Rental Income Smart Incubator	199,160	0.08	210,000	0.09	**205,000**	**0.10**
669001	Rental - Road Equipment	910,840	0.39	1,100,000	0.47	**1,000,000**	**0.46**
669002	Rental - Equipment - Cross Charges	19,990	0.01	25,000	0.01	**25,000**	**0.01**
672000	Special Assessment Revenue	126,500	0.05	100,850	0.04	**107,410**	**0.05**
672445	Special Assessment Delinq. Int.	0	0.00	230	0.00	**0**	**0.00**
672665	Special Assessment Interest	56,470	0.02	42,080	0.02	**39,210**	**0.02**
673000	Sale of Fixed Assets	23,020	0.01	80,000	0.03	**40,000**	**0.02**
675000	Contributions & Donations	13,610	0.01	10,000	0.00	**5,000**	**0.00**
675001	Donations - Parks & Recreation	8,320	0.00	24,500	0.01	**33,000**	**0.02**
675003	Art Fair Revenue	356,380	0.15	0	0.00	**100,000**	**0.05**
676000	Reimbursements	1,121,260	0.48	1,943,300	0.84	**1,825,000**	**0.85**
676001	Reimbursements - Legal	11,580	0.00	5,000	0.00	**10,000**	**0.00**
677008	Unrealized Gain/Loss	(22,250)	(0.01)	0	0.00	**0**	**0.00**
677574	Unrealized Gain/Loss	21,320	0.01	0	0.00	**0**	**0.00**
679000	Police Auction	1,150	0.00	0	0.00	**0**	**0.00**
679752	Parks & Recreation Retail Sales	660	0.00	500	0.00	**300**	**0.00**
679792	Library Book Sales	20	0.00	0	0.00	**0**	**0.00**
685000	Miscellaneous Revenue	214,120	0.09	160,000	0.07	**168,000**	**0.08**
685015	Misc. Revenue - MCPWC	2,313,240	0.99	100,000	0.04	**100,000**	**0.05**
685792	Miscellaneous Revenue - Library	77,230	0.03	80,000	0.03	**75,000**	**0.03**
687000	Refunds & Rebates	38,270	0.02	78,000	0.03	**20,000**	**0.01**
690000	O.U.I.L. Recovery	26,440	0.01	30,000	0.01	**30,000**	**0.01**
690002	Warrant Arrest Processing Fee	3,000	0.00	4,700	0.00	**3,000**	**0.00**
695000	Insurance Recovery & Subrogation	181,980	0.08	65,000	0.03	**25,000**	**0.01**
698000	Proceeds - Long Term Debt	24,919,320	10.63	18,000,000	7.76	**0**	**0.00**
698001	Bond Premiums	0	0.00	0	0.00	**0**	**0.00**
	Total Other Revenue	**33,609,010**	**14.33**	**24,244,340**	**10.45**	**4,980,740**	**2.31**
680000	Cable TV Revenue	2,227,830	0.95	2,200,000	0.95	**2,200,000**	**1.02**
	Total City Budgeted Funds	**$234,555,720**	**100.00**	**$231,987,560**	**100.00**	**$215,719,910**	**100.00**

Note: The 2019-2020 Actual Column is rounded to the nearest $10.

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
	PERSONNEL SERVICES						
703000	Wages-Elected & Appointed	$145,740	0.06	$152,830	0.06	**$225,590**	**0.10**
704000	Wages & Salaries-Permanent	34,771,010	13.88	38,008,970	15.24	**39,643,130**	**17.33**
704001	Sick Time Buy Back	525,010	0.21	440,080	0.18	**403,350**	**0.18**
704721	Health Insurance Allowance	187,000	0.07	192,250	0.08	**169,000**	**0.07**
705000	Wages-Salaries - Temp/Part Time	3,024,950	1.21	3,685,680	1.48	**3,796,000**	**1.66**
706000	Wages-Salaries - Occasional	82,750	0.03	151,820	0.06	**118,700**	**0.05**
708000	Overtime	3,545,510	1.42	3,640,560	1.46	**3,420,150**	**1.50**
708001	Compensatory Time Buy Back	1,633,560	0.65	1,830,250	0.73	**1,688,920**	**0.74**
708795	Overtime - F.L.S.A.	25,990	0.01	25,000	0.01	**30,000**	**0.01**
709000	Other Benefits/Reimbursements	67,950	0.03	105,920	0.04	**88,350**	**0.04**
710000	Longevity	801,300	0.32	843,790	0.34	**879,050**	**0.38**
711000	Holiday Pay	1,079,780	0.43	1,172,580	0.47	**1,240,000**	**0.54**
713500	Car Allowance	3,920	0.00	4,000	0.00	**4,000**	**0.00**
714000	Food Allowance	110,830	0.04	116,250	0.05	**120,000**	**0.05**
715000	Clothing Allowance	375,610	0.15	381,980	0.15	**394,700**	**0.17**
717000	FICA	1,857,190	0.74	2,017,980	0.81	**2,242,340**	**0.98**
718000	Worker's Compensation	374,810	0.15	399,760	0.16	**412,590**	**0.18**
719000	Unemployment Compensation	11,950	0.00	20,000	0.01	**15,000**	**0.01**
720000	Pension-General Emp Retirement	4,433,560	1.77	4,029,740	1.62	**4,533,280**	**1.98**
720001	Pension-Police and Fire Retirement	9,813,390	3.92	11,969,090	4.80	**13,738,920**	**6.01**
720002	Defined Contribution - Employer	386,250	0.15	420,500	0.17	**485,150**	**0.21**
721000	Health Insurance	5,707,580	2.28	6,302,290	2.53	**7,343,130**	**3.21**
721001	Health Insurance - Retirees	11,517,660	4.60	10,500,000	4.21	**10,500,010**	**4.59**
721003	Retiree Health Savings - City	475,670	0.19	493,540	0.20	**542,900**	**0.24**
722000	Dental Insurance	453,090	0.18	465,700	0.19	**504,890**	**0.22**
723000	Life Insurance	80,110	0.03	83,340	0.03	**92,970**	**0.04**
724000	Eye Care Insurance	37,730	0.02	38,580	0.02	**41,880**	**0.02**
725000	Disability Insurance - Long Term	74,330	0.03	81,220	0.03	**86,340**	**0.04**
725355	Disability Insurance - Short Term	199,120	0.08	212,940	0.09	**226,330**	**0.10**
	Total Personnel Services	**81,803,350**	**32.66**	**87,786,640**	**35.22**	**92,986,670**	**40.66**
	SUPPLIES						
729000	Postage	238,280	0.10	293,410	0.12	**300,910**	**0.13**
730000	Publications	27,250	0.01	28,300	0.01	**29,560**	**0.01**
741000	Ammunition	60,840	0.02	70,250	0.03	**71,190**	**0.03**
742000	Dog Care Supplies	5,810	0.00	6,000	0.00	**8,080**	**0.00**
750000	Fuels & Lubricants	496,120	0.20	601,780	0.24	**525,340**	**0.23**
750001	Fuel & Lubricant Inventory	12,770	0.01	25,000	0.01	**24,650**	**0.01**
751000	Operating Supplies	704,290	0.28	736,260	0.30	**833,460**	**0.36**
751001	Operating Supplies - Federal Funds	0	0.00	62,600	0.03	**0**	**0.00**
751290	Supplies - School Programs	9,220	0.00	11,050	0.00	**11,050**	**0.00**
758000	Computer Software	1,170	0.00	1,500	0.00	**1,500**	**0.00**
759000	Parts & Sublet Services	943,420	0.38	800,000	0.32	**800,000**	**0.35**
759001	Up-fit Parts & Services	0	0.00	150,000	0.06	**0**	**0.00**
761000	Program Activity Supplies	91,540	0.04	191,020	0.08	**212,490**	**0.09**
762000	Seniors Program Supplies	17,960	0.01	19,760	0.01	**21,700**	**0.01**
769000	Audio Visual Media	31,130	0.01	37,500	0.02	**37,500**	**0.02**
770000	Water Meters - Assembled	238,750	0.10	200,000	0.08	**100,000**	**0.04**
771000	Fire Hydrant Parts	16,910	0.01	23,000	0.01	**23,000**	**0.01**
772000	Tap-In Materials - Water	1,760	0.00	50,000	0.02	**50,000**	**0.02**
774000	Water Meter Parts	106,300	0.04	80,000	0.03	**80,000**	**0.03**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
785000	Books	182,200	0.07	180,500	0.07	**187,000**	**0.08**
	Total Supplies	**3,185,720**	**1.27**	**3,567,930**	**1.44**	**3,317,430**	**1.45**
	OTHER CHARGES						
802000	Audit & Accounting Services	107,810	0.04	131,400	0.05	**146,880**	**0.06**
803000	Computer Consultant Services	4,330	0.00	5,400	0.00	**3,800**	**0.00**
805000	Administrative Services	469,070	0.19	635,510	0.25	**548,550**	**0.24**
805100	Management Services	350,000	0.14	450,000	0.18	**450,000**	**0.20**
806000	Legal Services - Other	345,490	0.14	495,730	0.20	**363,230**	**0.16**
806001	Legal Services - City Attorney	730,500	0.29	855,100	0.34	**855,100**	**0.37**
807000	Medical Services	32,390	0.01	29,310	0.01	**31,650**	**0.01**
807001	Medical Services - Grant	102,110	0.04	132,290	0.05	**0**	**0.00**
808000	Reporting Services	19,830	0.01	24,100	0.01	**24,900**	**0.01**
810000	Other Fees	492,800	0.20	321,950	0.13	**337,010**	**0.15**
820000	Tree/Weed Cutting	26,460	0.01	36,000	0.01	**36,000**	**0.02**
822000	Rubbish Removal	4,216,000	1.68	4,350,000	1.74	**4,422,480**	**1.93**
824000	Water Tap Install - Contractor	42,800	0.02	45,000	0.02	**45,000**	**0.02**
825000	Animal Collection	30,370	0.01	40,000	0.02	**35,500**	**0.02**
826000	Other Contracted Services	7,164,140	2.86	6,674,790	2.68	**6,751,630**	**2.95**
826412	Nuisance Abatements	39,940	0.02	30,000	0.01	**30,000**	**0.01**
826900	Sub recipient Funding	84,550	0.03	96,740	0.04	**79,200**	**0.03**
827000	Interfund Services	2,682,390	1.07	2,469,930	0.99	**2,456,620**	**1.07**
829000	Hazardous Waste Disposal	1,550	0.00	2,500	0.00	**2,850**	**0.00**
830000	Recruiting Costs	8,330	0.00	24,170	0.01	**0**	**0.00**
832000	Building Maintenance	533,230	0.21	445,150	0.18	**406,380**	**0.18**
833000	Equipment Maintenance	271,010	0.11	322,100	0.13	**276,020**	**0.12**
833001	Personal Computer Maintenance	4,560	0.00	9,000	0.00	**0**	**0.00**
835000	Vehicle Maintenance	163,000	0.07	194,400	0.08	**195,650**	**0.09**
836000	Radio Maintenance	0	0.00	11,510	0.00	**11,450**	**0.01**
837000	Retention Pond Maintenance	126,850	0.05	105,000	0.04	**105,000**	**0.05**
840000	Water Main Repair	402,760	0.16	260,000	0.10	**400,000**	**0.17**
841000	Distribution Line Repair	180,520	0.07	247,500	0.10	**235,000**	**0.10**
842000	Sewer Main Repair	91,680	0.04	100,000	0.04	**100,000**	**0.04**
880000	Community Promotion	49,170	0.02	51,000	0.02	**51,000**	**0.02**
902000	Publishing	15,510	0.01	23,620	0.01	**23,890**	**0.01**
903000	Printing	92,210	0.04	86,610	0.03	**133,650**	**0.06**
913000	Liability Insurance	963,890	0.38	654,000	0.26	**652,000**	**0.29**
915000	Other Insurance	21,420	0.01	21,420	0.01	**22,260**	**0.01**
921000	Electric	722,970	0.29	690,500	0.28	**763,100**	**0.33**
922000	Telephone	114,470	0.05	140,630	0.06	**150,490**	**0.07**
922001	Fiber Optic Lease Charges	60,920	0.02	62,750	0.03	**64,230**	**0.03**
923000	Gas - Fuel - Oil	226,880	0.09	247,750	0.10	**256,750**	**0.11**
924000	Street Lighting	1,065,420	0.43	1,106,700	0.44	**1,823,420**	**0.80**
925000	Water	371,210	0.15	473,720	0.19	**542,220**	**0.24**
931000	Water Purchased	15,245,610	6.09	15,645,300	6.27	**16,092,920**	**7.04**
932000	Sewage Disposal	20,506,720	8.19	20,077,750	8.05	**20,798,200**	**9.09**
933000	Software Maintenance Fees	978,370	0.39	980,940	0.39	**1,197,330**	**0.52**
934000	Industrial & Pollution Surcharge	365,910	0.15	375,000	0.15	**375,000**	**0.16**
942000	Building Rental	24,040	0.01	20,000	0.01	**20,000**	**0.01**
944000	Hydrant Rental	172,920	0.07	176,380	0.07	**178,850**	**0.08**
945000	Other Rental	526,190	0.21	500,560	0.20	**754,900**	**0.33**
949000	Interpreter Fees	55,190	0.02	85,000	0.03	**85,000**	**0.04**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
950000	Witness Fees	370	0.00	1,000	0.00	**1,000**	**0.00**
951000	Juror Fees	3,130	0.00	7,000	0.00	**7,000**	**0.00**
952000	Investigators & Experts	0	0.00	10,000	0.00	**10,000**	**0.00**
954000	Mileage	860	0.00	1,280	0.00	**1,000**	**0.00**
956000	Local Meetings	7,990	0.00	15,330	0.01	**15,430**	**0.01**
956002	Special Events	0	0.00	2,000	0.00	**2,000**	**0.00**
956003	Art Fair	282,040	0.11	5,000	0.00	**221,060**	**0.10**
957000	Memberships & Dues	148,240	0.06	170,540	0.07	**174,610**	**0.08**
959000	Education & Training	304,560	0.12	319,780	0.13	**333,090**	**0.15**
959001	Education & Training - Grant	870	0.00	83,000	0.03	**0**	**0.00**
959337	Tuition Reimbursement - Fire Admin.	0	0.00	0	0.00	**0**	**0.00**
960000	Donation Expense Non-Capital	7,570	0.00	4,000	0.00	**4,000**	**0.00**
962000	Miscellaneous Expense	306,620	0.12	1,029,010	0.41	**753,800**	**0.33**
962001	Misc Exp - Cash - Short/Over	(100)	0.00	0	0.00	**0**	**0.00**
962003	Miscellaneous - Public Health	305,330	0.12	164,520	0.07	**0**	**0.00**
962200	Misc. Expense - Investigations	17,790	0.01	25,000	0.01	**25,000**	**0.01**
963000	Miscellaneous Programs	0	0.00	181,960	0.07	**180,000**	**0.08**
963716	Miscellaneous - Micro Loan Program	0	0.00	200,000	0.08	**0**	**0.00**
963717	Miscellaneous - Job Retention Grant	0	0.00	0	0.00	**400,000**	**0.17**
963900	Misc. - Capital Program	13,650	0.01	50,000	0.02	**0**	**0.00**
964000	Refunds & Rebates	11,170	0.00	15,000	0.01	**15,000**	**0.01**
968000	Depreciation	6,304,060	2.52	0	0.00	**0**	**0.00**
	Total Other Charges	**68,017,640**	**27.16**	**62,248,630**	**24.95**	**64,478,100**	**28.30**
	OTHER SERVICES						
886162	Access Road Maintenance	62,930	0.03	75,000	0.03	**75,000**	**0.03**
887000	Bridge Maintenance	169,520	0.07	10,000	0.00	**10,000**	**0.00**
888000	Surface Maintenance	650,420	0.26	750,000	0.30	**700,000**	**0.31**
888001	Surface Maintenance - County	1,240	0.00	2,000	0.00	**2,000**	**0.00**
888353	2019 Joint Sealing Program	181,760	0.07	0	0.00	**0**	**0.00**
888372	2020 Joint Sealing Program	0	0.00	130,000	0.05	**0**	**0.00**
889000	Shoulder Maintenance	20,940	0.01	24,500	0.01	**24,500**	**0.01**
889001	Shoulder Maintenance - County	0	0.00	0	0.00	**500**	**0.00**
890000	Sweeping & Flushing	317,380	0.13	300,000	0.12	**410,000**	**0.18**
890001	Sweeping & Flushing - County	52,940	0.02	60,000	0.02	**60,000**	**0.03**
890002	Sweeping & Flushing - State	11,830	0.00	14,000	0.01	**14,000**	**0.01**
891000	Grass & Weed Control	234,950	0.09	340,000	0.14	**340,000**	**0.15**
891001	Grass & Weed Control - County	260,300	0.10	325,000	0.13	**325,000**	**0.14**
891002	Grass & Weed Control - State	278,260	0.11	300,000	0.12	**300,000**	**0.13**
892000	Roadside Cleanup	106,990	0.04	75,000	0.03	**75,500**	**0.03**
892001	Roadside Cleanup - County	17,300	0.01	21,000	0.01	**21,300**	**0.01**
892002	Roadside Cleanup - State	48,090	0.02	60,000	0.02	**60,850**	**0.03**
893000	Curb & Gutter Maintenance	6,490	0.00	5,000	0.00	**5,000**	**0.00**
894000	Storm Drain Maintenance	368,630	0.15	505,000	0.20	**505,000**	**0.22**
895000	Tree & Shrub Maintenance	630,600	0.25	595,000	0.24	**595,600**	**0.26**
895001	Tree & Shrub Maint. - County	88,410	0.04	30,000	0.01	**30,500**	**0.01**
895002	Tree & Shrub Maintenance - State	32,680	0.01	35,000	0.01	**40,000**	**0.02**
897000	Snow & Ice Removal	695,450	0.28	1,000,000	0.40	**1,000,000**	**0.44**
897001	Snow & Ice Removal -County	2,500	0.00	0	0.00	**0**	**0.00**
898000	Traffic Signs/Signals	234,360	0.09	260,000	0.10	**65,000**	**0.03**
898001	Traffic Signs/Signals - County	3,270	0.00	3,500	0.00	**3,000**	**0.00**
899000	Pavement Markings	5,780	0.00	67,000	0.03	**67,000**	**0.03**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
	Total Other Services	**4,483,020**	**1.79**	**4,987,000**	**1.98**	**4,729,750**	**2.06**
	CAPITAL OUTLAY						
971000	Land Acquisition	0	0.00	185,000	0.07	**0**	**0.00**
972350	Dodge Park Improvements	9,560	0.00	10,000	0.00	**0**	**0.00**
972351	Community Center	12,297,790	4.91	650,000	0.26	**0**	**0.00**
972795	Park Improvements	3,566,480	1.42	1,111,660	0.45	**360,000**	**0.16**
975000	Buildings & Improvements	7,647,650	3.05	18,390,200	7.37	**977,490**	**0.43**
975030	DPW Building	12,464,490	4.98	11,638,250	4.67	**0**	**0.00**
975040	DPW Storage Facilities	184,960	0.07	115,000	0.05	**0**	**0.00**
975060	Schoenherr Towers Expansion	7,800	0.00	482,000	0.19	**0**	**0.00**
975210	Fire Station Renovations	81,680	0.03	136,750	0.05	**0**	**0.00**
975220	Misc. Fire Station Improvements	4,390	0.00	73,900	0.03	**202,000**	**0.09**
979000	Computer Equipment	200,230	0.08	1,399,290	0.56	**100,200**	**0.04**
979100	Financial System - Software	276,770	0.11	632,140	0.25	**0**	**0.00**
979150	Financial System - Hardware	172,820	0.07	189,210	0.08	**54,000**	**0.02**
979300	Tax & Assessing - Software	15,270	0.01	0	0.00	**0**	**0.00**
979305	Police Department - Equipment	0	0.00	0	0.00	**10,600**	**0.00**
979320	Police Department - Car Computers	0	0.00	158,550	0.06	**69,320**	**0.03**
979600	Parks & Recreation - Software	0	0.00	150,000	0.06	**0**	**0.00**
979800	Fire Department - Software	0	0.00	35,860	0.01	**0**	**0.00**
979850	Fire Department - Hardware	2,350	0.00	0	0.00	**0**	**0.00**
981000	Electronic Equipment	2,960	0.00	31,130	0.01	**28,450**	**0.01**
981001	Electronic Equipment - Grant	0	0.00	16,960	0.01	**0**	**0.00**
982000	Machinery & Equipment	430,610	0.17	1,250,910	0.50	**987,220**	**0.43**
982001	Machinery & Equipment - Grant	500,520	0.20	3,870	0.00	**135,800**	**0.06**
984000	Vehicles	303,740	0.12	1,309,660	0.52	**880,500**	**0.38**
984265	Vehicles - Facilities Maintenance	28,180	0.01	0	0.00	**72,000**	**0.03**
984292	Vehicles - Community Relations	24,890	0.01	0	0.00	**0**	**0.00**
984315	Vehicles - Police Operations	473,360	0.19	348,670	0.14	**777,240**	**0.34**
984337	Vehicles - Fire Administration	48,150	0.02	0	0.00	**36,000**	**0.02**
984338	Vehicles - Fire Transport	(23,310)	(0.01)	30,070	0.01	**0**	**0.00**
984339	Vehicles - Fire Extinguishment	0	0.00	651,000	0.26	**0**	**0.00**
984341	Vehicles - Fire Prevention	0	0.00	24,500	0.01	**30,000**	**0.01**
984412	Vehicles - Building	71,960	0.03	0	0.00	**0**	**0.00**
984417	Vehicles - Neighborhood Services	146,340	0.06	0	0.00	**24,500**	**0.01**
984444	Vehicles - DPW Street	745,300	0.30	371,020	0.15	**576,000**	**0.25**
984447	Vehicles - Engineering	0	0.00	0	0.00	**24,500**	**0.01**
984553	Vehicles - Fleet Maintenance	0	0.00	24,500	0.01	**0**	**0.00**
984752	Vehicles - Parks & Recreation	84,010	0.03	81,000	0.03	**24,500**	**0.01**
986000	Major Drain Improvement	2,313,240	0.92	100,000	0.04	**150,000**	**0.07**
987000	Public Art	8,730	0.00	311,710	0.12	**142,210**	**0.06**
988000	Construction	65,840	0.03	2,574,490	1.03	**10,488,640**	**4.59**
988235	17 Mile Bridge Replacement	38,800	0.02	0	0.00	**0**	**0.00**
988246	Van Dyke Streetscape	104,160	0.04	10,840	0.00	**0**	**0.00**
988254	Dodge Park - Metro to Utica	20,790	0.01	29,210	0.01	**0**	**0.00**
988257	Gardner Street East	300	0.00	343,830	0.14	**0**	**0.00**
988276	2017 Bridge Repair Program	19,150	0.01	23,390	0.01	**0**	**0.00**
988278	Clinton River Restoration	600	0.00	60,000	0.02	**0**	**0.00**
988280	Smartzone District Improvements	15,450	0.01	50,550	0.02	**0**	**0.00**
988284	Canal Resurfacing Schoen. to V/D	54,630	0.02	10,370	0.00	**0**	**0.00**
988291	M-59 Regional Median Improvements	20,530	0.01	29,470	0.01	**0**	**0.00**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
988295	LDFA Improvements-Phase I	48,620	0.02	21,380	0.01	**0**	**0.00**
988302	Dodge Park - 15 Mile to Metro	190	0.00	0	0.00	**0**	**0.00**
988303	2018 Sidewalk Gap Program	395,350	0.16	50,200	0.02	**0**	**0.00**
988306	2018 Concrete Replacement	680	0.00	0	0.00	**0**	**0.00**
988309	Stadler Road Resurfacing	38,550	0.02	3,120	0.00	**0**	**0.00**
988310	17 Mile/Mitchell Signal	0	0.00	10,000	0.00	**0**	**0.00**
988311	Traffic Signal - Metro & Mound	0	0.00	80,000	0.03	**0**	**0.00**
988313	Van Dyke M59 to Clinton Rvr Bridge	45,800	0.02	29,200	0.01	**0**	**0.00**
988316	17 Mile Resurfacing - Utica to Plbrook	88,800	0.04	43,000	0.02	**0**	**0.00**
988318	Schoenherr - 15 Mile to Metro	0	0.00	13,610	0.01	**0**	**0.00**
988322	North Van Dyke Design	18,220	0.01	116,780	0.05	**0**	**0.00**
988326	Mound Resurfacing - 14 to 18 Mile	33,490	0.01	105,520	0.04	**0**	**0.00**
988329	LDFA - Phase II	236,470	0.09	114,530	0.05	**0**	**0.00**
988332	Metro Parkway Resurfacing	17,400	0.01	121,750	0.05	**0**	**0.00**
988333	Utica Road Resurf. - DP to Schoen.	22,970	0.01	45,070	0.02	**0**	**0.00**
988335	Sterling Relief Drain Improvements	3,090	0.00	115,030	0.05	**0**	**0.00**
988336	Senior Parking	367,790	0.15	24,690	0.01	**0**	**0.00**
988337	19 Mile Road - Schoenherr to Hayes	1,792,660	0.72	276,580	0.11	**0**	**0.00**
988338	Kennedy Drive Reconstruction	(2,300)	0.00	0	0.00	**0**	**0.00**
988339	2019 Concrete Reconstruction	4,689,700	1.87	39,210	0.02	**0**	**0.00**
988340	2019 Asphalt Resurfacing	1,026,160	0.41	260,330	0.10	**0**	**0.00**
988341	2019 Concrete Replacement	1,710,880	0.68	269,200	0.11	**0**	**0.00**
988343	Mound Road Joint Repairs	0	0.00	10,000	0.00	**0**	**0.00**
988344	Mound Rd Reconst. I-696 to M-59	926,090	0.37	1,784,530	0.72	**13,500,000**	**5.90**
988345	Merrill Rd - 18-1/2 Mile to Dobry	3,308,210	1.32	140,150	0.06	**0**	**0.00**
988350	2019 Sidewalk Replacement Program	1,275,370	0.51	114,630	0.05	**0**	**0.00**
988351	Schoenherr - 19 Mile to Clinton River	1,447,640	0.58	252,510	0.10	**0**	**0.00**
988354	14 Mile Road Resurfacing	191,970	0.08	138,040	0.06	**0**	**0.00**
988355	18 Mile Road Resurfacing	1,202,010	0.48	97,550	0.04	**0**	**0.00**
988356	M59 Sidewalk Feasibility Study	29,010	0.01	15,990	0.01	**100,000**	**0.04**
988358	Schoenherr - Plumbrook to Clinton Rvr	73,210	0.03	1,124,870	0.45	**0**	**0.00**
988360	Hamilton Dr. East Reconstruction	0	0.00	153,290	0.06	**0**	**0.00**
988362	2020 Local Road Reconstruction	751,030	0.30	3,001,310	1.20	**0**	**0.00**
988363	2020 Concrete Sectional Repair	0	0.00	1,600,000	0.64	**300,000**	**0.12**
988364	Saal Road Resurfacing	920	0.00	2,299,080	0.92	**0**	**0.00**
988365	Pondview - 18 Mile to 19 Mile	756,470	0.30	443,530	0.18	**0**	**0.00**
988366	19 Mile - Schoenherr to Clinton Rvr	199,480	0.08	1,000,520	0.40	**0**	**0.00**
988368	Fire Station 3 Parking Lot Reconst.	0	0.00	74,930	0.03	**0**	**0.00**
988373	18 Mile and Utica Road	0	0.00	2,147,940	0.86	**0**	**0.00**
	Total Capital Outlay	**63,127,100**	**25.21**	**59,183,030**	**23.71**	**30,051,170**	**13.03**
	DEBT SERVICE						
992000	Principal	6,240,000	2.49	9,693,690	3.89	**10,817,620**	**4.73**
992001	Principal - Capital Bonds	0	0.00	0	0.00	**645,000**	**0.28**
993000	Interest	3,574,270	1.43	3,760,750	1.51	**3,891,180**	**1.70**
993001	Interest - OMID	562,900	0.22	661,530	0.27	**1,028,940**	**0.45**
993002	Interest - MID	1,389,190	0.55	1,658,980	0.67	**1,596,520**	**0.70**
993003	Interest - N. Gratiot	95,810	0.04	79,650	0.03	**74,170**	**0.03**
993005	Interest - Clintondale Pump	184,260	0.07	123,560	0.05	**230,300**	**0.10**
	Total Debt Service	**12,046,430**	**4.80**	**15,978,160**	**6.40**	**18,283,730**	**7.87**
	TRANSFERS OUT						
999101	Transfer to General Fund	43,000	0.02	0	0.00	**0**	**0.00**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
999202	Transfer to Major Road Fund	1,000,000	0.40	1,000,000	0.40	**250,000**	**0.11**
999276	Transfer to P&R Fund	5,550,000	2.22	2,736,350	1.10	**2,950,970**	**1.29**
999285	Transfer to MIDC Fund	(26,430)	(0.01)	0	0.00	**0**	**0.00**
999327	Transfer to Road Bond Debt	3,100,190	1.24	2,760,150	1.11	**3,961,300**	**1.73**
999369	Transfer to LTGO Debt Fund	3,028,810	1.21	2,955,610	1.18	**2,958,360**	**1.29**
999403	Transfer to Capital Projects Fund	4,878,840	1.95	3,614,540	1.45	**4,750,450**	**2.08**
999404	Transfer to Facilities Fund	0	0.00	2,566,470	1.03	**0**	**0.00**
999405	Tfr to Clinton River Restoration Fund	0	0.00	80,000	0.03	**0**	**0.00**
999851	Transfer to CIA Fund	200,000	0.08	0	0.00	**0**	**0.00**
	Total Transfers Out	**17,774,410**	**7.10**	**15,713,120**	**6.30**	**14,871,080**	**6.63**
	Total City Budgeted Funds	**$250,437,670**	**100.00**	**$249,464,510**	**100.00**	**$228,717,930**	**100.00**

Note: The 2019-2020 Actual Column is rounded to the nearest $10.

YEAR-END
NET POSITION COMPARISON
NON-BUDGETARY FUNDS

Fund No.	Fund Name	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual
	PROPRIETARY FUNDS					
	ENTERPRISE FUND					
5790	Water & Sewer Fund	$21,432,648	$29,015,689	$21,578,727	$20,409,371	$21,588,166
	INTERNAL SERVICE FUND					
6770	Self-Insurance Fund	12,757,301	9,979,915	9,560,071	8,114,663	6,231,018
	Total Proprietary Funds	**34,189,949**	**38,995,604**	**31,138,798**	**28,524,034**	**27,819,184**
	FIDUCIARY FUNDS					
	TRUST FUNDS					
7010	Retiree Medical Benefits Fund	86,860,837	101,249,866	112,075,196	119,986,687	123,037,940
7370	General Employees Retirement System	106,683,028	110,237,925	110,271,962	108,944,501	102,783,780
7380	Police & Fire Retirement System	192,115,761	201,782,195	206,639,692	210,069,689	207,375,720
	Total Fiduciary Funds	**385,659,626**	**413,269,986**	**428,986,850**	**439,000,877**	**433,197,440**
	Total All Non-Budgetary Funds	**$419,849,575**	**$452,265,590**	**$460,125,648**	**$467,524,911**	**$461,016,624**

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.

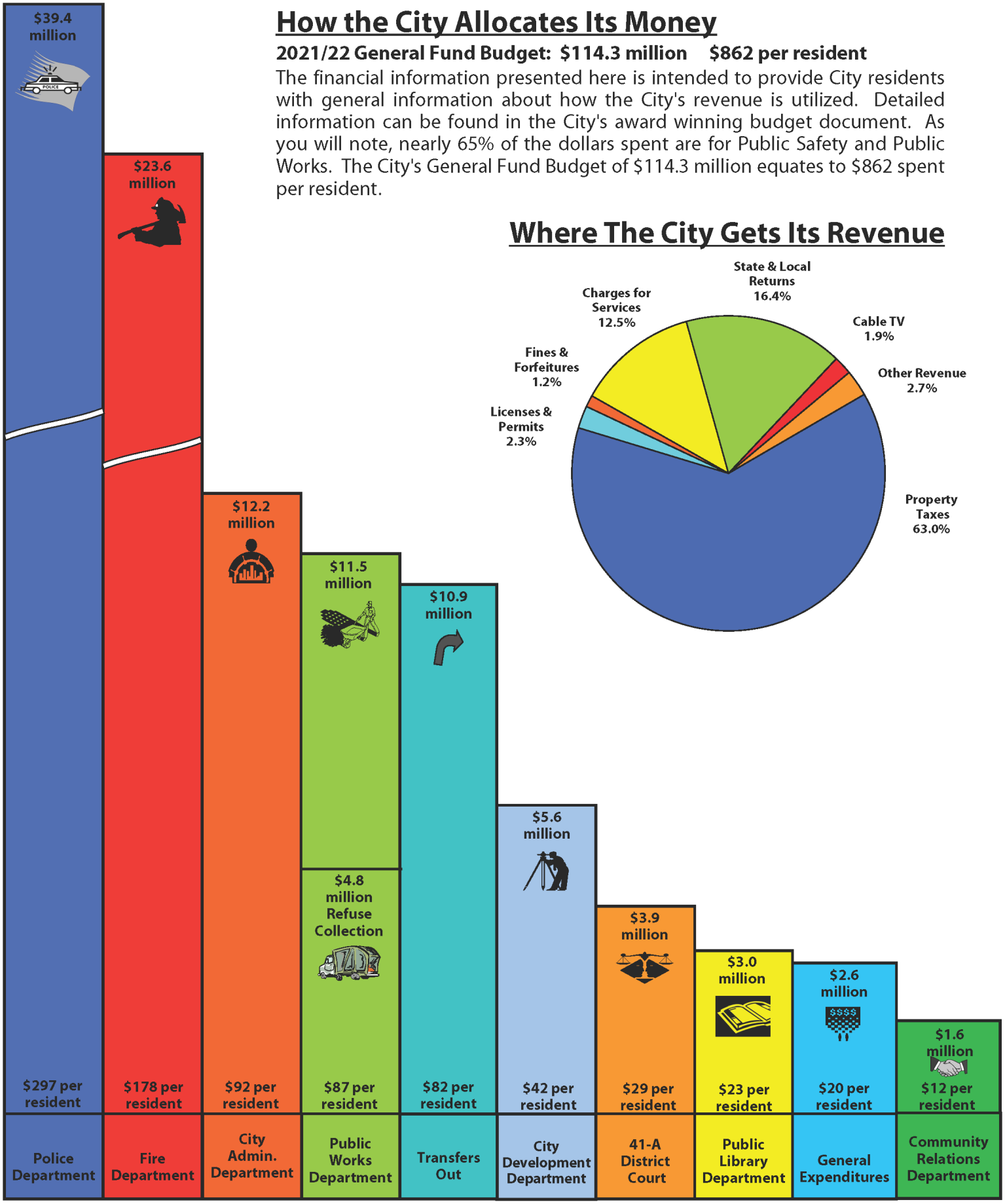
The General Fund also provides for Refuse Collection and Police and Fire Pensions. Revenues to cover these specific expenditures are generated by taxes levied exclusively for these purposes.

How the City Allocates Its Money

2021/22 General Fund Budget: $114.3 million $862 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, nearly 65% of the dollars spent are for Public Safety and Public Works. The City's General Fund Budget of $114.3 million equates to $862 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 $3,134 for those in the Utica Community School district and $3,677 for those in the Warren Consolidated School district. Of this amount, the City receives 41%, or $1,350, to fund all local City services such as police and fire protection, refuse collection, and snow plowing services. The average homeowner pays $112 per month in City taxes.

	Utica Schools	Warren Schools
Average Residential Total Property Tax Bill: *(based on home with a market value of $218,200 and taxable value of $80,990)*	**$3,134**	**$3,677**
Average Residential Property Tax (City Portion Only):	**$1,350**	**$1,350**



The City of Sterling Heights spends an average of $2,831 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	$896	32 %	$428
Fire Department	$539	19 %	$257
Public Works	$264	9 %	$126
City Administration Department	$278	10 %	$132
Parks & Recreation	$193	7 %	$92
General Expenditures & Transfers	$173	6 %	$82
City Development Department	$128	5 %	$61
41-A District Court	$88	3 %	$42
Local Roads	$85	3 %	$41
Debt Service	$82	3 %	$39
Public Library Department	$68	2 %	$32
Community Relations Department	$37	1 %	$18
Total Per Parcel	**$2,831**	**100 %**	**$1,350**

Because the average amount of residential property tax the City receives is only $1,350, 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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Tax Rate Shown in Mills							
Utica Community Schools	9.850	9.850	9.850	9.760	9.500	9.500	**9.500**
Macomb County	4.574	4.560	4.529	4.498	4.459	4.415	**4.415**
Macomb Community College	1.530	1.420	1.403	1.464	1.453	1.439	**1.439**
Macomb Intermediate School District	2.943	2.940	2.915	2.895	2.874	4.730	**4.730**
Huron Clinton Metro Authority	0.215	0.215	0.214	0.213	0.212	0.210	**0.210**
S.M.A.R.T.	1.000	0.997	0.990	1.000	0.993	0.983	**0.983**
County Zoo/Veterans/DIA/Medical	0.340	0.339	0.365	0.365	0.360	0.356	**0.356**
Property Tax Administration Fee	0.356	0.353	0.364	0.374	0.361	0.478	**0.379**
STERLING HEIGHTS	15.186	15.186	16.156	17.180	16.207	16.207	**16.674**
Total Millage Rates	**35.993**	**35.860**	**36.786**	**37.748**	**36.419**	**38.318**	**38.686**
Average Residential Taxable Value	**$64,820**	**$65,010**	**$65,600**	**$71,460**	**$75,500**	**$76,930**	**$80,990**
Average Tax Rates Shown in Dollars							
Utica Community Schools	$638	$640	$646	$697	$717	$731	**$769**
Macomb County Government	296	296	297	321	337	340	**358**
Macomb Community College	99	92	92	105	110	111	**117**
Macomb Intermediate School District	191	191	191	207	217	364	**383**
Huron Clinton Metro Authority	14	14	14	15	16	16	**17**
S.M.A.R.T.	65	65	65	71	75	76	**80**
County Zoo/Veterans/DIA	22	22	24	26	27	35	**29**
Property Tax Administration Fee	23	23	24	27	27	29	**31**
STERLING HEIGHTS	984	987	1,060	1,228	1,224	1,247	**1,350**
Total Tax Bill	**$2,333**	**$2,330**	**$2,413**	**$2,697**	**$2,750**	**$2,949**	**$3,134**

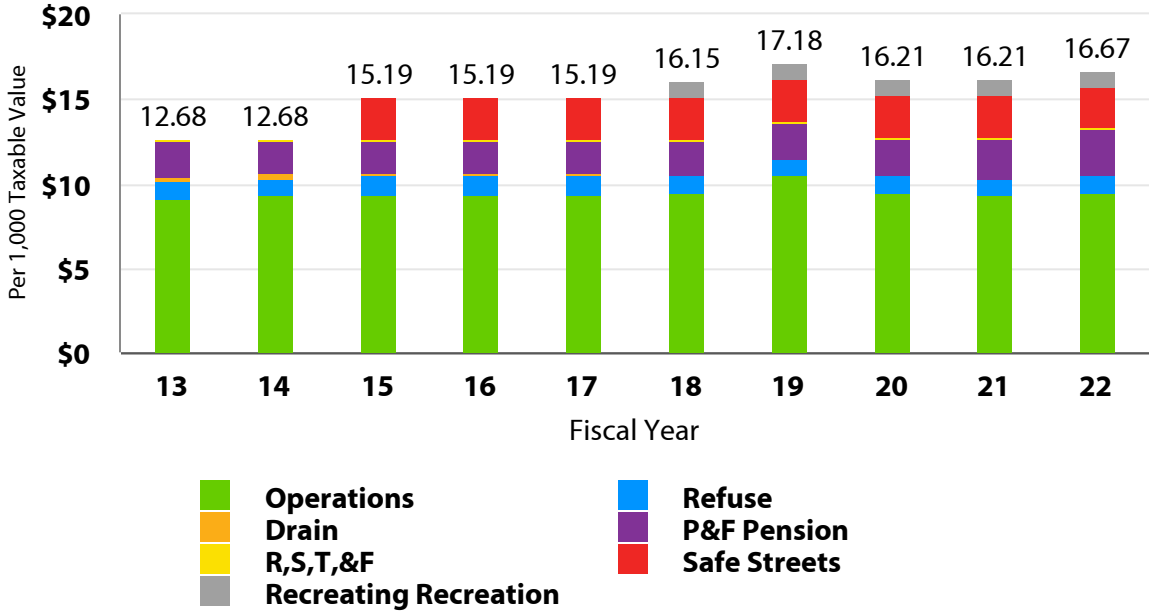
(WARREN CONSOLIDATED SCHOOLS)

Taxing Entity	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Tax Rate Shown in Mills							
Warren Consolidated Schools	16.697	17.661	17.289	16.948	16.573	**16.138**	**16.138**
Macomb County	4.574	4.560	4.529	4.498	4.459	**4.415**	**4.415**
Macomb Community College	1.530	1.420	1.403	1.464	1.453	**1.439**	**1.439**
Macomb Intermediate School District	2.943	2.940	2.915	2.895	2.874	**4.730**	**4.730**
Huron Clinton Metro Authority	0.215	0.215	0.214	0.213	0.212	**0.210**	**0.210**
S.M.A.R.T.	1.000	0.997	0.990	1.000	0.993	**0.983**	**0.983**
County Zoo/Veterans/DIA	0.340	0.339	0.365	0.365	0.360	**0.455**	**0.356**
Property Tax Administration Fee	0.425	0.432	0.439	0.446	0.431	**0.446**	**0.446**
STERLING HEIGHTS	15.186	15.186	16.156	17.180	16.207	**16.207**	**16.674**
Total Millage Rates	**42.909**	**43.750**	**44.300**	**45.008**	**43.562**	**45.023**	**45.391**
Average Residential Taxable Value	**$64,820**	**$65,010**	**$65,600**	**$71,460**	**$75,500**	**$76,930**	**$80,990**
Average Tax Rates Shown in Dollars							
Warren Consolidated Schools	$1,082	$1,148	$1,134	$1,211	$1,251	**$1,241**	**$1,307**
Macomb County Government	296	296	297	321	337	**340**	**358**
Macomb Community College	99	92	92	105	110	**111**	**117**
Macomb Intermediate School District	191	191	191	207	217	**364**	**383**
Huron Clinton Metro Authority	14	14	14	15	16	**16**	**17**
S.M.A.R.T.	65	65	65	71	75	**76**	**80**
County Zoo/Veterans/DIA	22	22	24	26	27	**35**	**29**
Property Tax Administration Fee	28	28	29	32	33	**34**	**36**
STERLING HEIGHTS	984	987	1,060	1,228	1,224	**1,247**	**1,350**
Total Tax Bill	**$2,781**	**$2,843**	**$2,906**	**$3,216**	**$3,290**	**$3,464**	**$3,677**

Average Total Tax Bill	**$2,557**	**$2,587**	**$2,660**	**$2,957**	**$3,020**	**$3,207**	**$3,406**

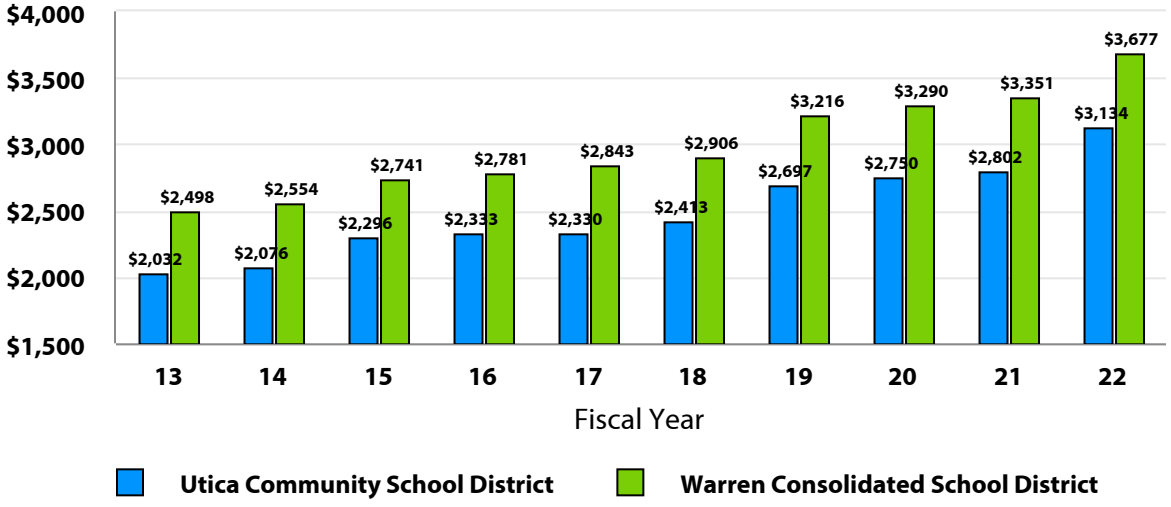
Non-City tax rates are estimated. School rates are for principal residences. Totals may not foot due to rounding.

City of Sterling Heights
Millage Rates



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

Total Property Tax Bill
Average Resident

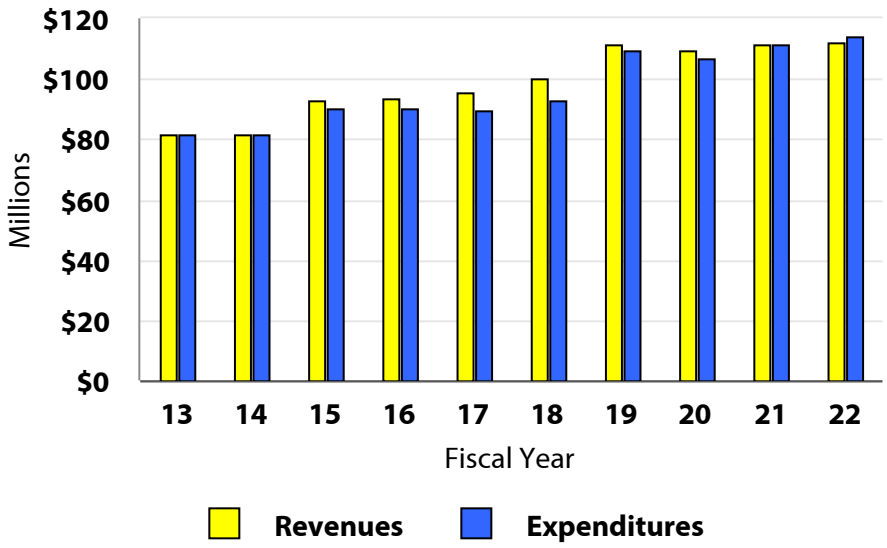


This graph shows the total property tax bill for the average City resident residing in either the Utica Community School District (UCS) or the Warren Consolidated School District (WCS) for the past 10 years.

GENERAL FUND
REVENUES, EXPENSES & FUND BALANCE

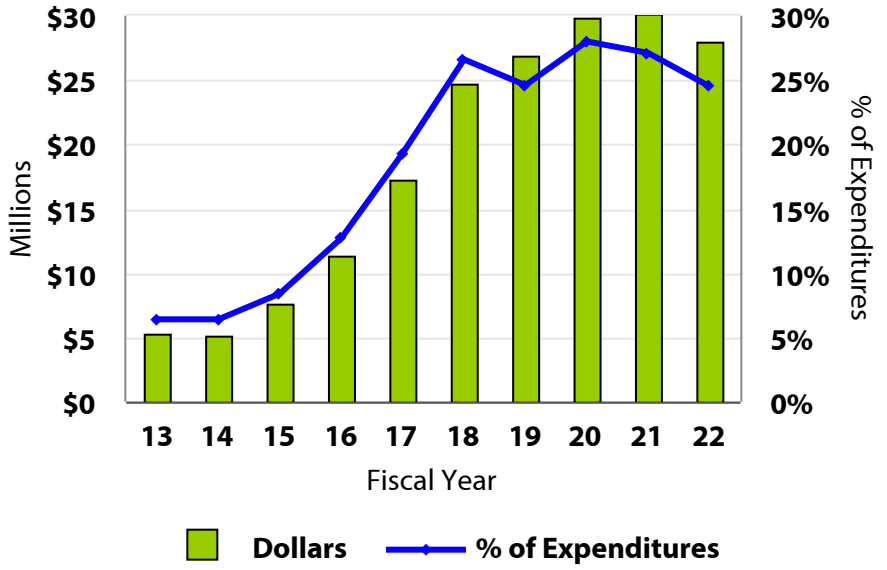
Budgetary Centers	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Budget
REVENUES						
City Operating Taxes	$44,465,800	$42,354,020	$42,873,570	$42,706,150	$46,073,730	**$45,138,090**
Refuse Tax	4,407,310	4,454,520	4,516,710	4,470,560	4,765,310	**4,765,310**
Police & Fire Pension Tax	9,011,570	9,780,510	11,346,330	11,250,950	12,899,020	**12,987,170**
Safe Streets Tax	7,094,700	7,390,250	7,598,160	7,546,120	7,712,380	**7,756,540**
Licenses & Permits	2,629,070	2,562,480	2,297,600	2,466,600	2,576,600	**2,576,600**
Federal/State/Local Returns	20,340,610	21,587,000	22,308,120	24,182,670	18,766,830	**18,346,700**
Fines & Forfeitures	2,517,200	1,540,700	740,500	923,500	1,314,900	**1,314,900**
Charges For Services	14,157,460	13,779,410	13,818,090	13,079,060	14,008,150	**14,008,150**
Other Revenue	4,693,740	4,003,490	3,099,080	2,690,360	3,073,860	**3,073,860**
Cable Revenue	2,329,620	2,227,830	2,200,000	2,250,000	2,200,000	**2,200,000**
Total Revenues	**111,647,080**	**109,680,210**	**110,798,160**	**111,565,970**	**113,390,780**	**112,167,320**
Other Financing Sources						
Transfers In	0	0	0	0	0	**0**
Total Revenues & Sources	**$111,647,080**	**$109,680,210**	**$110,798,160**	**$111,565,970**	**$113,390,780**	**$112,167,320**
EXPENDITURES						
City Administration Dept.	$9,660,170	$10,956,690	$11,325,460	$11,320,350	$12,648,290	**$12,223,980**
Public Library Department	2,715,440	2,813,710	2,923,140	2,878,650	3,030,340	**3,030,340**
Police Department	33,823,520	34,551,790	37,668,330	37,029,380	39,391,090	**39,391,090**
Fire Department	20,385,170	20,959,270	23,187,320	22,860,780	23,659,070	**23,568,070**
Public Works Department	6,354,520	6,058,010	6,660,560	6,370,140	6,738,500	**6,738,500**
Refuse Collection	4,491,460	4,500,480	4,672,080	4,673,340	4,765,210	**4,765,210**
City Development Dept.	4,974,970	5,208,260	5,222,650	5,214,760	5,621,960	**5,621,960**
Community Relations Dept.	1,423,130	1,529,010	1,286,420	1,307,850	1,649,150	**1,555,220**
41-A District Court	3,428,460	3,475,760	3,666,810	3,467,400	3,907,660	**3,907,660**
General Expenditures	1,586,080	2,165,410	1,986,300	1,973,880	2,853,450	**2,603,450**
Total Expenditures	**88,842,920**	**92,218,390**	**98,599,070**	**97,096,530**	**104,264,720**	**103,405,480**
Other Financing Uses						
Transfers Out	20,633,990	14,431,220	12,952,970	14,214,970	11,269,540	**10,909,780**
Total Expenditures & Uses	**$109,476,910**	**$106,649,610**	**$111,552,040**	**$111,311,500**	**$115,534,260**	**$114,315,260**
Excess of Revenues Over (Under) Expenditures	**2,170,170**	**3,030,600**	**(753,880)**	**254,470**	**(2,143,480)**	**(2,147,940)**
Beginning Fund Balance	**24,713,750**	**26,883,920**	**29,914,520**	**29,914,520**	**30,168,990**	**30,168,990**
Ending Fund Balance	**$26,883,920**	**$29,914,520**	**$29,160,640**	**$30,168,990**	**$28,025,510**	**$28,021,050**

General Fund
Revenues vs. Expenditures



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

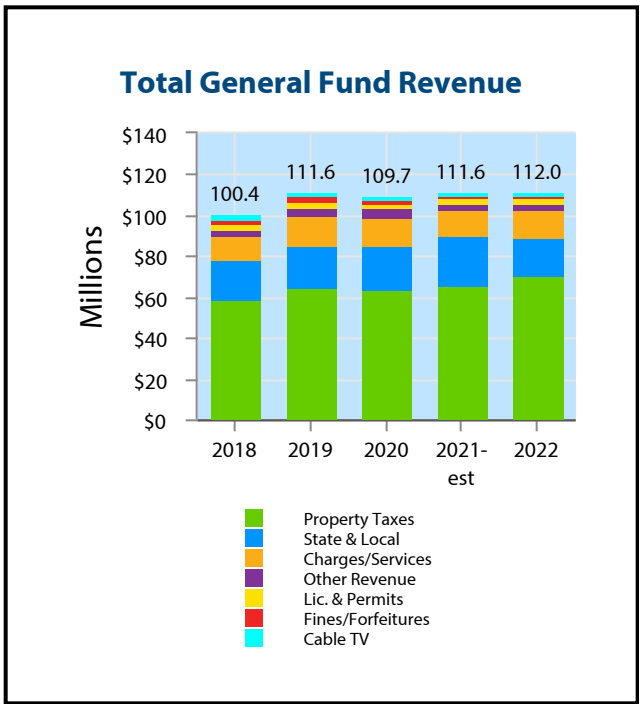
General Fund
Fund Balance



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.

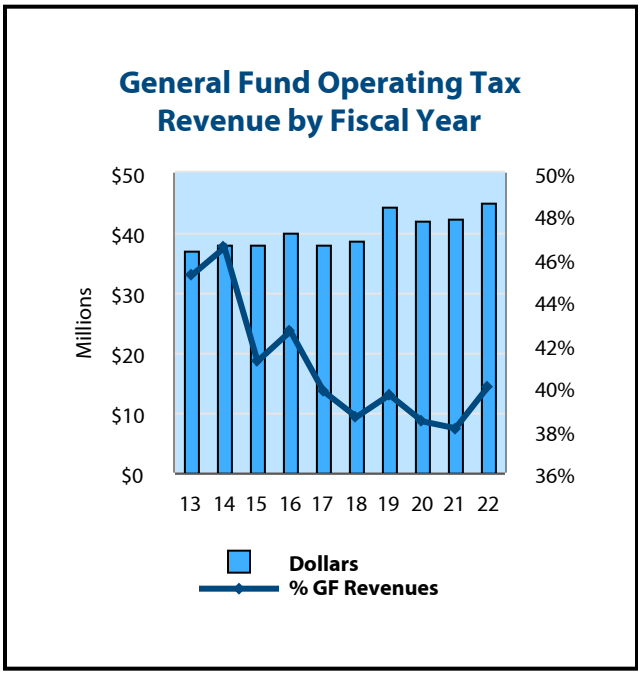


CITY OPERATING TAX

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.

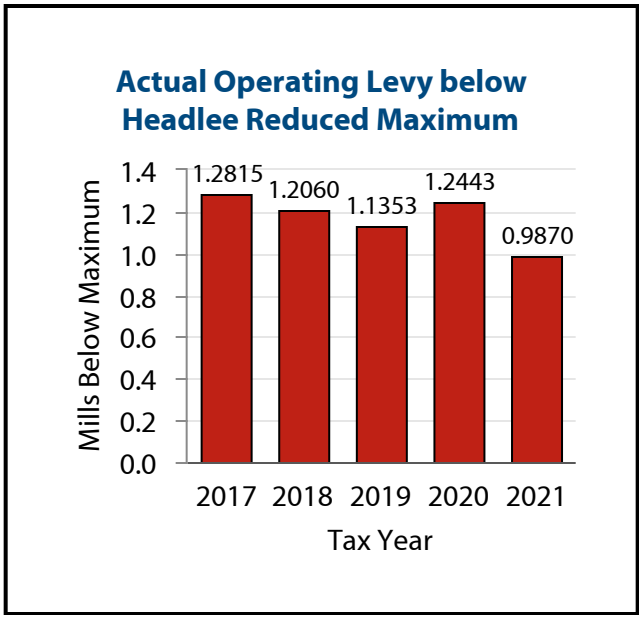
The City has six individual tax levies - the largest is for Operations. Over the past ten years, changes in Operating Tax revenues have varied. Since 2008, due to overall decreases in taxable values, the Operating Tax revenues as a percent of total General Fund revenues has declined. Amounts collected have increased in the past three years due to increasing taxable values.

In the 2021/22 Budget, Operating Tax revenue represents 40.3% of total General Fund revenues, a $2.4 million, or 5.7% increase from the amount to be collected in 2021. The increase is a result of an estimated 4.0% overall rise in the City's taxable value and a 0.1834 increase in the General Operating Millage rate. The increase in the Operating Millage is due to a reinstatement of the millage rate prior to the rate cut that was instituted due to the COVID-19 pandemic. This cut was instituted to offset the increase to the Police & Fire Pension Millage and ensure there was no increase in the overall City millage rate last year.



Despite the recent growth in taxable value, the City's Operating Tax revenues are still $4.9 million lower than what was collected in 2008.

For the fifth year in a row, the City's Headlee rollback maximum allowable tax levy has been reduced and is now equal to 10.481. 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 five 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, the Safe Streets millage and the *R*ecreating Recreation millage have already been affected and are now being collected at rates below the voter approved maximums.



The proposed Operations tax rate for 2021/22 is 9.4940 mills per $1,000 Taxable Value which remains below the 12.0 millage rate limit established by the City Charter and is 0.9870 mills below the newly reduced maximum levy. The City's total millage rate continues to be lower than 57% of cities in the State and is one of the lowest of any city in Macomb County.

The City's total taxable value for 2021/22 increased by 4.0% due to new construction, property turnover leading to the uncapping of assessments, and a 1.4% inflationary factor on all existing properties.

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 is still lower than 2008 by 10.8%.

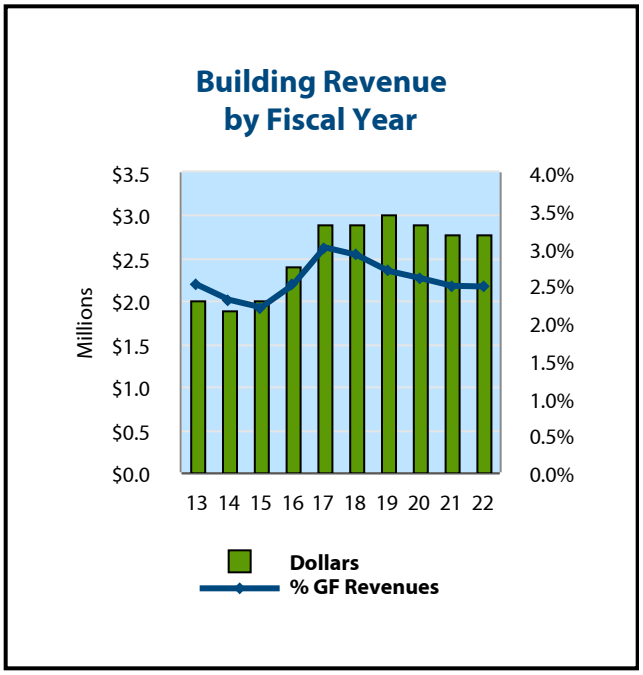
The ongoing COVID-19 pandemic has not had a significant impact on taxable values for the 2021 tax year, however it is anticipated that there will be more tax appeals than in the past few years. As such, a $300,000 reserve is included in the proposed budget for potential losses as the Michigan Tax Tribunal.

LICENSES AND PERMITS

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

License and Permit revenues are primarily comprised of building revenues. With the State's economic downturn, building revenues fell to a ten-year low in 2009. 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 has continued 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

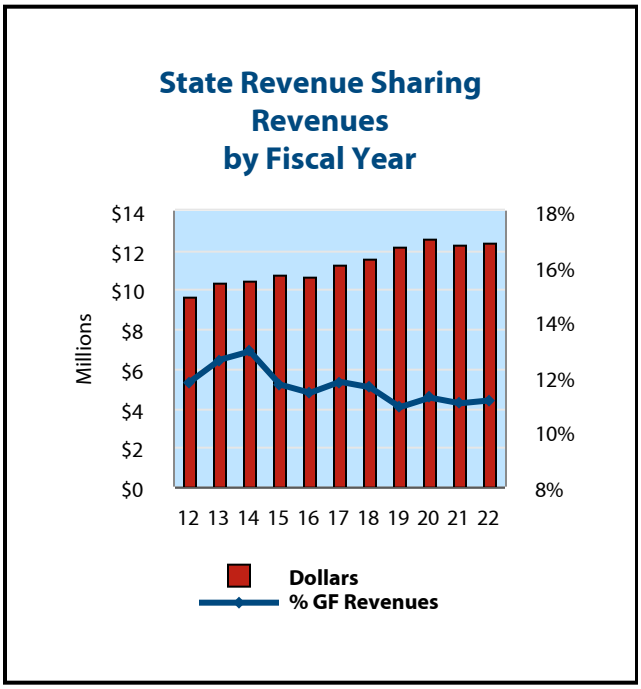
Marketplace in 2020. The current fiscal year has seen the opening of a new Amazon Warehouse, the completion of a major new facility for Stellantis (formerly FCA), the approval of three hotels, as well as continued progress on the redevelopment of Lakeside Mall. A short-term reduction in permit revenue was experienced at the end of fiscal year 2019/20 due to the COVID-19 crisis, however permit activity quickly picked up once the most stringent restrictions were lifted.



In the 2021/22 Budget, License and Permit revenues represent 2.3% of total General Fund revenue sources, a $110,000 or 4.5% increase from 2021 estimated collections. The 2021/22 budget assumes a return to pre-COVID levels for Building Revenue based upon estimated permit activity for known projects that are already in the planning stages. The increase in License and Permit revenue is primarily due to a new business licensing requirement for all businesses within the City to register every year. This requirement will go into effect in 2021, however the annual fee will be waived for the first year. Based on an estimated number of businesses of 2,500, the annual $60 fee is expected to generate $150,000 annually to cover the administrative cost of this 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 2021/22, based on estimates received from the State of Michigan, the City will receive $12.4 million in State Revenue Sharing, an increase of $117,560 or 1.0% above what is estimated to be received in 2021. Both the current year receipts and the estimates for next year have been reduced by the effects of the COVID-19 pandemic. The expected revenue in the proposed budget is actually $100,000 less than what was received two years ago in fiscal year 2019/20.

For nearly twenty years, 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 $80 million cumulatively since 2002 and the current annual payments are over $7 million below the full funding level as recommended by state statute. As a percent of General Fund revenues, State revenue sharing has fallen from 20% in 2002 to only 11.1% 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.

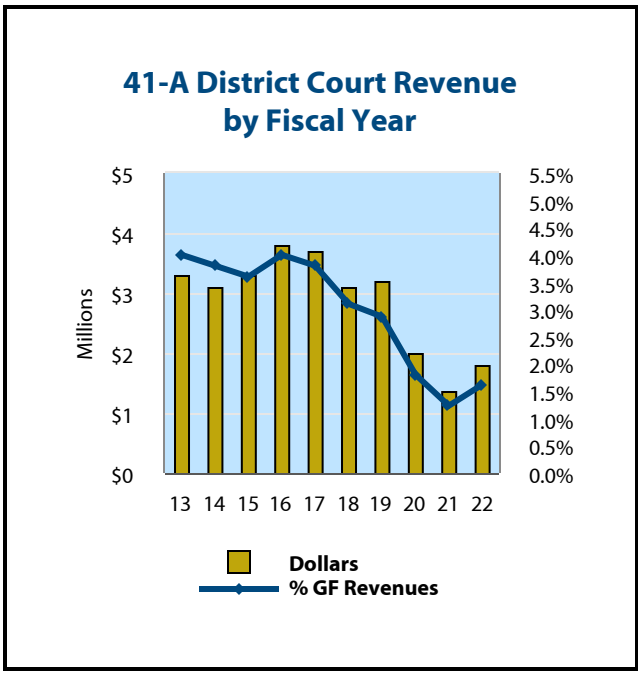
In 2021/22, State reimbursement for lost personal property tax is expected to be $3.8 million. This estimate is based on a taxable value loss calculation from the City Assessor of nearly $330 million. Although the City is reimbursed for the tax loss on this value, the amount reimbursed is limited to the tax rate from 2013, which is 1.0683 mills less than the current proposed tax rate. As such, the City is losing over $350,000 of property tax revenue annually over what is reimbursed from the State of Michigan.

In the 2021/22 Budget, total State & Local Return revenues represent 16.4% of General Fund revenue sources, a decrease of $5,835,970 or 24.1% below 2021 estimated receipts. In fiscal year 2020/21, the City received $4.5 million in grant revenue due to the passage of the CARES Act. Although the Federal American Rescue Plan is expected to provide additional relief to municipalities, no additional grant revenue from this legislation has been included in the proposed budget, as neither the amounts to be distributed nor the allowable uses for the funds have been finalized at this time.

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 85% of these revenues are generated and collected by the judicial branch of our municipal government, the City's 41-A District Court, working in conjunction with the Police Department.



Historical trends show 41-A District Court revenue decreasing since its peak in 2010, largely due to a decrease in the number of tickets issued. Over the past several years, Court revenues had begun to slightly rebound; however, recent Michigan Supreme Court rulings requiring an ability-to-pay hearing prior to the enforcement of fines may further decrease overall Court revenues. Court revenues have also been significantly impacted in fiscal years 2019/20 and 2020/21 by the COVID-19 pandemic. The 41A District Court remains closed to the general public nearly one year after the onset of the pandemic. Although the Court is hearing cases

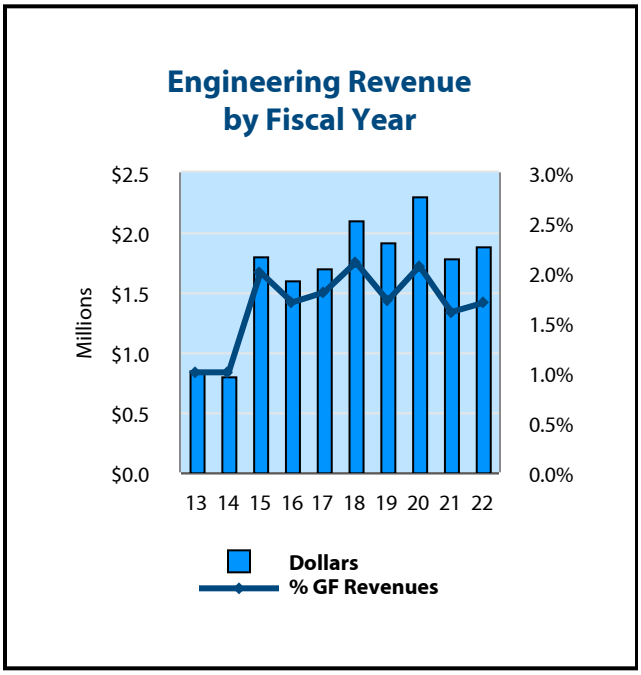
remotely and accepts payments for ticket fees online, revenue from fines has significantly decreased due to the extended closure. The 2021/22 Budget assumes a return of more in person proceedings, however due to expected continued capacity limitations, revenues are estimated to continue to be lower than pre-COVID levels. Court revenues have declined from 5.1% of total General Fund revenues in 2010 to 1.6% in 2022. In total, Fines & Forfeiture revenues represent 1.2% 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. For 2021/22, EMS revenue is estimated at $3.9 million, a $429,690 or 12.4% 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 2021/22, Engineering Revenue is expected to fall slightly by $101,900 or 5.7% due to the completion of several large road projects in the 2020/21 budget year.



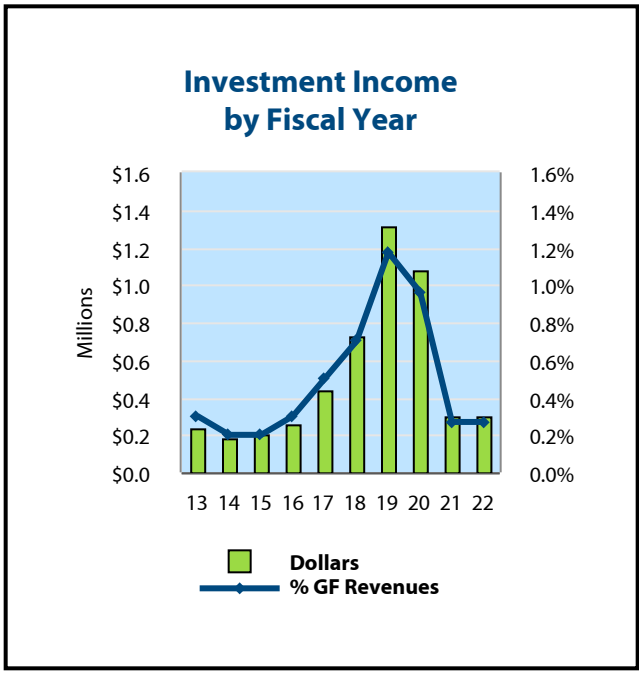
In the 2021/22 Budget, Charges for Services revenues represent 12.5% of General Fund revenue sources, an increase of $929,090 or 7.1% above 2021 estimated receipts. This increase is primarily due to higher anticipated EMS Revenue, which was down slightly in the current year due to the COVID-19 pandemic, and an increase in Administrative Services revenue from the Water & Sewer Fund due to the addition of three full-time employees in the Utility Services division.

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 Interest Revenue to over $1.3 million in

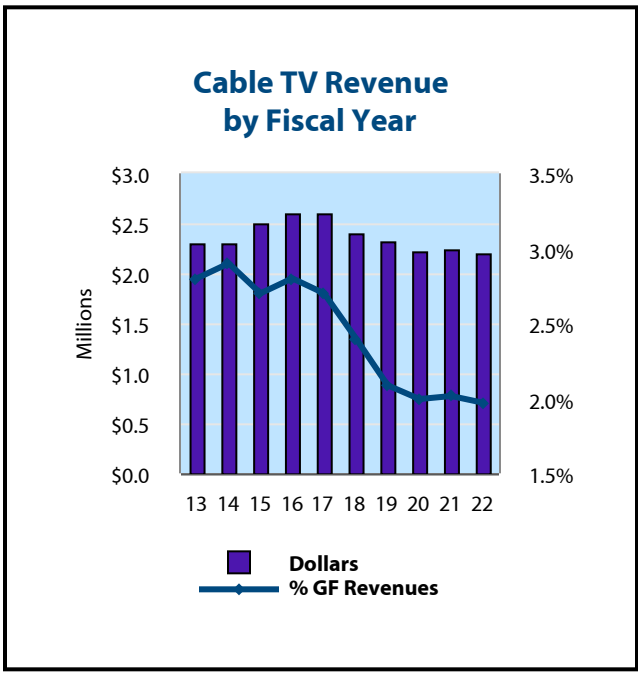
2019. Interest rate cuts due to the COVID-19 pandemic have decreased Interest Revenue significantly in the current fiscal year and the proposed budget. Due to continued signals from the Fed that interest rates will continue to remain near-zero through 2023, Interest Revenue is expected to remain flat at $300,000 for 2021/22.



In the 2021/22 Budget, Other Revenue represents 2.7% of General Fund revenue sources, an increase of $383,500 or 14.3% from 2021 estimates. Most of the increase is due to higher rental income charged to the Water & Sewer Fund due to the construction of the new DPW building.

CABLE TV REVENUE

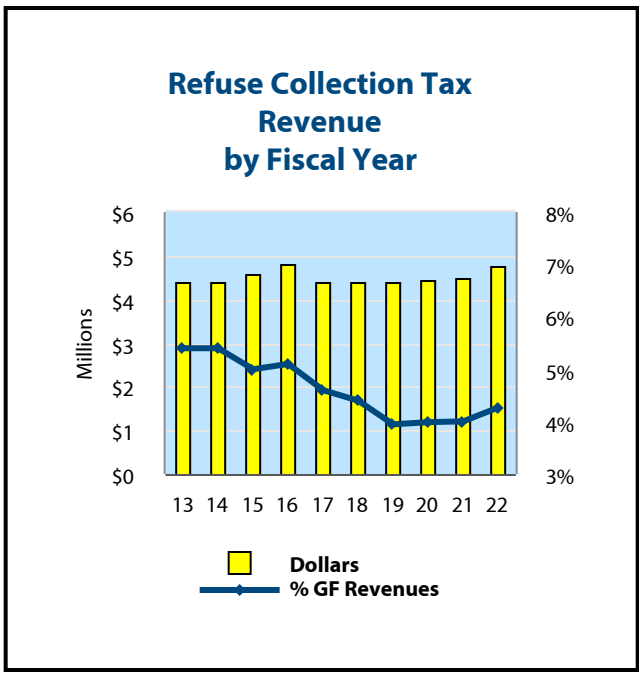
Cable Television Revenues are received from Comcast, AT&T, and Wide Open West (WOW!) as franchise fees between these companies and either the City or the State of Michigan. 83.3% of these fees repay the City for the use of our rights-of-way, while 16.7% of the fees reimburse the City for its cost of 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 2021/22, Cable Revenue is estimated to remain flat at a total of $2.2 million, or 2.0% 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.

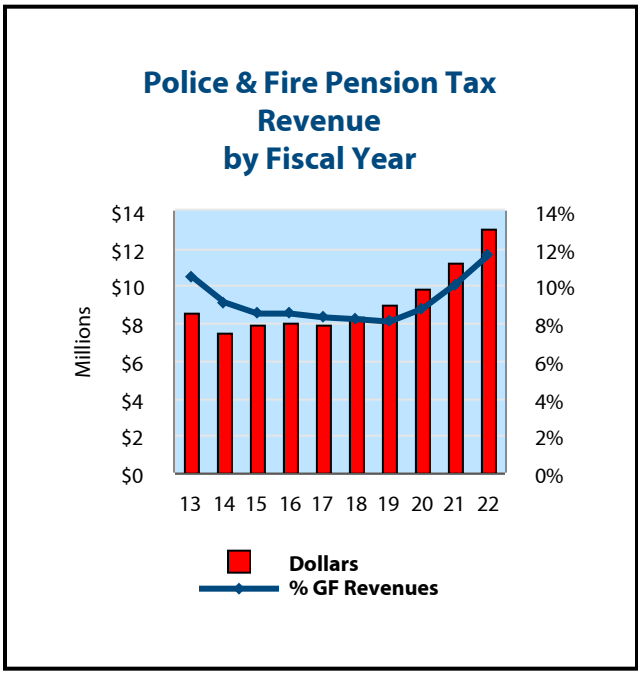


In the 2021/22 Budget, the Refuse Tax represents 4.2% of General Fund total revenue sources. Due to the eight-year refuse contract that took effect on May 1, 2016, total refuse costs only increased slightly over the prior year primarily due to an additional eleven weeks of yard waste collection. Offset by a 4.0% increase in taxable values, the Refuse millage rate only increased slightly by 0.0238 mills, or 2.5%, from 0.9639 to 0.9877 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 $13.7 million. The overall pension liability increased primarily due to revised actuarial assumptions which decreased the assumed rate of return, as well as a significant decrease in market value due to the COVID-19 pandemic. The market value has recovered significantly since the valuation date of 6/30/2020. The required contribution to the pension system for 2021/22 has increased to its highest level and is now $4.4 million higher than ten years ago.



In the 2021/22 Budget, the Police & Fire Pension Tax represents 11.6% of General Fund revenue sources, an increase of $1,736,220 or 15.4%. The Police & Fire Pension Tax levy for 2021/22 is 2.7240 mills per $1,000 Taxable Value, an increase of 0.2799 mills. The millage increase is due to the higher required contribution offset by the 4.0% increase in taxable value.

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 fifth consecutive Headlee rollback, this millage will be reduced to 2.4157 for 2021. 1.6269 of the 2.4157 mills will generate $7.8 million in the General Fund to prevent further staffing cuts to Police and Fire positions. The remaining 0.7888 mills will generate $3.7 million in the Local Road Fund to cover the cost of asphalt and concrete repairs to neighborhood streets.

In the 2021/22 Budget, General Fund revenue from the Safe Streets Tax increased by $210,420 or 2.8% over amounts collected in 2021 due to the 1.4% inflationary increase in City taxable values. Due to the Headlee rollback, the increase due to new development was limited. Safe Streets Tax revenue represents 6.9% of General Fund revenue sources.

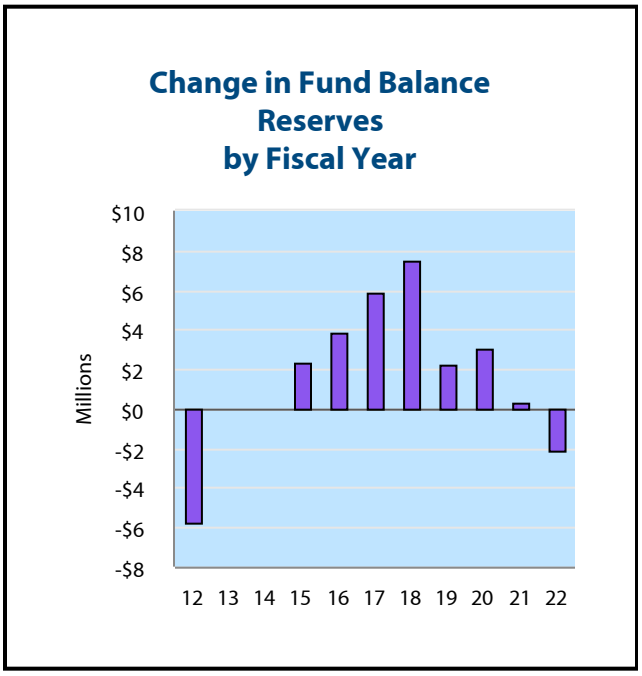
This revenue source has been critical in allowing the City to avoid further staff reductions in public safety, restoring capital purchases and infrastructure repairs that had been reduced during the economic downturn, and restoring General Fund reserves back to adequate levels.

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.

Since 2015, the City has been regularly contributing to Fund Balance in an effort to return to acceptable levels after drawing down Fund Balance during the Great Recession. At the end of fiscal year 2020, the city held $29.9 million or 28% of General Fund expenditures in reserves. Due to anticipated revenue losses resulting from the COVID-19 pandemic, the fiscal year 2020/21 budget was adopted with a Use of Fund Balance of $2.6 million. Thanks to significant federal grant funding received through the CARES Act, the updated estimate for the 2020/21 fiscal year is a Contribution to Fund Balance of approximately $250,000.

Due to continued expected revenue reductions resulting from the COVID-19 pandemic and the uncertainty of additional federal grant revenue, the proposed 2021/22 budget includes a Use of Fund Balance of $2.1 million, reducing fund balance to just over $28 million or 24.3% of expenditures. 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.



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 0.0053 mills to 0.1150 mills. The Fire Station Debt will be retired in fiscal year 2022/23, after which this millage will no longer be collected.

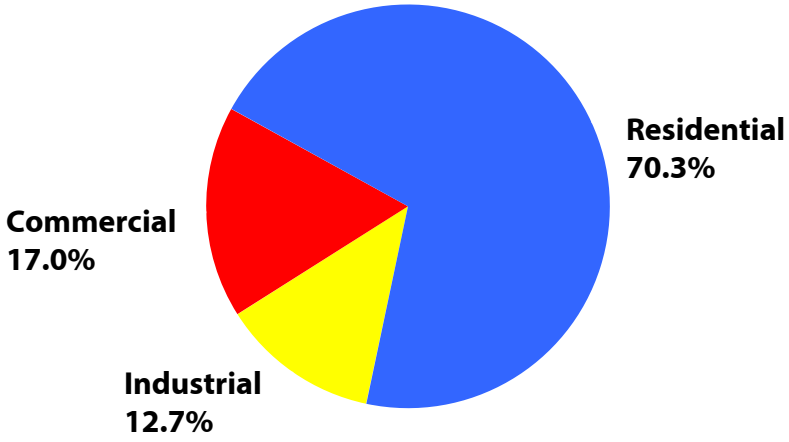
The *Re*creating Recreation millage was approved by voters in November 2016 and is recorded in the Parks and Recreation Special Revenue Fund. This millage was approved at 0.97 mills, however due to five years of consecutive Headlee rollbacks, the millage is again reduced by 0.0065 mills to 0.9378 mills for 2021/22 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 ~



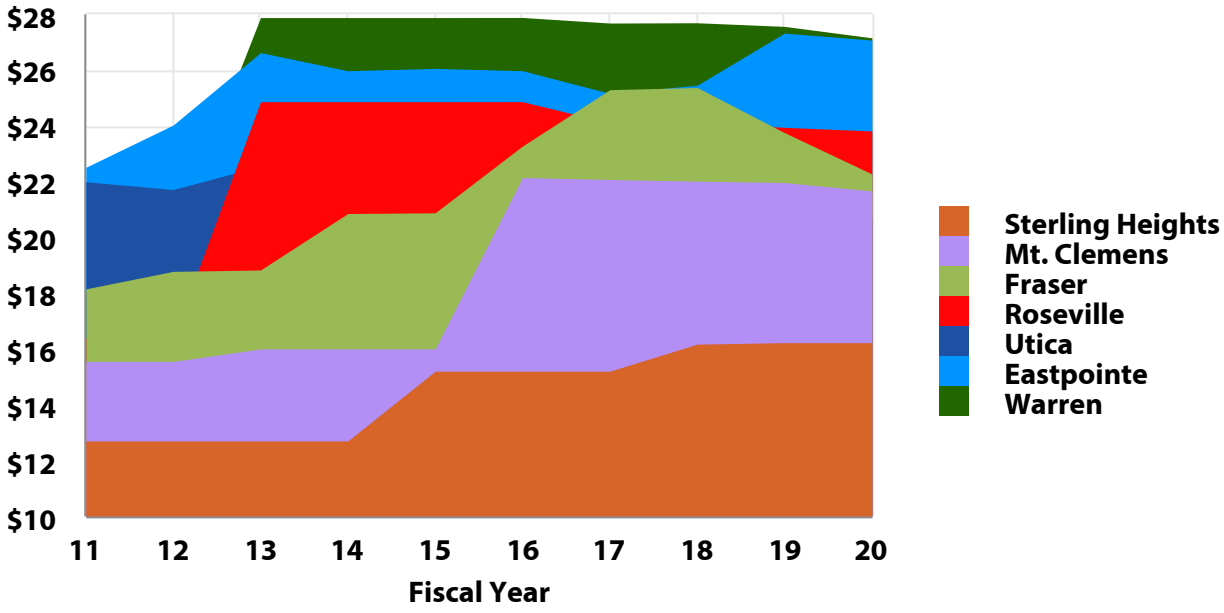
Property Taxes by Customer Class



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

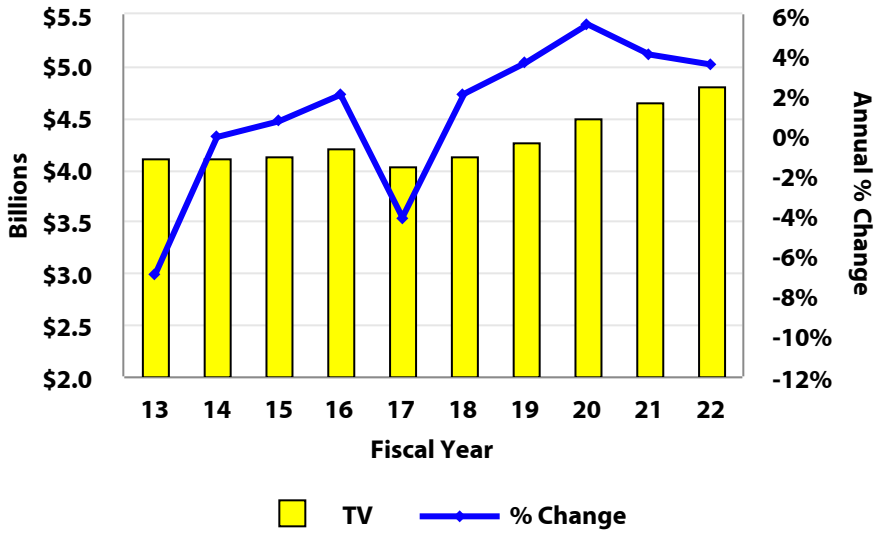
Comparable Tax Rates of Surrounding Macomb County Cities

Per $1,000 TV



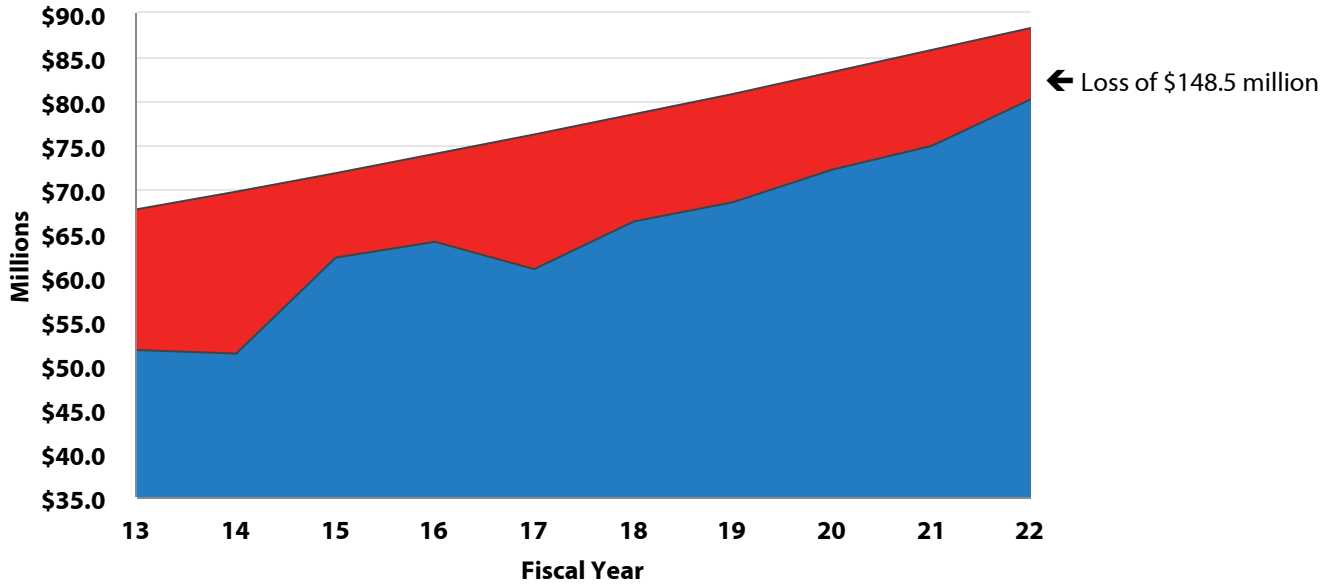
This graph illustrates the taxes levied by Macomb County cities for the past 10 years.

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, and 2018.

GENERAL FUND
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
	CITY OPERATING TAXES						
404000	City Operating Tax	$42,131,070	38.41	$43,103,570	38.90	**$45,208,090**	**40.30**
404001	Property Tax Refunds	(21,640)	(0.02)	(455,000)	(0.41)	**(300,000)**	**(0.27)**
415000	Delinquent Personal Property Tax	72,320	0.07	55,000	0.05	**60,000**	**0.05**
415001	Delinquent PPT - Safe Streets	10,560	0.01	10,000	0.01	**10,000**	**0.01**
445000	Penalties & Interest	161,710	0.15	160,000	0.14	**160,000**	**0.14**
	Total Taxes	**42,354,020**	**38.62**	**42,873,570**	**38.70**	**45,138,090**	**40.23**
	LICENSES & PERMITS						
451000	Business Operating License	22,840	0.02	25,000	0.02	**150,000**	**0.13**
452000	Mobile / Temporary Vendor	2,840	0.00	5,600	0.01	**5,600**	**0.00**
453000	Liquor License	104,410	0.10	95,000	0.09	**95,000**	**0.08**
454000	Vending/Amusement Device Fee	7,730	0.01	5,000	0.00	**6,000**	**0.01**
461000	Electrical Registration & Permits	337,080	0.31	375,000	0.34	**360,000**	**0.32**
462000	Heating Registration & Permits	297,790	0.27	300,000	0.27	**300,000**	**0.27**
463000	Plumbing Registration & Permits	209,320	0.19	200,000	0.18	**210,000**	**0.19**
464000	Sign Registration & Permits	35,350	0.03	50,000	0.05	**45,000**	**0.04**
470000	Building Registration & Permits	1,294,960	1.18	960,000	0.87	**1,160,000**	**1.03**
471000	Fence Permits	15,210	0.02	16,000	0.01	**15,000**	**0.01**
477000	Fire Suppression Permits	97,290	0.09	75,000	0.07	**75,000**	**0.07**
478000	Animal Permits	51,850	0.05	46,000	0.04	**50,000**	**0.04**
479401	Non-Homestead Resident Insp. Fee	54,290	0.05	100,000	0.09	**60,000**	**0.05**
479402	Re-Inspection Code Enforcement Fee	31,520	0.03	45,000	0.04	**45,000**	**0.04**
	Total Licenses & Permits	**2,562,480**	**2.35**	**2,297,600**	**2.07**	**2,576,600**	**2.28**
	STATE & LOCAL RETURNS						
528000	Federal Revenue - Other	0	0.00	4,269,260	3.85	**0**	**0.00**
529000	Federal Grant - Other	1,130,870	1.03	720,280	0.65	**850,000**	**0.76**
539002	State Grants	45,670	0.04	70,520	0.06	**0**	**0.00**
544000	Drunk Driving Case Flow Assistance	7,510	0.01	6,500	0.01	**6,500**	**0.01**
567001	State Aid - Library	103,960	0.09	104,960	0.09	**111,530**	**0.10**
569001	Judges Salary Stand Payments	137,280	0.13	137,170	0.12	**137,170**	**0.12**
573386	Personal Prop. Tax Reimbursement	6,792,350	6.19	4,125,000	3.72	**3,820,400**	**3.41**
573486	Federal/State/Local Returns	622,550	0.57	798,210	0.72	**751,960**	**0.67**
574000	State Revenue Sharing	12,532,210	11.43	11,841,220	10.69	**12,422,140**	**11.07**
583000	Macomb Auto Theft Squad - Grant	71,330	0.07	80,000	0.07	**100,000**	**0.09**
585000	Drug Enforce. Admin. - Federal	20,560	0.02	40,000	0.04	**30,000**	**0.03**
587001	County Contrib. - Library Penal Fines	122,710	0.11	115,000	0.10	**117,000**	**0.10**
	Total State & Local Returns	**21,587,000**	**19.68**	**22,308,120**	**20.13**	**18,346,700**	**16.37**
	FINES & FORFEITURES						
656003	Contempt Court Fines	3,840	0.00	5,000	0.00	**3,500**	**0.00**
656004	Ordinance Fines & Costs	1,262,800	1.15	387,500	0.35	**1,100,000**	**0.98**
656005	Municipal Civil Infractions	23,750	0.02	20,000	0.02	**20,000**	**0.02**
657001	Library Fines	23,420	0.02	30,000	0.03	**15,000**	**0.01**
658001	Bond Forfeitures	55,900	0.05	90,000	0.08	**55,900**	**0.05**
659001	Driver Reinstatement Fee	35,970	0.03	36,000	0.03	**36,000**	**0.03**
659002	Default Judgment Fee	127,470	0.12	160,000	0.14	**80,000**	**0.07**
659003	Crime Victim Rights Admin. Fee	7,550	0.01	12,000	0.01	**4,500**	**0.00**
	Total Fines & Forfeitures	**1,540,700**	**1.40**	**740,500**	**0.67**	**1,314,900**	**1.17**

GENERAL FUND
REVENUE SUMMARY BY ACCOUNT

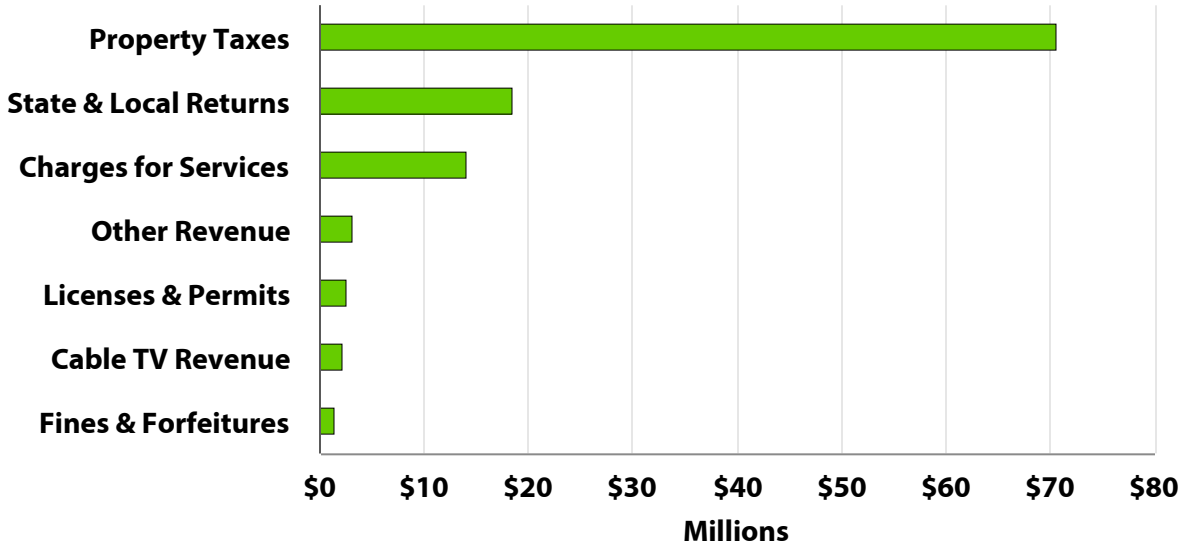
Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
	CHARGES FOR SERVICES						
603000	Court Filing Fee	106,120	0.10	130,000	0.12	**130,000**	**0.12**
603001	Jury Demand Fee	4,200	0.00	4,000	0.00	**4,800**	**0.00**
604000	Probation Oversight	78,000	0.07	120,000	0.11	**72,000**	**0.06**
605000	Garnishments - Filing Fee	114,590	0.10	125,000	0.11	**125,000**	**0.11**
606000	Split/Combination Fee	6,870	0.01	15,000	0.01	**12,200**	**0.01**
607000	Fire Permits, Fees, & Inspections	16,560	0.02	20,000	0.02	**20,000**	**0.02**
608000	Recording Fees	2,720	0.00	4,000	0.00	**4,000**	**0.00**
609000	Mobile Home Tax	9,770	0.01	9,710	0.01	**9,900**	**0.01**
610000	Vital Statistics	83,000	0.08	72,000	0.06	**75,000**	**0.07**
611000	Attorney Fee Reimbursement	39,890	0.04	35,000	0.03	**35,000**	**0.03**
612000	Alcohol Assessment Fee	14,280	0.01	18,000	0.02	**6,200**	**0.01**
626000	Services - PTAF	1,949,360	1.78	1,987,000	1.79	**2,129,930**	**1.90**
627000	Water & Sewer Activity	1,789,530	1.63	1,788,930	1.61	**1,601,940**	**1.43**
627276	Administrative Services - RR	82,500	0.08	84,150	0.08	**78,970**	**0.07**
627444	Administrative Services - Roads	218,040	0.20	250,000	0.23	**250,000**	**0.22**
627556	Admin Services-Water Distribution	532,140	0.49	472,750	0.43	**651,000**	**0.58**
627677	Administrative Services-Self Insurance	266,550	0.24	266,550	0.24	**309,370**	**0.28**
627732	Administrative Services-P&F Pension	1,630	0.00	5,000	0.00	**2,000**	**0.00**
628001	Voter Lists	460	0.00	500	0.00	**500**	**0.00**
629001	Labor Services - Roads	868,750	0.79	1,000,000	0.90	**1,000,000**	**0.89**
629002	Labor Services - Cross Charges	20,120	0.02	30,000	0.03	**20,000**	**0.02**
629003	Labor Services - Fleet Maintenance	28,430	0.03	30,000	0.03	**30,000**	**0.03**
631001	Police & Fire Services	351,370	0.32	380,000	0.34	**370,000**	**0.33**
631002	Towed Vehicle Impound Fee	82,130	0.07	100,000	0.09	**90,000**	**0.08**
632001	Inspection Services-Projects-Other	132,210	0.12	200,000	0.18	**150,000**	**0.13**
632002	Inspection Services-City Projects	439,570	0.40	400,000	0.36	**425,000**	**0.38**
632003	Engineering Review Fee	178,010	0.16	125,000	0.11	**150,000**	**0.13**
632004	Engineering & Design - Project	1,470,930	1.34	1,100,000	0.99	**1,100,000**	**0.98**
632005	Building Number Assignments	5,290	0.00	2,000	0.00	**2,000**	**0.00**
632006	SESC Review Fee	31,270	0.03	25,000	0.02	**20,000**	**0.02**
632007	SESC Inspection Fee	36,630	0.03	40,000	0.04	**40,000**	**0.04**
632008	Easement Vacation	250	0.00	500	0.00	**600**	**0.00**
632009	ROW Permit Fees	7,990	0.01	5,000	0.00	**4,000**	**0.00**
634003	Supplies & Gasoline Revenue	50,460	0.05	60,000	0.05	**50,000**	**0.04**
634004	Parts-Vehicle Maintenance	114,440	0.10	100,000	0.09	**115,000**	**0.10**
635000	Municipal Services Fee	0	0.00	75,000	0.07	**75,000**	**0.07**
635535	Refuse Collection Fees	17,140	0.02	15,000	0.01	**25,000**	**0.02**
636000	Plan Review Fee	58,660	0.05	20,000	0.02	**50,000**	**0.04**
636001	Building Department Plan Review	454,850	0.41	425,000	0.38	**425,000**	**0.38**
637001	Copies & Forms	9,920	0.01	15,000	0.01	**10,000**	**0.01**
637002	Maps	80	0.00	150	0.00	**100**	**0.00**
637003	Police Reports	116,660	0.11	100,000	0.09	**100,000**	**0.09**
637005	Fire Reports	2,770	0.00	3,000	0.00	**3,000**	**0.00**
637006	PBT User Fee	110	0.00	250	0.00	**250**	**0.00**

GENERAL FUND
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
637007	False Alarm Fees	69,440	0.06	100,000	0.09	**100,000**	**0.09**
637009	Transport Fees	3,693,620	3.37	3,800,000	3.43	**3,895,290**	**3.47**
637301	Notary Fee	$850	0.00	$1,200	0.00	**$1,500**	**0.00**
638000	Application Fees	11,040	0.01	11,400	0.01	**11,600**	**0.01**
639253	Treasury Transfer & Late Fees	61,850	0.06	60,000	0.05	**60,000**	**0.05**
640001	5% Cash Deposit	$2,610	0.00	$2,000	0.00	**$2,000**	**0.00**
640002	Weed Cutting	75,940	0.07	80,000	0.07	**75,000**	**0.07**
640003	Board of Zoning Appeals Fees	7,520	0.01	40,000	0.04	**20,000**	**0.02**
640005	Ordinance Board of Appeals Fees	62,290	0.06	65,000	0.06	**70,000**	**0.06**
	Total Charges for Services	**13,779,410**	**12.55**	**13,818,090**	**12.46**	**14,008,150**	**12.49**
	OTHER REVENUE						
656006	Interpreter Fees	18,400	0.02	20,000	0.02	**12,000**	**0.01**
665000	Interest on Investments	1,072,930	0.98	600,000	0.54	**300,000**	**0.27**
667002	Rental Income - Utica Road	155,850	0.14	0	0.00	**0**	**0.00**
667003	Rental Income - DPS	179,460	0.16	180,760	0.16	**446,220**	**0.40**
667005	Rental - DPW - Impound Lot	32,000	0.03	48,000	0.04	**48,000**	**0.04**
667009	Rental - Towers	200,620	0.18	202,620	0.18	**204,640**	**0.18**
669001	Rental - Road Equipment	910,840	0.83	1,100,000	0.99	**1,000,000**	**0.89**
669002	Rental - Equipment - Cross Charges	19,990	0.02	25,000	0.02	**25,000**	**0.02**
673000	Sale of Fixed Assets	17,880	0.02	80,000	0.07	**40,000**	**0.04**
675000	Contributions & Donations	13,610	0.01	10,000	0.01	**5,000**	**0.00**
675003	Art Fair Revenue	356,380	0.32	0	0.00	**100,000**	**0.09**
676000	Reimbursements	664,560	0.61	600,000	0.54	**670,000**	**0.60**
676001	Reimbursements - Legal	11,580	0.01	5,000	0.00	**10,000**	**0.01**
677008	Unrealized Gain/Loss	133,940	0.12	0	0.00	**0**	**0.00**
679000	Police Auction	1,150	0.00	0	0.00	**0**	**0.00**
679792	Library Book Sales	20	0.00	0	0.00	**0**	**0.00**
685000	Miscellaneous Revenue	42,530	0.04	60,000	0.05	**60,000**	**0.05**
685792	Miscellaneous Revenue - Library	77,230	0.07	80,000	0.07	**75,000**	**0.07**
687000	Refunds & Rebates	34,480	0.03	28,000	0.03	**20,000**	**0.02**
690000	O.U.I.L. Recovery	26,440	0.02	30,000	0.03	**30,000**	**0.03**
690002	Warrant Arrest Processing Fee	3,000	0.00	4,700	0.00	**3,000**	**0.00**
695000	Insurance Recovery & Subrogation	30,600	0.03	25,000	0.02	**25,000**	**0.02**
	Total Other Revenue	**4,003,490**	**3.65**	**3,099,080**	**2.80**	**3,073,860**	**2.75**
405000	City Refuse Tax	4,454,520	4.06	4,516,710	4.08	**4,765,310**	**4.25**
406000	P&F Pension Tax	9,780,510	8.92	11,346,330	10.24	**12,987,170**	**11.58**
407000	Safe Streets Tax	7,390,250	6.74	7,598,160	6.86	**7,756,540**	**6.92**
680000	Cable TV Revenue	2,227,830	2.03	2,200,000	1.99	**2,200,000**	**1.96**
	Total General Fund Revenue	**$109,680,210**	**100.00**	**$110,798,160**	**100.00**	**$112,167,320**	**100.00**

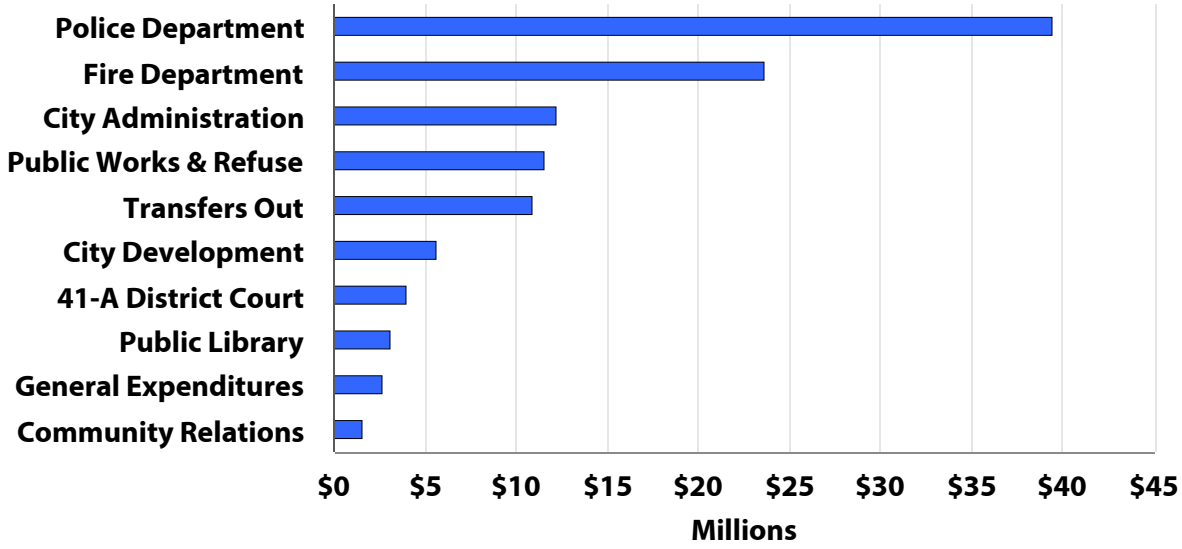
Note: The 2019-2020 Actual Column is rounded to the nearest $10.

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.	2019/20 Actual	2020/21 Budget	2021/22 Budget	% Change From 20/21
LEGISLATIVE					
1. City Council	101	$167,750	$189,590	**$248,160**	30.9%
CITY ADMINISTRATION DEPARTMENT					
1. City Management	172/270	1,446,560	1,724,650	**1,930,900**	12.0%
2. City Clerk	216/217	967,040	1,135,560	**1,127,420**	-0.7%
3. Information Technology	258	1,454,300	1,511,940	**1,561,530**	3.3%
4. Assessing	209	1,091,280	1,102,040	**1,166,910**	5.9%
5. Financial Services	201/205	948,270	878,310	**1,622,150**	84.7%
6. Purchasing	233	458,290	434,160	**489,280**	12.7%
7. Facilities Maintenance	265	2,254,760	2,099,020	**2,131,180**	1.5%
8. Treasury	253	1,196,770	1,262,060	**944,790**	-25.1%
9. Act 78 - Civil Service Commission	220	21,540	31,170	**28,570**	-8.3%
10. General Employees Pension Board	239	90,300	66,960	**83,090**	24.1%
11. Legal	210	859,830	890,000	**890,000**	0.0%
Total City Administration Department		**10,956,690**	**11,325,460**	**12,223,980**	**7.9%**
PUBLIC LIBRARY DEPARTMENT					
1. Library	792	2,809,710	2,918,350	**3,025,490**	3.7%
2. Historical Commission	803	4,000	4,790	**4,850**	1.3%
Total Public Library Department		**2,813,710**	**2,923,140**	**3,030,340**	**3.7%**
POLICE DEPARTMENT					
1. Police Administration	305	5,520,240	5,896,890	**5,804,830**	-1.6%
2. Police Investigations	310	7,607,950	8,301,940	**8,457,490**	1.9%
3. Police Operations	315	19,592,060	21,617,270	**22,910,770**	6.0%
4. Police Support Services	326	1,831,540	1,852,230	**2,218,000**	19.7%
Total Police Department		**34,551,790**	**37,668,330**	**39,391,090**	**4.6%**
FIRE DEPARTMENT					
1. Fire Administration	337	1,723,910	1,897,840	**1,836,930**	-3.2%
2. Fire Extinguishment	338/339	17,938,890	19,856,760	**20,309,880**	2.3%
3. Fire Prevention	341	1,296,470	1,432,720	**1,421,260**	-0.8%
Total Fire Department		**20,959,270**	**23,187,320**	**23,568,070**	**1.6%**

GENERAL FUND EXPENDITURES
BY BUDGETARY CENTER

Activity Name	Activity No.	2019/20 Actual	2020/21 Budget	2021/22 Budget	% Change From 20/21
PUBLIC WORKS DEPARTMENT					
1. Fleet Maintenance	553	2,998,690	3,173,120	**3,087,040**	-2.7%
2 . Public Works Center	442	263,870	180,650	**171,250**	-5.2%
3. Street Services	444	2,795,450	3,306,790	**3,480,210**	5.2%
Total Public Works Department		**6,058,010**	**6,660,560**	**6,738,500**	**1.2%**
REFUSE COLLECTION					
1. Refuse Collection	535	4,500,480	4,672,080	**4,765,210**	2.0%
Total Refuse Collection		**4,500,480**	**4,672,080**	**4,765,210**	**2.0%**
CITY DEVELOPMENT DEPARTMENT					
1. Building	412	1,118,740	1,156,610	**1,215,410**	5.1%
2. Economic Development	415	362,260	387,320	**390,160**	0.7%
3. Engineering	447	1,419,390	1,443,890	**1,570,600**	8.8%
4. Neighborhood Services	417	1,810,100	1,909,040	**2,001,940**	4.9%
5. Planning	402	284,360	300,030	**400,090**	33.3%
6. Planning Commission	403	6,960	13,260	**22,170**	67.2%
7. Sustainability Commission	807	0	750	**750**	0.0%
8. Zoning Board of Appeals	413	6,450	11,750	**20,840**	77.4%
9. Component Unit Funding	967	200,000	0	**0**	0.0%
Total City Development Department		**5,208,260**	**5,222,650**	**5,621,960**	**7.6%**
COMMUNITY RELATIONS DEPARTMENT					
1. Community Relations	292	1,528,780	1,283,620	**1,552,420**	20.9%
2. Arts Commission	793	230	2,750	**2,750**	0.0%
3. Beautification Commission	806	0	50	**50**	0.0%
Total Community Relations Department		**1,529,010**	**1,286,420**	**1,555,220**	**20.9%**
41-A DISTRICT COURT	136	3,475,760	3,666,810	**3,907,660**	6.6%
GENERAL EXPENDITURES	895	2,165,410	1,986,300	**2,603,450**	31.1%
TRANSFERS OUT	966	14,431,220	12,952,970	**10,909,780**	-15.8%
Total General Fund Expenditures		**$106,649,610**	**$111,552,040**	**$114,315,260**	**2.5%**

Note: The 2019-2020 Actual Column is rounded to the nearest $10.

GENERAL FUND BUDGETARY CENTERS
EXPENDITURES BY CATEGORY

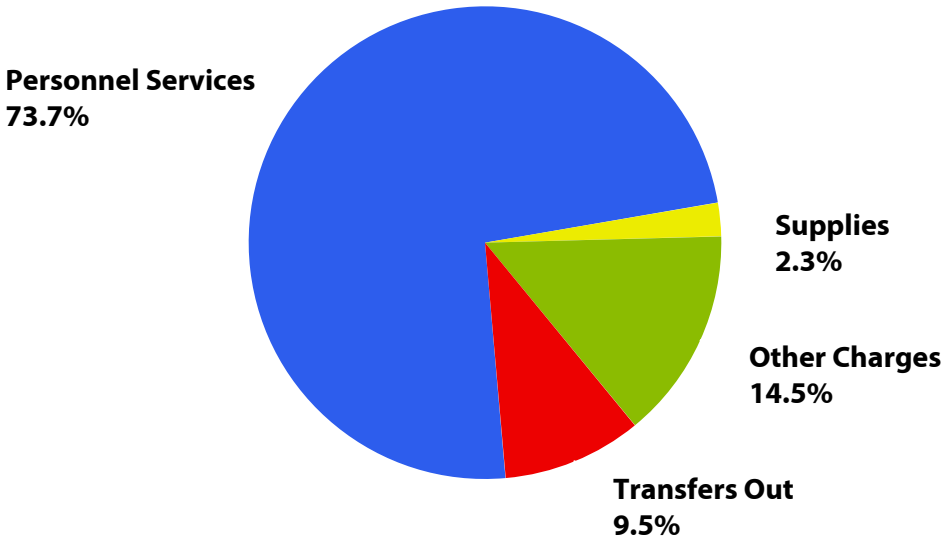
Activity Name	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget
CITY ADMINISTRATION DEPARTMENT					
Personnel Services	$5,789,900	$6,692,190	$7,045,230	$7,529,100	**$8,217,200**
Supplies	190,390	238,610	332,280	301,630	**319,310**
Other Charges	1,791,930	2,729,370	3,579,180	3,494,730	**3,687,470**
Total	**7,772,220**	**9,660,170**	**10,956,690**	**11,325,460**	**12,223,980**
PUBLIC LIBRARY DEPARTMENT					
Personnel Services	2,085,600	2,208,220	2,291,920	2,364,350	**2,453,350**
Supplies	226,950	226,190	240,580	249,830	**252,020**
Other Charges	276,950	281,030	281,210	308,960	**324,970**
Total	**2,589,500**	**2,715,440**	**2,813,710**	**2,923,140**	**3,030,340**
POLICE DEPARTMENT					
Personnel Services	28,696,460	30,751,550	31,420,640	34,310,360	**36,367,810**
Supplies	233,580	157,300	122,930	174,600	**185,770**
Other Charges	2,792,440	2,914,670	3,008,220	3,183,370	**2,837,510**
Total	**31,722,480**	**33,823,520**	**34,551,790**	**37,668,330**	**39,391,090**
FIRE DEPARTMENT					
Personnel Services	17,500,350	19,298,590	19,742,810	21,798,050	**22,350,660**
Supplies	320,830	326,500	270,000	378,200	**374,660**
Other Charges	565,820	760,080	946,460	1,011,070	**842,750**
Total	**18,387,000**	**20,385,170**	**20,959,270**	**23,187,320**	**23,568,070**
PUBLIC WORKS DEPARTMENT					
Personnel Services	4,475,270	4,230,280	4,166,730	4,594,730	**4,807,040**
Supplies	1,634,390	1,496,340	1,442,390	1,549,150	**1,325,950**
Other Charges	980,780	627,900	448,890	516,680	**605,510**
Total	**7,090,440**	**6,354,520**	**6,058,010**	**6,660,560**	**6,738,500**
REFUSE					
Personnel Services	120,980	111,910	117,720	139,780	**139,890**
Supplies	0	680	590	6,000	**15,750**
Other Charges	4,341,740	4,378,870	4,382,170	4,526,300	**4,609,570**
Total	**4,462,720**	**4,491,460**	**4,500,480**	**4,672,080**	**4,765,210**
CITY DEVELOPMENT DEPARTMENT					
Personnel Services	4,548,670	4,386,700	4,605,960	4,785,730	**5,184,320**
Supplies	64,590	23,520	20,240	28,590	**28,250**
Other Charges	1,047,670	264,750	382,060	408,330	**409,390**
Transfers Out	300,000	300,000	200,000	0	**0**
Total	**5,960,930**	**4,974,970**	**5,208,260**	**5,222,650**	**5,621,960**

GENERAL FUND BUDGETARY CENTERS
EXPENDITURES BY CATEGORY

Activity Name	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget
COMMUNITY RELATIONS DEPARTMENT					
Personnel Services	974,200	974,940	1,050,470	1,091,450	**1,129,460**
Supplies	161,040	44,440	41,180	50,590	**55,860**
Other Charges	206,730	403,750	437,360	144,380	**369,900**
Total	**1,341,970**	**1,423,130**	**1,529,010**	**1,286,420**	**1,555,220**
41-A DISTRICT COURT					
Personnel Services	2,971,830	3,089,090	3,196,390	3,324,630	**3,561,840**
Supplies	39,420	45,300	32,450	42,100	**43,500**
Other Charges	298,590	294,070	246,920	300,080	**302,320**
Total	**3,309,840**	**3,428,460**	**3,475,760**	**3,666,810**	**3,907,660**
GENERAL EXPENDITURES					
Personnel Services	7,770	3,100	11,950	20,000	**15,000**
Supplies	18,580	14,560	23,420	20,000	**20,000**
Other Charges	1,655,500	1,568,420	2,130,040	1,946,300	**2,568,450**
Total	**1,681,850**	**1,586,080**	**2,165,410**	**1,986,300**	**2,603,450**
TRANSFERS OUT					
Transfers Out	8,588,030	20,633,990	14,431,220	12,952,970	**10,909,780**
TOTAL EXPENDITURES BY CATEGORY					
Personnel Services	67,171,020	71,746,570	73,649,820	79,958,180	**84,226,570**
Supplies	2,889,780	2,573,440	2,526,060	2,800,690	**2,621,070**
Other Charges	13,958,170	14,222,910	15,842,510	15,840,200	**16,557,840**
Transfers Out	8,888,020	20,933,990	14,631,220	12,952,970	**10,909,780**
Total General Fund	**$92,906,990**	**$109,476,910**	**$106,649,610**	**$111,552,040**	**$114,315,260**

Note: The 2018-2019 & 2019-2020 Actual Columns are rounded to the nearest $10.

General Fund Expenditures by Expenditure Category



Total General Fund Budget of $114,315,260

This graph illustrates expenditures by category as a percent of the General Fund. Personnel Services, for example, comprises 73.7% of total General Fund expenditures.

GENERAL FUND
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019/20 Actual		2020/21 Budget		2021/22 Budget	
		Dollars	%	Dollars	%	Dollars	%
	PERSONNEL SERVICES						
703000	Wages-Elected & Appointed	$145,740	0.14	$152,830	0.14	**$225,590**	**0.20**
704000	Wages & Salaries-Permanent	31,742,190	29.76	34,891,420	31.28	**36,046,380**	**31.53**
704001	Sick Time Buy Back	493,520	0.46	419,870	0.38	**378,470**	**0.33**
704721	Health Insurance Allowance	154,500	0.14	159,000	0.14	**127,000**	**0.11**
705000	Wages-Salaries - Temp/Part Time	1,889,480	1.77	2,397,500	2.15	**2,333,360**	**2.04**
706000	Wages-Salaries - Occasional	82,750	0.08	151,820	0.14	**118,700**	**0.10**
708000	Overtime	3,132,600	2.94	3,192,080	2.86	**2,988,150**	**2.61**
708001	Compensatory Time Buy Back	1,599,890	1.50	1,803,330	1.62	**1,654,040**	**1.45**
708795	Overtime - F.L.S.A.	25,990	0.02	25,000	0.02	**30,000**	**0.03**
709000	Other Benefits/Reimbursements	52,630	0.05	90,620	0.08	**70,350**	**0.06**
710000	Longevity	738,020	0.69	775,990	0.70	**804,770**	**0.70**
711000	Holiday Pay	1,079,780	1.01	1,172,580	1.05	**1,240,000**	**1.08**
713500	Car Allowance	3,920	0.00	4,000	0.00	**4,000**	**0.00**
714000	Food Allowance	110,830	0.10	116,250	0.10	**120,000**	**0.10**
715000	Clothing Allowance	367,440	0.34	374,230	0.34	**386,450**	**0.34**
717000	FICA	1,503,750	1.41	1,640,960	1.47	**1,806,770**	**1.58**
718000	Worker's Compensation	339,890	0.32	362,450	0.32	**370,660**	**0.32**
719000	Unemployment Compensation	11,950	0.01	20,000	0.02	**15,000**	**0.01**
720000	Pension - General Emp Retirement	2,887,220	2.71	3,087,430	2.77	**3,473,200**	**3.04**
720001	Pension - Police and Fire Retirement	9,813,390	9.20	11,969,090	10.73	**13,738,920**	**12.02**
720002	Defined Contribution - Employer	327,520	0.31	357,060	0.32	**408,110**	**0.36**
721000	Health Insurance	5,244,260	4.92	5,771,870	5.17	**6,756,720**	**5.91**
721001	Health Insurance - Retirees	10,687,000	10.02	9,757,700	8.75	**9,757,710**	**8.54**
721003	Retiree Health Savings - City	450,480	0.42	466,910	0.42	**513,600**	**0.45**
722000	Dental Insurance	412,880	0.39	423,650	0.38	**458,420**	**0.40**
723000	Life Insurance	71,500	0.07	74,080	0.07	**82,830**	**0.07**
724000	Eye Care Insurance	33,260	0.03	33,790	0.03	**36,190**	**0.03**
725000	Disability Insurance - Long Term	68,180	0.06	74,470	0.07	**78,610**	**0.07**
725355	Disability Insurance - Short Term	179,260	0.17	192,200	0.17	**202,570**	**0.18**
	Total Personnel Services	**73,649,820**	**69.06**	**79,958,180**	**71.68**	**84,226,570**	**73.68**
	SUPPLIES						
729000	Postage	234,290	0.22	287,110	0.26	**294,610**	**0.26**
730000	Publications	27,250	0.03	28,300	0.03	**29,560**	**0.03**
741000	Ammunition	58,440	0.05	67,450	0.06	**68,390**	**0.06**
742000	Dog Care Supplies	5,810	0.01	6,000	0.01	**8,080**	**0.01**
750000	Fuels & Lubricants	445,660	0.42	539,780	0.48	**465,340**	**0.41**
750001	Fuel & Lube Inventory	12,770	0.01	25,000	0.02	**24,650**	**0.02**
751000	Operating Supplies	581,570	0.55	609,900	0.55	**703,390**	**0.62**
751290	Supplies - School Programs	9,220	0.01	11,050	0.01	**11,050**	**0.01**
758000	Computer Software	1,170	0.00	1,500	0.00	**1,500**	**0.00**
759000	Parts & Sublet Services	943,420	0.88	800,000	0.72	**800,000**	**0.70**
759001	Up-Fit Parts & Services	0	0.00	150,000	0.13	**0**	**0.00**
760000	Playground & Athletic Supplies	0	0.00	0	0.00	**0**	**0.00**

GENERAL FUND
EXPENDITURE SUMMARY BY ACCOUNT

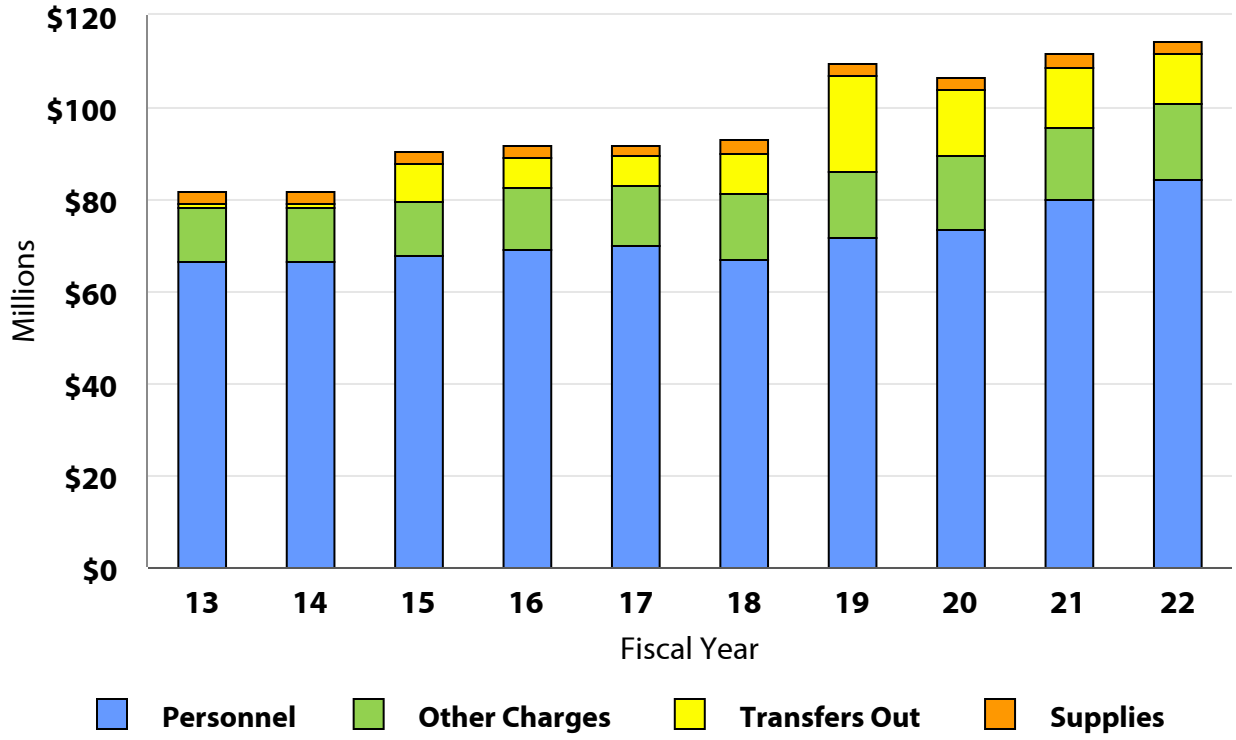
Account Number	Account Name	2019/20 Actual		2020/21 Budget		2021/22 Budget	
		Dollars	%	Dollars	%	Dollars	%
769000	Audio Visual Media	31,130	0.03	37,500	0.03	**37,500**	**0.03**
783000	Seeding & Planting Supplies	0	0.00	0	0.00	**0**	**0.00**
785000	Books	175,330	0.16	174,500	0.16	**177,000**	**0.15**
	Total Supplies	**2,526,060**	**2.37**	**2,800,690**	**2.51**	**2,621,070**	**2.29**
	OTHER CHARGES						
802000	Audit & Accounting Services	63,620	0.06	86,390	0.08	**101,020**	**0.09**
803000	Computer Consultant Services	4,330	0.00	5,400	0.00	**3,800**	**0.00**
806000	Legal Services - Other	93,410	0.09	62,300	0.06	**65,000**	**0.06**
806001	Legal Services - City Attorney	726,840	0.68	850,600	0.76	**850,600**	**0.74**
807000	Medical Services	31,420	0.03	27,110	0.02	**29,150**	**0.03**
807001	Medical Services - Grant	102,110	0.10	132,290	0.12	**0**	**0.00**
808000	Reporting Services	19,830	0.02	24,100	0.02	**24,900**	**0.02**
810000	Other Fees	72,350	0.07	120,100	0.11	**124,630**	**0.11**
820000	Tree/Weed Cutting	26,460	0.02	36,000	0.03	**36,000**	**0.03**
822000	Rubbish Removal	4,216,000	3.95	4,350,000	3.90	**4,422,480**	**3.87**
825000	Animal Collection	30,370	0.03	40,000	0.04	**35,500**	**0.03**
826000	Other Contracted Services	4,325,310	4.06	4,334,840	3.89	**4,126,480**	**3.61**
826412	Nuisance Abatements	39,940	0.04	30,000	0.03	**30,000**	**0.03**
827000	Interfund Services	103,460	0.10	105,100	0.09	**115,890**	**0.10**
829000	Hazardous Waste Disposal	1,550	0.00	2,500	0.00	**2,850**	**0.00**
830000	Recruiting Costs	8,330	0.01	24,170	0.02	**0**	**0.00**
832000	Building Maintenance	482,450	0.45	359,400	0.32	**325,130**	**0.28**
833000	Equipment Maintenance	140,380	0.13	139,270	0.12	**167,520**	**0.15**
833001	Personal Computer Maintenance	4,560	0.00	9,000	0.01	**0**	**0.00**
835000	Vehicle Maintenance	16,630	0.02	60,400	0.05	**61,250**	**0.05**
836000	Radio Maintenance	0	0.00	11,510	0.01	**11,450**	**0.01**
837000	Retention Pond Maintenance	126,850	0.12	105,000	0.09	**105,000**	**0.09**
838000	Parks & Grounds Maintenance	0	0.00	0	0.00	**0**	**0.00**
880000	Community Promotion	21,270	0.02	50,000	0.04	**50,000**	**0.04**
902000	Publishing	10,340	0.01	16,570	0.01	**17,040**	**0.01**
903000	Printing	90,040	0.08	82,440	0.07	**126,790**	**0.11**
913000	Liability Insurance	755,890	0.71	506,000	0.45	**506,000**	**0.44**
915000	Other Insurance	18,960	0.02	18,960	0.02	**18,960**	**0.02**
921000	Electric	442,760	0.42	444,500	0.40	**452,500**	**0.40**
922000	Telephone	57,920	0.05	61,310	0.05	**67,420**	**0.06**
922001	Fiber Optic Lease Charges	60,920	0.06	62,750	0.06	**64,230**	**0.06**
923000	Gas - Fuel - Oil	154,920	0.15	177,000	0.16	**178,000**	**0.16**
924000	Street Lighting	1,065,420	1.00	1,106,700	0.99	**1,823,420**	**1.60**
925000	Water	199,880	0.19	254,500	0.23	**309,500**	**0.27**
933000	Software Services	839,560	0.79	855,990	0.77	**1,031,120**	**0.90**
944000	Hydrant Rental	172,920	0.16	176,380	0.16	**178,850**	**0.16**
945000	Other Rental	210,690	0.20	225,480	0.20	**227,280**	**0.20**
949000	Interpreter Fees	55,190	0.05	85,000	0.08	**85,000**	**0.07**
951000	Juror Fees	3,130	0.00	7,000	0.01	**7,000**	**0.01**

GENERAL FUND
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019/20 Actual		2020/21 Budget		2021/22 Budget	
		Dollars	%	Dollars	%	Dollars	%
954000	Mileage	860	0.00	1,280	0.00	**1,000**	**0.00**
956000	Local Meetings	7,990	0.01	14,740	0.01	**14,840**	**0.01**
956002	Special Events	0	0.00	2,000	0.00	**2,000**	**0.00**
956003	Sterlingfest	282,040	0.26	5,000	0.00	**221,060**	**0.19**
957000	Memberships & Dues	139,390	0.13	158,500	0.14	**163,370**	**0.14**
959000	Education & Training	274,470	0.26	254,510	0.23	**266,910**	**0.23**
959001	Education & Training - Grant	870	0.00	83,000	0.07	**0**	**0.00**
959337	Tuition Reimbursement - Fire Admin.	0	0.00	0	0.00	**0**	**0.00**
960000	Donation Expense Non-Capital	7,570	0.01	4,000	0.00	**4,000**	**0.00**
962000	Miscellaneous Expense	55,590	0.05	143,500	0.13	**101,900**	**0.09**
962001	Misc Exp - Cash - Short/Over	(100)	0.00	0	0.00	**0**	**0.00**
962003	Miscellaneous - Public Health	277,450	0.26	126,610	0.11	**0**	**0.00**
969000	Contingency	0	0.00	0	0.00	**0**	**0.00**
	Total Other Charges	**15,842,510**	**14.85**	**15,840,200**	**14.20**	**16,557,840**	**14.48**
	TRANSFERS OUT						
999202	Transfer to Major Road Fund	1,000,000	0.94	1,000,000	0.90	**250,000**	**0.22**
999203	Transfer to Local Road Fund	0	0.00	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	5,550,000	5.20	2,736,350	2.45	**2,950,970**	**2.58**
999285	Transfer to MIDC Fund	(26,430)	(0.02)	0	0.00	**0**	**0.00**
999369	Transfer to LTGO Debt Fund	3,028,810	2.84	2,955,610	2.65	**2,958,360**	**2.59**
999403	Transfer to Capital Projects Fund	4,878,840	4.57	3,614,540	3.24	**4,750,450**	**4.16**
999404	Facilities Improvement Fund	0	0.00	2,566,470	2.30	**0**	**0.00**
999405	Transfer to CRR Fund	0	0.00	80,000	0.07	**0**	**0.00**
999851	Transfer to CIA Fund	200,000	0.19	0	0.00	**0**	**0.00**
999855	Transfer to EDC Fund	0	0.00	0	0.00	**0**	**0.00**
	Total Transfers Out	**14,631,220**	**13.72**	**12,952,970**	**11.61**	**10,909,780**	**9.55**
	Total General Fund	**$106,649,610**	**100.00**	**$111,552,040**	**100.00**	**$114,315,260**	**100.00**

Note: The 2019-2020 Actual Column is rounded to the nearest $10.

General Fund Expenditure History



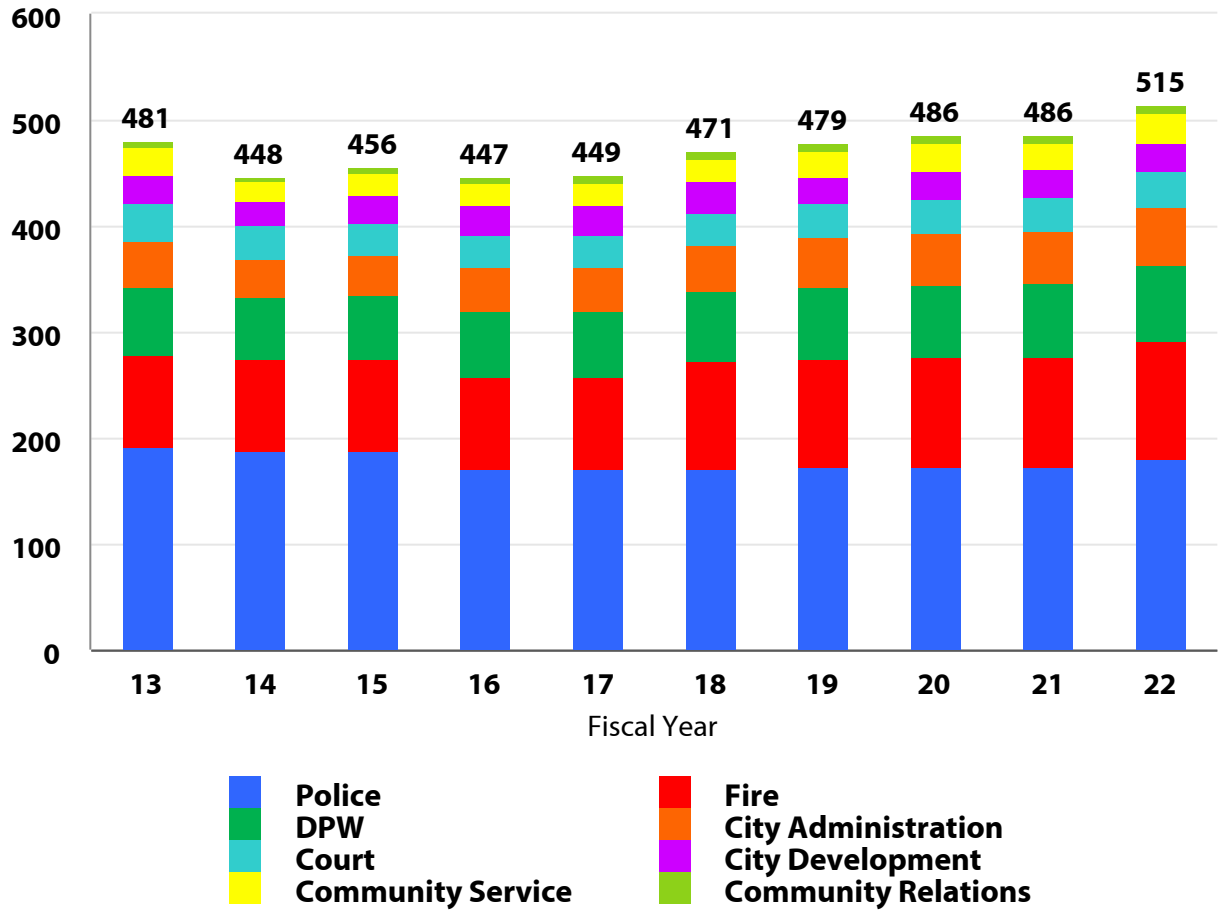
This graph illustrates the expenditure category history for the General Fund.

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 2019/20 Full Time	Budget 2019/20 Part Time	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time
CITY ADMINISTRATION DEPARTMENT						
CITY MANAGEMENT	9	1	9	1	5	1
CITY MANAGEMENT - HUMAN RESOURCES	0	0	0	0	5	1
CITY CLERK	5	1	5	1	5	1
FACILITIES MAINTENANCE	5	2	6	2	6	2
INFORMATION TECHNOLOGY	6	1	5	1	5	1
ASSESSING	8	0	8	0	8	0
FINANCIAL SERVICES	5	2	5	2	5	2
UTILITY SERVICES	0	0	0	0	5	0
PURCHASING	3	0	3	0	4	0
TREASURY	8	3	8	3	6	1
TOTAL CITY ADMINISTRATION DEPARTMENT	49	10	49	10	54	9
PUBLIC LIBRARY DEPARTMENT	13	26	13	26	13	28
POLICE DEPARTMENT						
POLICE ADMINISTRATION	14	0	14	0	17	0
POLICE INVESTIGATIONS	44	0	44	0	43	0
POLICE OPERATIONS	105	30	105	30	108	30
POLICE SUPPORT SERVICES	11	2	11	2	14	2
TOTAL POLICE DEPARTMENT	174	32	174	32	182	32
FIRE DEPARTMENT						
FIRE ADMINISTRATION	8	2	8	2	8	2
FIRE EXTINGUISHMENT	90	0	90	0	96	0
FIRE PREVENTION	5	0	6	0	6	0
TOTAL FIRE DEPARTMENT	103	2	104	2	110	2
PUBLIC WORKS DEPARTMENT						
FLEET MAINTENANCE	14	2	13	2	13	2
REFUSE COLLECTION	0	4	0	5	0	5
STREET SERVICES	21	7	21	10	21	10
TOTAL PUBLIC WORKS DEPARTMENT	35	13	34	17	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	9	1
NEIGHBORHOOD SERVICES	8	13	8	13	8	16
PLANNING	2	0	2	0	3	0
TOTAL CITY DEVELOPMENT DEPARTMENT	26	16	26	16	28	18

HEADCOUNT SUMMARY BY DEPARTMENT

OFFICE	Budget 2019/20 Full Time	Budget 2019/20 Part Time	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time
COMMUNITY RELATIONS DEPARTMENT	7	2	7	2	7	2
41-A DISTRICT COURT	32	10	32	11	33	11
TOTAL GENERAL FUND	439	111	439	116	461	119
PARKS & RECREATION FUND	13	4	12	5	15	3
WATER & SEWER FUND						
WATER & SEWER ADMINISTRATION	6	1	6	1	8	1
WATER DISTRIBUTION	12	7	12	6	14	6
SEWAGE COLLECTION	16	5	17	5	17	5
TOTAL WATER & SEWER FUND	34	13	35	12	39	12
TOTAL ALL FUNDS	486	128	486	133	515	134

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2019/20 Full Time	Budget 2019/20 Part Time	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time
	CITY ADMINISTRATION DEPARTMENT						
	CITY MANAGEMENT						
202,950	City Manager	1		1		1	
	Assistant City Manager	1		1		0	
104,751 - 131,814	Finance & Budget Director	1		1		1	
	Human Resources & Benefits Manager	1		1		0	
61,385 - 76,341	Budget Management Coordinator	1		1		1	
	Risk Management Coordinator	1		1		0	
55,561 - 69,001	Special Projects Coordinator	1		1		1	
49,413 - 61,364	Management Services Specialist	0		1		1	
	Management Assistant	1		0		0	
	Administrative Assistant	1		1		0	
38,292 - 42,798	Management Services Specialist (P.T.)		0		0		1
	Human Resources Intern (P.T)		1		1		0
	Total	**9**	**1**	**9**	**1**	**5**	**1**
	CITY MANAGEMENT - HUMAN RESOURCES						
147,565	Assistant City Manager	0		0		1	
83,140 - 114,533	Human Resources & Benefits Manager	0		0		1	
53,011 - 66,490	Risk Management Coordinator	0		0		1	
53,011 - 66,490	Human Resources Coordinator	0		0		2	
6,000 - 6,100	Human Resources Intern (P.T)		0		0		1
	Total	**0**	**0**	**0**	**0**	**5**	**1**
	CITY CLERK						
104,751 - 131,814	City Clerk	1		1		1	
56,203 - 69,788	Clerk Coordinator	1		1		1	
45,323 - 58,831	Management Assistant	1		1		1	
43.793 - 56,842	Elections Assistant	1		1		1	
29,616 - 48,316	Clerk Typist	1		1		1	
22,416 - 29,733	Clerk Typist (P.T.)		1		1		1
	Total	**5**	**1**	**5**	**1**	**5**	**1**
	FACILITIES MAINTENANCE						
93,685 - 129,061	Facilities Maintenance Director	0		1		1	
66,565 - 83,681	Facilities Maintenance Superintendent	0		1		1	
	Building Maintenance Coordinator	1		0		0	
51,203 - 66,282	Lead Facilities Maintenance Mechanic	2		2		2	
46,866 - 60,406	Facilities Maintenance Mechanic	1		1		1	
34,048 - 39,496	Facilities Maintenance Mechanic (P.T.)		2		2		2
49,413 - 61,364	Management Services Specialist	1		1		1	
	Total	**5**	**2**	**6**	**2**	**6**	**2**
	INFORMATION TECHNOLOGY						
93,685 - 129,061	Information Technology Director	1		1		1	
70,108 - 91,011	GIS/CAD Coordinator	2		1		1	
60,710 - 75,394	Senior Systems Analyst	2		2		2	
57,793 - 72,477	Information Technology Specialist	1		1		1	
15,000 - 15,250	Intern (P.T.)		1		1		1
	Total	**6**	**1**	**5**	**1**	**5**	**1**
	ASSESSING						
87,298-120,260	City Assessor	1		1		1	
70,108 - 91,011	Assessing Coordinator	1		1		1	
66,638 - 84,407	Appraiser III	2		2		2	
58,894 - 74,599	Appraiser II	2		2		2	
51,529 - 65,268	Appraiser I	1		1		1	

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2019/20 Full Time	Budget 2019/20 Part Time	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time
47,028 - 61,047	Appraiser Aide	1		1		1	
	Total	**8**	**0**	**8**	**0**	**8**	**0**
	FINANCIAL SERVICES						
87,298-120,260	Controller	1		1		1	
61,385 - 76,341	Payroll Accountant	1		1		1	
59,387 - 74,122	Accountant	1		1		1	
43,793 - 56,842	Senior Account Clerk	2		2		2	
20,057 - 27,476	Account Clerk (P.T.)		2		2		2
	Total	**5**	**2**	**5**	**2**	**5**	**2**
	UTILITY SERVICES						
83,140 - 114,533	Utility Services Manager	0		0		1	
59,387 - 74,122	Accountant	0		0		1	
45,323 - 58,831	Management Assistant	0		0		1	
43,793 - 56,842	Senior Account Clerk	0		0		1	
36,666 - 51,518	Account Clerk	0		0		1	
	Total	**0**	**0**	**0**	**0**	**5**	**0**
	PURCHASING						
	Purchasing/Facilities Maintenance Manager	1		0		0	
83,140 - 114,533	Purchasing Manager	0		1		2	
53,011 - 66,490	Purchasing Specialist	1		1		1	
43.793 - 56,842	Administrative Assistant	1		1		1	
	Total	**3**	**0**	**3**	**0**	**4**	**0**
	TREASURY						
87,298-120,260	City Treasurer	1		1		1	
64,876 - 81,557	Treasury Services Coordinator	1		1		1	
	Accountant	1		1		0	
45,323 - 58,831	Management Assistant	2		2		1	
43,793 - 56,842	Senior Account Clerk	1		1		1	
36,666 - 51,518	Account Clerk	2		2		2	
16,296 - 27,476	Account Clerk (P.T.)		3		3		1
	Total	**8**	**3**	**8**	**3**	**6**	**1**
	Total City Administration Department	**49**	**10**	**49**	**10**	**54**	**9**
	PUBLIC LIBRARY DEPARTMENT						
93,685 - 129,061	Public Library Director	1		1		1	
59,387 - 74,855	Library Service Area Coordinator	2		2		2	
57,793 - 72,477	Public Relations & Programs Coordinator	1		1		1	
55,489 - 69,247	Librarian	3		3		3	
27,824 - 42,614	Librarian (P.T.)		9		9		9
51,529 - 65,268	Circulation Supervisor	1		1		1	
47,028 - 61,047	Library Services Specialist	1		1		1	
43,793 - 56,842	Library Assistant II	3		3		3	
40,673 - 52,798	Library Assistant I	1		1		1	
20,893 - 24,778	Library Clerk (P.T.)		6		6		6
7,800 - 9.365	Library Page (P.T.)		10		10		12
9,000 - 9,150	Intern (P.T.)		1		1		1
	Total Public Library Department	**13**	**26**	**13**	**26**	**13**	**28**
	POLICE DEPARTMENT						
	POLICE ADMINISTRATION						
109,173 - 137,035	Chief of Police	1		1		1	
118,444 - 121,440	Captain	1		1		1	
109,718 - 113,020	Lieutenant	1		1		1	
97,810 - 102,813	Sergeant	3		3		3	
49,346 - 85,552	Police Officer	2		2		4	

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2019/20 Full Time	Budget 2019/20 Part Time	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time
50,700 - 52,700	Social Worker	0		0		1	
37,527 - 58,544	Secretary to Chief	1		1		1	
36,529 - 56,779	Administrative Secretary	5		5		5	
	Total	**14**	**0**	**14**	**0**	**17**	**0**
	POLICE INVESTIGATIONS						
118,444 - 121,440	Captain	1		1		1	
109,718 - 113,020	Lieutenant	2		2		2	
97,810 - 102,813	Sergeant	5		5		5	
49,346 - 85,552	Police Officer	33		33		33	
36,529 - 56,779	Administrative Secretary	2		2		1	
27,455 - 49,539	Technical Secretary	1		1		1	
	Total	**44**	**0**	**44**	**0**	**43**	**0**
	POLICE OPERATIONS						
118,444 - 121,440	Captain	1		1		1	
109,718 - 113,020	Lieutenant	4		4		4	
97,810 - 102,813	Sergeant	15		15		16	
49,346 - 85,552	Police Officer	82		82		85	
36,529 - 56,779	Administrative Secretary	2		2		1	
27,455 - 49,539	Technical Secretary	1		1		1	
5000	Crossing Guards (P.T.)		30		30		30
	Total	**105**	**30**	**105**	**30**	**108**	**30**
	POLICE SUPPORT SERVICES						
97,810 - 102,813	Sergeant	1		1		1	
49,346 - 85,552	Police Officer	0		0		1	
38,536 - 44,804	Criminal Investigations Assistant (P.T.)		1		1		1
37,527 - 58,544	Evidence Clerk	1		1		1	
36,529 - 56,779	Administrative Secretary	2		2		3	
36,529 - 56,779	Data Analyst	1		1		1	
43,314 - 54,596	Animal Control Officer	2		2		2	
31,236 - 39,372	Animal Control Officer (P.T.)		1		1		1
36,529 - 56,779	Terminal Agency Coordinator	1		1		1	
27,455 - 49,539	Technical Secretary	3		3		4	
	Total	**11**	**2**	**11**	**2**	**14**	**2**
	Total Police Department	**174**	**32**	**174**	**32**	**182**	**32**
	FIRE DEPARTMENT						
	FIRE ADMINISTRATION						
109,173 - 137,035	Fire Chief	1		1		1	
117,203 - 127,146	Division Chief/Assistant Fire Chief	1		1		1	
107,526 - 117,185	Chief of Training	1		1		1	
107,526 - 117,185	EMS Coordinator	1		1		1	
100,570 - 104,502	Training Officer	1		1		1	
47,028 - 61,047	Fire Services Specialist	1		1		1	
45,323 - 58,831	Management Assistant	1		1		1	
43.793 - 56,842	Administrative Assistant	1		1		1	
22,415 - 29,733	Clerk Typist (P.T.)		1		1		1
11,250 - 11,438	Intern (P.T.)		1		1		1
	Total	**8**	**2**	**8**	**2**	**8**	**2**
	FIRE EXTINGUISHMENT						
105,419 - 111,606	Battalion Chief	3		3		3	
101,631 - 107,548	Captain-Advanced Life Support	6		4		4	
95,880 - 101,460	Captain	0		2		2	
92,279 - 98,668	Lieutenant-Advanced Life Support	14		15		15	

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2019/20 Full Time	Budget 2019/20 Part Time	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time
	Lieutenant	1		0		0	
86,704 - 88,385	Sergeant - Fire Engine Operator	9		9		9	
48,245 - 85,797	Fire Fighter-Advanced Life Support	45		45		51	
47,335 - 84,178	Fire Fighter-Fire Engine Operator	12		12		12	
	Total	**90**	**0**	**90**	**0**	**96**	**0**
	FIRE PREVENTION						
107,526 - 117,185	Fire Marshal	1		1		1	
100,570 - 104,502	Fire Inspector	4		4		4	
92,582	Fire Fighter Specialist	0		1		1	
	Total	**5**	**0**	**6**	**0**	**6**	**0**
	Total Fire Department	**103**	**2**	**104**	**2**	**110**	**2**
	PUBLIC WORKS DEPARTMENT						
	FLEET MAINTENANCE						
61,248 - 89,706	Division Supervisor	1		1		1	
47,378 - 68,144	Mechanic	11		11		11	
44,496 - 62,063	Storekeeper	1		1		1	
	Laborer	1		0		0	
5,250 - 27,000	Seasonal Laborer (P.T.)		2		2		2
	Total	**14**	**2**	**13**	**2**	**13**	**2**
	REFUSE COLLECTION						
28,414 - 35,930	Account Clerk (P.T.)		1		1		1
5,250 - 27,000	Seasonal Laborer (P.T.)		3		4		4
	Total	**0**	**4**	**0**	**5**	**0**	**5**
	STREET SERVICES						
61,248 - 89,706	Division Supervisor	1		1		1	
49,583 - 68,144	Equipment Operator A	1		1		1	
46,623 - 64,655	Equipment Operator B	6		6		7	
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	6		6		5	
31,815 - 60,278	Laborer	4		4		4	
5,250 - 27,000	Seasonal Laborer (P.T.)		7		10		10
	Total	**21**	**7**	**21**	**10**	**21**	**10**
	Total Public Works Department	**35**	**13**	**34**	**17**	**34**	**17**
	CITY DEVELOPMENT DEPARTMENT						
	BUILDING						
83,140 - 114,533	Building Official	1		1		1	
80,578 - 94,769	Building Plan Review Coordinator	1		1		1	
69,531 - 85,911	Building Inspector	2		2		2	
25,257 - 28,086	Building Inspector (P.T.)		1		1		1
69,531 - 85,911	Electrical Inspector	1		1		1	
69,531 - 85,911	Mechanical Inspector	1		1		1	
69,531 - 85,911	Plumbing Inspector	1		1		1	
	Total	**7**	**1**	**7**	**1**	**7**	**1**
	ECONOMIC DEVELOPMENT						
54,740 - 67,980	Building Services Specialist - Velocity	1		1		1	
	Total	**1**	**0**	**1**	**0**	**1**	**0**
	ENGINEERING						
93,233 - 128,434	City Engineer	1		1		1	
77,820 - 101,022	Lead Civil Engineer	0		1		1	
70,108 - 91,011	Civil Engineer II	2		1		2	
57,346 - 74,437	Civil Engineer I	1		1		1	
67,174 - 82,042	Construction Coordinator	1		1		1	

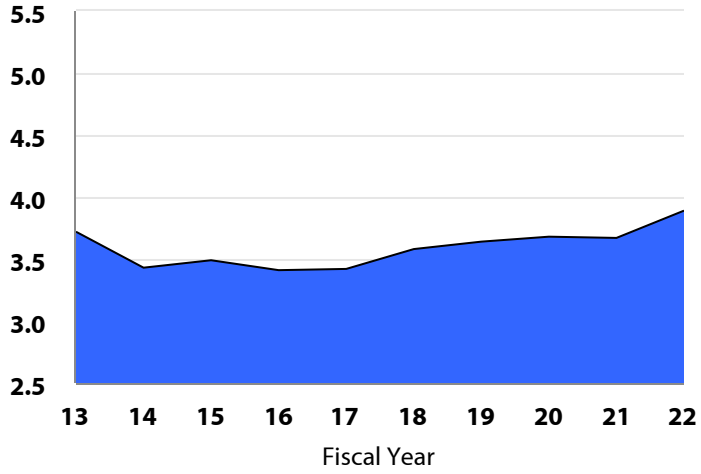
PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2019/20 Full Time	Budget 2019/20 Part Time	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time
48,741 - 77,627	Engineering Aide	3		3		3	
15,000 - 15,250	Intern (P.T.)		1		1		1
	Co-op (P.T.)		1		1		0
	Total	**8**	**2**	**8**	**2**	**9**	**1**
	NEIGHBORHOOD SERVICES						
104,751 - 131,814	City Development Director	1		1		1	
75,542 - 88,846	Code Enforcement Coordinator	1		1		1	
60,710 - 75,394	HUD Program Coordinator	1		1		1	
45,122 - 58,586	Neighborhood Property Maintenance Code Officer	1		1		1	
45,323 - 58,831	Management Assistant	2		2		2	
43.793 - 56,842	Administrative Assistant	1		1		1	
39,699 - 51,518	Senior Clerk	1		1		1	
34,890 - 39,770	Code Enforcement Officer (P.T.)		10		10		12
25,400 - 33,700	Clerk Typist (P.T.)		2		2		3
15,000 - 15,250	CDBG Intern (P.T.)		1		1		1
	Total	**8**	**13**	**8**	**13**	**8**	**16**
	PLANNING						
90,266 - 124,347	City Planner/City Development Manager	1		1		1	
60,710 - 75,394	Planning Coordinator	1		1		1	
49,413 - 61,364	Planner	0		0		1	
	Total	**2**	**0**	**2**	**0**	**3**	**0**
	Total City Development Department	**26**	**16**	**26**	**16**	**28**	**18**
	COMMUNITY RELATIONS DEPARTMENT						
84,847 - 125,800	Community Relations Director	1		1		1	
62,404 - 78,451	Broadcast Services Coordinator	1		1		1	
53,011 - 66,490	Broadcast Programming Specialist	1		1		1	
53,011 - 66,490	Digital Content Coordinator	1		1		1	
49,413 - 62,591	Community Relations Services Specialist	1		1		1	
48,146 - 60,161	Citizen Services Specialist	1		1		1	
45,122 - 58,586	Printing Technician II	1		1		1	
31,992 - 32,632	Graphic Specialist (P.T.)		1		1		1
15,000 - 15,250	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	
	Court Administrator/Magistrate	1		1		0	
134,467	Magistrate	0		0		1	
85,075	Court Administrator	0		0		1	
78,439	Chief Probation Officer	1		1		1	
72,836	Chief Deputy Clerk	1		1		1	
65,445	Court Recorder	3		3		3	
60,886	Court Officer	3		3		3	
50,425	Probation Officer	1		1		1	
33,859 - 49,526	Deputy Clerk	19		19		19	
20,494 - 32,655	Deputy Clerk (P.T.)		6		6		6
4,250 - 22,986	Security Guards (P.T.)		4		5		5
	Total 41-A District Court	**32**	**10**	**32**	**11**	**33**	**11**
	Total General Fund	**439**	**111**	**439**	**116**	**461**	**119**
	PARKS & RECREATION FUND						
93,685 - 129,061	Parks & Recreation Director	1		1		1	
62,404 - 78,451	Recreation Superintendent	2		2		3	

PERSONNEL DETAILED SUMMARY

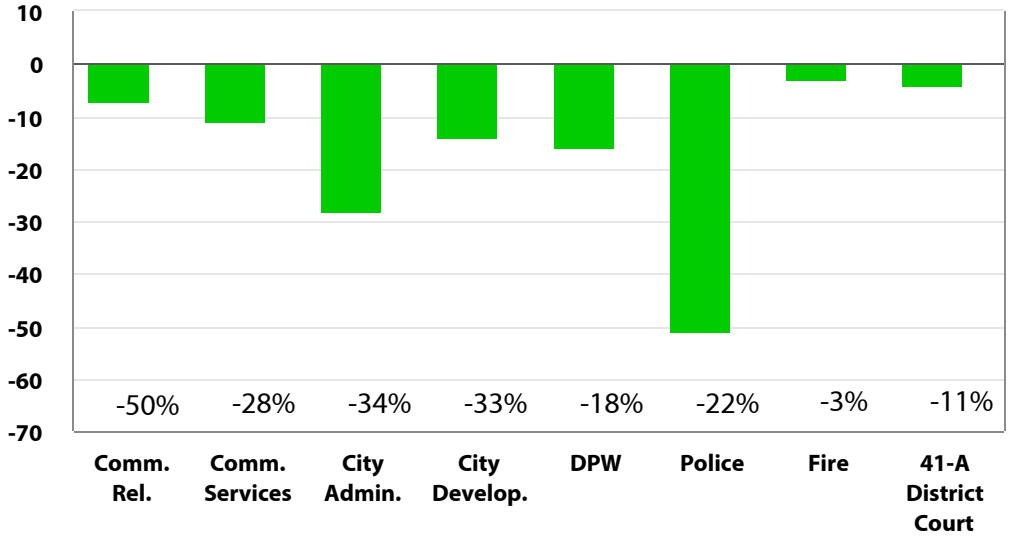
Current Pay Range	OFFICE	Budget 2019/20 Full Time	Budget 2019/20 Part Time	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time
57,793 - 72,477	Recreation Supervisor	3		4		3	
46,188 - 57,357	Recreation Specialist	2		0		1	
35,793 - 40,003	Recreation Specialist (P.T.)		2		3		2
43.793 - 56,842	Administrative Assistant	1		1		1	
39,669 - 51,518	Program & Services Assistant	2		2		2	
30,741 - 35,930	Program & Services Assistant (P.T.)		1		1		1
51,203 - 66,282	Lead Facilities Maintenance Mechanic	1		1		1	
51,203 - 66,282	Facilities Maintenance Mechanic	0		0		1	
39,699 - 51,518	Senior Clerk	1		1		1	
29,616 - 48,316	Clerk Typist	0		0		1	
	Clerk Typist (P.T.)		1		1		0
	Total Parks & Recreation Fund	**13**	**4**	**12**	**5**	**15**	**3**
	WATER & SEWER FUND						
	WATER & SEWER ADMINISTRATION						
109,173 - 137,035	Public Works Director	1		1		1	
69,366 - 101,654	Operations Manager	1		1		1	
64 229 - 94 090	General Supervisor	2		2		2	
61,248 - 89,706	Division Supervisor	0		0		1	
43.793 - 56,842	Administrative Assistant	0		0		1	
43,793 - 56,842	Senior Account Clerk	1		1		1	
29,616 - 48,316	Clerk Typist	1		1		1	
5,250 - 27,000	Seasonal Laborer (P.T.)		1		1		1
	Total	**6**	**1**	**6**	**1**	**8**	**1**
	WATER DISTRIBUTION						
61,248 - 89,706	Division Supervisor	1		1		1	
54,349 - 76,251	Maintenance Supervisor	0		0		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		3	
31,815 - 60,278	Laborer	2		2		2	
29,616 - 48,316	Clerk Typist (P.T.)		1		1		1
5,250 - 27,000	Seasonal Laborer (P.T.)		6		5		5
	Total	**12**	**7**	**12**	**6**	**14**	**6**
	SEWAGE COLLECTION						
61,248 - 89,706	Division Supervisor	1		1		1	
47,378 - 65,457	Plant Operator/Mechanic	2		3		3	
46,623 - 64,655	Sewer Service Worker (Clean)	2		2		2	
46,623 - 64,655	Water/Sewage Inspector	3		3		3	
44,496 - 62,063	Sewer Service Worker (Maint.)	1		1		1	
31,815 - 60,278	Laborer	7		7		7	
5,250 - 27,000	Seasonal Laborer (P.T.)		5		5		5
	Total	**16**	**5**	**17**	**5**	**17**	**5**
	Total Water & Sewer Fund	**34**	**13**	**35**	**12**	**39**	**12**
	Total All Funds	**486**	**128**	**486**	**133**	**515**	**134**

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



Despite recent headcount additions, the City's full-time staffing is still down by 134 positions or 23% since 2002.

You don't have to see the whole staircase, just take the first step.

~ Martin Luther King, Jr. ~

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 new four-year terms for Mayor and City Council will save the City at least $750,000 in election costs over the next 10 years?

City Council

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Regular City Council Meetings	24	24	24	24	24	24
	Special City Council Meetings	5	4	2	4	2	5
	Public Hearings Held	10	11	6	10	10	10
	Ordinances and Amendments Adopted	16	10	11	15	10	12
	Agenda Items Reviewed and Acted Upon	359	366	364	375	364	375
	City Council Members Attending Training Sessions	22	5	6	20	12	15
	"Nice Neighbor" Awards Presented	3	3	4	8	12	10
Effectiveness	City Council Member Attendance at Council Mtgs.	99%	99%	96%	100%	98%	100%
	% Legislative Items Acted on within 1 Month	100%	100%	100%	100%	100%	100%
	% Diff. from Proposed to Adopted Budget (G.F.)	0.01%	0.22%	0.00%	0.00%	0.02%	0.00%
	Activity Expenditures as % of General Fund	0.16%	0.16 %	0.16 %	0.17 %	0.16 %	0.22 %

City Council

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

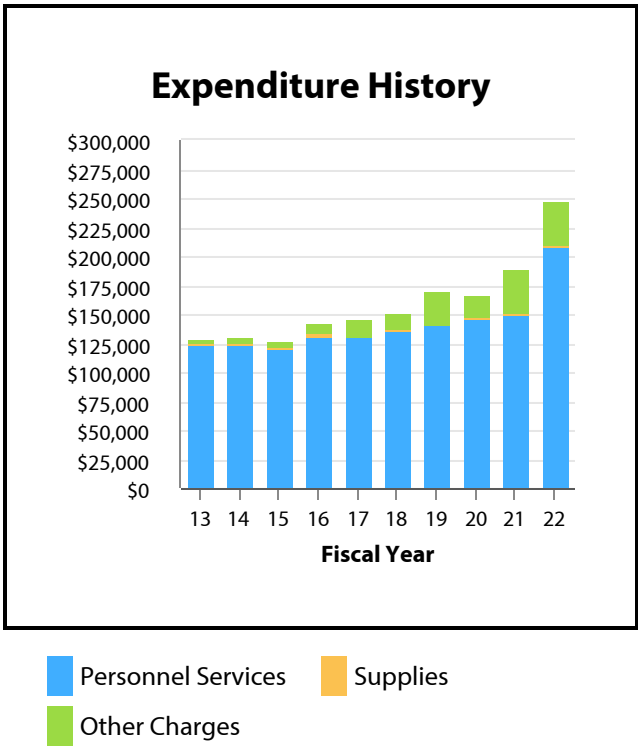
The total budget increased by 30.9%.

Personnel Services - Total Increase of $59,050 due to wage increases as determined at the meeting of the Elected Officials Compensation Commission held on March 9, 2021.

Supplies - Total Supplies increased $820 or 80.4%, for additional office and computer supplies.

Other Charges - Total Other Charges decreased $1,300 or 3.4%. Educational funding decreased $3,740 based on lower travel costs for the Michigan Municipal League's Annual Convention. $2,320 was added for cellular service for the City Council's iPads.

Capital - There is no Capital proposed for this activity.



FUNDING LEVEL SUMMARY

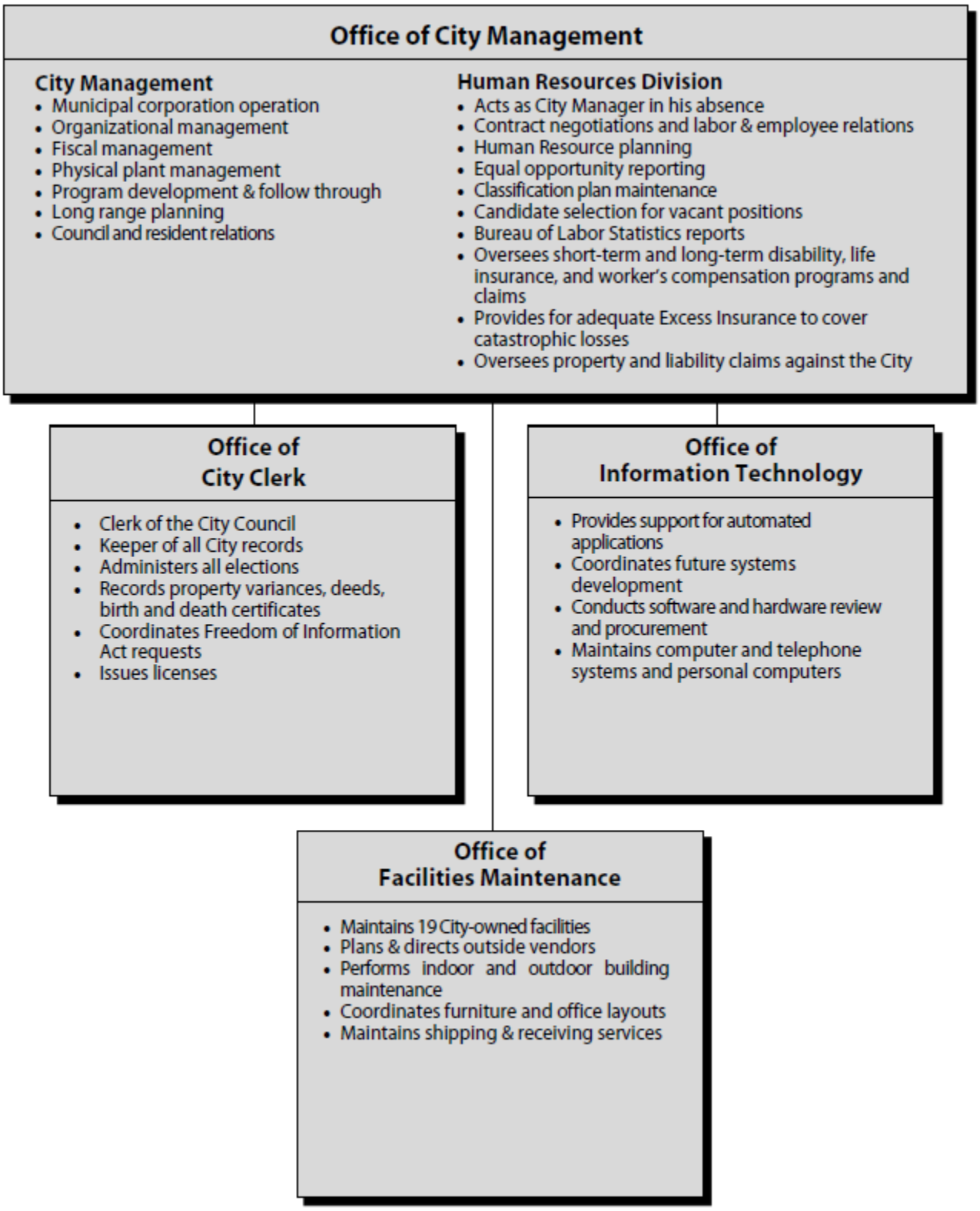
	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$146,910	$150,270	$150,230	$209,320	$209,320
Supplies	580	1,020	520	1,840	1,840
Other Charges	20,260	38,300	27,370	37,000	37,000
Total	$167,750	$189,590	$178,120	$248,160	$248,160

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
- Issues all water and sewer bills and maintains related account balances
- 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
- 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 $826,420 or 8.1%. Personnel costs increased $629,050 or 8.5% primarily due to the addition of five full-time employees as part of the citywide manpower plan, contractual wage adjustments, increases in the required contribution to the General Employees' Retirement System and higher health insurance rates. Supplies increased $16,860 or 5.6% due to the ongoing need for personal protective equipment for staff due to the COVID-19 pandemic. Other Charges increased $180,510 or 7.3% primarily due to software support for the new financial system and the transfer of the citywide training budget to this department.



FUNDING LEVEL SUMMARY

	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget	% Change From 20/21
City Management	$1,405,260	$1,446,560	$1,724,650	$1,930,900	12.0%
City Clerk	823,450	967,040	1,135,560	1,127,420	-0.7%
Facilities Maintenance	1,655,810	2,254,760	2,099,020	2,131,180	1.5%
Information Technology	1,144,650	1,454,300	1,511,940	1,561,530	3.3%
Assessing	1,030,810	1,091,280	1,102,040	1,166,910	5.9%
Financial Services	855,340	948,270	878,310	1,622,150	84.7%
Purchasing	425,390	458,290	434,160	489,280	12.7%
Treasury	1,181,000	1,196,770	1,262,060	944,790	-25.1%
Total Department	$8,521,710	$9,817,270	$10,147,740	$10,974,160	8.1%
Personnel Services	$6,551,270	$6,898,320	$7,378,830	$8,007,880	8.5%
Supplies	237,600	331,680	300,170	317,030	5.6%
Other Charges	1,732,840	2,587,270	2,468,740	2,649,250	7.3%
Total Department	$8,521,710	$9,817,270	$10,147,740	$10,974,160	8.1%

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

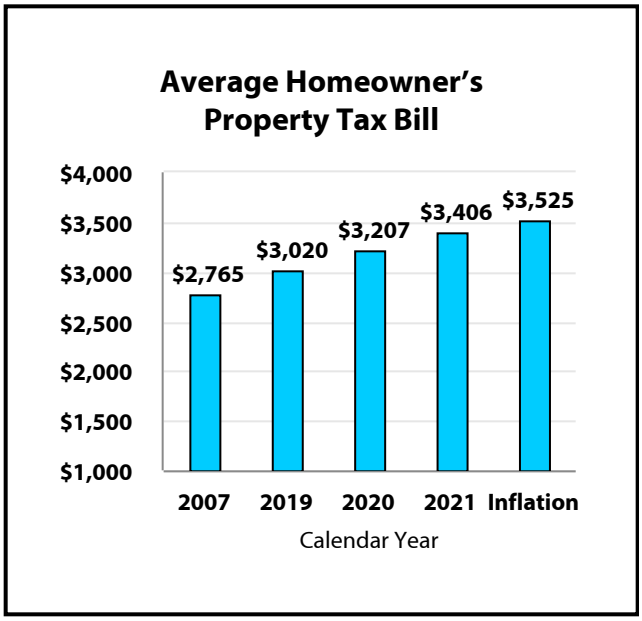
PERSONNEL SUMMARY

	2018/19		2019/20		2020/21		2021/22	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
City Management	9	0	9	1	9	1	10	2
City Clerk	5	1	5	1	5	1	5	1
Facilities Maintenance	5	0	5	2	6	2	6	2
Information Technology	5	0	6	1	5	1	5	1
Assessing	7	1	8	0	8	0	8	0
Financial Services	5	2	5	2	5	2	10	2
Purchasing	3	0	3	0	3	0	4	0
Treasury	8	3	8	3	8	3	6	1
Total Department	47	7	49	10	49	10	54	9

Excludes Legal Activity and Boards and Commissions.

KEY DEPARTMENTAL TRENDS

City Administration Department



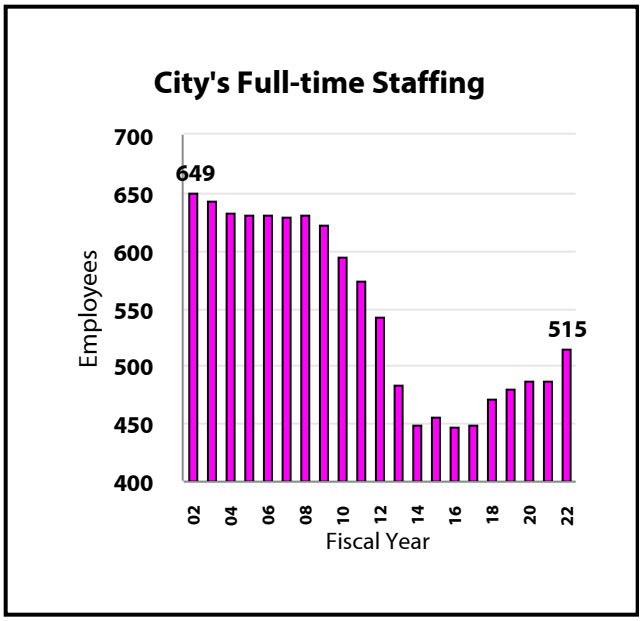
Despite an increase in the City's millage rate in 2014 due to the voter approved Safe Streets Proposal, and in 2017 due to the *Re*creating Recreation Proposal, and due to lower property assessments, the average homeowner's tax bill has only increased an average of less than 1% per year over the last 15 years - lower than the rate of inflation.

Macomb City Tax Rates (2020)

1.	Centerline	34.60
2.	Warren	27.14
3.	Eastpointe	27.06
4.	St. Clair Shores	24.71
5.	Roseville	23.80
6.	Fraser	22.26
7.	Mount Clemens	21.65
8.	Utica	20.63
9.	**STERLING HEIGHTS**	**16.21**
10.	Richmond	16.09
11.	Memphis	15.86
12.	New Baltimore	13.59

Macomb Average: 21.97 mills

The City's property tax rate is lower than 57% of Michigan cities. It is also one of the lowest of any city in Macomb County. The tax rate in Sterling Heights is 5.8 mills below the average of all cities in Macomb County. The tax rate in Warren, for example, is over 10.9 mills or 67% higher than in Sterling Heights.



As a result of a Citywide manpower study, several new positions are included in the current budget, however City staffing is still down nearly 21%, 134 positions, from its peak in 2002. And as the next graph shows, still has the lowest full-time employee staffing ratio per 1,000 residents of our comparable communities.

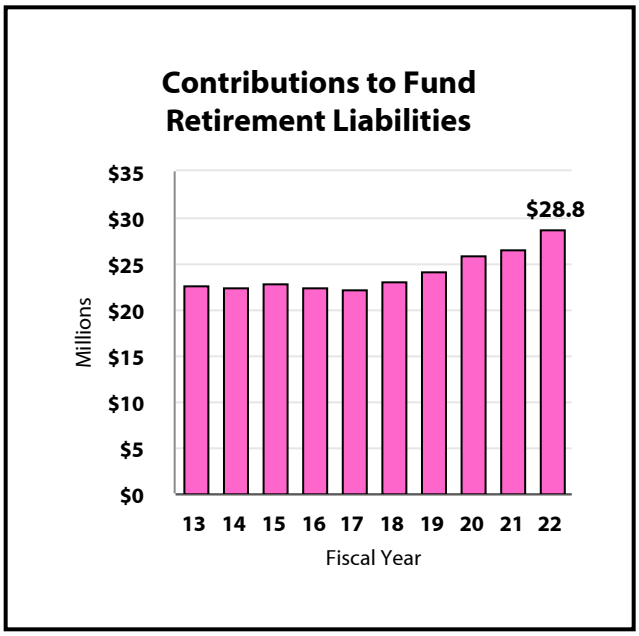
Full-Time Employees Per 1,000 Residents

1.	Grand Rapids	8.4
2.	Dearborn	8.0
3.	Lansing	7.8
4.	Southfield	7.5
5.	Ann Arbor	6.8
6.	Livonia	6.2
7.	Warren	5.3
8.	Farmington Hills	4.6
9.	Troy	4.5
10.	**STERLING HEIGHTS**	**4.0**

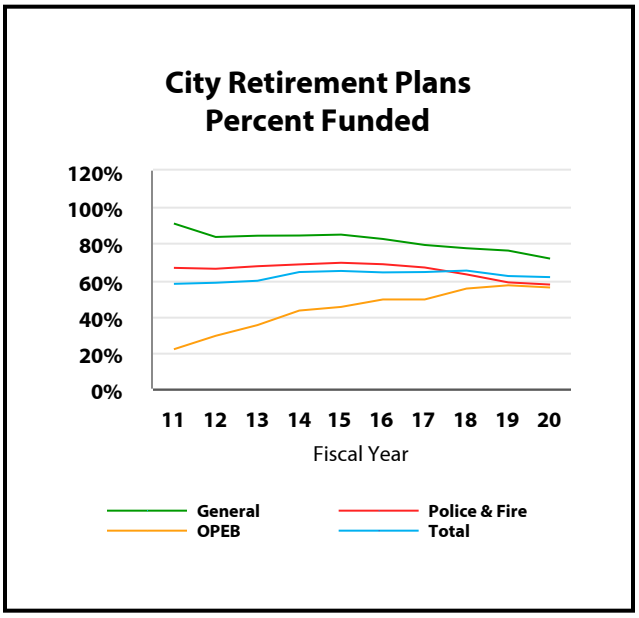
Based on current staffing data and the 2010 census, Sterling Heights has 4.0 full-time employees per 1,000 residents – the lowest of our benchmark communities. Despite having the fourth largest population, Sterling Heights has the fewest employees. Based on a 2010 study of over 140 cities, 89% of communities had a higher number of full-time employees per 1,000 residents.

KEY DEPARTMENTAL TRENDS

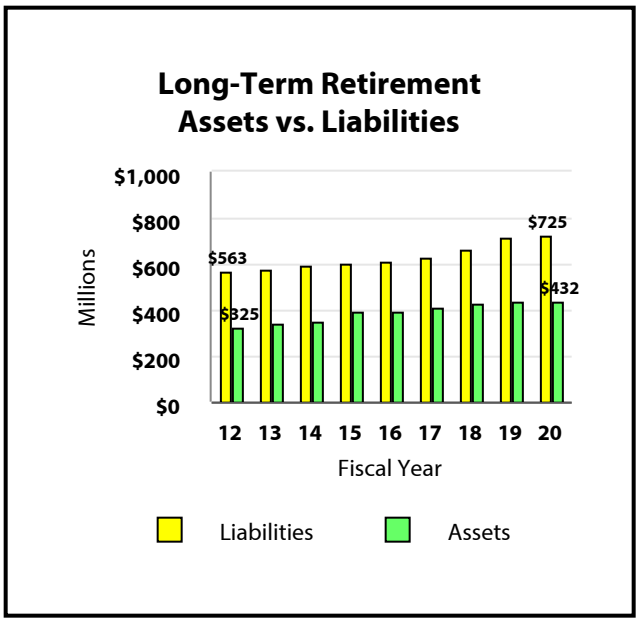
City Administration Department (continued)



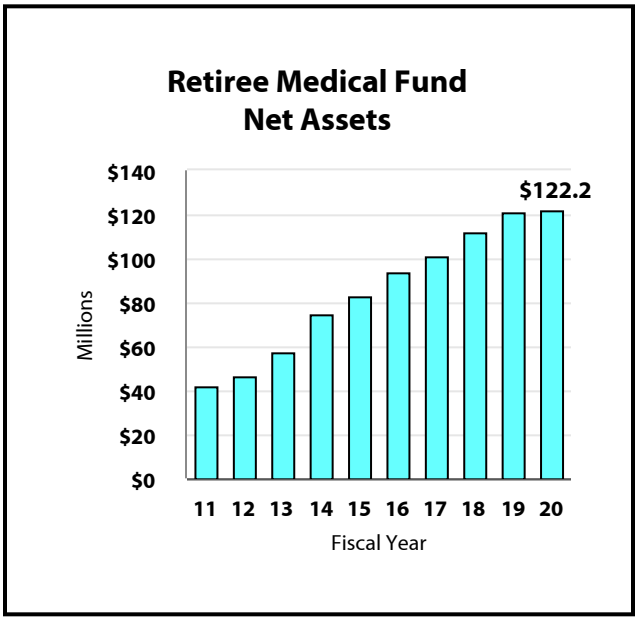
The City annually contributes 100% of the actuarially required funding for all long-term retiree liabilities including police & fire pensions, general employee pensions, and retiree medical. The amounts contributed have increased from $22.6 million in 203 to $28.8 million in 2022.



Both the General Employees and Police & Fire pension systems have seen a decrease in funding levels primarily due to revised actuarial assumptions. The valuation for 6/30/2020 was significantly impacted by declines in the stock market due to the pandemic. The market values for all three plans have risen significantly since the valuation date. 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.



$432 million has been set aside to fund future long-term retirement liabilities. The valuation for 6/30/2020 was significantly impacted by declines in the stock market due to the pandemic. The market values for all three plans have risen significantly since the valuation date. 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 three 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 the Office of City Management coordinated a Water & Sewer Rate Study in 2020 to ensure that the water rate structure is equitable across all customer classes?

City Management

2021/22 INTENTION STATEMENTS *(City Management)*

1. To provide continued oversight of the City's response to the COVID-19 emergency by ensuring the City's vaccination plan is fully implemented, and City facilities are able to re-open in compliance with federal and state guidelines. *(City Goal 1, 2, 6, 7)*

2. To provide oversight and direction of the City's Diversity, Equity and Inclusion Plan. *(City Goal 1, 2, 3, 6, 7)*

3. To oversee follow-through from various initiatives set forth in the 2021 Strategic Planning Session. *(City Goal 1, 2, 3, 4, 5, 6, 7, 8)*

4. To collaborate with the Community Relations Director to develop and begin implementing a new marketing plan for the City centered on major quality of life amenities and economic development opportunities. *(City Goal 4, 21, 22, 24, 25)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Admin. Policy & Procedure Orders Reviewed/Updated	45	7	12	6	5	8
	False Alarm Appeals Received	15	15	11	15	4	10
	False Alarm Appeals Completed	10	10	14	15	10	10
	Special Projects Initiated	15	14	18	20	20	20
	Policy Resolutions Presented to Council	10	1	2	8	4	5
	Legislative Issues Monitored	10	18	40	15	25	20
	Interoffice Meetings Facilitated	208	240	363	230	350	300
	Development Project Meetings	54	58	52	60	60	60
	Resident/Business Meetings Facilitated	53	51	25	50	50	50
	Intergovernmental Membership Meetings	75	57	93	75	80	80
	New Programs & Policies Developed	5	2	4	5	5	4
	Residential/Business Inquiry Responses Sent	82	63	53	80	45	65
	Presentations Created	32	30	22	35	30	35
	Weekly City Connect Newsletters Distributed	52	52	52	52	51	52
	Conferences Attended/Business Travel	4	7	2	5	0	5
Efficiency	Activity Expenditures as % of General Fund	1.44%	1.28 %	1.36 %	1.55 %	1.52 %	1.69 %

City Management

2021/22 PERFORMANCE OBJECTIVES *(Finance & Budget)*

1. To oversee the creation of the new Utility Services Division, and the implementation of the new water rate structure and conversion to monthly billing. *(City Goal 1, 2, 3, 4, 23)*

2. To continue to streamline the budget process by fully utilizing features within the BS&A budget module. *(City Goal 1, 3, 4)*

3. To oversee the transition in management in the Assessing and Purchasing Offices. *(City Goal 2, 3, 5, 6)*

4. To improve departmental budget monitoring using the BS&A reporting module. *(City Goal 1, 3, 4)*

5. To analyze the city pension plans and retiree medical plan to determine if the current policies and procedures will ensure a fully funded system in a reasonable time period. *(City Goal 4, 8)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	City Budgeted Funds Monitored (Millions)	$205.8	$230.3	$274.9	$213.9	$248.1	$228.7
	Budget Amendments Prepared	2	2	2	2	2	2
	Internal Budget Adjustments Analyzed	34	35	11	25	20	30
	City Council Agenda Statements Reviewed	359	366	364	375	364	375
	Bond Issuances	2	0	1	2	2	1
	Travel Requests Reviewed for Policy Compliance	209	205	120	180	50	150
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	0	0	0	0	0
	General Fund Expenditures Per Capita	$707	$831	$808	$818	$842	$863
	Government Debt Per Capita	$683	$641	$816	$889	$889	$981
	OPEB Ann'l Req'd Contribution Funded (Millions)	10.6	10.6	10.6	10.5	10.5	10.5
	OPEB Trust Funding Status	55.1%	57.0%	55.7%	61.0%	58.0%	60.0%
	Accuracy Forecasting Expenditures - General Fund	98.8%	99.2%	98.7%	100.0%	99.8%	100.0%
	Accuracy Forecasting Revenues - General Fund	100.8%	100.2%	100.3%	100.0%	100.7%	100.0%
	Years Rec'd. G.F.O.A. Distinguished Budget Award	31	32	33	34	34	35
	Savings from Reviewing Travel Requests	$1,355	$887	$1,144	$1,200	$400	$1,000

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

City Management

2021/22 PERFORMANCE OBJECTIVES *(Human Resources)*

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

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

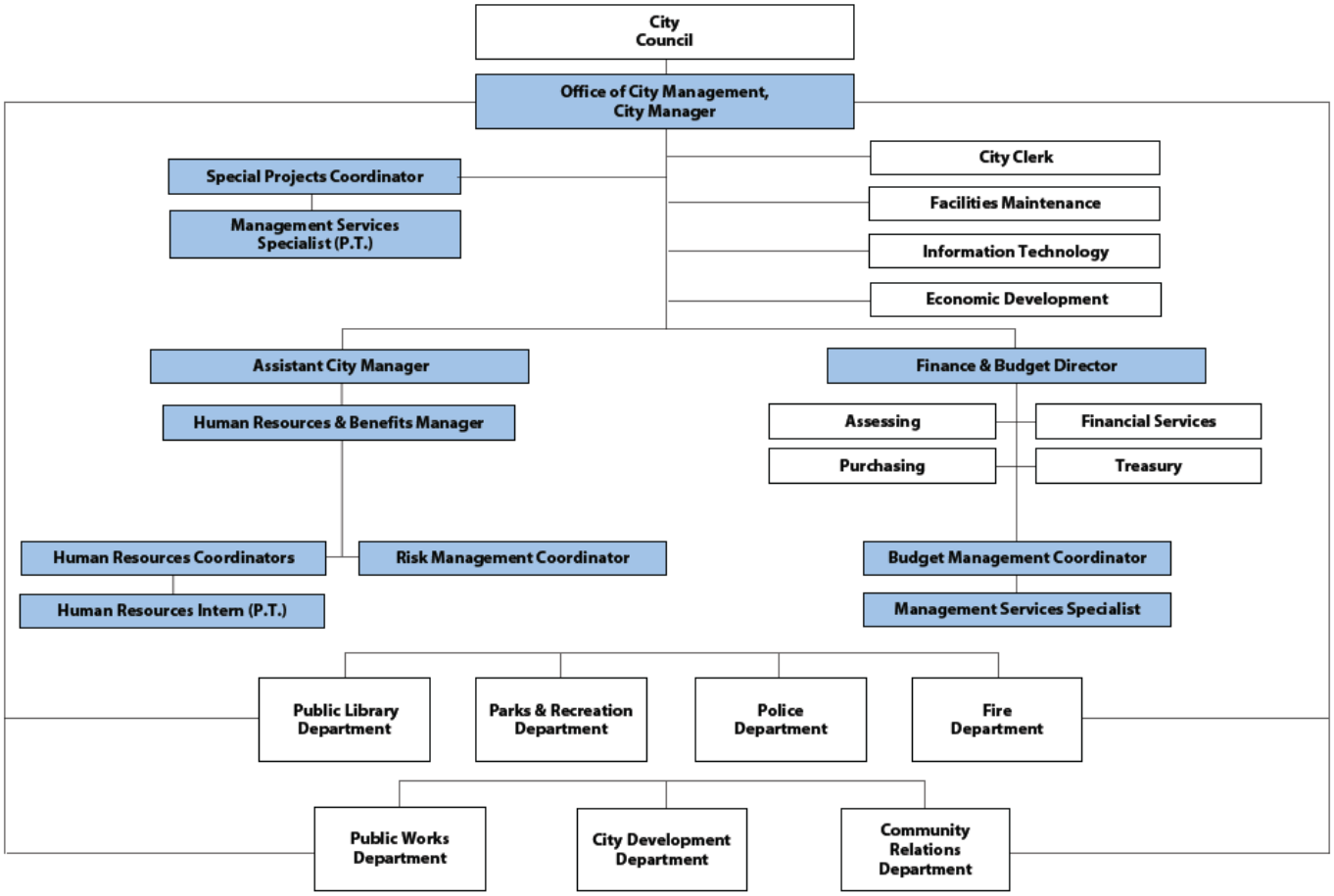
3. To continue to streamline and improve internal procedures and processes within the Human Resource Information System to improve capabilities and increase efficiencies. *(City Goal 1, 2, 3, 6)*

4. To secure updated appraisals of City facilities for purposes of insurance coverage and to assess facility needs to reduce risks and claims. *(City Goal 4, 8, 22)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Promotional Job Postings	38	31	30	40	35	35
	Open Competitive Job Postings	28	37	40	32	36	36
	Applications Reviewed & Processed	708	1,274	1,248	1,022	1,135	1,135
	Employees Hired (Full-time/Part-time)	52/133	21/153	19/63	26/114	23/134	23/134
	Police/Fire Promotional Tests	3	2	1	4	4	4
	Labor Contracts Settled	5	4	1	2	3	6
	Worker's Compensation Incident Reports	12	19	12	17	15	15
	New Short-Term Disability Claims Opened	13	14	24	14	19	19
	Life Insurance Claims	2	7	1	4	3	3
	New Worker's Compensation Claims	35	59	59	59	59	59
	Liability/Property Claims	136	114	105	131	118	118
	Liability/Property Incident Reports	91	128	39	137	88	88
	# of Labor Grievances	17	10	8	9	9	10
	# of Worker's Comp Claims	65	23	59	45	52	52
	Job Related Automobile Accidents	27	58	35	30	33	33
	New Lawsuits/Lawsuits Closed	3/3	9/6	5/7	5/3	5/4	5/4
	Retirees/Beneficiaries Receiving Medical Benefits	614	635	636	640	642	639
Efficiency & Effectiveness	Avg. # Work Days to Complete External Recruitment	55	60	60	57	59	59
	Avg. # Work Days to Complete Internal Recruitment	30	26	30	31	31	31
	% of Grievances Resolved Before Arbitration	100%	100%	100%	100%	88%	100%
	Total FTE's Per 1,000 Residents	4.4	4.4	4.4	4.4	4.4	4.4
	Full-time Employee Turnover Rate (Excl. Retirements)	1.2%	1.0%	1.0%	1.1%	1.0%	1.0%
	Workforce Diversity	2.0%	2.0%	2.0%	2.0%	2.0%	4.0%
	# of Employees Not Completing Probation	0	6	2	4	3	3
	Cost to Recruit & Hire a Full-time General Employee	$876	$991	$1,002	*	*	*
	Worker's Comp Claims Paying Compensation	23	57	23	40	32	32
	W/C Lost Work Days Due to Injury	825	1,028	505	767	636	636

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

City Management



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
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
Human Resources Coordinator	0	0	2
Special Projects Coordinator	1	1	1
Management Services Specialist	0	1	1
Management Assistant	1	0	0
Administrative Assistant	1	1	0
Management Services Specialist (P.T.)	0	0	1
Human Resources Intern (P.T)	1	1	1
Total	10	10	12

City Management

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

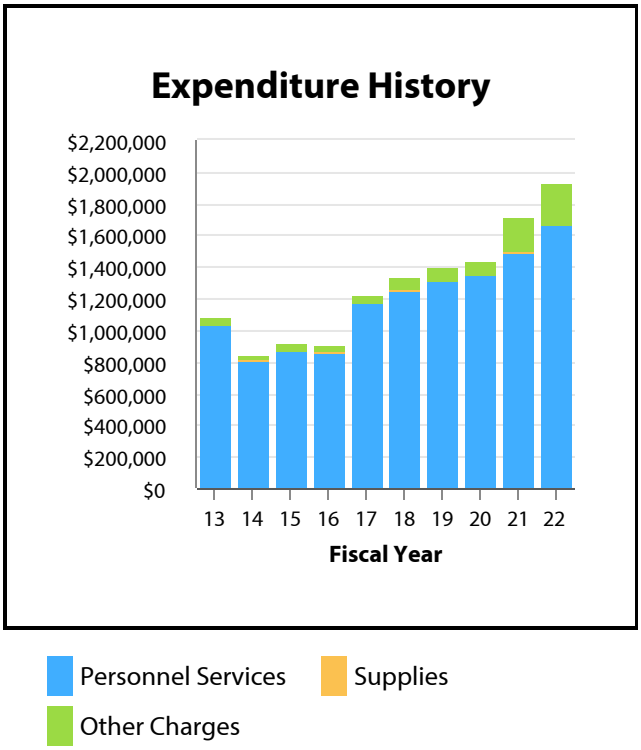
The total budget increased by 12.0%.

Personnel Services - Total Increase $172,390 or 11.5%

- $87,000 due to the addition of a Human Resources Coordinator as a result of the manpower study
- $66,000 due to contractual wage adjustments
- $8,000 due to an increase in the required funding for the General Employees' Retirement System
- $11,000 due to an increase in health insurance rates

Supplies - Total Supplies decreased $10 or 0.2%. $150 was added for increased business subscription costs and a slight increase in operating supply costs.

Other Charges - Total Other Charges increased $33,870 or 15.0%. $65,420 was added, as increased funding for organization-wide training opportunities will now be expensed in this office instead of General Expenditures to provide a better means of monitoring program costs. Software maintenance fees increased $10,710 primarily due to an increase in the Kronos HRIS system maintenance cost. Contracted service costs can be reduced by $17,450 as less funding is required for an outside assessment center for Fire and Police promotions. Funding decreased $24,170 due to the one-time prior year funding of professional recruitment services for the Fire Chief position.



Capital - There is no Capital proposed for this office.

CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Other Charges - Total Other Charges decreased $30,000, as funding for Executive Leadership training opportunities has been reduced.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,352,890	$1,494,060	$1,475,180	$1,666,450	$1,666,450
Supplies	5,270	5,220	5,200	5,210	5,210
Other Charges	88,400	225,370	215,220	289,240	259,240
Total	$1,446,560	$1,724,650	$1,695,600	$1,960,900	$1,930,900

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 relocations 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…
…that all businesses are now required to obtain a general business license? Visit the City's website at www.sterling-heights.net for more information.

City Clerk

2021/22 PERFORMANCE OBJECTIVES

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

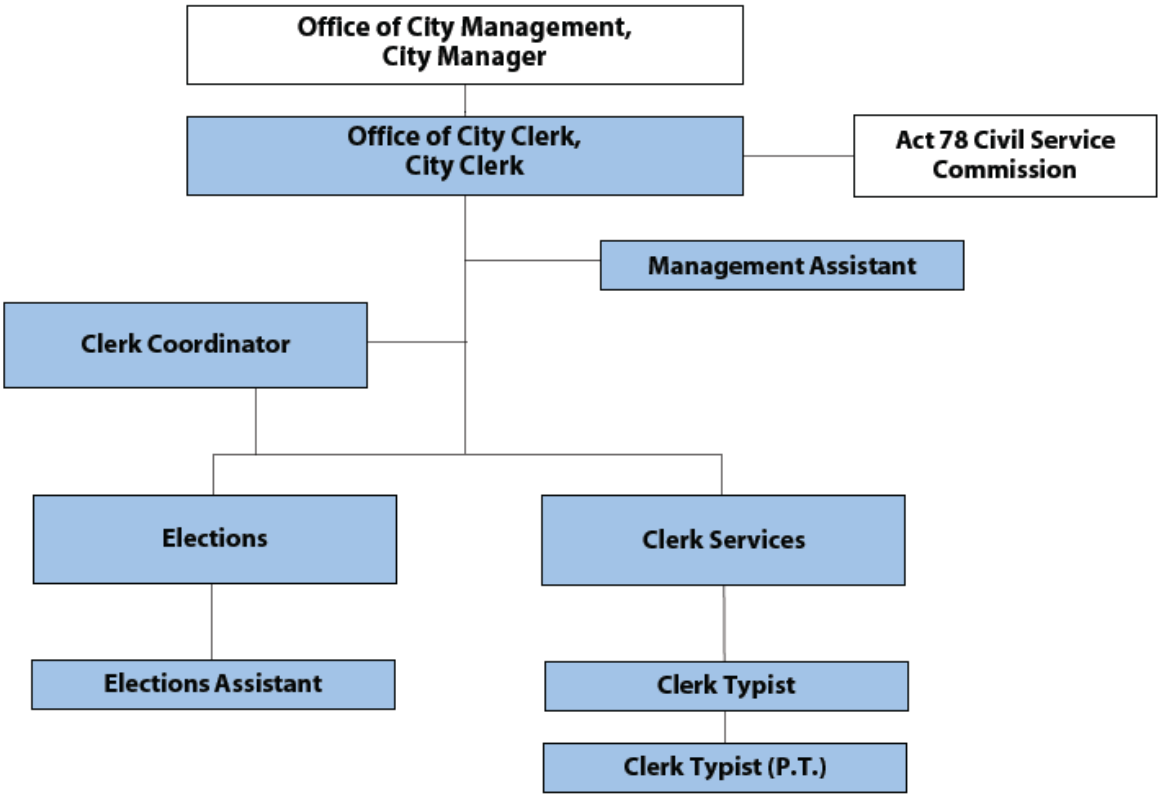
2. To continue to streamline internal procedures to promote efficiency and reduce costs. *(City Goal 1, 2, 3, 5, 6)*

3. To reengineer the Boards and Commission process, providing an emphasis on recruitment and training. *(City Goal 1, 3, 4, 19, 23, 24, 26)*

4. To evaluate precinct lines to accommodate new residential developments, ensuring compliance with state law. *(City Goal 4, 7)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Council Agenda Items Processed	453	397	418	430	430	400
	Council Actions Correspondence E-mailed & Mailed	321	285	566	300	400	400
	Number of Registered Voters (November)	84,781	86,629	90,254	90,000	99,000	99,000
	Voter Reg. Processed - New & Status Changes	18,080	21,403	27,434	24,000	44,000	24,000
	Absent Voter Applications Mailed	34,176	2,837	41,351	20,000	51,000	3,000
	Absent Voter Ballots Mailed	16,642	24,512	41,880	40,000	83,000	70,000
	Elections Conducted	2	2	2	2	2	2
	# of Voters Voting at Polls (November)	8,130	35,160	8,798	30,000	24,284	5,700
	# of Voters Voting Absentee (November)	8,221	14,232	9,105	30,000	41,295	24,000
	Business Registrations - New	375	119	83	200	600	300
	Business Registrations - Renewals	1,583	1,711	826	2,100	2,100	3,000
	Class C Liquor Licenses Approved (New/Transferred)	3	0	3	2	2	3
	Licenses Issued (Specialty Licenses)	111	98	30	80	80	80
	Dog Licenses Issued	5,813	4,933	2,630	5,000	5,000	5,000
	Freedom of Information Requests Processed	234	255	280	300	300	300
	Documents Recorded	104	167	84	150	120	120
	Birth & Death Certificates Processed	771	724	864	700	800	700
	Pieces of Outgoing Mail Processed	130,634	143,821	122,057	140,000	120,000	120,000
	Board/Commission Applications on File	170	187	207	170	230	250
Efficiency	% of Registered Voters Voting (November)	19.29%	57.02%	19.84 %	67.00%	66.24%	30.00%
	% of License Applications Reviewed within 48 Hours	100%	100%	100%	100%	100%	100%
	% of FOI Requests Responded to within Legal Limits	100%	100%	100%	100%	100%	100%
	Activity Expenditures as % of General Fund	0.79%	0.75 %	0.91 %	1.02 %	0.98 %	0.99 %

City Clerk



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
City Clerk	1	1	1
Clerk Coordinator	1	1	1
Management Assistant	1	1	1
Elections Assistant	1	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 – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

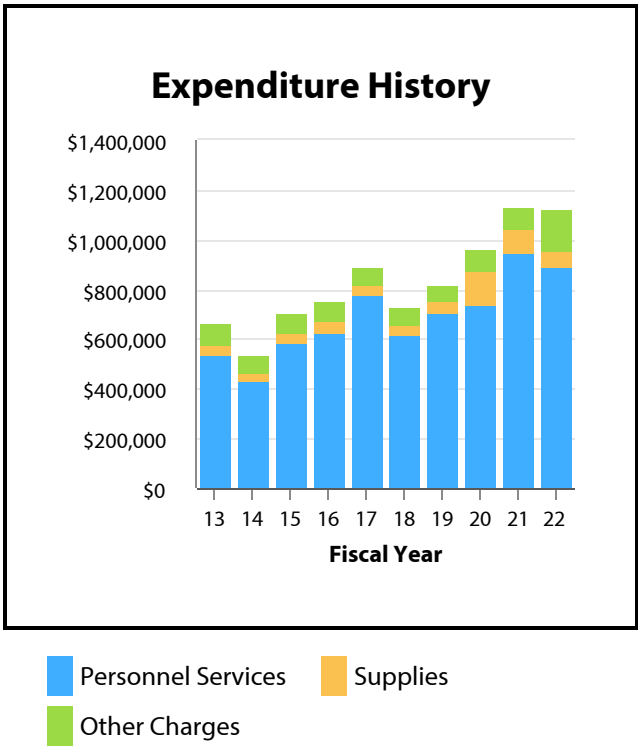
The total budget decreased by 0.7%.

Personnel Services - Total Decrease $55,680 or 5.9%

- Savings of $116,000 due to an expected decrease in part-time wages and overtime related to the election, partially offset by:
- $9,500 for contractual wage adjustments
- $10,500 due to an increase in the required funding for the General Employees' Retirement System

Supplies - Total Supplies decreased $30,000 or 31.3%. $25,000 was saved, as higher return postage costs for absentee ballots for the presidential election, and a one-time mass mailing for the business license program were both funded in the prior year. Operating supply costs fell $5,000 due to a reappropriated encumbrance.

Other Charges - Total Other Charges increased $77,540 or 84.5%. $46,940 was added for new software maintenance contracts for business licensing and Boards & Commissions monitoring. Funding increased $34,600 to purchase ballots for three City elections. Voting machine programming costs decreased $1,600 due to the consolidation of voter precincts for City elections.



Capital - Total Capital of $42,590 is proposed for carpet tiles for the Community Center gym, which will be used to house the Election Center.

CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Personnel Services - Total Personnel Services decreased $71,090, as the proposed Administrative Assistant position was eliminated.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$740,100	$947,800	$925,470	$963,210	$892,120
Supplies	135,470	96,000	82,000	66,000	66,000
Other Charges	91,470	91,760	88,290	169,300	169,300
Total	$967,040	$1,135,560	$1,095,760	$1,198,510	$1,127,420

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…
…the Facilities Maintenance Department oversees 25 annual contracts for facility services, including custodial, lighting, HVAC, snow removal, pest control, etc.?

Facilities Maintenance

2021/22 PERFORMANCE OBJECTIVES

1. To maintain the City's facilities and grounds in a condition of operating excellence, cleanliness, and safety so that full departmental and community use is ensured. *(City Goal 1, 3, 16)*

2. To develop and maintain a comprehensive Facilities Master Plan through Facility Condition Assessments in order to evaluate and document future maintenance projects. *(City Goal 1, 4, 16)*

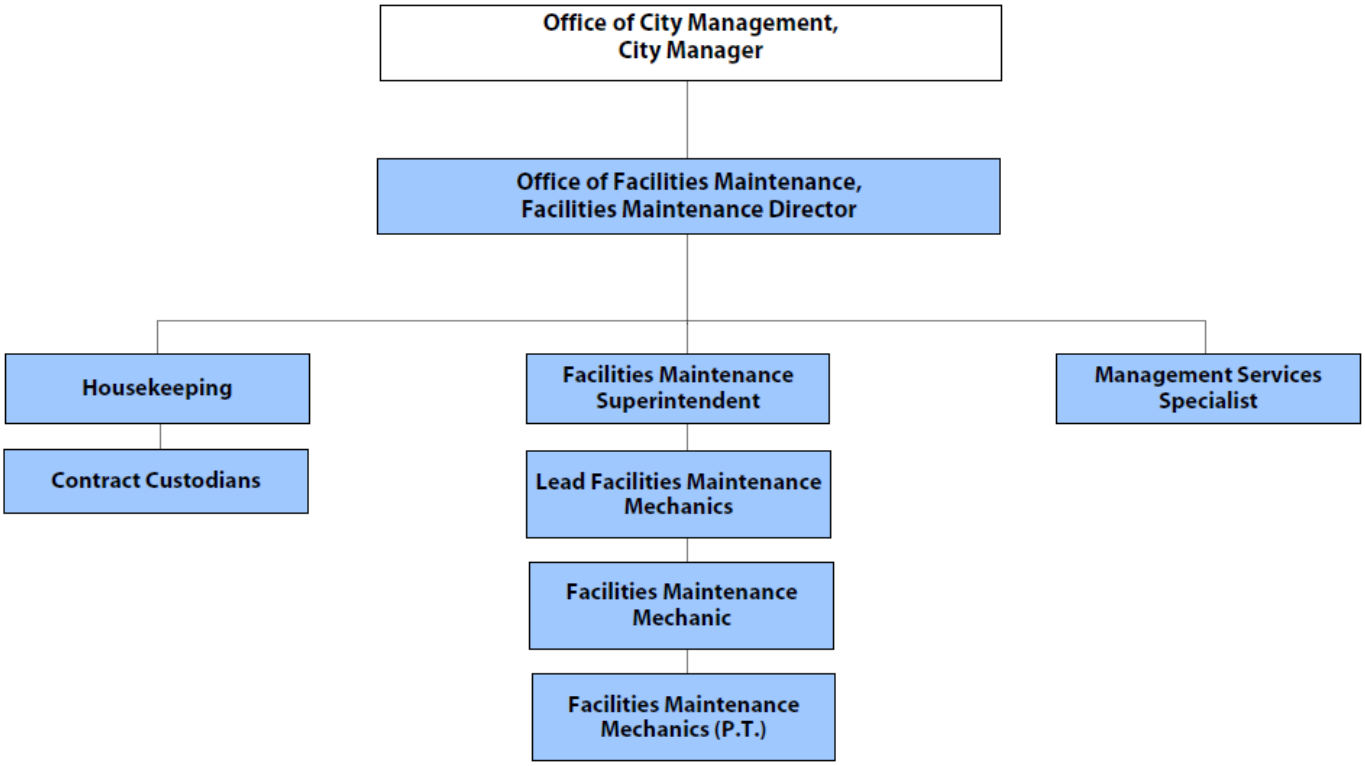
3. To effectively manage all service contracts to ensure quality, performance, accountability, safety, and value. *(City Goal 1, 3, 16)*

4. To continue to provide quality and reliable interdepartmental services for elections, special events, and emergencies. *(City Goal 2, 6)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	# of City Facilities	16	16	18	18	18	18
	City Facilities Supported - Square Feet	360,823	360,823	463,300	509,438	509,438	509,438
	City Facilities Receiving Daily Housekeeping - Sq. Ft.	246,434	246,434	346,500	379,368	379,368	379,368
	Renovations/Projects Supervised/Coordinated	$402,390	$1,899,200	$6,146,565	$7,000,000	$14,800,000	$600,000
	Cuttings/Trimmings - 15 Mun. Sites (Subcontracted)	25	28	32	32	32	32
	Snow/Ice Control Call-Ins	16	31	21	25	22	25
	Preventive Maintenance Cycles	12	12	12	12	12	12
	Maintenance/Custodial Service Requests Processed	1,009	950	901	1,100	706	1,000
	Active Service Contracts	20	21	23	24	25	25
	FedEx/UPS Packages Processed	2,083	2,358	2,993	2,600	1,819	2,400
	Security Badges Created/Replaced	N/A	N/A	168	180	120	150
	Voting Precincts (Assembled & Delivered)	64	64	64	96	90	45
Efficiency & Effectiveness	% of Emergency Calls Responded to within 30 mins.	99%	100%	100%	100%	100%	100%
	% of Service Requests Met within 15 days	92%	97%	99%	99%	99%	99%
	Hrs. Spent for Building Maintenance Per 1,000 s.f.	18.1	21.7	24.3	24.0	19.0	23.5
	Overtime/Comp Hours Worked	414	710	820	800	810	800
	Cost to Complete In-House Maintenance Requests	$229,191	$319,177	$323,756	*	*	*
	Cost for Janitorial Services Per s.f.	N/A	N/A	$1.73	$1.68	$1.75	$1.80
	Value of City Facilities (millions)	$90.4	$90.4	$112.4	$112.4	$112.4	$125.0
	Activity Expenditures as % of General Fund	N/A	1.51%	2.11%	1.88%	1.89%	1.86%

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

Facilities Maintenance



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Facilities Maintenance Director	0	1	1
Facilities Maintenance Superintendent	0	1	1
Building Maintenance Coordinator	1	0	0
Lead Facilities Maintenance Mechanic	2	2	2
Facilities Maintenance Mechanic	1	1	1
Facilities Maintenance Mechanic (P.T.)	2	2	2
Management Services Specialist	1	1	1
Total	7	8	8

Facilities Maintenance

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 1.5%.

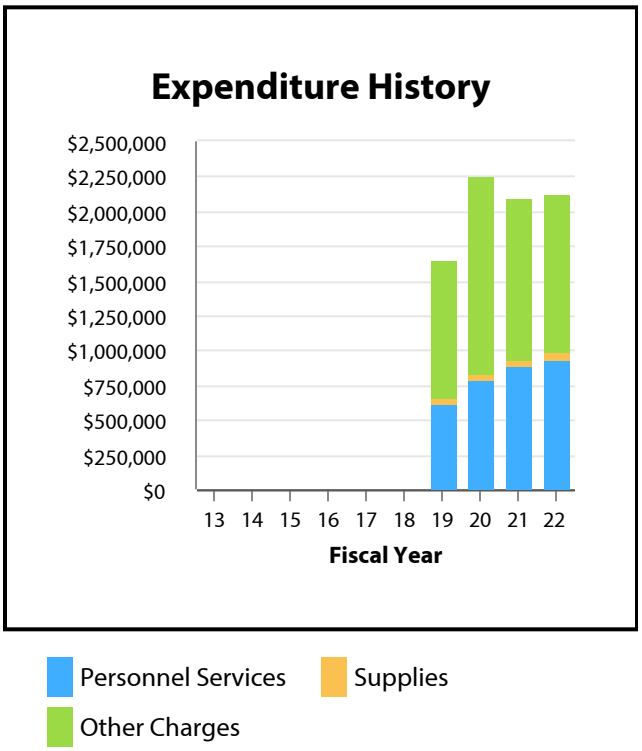
Personnel Services - Total Increase $42,470 or 4.8%

- $23,500 due to contractual wage adjustments
- $9,500 due to a required increase in the contribution to the General Employees' Retirement System
- $3,000 due to a health insurance rate increase

Supplies - Total Supplies increased $15,570 or 38.2% as additional funding for personal protective equipment and disinfecting supplies for City facilities is now included in the operating supplies account.

Other Charges - Total Other Charges decreased $25,880 or 2.2%. The budget decreased $82,460 as reduced funding for pandemic-related supplies and equipment is now included in the operating supplies account. $46,950 was added for higher custodial contract costs and the contractual maintenance of municipal grounds. Utility costs increased $6,000 based on recent expenditure levels. $3,800 was added for increased building maintenance needs.

Capital - Total Capital of $444,040 is proposed. $30,000 is for a Transit Van to replace a 2004 vehicle utilized in daily operations. $42,000 is budgeted for a Pickup Truck w/Plow to be utilized for municipal site snow removal. $120,000 is funded for Elevator Pump Replacements at the Police Station. $100,000 is for the first year of modernizing City Campus elevators, beginning with City Hall next year. Work Stations for new employees are funded for $55,000. $19,450 is for the construction of a Firearms Security Room at the Police Station. $42,590 is for Carpet Tiles for the Community Center gym, which will be used to house the Election Center. $35,000 is for the installation of new HVAC Controls at Fire Station #1.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$786,480	$892,600	$890,960	$935,070	$935,070
Supplies	44,700	40,800	40,800	56,370	56,370
Other Charges	1,423,580	1,165,620	1,173,170	1,139,740	1,139,740
Total	$2,254,760	$2,099,020	$2,104,930	$2,131,180	$2,131,180

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 Department is currently utilizing technology that is allowing over two hundred employees to access their desktop remotely over a secured connection?

Information Technology

2021/22 PERFORMANCE OBJECTIVES

1. To successfully implement workstation replacements in the offices of Building, City Development, City Management, Court, Facilities Maintenance, IT, Purchasing, and Treasury. *(City Goal 6, 17, 18)*

2. To update all of the remaining data closets, including those at the Nature Center, Senior Center, Fire Station 2, Fire Station 3, and Fire Station 4. *(City Goal 6, 17, 18)*

3. To successfully implement the virtual desktop infrastructure project. *(City Goal 6, 17, 18)*

4. To continue the security overlay program for cyber security protection and detection, as well as establish and educate employees on computer security policies. *(City Goal 6, 17, 18)*

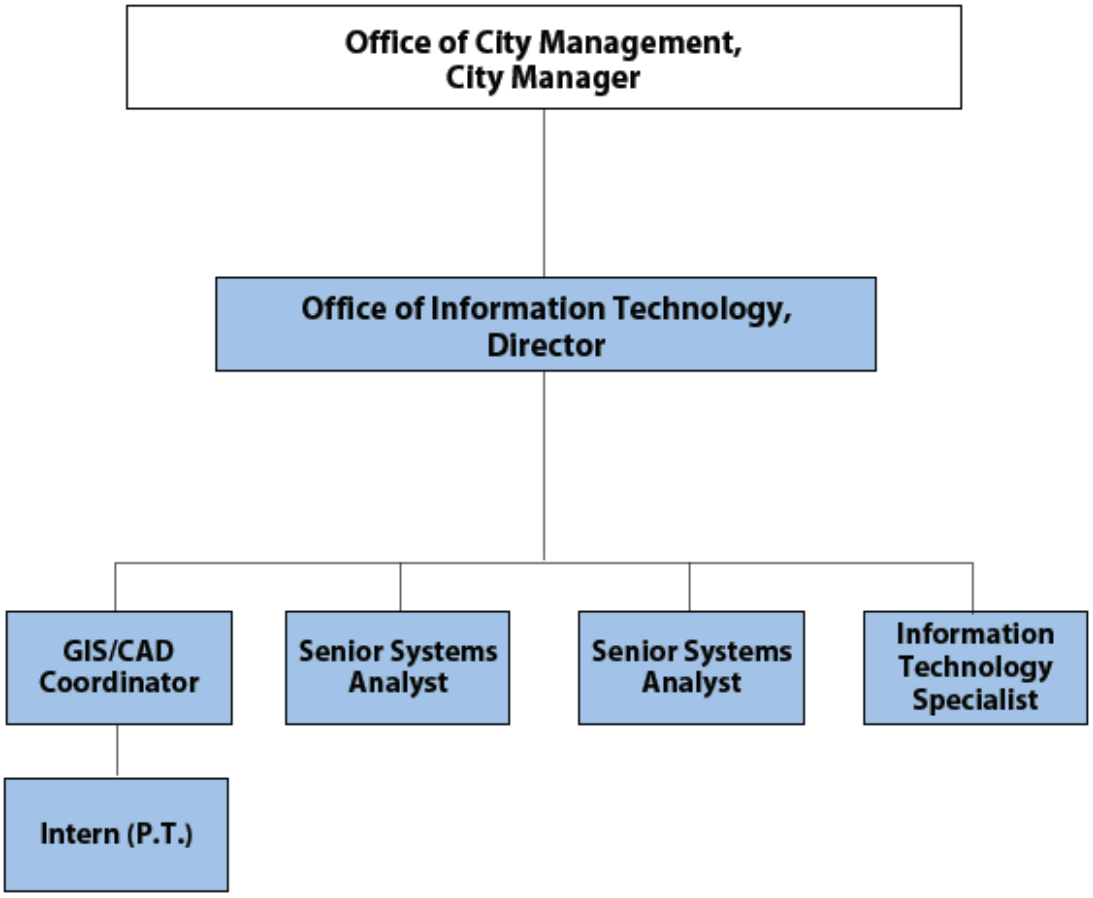
5. To successfully implement the body camera project for the Police Department. *(City Goal 6, 17, 18)*

6. To complete technology upgrades for the City Center Campus facilities renovation project and the new DPW facility. *(City Goal 6, 17, 18)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Hardware Platforms Supported (Windows, Unix, etc.)	5	5	5	5	5	5
	Applications/Database Systems Supported	36	38	38	38	38	38
	"Help Desk" Communications Received	8,160	6,570	6,891	7,500	7,500	7,500
	Computers Supported (Desk/Laptops)	477	480	486	490	634	645
	MDC's and Tablets Supported	159	186	193	195	197	200
	Printers Supported	68	75	78	76	78	79
	Land Line Telephones Supported	558	554	562	565	563	580
	Mobile Telephones Supported	158	142	141	145	144	145
	E-Mail Accounts Supported	666	684	692	700	700	715
	Servers Maintained	78	98	103	104	113	115
	Network Equipment Maintained (Routers/Switches)	44	62	71	75	74	84
	Wireless Access Point/Infrastructure Maintained	35	40	114	224	224	224
Efficiency & Effectiveness	% of "Help Desk" Issues Resolved w/i 8 hrs.	90%	90%	90%	90%	90%	90%
	# of Computers/Tablets/MDC's per FTE	1.11	1.15	1.17	1.18	1.43	1.37
	Telephone Problems Resolved within 1 day	90%	90%	90%	90%	90%	90%
	% of Revolving 5-yr. Technology Plan Implemented	40%	60%	70%	90%	75%	95%
	% of Time Computer Network Down	0.4%	0.4%	0.4%	0.8%	0.8%	0.8%
	Overtime/Comp Hours Required to Meet Demand	367	564	593	420	500	550
	Average Annual Cost to Support a PC	$226	$216	$212	*	*	*
	Cost to Support User Systems	$310,020	$311,685	$313,682	*	*	*
	Activity Expenditures as % of General Fund	1.11%	1.05 %	1.36 %	1.36 %	1.38 %	1.37 %

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

Information Technology



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Information Technology Director	1	1	1
GIS/CAD Coordinator	2	1	1
Senior Systems Analyst	2	2	2
Information Technology Specialist	1	1	1
Intern (P.T.)	1	1	1
Total	7	6	6

Information Technology

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

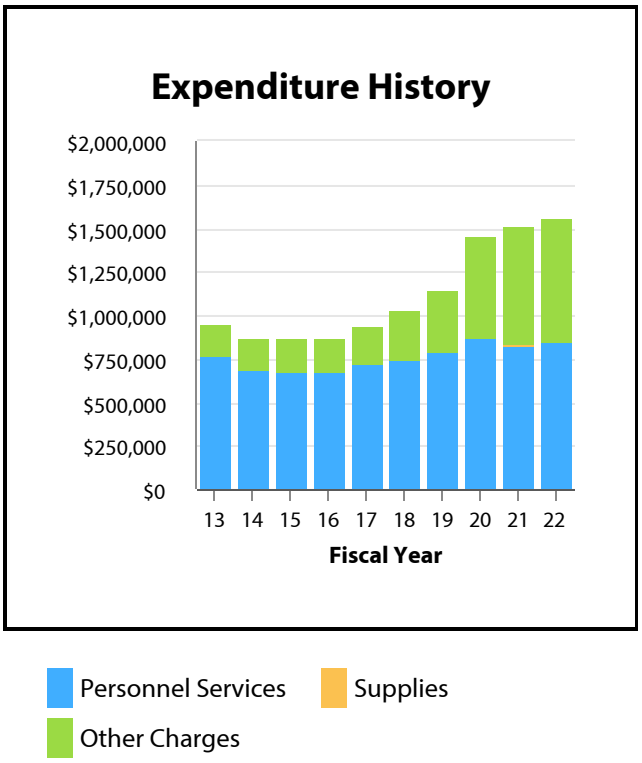
The total budget increased by 3.3%.

Personnel Services - Total Increase $18,670 or 2.2% primarily due to an increase in the required contribution to the General Employees' Retirement System

Supplies - Total Supplies is proposed to remain the same at $2,050 as there are no funding changes.

Other Charges - Total Other Charges increased $30,920 or 4.6%. $32,720 was added for forensics and video conferencing software support, a one-time setup charge and annual fees for a backup connection to the County dispatch center, and increases to several existing support fees. Equipment maintenance rose $13,700 as funding for PC maintenance has been relocated to this account, and multiple year maintenance agreements are expiring. $3,900 was added for the GIS Coordinator to attend the ESRI Annual User Conference. Carryforward consulting hours for security services remains sufficient, saving $7,400.

Capital - Total Capital of $228,020 is proposed. $69,320 is for twenty replacement In-Car Computers with Modems, $33,000 is for 30 replacement PC's, $21,000 is for 24 additional PC's and $1,600 is for 16 Desk Phones for new positions, $24,500 is for 17 replacement iPads for the Planning Commission and Zoning Board of Appeals, $38,000 is for a Security Camera System for Dodge Park, $20,000 is for a Data Closet upgrade, $10,000 is for an A/C Unit for the Backup Data Center, $6,000 is for a Digital Forensic Software Upgrade, and $4,600 is for a Property Room Barcode Scanner Kit.



CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Personnel Services - Total Personnel Services decreased $89,150, as the proposed IT Specialist position was eliminated.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$876,840	$833,040	$863,700	$940,860	$851,710
Supplies	2,270	2,050	2,060	2,050	2,050
Other Charges	575,190	676,850	672,440	707,770	707,770
Total	$1,454,300	$1,511,940	$1,538,200	$1,650,680	$1,561,530

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 online 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 2020 was $222,550, which represents an increase of 5.2% over the 2019 average of $211,580?

Assessing

2021/22 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)*

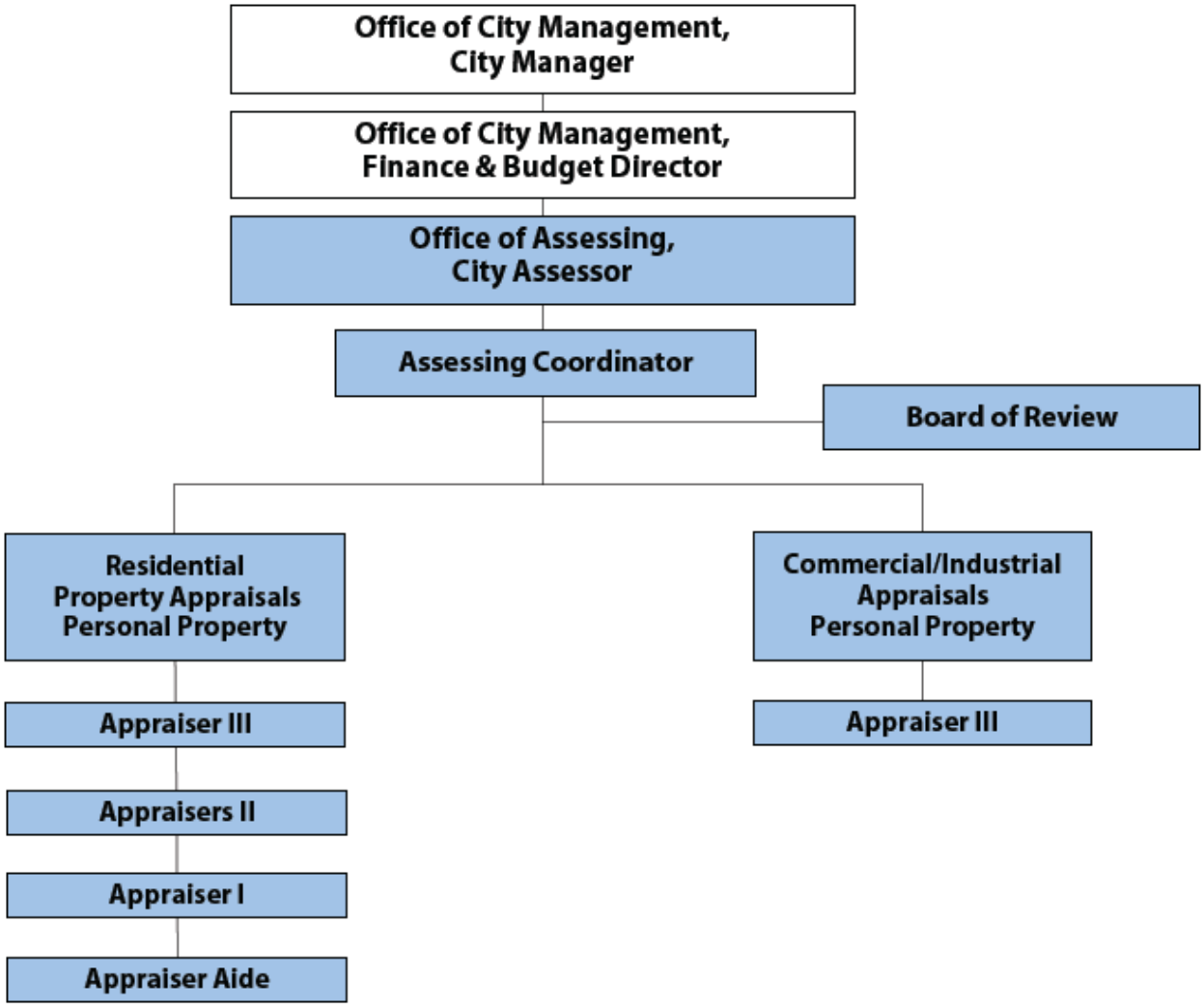
2. To increase the number of residential property reappraisals, which will improve the accuracy of real property data and ensure equity amongst taxpayers. *(City Goal 6, 13)*

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)*

		2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Assessment Notices Processed - Real/Personal	46,650	47,941	47,152	47,585	48,250	48,000
	Residential Property Appraisals (including Partials)	92	56	23	250	120	200
	Commercial/Industrial Property Appraisals - Real	78	163	133	300	260	300
	Reappraisals Conducted	0	36	0	350	580	800
	Full Tax Tribunal Applications - Businesses	31	22	15	30	76	85
	Board of Review Appeals	695	1,055	619	950	584	950
	Value Appeals	97	84	35	110	56	150
	Poverty Exemptions	78	81	50	90	51	80
	Veterans Exemptions	158	179	193	200	278	300
	PRE/Assessor Corrections	362	711	341	550	199	300
	Land Divisions/Combinations Processed	14	26	15	25	14	20
	Resident Assessing Online Retrievals	213,165	163,173	185,526	185,000	245,000	250,000
	Deeds & Property Owner Updates	4,958	4,669	3,694	5,000	3,684	4,000
	Property Transfer Affidavits Processed	3,084	3,209	2,785	3,500	3,434	3,500
	Homestead Exemption Affidavits Processed	4,050	3,959	3,340	4,200	4,368	4,500
	Residential Digital Sketches Created	776	1,172	1,284	1,250	316	350
	IFEC's/328's Personal Property Exemptions Approved	8	1	4	5	3	5
	Total Invest. Resulting from IFEC's/328's (millions)	$17	$6	$28	$25	$28	$15
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)	3.0%	2.4%	2.1%	2.5%	2.5%	2.5%
	% Change in City Tax Base (TV)	3.35%	5.40%	3.51%	5.50%	5.50%	3.50%
	% Site Plans Reviewed within 2 days	100%	95%	100%	100%	100%	100%
	% Land Divisions/Comb. Processed w/i 3 days	95%	95%	100%	100%	100%	100%
	Equalization Factor	1.000	1.000	1.000	1.000	1.000	1.000
	Average Cost to Appraise a Residential Parcel	$3.07	$3.17	$3.52	*	*	*
	Activity Expenditures as % of General Fund	1.08%	0.94%	1.02%	0.99%	1.00%	1.02%

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

Assessing



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
City Assessor	1	1	1
Assessing Coordinator	1	1	1
Appraiser III	2	2	2
Appraiser II	2	2	2
Appraiser I	1	1	1
Appraiser Aide	1	1	1
Total	8	8	8

Assessing

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 5.9%.

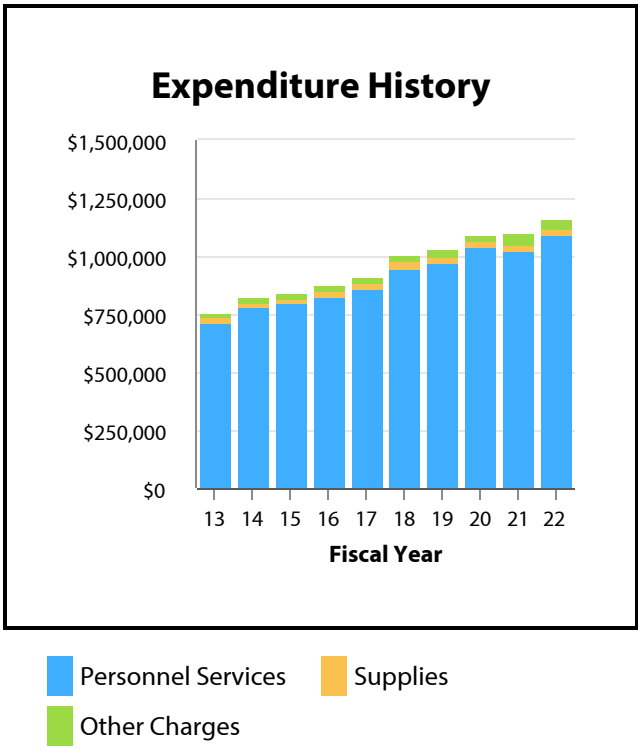
Personnel Services - Total Increase $68,130 or 6.6%

- $14,000 due to an increase in the required contribution for the General Employees' Retirement System
- $29,000 due to contractual wage increases
- $33,500 due to increased insurance rates and changes in coverages

Supplies - Total Supplies increased $80 or 0.3% due to an inflationary increase in supply costs.

Other Charges - Total Other Charges decreased $3,340 or 6.7%. Contracted service costs fell $2,000 due to the one-time funding for BS&A Equalizer database set-up costs in the prior year. Educational funding decreased $2,080 due to the prior year one-time funding of additional BS&A software training for staff. Less funding is required for software maintenance contract costs, saving $210. $420 was added for additional professional memberships.

Capital - Total Capital of $24,500 is proposed to replace a high-mileage vehicle utilized by the Appraisers.



CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Personnel Services - Total Personnel Services decreased $98,510, as the proposed Appraiser III position was eliminated.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,041,580	$1,024,700	$1,036,980	$1,191,340	$1,092,830
Supplies	25,350	27,680	27,680	27,760	27,760
Other Charges	24,350	49,660	43,410	46,320	46,320
Total	$1,091,280	$1,102,040	$1,108,070	$1,265,420	$1,166,910

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 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.

The newly formed Utility Services Division of Financial Services is responsible for the monthly water and sewer bills that 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.

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.***

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.■

To view the City of Sterling Heights 2019-2020 Comprehensive Annual Financial Report, please click on the image below:



Did you know…
…that by switching to electronic delivery of payroll advices, the City reduced payroll printing by over 90%, which equates to over 16,000 documents saved annually?

Financial Services

2021/22 PERFORMANCE OBJECTIVES (Financial Services)

1. To implement governmental accounting standards number 84 into the audited financial statements. *(City Goal 7, 8)*

2. To develop and implement a plan to transition vendors to electronic payment. *(City Goal 1, 3, 23)*

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

4. To continue to improve internal controls across all financial functions. *(City Goal 7, 8)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Bank Statements Reconciled	216	220	228	216	240	240
	General Journal Entries Processed	1,701	1,639	1,631	1,700	1,630	1,630
	Accounts Payable Invoices Processed	14,833	15,499	14,447	15,500	14,800	15,000
	Accounts Payable Checks Issued	6,358	6,474	5,740	5,800	5,400	3,950
	# of ACH Payments Issued to Vendors	N/A	N/A	N/A	N/A	N/A	1,550
	# of Payments Paid via Virtual Payment Card	N/A	N/A	697	700	700	700
	Accounting Funds Maintained	30	31	31	31	31	31
	Federal Grants Tracked	30	28	28	28	35	31
	Audit Work papers Prepared	450	536	500	500	550	550
	Active Assets Tracked	5,629	5,462	5,533	5,900	5,600	5,600
	Vendor Files Maintained	3,030	2,983	2,974	3,000	3,000	3,000
	Payroll Checks & Deposit Notices Generated	17,810	18,915	19,089	19,200	22,000	24,000
Efficiency & Effectiveness	Avg. Days to Compile Monthly Financial Statements	14.0	12.0	12.0	14.0	14.0	14.0
	% of A/P Checks Issued Without Error	99.5%	99.4%	99.5%	99.0%	99.0%	99.0%
	% of Payroll Checks Issued Without Error	99.0%	99.6%	99.2%	99.5%	99.0%	99.5%
	% of Payments Paid Electronically	N/A	N/A	10.8	10.8	11.5	36.3
	Active Employees Receiving Compensation/Benefits	1,662	1,204	1,295	1,325	1,580	1,630
	Financial Statement Correcting Entries by Auditors	0	0	0	0	0	0
	Financial Admin. of Federal Grant Expenditures	$4,015,909	$2,437,657	$2,249,130	$2,500,000	$2,200,000	$2,000,000
	Cost for an Independent Auditor to Perform Audit	$101,600	$106,600	$112,650	$114,750	$114,750	$117,050
	Years Received GFOA Comprehensive Annual Financial Report Award	30	31	32	33	33	34
	Cost to Process an Accounts Payable Invoice	$9.41	$9.73	$10.46	*	*	*
	Cost of Payroll Service Per Employee	$323	$319	$356	*	*	*
	Activity Expenditures as % of General Fund	0.84%	0.78 %	0.89 %	0.79 %	0.83 %	1.42 %

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

Financial Services

2021/22 PERFORMANCE OBJECTIVES *(Utility Services)*

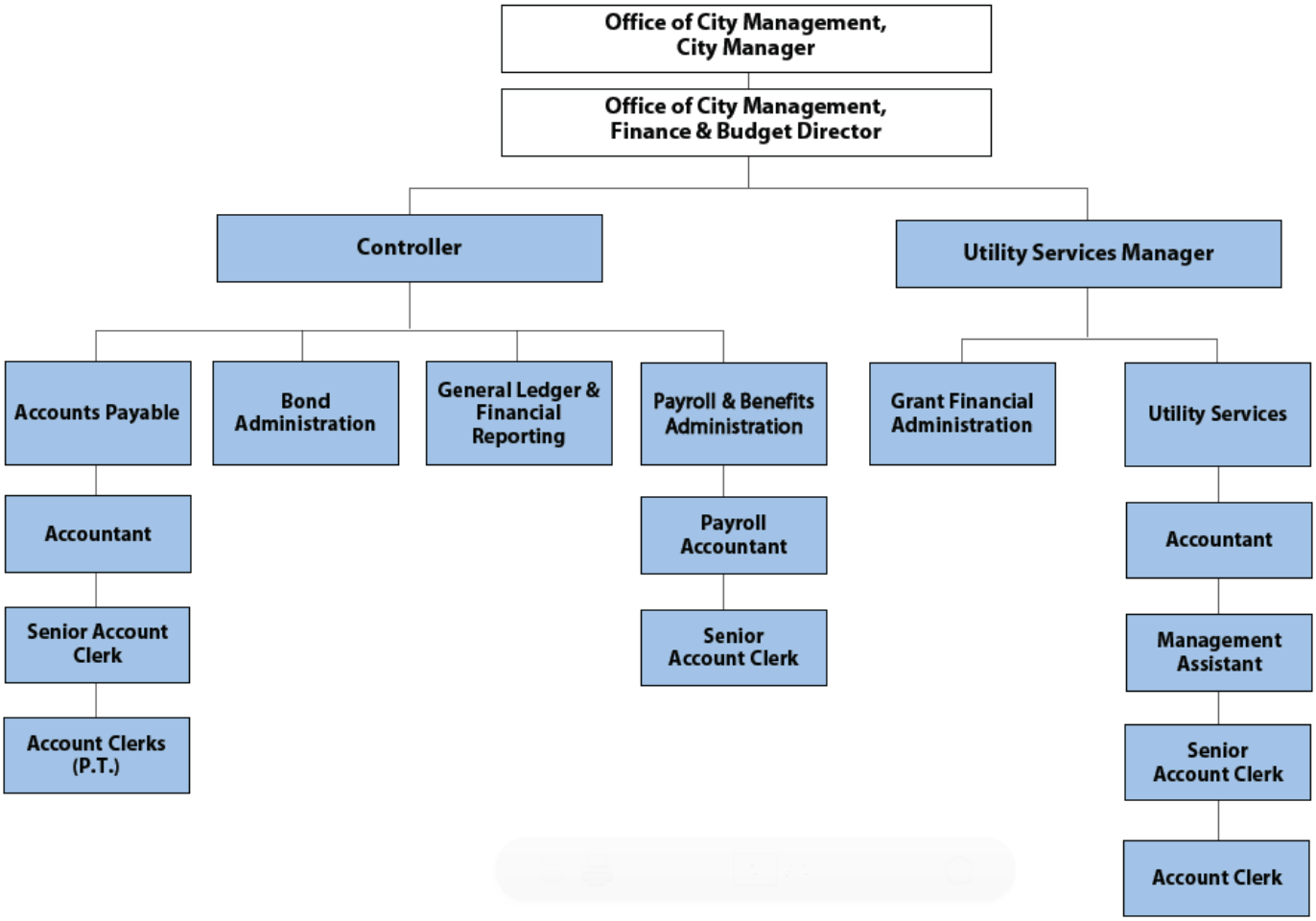
1. To prepare for the successful implementation of monthly water billing. *(City Goal 1, 2, 3, 4)*

2. To promote paperless water billing and water bill auto pay, with the help of Community Relations. *(City Goal 24, 25)*

3. To implement the new water rate structure as approved by City Council. *(City Goal 1, 2, 3, 4)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Water and Sewer Bills Issued	190,892	191,258	190,964	193,000	191,000	191,500
	E-Bills Issued	N/A	N/A	N/A	0	1,500	4,600
	Final Water Bills Prepared	1,132	1,083	908	1,500	1,750	1,500
	Water & Sewer Customer Bill Online Retrievals	51,963	56,310	63,930	59,000	68,000	68,000
	Water & Sewer Auto Pay Customers	2,287	2,225	2,274	2,300	2,300	2,350
	Water & Sewer Budget Billing Customers	82	75	72	80	77	80
	Service Orders Processed by Utility Billing	2,791	3,324	2,628	3,600	3,000	3,600
	Water Bill Adjustments	2,253	2,966	2,146	2,600	4,500	2,600

Financial Services



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Controller	1	1	1
Utility Services Manager	0	0	1
Payroll Accountant	1	1	1
Accountant	1	1	2
Management Assistant	0	0	1
Senior Account Clerk	2	2	3
Account Clerk	0	0	1
Account Clerk (P.T.)	2	2	2
Total	7	7	12

Financial Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

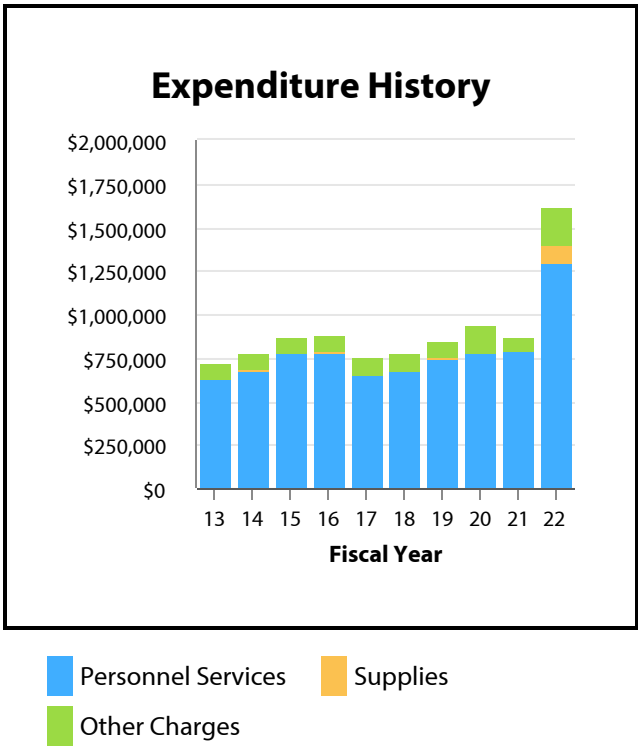
The total budget increased by 84.7%.

Personnel Services - Total Increase $506,340 or 63.9%

- $250,000 due to the transfer of three employees from the Treasury Office to the newly formed Utility Services division
- $200,000 due to the addition of a Utility Services Manager and one Senior Account Clerk as a result of the manpower study
- $14,000 due to contractual wage adjustments
- $14,000 due to an increase in the required funding for the General Employees' Retirement System
- $17,000 due to an increase in health insurance rates

Supplies - Total Supplies increased $101,370 primarily due to the transfer of Utility Services to this office and increased funding for office supplies and postage for additional special mailings.

Other Charges - Total Other Charges increased $136,130 or 169.8%. Contracted services increased $60,000 to transfer funding from Treasury for the printing and mailing of water bills and for contractual business marketing services. Software maintenance costs increased $70,300 due to a new support agreement for the BS&A financial system. Printing rose $6,250 for additional mailings.



Capital - There is no Capital proposed for this office.

CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Personnel Services - Total Personnel Services decreased $135,560, as the proposed Account Clerk Senior Account Clerk positions were eliminated.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$780,870	$792,520	$836,160	$1,434,420	$1,298,860
Supplies	3,810	5,610	5,620	106,980	106,980
Other Charges	163,590	80,180	77,570	216,310	216,310
Total	$948,270	$878,310	$919,350	$1,757,710	$1,622,150

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

~ Marcus Tullius Cicero ~



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: online requisitioning, cooperative purchasing, quantity purchases, Requests for Proposals, purchasing cards and an online 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 BS&A software 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…
…that all bids and proposals are now submitted electronically on a secure online portal that can only be opened by the City after the posted due date and time?

Purchasing

2021/22 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)*

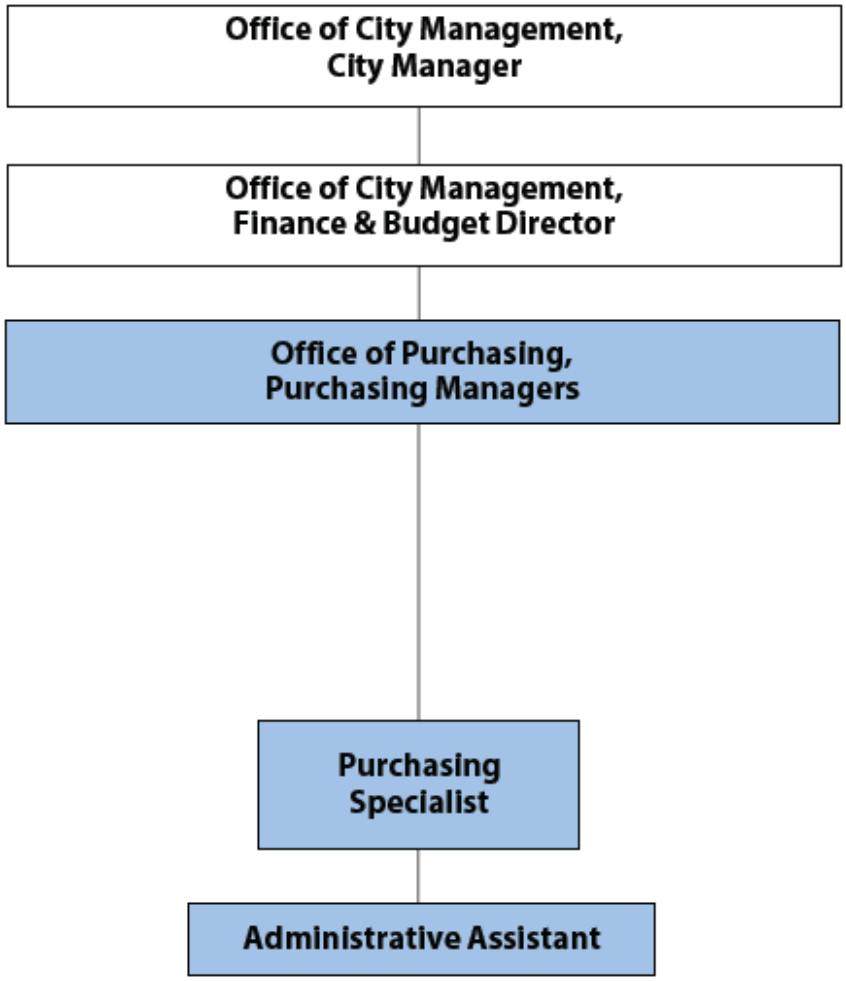
3. To create a paperless office environment, and require 100% of all bids and RFP submittals to be electronic. *(City Goal 1, 2, 3, 4, 6, 8, 23)*

4. To develop procedures and processes for handling public bid openings in an electronic bid submittal environment. *(City Goal 1, 2, 3, 4, 6, 8, 23)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Purchase Orders Processed	1,350	1,331	1,340	1,400	1,300	1,300
	Bid Solicitation Occurrences	59	58	75	60	70	70
	Total # of Bid Responses Reviewed	174	162	336	200	225	200
	Electronic Bids Reviewed	46	61	129	75	225	200
	Surplus Item Auctions Conducted	47	78	77	80	80	75
	Agenda Items Presented to City Council	115	134	110	120	122	120
	Written Quotation Solicitation Occurrences	2	1	1	3	1	3
	Written Quotation Responses Reviewed	4	6	2	6	4	6
	# of Employees Assigned a Purchasing Card	71	72	76	80	75	75
	Purchasing Card Transactions	3,725	4,521	3,910	4,000	3,500	3,500
Efficiency & Effectiveness	% of P.O.'s Processed within 5 days	95%	95%	95%	95%	95%	95%
	Avg. Days to Process a P.O. (informal/formal pricing)	7/30	7/30	7/30	7/30	7/30	7/30
	Online Procurement System - Registered Vendors	13,831	13,815	14,159	14,000	15,300	15,500
	Revenue from Sale of Surplus Property	$42,625	$54,604	$46,270	$80,000	$56,000	$40,000
	Dollar Value of Purchasing Card Transactions	$1,519,493	$685,349	$805,003	$650,000	$550,000	$550,000
	Cost to Issue a Purchase Order	$66	$64	$65	*	*	*
	Average Cost to Go Out to Bid	$1,202	$1,237	$1,218	*	*	*
	Total Dollar Value of Purchase Orders	$36.5M	$54.7M	$81.2M	$60.0M	$60.0M	$60.0M
	Revenue from Purchasing Card Rebate Program	$15,552	$10,397	$9,730	$6,500	$6,500	$10,500
	Activity Expenditures as % of General Fund	0.48%	0.39%	0.43%	0.39%	0.36%	0.43%

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

Purchasing



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Purchasing/Facilities Maintenance Manager	1	0	0
Purchasing Manager	0	1	2
Purchasing Specialist	1	1	1
Administrative Assistant	1	1	1
Total	3	3	4

Purchasing

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

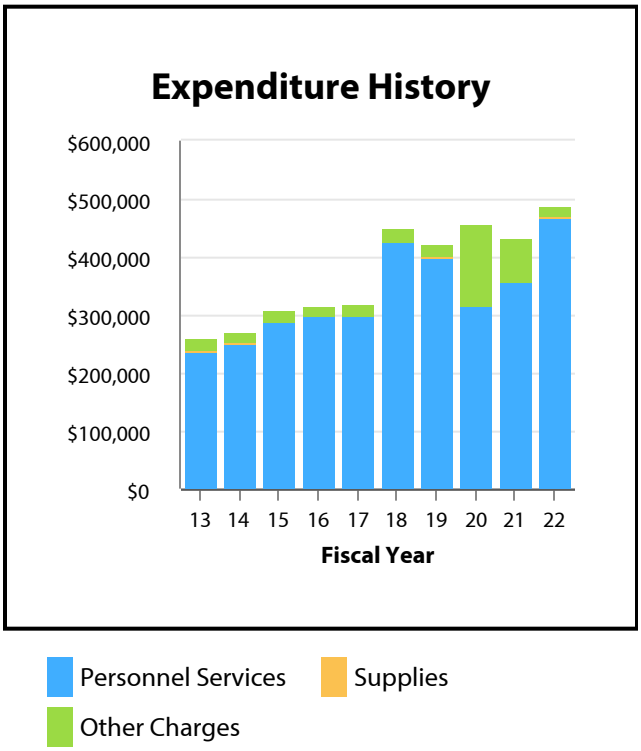
The total budget increased by 12.7%.

Personnel Services - Total Increase of $111,500 or 31.1% is primarily due to the advanced hiring of a Purchasing Manager as part of succession planning resulting from a pending retirement.

Supplies - Total Supplies is proposed to remain the same at $1,460. Publications increased $50 based on an estimated cost increase for the OPIS gasoline price-tracking subscription. Postage decreased $50 based on recent actual expenditure usage.

Other Charges - Total Other Charges decreased $56,380 or 75.7%. Contracted Services decreased $56,000 primarily due to the reallocation of funding for the temporary Purchasing Consultant, who is now a city employee. A professional membership can be eliminated, saving $190. Rental costs fell $160 based on a revised estimate of copier lease fees, as most office copiers are scheduled to be replaced and lease payments will resume during the year. Publishing costs decreased $100 based on the current year's estimated expenditure usage. Educational funding increased slightly by $70.

Capital - There is no Capital proposed for this office.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$316,470	$358,230	$303,910	$469,730	$469,730
Supplies	1,190	1,460	1,400	1,460	1,460
Other Charges	140,630	74,470	98,180	18,090	18,090
Total	$458,290	$434,160	$403,490	$489,280	$489,280

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.

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 administer cash management programs with the goal of decreasing costs and increasing earnings.***
- ***To assist in administering the City's two pension funds: Police & Fire and General Employees.***
- ***To assist in developing and implementing programs to reduce costs, increase revenues, and add efficiencies.***

Did you know…
…that the City Treasurer is a board member of the General Employees' Retirement System, the Police and Fire Retirement System and the Retiree Healthcare System?

Treasury

2021/22 PERFORMANCE OBJECTIVES

1. To offer an online payment option for all invoices generated through the BS&A Miscellaneous Receivables module. *(City Goal 1, 2, 3, 4, 23)*

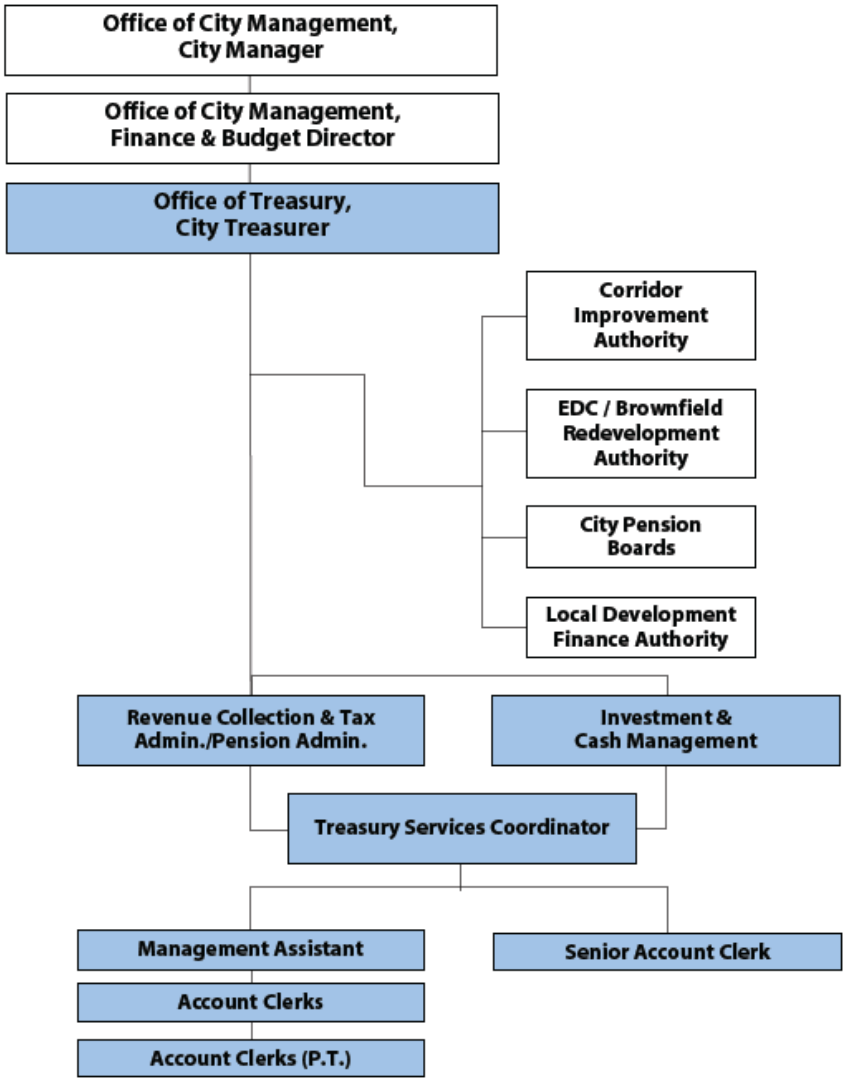
2. To investigate the use of an Electronic Lockbox (ELB) for residents to submit their property tax payments electronically using their personal online banking system. *(City Goal 1)*

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

4. To research alternative structures for the administration of the city retiree medical plan (OPEB). *(City Goal 8)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Tax Bill Payments Processed - Manually (incl. partials)	22,544	28,486	23,843	25,000	24,000	24,000
	Tax Bill Payments Processed - Electronically (escrows)	37,382	33,989	34,562	34,000	34,000	34,000
	Tax Bill Payments Processed - Lock Box	26,441	24,735	23,896	26,500	27,000	27,000
	Tax Bill Payments Processed - Online (website)	5,746	5,878	7,206	7,100	10,000	10,000
	Special Assessment Parcels Billed	76	46	43	80	39	80
	Invoices Billed	2,265	3,693	2,387	3,000	4,000	3,000
	Investments Bought/Sold - Number of Transactions	250	204	294	250	200	250
	Resident Tax Online Retrievals	72,212	71,935	79,034	71,000	80,000	90,000
	Cash Receipts Processed by Treasury Personnel	60,255	60,778	48,517	61,000	55,000	55,000
	Citywide Credit Card Payments Received	52,148	59,359	48,659	60,000	77,100	80,000
	Dollar Value of All Credit Card Transactions (Millions)	$10.5	$11.4	$9.3	$12.0	$30.0	$30.0
	Defined Contribution Active Employees	126	135	157	160	146	146
	Defined Benefit Active GERS Employees	88	83	77	73	73	70
	Defined Benefit Active PFRS Employees	240	232	235	255	255	255
	GERS Retirements Processed	6	6	6	7	4	4
	GERS Retirees/Beneficiaries Receiving Benefits	364	365	363	367	362	362
	Pension Calculations Prepared (P&F and GERS)	39	37	33	30	30	30
Efficiency & Effectiveness	% of Real & Personal City Prop. Tax Levy Collected	97%	98%	98%	97%	97%	97%
	% of Prop. Tax Parcels Turned Delinquent to County	5.20%	5.00%	4.70%	4.00%	4.50%	4.50%
	Average Rate of Return on Investments	1.67%	2.27%	2.19%	2.25%	0.70%	1.00%
	Average 2-Year T-Note Rate	1.18%	1.95%	1.87%	2.00%	1.00%	1.00%
	% of Portfolio Invested in Active Market	81.2%	84.5%	84.4%	85.0%	80.0%	85.0%
	Total Interest Earnings - Budgeted Funds (Millions)	$1.8	$2.9	$2.3	$1.4	$1.0	$1.5
	P&F Pension System - % Funded (per actuarial val.)	69.5%	65.3%	58.5%	58.5%	57.3%	57.3%
	GERS - % Funded (per actuarial val.)	82.5%	78.6%	76.1%	76.0%	74.2%	74.2%
	Ratio of Active GERS Employees to GERS Retirees	1:4.14	1:4.40	1:4.71	1:5.02	1:4.96	1:5.17
	GERS Internal Rate of Return GASB	7.2%	5.4%	5.4%	7.5%	7.3%	7.3%
	PFRS Internal Rate of Return GASB	10.2%	7.2%	7.2%	7.5%	7.3%	7.3%
	Ratio of Active P&F Employees to P&F Retirees	1:1.59	1:1.52	1:1.54	1:1.55	1:1.46	1:1.46
	Activity Expenditures as % of General Fund	1.27%	1.08%	1.12%	1.13%	1.16%	0.83%

Treasury



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
City Treasurer	1	1	1
Treasury Services Coordinator	1	1	1
Accountant	1	1	0
Management Assistant	2	2	1
Senior Account Clerk	1	1	1
Account Clerk	2	2	2
Account Clerk (P.T.)	3	3	1
Total	11	11	7

Treasury

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

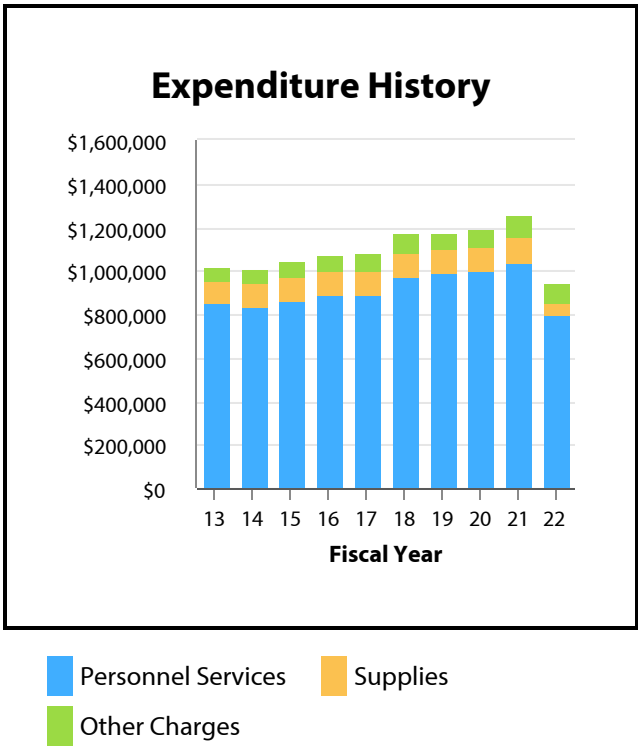
The total budget decreased by 25.1%.

Personnel Services - Total decrease $234,770 or 22.7%

- $275,000 due to the transfer of the water billing staff to the new Utility Services division within Financial Services, offset by:
- $17,000 due to contractual wage adjustments
- $14,000 due to an increase in the required contribution to the General Employees' Retirement System

Supplies - Total Supplies decreased $70,150 or 57.8% primarily due to the transfer of the Water Billing function to the new Utility Services division within Financial Services, allowing for a budget reduction in postage and operating supply costs in this office. Supply costs also decreased due to the prior year one-time funding of five desk scanners.

Other Charges - Total Other Charges decreased $12,350 or 11.8%. Funding decreased $30,000 as the contractual cost of printing water bills was transferred to the Financial Services office. Educational funding decreased $430 due to the prior year one-time funding of an MGFOA Back to Basics seminar. The decrease was partially offset by an increase for new software support agreements for cash receipting and miscellaneous receivables in the BS&A system. Credit card service fees also increased $5,000.



Capital - There is no Capital proposed for this office.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,003,090	$1,035,880	$1,066,300	$801,110	$801,110
Supplies	113,620	121,350	121,350	51,200	51,200
Other Charges	80,060	104,830	101,830	92,480	92,480
Total	$1,196,770	$1,262,060	$1,289,480	$944,790	$944,790

Public Library Department



FUNCTIONAL ORGANIZATION CHART

Public Library Department

Library Administration

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

Library Programming & Community Services

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

Circulation Services

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

Public Services

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

Technical Services

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

DEPARTMENT AT A GLANCE

Public Library Department

BUDGET SUMMARY

The Public Library budget increased $107,200 or 3.7%. Personnel costs increased $89,000 or 3.8%, due to contractual wage increases, an increase in the required contribution to the General Employees' Retirement System, and higher health insurance rates. Supplies increased 2,150 or 0.9% to expand the Library's digital book collection. Other Charges increased $15,990 or 5.2%, primarily due to consulting services to develop a strategic plan for the Library and for the purchase of collection mapping software.



FUNDING LEVEL SUMMARY

	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget	% Change From 20/21
Public Library	$2,711,030	$2,809,710	$2,918,350	$3,025,490	3.7%
Total Department	$2,711,030	$2,809,710	$2,918,350	$3,025,490	3.7%
Personnel Services	$2,208,220	$2,291,920	$2,364,350	$2,453,350	3.8%
Supplies	222,060	236,760	245,600	247,750	0.9%
Other Charges	280,750	281,030	308,400	324,390	5.2%
Total Department	$2,711,030	$2,809,710	$2,918,350	$3,025,490	3.7%

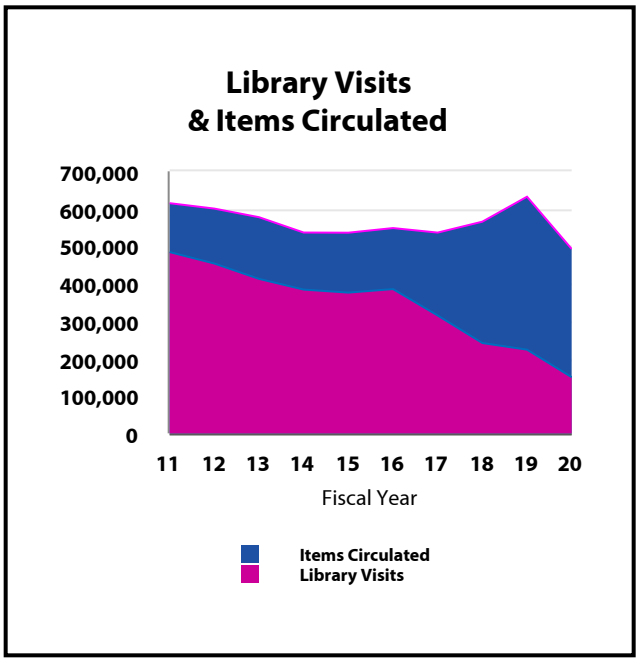
PERSONNEL SUMMARY

	2018/19		2019/20		2020/21		2021/22	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Public Library	13	26	13	26	13	26	13	28
Total Department	13	26	13	26	13	26	13	28

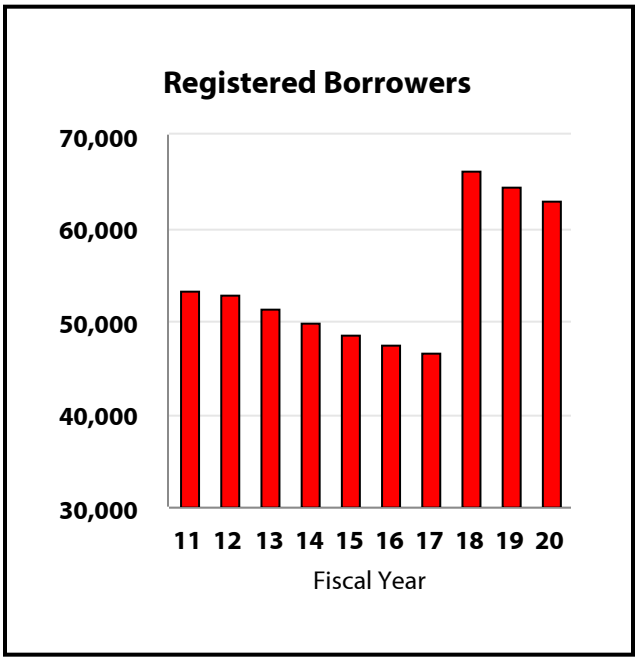
Excludes Historical Commission.

KEY DEPARTMENTAL TRENDS

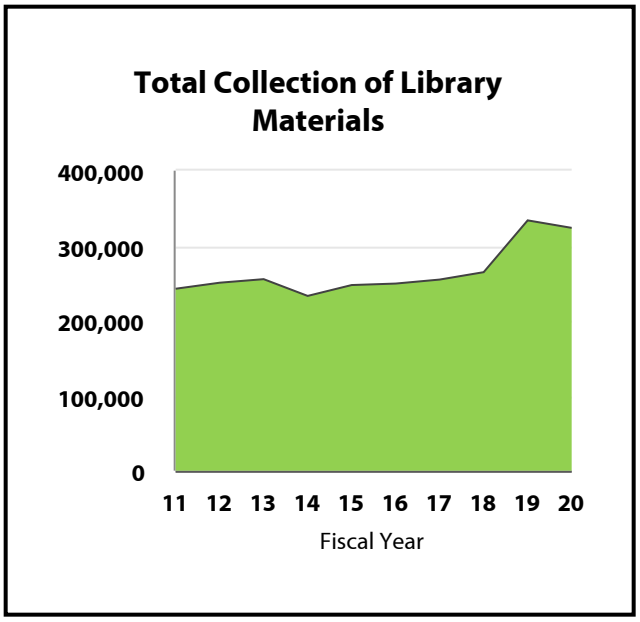
Public Library Department



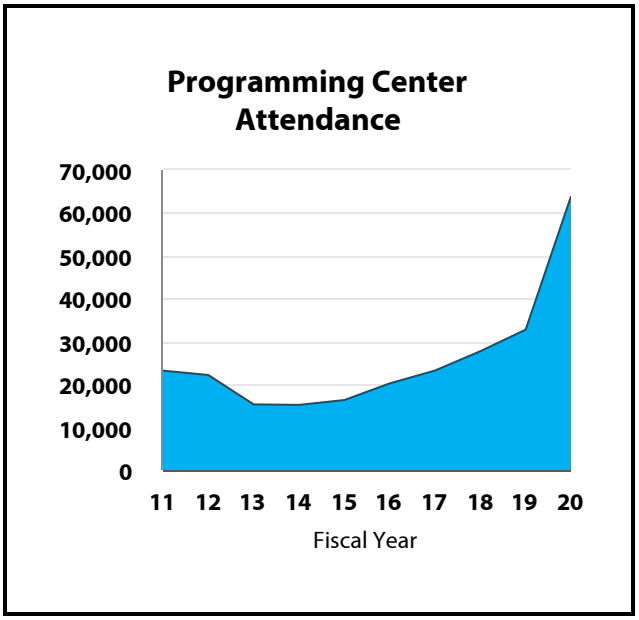
Library attendance declined significantly in 2020 due to the COVID19 pandemic. The Library closed to the public in March and remained closed through the end of the fiscal year. In 2020, 149,962 visits were recorded and 492,674 items were circulated. The library instituted curbside pickup of library materials in June which helped to increase circulation.



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 collection has generally grown over the past ten years. There are currently 323,727 materials on hand, or an average of 2.45 items per resident. A purge of outdated and duplicate materials in 2020 resulted in a small reduction in the total number of materials.



Library program attendance nearly doubled in 2020 due to the availability of virtual and curbside programs created in response to the COVID19 pandemic. Innovative programs, such as curbside crafts, were very popular throughout the community.

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 home bound 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…
…the Sterling Heights Public Library provides home-delivery service for residents that cannot visit the library in person?

Library

2021/22 PERFORMANCE OBJECTIVES

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

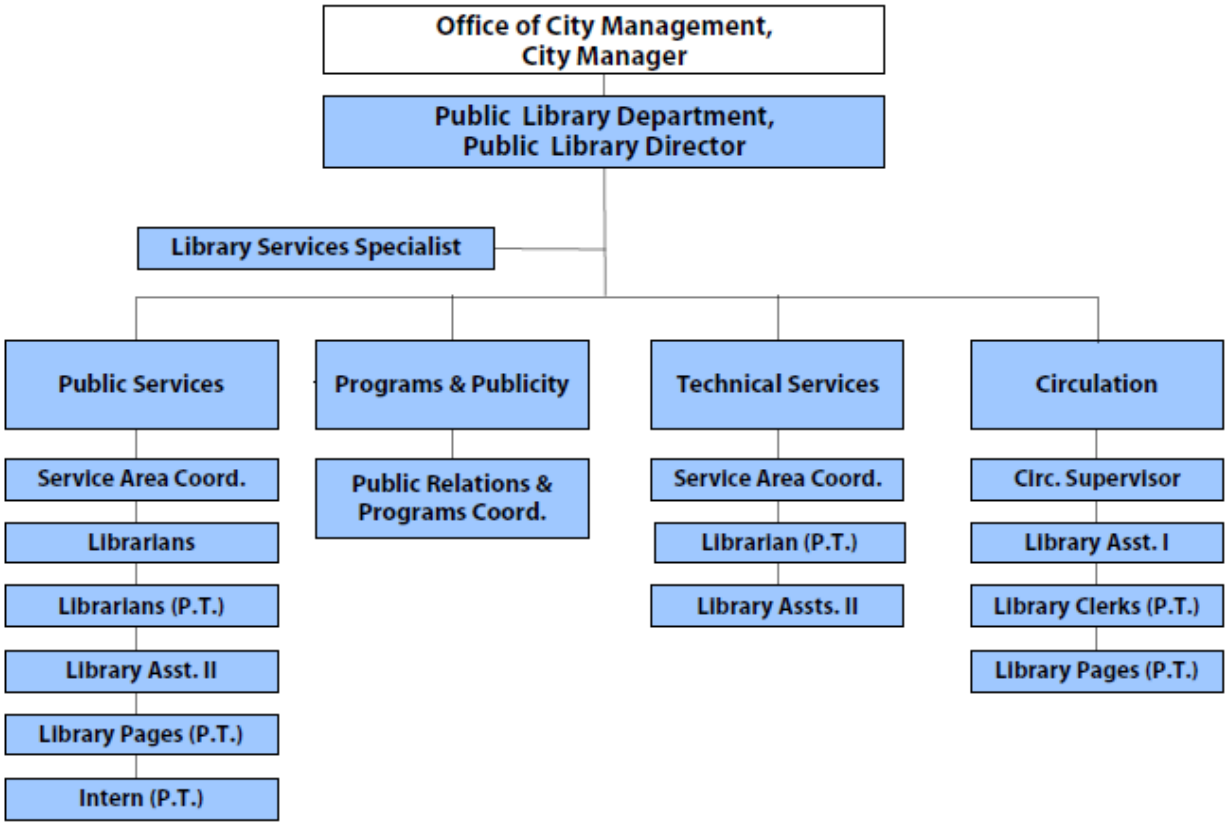
2. To develop a strategic plan for the Library and its services for the next three to five years, with the assistance of a consultant. *(City Goal 1, 4, 6, 19)*

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)*

4. 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)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Library Registered Borrowers	66,043	64,449	62,882	63,000	65,000	65,000
	Library Visits	241,302	223,577	149,962	150,000	120,000	240,000
	Virtual Visits to the Library's Website	487,265	494,552	420,272	400,000	450,000	460,000
	Total Collection of Physical Library Materials	224,937	222,504	210,054	220,000	215,000	215,000
	Total Collection of Digital Library Materials	39,723	111,228	113,673	115,000	115,000	120,000
	Physical Items Circulated	457,273	507,227	381,007	300,000	250,000	260,000
	Digital Items Circulated	108,205	124,930	111,667	115,000	110,000	112,000
	Number of Programs	591	618	519	300	350	500
	Program Attendance	27,721	32,751	63,867	40,000	45,000	45,000
	Reference & General Information Requests	59,864	54,365	42,828	30,000	35,000	45,000
	Annual Hours of Library Operation	2,969	2,928	2,212	2,900	2,500	2,900
	In-Library Use of Materials	32,590	33,526	18,710	10,000	3,000	15,000
	# of Items-Loaned to Other Libraries	61,479	61,875	49,901	60,000	60,000	60,000
	# of Items Borrowed from Other Libraries	69,323	68,940	54,225	68,000	62,000	62,000
	Electronic Database Usage	120,716	125,076	100,896	120,000	95,000	100,000
	Public Internet Computer Sessions	49,001	49,808	35,843	25,000	10,000	30,000
	Wireless Computer Users	152,261	137,384	92,418	100,000	50,000	120,000
	Outreach Visits	130	130	130	200	300	300
Efficiency & Effectiveness	Volunteer Hours	8,190	8,321	5,917	4,000	1,000	6,000
	Donations Added to Collection	1,345	1,109	1,602	1,200	200	1,000
	Total Room Usage	1,668	1,600	1,126	900	100	1,600
	Registered Borrowers as a % of Population	50%	49%	48%	48%	49%	49%
	Library Materials per Capita	2.01	2.53	2.45	2.53	2.50	2.53
	Circulation of Materials per Capita	4.300	4.798	3.732	3.138	2.722	2.808
	% of Hold Material Requests Filled within 30 days	79%	81%	78%	80%	81%	82%
	Full-time Equivalent Staff Per 1,000 Population	0.19	0.20	0.20	0.20	0.20	0.20
	Library Cost Per Capita	$19.66	$20.58	$21.13	$21.97	$21.73	$22.83
	Total Cost Per Library Registered Borrower	$39.14	$42.06	$44.36	$48.42	$44.21	$46.55
	Activity Expenditures as % of General Fund	2.78%	2.48%	2.63%	2.62%	2.58%	2.65%

Library



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
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	12
Intern (P.T.)	1	1	1
Total	39	39	41

Library

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

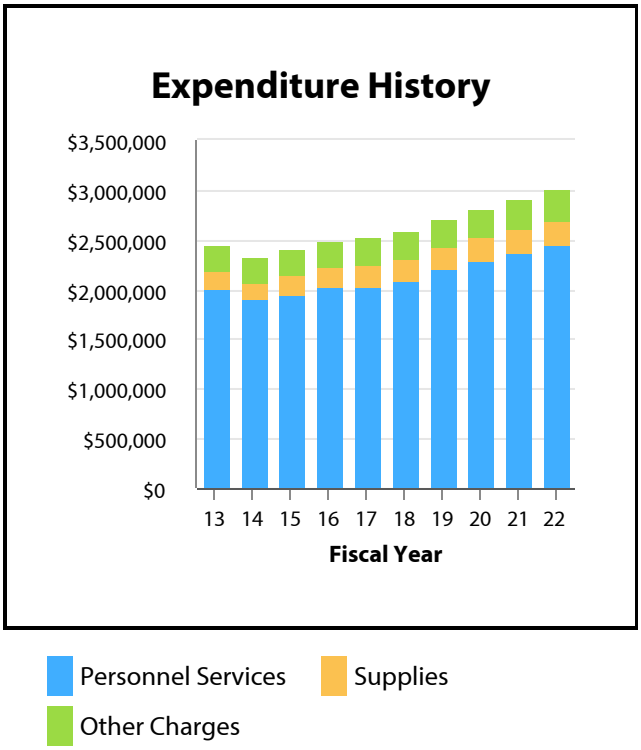
The total budget increased by 3.7%.

Personnel Services - Total Increase $89,000 or 3.8%

- $51,000 due to contractual wage adjustments
- $31,000 due to required funding for pension liabilities
- $7,000 due to an increase in health insurance rates

Supplies - Total Supplies increased $2,150 or 0.9%. Increased funding to expand the Library's digital book collection is included for $2,500. $200 was added for the increased cost of publications. Operating supply costs decreased $500 due to a prior year one-time use of grant funds, partially offset by an inflationary cost increase in book processing supplies.

Other Charges - Total Other Charges increased $15,990 or 5.2%. $9,500 was added for the contractual services of a consultant to develop a strategic plan for Library programming and services. The increase was offset by a decrease due the one-time receipt of grant funds in the prior year. Rental costs increased $8,810 due to rate increases from the Suburban Library Cooperative for maintenance and membership fees. Software maintenance fees increased $3,800 for the new annual support agreement for collection mapping software, partially offset by a decrease due to the prior year one-time receipt of grant funds.



Capital - Total Capital of $2,800 is proposed for a 3D Printer for the Library's new Maker space room.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$2,291,920	$2,364,350	$2,332,580	$2,453,350	$2,453,350
Supplies	236,760	245,600	245,500	247,750	247,750
Other Charges	281,030	308,400	295,790	324,390	324,390
Total	$2,809,710	$2,918,350	$2,873,870	$3,025,490	$3,025,490

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
- Oversees state accreditation
- ***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 $1,722,760 or 4.6%. Personnel costs increased $2,057,450 or 6.0% primarily due to the addition of six Police Officers, one Police Sergeant and one Social Worker as a part of the citywide manpower study. Contractual wage increases, an increase in the required contribution to the Police & Fire Retirement System and higher health insurance rates made up the remainder of the increase. Supplies increased $11,170 or 6.4% due to the replacement of bullet proof vests, uniforms for new officers and K-9 supplies. Other Charges decreased $345,860 or 10.9% primarily due to the planned transfer of jail operations to Macomb County in January 2022.



FUNDING LEVEL SUMMARY

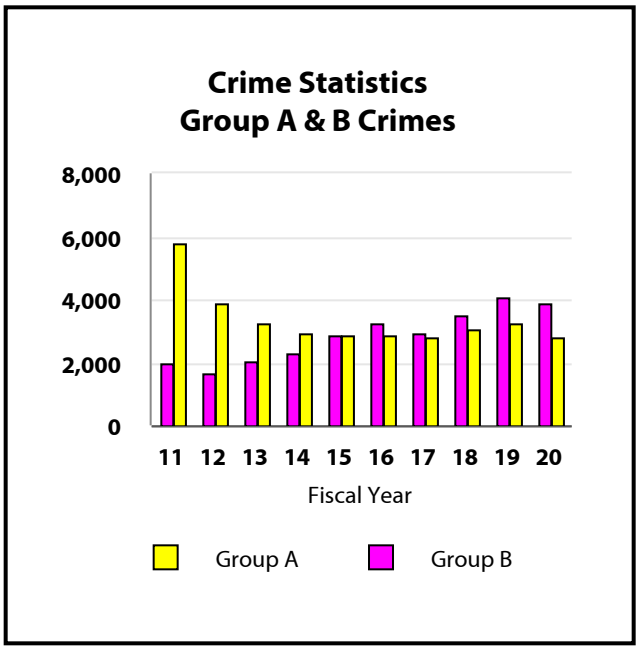
	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget	% Change From 20/21
Police Administration	$5,366,100	$5,520,240	$5,896,890	$5,804,830	-1.6%
Police Investigations	7,695,960	7,607,950	8,301,940	8,457,490	1.9%
Police Operations	18,988,620	19,592,060	21,617,270	22,910,770	6.0%
Police Support Services	1,772,840	1,831,540	1,852,230	2,218,000	19.7%
Total Department	$33,823,520	$34,551,790	$37,668,330	$39,391,090	4.6%
Personnel Services	$30,751,550	$31,420,640	$34,310,360	$36,367,810	6.0%
Supplies	157,300	122,930	174,600	185,770	6.4%
Other Charges	2,914,670	3,008,220	3,183,370	2,837,510	-10.9%
Total Department	$33,823,520	$34,551,790	$37,668,330	$39,391,090	4.6%

PERSONNEL SUMMARY

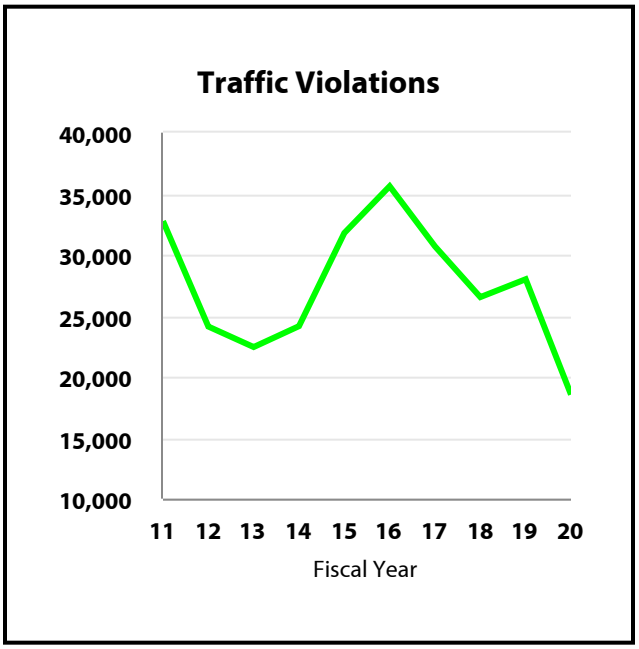
	2018/19		2019/20		2020/21		2021/22	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Police Administration	13	0	14	0	14	0	17	0
Police Investigations	38	0	44	0	44	0	43	0
Police Operations	111	30	105	30	105	30	108	30
Police Support Services	11	4	11	2	11	2	14	2
Total Department	173	34	174	32	174	32	182	32

KEY DEPARTMENTAL TRENDS

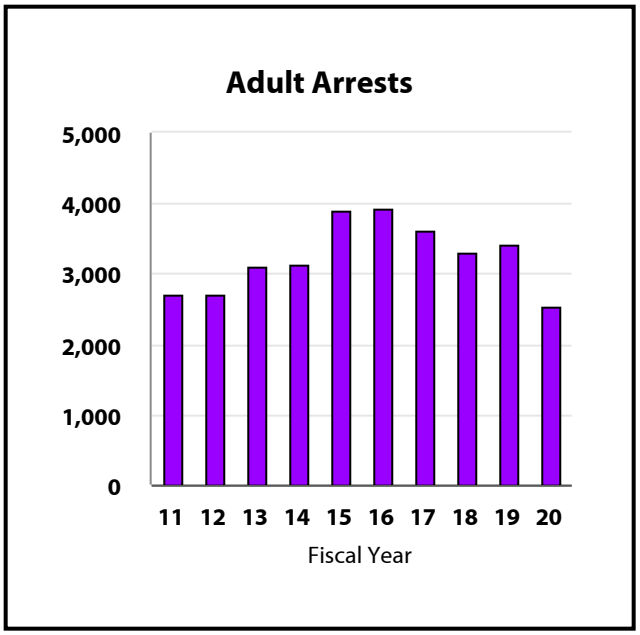
Police Department



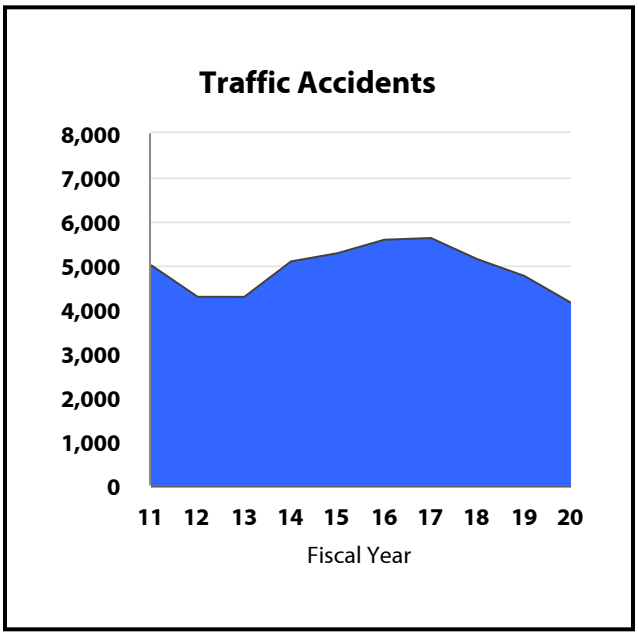
Although Group B crime rates have increased somewhat over the past five years, overall crime rates are significantly lower than the national average. Sterling Heights has been named the safest big city in Michigan for two years in a row. Group A crimes include murder, robbery, burglary, car theft, damage 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. The issuance of traffic violations declined significantly in 2020 due to shutdowns related to the pandemic.



This graph reflects the number of arrests in the City. The number of adult arrests decreased significantly in 2020 due to shutdowns related to the pandemic.



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 4,150 in 2020, in no doubt partially due to the pandemic shut downs.

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, 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), Quick Response Team (QRT), 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 Department partners with Families Against Narcotics to help people with substance use disorder in our community? This program is called the COMEBACK-Quick Response Team.

Police Administration

2021/22 PERFORMANCE OBJECTIVES

1. To implement virtual monthly training using available software to keep officers apprised of best practices and trends. *(City Goal 2, 7, 9, 10)*

2. To pilot a new Quick Response Team (QRT) program and expand the services offered to citizens that have fallen victim to substance abuse. *(City Goal 1, 6, 9)*

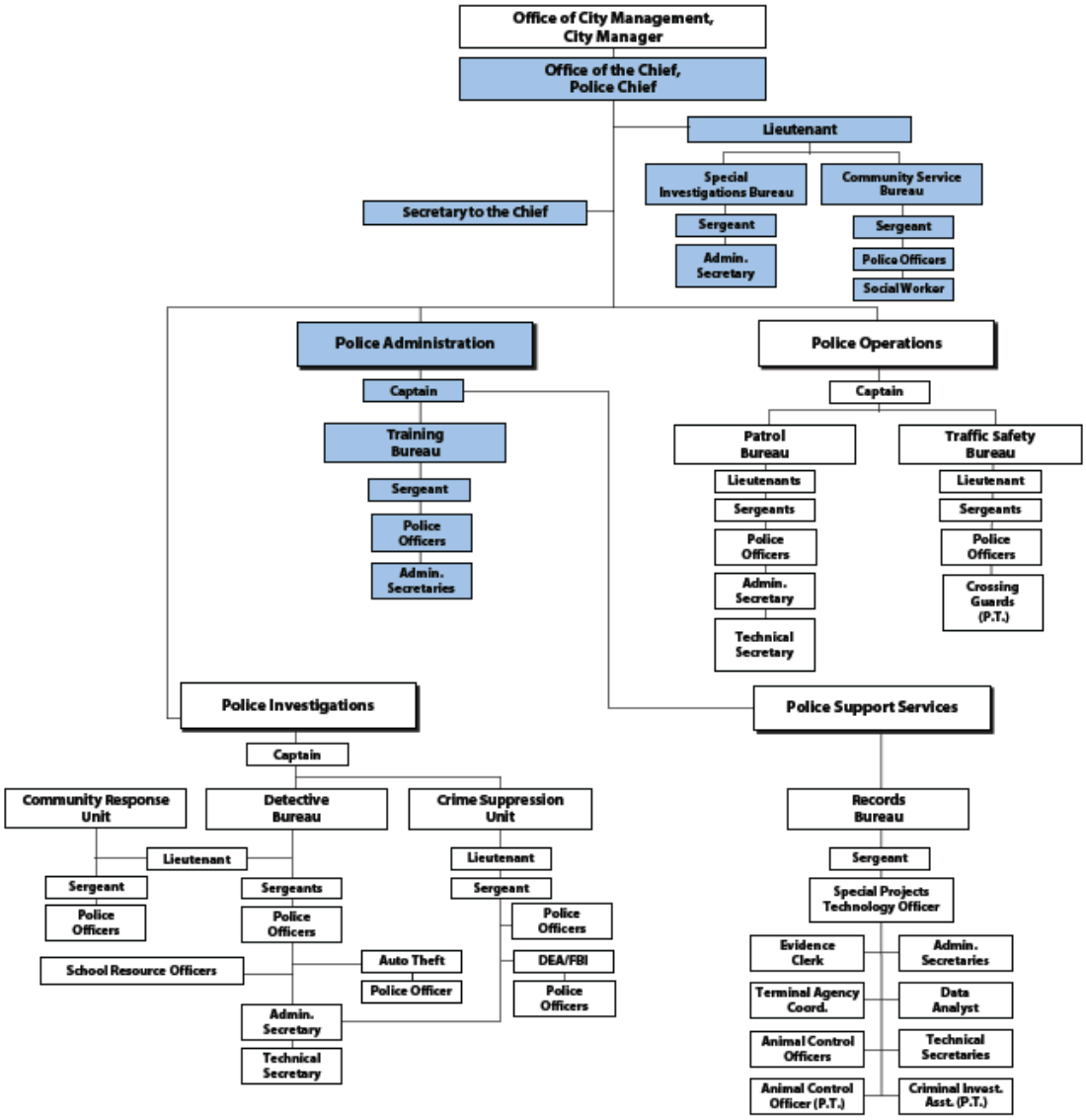
3. To digitize all personnel files of both current and past employees to better track officer activity and performance. *(City Goal 9, 23)*

4. To implement and equip all officers with a Body Worn Camera System for use in the performance of their duties. *(City Goal 4, 9, 10)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Public Education Programs Presented	19	41	23	292	96	362
	Security/Safety Presentations	10	14	11	20	0	20
	Elementary and Middle School Programs	7	25	10	190	0	190
	Citizen's Police Academy Programs	2	2	2	2	2	2
	Drug Outreach Program-QRT/Hope Not Handcuffs	N/A	N/A	N/A	80	94	150
	General Orders Issued or Amended	16	8	42	30	108	15
	School Safety Program - Students Impacted	0	1,686	928	1,700	0	1,700
	Training Seminars Attended - Department-wide	322	321	347	400	190	400
	Employment Background Investigations	104	152	336	115	400	100
	Internal Affairs Investigations	14	31	46	35	75	50
	Liquor License Background Investigations	9	2	7	5	9	5
	Other Special Investigations Bureau Investigations	670	161	129	75	75	75
	Liquor & Tobacco Inspections/Observations	122	155	104	160	50	150
	Liquor License Violations	1	14	4	15	2	10
	CORE Deployments	N/A	N/A	N/A	200	210	300
	COPS Program Participants	20	16	17	26	26	26
	Citizen's Police Academy Participants	34	29	50	46	30	50
Efficiency	Employment Background Investigations - % Hired	80%	69%	80%	85%	85%	85%
	# of Complaints per Officer	0.02	0.01	0.24	0.02	0.03	0.03
	Average Cost of an Administrative Investigation	$623	$793	$802	*	*	*
	Average Liquor License or Tobacco Inspection Cost	$96	$92	$109	*	*	*
	Department Cost per Capita	$241	$257	$262	$282	$280	$297
	Division Expenditures as % of General Fund	5.57%	4.90%	5.18%	5.29%	5.20%	5.08%

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

Police Administration



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Chief of Police	1	1	1
Captain	1	1	1
Lieutenant	1	1	1
Sergeant	3	3	3
Police Officer	2	2	4
Social Worker	0	0	1
Secretary to Chief	1	1	1
Administrative Secretary	5	5	5
Total	14	14	17

Police Administration

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

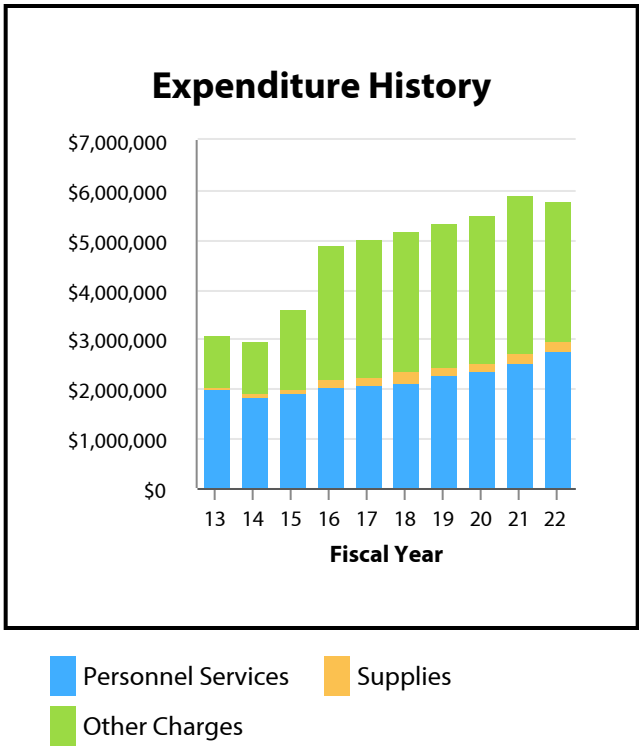
The total budget decreased by 1.6%.

Personnel Services - Total Increase $242,630 or 9.5%

- $81,500 due to the addition of two Police Officers for the Community Services Bureau effective January 1, 2022
- $82,500 for the addition of one full-time Social Worker, partially funded by Families Against Narcotics (FAN)
- $30,000 due to contractual wage adjustments
- $59,500 due to an increase in the required contribution to the Police and Fire Pension System
- $40,000 due to an increase in health insurance rates, offset by:
- Savings of $42,000 due to a decrease in expected overtime

Supplies - Total Supplies increased $11,170 or 6.4%. Operating supply costs rose $8,150 for bullet proof vests, uniforms for new officers, and the continued purchase of public health supplies. $2,080 was added for increased dog care supplies due to the addition of a K9 dog in the prior year. $940 was added for increased firearms training ammunition.

Other Charges - Total Other Charges decreased $345,860 or 10.9%. The budget decreased $244,470 based on a partial-year cost savings to begin utilizing the Macomb County jail, thereby eliminating the need for contractual detention services at the police station. The savings was partially offset by higher anticipated Macomb



County Dispatch costs, and new contractual services for drone repairs and property disposal. The training budget decreased $91,160 due to a one-time grant-funded tactical training program and additional detective training courses funded in the prior year. $2,800 was added for attendance at the IACP Chiefs of Police Convention next year.

Capital - Total Capital of $144,050 is proposed. $120,000 is funded for Elevator Pump Replacements at the Police Station. $19,450 is budgeted for the construction of a Firearms Security Room, and a grant-funded Property Room Barcode Scanner Kit is included for $4,600.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$2,393,550	$2,544,920	$2,532,670	$2,787,550	$2,787,550
Supplies	122,930	174,600	170,850	185,770	185,770
Other Charges	3,003,760	3,177,370	3,085,270	2,831,510	2,831,510
Total	$5,520,240	$5,896,890	$5,788,790	$5,804,830	$5,804,830

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 surveillance, and apprehend persons actively committing criminal acts. This Unit also has personnel assigned to Drug Enforcement Administration and the medical marijuana task force.

KEY GOALS

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

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

Did you know…
…that Sterling Heights' detectives, in conjunction with the Macomb County Auto Theft Squad, recovered stolen vehicles and auto parts valued at over $700,000?

Police Investigations

2021/22 PERFORMANCE OBJECTIVES

1. To perform and maintain biannual case audits throughout the division utilizing standardized codes that include defining active vs. inactive status. *(City Goal 1, 9, 10)*

2. To ensure the safety of staff and students participating in summer school programs, which is expected to double in attendance this year. *(City Goal 1, 9, 11)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Total Detective Bureau Cases Assigned	3,440	3,901	3,643	3,650	3,390	3,650
	Adult Investigative Cases	2,806	3,153	3,088	3,000	2,960	3,000
	Juvenile Investigative Cases	634	748	555	650	430	650
	Auto Theft Investigative Cases	83	114	91	105	194	100
	Theft from Auto Invest. Cases (Incl. Parts/Access.)	110	53	34	90	46	50
	Crime Suppression Unit (CSU) Investigative Cases	386	377	321	190	180	320
	Internet Crimes Against Children (ICAC) Cases	N/A	N/A	N/A	50	56	60
	Marijuana Grow Facilities Investigated	N/A	N/A	N/A	200	240	240
	Total Interviews Conducted	21,541	23,580	22,928	23,200	20,494	23,000
	Suspect Interviews	3,782	3,643	2,962	3,200	2,696	3,200
	Witness & Informant Interviews	10,643	13,013	12,843	13,200	11,230	13,200
	Victim Interviews	7,116	6,924	7,123	6,800	6,568	6,600
	Arrest Warrants Obtained	1,221	1,116	848	1,169	704	900
	Search Warrants Obtained/Executed	582	602	576	565	614	600
	Criminal Surveillance	2,453	2,067	1,978	2,050	1,598	2,000
	Federal Forfeiture Cases Processed	44	16	29	25	18	25
	State Forfeiture Cases Processed	72	135	63	92	62	90
	School Resource Officers - # of Hrs. Assisting Schools	2,378	4,350	2,910	4,350	3,600	4,350

Police Investigations

2021/22 PERFORMANCE OBJECTIVES

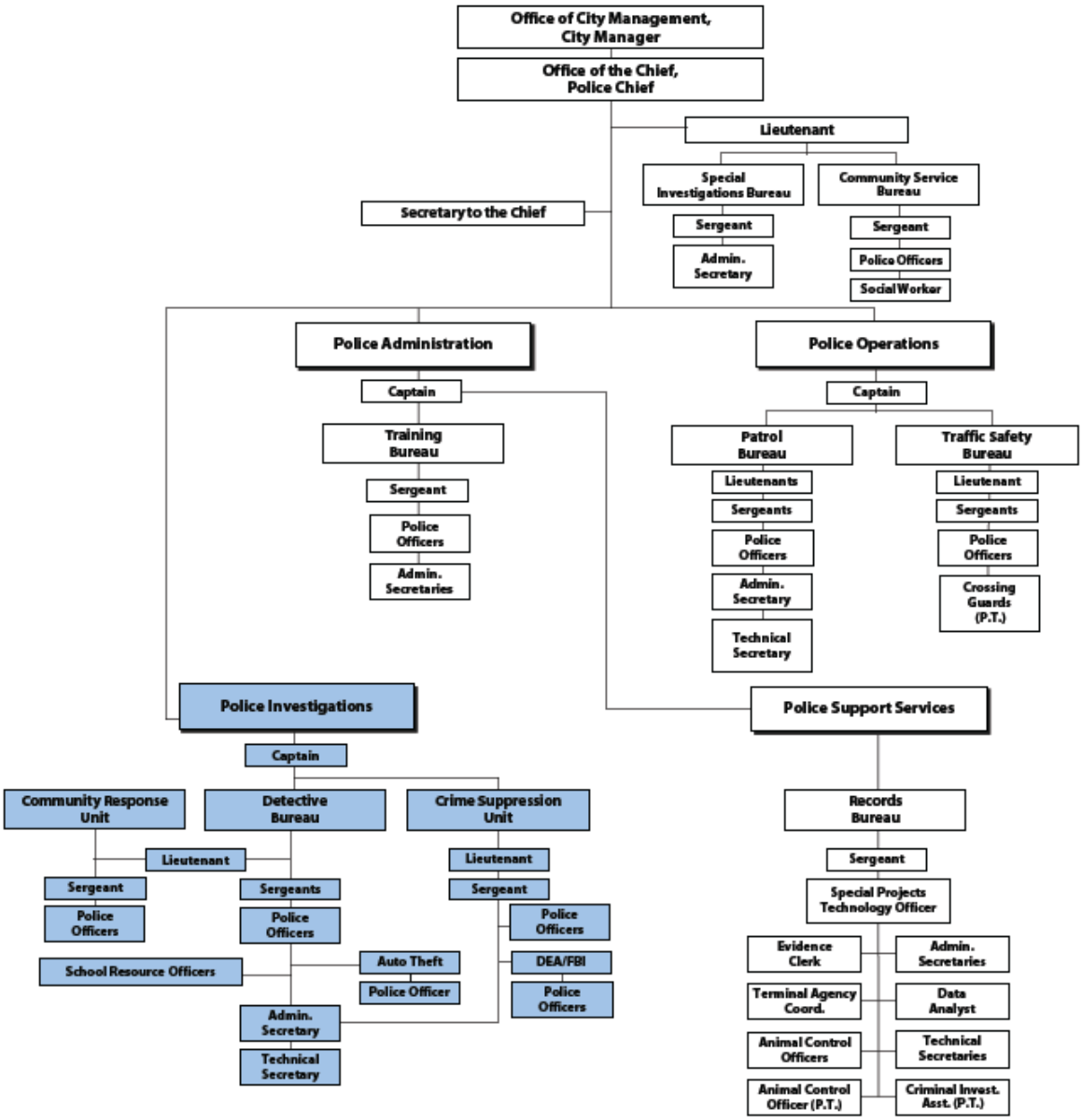
3. To coordinate efforts with the new security provider for FCA US, to create contacts and establish protocol for the prevention and investigation of crimes that occur on the FCA property. *(City Goal 1, 9, 14)*

4. To continue to coordinate with the Fire Department, Code Enforcement, City Attorney, and the newly elected County Prosecutor to enforce rules and regulations related to growing marijuana within residential areas of the City. *(City Goal 1, 9, 10)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Efficiency & Effectiveness	% of Petitions Obtained vs. Requested	94%	79%	89%	91%	79%	90%
	% of Arrest Warrants Obtained vs. Requested	84%	81%	78%	83%	67%	85%
	Detective Bureau Cases per Investigator	215	244	228	215	212	215
	Crime Suppression Unit Cases per Investigator	64	75	64	32	30	53
	Grow Facilities Cases Investigated per Investigator	N/A	N/A	N/A	33	40	40
	% of Part I Violent Crimes Cleared	60%	59%	53%	48%	56%	50%
	Part I Violent Crimes Cleared Per Sworn Dept. FTE	1.2	0.9	0.7	0.8	0.8	0.7
	Juvenile Arrests Violent Crimes - % of Total Arrests	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	% of Part I Property Crimes Cleared	40%	36%	41%	40%	15%	40%
	Part I Property Crimes Cleared Per Sworn Dept. FTE	7.2	7.3	2.5	4.0	4.0	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	0.6	0.9	0.7	0.8	1.0	1.0
	Average Cost to Investigate a Case	$547	$506	$536	*	*	*
	Division Expenditures as % of General Fund	7.21%	7.03%	7.13%	7.44%	7.05%	7.40%

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

Police Investigations



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Captain	1	1	1
Lieutenant	2	2	2
Sergeant	5	5	5
Police Officer	32	33	33
Administrative Secretary	1	1	1
Technical Secretary	2	2	1
Total	43	44	43

Police Investigations

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

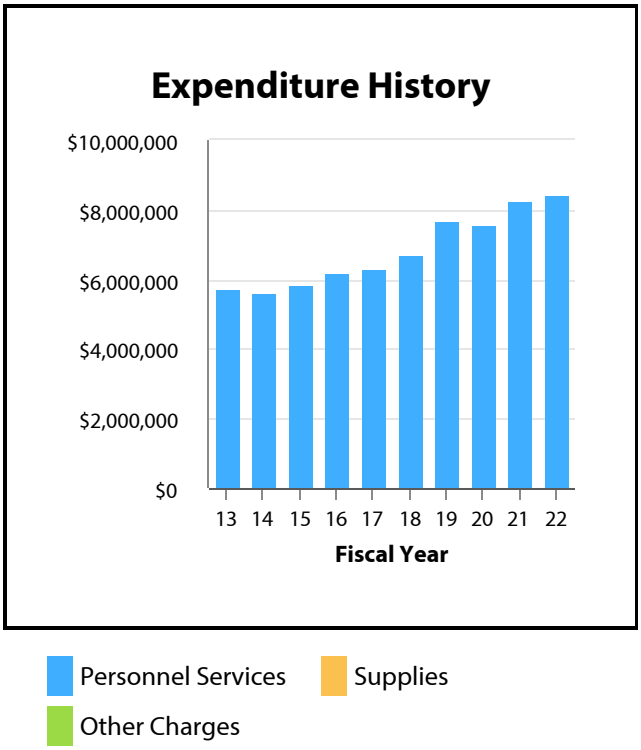
The total budget increased by 1.9%.

Personnel Services - Total Increase $155,550 or 1.9%

- $120,000 due to contractual wage adjustments
- $214,000 due to an increase in the required funding for the Police & Fire Retirement System
- $40,000 due to an increase in health insurance rates, offset by:
- Savings of $63,000 due to the transfer of one Technical Secretary to Police Support Services
- Savings of $50,000 due to higher bank buyouts for retirements in the prior year
- Savings of $18,000 due to COVID-19 related phone stipends in the prior year
- Savings of $85,000 due to reduction in wages related to staff turnover

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 for investigative materials will remain the same at $5,000.



Capital - Total Capital of $228,550 is proposed. $6,450 is for 15 pairs of Binoculars and $6,100 is for two Dell Rugged Laptops, all to be utilized by the Community Response Unit (CRU) and Crime Suppression Unit (CSU) in conducting surveillance operations. $6,000 is for a Digital Forensic Software Upgrade for the CCU. $210,000 is budgeted in the Public Safety Forfeiture Fund to replace seven high-mileage investigative vehicles.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$7,604,460	$8,296,940	$7,844,320	$8,452,490	$8,452,490
Supplies	0	0	0	0	0
Other Charges	3,490	5,000	5,000	5,000	5,000
Total	$7,607,950	$8,301,940	$7,849,320	$8,457,490	$8,457,490

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 Traffic Bureau implemented two portable radar signs that provide real-time data of vehicle speeds and other statistical data that is used for future traffic enforcement?

Police Operations

2021/22 PERFORMANCE OBJECTIVES

1. To develop and implement an online vehicle inventory log to improve efficiency and accountability of officers, and provide savings to the City. *(City Goal 3, 9, 23)*

2. To enhance and expand the drone unit by adding members who are not required to receive an FAA Part 107 license, and training them under our blanket certificate of authorization from the FAA to provide savings to the City. *(City Goal 2, 4, 9)*

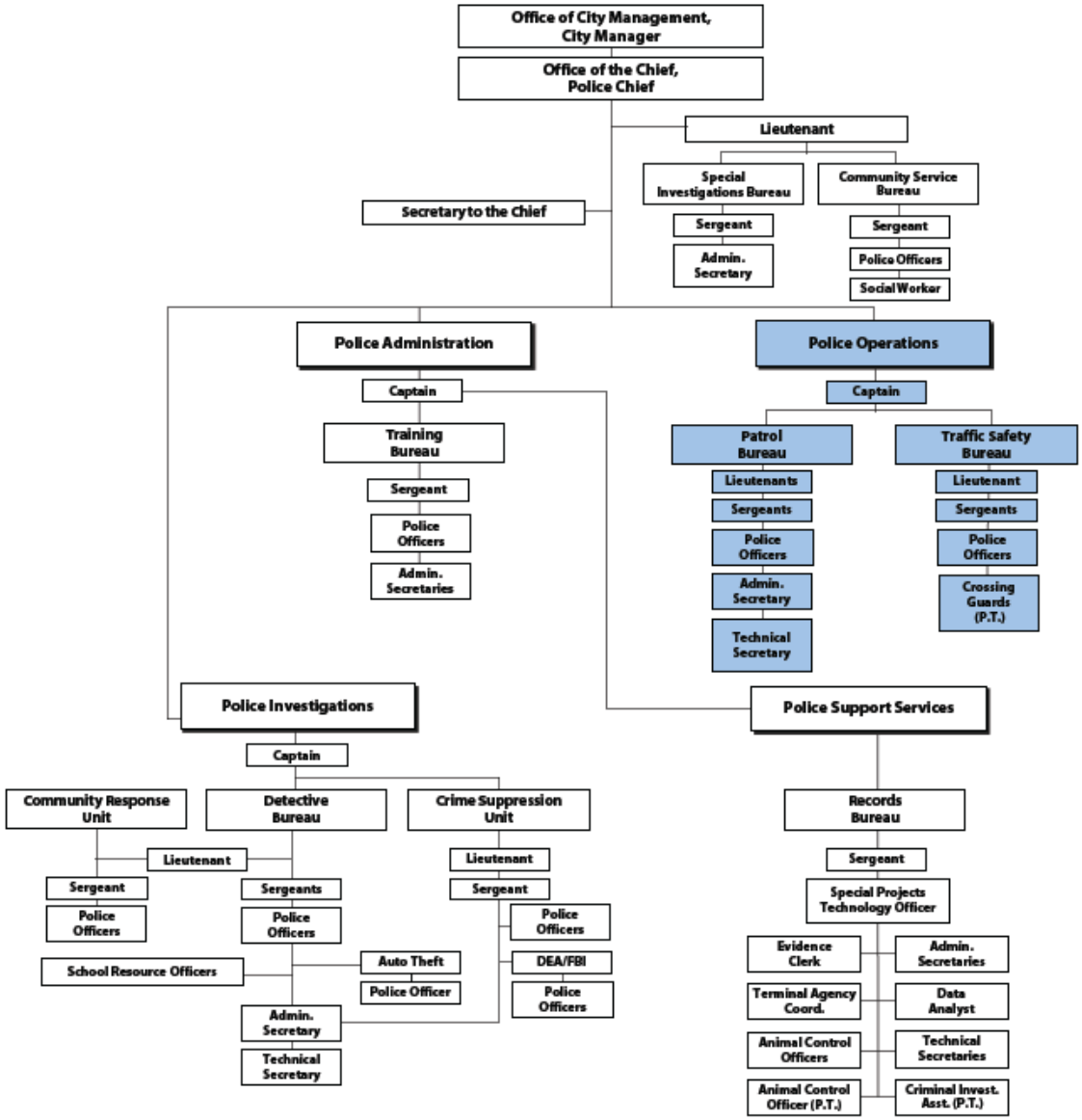
3. To facilitate training to enhance officer knowledge and improve interactions with the special needs population. *(City Goal 2, 24)*

4. To implement a community outreach program utilizing SHTV and high school students to raise awareness of the dangers of distracted driving. *(City Goal 1, 10, 25)*

5. To conduct a meaningful review of vehicular accidents and determine prevention strategies, including simulated driving and defensive driving training. *(City Goal 1, 9)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Police Incident Reports Completed	49,184	51,714	77,446	65,032	78,268	85,000
	Group A Crime Reports	3,078	3,210	2,800	3,003	3,056	3,000
	Group B Crime Reports	3,467	4,090	3,877	4,262	4,332	4,300
	Vehicular Accident Reports	4,838	4,545	5,122	4,745	3,252	5,100
	All Other Rpts. (incl. cases prev. not given case #)	37,801	39,869	65,647	53,022	67,628	72,600
	Adults/Juveniles Arrested	3,290/99	3,411/88	2,529/57	3,358/92	1,488/40	3,200/200
	Total Traffic Violations Issued	26,521	27,986	18,528	24,460	11,660	28,000
	Motor Carrier Violations Issued	50	58	32	27	28	60
	Residential Traffic Enforcement Violations	1,513	1,611	1,229	1,661	1,028	2,600
	SMART Radar Trailer Deployments	369	412	304	749	1,212	1,300
	K-9 Unit Deployments	118	250	225	243	176	250
	OUIL Arrests	157	120	141	180	124	150
	SWAT/SRT Call-outs	13	6	10	14	12	12
Efficiency & Effectiveness	Group A Crimes per 1,000 Population	23.4	24.4	21.2	22.8	23.1	22.6
	Group B Crimes per 1,000 Population	26.4	31.0	29.4	32.2	32.8	32.5
	# of Incident Reports per Sworn Division Personnel	455	479	752	638	767	800
	# of Injury Traffic Accidents per 100,000 Pop.	899	657	538	963	674	750
	# of Traffic Fatalities Per 100,000 Population	3.0	3.0	4.5	4.0	2	4
	% of Total Sworn Personnel in Traffic & Patrol	63%	63%	68%	68%	68%	68%
	OUIL Arrests Per 1,000 Residents	1.2	0.9	1.1	1.4	0.9	1.1
	Division Expenditures as % of General Fund	19.59%	17.34%	18.37%	19.38%	19.19%	20.04%

Police Operations



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Captain	1	1	1
Lieutenant	4	4	4
Sergeant	15	15	16
Police Officer	83	82	85
Administrative Secretary	2	2	1
Technical Secretary	1	1	1
Crossing Guards (P.T.)	30	30	30
Total	136	135	138

Police Operations

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 6.0%.

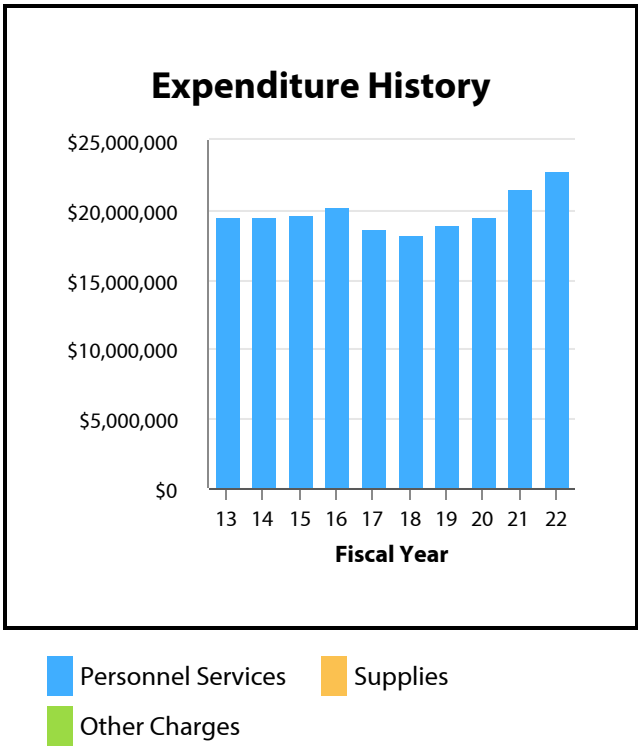
Personnel Services - Total Increase $1,293,500 or 6.0%

- $230,000 due to the addition of four Police Officers and one Sergeant for a new directed patrol unit effective Jan. 1, 2022
- $500,000 increase due to contractual wage adjustments
- $729,000 due to an increase in the required funding for the Police and Fire Retirement System
- $220,000 due to an increase in health insurance rates and changes in coverages, offset by:
- Decrease of $187,000 due to the transfer of an Administrative Secretary and one Police Officer to Police Support Services
- Savings of $110,000 in overtime costs based on recent trends

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

Other Charges - No changes in funding.

Capital - Total Capital of $1,313,410 is included. $320,840 is to replace 10 high-mileage traffic and patrol vehicles, $160,000 is for five additional vehicles for new Officers, $296,400 is for equipment for new police vehicles, $69,320 is for 20 replacement In-Car Computers, $360,000 is for 50 Watch Guard In-Car Cameras and Body Cams, $24,500 is for 81 Ballistic Helmets with Face Shields, $51,850 is for 10 replacement Radar Units, $30,500 is budgeted in the Public Safety Forfeiture Fund for 20 Taser Guns with Accessories.



CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Capital - Total Capital decreased by $109,760, as two replacement patrol vehicles and related equipment were eliminated.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$19,591,090	$21,616,270	$21,354,960	$22,909,770	$22,909,770
Supplies	0	0	0	0	0
Other Charges	970	1,000	1,000	1,000	1,000
Total	$19,592,060	$21,617,270	$21,355,960	$22,910,770	$22,910,770

Police Support Services

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

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

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

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

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

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

KEY GOALS

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

Did you know…
…that most requests to the Police Records Department can be processed remotely?

Police Support Services

2021/22 PERFORMANCE OBJECTIVES

1. To implement an interactive Trap, Neuter and Return (TNR) program in which residents can help reduce the number of feral cats within the community. *(City Goal 1, 3, 13, 14, 26)*

2. To digitize all microfiche and store on the City's server for ease of accessibility. *(City Goal 1, 23)*

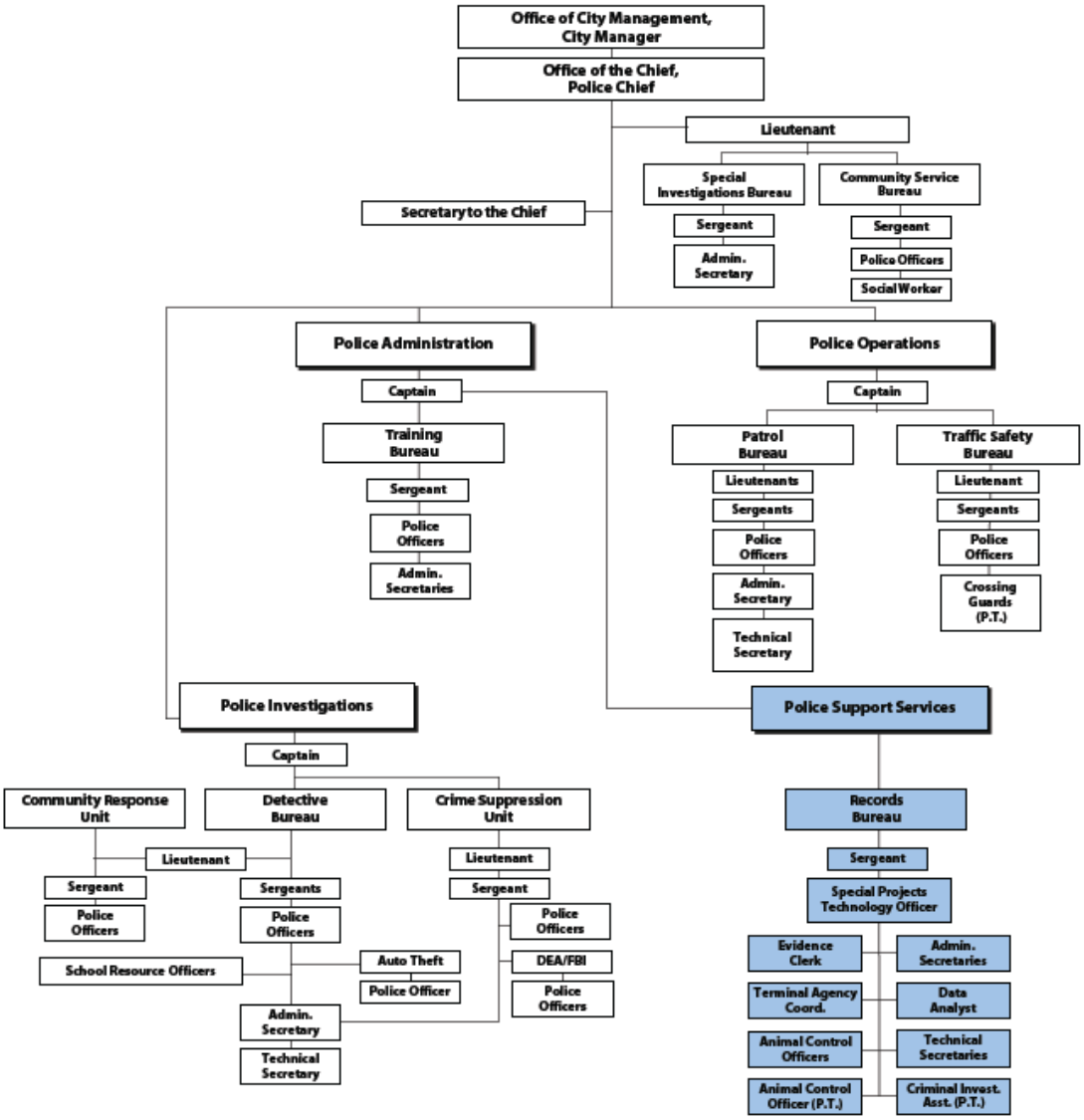
3. To investigate the potential use of an off-site storage and drying location for confiscated items. *(City Goal 13)*

4. To activate online property disposal to reduce storage time on property, and eliminate paper releases. *(City Goal 6)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Incidents Processed into Computer	49,184	51,714	77,446	65,032	78,268	85,000
	Police Reports Provided on Request	6,060	5,131	4,675	5,600	4,560	5,600
	Gun Permits Obtained	3,263	3,075	4,106	3,200	9,850	5,000
	Responses by Animal Control	2,557	3,183	3,846	3,600	5,330	5,400
	Background Clearance Letters Processed	N/A	N/A	N/A	1,100	920	1,000
	Freedom of Information Act Requests	1,785	1,642	1,154	1,700	1,385	1,700
	Arrests Processed	3,389	3,499	2,617	3,450	1,528	3,400
	Pieces of Evidence Collected	3,623	3,422	2,826	3,000	2,890	3,000
	Prescription Drug Take Back (Lbs.)	N/A	N/A	N/A	1,000	1,400	1,400
Efficiency & Effectiveness	% of FOI Requests Responded to within Legal Limits	100%	100%	100%	100%	100%	100%
	Average Cost of an Animal Control Response	$31.32	$28.38	$27.69	*	*	*
	Average Cost to Process a FOIA Request	$34	$36	$40	*	*	*
	Outsourced Dispatch Operations Cost	$1.7M	$1.8M	$1.9M	$1.9M	$1.9M	$2.0M
	Outsourced Detention Facility Cost	$570,000	$579,850	$586,890	$598,000	$600,000	$300,000
	Division Expenditures as % of General Fund	1.77%	1.62%	1.72%	1.66%	1.83%	1.94%

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

Police Support Services



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Sergeant	1	1	1
Police Officer	0	0	1
Criminal Investigations Assistant (P.T.)	1	1	1
Evidence Clerk	1	1	1
Administrative Secretary	2	2	3
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	4
Total	13	13	16

Police Support Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 19.7%.

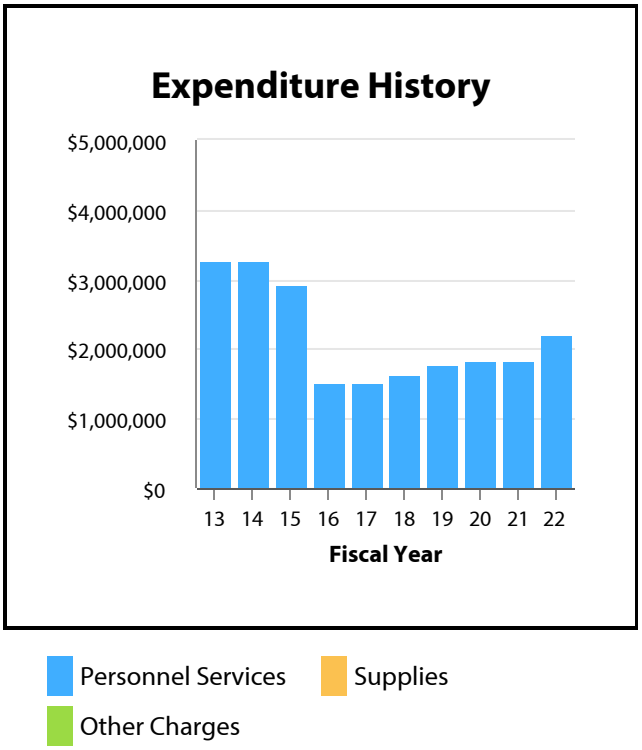
Personnel Services - Total Increase $365,770 or 19.7%

- $250,000 due to the transfer of one Technical Secretary, one Administrative Secretary and one Police Officer from Police Investigations and Police Operations
- $40,000 due to contractual wage adjustments
- $50,750 due to an increase in the required funding for the Police & Fire Retirement System
- $66,750 due to an increase in health insurance rates, offset by:
- Savings of $32,000 due to reduction in wages related to staff turnover

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

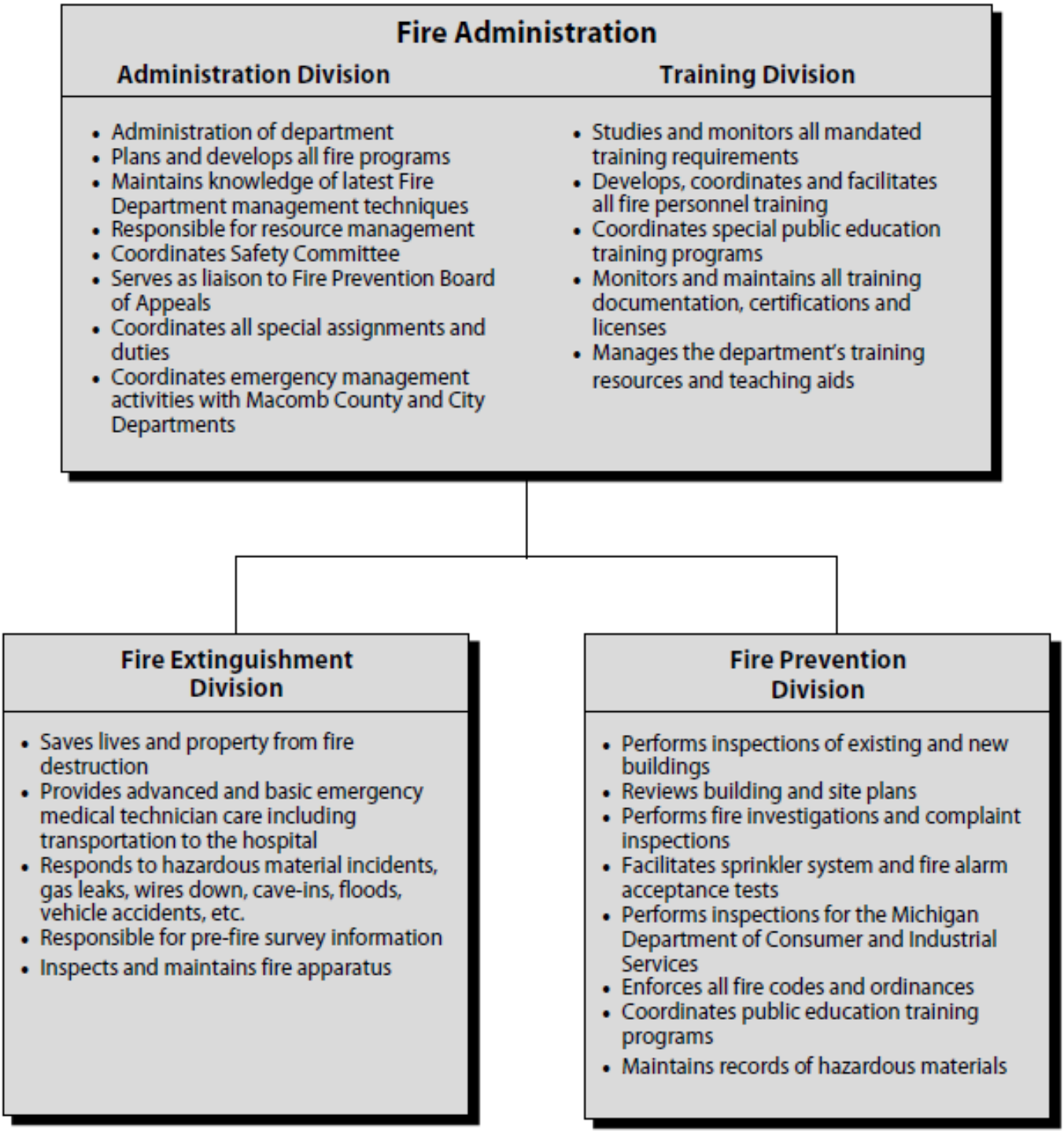
	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,831,540	$1,852,230	$2,035,310	$2,218,000	$2,218,000
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Total	$1,831,540	$1,852,230	$2,035,310	$2,218,000	$2,218,000

Fire Department



FUNCTIONAL ORGANIZATION CHART

Fire Department



DEPARTMENT AT A GLANCE

Fire Department

BUDGET SUMMARY

The Fire Department budget increased $380,750 or 1.6% . Personnel costs rose $552,610 or 2.5% primarily due to the full-year cost of the six firefighters hired in March 2021 to staff a fifth ambulance, contractual wage adjustments, an increase to the required funding for the Police and Fire Retirement System, and higher health insurance rates. These costs were partially offset by a decrease in expected overtime. Supplies decreased $3,540 or 0.9% due the purchase of grant funded supplies in the prior year, offset by an ongoing increase in supplies related to the COVID-19 pandemic. Other Charges decreased $168,320 or 16.6% primarily due to grant funded firefighter physicals in the prior year.



FUNDING LEVEL SUMMARY

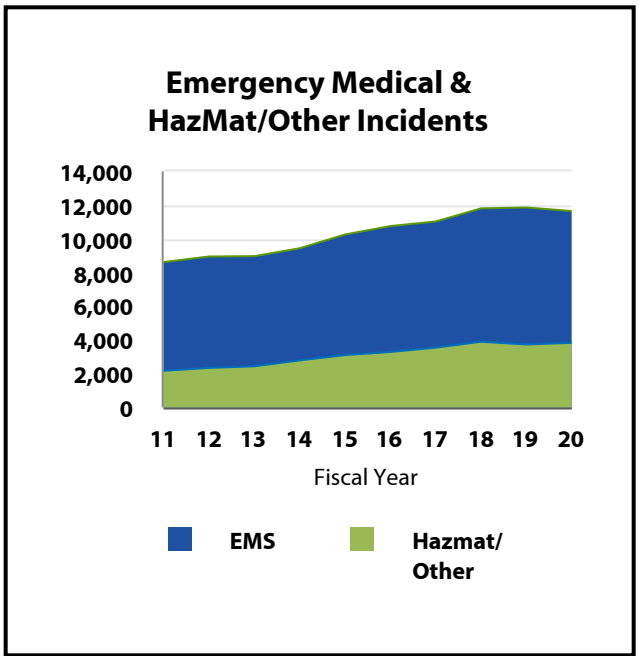
	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget	% Change From 20/21
Fire Administration	$1,579,340	$1,723,910	$1,897,840	$1,836,930	-3.2%
Fire Extinguishment	17,517,850	17,938,890	19,856,760	20,309,880	2.3%
Fire Prevention	1,287,980	1,296,470	1,432,720	1,421,260	-0.8%
Total Department	$20,385,170	$20,959,270	$23,187,320	$23,568,070	1.6%
Personnel Services	$19,298,590	$19,742,810	$21,798,050	$22,350,660	2.5%
Supplies	326,500	270,000	378,200	374,660	-0.9%
Other Charges	760,080	946,460	1,011,070	842,750	-16.6%
Total Department	$20,385,170	$20,959,270	$23,187,320	$23,568,070	1.6%

PERSONNEL SUMMARY

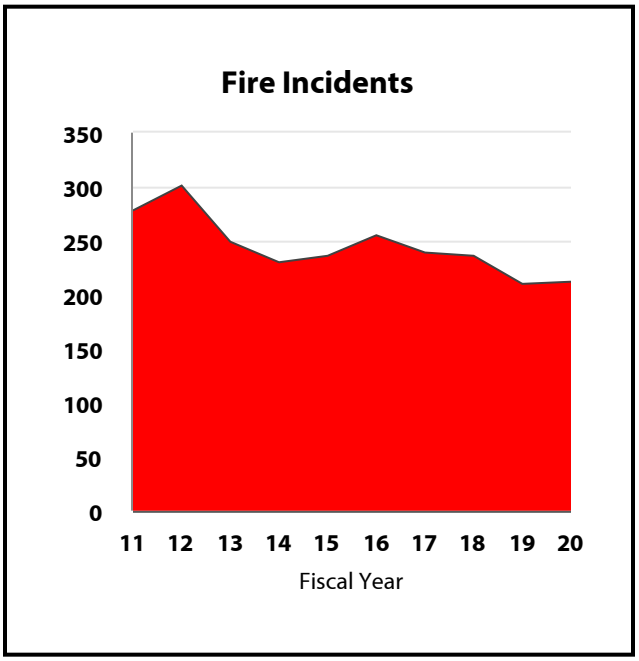
	2018/19		2019/20		2020/21		2021/22	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Fire Administration	8	1	8	2	8	2	8	2
Fire Extinguishment	90	0	90	0	90	0	96	0
Fire Prevention	5	0	5	0	6	0	6	0
Total Department	103	1	103	2	104	2	110	2

KEY DEPARTMENTAL TRENDS

Fire Department



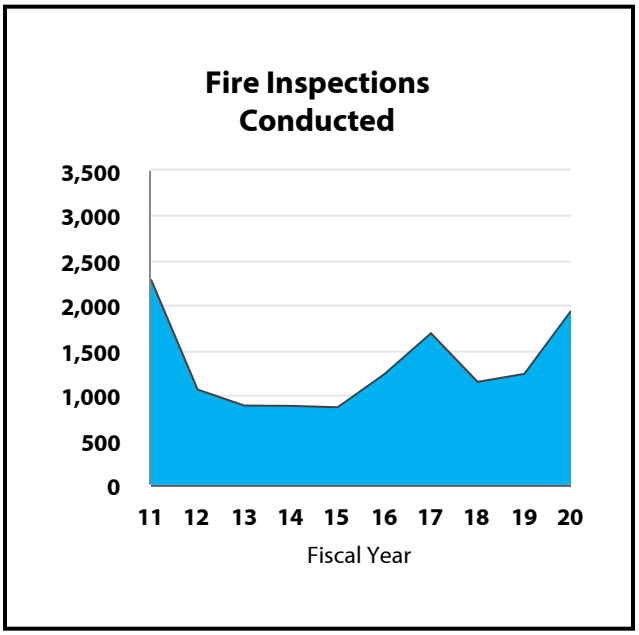
There has been an overall increase in the number of emergency medical runs and other incidents over the past ten years. The City's medical rescue services continue to receive high marks from patients and the survival rate of heart attack victims is one of the best in the nation.



Over the past 10 years, the number of fires has declined by 24%, to the current count of 212 in 2020. The value of non-residential fires spiked in 2020 to $27.8 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 Advanced Life Support, Hazardous Materials, Building Collapse Rescue, Peer Fitness, and Weapons of Mass Destruction education. Training hours decreased slightly in 2020 due to COVID-19 restrictions.



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%. In 2019 and 2020 the number of inspections continued to increase due to improved processes and more trained personnel.

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 Fire Administration has been approved for over $4 million in federal grants over the past three years?

Fire Administration

2021/22 PERFORMANCE OBJECTIVES *(Administration)*

1. To adopt and implement the process of Fire Department accreditation to enhance response capabilities and align with industry standards and citizen expectations. *(City Goal 1, 2, 3, 6, 8, 9, 10, 11, 12)*

2. To implement a review process of all fire administration Standard Operating Guidelines (SOG's), as well as the Rules and Regulations SOG's. *(City Goal 1, 2, 6, 9, 10, 24)*

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

4. To continue an aggressive succession planning program to prepare the fire administration division for anticipated vacancies due to the retirement of senior personnel. *(City Goal 1, 2, 9, 10, 11, 14)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Incident Reports Reviewed for Quality	15,930	15,795	15,683	16,600	16,500	16,700
	Employee Evaluations Conducted/Tracked	309	319	449	350	304	400
	APPO's and Standard Operating Guidelines Reviewed	248	251	249	300	288	320
	Freedom of Information Act Requests	65	74	99	90	92	100
	Staff/Battalion Meetings Conducted	26	6	56	14	164	24
	Presentations to Civic Groups/Organizations	15	26	47	30	4	30
	Employee/Civilian Citations Processed	126	44	62	45	4	40
	Service Complaints Processed	11	3	10	10	12	10
	Safety-Suggestions Processed	12	16	34	18	16	20
	EOC Activations/Emerg. Responses/Train. Exercises	2	2	16	2	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	$140	$155	$159	$171	$173	$178
	Division Expenditures as % of General Fund	1.61%	1.44%	1.62%	1.70%	1.70%	1.61%

Fire Administration

2021/22 PERFORMANCE OBJECTIVES *(Training)*

1. To increase the number of hands-on fire suppression training hours at a fixed-facility (training tower) by 10% in the next year. *(City Goal 9)*

2. To complete updates to the training tower at Fire Station 5 that will prevent further decay, and oversee modifications that will permit safe, effective live-burn exercises, by the fall of 2021. *(City Goal 9)*

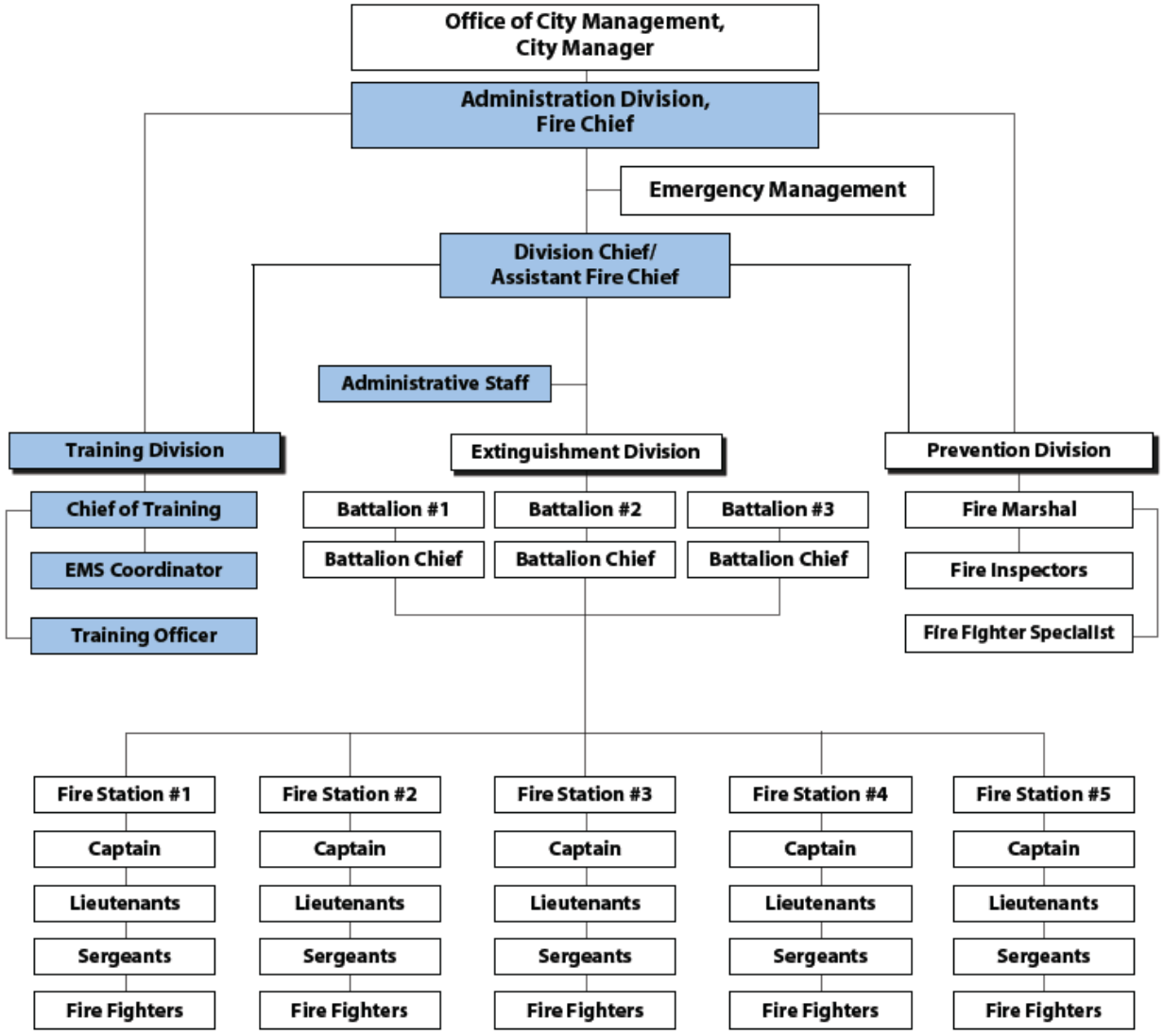
3. To create a framework for an in-house FEO (Fire Engineer Operator) program that will afford firefighters the opportunity to train on equipment they will operate, taught by instructors who are current or former SHFD drivers/operators and City maintenance staff who maintain/repair this equipment. *(City Goal 2)*

4. To familiarize the Training Officer and EMS Coordinator with the administrative processes associated with the Chief of Training position for succession planning. *(City Goal 4)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Total Formal Training Hours Coordinated	35,960	43,780	40,687	40,000	37,730	41,500
	Hours of Fire Officer Training	1,754	4,295	10,088	9,200	10,840	11,000
	Hours of EMS Training	3,676	5,632	5,742	5,500	4,810	5,800
	Hours of Fire Suppression Training	9,397	12,512	7,072	7,500	3,020	3,500
	Hours of Hazardous Materials Training	644	568	350	400	440	400
	Hours of Professional Development Training	1,231	1,553	2,540	2,250	3,070	4,000
	Hours of Physical Training	10,598	11,970	10,811	11,000	9,780	11,000
	Hours of Technical Rescue Training	817	997	457	650	1,190	1,200
	Hours of All Other Training	7,843	6,253	3,627	3,500	4,580	4,600
	Residents Receiving Formal Public Education	560	2,173	1,353	750	28	700
	Students Receiving Fire Safety Tours	3,314	4,425	3,293	3,500	0	3,500
	Individuals Receiving CPR Instruction	170	521	201	200	40	150
	Paramedic/EMT License Applications Processed	31	37	29	35	35	35
	Procedures Developed and Updated	47	55	55	30	62	40
Efficiency	Days of Work Lost Due to Injury	86	525	78	50	50	50
	% of Right-to-Know Training Completed	100%	100%	100%	100%	100%	100%
	Avg. Training Hrs. per Budgeted Sworn Personnel	360	438	407	400	377	388
	Training Division Cost per Fire Fighter	$3,025	$3,284	$3,309	*	*	*

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

Fire Administration



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
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
Intern (P.T.)	1	1	1
Total	10	10	10

Fire Administration

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 3.2%.

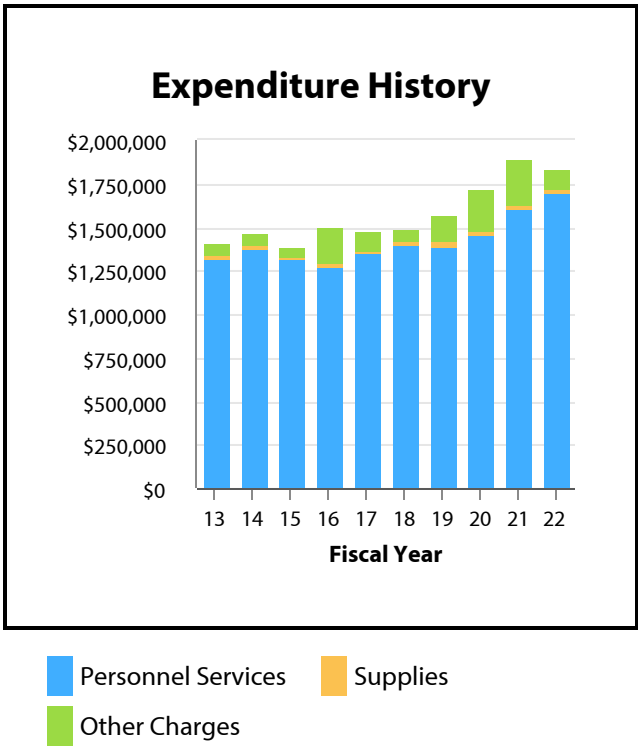
Personnel Services - Total Increase $93,100 or 5.8%

- $23,500 for contractual wage adjustments
- $43,000 for increased required contributions to the Police & Fire Retirement System
- $18,650 due to an increase in overtime to run CPR certification classes for the public and for applying for accreditation

Supplies - Total Supplies increased $2,230 or 9.0% primarily for updated Fire Code books for Inspectors.

Other Charges - Total Other Charges decreased $156,240 or 58.5%. Medical services fell $133,070 primarily due to grant-funded Firefighter physicals in the prior year. The training budget increased $4,850 for Staff and Command leadership training and continuing education for Inspectors. Prior year funding of $6,450 also remains budgeted for new Fire Inspector training.

Capital - Total Capital of $83,000 is proposed. $22,100 is for eight LifePak Cardiac Monitor/ Defibrillators and 15 LifePak Batteries. $20,000 is for Diesel Exhaust System modifications. $4,900 is for a Water Rescue Craft. $36,000 is to replace a 13-year old 4x4 Truck used in the training division.



CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Personnel Services - Total Personnel Services decreased $60,000 for four Fire Cadets, as the proposed Fire Cadet Program was eliminated.

Supplies - Total Supplies decreased $1,000 for uniforms for the Fire Cadet Program.

Other Charges - Total Other Charges decreased $30,000 for reimbursement of tuition costs for students in the Fire Cadet Program.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,463,910	$1,605,770	$1,609,580	$1,758,870	$1,698,870
Supplies	23,320	24,810	24,580	28,040	27,040
Other Charges	236,680	267,260	260,520	141,020	111,020
Total	$1,723,910	$1,897,840	$1,894,680	$1,927,930	$1,836,930

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.

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.***

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.■

Did you know…
…the Fire Department performs quality control assessments on every medical emergency run to ensure compliance with medical control policies and standards of care?

Fire Extinguishment

2021/22 PERFORMANCE OBJECTIVES

1. To adopt and implement the process of Fire Department accreditation to enhance response capabilities, and align with industry standards and citizen expectations. *(City Goal 1, 2, 3, 6, 8, 9, 10, 11, 12)*

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

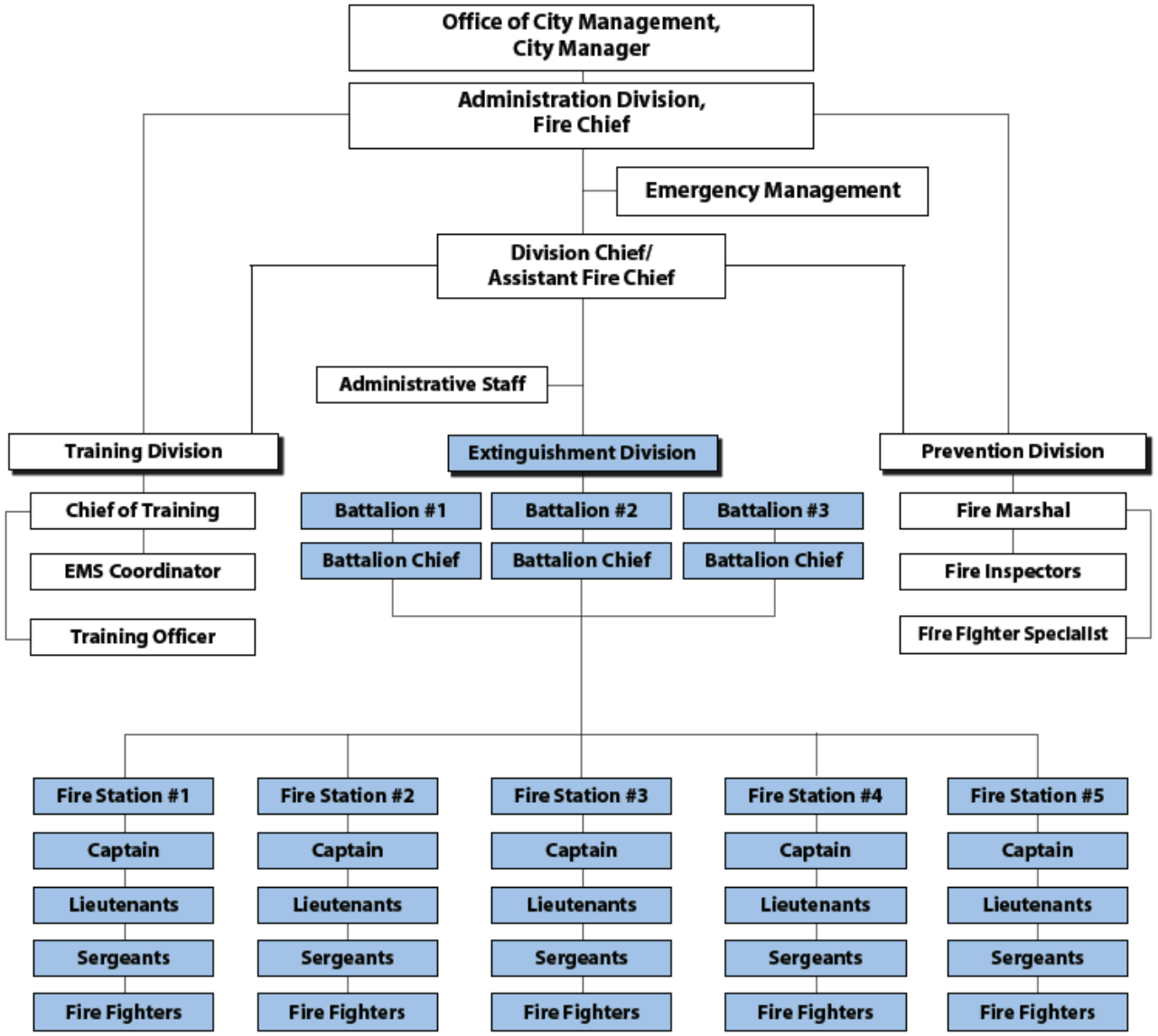
3. To review and implement new recruitment policies to ensure the Fire Department employees are the most talented, qualified, and diverse workforce, reflective of the citizens they serve. *(City Goal 1, 2, 3, 4, 6, 9, 11, 12, 14, 24)*

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

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Total Fire Department Incidents	15,930	15,795	15,683	16,600	16,500	16,700
	Fire Incidents	236	210	212	220	240	220
	Hazardous Material Incidents	98	106	119	120	150	120
	EMS-Related Incidents	11,803	11,856	11,644	11,900	12,600	12,500
	All Other Incidents	3,793	3,623	3,708	4,360	3,510	3,860
	Total Patients Transported to Hospitals	6,842	9,872	8,901	10,000	9,600	10,000
	Priority 1 Patients	339	543	484	500	500	500
	Priority 2 Patients	2,520	4,486	4,010	4,500	4,400	4,500
	Priority 3 Patients	3,983	4,843	4,407	5,000	4,700	5,000
	Ambulance Only Runs	N/A	1,464	2,194	3,000	2,500	3,000
	Collection Recovery Rate/Avg. recovery per incident	70%/$311	70%/$370	62%/$398	65%/$375	57%/$364	60%/$380
	Transports handled by another agency	99	94	27	30	60	30
	Mutual Aid Provided/Received (Man Hours)	112/522	76/414	60/483	60/200	27/35	30/40
Efficiency & Effectiveness	Average Scene Time (Hours) per Fire/ALS Incident	.72/.25	.79/.24	.85/.23	.80/.25	.94/.22	.90/.25
	Fire Fighter Injuries/Deaths	41/0	45/0	43/0	0/0	60/0	0/0
	Civilian Fire Related Injuries/Deaths	11/0	15/1	9/2	0/0	10/0	0/0
	% of Emg. Incidents Responded w/i 5 Min. Fire/EMS	82%/74%	82%/72%	84%/71%	80%/75%	80%/75%	80%/70%
	Average EMS Response Time - Minutes	5.2	4.9	4.8	4.9	5.0	4.9
	Division Expenditures as % of General Fund	16.94%	16.00 %	16.82 %	17.80 %	17.51 %	17.77 %

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

Fire Extinguishment



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Battalion Chief	3	3	3
Captain-Advanced Life Support	6	4	4
Captain	0	2	2
Lieutenant-Advanced Life Support	14	15	15
Lieutenant	1	0	0
Sergeant - Fire Engine Operator	9	9	9
Fire Fighter-Advanced Life Support	45	45	51
Fire Fighter-Fire Engine Operator	12	12	12
Total	90	90	96

Fire Extinguishment

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 2.3%.

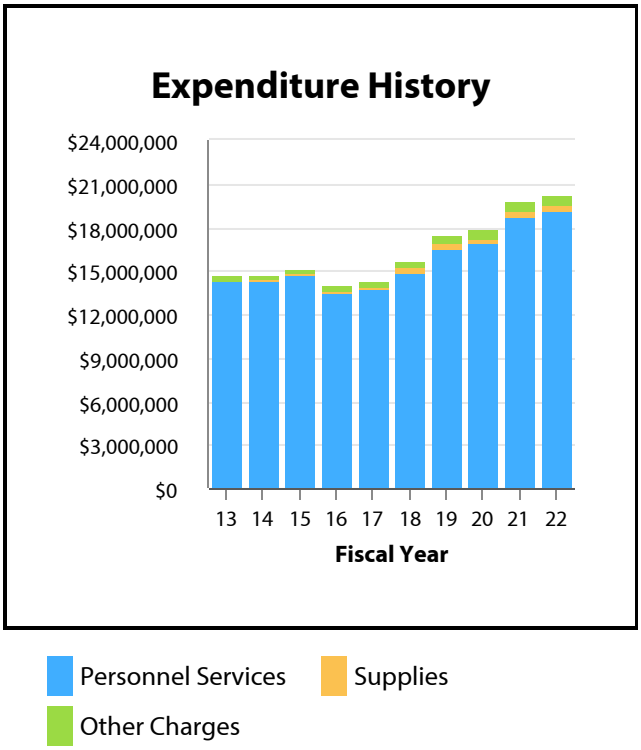
Personnel Services - Total Increase $470,970 or 2.5%

- $265,000 due to the full year cost of six new firefighters to staff the fifth ambulance and $456,000 for contractual wage adjustments
- $660,000 due to a required increase in the contribution to the Police & Fire Retirement System and $100,000 due to an increase in health insurance rates, partially offset by:
- $242,000 reduction in required overtime primarily due to full ambulance staffing
- Savings due to a higher reserve for bank payouts in the prior year and staff turnover resulting in new hires at a lower rate

Supplies - Total Supplies decreased $5,770 or 1.6% due to the prior year receipt of a PPE grant, offset by increased funding for public health supplies.

Other Charges - Total Other Charges decreased $12,080 or 1.6%. $33,780 was moved to supplies for the purchase of public health supplies. $8,570 was added for increased ambulance maintenance and equipment repairs. A new wireless data plan for inspector field tablets is included for $2,750.

Capital - Total Capital of $461,820 is proposed. $104,000 is for 16 Self-Contained Breathing Apparatus Units and 12 Air Cylinders. $32,800 is for a replacement Cardiac Monitor/Defibrillator. $66,820 is for two Powered Ambulance Loading Systems. $27,200 is for five Thermal Imaging Cameras. $4,000 is for a Fire Remote Monitor. $25,000 is for five Battery Operated Blowhard Fans. $35,000 is for the installation of HVAC Controls at Station #1. $167,000 is for Asphalt Resurfacing at Station #4.



CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Capital - Total Capital increased $167,500 for five additional Powered Ambulance Loading Systems.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$16,982,430	$18,759,560	$18,440,710	$19,230,530	$19,230,530
Supplies	246,680	353,390	338,790	347,620	347,620
Other Charges	709,780	743,810	706,350	731,730	731,730
Total	$17,938,890	$19,856,760	$19,485,850	$20,309,880	$20,309,880

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
4. Hazardous Homes

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 Fire setter 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 International Association of Arson Investigators, the Oakland Macomb Fire Prevention Society, attends required certification training, schedules and attends meetings with Building, Planning, Engineering, Public Works, Police, and the Macomb County Health Department. Meetings are also held as necessary with architects and contractors.

KEY GOALS

- ***To reduce fire incident rates to the lowest achievable level in inspectable buildings.***
- ***To remove and ultimately eliminate fire hazards through diligent code enforcement efforts.***
- ***To educate the commercial/ business/ industrial community in fire and life safety methodology.***
- ***To educate residents in fire safety practices thereby reducing residential fire incidents and ultimately eliminating fatal and large loss residential fires.***

The Fire Prevention Division prepares an annual report based on the files that are maintained throughout the year. This Division maintains files on all buildings located in the City.

The Fire Prevention Division is the lead division on all fire code enforcement and related issues and the coordination of efforts between the Fire Department and other City departments responsible for code and ordinance enforcement. The Fire Prevention Division uses a third party reporting company to ensure compliance to the fire code.■

Did you know…
…that last year Fire Investigators averaged at least two investigations per week, spending over 800 hours on fire scenes?

Fire Prevention

2021/22 PERFORMANCE OBJECTIVES

1. To revise and update Chapter 20 of the City's Code of Ordinances to include the 2018 International Fire Code. *(City Goal 4, 9, 10, 13)*

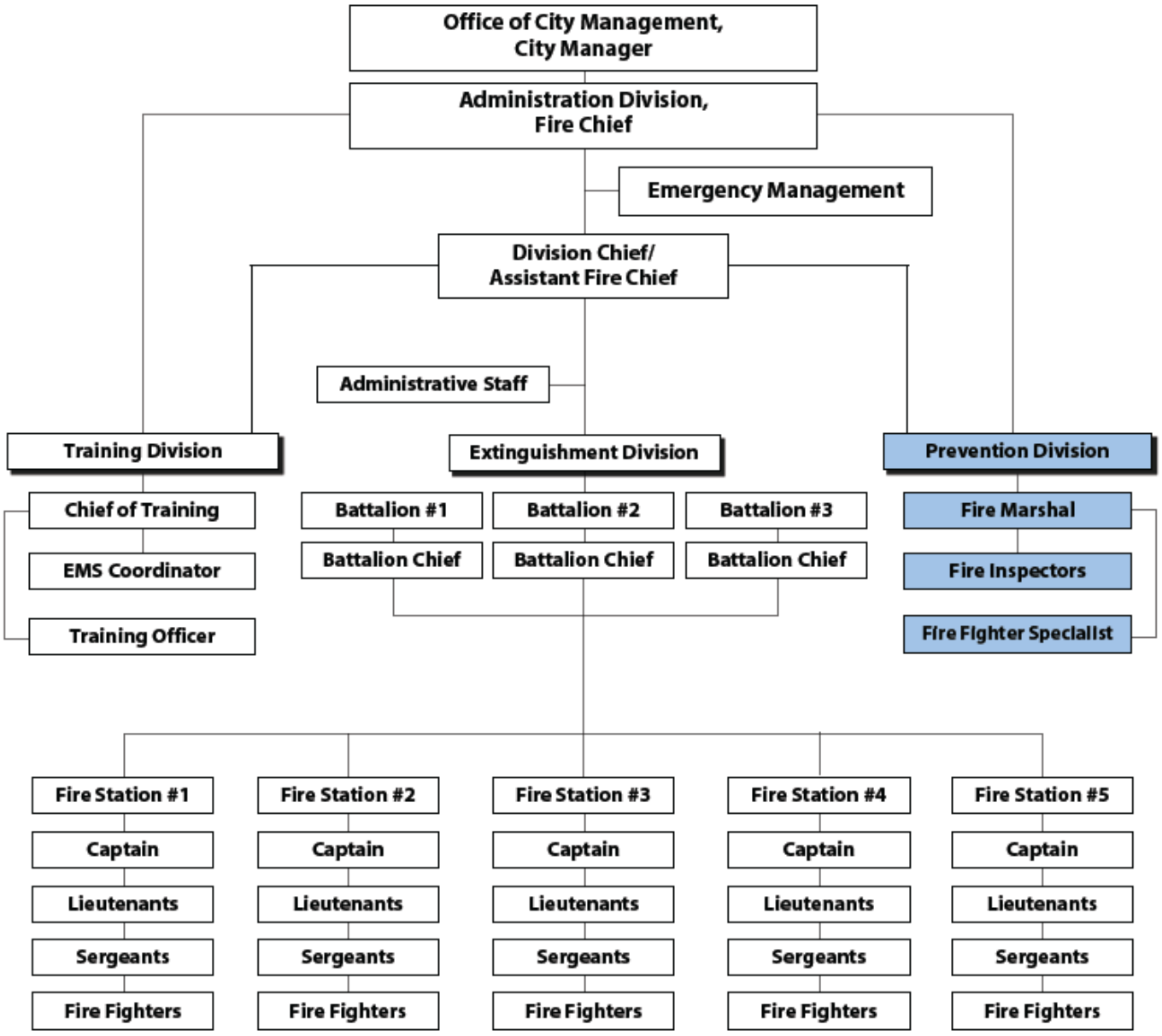
2. To bridge deficiencies between building contacts, occupant contacts, and the business registration program, and to provide assistance for businesses to register with the City. *(City Goal 6, 9, 13)*

3. To finish the electronic pre-fire documents for all commercial buildings, and to have all high-hazard buildings quantified for accuracy with site inspections. *(City Goal 9, 10, 13)*

4. To continue to track building deficiencies in IROL, and to clear deficiencies within 45 days of the inspection report. *(City Goal 9, 13, 14)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Total Inspections Conducted	1,146	1,235	1,937	1,600	1,820	2,100
	Use Permit, Bldg. Permit & General Inspections	355	449	595	675	500	850
	Specialty License & Hazardous Bldg. Inspections	131	214	807	350	670	500
	Witnessed Acceptance Test Inspections	95	174	140	155	150	150
	Reinspections of Violations	305	217	256	250	400	400
	Citizen Assistance Inspections	20	0	79	100	40	100
	In-Service Company Inspections	240	181	60	70	60	100
	High Risk & Complex Code Enf. Issues/Total Hours	44/583	51/358	70/950	70/1,000	80/1,200	75/1,100
	IROL's Submitted & Reviewed	878	2,121	2,149	2,000	1,500	2,000
	Violations Discovered and Issued	2,500	2,319	3,050	2,500	3,000	3,200
	Investigations (Fire and Other)/Total Hours	24/240	44/578	54/840	65/1,000	50/750	55/800
	Plan Reviews (sites, buildings, alarms)	71	166	317	250	240	250
Efficiency & Effectiveness	% Bus. Receiving Violations during Inspections	96%	93%	92%	95%	93%	95%
	Value of Non-Residential Fire Loss	$15,231,700	$3,751,356	$27,847,080	$3,000,000	$1,300,000	$3,000,000
	Value of Residential Fire Loss	N/A	N/A	$2,115,570	$2,500,000	$3,600,000	$2,500,000
	% of Solicited Inspections Performed w/i 1 Day	95%	98%	95%	95%	95%	95%
	% of Inspectable Occupancies Experiencing Fires	0.15%	0.12%	0.05%	0.25%	0.20%	0.25%
	Inspections Conducted Per Inspector**	259	301	536	437	502	571
	% of Site Plans Reviewed within 20 Days	100%	100%	100%	100%	100%	100%
	Division Expenditures as % of General Fund	1.24%	1.18%	1.22%	1.28%	1.33%	1.24%

Fire Prevention



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Fire Marshal	1	1	1
Fire Inspector	4	4	4
Fire Fighter Specialist	0	1	1
Total	5	6	6

Fire Prevention

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 0.8%.

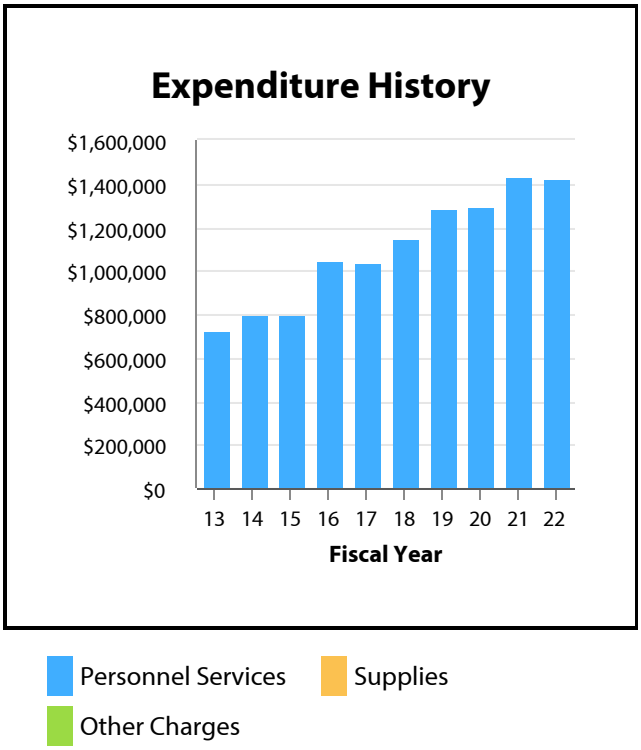
Personnel Services - Total decrease $11,460 or 0.8%

- Savings of $85,000 due to bank buyouts for retirements in the prior year, offset by:
- $19,000 due to contractual wage adjustments
- $49,000 due to an increase in the required funding for the Police & Fire Retirement System

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 $39,900 is proposed. $9,900 is for a 360-degree Camera System used for fire scene documentation during fire investigations. $30,000 is budgeted to replace a high-mileage Inspector vehicle**.**



FUNDING LEVEL SUMMARY

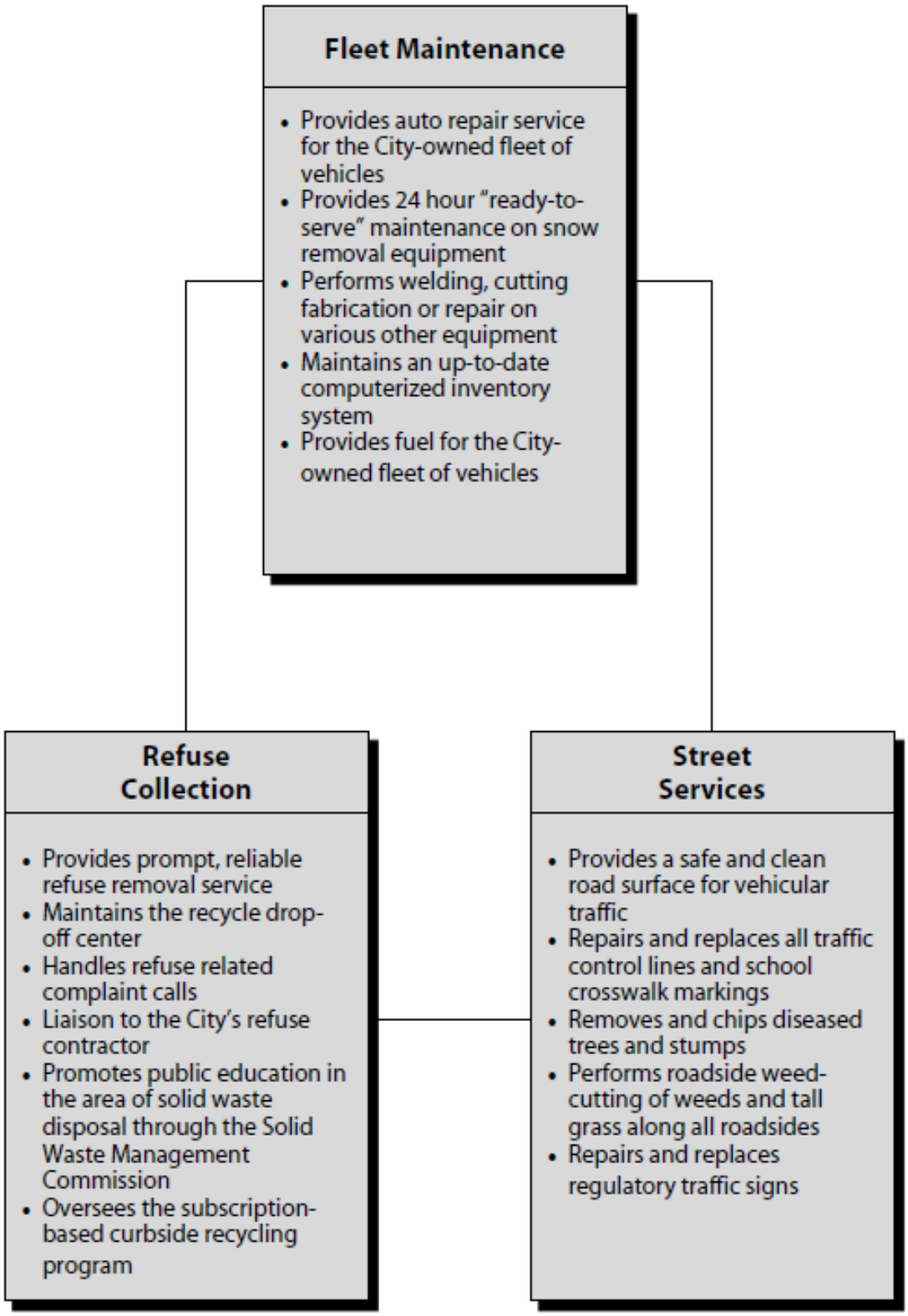
	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,296,470	$1,432,720	$1,480,250	$1,421,260	$1,421,260
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Total	$1,296,470	$1,432,720	$1,480,250	$1,421,260	$1,421,260

Public Works Department



FUNCTIONAL ORGANIZATION CHART

Public Works Department



DEPARTMENT AT A GLANCE

Public Works Department

BUDGET SUMMARY

The Public Works budget increased $77,940 or 1.2%. Personnel costs increased $212,310 or 4.6% due to contractual wage adjustments, an increase to the required funding for the General Employees' Retirement System and higher health insurance premiums. Supplies decreased $223,200 or 14.4% primarily due to lower fuel costs and the transfer of the costs for police vehicle accessories to the Capital Projects Fund. Other Charges increased $88,830 or 17.2% due to irrigation costs for the medians on M-59 and Van Dyke and funding for a comprehensive study of the City's fleet.



FUNDING LEVEL SUMMARY

	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget	% Change From 20/21
Fleet Maintenance	$2,958,440	$2,998,690	$3,173,120	$3,087,040	-2.7%
Parks & Grounds Maint.	559,200	0	0	0	0.0%
Public Works Center	197,120	263,870	180,650	171,250	-5.2%
Street Services	2,639,760	2,795,450	3,306,790	3,480,210	5.2%
Total Department	$6,354,520	$6,058,010	$6,660,560	$6,738,500	1.2%
Personnel Services	$4,230,280	$4,166,730	$4,594,730	$4,807,040	4.6%
Supplies	1,496,340	1,442,390	1,549,150	1,325,950	-14.4%
Other Charges	627,900	448,890	516,680	605,510	17.2%
Total Department	$6,354,520	$6,058,010	$6,660,560	$6,738,500	1.2%

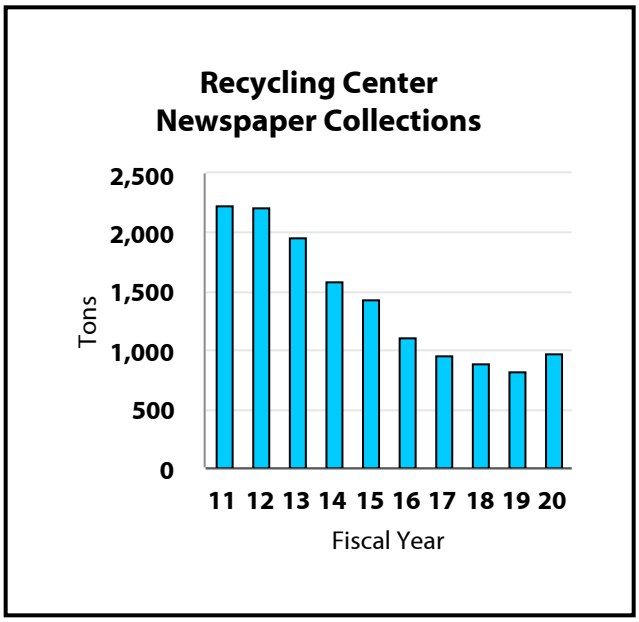
Notes: The Parks & Grounds division was eliminated in 2019. Excludes Refuse Collection.

PERSONNEL SUMMARY

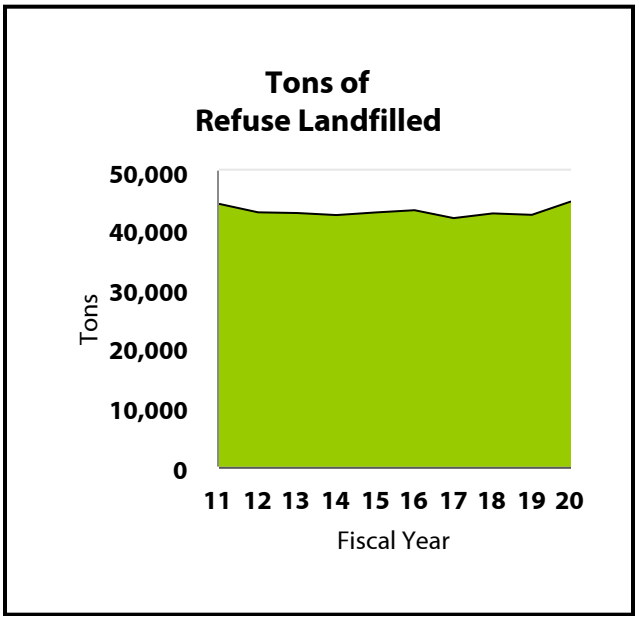
	2018/19		2019/20		2020/21		2021/22	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Fleet Maintenance	12	1	14	2	13	2	13	2
Parks & Grounds Maint.	6	13	0	0	0	0	0	0
Refuse Collection	0	4	0	4	0	5	0	5
Street Services	18	6	21	7	21	10	21	10
Total Department	36	24	35	13	34	17	34	17

KEY DEPARTMENTAL TRENDS

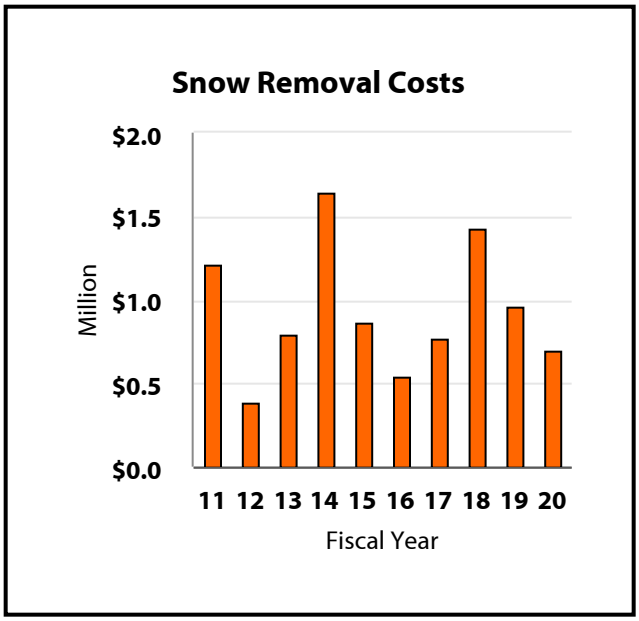
Public Works Department



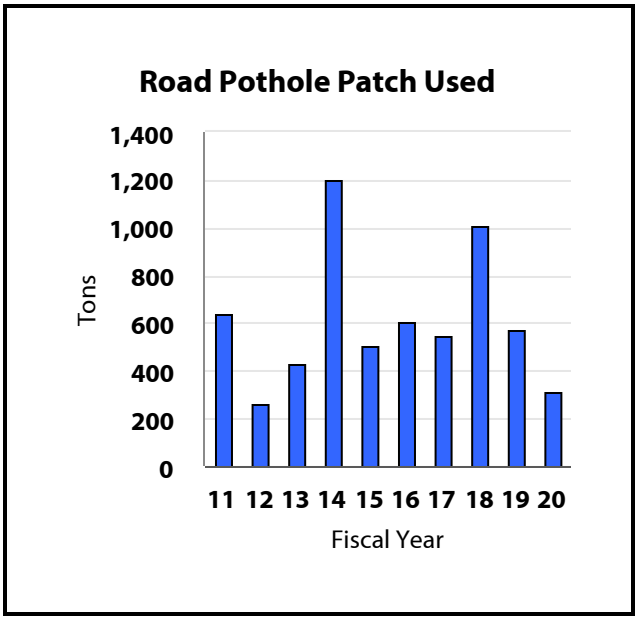
The amount of newspaper recycled at the drop-off recycling centers has declined due to the growth in the number of non-city newspaper recycling sites and the subscription based curbside recycling program initiated in 2013. The average homeowner pays only $80 per year for trash pickup, which is much lower than most communities.



Tons of refuse land filled has been declining over the past decade, but increased to 44,800 in 2020. An increase in garbage pickup was noticed resulting from the stay home orders due to the pandemic.



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. 2020 costs were only $695,000 due to low snowfall.



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 beginning 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 241 cars and light trucks are repaired. Preventative maintenance is performed on over 753 vehicles and pieces of equipment. Also included is the repair and preventative maintenance of 38 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.

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.***

This Division also performs an annual physical inventory to count and record each stock item by identifying quantity, location, and price.■

Did you know…
…the City purchases and dispenses its own fuel for all Police, Fire, Public Works and other fleet vehicles? 250,000 gallons of fuel was used last year.

Fleet Maintenance

2021/22 PERFORMANCE OBJECTIVES

1. To perform a citywide comprehensive vehicle study. *(City Goal 3)*

2. To provide the required training for mechanics to achieve the Automotive Service Excellence (ASE) certification. *(City Goal 2)*

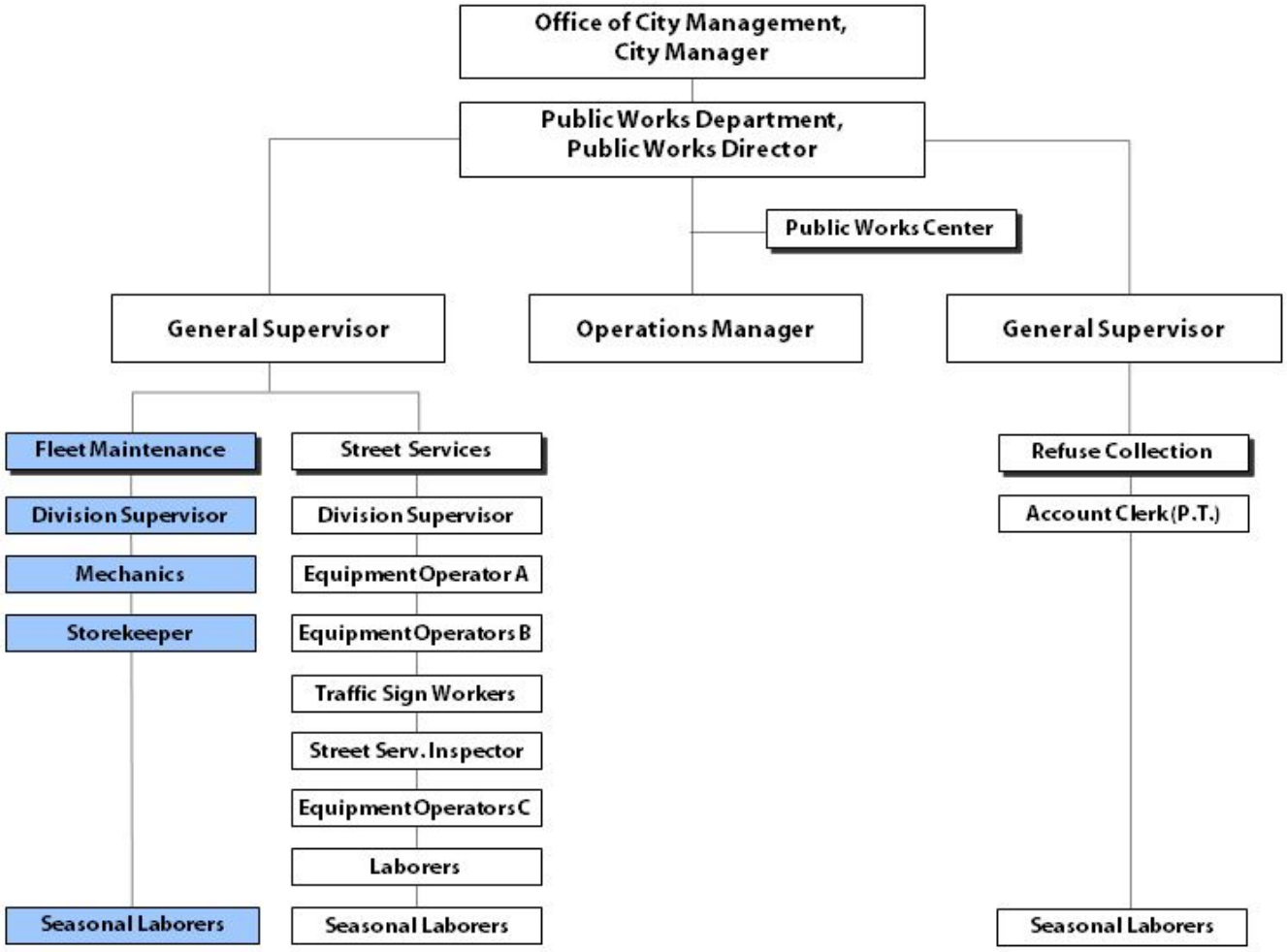
3. To train mechanics in best industry practices for welding, including Arc, MIG and TIG. *(City Goal 2, 6)*

4. To research the feasibility of a vehicle leasing program to reduce capital and repair costs. *(City Goal 3, 4)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Full Service Preventive Maintenances Performed	423	353	360	400	400	410
	Total # of Work Orders Completed	809	978	1,058	950	950	950
	Gallons of Fuel Used	227,300	278,900	252,837	280,000	280,000	280,000
	Safety Inspections Conducted on Hoists	11	12	12	16	16	16
	Total # of Vehicles in Inventory	N/A	N/A	N/A	335	330	325
	Total # of Vehicles with Over 100,000 Miles	N/A	N/A	N/A	65	60	60
	Total # of Vehicles Over 10 Years Old	N/A	N/A	N/A	91	80	80
Efficiency & Effectiveness	% of Preventive Maint. Performed on Schedule	90%	85%	85%	85%	85%	90%
	Avg. # of Days Vehicle is Out of Service	N/A	N/A	N/A	1	1	1
	Average Cost of Repair	$1,284	$804	$935	$1,000	$950	$950
	Average Age of Police Vehicles (Years)	4.0	4.0	5.0	5.0	5.0	5.0
	Average Age of Fire Engines (Years)	14.0	13.0	12.0	12.0	12.0	12.0
	% of Snow Removal Vehicles & Equipment Available	95%	95%	95%	95%	95%	95%
	% of Front Line Fire Pumper Trucks Avail. for Service	99%	99%	99%	99%	99%	99%
	% of Actual Inventory to Inventory Ledger	95%	95%	95%	95%	95%	95%
	Cost of a Passenger Car Oil Change	$25.31	$27.22	$28.00	*	*	*
	Preventive Maintenance Cost of a Passenger Car	$61.19	$63.03	$62.99	*	*	*
	Activity Expenditures as % of General Fund	3.24%	2.70%	2.81%	2.84%	2.67%	2.70%

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

Fleet Maintenance



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Division Supervisor	1	1	1
Mechanic	11	11	11
Storekeeper	1	1	1
Laborer	1	0	0
Seasonal Laborer (P.T.)	2	2	2
Total	16	15	15

Fleet Maintenance

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

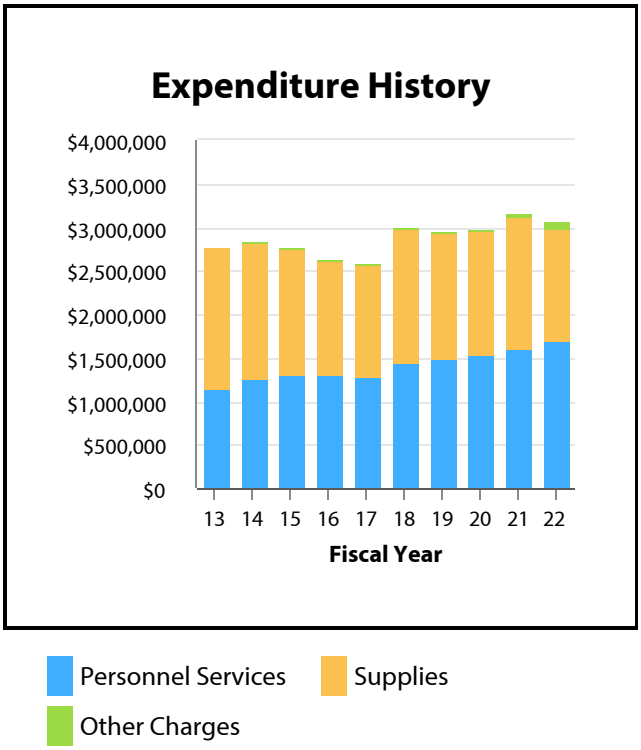
The total budget decreased by 2.7%.

Personnel Services - Total Increase $93,890 or 5.9%

- $45,000 due to contractual wage adjustments
- $23,000 due to an increase in the required funding for the General Employees' Retirement System
- $24,500 due to an increase in health insurance rates

Supplies - Total Supplies decreased $225,350 or 14.8%. $150,000 for the up fitting of new police vehicles was transferred to the Capital Fund and budgeted in conjunction with the vehicle replacement plan. Fuel costs can be reduced $75,000 based on recent expenditure trends. Funding for vehicle fluids and lubricants decreased slightly by $350.

Other Charges - Total Other Charges increased $45,380 or 107.1%. Contracted services increased $40,000 to fund a comprehensive study of the citywide vehicle fleet. Equipment maintenance increased $6,200 primarily for the increased cost of O.S.H.A. required inspections on the newly installed cranes at the DPW building. Educational funding decreased $1,170 based on the lower cost of training seminars and certification renewals needed next year.



Capital - Total Capital of $8,000 is proposed for a Robinair Recovery and Service Machine required to service the air conditioning equipment in the newer City vehicles.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,545,760	$1,603,440	$1,616,510	$1,697,330	$1,697,330
Supplies	1,418,800	1,527,300	1,317,160	1,301,950	1,301,950
Other Charges	34,110	42,380	39,700	87,760	87,760
Total	$2,998,670	$3,173,120	$2,973,370	$3,087,040	$3,087,040

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 DPW is undergoing a major construction project that will double the size of the building?

Public Works Center

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

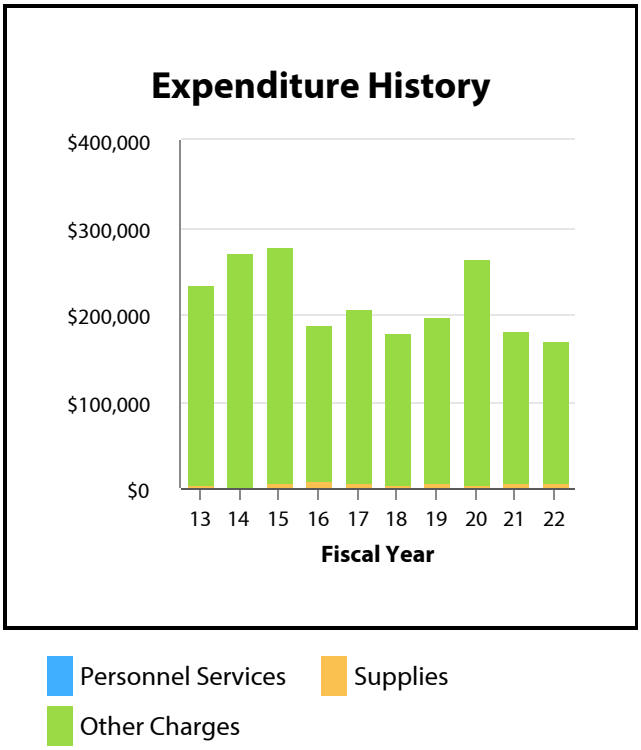
The total budget decreased by 5.2%.

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

Supplies - Total Supplies increased $1,500 or 23.1% as additional cleaning supplies will be needed to maintain the larger Public Works facility.

Other Charges - Total Other Charges decreased $10,900 or 6.3%. $11,000 was saved as fewer building and equipment repairs are anticipated in the new facility and new equipment is under warranty. Funding for State radio fees can be reduced $300 based on the prior year's actual expenditure usage. Funding for medical services increased $400 due to an increase in the number of employee drug tests required by the Department of Transportation (DOT).

Capital - There is no Capital proposed for this division.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	5,310	6,500	8,000	8,000	8,000
Other Charges	258,540	174,150	153,400	163,250	163,250
Total	$263,850	$180,650	$161,400	$171,250	$171,250

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 center.***
- ***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 our refuse contractor collected and disposed of 45,000 tons of refuse, 11,000 tons of yard waste, 2,000 tons of curbside recycling, and 1,200 Christmas trees?

Refuse Collection

2021/22 PERFORMANCE OBJECTIVES

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

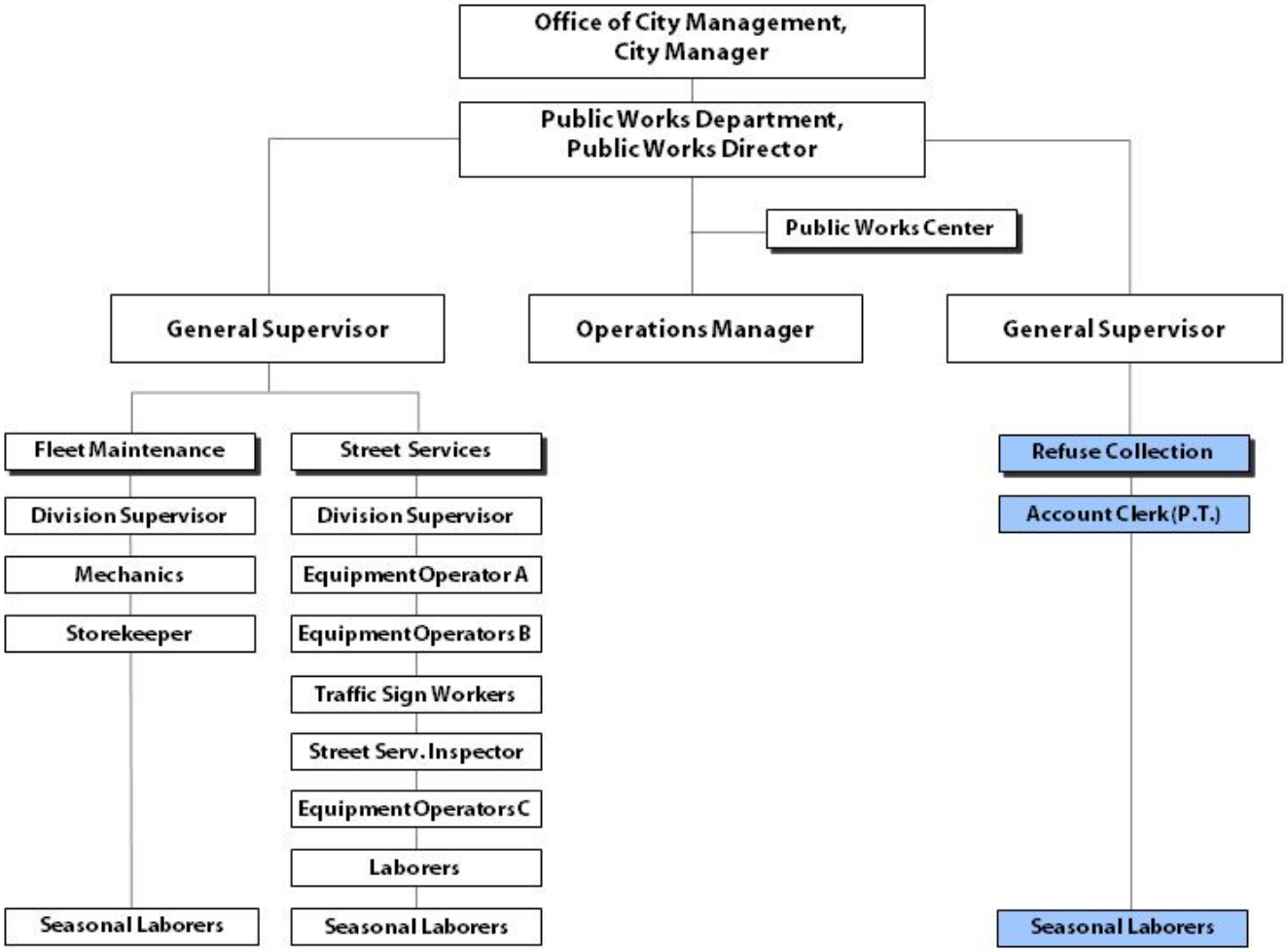
2. To aggressively monitor, tag and educate residents on improper refuse set outs at the curb. *(City Goal 1, 14)*

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

4. To enhance the remaining recycle center with a construction trailer to provide staff with shelter during inclement weather. *(City Goal 12, 18)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Curbside Refuse Collection Points (Per Week)	39,912	39,932	40,835	41,000	42,000	42,000
	Tons of Refuse Land filled	42,780	42,541	44,800	44,000	43,000	43,000
	Tons of Yard Waste Composted/Diverted	9,586	14,663	16,840	15,000	14,000	14,000
	Christmas Trees Chipped and Composted	492	843	1,228	1,000	1,200	1,200
	Tons of Plastics Recycled (Recycling Center)	N/A	N/A	1,880	1,900	1,600	1,600
	Tons of Paper Recycled (Recycling Center)	892	814	976	1,000	800	800
	Curbside Recycling Subscribers	5,863	6,172	9,250	9,500	10,000	11,000
	Curbside Recycling Volume (tons)	1,867	1,920	1,875	3,000	1,864	2,000
Efficiency & Effectiveness	Refuse Violations Tagged by Contractor	120	134	246	300	285	300
	% of Refuse Collection Stops Making Complaints	0.09%	0.09%	0.09%	0.09%	0.09%	0.09%
	Refuse Collection Costs per Capita	$33.94	$34.09	$33.95	$35.15	$35.34	$35.96
	Refuse Collection Millage Rate	1.08	1.04	1.00	0.96	0.96	0.99
	Refuse Cost for Average Homeowner	$70	$74	$76	$74	$74	$80
	Net Cost to Operate Recycling Center	$180,000	$179,000	$192,260	$125,000	$150,000	$150,000
	Recycling Costs Per Ton Recycled	$37.50	$38.00	$38.50	$39.00	$37.60	$38.00
	Cost to Collect/Dispose of Refuse (1 ton)	$104.32	$105.58	$100.41	$106.18	$108.68	$110.82
	Activity Expenditures as % of General Fund	4.80%	4.10%	4.22%	4.19%	4.20%	4.17%

Refuse Collection



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Account Clerk (P.T.)	1	1	1
Seasonal Laborer (P.T.)	3	4	4
Total	4	5	5

Refuse Collection

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

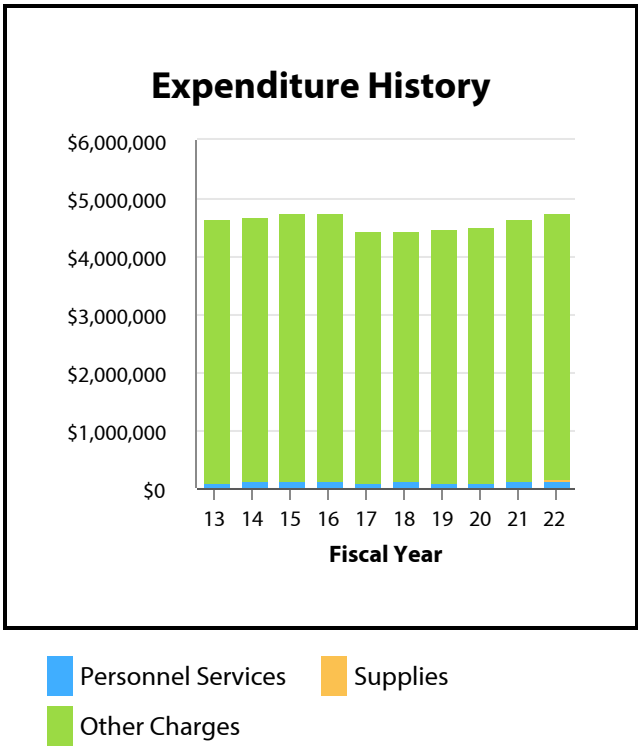
The total budget increased by 2.0%.

Personnel Services - Total Increase $110 or 0.1%. There were no significant personnel changes.

Supplies - Total Supplies increased $9,750 or 162.5% for the purchase of a construction trailer with electricity to provide employees shelter from inclement weather at the Recycle Center. The increase was partially offset by a decrease due to a prior year reappropriated encumbrance.

Other Charges - Total Other Charges increased $83,270 or 1.8%. Funding for rubbish removal increased $72,480, due to a greater number of stops for residential refuse and yard waste collection. Interfund service costs rose $10,790 due to higher personnel costs for those employees budgeted in the Water & Sewer Fund.

Capital - There is no Capital proposed for this division.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$117,720	$139,780	$141,290	$139,890	$139,890
Supplies	590	6,000	5,750	15,750	15,750
Other Charges	4,382,170	4,526,300	4,526,300	4,609,570	4,609,570
Total	$4,500,480	$4,672,080	$4,673,340	$4,765,210	$4,765,210

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…
…that Street Services has collaborated with surrounding communities to remove the invasive wetland grass, known as Phragmite, that clogs our waterways?

Street Services

2021/22 PERFORMANCE OBJECTIVES

1. To work collaboratively with Cooperative Invasive Species Management Areas (CISMA) and Southeast Michigan Council of Governments (SEMCOG) to remove invasive Phragmites from ditches and waterways. *(City Goal 16, 18)*

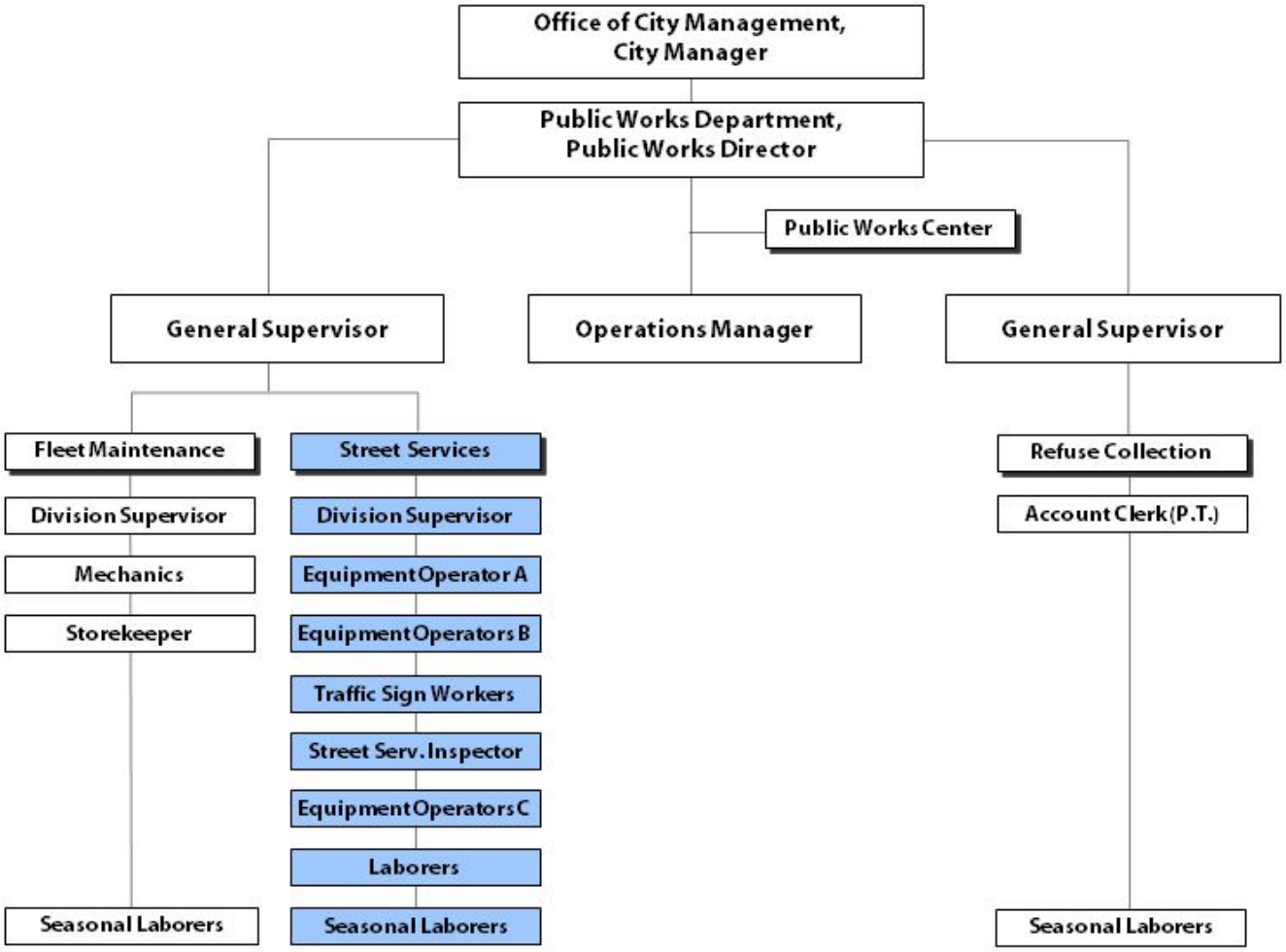
2. To repair ditches in order to improve drainage on gravel roads. *(City Goal 16, 18)*

3. To clean over 1,000 catch basins throughout the City to prevent storm backups on residential streets. *(City Goal 16)*

4. To research and apply for tree planting grants to increase the overall tree canopy. *(City Goal 16,18)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	After Hours Snow Removal Occurrences	38	33	25	25	24	25
	Tons of Road Salt Used	9,631	7,123	5,542	8,000	5,300	6,500
	Pothole Patching - Tons of Patch Used	1,010	567	307	300	300	300
	Street Sweeping Rotations - Local Roads	4	4	4	5	4	4
	Street Sweeping Rotations - Major Roads	4	4	5	5	4	4
	Storm Catch Basin Cleaning-Number of Locations	929	863	149	1,000	1,100	1,200
	Street Trees Removed	79/214	123/268	113/105	150/300	130/214	100/200
	Street Trees Planted	655	466	389	700	170	200
	Street Trees Pruned	4,542	2,964	2,877	4,000	4,485	4,000
	Homeowner Tree Inquiries/Inspection Responses	886	865	732	700	830	750
	Traffic Sign Repairs or Replacements	300	179	132	250	145	200
	Gravel Roads - Rotations	15	15	16	20	20	20
Efficiency	% of Emergency Calls Responded to w/i 1 hour	100%	100%	100%	100%	100%	100%
	Property Damage Due to Snow Removal Operation	$1,054	$850	$400	$750	$500	$500
	Street Services Cost Per Capita	$18.56	$20.04	$20.79	$24.95	$24.46	$26.27
	Hours to Complete Snow Emergencies	48	48	48	48	48	48
	Activity Expenditures as % of General Fund	2.63%	2.41%	2.62%	2.96%	2.91%	3.04%

Street Services



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Division Supervisor	1	1	1
Equipment Operator A	1	1	1
Equipment Operator B	6	6	7
Traffic Sign Worker	2	2	2
Street Services Inspector	1	1	1
Equipment Operator C	6	6	5
Laborer	4	4	4
Seasonal Laborer (P.T.)	7	10	10
Total	28	31	31

Street Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

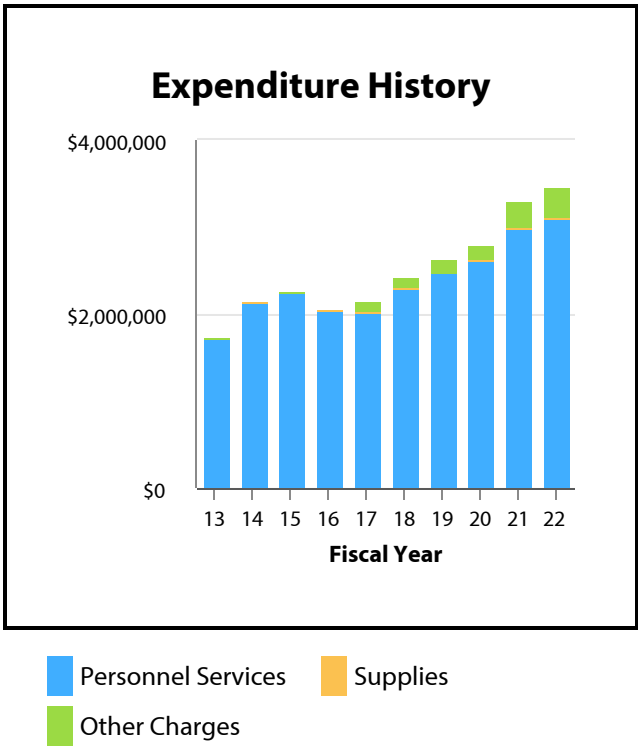
The total budget increased by 5.2%.

Personnel Services - Total Increase $118,420 or 4.0%

- $45,000 due to contractual wage adjustments
- $41,500 due to an increase in the required funding for the General Employees' Retirement System
- $22,000 due to an increase in health insurance rates

Supplies - Total Supplies increased $650 or 4.2% due to a one-time budget adjustment in the prior year.

Other Charges - Total Other Charges increased $54,350 or 18.1%. Water costs rose $50,000 due to increased irrigation in city medians and rights-of-way. Contracted services increased $5,240 due to a one-time budget transfer to fund the rental of a water truck in the prior year. Electric costs rose $1,000 based on the current year's estimated expenditure usage. Less funding is required for training and certifications, saving $2,000.



Capital - Total Capital of $599,000 is proposed. $23,000 is budgeted for a Walk Behind Floor Sweeper. $126,000 is for three 4x4 Pickup Trucks with Plows to replace high-mileage vehicles utilized in daily operations. $450,000 is for two Tandem Axle Dump Trucks with Plows to replace two trucks, each with over 90,000 miles, that are used for snow removal, road grading, paving projects, and other road maintenance duties.

FUNDING LEVEL SUMMARY

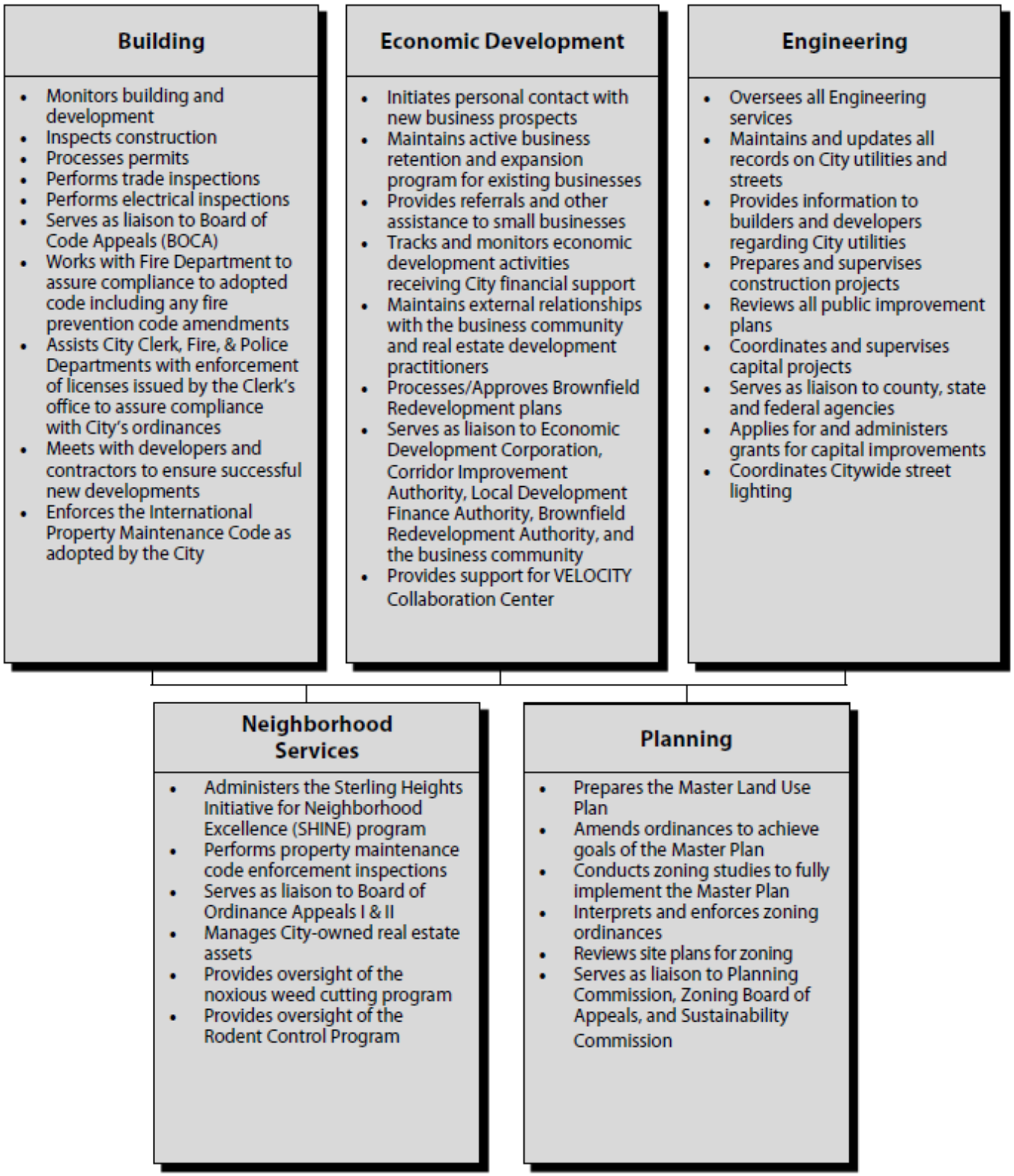
	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$2,620,960	$2,991,290	$2,850,150	$3,109,710	$3,109,710
Supplies	18,280	15,350	15,000	16,000	16,000
Other Charges	156,210	300,150	370,220	354,500	354,500
Total	$2,795,450	$3,306,790	$3,235,370	$3,480,210	$3,480,210

City Development Department



FUNCTIONAL ORGANIZATION CHART

City Development Department



DEPARTMENT AT A GLANCE

City Development Department

BUDGET SUMMARY

The City Development Department budget increased $381,310 or 7.3%. Personnel costs increased $384,700 or 8.0% due to the addition of a Civil Engineer, a Planner and two part-time Code Enforcement Officers as a result of the manpower study. Contractual wage increases, an increase to the required contribution to the General Employees' Retirement System and higher health insurance premiums made up the balance of the increase. Supplies decreased $340 or 1.3% and Other Charges decreased $3,050 or 0.8% primarily due to a reduction in contracted services for Neighborhood Services.



FUNDING LEVEL SUMMARY

	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget	% Change From 20/21
Building	$1,076,420	$1,118,740	$1,156,610	$1,215,410	5.1%
Economic Development	324,790	362,260	387,320	390,160	0.7%
Engineering	1,361,030	1,419,390	1,443,890	1,570,600	8.8%
Neighborhood Services	1,641,580	1,810,100	1,909,040	2,001,940	4.9%
Planning	255,800	284,360	300,030	400,090	33.3%
Total Department	$4,659,620	$4,994,850	$5,196,890	$5,578,200	7.3%
Personnel Services	$4,382,090	$4,602,350	$4,779,230	$5,163,930	8.0%
Supplies	21,900	19,150	26,490	26,150	-1.3%
Other Charges	255,630	373,350	391,170	388,120	-0.8%
Total Department	$4,659,620	$4,994,850	$5,196,890	$5,578,200	7.3%

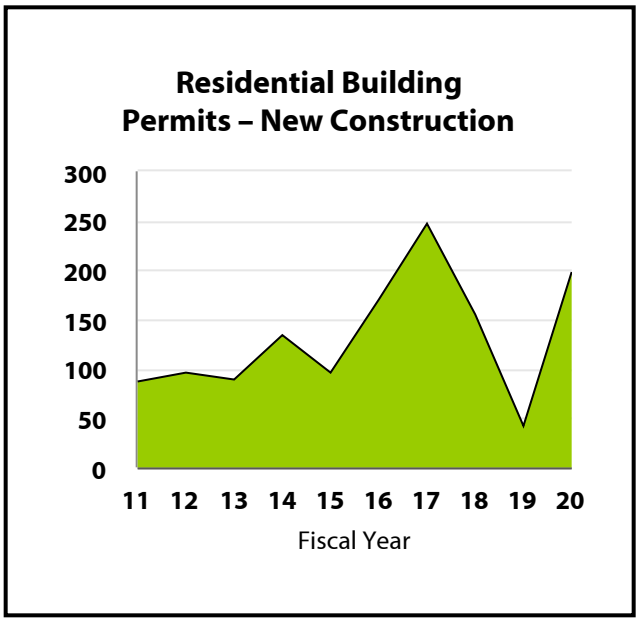
PERSONNEL SUMMARY

	2018/19		2019/20		2020/21		2021/22	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Building	7	1	7	1	7	1	7	1
Economic Development	1	0	1	0	1	0	1	0
Engineering	8	2	8	2	8	2	9	1
Neighborhood Services	8	12	8	13	8	13	8	16
Planning	2	0	2	0	2	0	3	0
Total Department	26	15	26	16	26	16	28	18

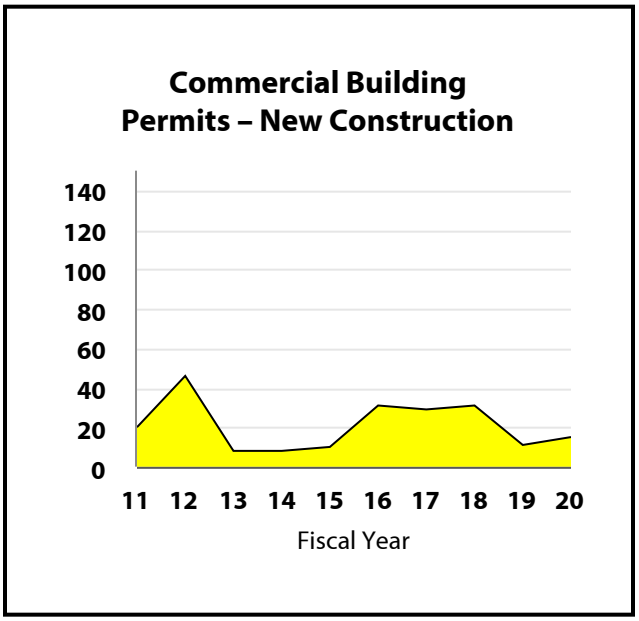
Excludes Boards & Commissions.

KEY DEPARTMENTAL TRENDS

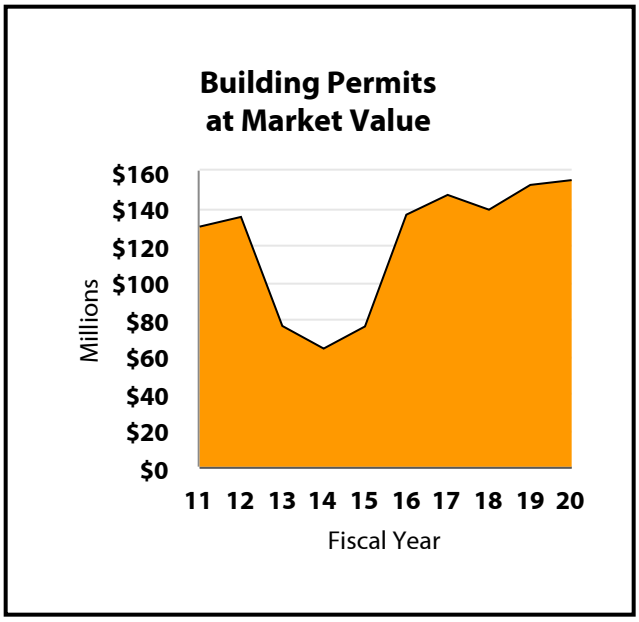
City Development Department



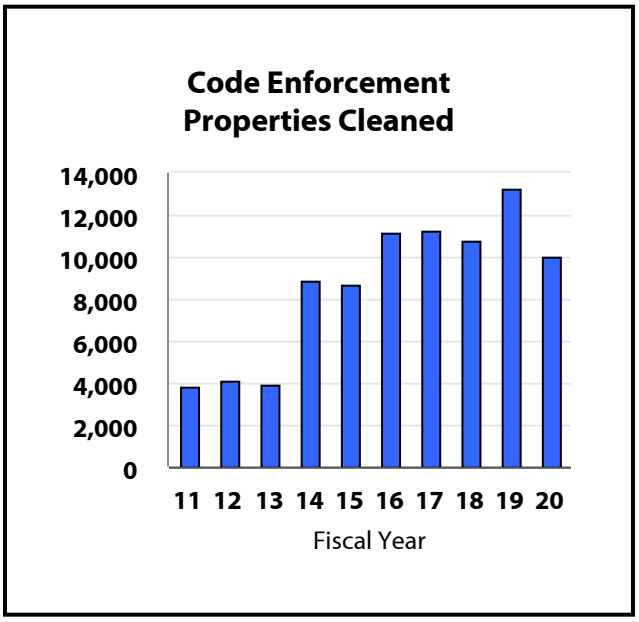
The number of residential building permits varies annually based on the number of new subdivisions constructed. For 2020, 198 residential building permits were issued.



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. 2020 projects included an Amazon warehouse and several new hotels.



The number of code enforcement cases has 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. Additional part-time code inspectors were hired in 2014, 2016 and 2020. 95% of inspections were performed within 48 hours of complaint and 98% of violations were corrected prior to City action.

Building

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…
…that Building Department staff worked in a collaborated effort to implement a virtual inspection program that has been used as a model for other communities?

Building

2021/22 PERFORMANCE OBJECTIVES

1. To convert the process of plan review on commercial projects to electronic submittal. *(City Goal 1, 4, 23, 25)*

2. To update all plan review checklists to comply with the new construction codes adopted by the State of Michigan. *(City Goal 2, 4, 7, 12)*

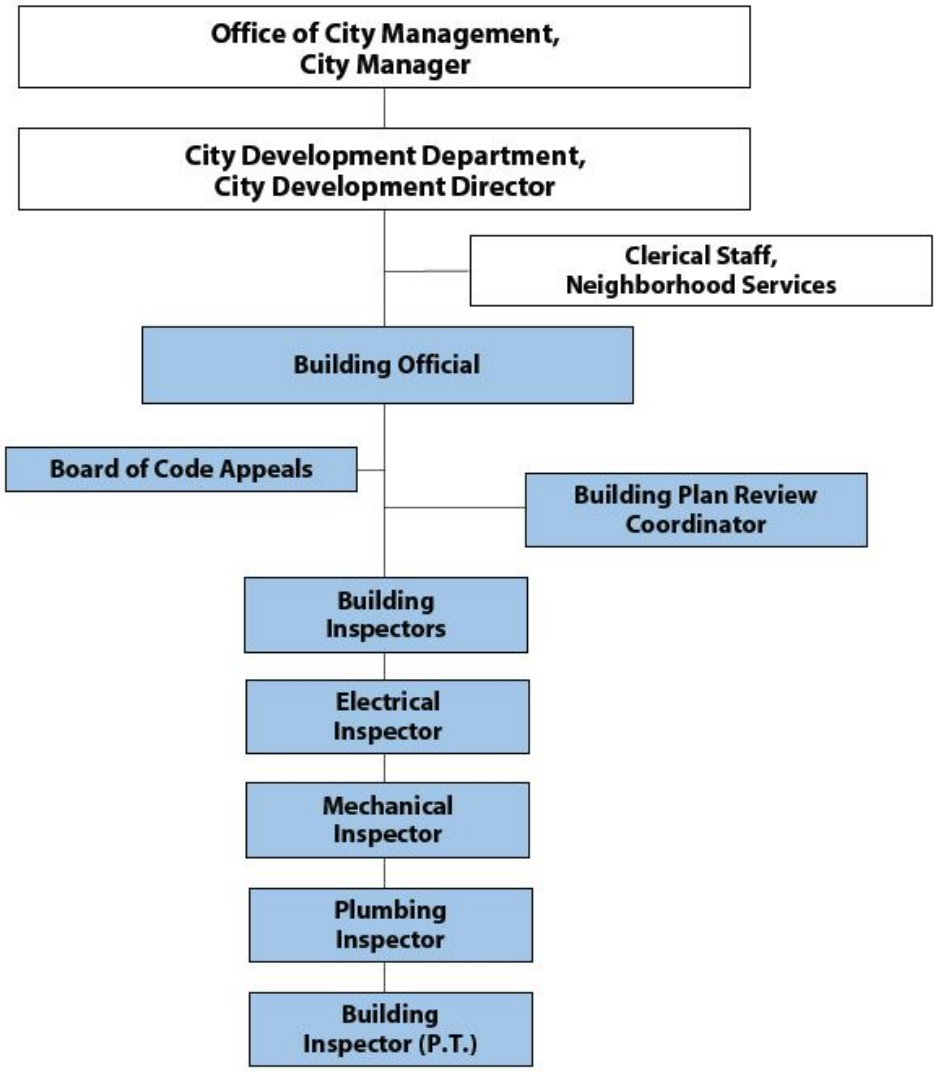
3. To host a homeowner symposium for residents that want to know the City's requirements for projects they are considering doing at their residence. *(City Goal 6, 12, 24, 25)*

4. To implement an online permit submittal process for all residential projects. *(City Goal 1, 4, 23, 25)*

5. To create a community development portal for new construction within the City, utilizing an interactive, intuitive, web-based design to help facilitate submittals via a user-friendly process that virtually walks the applicant through their submittal. *(City Goal 1, 3, 5, 6, 7)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Total Permits Issued	7,343	6,656	6,244	7,470	6,960	7,230
	Building Permits Issued	2,110	1,883	1,548	2,150	2,100	2,200
	Mechanical Permits Issued	2,210	1,624	1,672	1,800	1,800	1,850
	Plumbing Permits Issued	890	832	887	1,250	900	900
	Electrical Permits Issued	1,153	1,141	1,152	1,300	1,300	1,300
	Special Inspection Permits Issued	170	267	161	180	100	150
	Fence Permits Issued	394	372	330	290	350	400
	Fire Alarm Permits Issued	43	67	39	70	50	60
	Fire Suppression Permits Issued	73	80	55	80	60	70
	Sign Permits Issued	300	390	400	350	300	300
	Permits Issued via City's Website	566	791	1,618	1,600	2,800	3,000
	Total Inspections Performed	23,292	24,418	20,160	27,350	22,800	24,200
	Building Inspections	8,801	9,153	6,650	11,000	9,000	10,000
	Mechanical Inspections	3,421	3,593	2,877	4,000	3,800	4,000
	Plumbing/Fence Inspections	3,168	3,467	2,898	3,700	2,000	2,000
	Electrical Inspections	2,702	2,805	2,335	3,200	2,900	3,000
	Other Insp. (Fence, Liquor License, Amusement Devices, Etc.)	3,600	3,700	3,700	3,500	3,100	3,200
	# of Follow-Up Inspection Communications	1,600	1,700	1,700	1,950	2,000	2,000
	# of Virtual Inspections	N/A	N/A	N/A	40	40	50
	Ordinance Complaint Tickets Issued	2	11	0	0	0	0
	Board of Code Appeals Applications	4	4	4	4	4	4
Efficiency & Effectiveness	Insurance Service Office (ISO) Rating	3	3	3	3	3	3
	% of Inspections Performed on Schedule	98%	98%	95%	98%	98%	98%
	% of Commercial Plans Reviewed w/i 20 days	100%	95%	95%	95%	95%	95%
	% of Residential Plans Reviewed w/i 10 days	95%	95%	95%	95%	95%	95%
	Average No. of Inspections per Budgeted Inspector	3,583	3,757	3,102	4,210	3,510	3,720
	Market Value of Building Permits (Millions)	$138.9	$152.3	$154.9	$165.0	$140.0	$150.0
	Activity Expenditures as % of General Fund	2.51%	0.0098	0.0105	0.0104	1.00%	1.06%

Building



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
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 – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

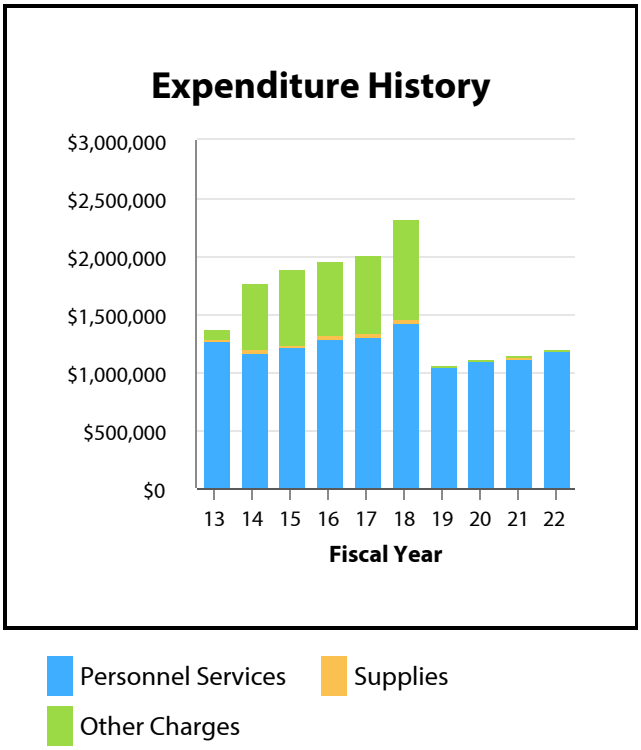
The total budget increased by 5.1%.

Personnel Services - Total Increase $60,930 or 5.4%

- $25,000 due to contractual wage adjustments
- $13,000 due to an increase in the required funding for the General Employees' Retirement System
- $8,500 due to an increase in health insurance rates
- $20,000 due to a reserve for bank payouts due to potential retirements

Supplies - Total Supplies decreased $870 or 8.5%. Publication costs decreased $1,050 due to the lower cost of required updated code books for mechanical and plumbing next fiscal year. Funding for operating supply costs increased $180 as a one-time transfer of funds for increased software maintenance was necessary in the prior year.

Other Charges - Total Other Charges decreased $1,260 or 5.7%. BS&A software support fees decreased $2,460 as the complaint tracking application is not utilized and can be eliminated. $200 was saved based on a lower group membership rate for an online building standards reference service that is required by the State. Membership costs increased $1,350 for inspector recertification, which is required every three years. Educational funding increased slightly by $50.



Capital - There is no Capital proposed for this office.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,095,500	$1,124,160	$1,085,230	$1,185,090	$1,185,090
Supplies	4,450	10,180	9,880	9,310	9,310
Other Charges	18,790	22,270	21,540	21,010	21,010
Total	$1,118,740	$1,156,610	$1,116,650	$1,215,410	$1,215,410

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, Oakland University, and Alchemist Ventures 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, Oakland University, and Alchemist Ventures to support the VELOCITY collaborative center that serves as a hub for business incubation and collaboration.***

Did you know…
…the Office of Economic Development spearheads efforts such as Innovate Mound, the redevelopment of Lakeside Mall, the Space Force Command Headquarters, and other key business partnerships?

Economic Development

2021/22 PERFORMANCE OBJECTIVES

1. To utilize the Van Dyke Zoning Overlay District to attract developers for new mixed-use opportunities. *(City Goal 20, 22)*

2. To develop a focused manufacturing support strategy for the growth and acceleration of existing businesses located in the Sterling Innovation District. *(City Goal 21, 22)*

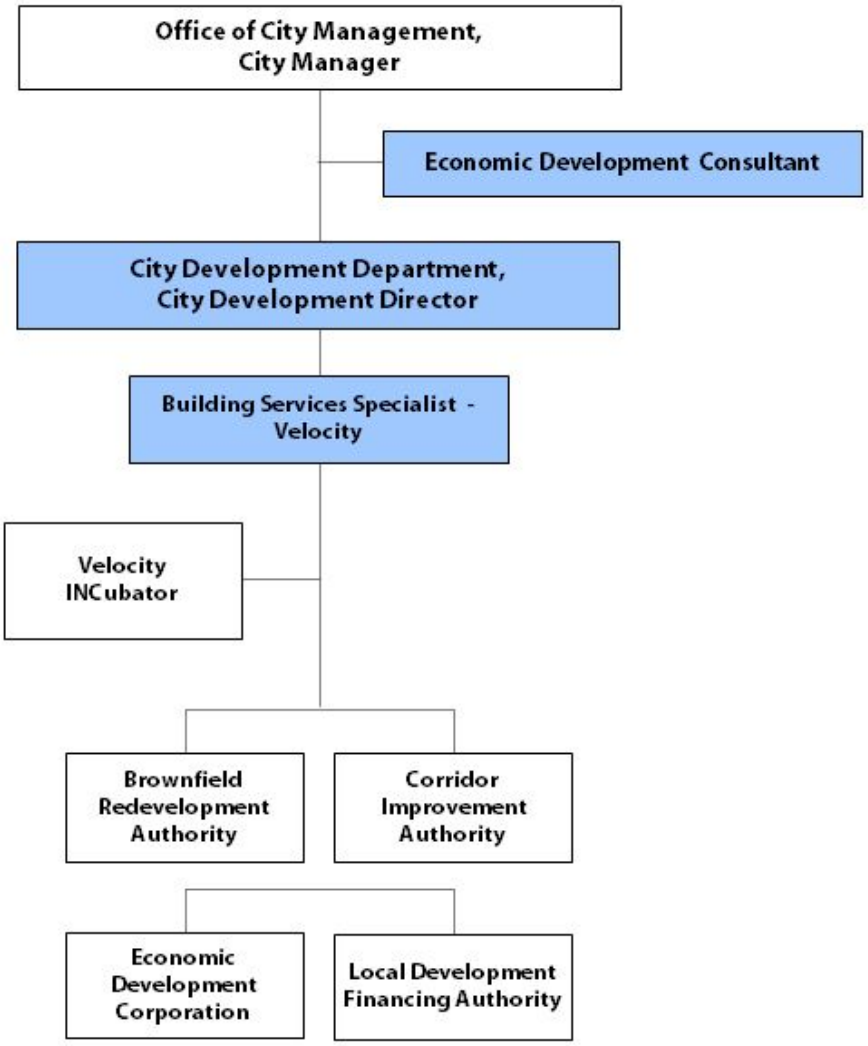
3. To work with the new owners of Lakeside Mall to implement a redevelopment strategy for a mixed-use hub. *(City Goal 17, 18, 20, 22)*

4. To implement the initial phases of the new Corridor Improvement Authority Master Plan. *(City Goal 16, 17, 19, 20, 22)*

5. To develop a marketing and business collaboration strategy for the Sterling Innovation District. *(City Goal 20, 21)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Business Retention/Attraction Contacts Made	108	138	124	95	75	95
	State & Federal Legislative Contacts Made	20	19	9	5	10	10
	Banking & Real Estate Contacts Made	79	48	64	25	40	30
	LDFA Meetings Held	8	7	8	8	8	8
	Meetings with Chambers of Commerce	15	14	33	12	30	35
	Targeted Industry Events Attended	15	21	14	12	5	15
	Velocity Partner Meetings Held	9	20	25	10	50	25
	Economic Development Partner Meetings	26	42	50	20	40	45
	Velocity Events & Meetings Held	71	77	74	100	36	50
	Business Awards Presented	6	5	0	5	5	5
	Hits on City's Website	1,840	1,619	1,127	2,000	1,000	1,500
Efficiency & Effectiveness	Velocity Center Number of Businesses	19	17	17	17	15	16
	Velocity Center Occupancy Rate	90%	100%	100%	100%	95%	100%
	Businesses and/or Participants at Velocity Events	1,657	2,931	2,701	3,000	750	1,500
	Value of Redevelop. Projects & New Investments	$82M	$104M	$92M	$50M	$50M	$50M
	Industrial Vacancy Rate	2.00%	1.40%	3.60%	5.00%	1.90%	2.50%
	Retail Vacancy Rate	4.00%	4.30%	4.20%	5.00%	6.50%	6.50%
	City Unemployment Rate (April)	3.4%	3.7%	26.0%	3.7%	7.8%	5.0%
	Activity Expenditures as % of General Fund	0.34%	0.30%	0.34%	0.35%	0.34%	0.34%

Economic Development



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Building Services Specialist - Velocity	1	1	1
Total	1	1	1

Economic Development

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

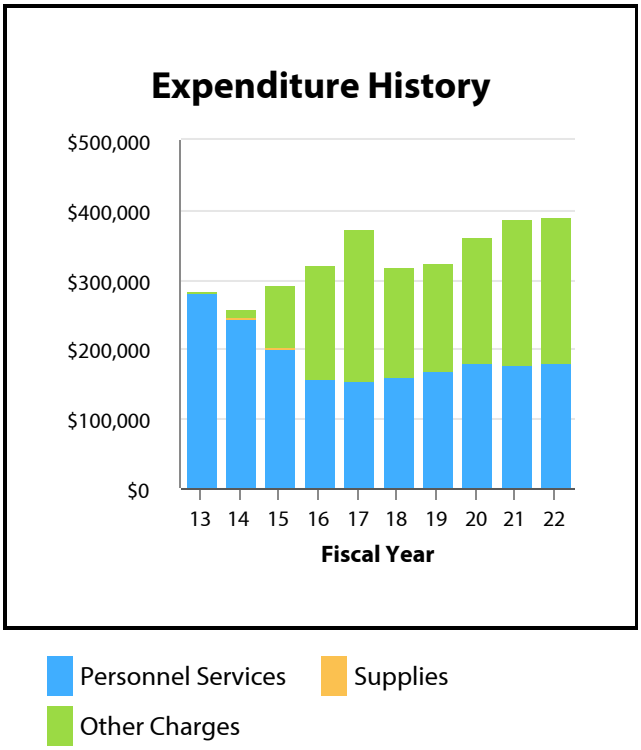
The total budget increased by 0.7%.

Personnel Services - Total Increase $2,890 or 1.6%, primarily due to an increase in the required funding for the General Employees' Retirement System.

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 $50 or 0.0%. Funding for mileage can be reduced $150 to bring the budget more in line with the current year's estimated expenditure usage. Local meeting costs rose $100 due to a greater number of City events held at Velocity.

Capital - There is no Capital proposed for this office.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$181,190	$179,320	$174,710	$182,210	$182,210
Supplies	0	200	200	200	200
Other Charges	181,070	207,800	207,540	207,750	207,750
Total	$362,260	$387,320	$382,450	$390,160	$390,160

Engineering

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 completed nearly 7,000 feet of major road sidewalk gaps in 2020, including gaps on 18 Mile, Dodge Park and Saal Roads?

Engineering

2021/22 PERFORMANCE OBJECTIVES

1. To work with the Innovate Mound project team to ensure the project is well-coordinated, the City's vision is met, and the road is constructed to City Standards. *(City Goal 1, 16, 17, 18)*

2. To continue to close the priority sidewalk gaps along the City's major roads. *(City Goal 16, 17)*

3. To create a community development portal for new construction within the City, utilizing an interactive, intuitive, web-based design to help facilitate submittals via a user-friendly process that virtually walks the applicant through their submittal. *(City Goal 1, 3, 5, 6, 7)*

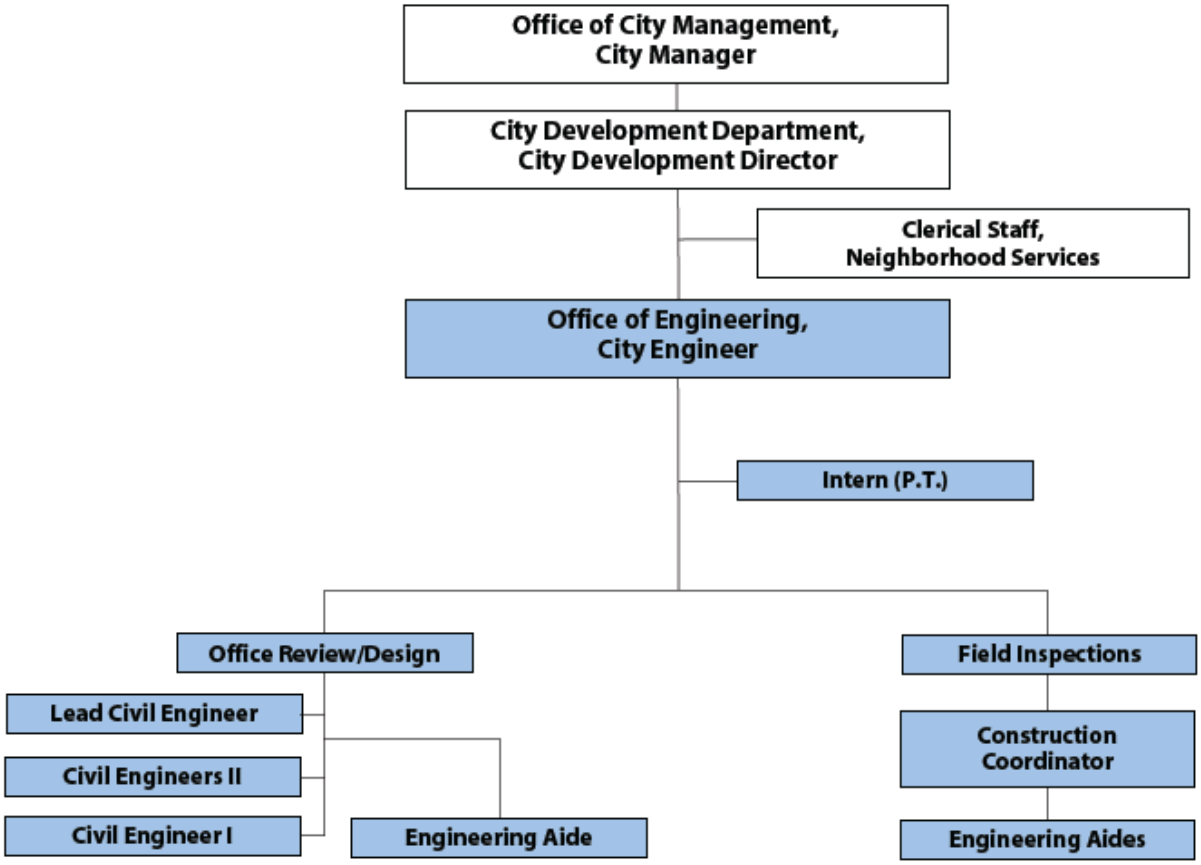
4. To implement the 5-year road plan, and continue to look for ways to improve and build upon the current plan. *(City Goal 16, 17, 18)*

5. 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)*

6. To create plans and specifications, and to administer contracts for various capital improvement projects, including water main, sanitary sewer, drain, road, and sidewalk projects. *(City Goal 16, 17, 18)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Site Plans Approved	38	22	21	30	30	30
	Land Divisions Reviewed	11	18	26	20	15	20
	Plot Plans/Grading Plans Approved	62	70	13	60	60	55
	Utility Company Permits Issued	48	96	109	70	70	75
	SESC Permits Issued	102	71	125	90	120	100
	Value of Const. Contracts Awarded & Supervised	$16.5M	$12.3M	$15.5M	$11.5M	$13.6M	$7.8M
	Sidewalk Gap Installation (Linear Feet)	7,800	9,980	7,760	5,815	6,980	5,000
	Neighborhood Road Improvement (Miles)	4.90	5.81	7.19	5.42	5.42	4.50
	Miles of Sidewalks in City	623	625	625	626	626	627
	Miles of Roads in City (Major & Local)	351	351	351	351	352	353
	Service Requests Processed	484	342	312	550	350	550
Efficiency & Effectiveness	% of First Site Plans Reviewed w/i 4-6 weeks	73%	73%	81%	90%	80%	90%
	% of Utility Company Permits Reviewed w/i 15 days	90%	90%	100%	90%	90%	90%
	% of Plot or Grading Plans Reviewed w/i 10 days	90%	90%	100%	90%	90%	90%
	% of Capital Projects Completed w/i 5% of Bid Costs	100%	100%	80%	90%	100%	90%
	Visual Rd. Surface (PASER) Rating - Good, Fair, Poor	14%,78%,8%	16%,75%,9%	18%,75%,7%	19%,74%,7%	20%,72%,8%	21%,72%,7%
	Eng. Inspection Hrs. Required to Meet Demand	9,067	6,545	5,688	6,700	5,500	6,000
	Activity Expenditures as % of General Fund	1.40%	1.24%	1.33%	1.29%	1.31%	1.37%

Engineering



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
City Engineer	1	1	1
Lead Civil Engineer	0	1	1
Civil Engineer II	2	1	2
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	0
Total	10	10	10

Engineering

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

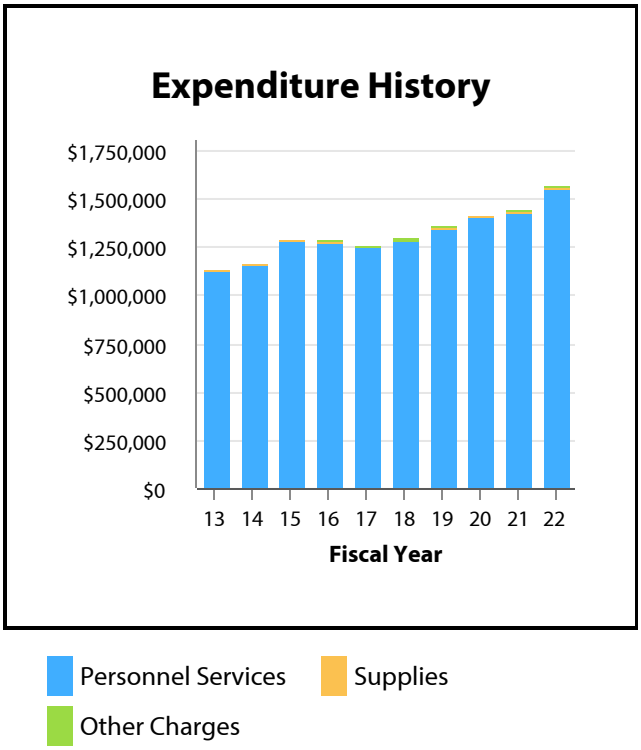
The total budget increased by 8.8%.

Personnel Services - Total Increase $126,990 or 8.9%

- $37,000 due to the addition of a Civil Engineer I effective January 1, 2022 as a result of the manpower study
- $32,000 due to contractual wage adjustments
- $23,000 due to an increase in the required funding for the General Employees' Retirement System
- $15,000 due to an increase in health insurance rates
- $12,000 due to a reserve for the payouts for potential retirements

Supplies - Total Supplies increased $200 or 2.8%, as more supplies and small tools need to be replenished.

Other Charges - Total Other Charges decreased $480 or 6.4%. Telephone costs fell $200. Rental costs decreased $200 based on a revised estimate of copier lease fees, as most office copiers are scheduled to be replaced and lease payments will resume during the year. Less funding is required for training workshops, saving $100.



Capital - Total Capital of $24,500 is proposed to replace a 10-year old, high-mileage vehicle that is used to access construction sites and transport survey equipment.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,407,710	$1,429,390	$1,449,160	$1,556,380	$1,556,380
Supplies	7,010	7,040	7,040	7,240	7,240
Other Charges	4,680	7,460	5,560	6,980	6,980
Total	$1,419,400	$1,443,890	$1,461,760	$1,570,600	$1,570,600

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 Board of Ordinance Appeals (BOA) 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.

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.***

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.■

Did you know…
…that during the Stay Home, Stay Safe Executive Order, Code Enforcement completed 560 parking lot inspections, keeping properties clear of potentially contaminated masks and gloves that were not properly discarded?

Neighborhood Services

2021/22 PERFORMANCE OBJECTIVES

1. To continue strong interdepartmental coordination between Code Enforcement and the DPW, Building, Planning, Police, and Fire. *(City Goal 1, 6, 12, 13, 14)*

2. To coordinate initial inspections, and work with the Police Department, Fire Department, and the City Attorney regarding possible illegal grow operations in order to reduce hazards resulting from unpermitted work and disruptions to adjacent neighbors. *(City Goal 6, 10, 12, 13, 14)*

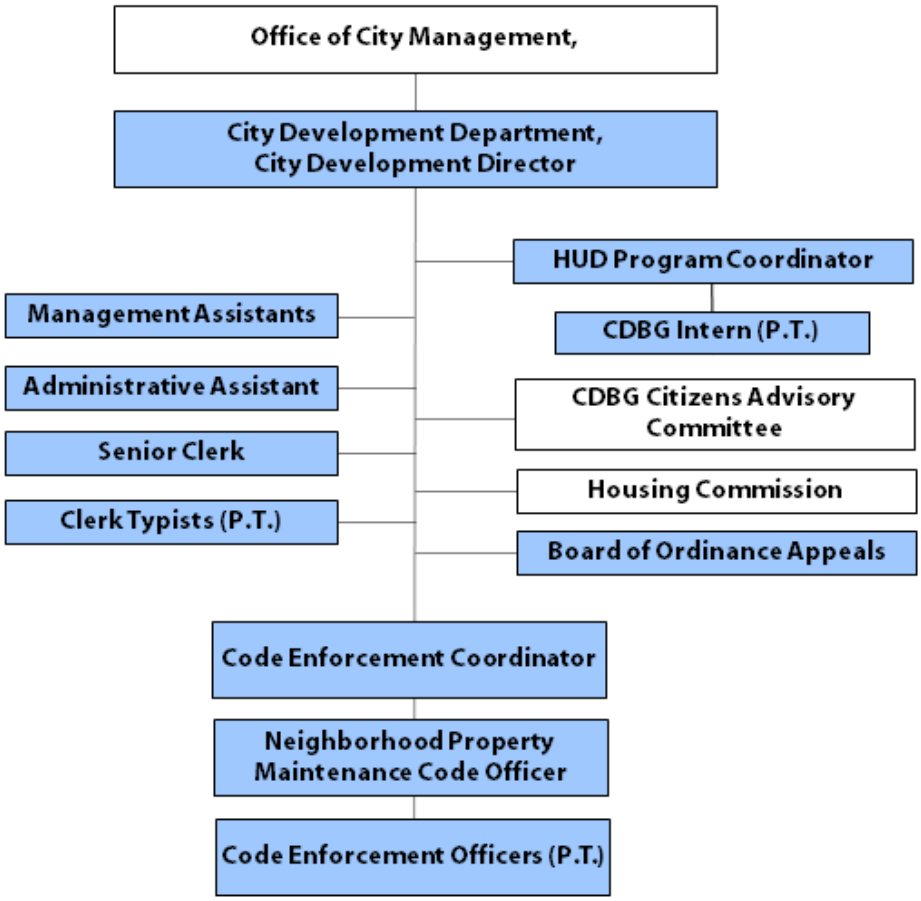
3. To continue to coordinate the Safe Homes Task Force to address the hoarding issue in our community. *(City Goal 1, 2, 5, 6, 13, 14)*

4. To continue to streamline the Rodent Control Program, while looking for ways to reduce costs with detailed record keeping and routine resident follow-ups. *(City Goal 1, 2, 3, 6, 12, 13, 14)*

5. To enlist consultant services to provide quality, timely reviews and inspections of the proposed Lakeside Redevelopment. *(City Goal 1, 2, 3, 6, 15, 19, 20, 22)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Total Inspections Performed	19,870	25,095	21,902	22,000	21,600	23,000
	Total Code Enforcement Cases/Properties Cleaned	10,745	13,205	10,041	11,800	10,400	11,500
	# of Proactive Code Enforcements (City Observed)	7,986	10,407	7,494	9,000	7,900	8,700
	# of Code Complaints Received	2,759	2,798	2,547	2,800	2,500	2,800
	Vacant Parcels Cut - Tall Grass/Weed Program	179	167	192	200	120	200
	Parcels Cut - Occupied Res. Homes/Businesses	414	486	285	400	300	400
	Board of Ordinance Appeals Hearings	22	21	15	22	15	22
	Ordinance Board Cases Prepared - Nuisances	333	403	307	350	210	350
	Civil Infraction & Misdemeanor Tickets Issued	35	49	35	100	20	50
	# of Snow Emerg. Vehicle Tickets Issued (incl. Police)	565	690	638	600	400	600
	# of Snow Sidewalk Tags Issued	337	714	392	400	275	500
	# of Illegal Signs Removed from ROW	2,120	2,382	1,980	3,000	1,970	2,200
	# of Dangerous Dog Cases Reviewed	0	0	0	1	0	1
	# of SHINE Tags Issued	466	251	319	450	350	400
	CDBG-CV Grants Awarded/Applications Received	N/A	N/A	N/A	0/0	180/495	20/20
	# of CDBG Home Rehab Applications Received	6	4	6	15	8	8
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	10	10	10	10
	% of Violations Corrected Prior to City Action	98%	98%	98%	98%	98%	98%
	Inspections Performed Per Inspector (FTE's)	2,650	3,137	2,577	2,590	2,540	2,420
	Code Enforcement Cases Per Inspector (FTE's)	1,433	1,650	1,181	1,390	1,220	1,210
	Code Enforcement Cases Per 1,000 Residents	81.7	100.2	76.1	89.2	78.6	86.8
	Activity Expenditures as % of General Fund	1.64%	1.50%	1.70%	1.71%	1.73%	1.75%

Neighborhood Services



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
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.)	10	10	12
Clerk Typist (P.T.)	2	2	3
CDBG Intern (P.T.)	1	1	1
Total	21	21	24

Neighborhood Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES –2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

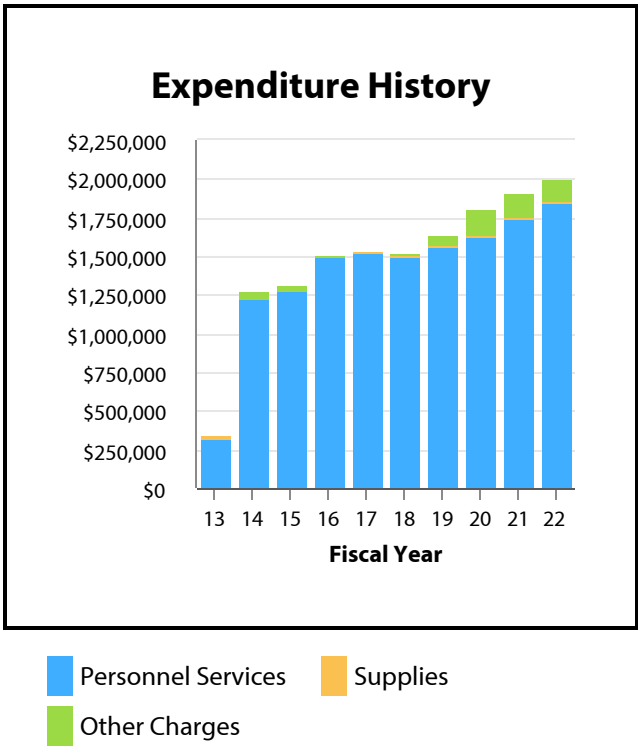
The total budget increased by 4.9%.

Personnel Services - Total Increase $104,020 or 5.9%

- $47,000 due to additional part-time Code Enforcement Officers
- $16,000 due to contractual wage adjustments
- $22,500 due to an increase in the required contribution to the General Employees' Retirement System
- $12,000 due to an increase in health insurance rates
- $2,000 due to a wage increase for the members of the Board of Ordinance Appeals

Supplies - Total Supplies increased $330 or 3.9% for additional City-logo shirts for field personnel.

Other Charges - Total Other Charges decreased $11,450 or 7.6%. Contracted service costs decreased $10,950 due to the prior year one-time costs to switch out the equipment for rodent control services, which is now under a new contractor. The decrease was partially offset by an increase for wireless Internet access fees for field iPads and aerial spraying services. Rental costs decreased $500 based on a revised estimate of copier lease fees, as most office copiers are scheduled to be replaced and lease payments will resume during the year.



Capital - Total Capital of $24,500 is proposed to replace a high-mileage vehicle utilized by the Code Officers.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,634,680	$1,749,580	$1,740,270	$1,853,600	$1,853,600
Supplies	7,550	8,570	10,800	8,900	8,900
Other Charges	167,870	150,890	177,170	139,440	139,440
Total	$1,810,100	$1,909,040	$1,928,240	$2,001,940	$2,001,940

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.

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.

The ZBA has specific powers and duties as provided in Act 110 of the Public Acts of 2006, as amended.

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 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.

The City Planner also services as liaison to the Sustainability Commission. Formed in 2020, 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.■

Did you know…
…the Office of Planning processed a total of 79 planning projects electronically?

Planning

2021/22 PERFORMANCE OBJECTIVES

1. To assist the Planning Commission and City Council with the review and approval of a planned unit development for Lakeside Mall that revolutionizes the 100-acre mall property. *(City Goal 13, 20)*

2. To implement a fully electronic submittal process for all new applications, site plans, and planning information in BS&A. *(City Goal 2, 5, 6)*

3. To develop an Urban Forestry Management Plan. *(City Goal 13, 20)*

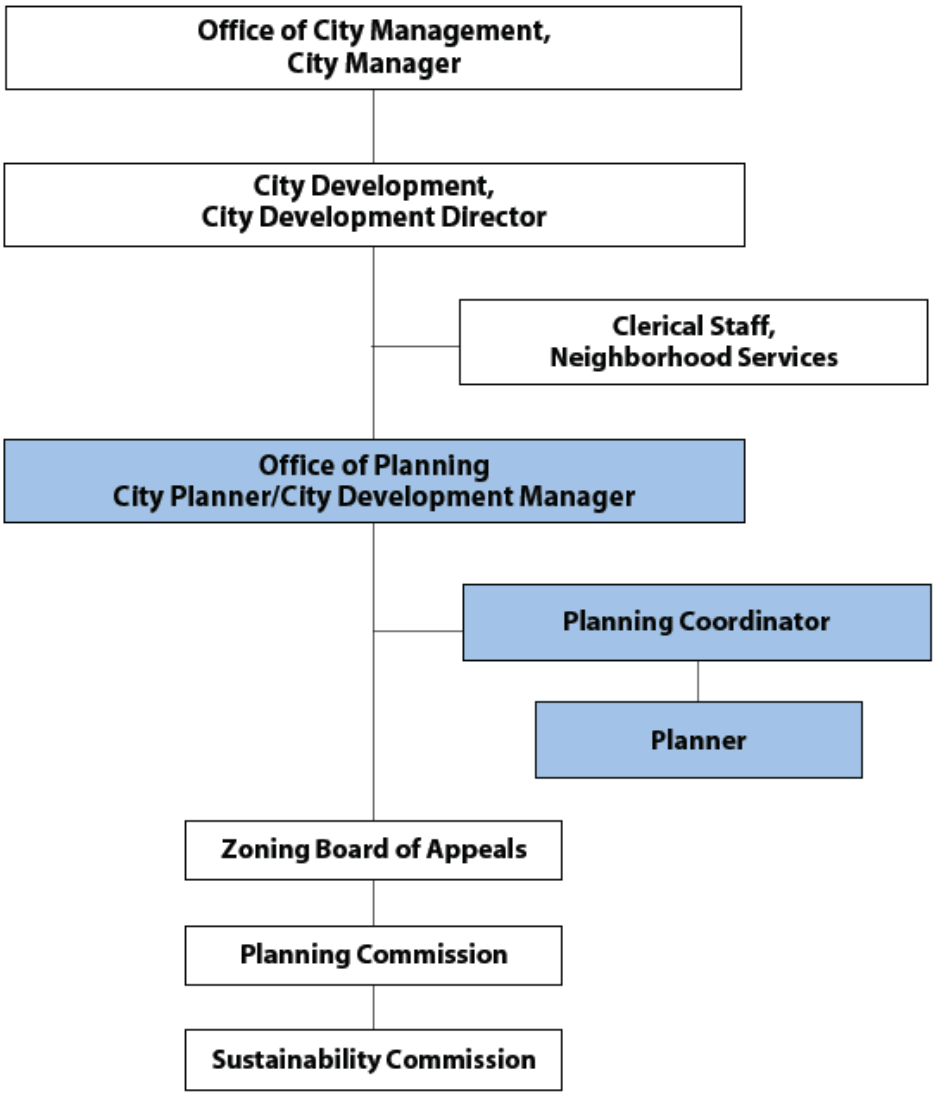
4. To create a community development portal for new construction within the City, utilizing an interactive, intuitive, web-based design to help facilitate submittals via a user-friendly process that virtually walks the applicant through their submittal. *(City Goal 1, 3, 5, 6, 7)*

5. To help the City Council, Planning Commission, and Corridor Improvement Authority implement the recommendations of the Van Dyke Corridor Master Plan. *(City Goal 13, 20)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Pre-Preliminary Site Plan Reviews	8	9	26	35	35	36
	Preliminary Site Plan Reviews	51	43	31	20	20	25
	Final Site Plan Reviews	50	50	43	30	20	25
	Rezoning Petitions Processed	19	3	13	12	4	4
	Single-Family Residential Developments	4	4	1	1	3	5
	Multi-Family Residential Developments	5	0	1	3	3	5
	Special Approval Land Uses Processed	24	23	16	20	18	20
	Planned Unit Developments Reviewed	3	2	2	2	3	4
	Site Inspections Conducted	155	166	100	150	90	100
	Planning Commission Cases Prepared	44	36	27	40	25	30
	Planning Commission Meetings Attended	13	11	10	12	11	12
	Zoning Board of Appeals Cases Prepared	43	50	36	40	36	36
	Zoning Board of Appeals Meetings Held	12	13	10	12	11	12
	Council Agenda Items Prepared	19	16	11	12	10	10
	Temporary Uses Reviewed	84	50	38	60	28	30
	Use Permits Reviewed	230	249	248	250	150	150
	Lot Combination/Lot Split Applications Reviewed	6	8	12	15	4	6
Efficiency	% of Preliminary Site Plans Reviewed w/i 10 days	90%	90%	90%	90%	90%	90%
	% of Final Site Plans Reviewed w/i 5 days	90%	90%	90%	90%	90%	90%
	% of Property Splits Reviewed w/i 5 days	90%	90%	90%	90%	90%	90%
	Average Fee-to Review a Site Plan	$936	$955	$966	*	*	*
	Activity Expenditures as % of General Fund	0.19%	0.23%	0.27%	0.27%	0.27%	0.35%

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

Planning



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
City Planner/City Development Manager	1	1	1
Planning Coordinator	1	1	1
Planner	0	0	1
Total	2	2	3

Planning

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 33.3%.

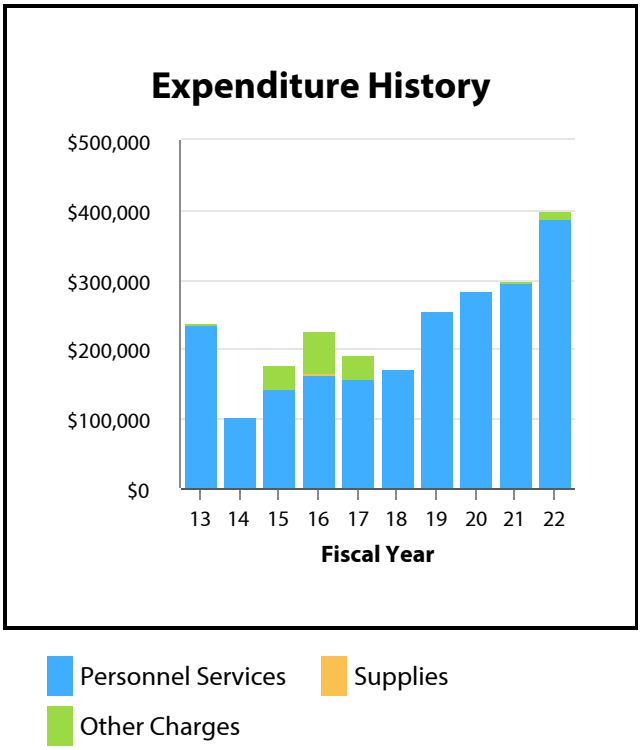
Personnel Services - Total Increase $89,870 or 30.3%

- $80,000 due to a new Planner position as a result of the manpower study
- $7,000 due to contractual wage adjustments
- $2,000 due to required funding for pension liabilities
- $1,000 due to an increase in the health insurance rates

Supplies - Total Supplies is proposed to remain the same at $500. There are no proposed funding changes to the postage and operating supply accounts.

Other Charges - Total Other Charges increased $10,190. Contracted services increased $10,000 for the development of an Urban Forestry Management Plan, in conjunction with Macomb County's Planning and Economic Development Department, that will provide a roadmap for policy and action to maintain, preserve, and enhance the City's urban forest. Educational funding rose $170 primarily due to the increased cost of attendance at the Michigan Association of Planning's State

.



Conference next year. $20 was added due to a slight increase in existing memberships to state and national planning agencies.

Capital - There is no Capital proposed for this office.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$283,270	$296,780	$298,930	$386,650	$386,650
Supplies	150	500	400	500	500
Other Charges	940	2,750	2,250	12,940	12,940
Total	$284,360	$300,030	$301,580	$400,090	$400,090

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
- Prepares and manages the department budget
- Manages City website and Intranet
- Coordinates focus groups
- Serves as liaison to Arts and Beautification Commissions, Ethnic Community Committee, Community Foundation, Youth Advisory Board, African American Coalition, and commUNITY alliance
- 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)
- 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 $268,800 or 20.9%. Personnel costs increased $38,010 or 3.5% due to contractual wage increases and a required increase in the annual contribution to the General Employees' Retirement System. Supplies increased $5,270 or 10.6% primarily for the one-time purchases of a replacement Drone and a Teleprompter. *Other Charges increased $225,520 or 158.6% due to Sterlingfest costs. Sterlingfest was canceled in the prior year due to the COVID-19 pandemic.*



FUNDING LEVEL SUMMARY

	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget	% Change From 20/21
Community Relations	$1,422,420	$1,528,780	$1,283,620	$1,552,420	20.9%
Total Department	$1,422,420	$1,528,780	$1,283,620	$1,552,420	20.9%
Personnel Services	$974,940	$1,050,470	$1,091,450	$1,129,460	3.5%
Supplies	43,820	41,020	49,950	55,220	10.6%
Other Charges	403,660	437,290	142,220	367,740	158.6%
Total Department	$1,422,420	$1,528,780	$1,283,620	$1,552,420	20.9%

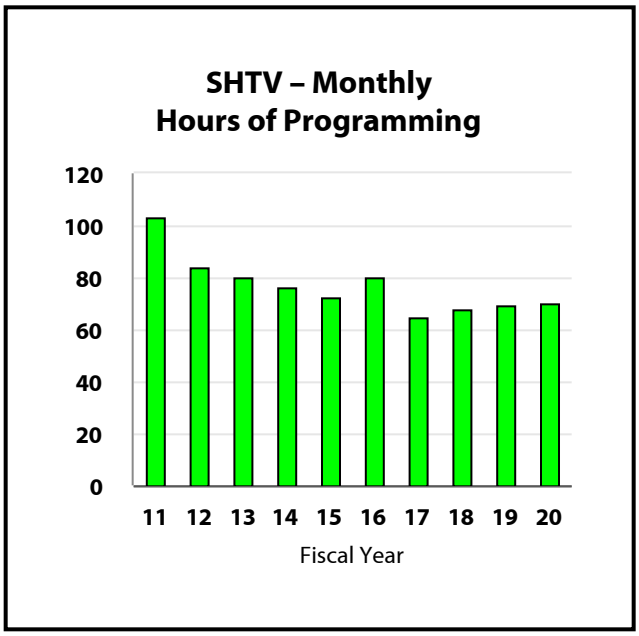
PERSONNEL SUMMARY

	2018/19		2019/20		2020/21		2021/22	
	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

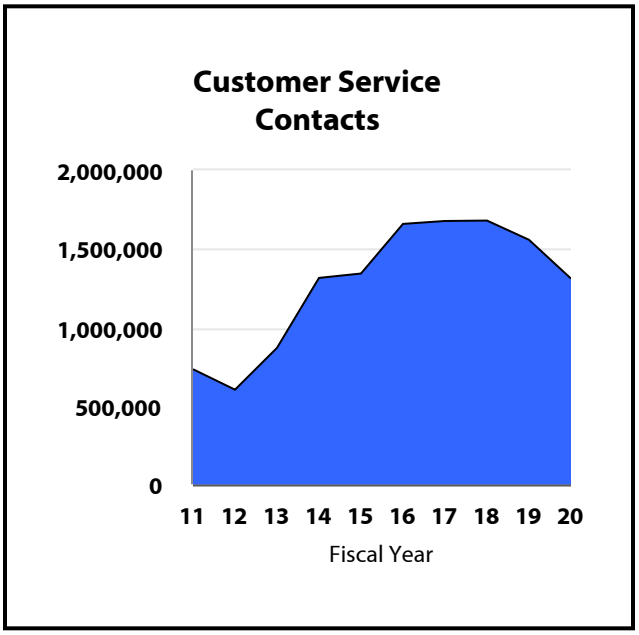
Excludes Boards & Commissions.

KEY DEPARTMENTAL TRENDS

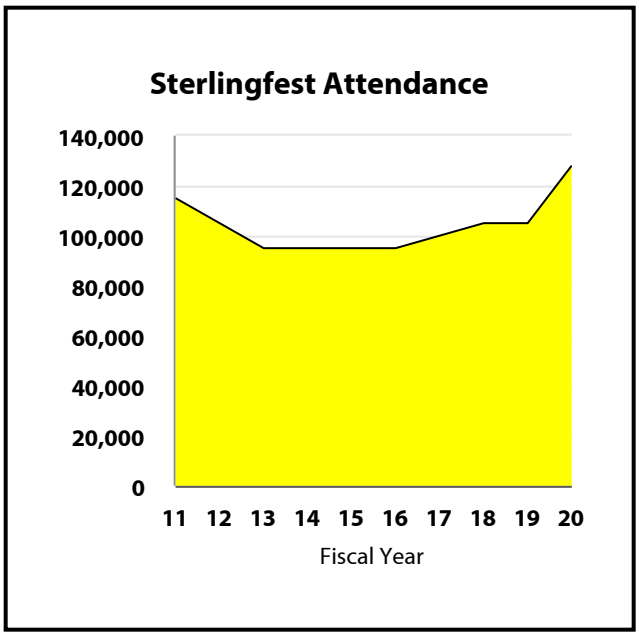
Community Relations Department



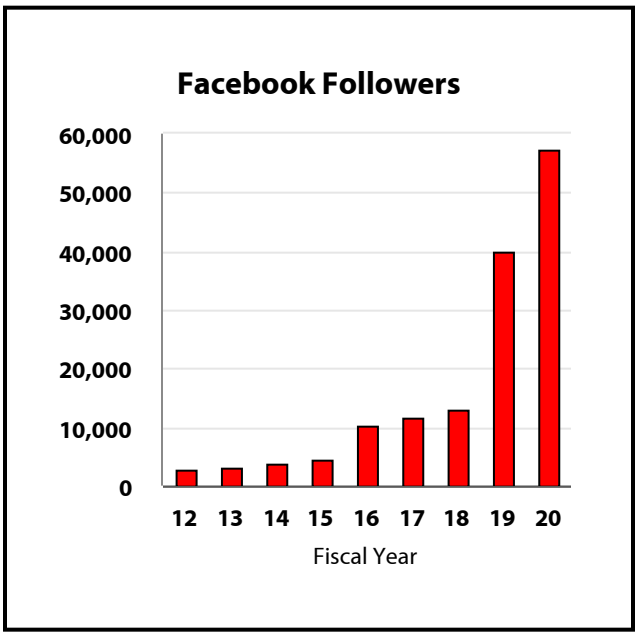
Sterling Heights Television programming hours remain relatively stable focusing primarily on televising City Council meetings and programming for seniors.



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. Sterlingfest was canceled in 2020 (fiscal year 2021) due to the COVID19 pandemic.



The number of Facebook followers of City pages increased dramatically in 2019 due to a renewed emphasis on using social medial to communicate with residents. The City hosts multiple pages, including pages for the Police Department, Fire Department, Parks and Recreation, and the Public Library, as well as the main City Hall page.

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, City social media accounts, 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 secured more than 75 community volunteers to assist seniors in need during the COVID-19 crisis?

Community Relations

2021/22 PERFORMANCE OBJECTIVES

1. To produce additional public art installations that are both engaging and interactive, including murals, sculptures, unifying projects, and art in "unexpected places." *(City Goal 12, 18, 24)*

2. To use the results from the 2021 resident survey to create a forward-focused communication plan that meets the needs and expectations of residents. *(City Goal 24, 25)*

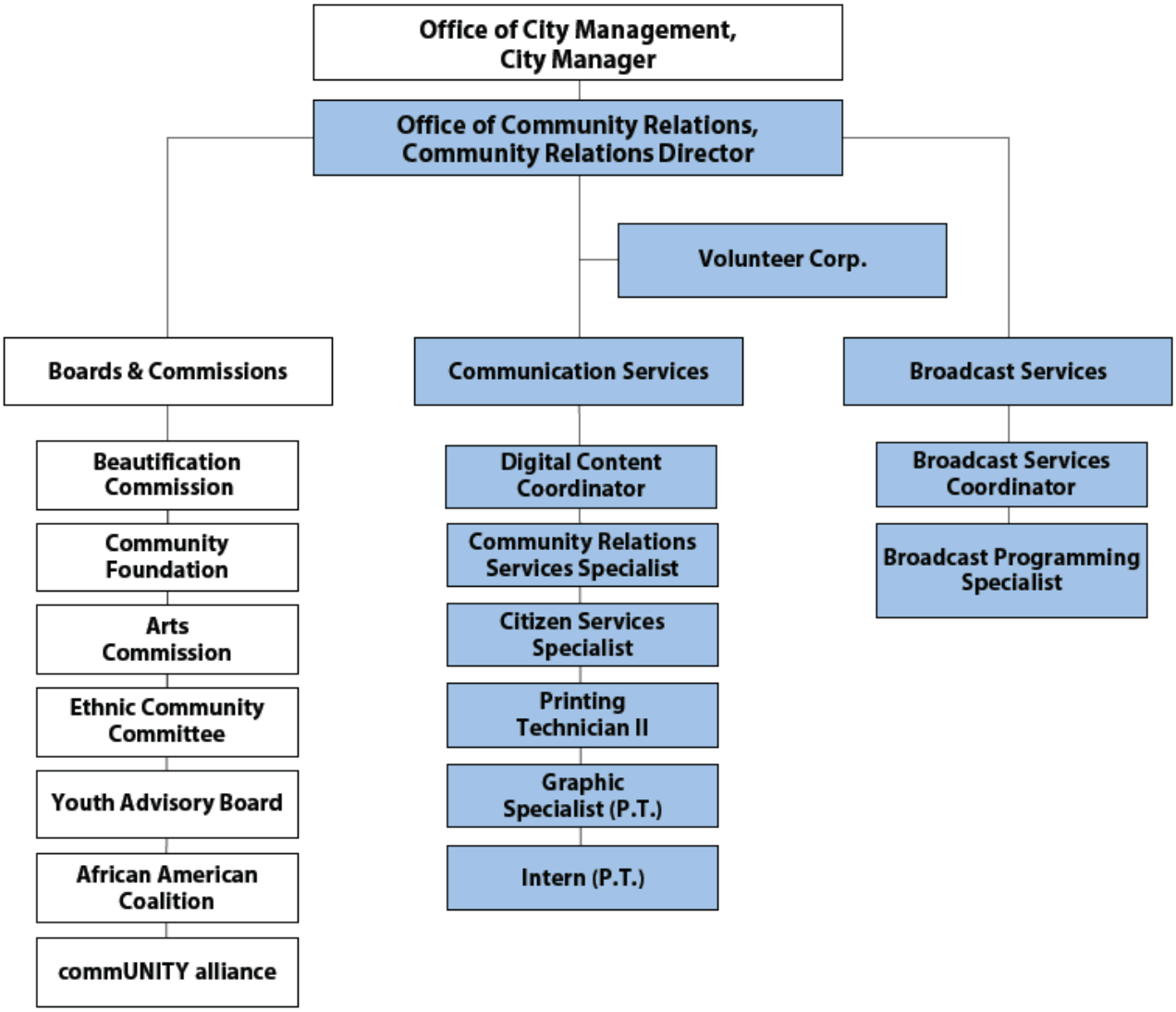
3. To increase diversity, equity, and inclusion initiatives throughout the City through work with the African American Coalition and the commUNITY alliance. *(City Goal 24)*

4. To reinvent the way we promote our economic development successes through the use of short-form video and storytelling. *(City Goal 20, 21)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Citizen Action Center Calls/Walk-ins (est.)	10,050	10,100	19,500	18,000	20,000	20,000
	Citizen E-Mail Requests (est.)	2,800	3,000	2,740	3,000	2,500	2,500
	Citizen Tickets Submitted Through See Click Fix	2,107	2,049	2,109	2,500	2,500	2,500
	Sterling Heights Website Home Page Views	1,665,103	1,542,300	1,286,074	2,000,000	1,750,000	1,750,000
	Total Customer Service Contacts (est.)	1,680,060	1,557,449	1,310,423	2,023,500	1,775,000	1,775,000
	Total Tapings & Programs Aired	215	260	399	240	325	350
	SHTV Hours of Programming (Monthly)	68	69	70	70	70	70
	City Council, Board & Commission Live Broadcasts	75	73	63	75	75	80
	Press Releases Produced	74	62	101	75	75	85
	Resident Newsletters Distributed	16	5	0	15	18	24
	City Magazine/Brochures Produced	46	50	30	50	30	30
	Graphic Design Projects	332	340	254	350	275	275
	Print Requests Completed	260	310	209	290	200	200
	Facebook Followers	12,864	39,966	57,303	60,000	60,500	61,000
	Twitter Followers	3,369	3,550	3,742	4,000	3,750	3,800
	Instagram Followers	N/A	N/A	N/A	6,000	7,000	7,500
	Sterlingfest & Mem. Day Parade Attendance (est.)	110,000	110,000	135,000	115,000	0	15,000
	Neighborhood Clean Up Events Scheduled (SHINE)	8	8	8	10	8	8
	Beautification Awards Presented	50	58	46	50	54	52
	Public Art Projects Completed	N/A	N/A	N/A	1	1	5
	News Stories Resulting from Releases (Local/Nat'l)	N/A	N/A	N/A	150	175	190
	# of Resident Email Addresses Secured	N/A	N/A	N/A	20,000	22,000	23,000
	Avg. Reach Per Facebook Post (Monthly)	31,220	39,307	50,000	50,000	55,000	60,000
	Avg. Engagement Per Facebook Post (Monthly)	N/A	N/A	N/A	50,000	60,000	65,000
	# of Homes Cleaned-Up through SHINE	89	88	70	90	60	90
	Volunteers Recruited to Volunteer Corps	600	630	730	750	730	750
Efficiency	Avg. See Click Fix Tickets Acknowledged w/i 24 hrs.	854/40%	2,049/100%	2,109/100%	2,500/100%	2,500/100%	2,500/100%
	Avg. See Click Fix Tickets Closed w/i One Week	929/44%	2,049/100%	2,109/100%	2,500/100%	2,500/100%	2,500/100%
	Activity Expenditures as % of General Fund	1.44 %	1.30 %	1.43 %	1.15 %	1.17 %	1.36 %

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

Community Relations



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
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 – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 20.9%.

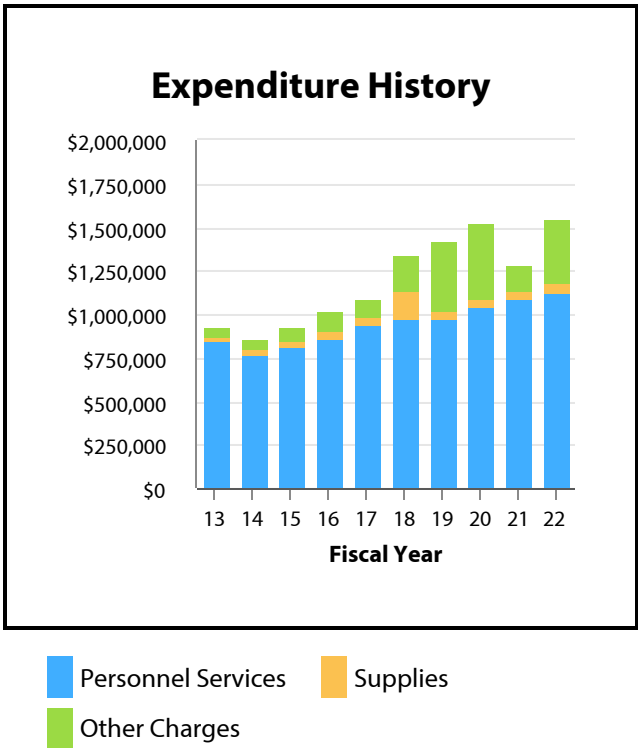
Personnel Services - Total Increase $38,010 or 3.5%

- $16,000 due to contractual wage adjustments
- $22,000 due to the required increase in the contribution to the General Employees' Retirement System

Supplies - Total Supplies increased $5,270 or 10.6%. Operating supplies increased $4,670 primarily for the one-time purchases of a replacement Drone and a Teleprompter, both to be utilized by Broadcast Services for video productions. Postage costs rose $600.

Other Charges - Total Other Charges increased $225,520 or 158.6%. Contracted service costs increased $4,920 for public relations contractual support to enhance the City's marketing efforts. $3,600 was added for increased water bill inserts for public education campaigns. Educational funding increased $1,330 for additional training for staff. $221,000 was added for Sterlingfest costs. Sterlingfest was not held in the prior year due to the COVID-19 pandemic.

Capital - Total Capital of $174,910 is proposed. $142,210 is for the maintenance, cleaning, and commissioning of public art. $29,200 is for two Video Cameras to replace obsolete cameras that are no longer reliable. Two replacement Tripods are funded for $3,500.



CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Personnel Services - Total Personnel Services decreased $93,930, as the proposed Marketing Manager position was eliminated.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,050,470	$1,091,450	$1,097,460	$1,223,390	$1,129,460
Supplies	41,020	49,950	49,950	55,220	55,220
Other Charges	437,290	142,220	159,640	367,740	367,740
Total	$1,528,780	$1,283,620	$1,307,050	$1,646,350	$1,552,420

Non-Departmental Services



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…
…that while closed to the walk-in general public during the COVID-19 pandemic, the 41-A District Court continued to hear cases remotely using virtual technology platforms?

41-A District Court

2021/22 PERFORMANCE OBJECTIVES

1. To increase the percentage of digital pleadings in civil cases. *(City Goal 1, 4, 23)*

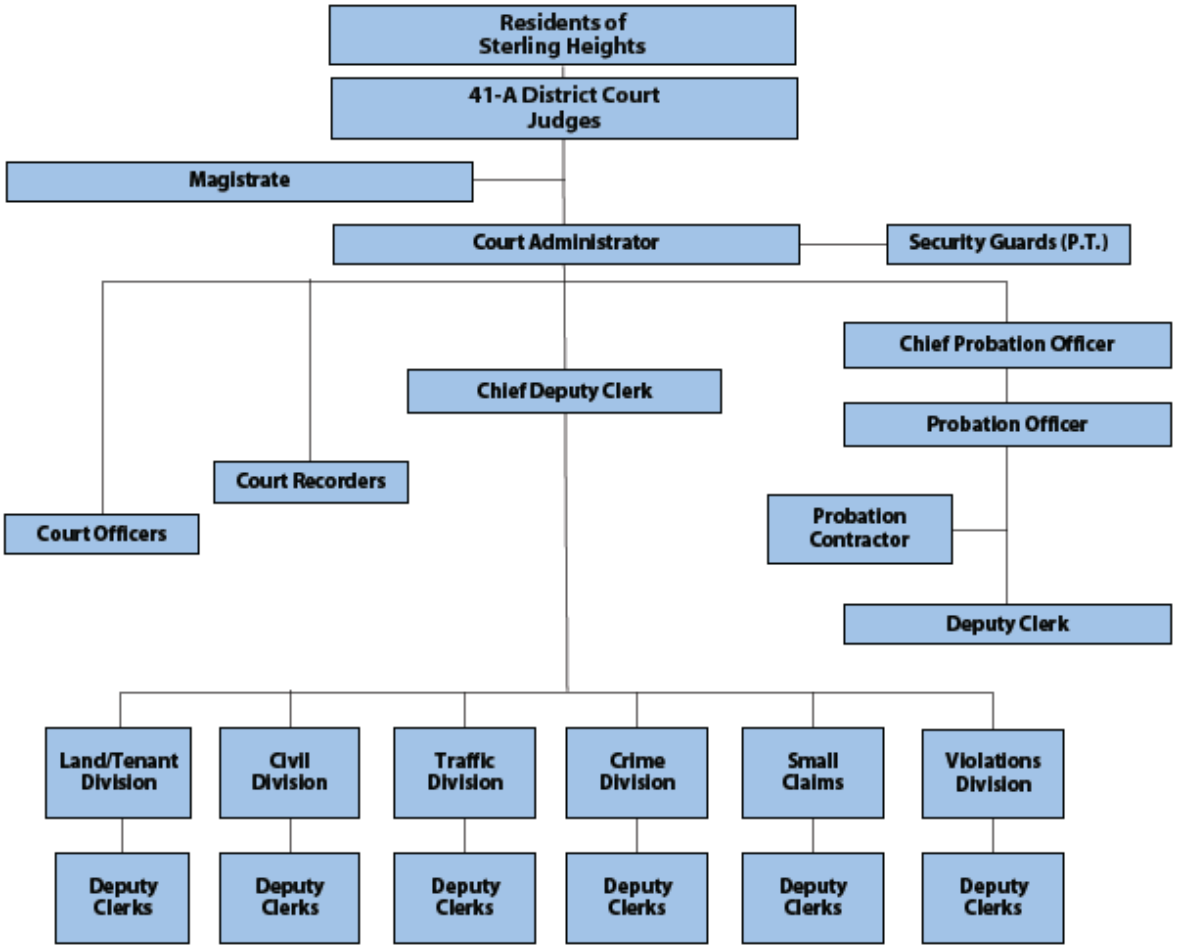
2. To create an entirely remote Informal Hearing traffic docket using Zoom technology. *(City Goal 1, 4, 23)*

3. To explore the formation of a Drug/Sobriety Court. *(City Goal 1)*

4. To increase the overall safety of the Court through the use of x-ray scanning and video camera security technology. *(City Goal 2, 4, 23)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Total Active Caseload	36,727	39,528	41,092	37,000	45,000	41,000
	Total New Cases	34,046	36,994	25,804	33,300	33,000	33,000
	Traffic Cases	23,150	25,531	16,926	23,000	23,000	23,000
	Parking Cases	1,739	1,819	1,641	1,500	1,500	1,600
	Misdemeanor Cases	3,314	3,547	2,655	3,400	3,400	3,500
	Felony Cases	511	471	402	500	500	500
	General Civil Cases	3,021	3,180	2,467	2,400	2,400	2,500
	Small Claims Cases	340	282	175	300	250	300
	Landlord/Tenant Cases	1,971	2,164	1,538	2,200	2,200	2,200
	Magistrate Dispositions	11,105	10,626	6,728	11,300	11,300	11,000
	Jury/Bench Verdicts	8,183	9,171	5,461	8,000	8,000	8,000
	Guilty/Admissions/Default - By Party	16,976	17,036	10,618	16,000	16,000	16,000
	Dismissals - By Court or Party	9,501	9,374	6,520	9,200	9,200	9,200
	Probation Caseload (includes Shelby)	1,345	1,166	485	650	500	500
Efficiency	Total Court Expenditures Per Capita	$25.17	$26.02	$26.23	$27.65	$26.22	$29.49
	Cost per Active Case	$90	$87	$85	$99	$77	$95
	# of Active Cases per FT Employee	1,185	1,275	1,284	1,160	1,406	1,240
	Activity Expenditures as % of General Fund	3.56 %	3.13 %	3.26 %	3.29 %	3.12 %	3.42 %

41-A District Court



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Judge	3	3	3
Court Administrator/Magistrate	1	1	0
Magistrate	0	0	1
Court Administrator	0	0	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	19	19	19
Deputy Clerk (P.T.)	6	6	6
Security Guard (P.T.)	4	5	5
Total	42	43	44

41-A District Court

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 6.6%.

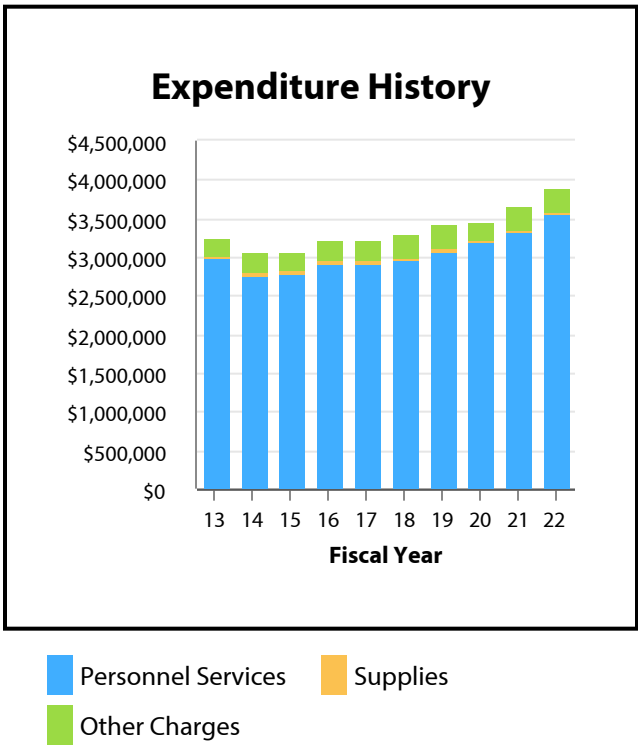
Personnel Services - Total Increase $237,210 or 7.1%

- $116,000 due to the addition of a new Court Administrator as part of the manpower study
- $50,000 due to contractual wage adjustments
- $42,000 due to an increase in the required contribution to the General Employees' Retirement System
- $22,000 due to an increase in health insurance rates

Supplies - Total Supplies increased $1,400 or 3.3% as more operating supplies need to be replenished.

Other Charges - Total Other Charges increased $2,240 or 0.7%. Water costs increased $3,000 based on recent expenditure trends. Rental costs fell $800 based on a revised estimate of copier lease fees, as most office copiers are scheduled to be replaced and lease payments will resume during the year.

Capital - Total Capital of $28,450 is proposed for an X-ray Machine to enhance security at the Court building.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$3,196,390	$3,324,630	$3,245,740	$3,561,840	$3,561,840
Supplies	32,450	42,100	26,500	43,500	43,500
Other Charges	246,920	300,080	195,160	302,320	302,320
Total	$3,475,760	$3,666,810	$3,467,400	$3,907,660	$3,907,660

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

2021/22 PERFORMANCE OBJECTIVES

1. To establish a new eligibility list for the Police Department. *(City Goal 1, 2, 3)*

2. To establish a new eligibility list for the Fire Department. *(City Goal 1, 2, 3)*

3. To hire ten firefighters and/or police officers, primarily due to retirements. *(City Goal 1, 5, 9)*

4. To maintain high eligibility requirements for Police and Fire, ensuring new hires can perform to the City's exceptional standards. *(City Goal 1, 2, 3, 9)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Minutes of Act 78 Meetings Recorded	7	5	3	3	4	3
	Police Officer Eligibility List Applications	120	290	0	50	50	50
	Firefighter Eligibility List Applications	39	71	28	25	25	25
	Written Tests - Police Officer Eligibility List	120	23	0	50	50	50
	Written Tests - Firefighter Eligibility List	39	71	28	25	25	25
	Oral Interviews - Police Officer Eligibility List	52	23	0	25	25	25
	Oral Interviews - Firefighter Eligibility List	17	43	28	25	25	25
	Physical/Psychological Test - Police/Fire Candidates	40	25	37	10	10	25
Effectiveness	# of Appeals by Candidates/ Terminated Employees	1	0	0	0	0	0
	Activity Expenditures as % of General Fund	0.05%	0.03%	0.02%	0.03%	0.03%	0.02%

Act 78 – Civil Service Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

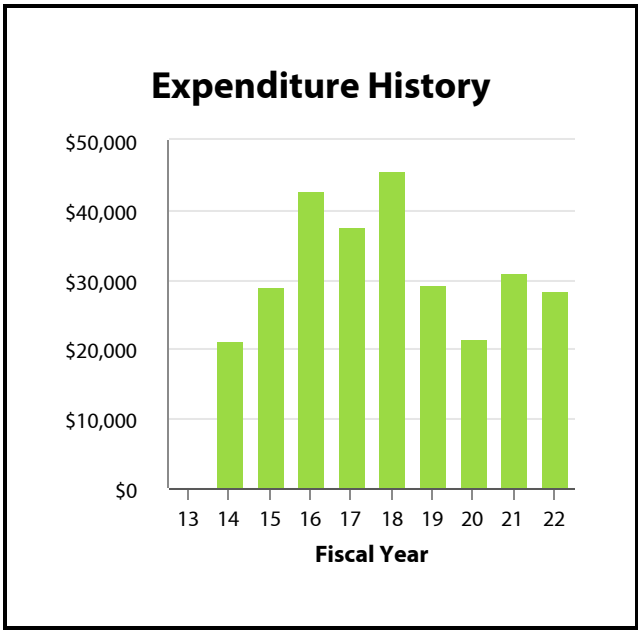
The total budget decreased by 8.3%.

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 $2,600 or 8.4%. The prior year budget included funding for the cost of an outside assessment center for promotion to Police Captain. Only professional services and testing for Police Officer and Firefighter candidates will be needed next year, saving $5,000. Funding for medical services increased $2,400 as a greater number of new Firefighter and Police Officer pre-employment physical and psychological exams are anticipated next year.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	0	170	170	170	170
Other Charges	21,540	31,000	31,110	28,400	28,400
Total	$21,540	$31,170	$31,280	$28,570	$28,570

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

~ Chinese Proverb ~



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 Citywide 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 on multiple public art projects for spring 2021, including the installation of two murals and three sculptures, as well as working on ways to incorporate art in "unexpected places"?

Arts Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

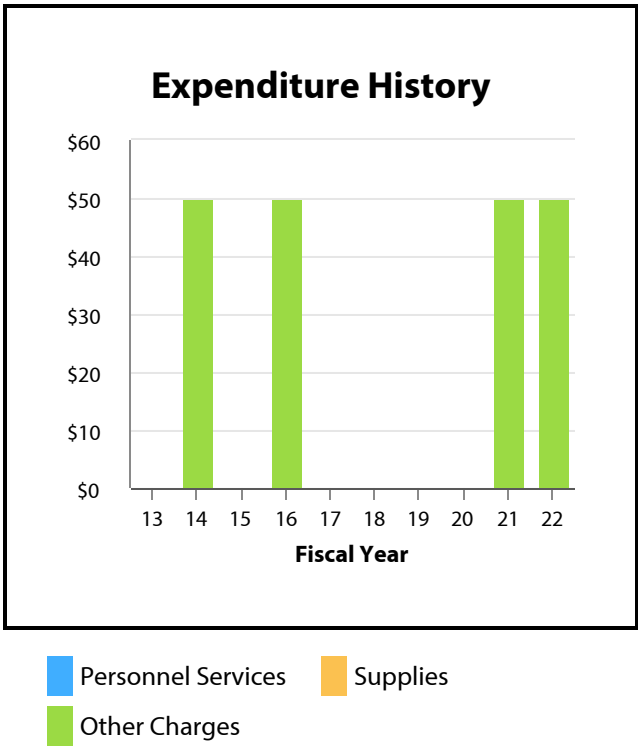
The total budget increased by 0.0%.

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

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 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 Citywide acceptance and resident participation.

The Beautification Commission recommends the planting and preservation of trees, flowers, plants, and shrubbery, as well as the placing of other ornamentation throughout the City. The Beautification Commission also promotes public education for the disposal of litter in our community through its contacts with schools, scouting troops and businesses. This is accomplished through programs such as "Adopt a City Road".

The 12 member Commission includes a variety of City residents appointed by the City Council. The Community Relations Director serves as staff liaison to the Beautification Commission, coordinating its activities within City guidelines. The Commission was established pursuant to Ordinance No. 145. The Commission sets a specific budget for purposes of funding programs and projects.■

KEY GOALS

- ***To recognize and honor those individuals who take the initiative to beautify their properties.***
- ***To sponsor educational programs to teach students how to beautify their City.***
- ***To partner with other communities to inform residents of ways to beautify their communities.***

Did you know…
…the Beautification Commission held two exciting new virtual contests in 2020, including best Halloween decor and best holiday lighting displays?

Beautification Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

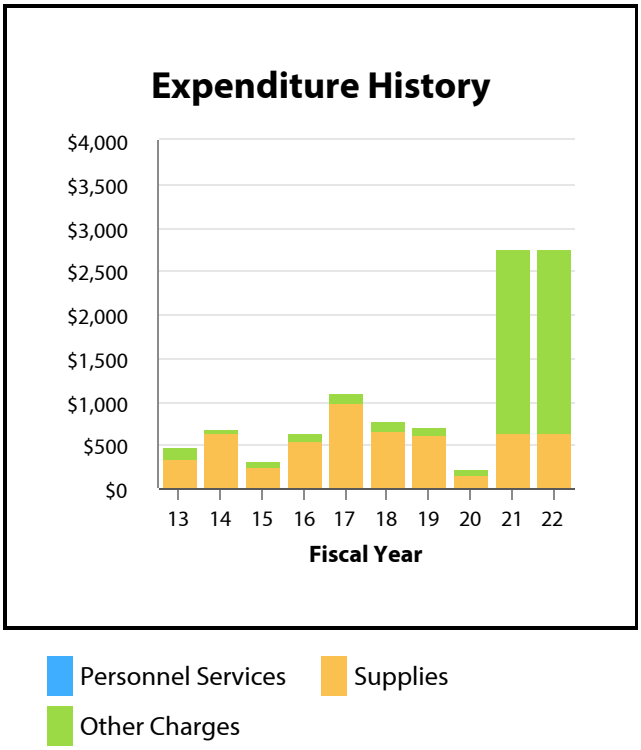
The total budget increased by 0.0%.

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

Supplies - Total Supplies is proposed to remain the same at $640. There are no proposed funding changes to the operating supply account.

Other Charges - Total Other Charges is proposed to remain the same at $2,110. There are no proposed funding changes to the local meetings and membership accounts. $2,000 continues to be funded for the Commission to host a Beautification Council of Southeastern Michigan (BCSEM) quarterly meeting. This meeting, which is hosted by the Sterling Heights Beautification Commission on a rotating basis approximately every seven years, was cancelled in the prior year.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	160	640	640	640	640
Other Charges	70	2,110	110	2,110	2,110
Total	$230	$2,750	$750	$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, 2020 total a market value of $102,783,781, while the City's contribution for the 2021/22 fiscal year will be $4,533,274. The fund is now 74.2% 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 360 retirees receiving benefits from the fund and 73 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…
…that there are currently 360 retirees receiving benefits from the General Employees Retirement System?

General Employees Retirement Board

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

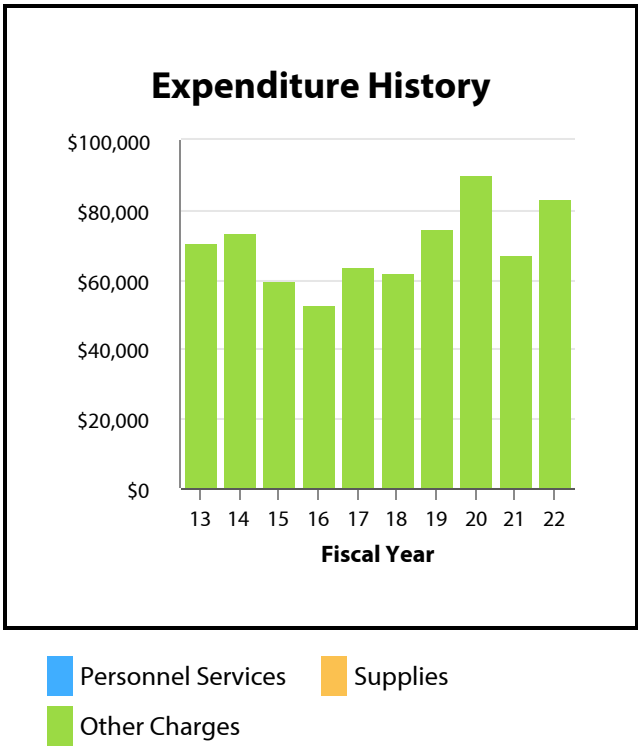
The total budget increased by 24.1%.

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 increased $16,130 or 24.2%. The increase is primarily for the one-time cost of an actuarial experience study that is required to be conducted every five years. $2,700 was added for legal services provided to the Board based on anticipated billings.

Capital - There is no Capital proposed for this board.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	20	270	270	270	270
Other Charges	90,280	66,690	65,800	82,820	82,820
Total	$90,300	$66,960	$66,070	$83,090	$83,090

General Expenditures

MISSION STATEMENT: ***To budget and account for general expenditures not assigned to specific users within the City due to their non-specific nature.***

The General Expenditures activity of the General Fund is used to budget and account for all general expenditures that are incurred throughout the fiscal year. This activity is a budgetary center within the General Fund. Expenditures are charged to this activity because of the inability to properly reflect the expenditures in any other activity. This situation exists when an expenditure is incurred by the City in which benefit is realized by more than one activity. Rather than allocate the expense over the many activities in the City, it is much simpler and more auditable to charge it to an activity specifically set up for this type of expenditure - the General Expenditures activity.

Examples of these types of expenditures include employee unemployment compensation costs, postage for City publications and miscellaneous bulk mailings, and operating supplies for the copiers used throughout the City.

Other Charges, such as audit and accounting services for the annual year-end financial report and contracted services for potential studies and reports are included in this activity. City street lighting, all liability and property insurance for the City, and citywide memberships and dues are other items of interest found in this activity.

The General Expenditures activity is its own budgetary center. If, and when, amendments are necessary to this activity, approval must be received from City Council before the adjustment is made. This budgetary center rarely requires any formal budget amendment.■

KEY GOALS

- ***To provide a means of accounting for certain unallocable citywide expenditures which benefit all City departments or the public at large.***
- ***To provide a means of accounting for certain benefits to residents such as street lighting, auditing costs, and citywide memberships.***
- ***To provide a means of budgeting and accounting for citywide liability insurance coverage.***

Did you know…
…the City of Sterling Heights has over 3,900 street lights, which are paid for through this activity?

General Expenditures

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

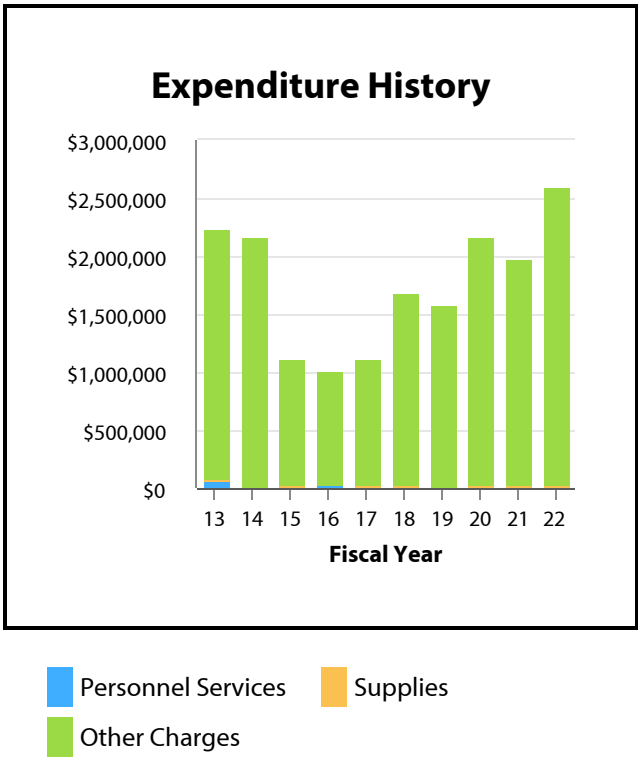
The total budget increased by 31.1%.

Personnel Services - Total Personnel Services decreased $5,000 or 25.0% due to an expected drop in unemployment claims.

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

Other Charges - Total Other Charges increased $622,150 or 32.0%. Street lighting costs increased $716,720 primarily due to the one-time cost of converting the City's public street lights to LED fixtures, which will substantially reduce future annual energy costs, maintenance costs, and greenhouse gas emissions. The budget rose $3,600 for increased copier print fees and paper costs for the City's large copy machine. $47,610 was transferred to City Management for organization-wide training opportunities and initiatives. $10,000 was saved as less funding is required for contractual consultant services for potential future projects.

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



CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Other Charges - Total Other Charges decreased $250,000, as funding for liability insurance was reduced. Based on recent claim activity, there is sufficient fund balance in the Self-Insurance Fund to withstand the decrease at this time.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$11,950	$20,000	$15,000	$15,000	$15,000
Supplies	23,420	20,000	20,000	20,000	20,000
Other Charges	2,130,040	1,946,300	1,938,880	2,818,450	2,568,450
Total	$2,165,410	$1,986,300	$1,973,880	$2,853,450	$2,603,450

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 retired Librarian from 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 Historical Commission is working with the Sterling Heights Public Library to digitize local historical photographs and newspaper articles that residents will be able to access on the Internet?

Historical Commission

2021/22 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 during the summer months. *(City Goal 19)*

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

4. To host an interactive history program at the Upton House Museum, emphasizing the township's earliest residents. *(City Goal 19)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Meetings Held	4	5	5	6	6	6
	Museum Hours Open	N/A	N/A	N/A	48	48	180
	Programs/Lectures on Local History Topics	2	1	1	3	3	3
	Professional Memberships	3	3	3	3	3	3
	Historic Photographs and Memorabilia Collected	75	15	20	20	5	20
	Program/ Museum Attendance	1,491	930	760	1,300	100	800

Historical Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

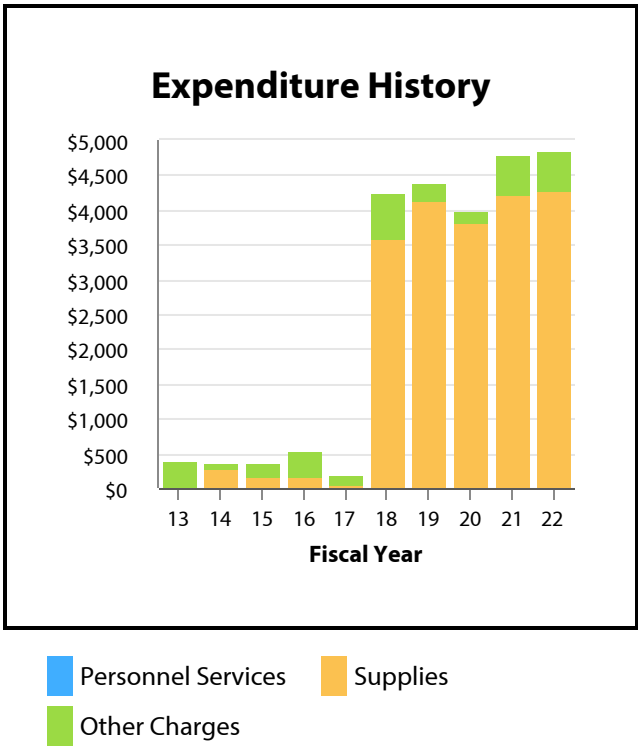
The total budget increased by 1.3%.

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

Supplies - Total Supplies increased $40 or 0.9%, as more supplies need to be replenished for the display of donated local historic photos.

Other Charges - Total Other Charges increased $20 or 3.6% due to slightly higher membership fees.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	3,820	4,230	4,220	4,270	4,270
Other Charges	180	560	560	580	580
Total	$4,000	$4,790	$4,780	$4,850	$4,850

MISSION STATEMENT: ***To provide all legal services, legal support, and advice to the City Council, City Manager, and City employees in a prompt professional manner.***

The Legal activity is used to account for all legal services charged to the General Fund.

The City Attorney is appointed by the City Council and serves as legal advisor and counsel for the City Council and City Manager. When requested, he advises City department directors and administrators on legal matters.

The City Attorney prosecutes District Court ordinance and traffic violations and represents the City in court cases and other legally constituted tribunals as the City Council may request. The City Clerk keeps copies of all written legal opinions, records, and files relating to City matters.

The City Attorney prepares and reviews all ordinances, contracts, bonds, and other written instruments that are submitted by either the City Council or City Manager. All new and modified matters of law and changes in the developments affecting the City are called to the attention of the City Council and City Manager after review by the City Attorney's office.

The City Attorney bills the City on a monthly basis for services rendered. These itemized billings are distributed to those activities that received benefit from the legal services. Administrators review the bills for accuracy and seek clarification from the Financial Services office if discrepancies arise. The General Fund charges will be ultimately expended to the Legal activity in the Legal Services - City Attorney account. This method of accounting for legal services has been determined to be superior to the past practice of recording expenditures in each specific activity. Centralized monitoring is more practical using the current method.

Anticipated payment for outside legal services is also budgeted in this activity. These services include a labor attorney and fees paid to visiting judges.■

KEY GOALS

- ***To provide legal services in an efficient, competent and cost effective manner.***
- ***To identify key legal priorities of the City.***
- ***To assist the City Council and other Boards and Commissions regarding legal issues that may arise at meetings.***
- ***To establish legal procedures, guidelines and standards in support of the City Council and City Administration's missions and goals.***
- ***To provide advice and counsel regarding developing state and federal legislation, as well as recent court decisions.***

Did you know…
…the City Attorney's first formal legal opinion was issued by Paul O'Reilly on July 12, 1968? Since that time, the City Attorney's Office has issued over 500 separate formal legal opinions.

Legal

2021/22 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's 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	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	District Court Cases	10,903	11,843	6,543	9,000	6,500	8,500
	Legal Opinions Rendered	14	10	5	10	6	10
	Ordinances and Amendments Prepared	4	4	9	12	8	10
	Commission Meetings Attended	31	33	31	30	30	30
	Council Meetings Attended	29	24	25	26	26	26
	Number of Open Lawsuits	10	9	9	12	65	25
	Number of Closed Lawsuits	11	9	9	10	45	45
	Number of Files Opened	46	62	36	30	110	50
	Number of Files Closed	52	26	29	25	50	30
	Legislative Issues Reviewed	70	75	165	70	100	75
	Hours Spent on City Business	8,071	7,598	7,494	8,200	8,150	8,500
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	1.07%	0.79%	0.81%	0.80%	0.80%	0.78%

Legal

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

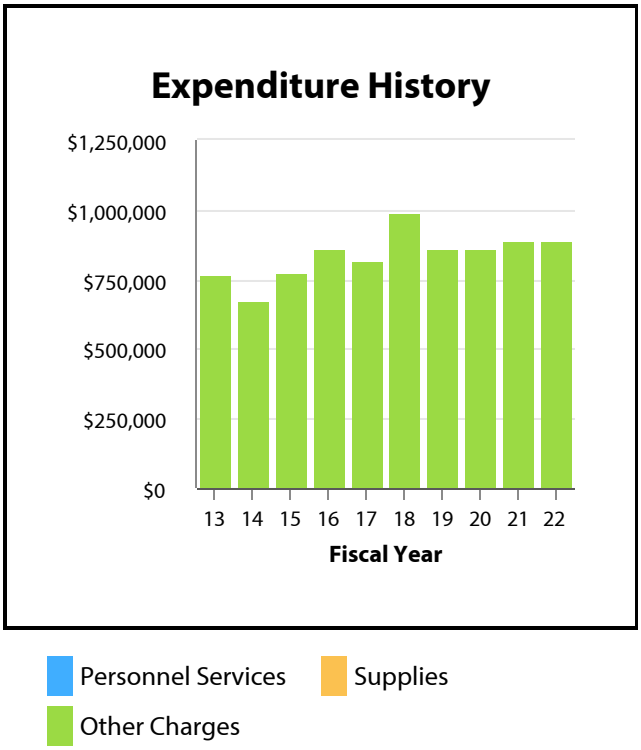
The total budget increased by 0.0%.

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 is proposed to remain the same at $890,000. There are no proposed funding changes for City Attorney legal services and the City's labor attorney and visiting judges. All public defender and court-appointed attorney costs are being recorded in the recently established Indigent Defense Fund.

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



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	0	0	0	0	0
Other Charges	859,830	890,000	890,000	890,000	890,000
Total	$859,830	$890,000	$890,000	$890,000	$890,000

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 held 11 meetings in 2020, primarily virtual, and processed a total of twenty cases?

Planning Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

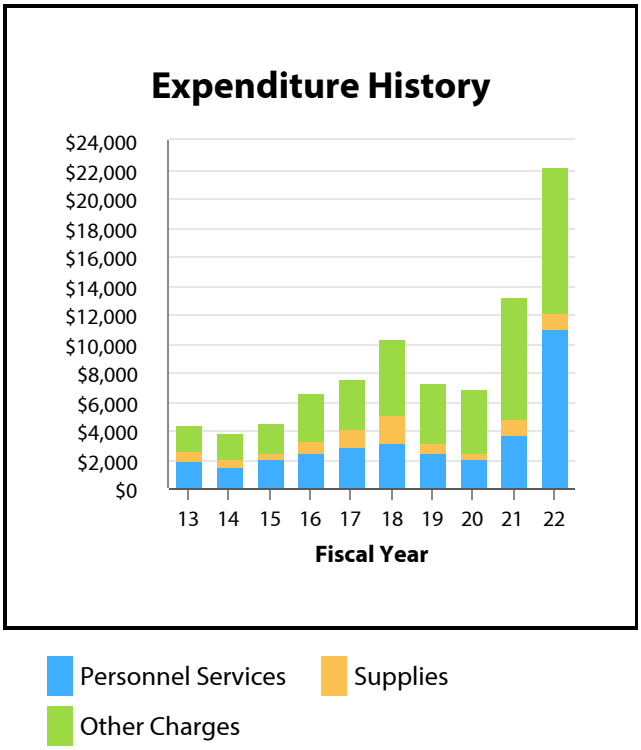
The total budget increased by 67.2%.

Personnel Services - Total Increase of $7,290 or 192.9% due to a change in the compensation for Planning Commission members. The current stipend of $30 per meeting is increasing to $100 per meeting due to the length of meetings and complexity of issues.

Supplies - Total Supplies is proposed to remain the same at $1,000. There are no proposed funding changes within the Supplies accounts.

Other Charges - Total Other Charges increased $1,620 or 19.1%. The training budget increased $1,270 for Commission members to attend a Citizen Planner Program. Reporting services increased $400, as more time is required to transcribe meeting minutes. $50 was added due to an increase in the Michigan Association of Planning membership fee. Publishing costs can be reduced $100 based on recent expenditure levels.

Capital - Total Capital of $12,970 is proposed for 9 replacement iPads with updated technology and larger display screens for the Planning Commissioners, to allow for easier viewing of plans and E-packets at Planning Commission meetings.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$2,070	$3,780	$3,780	$11,070	$11,070
Supplies	460	1,000	940	1,000	1,000
Other Charges	4,430	8,480	7,880	10,100	10,100
Total	$6,960	$13,260	$12,600	$22,170	$22,170

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 Sustainability Commission held its first meeting in 2020, and began review of the City's first Sustainability Plan?

Sustainability Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

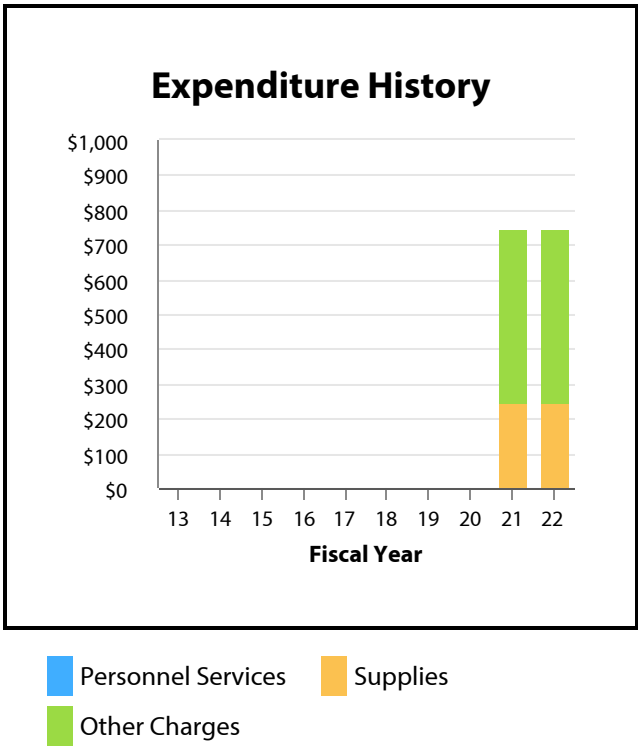
The total budget increased by 0.0%.

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

Supplies - Total Supplies is proposed to remain the same at $250.

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

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	0	250	100	250	250
Other Charges	0	500	300	500	500
Total	$0	$750	$400	$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, four transfers are budgeted from the General Fund totaling $10,909,780. They include a transfer to the Capital Projects Fund, the Limited Tax General Obligation Debt Service Fund, the Parks & Recreation Fund, and the Major Road Fund.

The $4,750,450 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 $2,958,360 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 $2,950,970 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 $250,000, 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.***

Did you know…
… that the General Fund Transfer to the Limited Tax General Obligation Debt Service Fund represents the only debt obligations that are paid with General Fund dollars? All other debt payments are funded through dedicated millages, state road funding dollars, or water & sewer revenues.

Transfers Out

SUMMARY OF BUDGET CHANGES

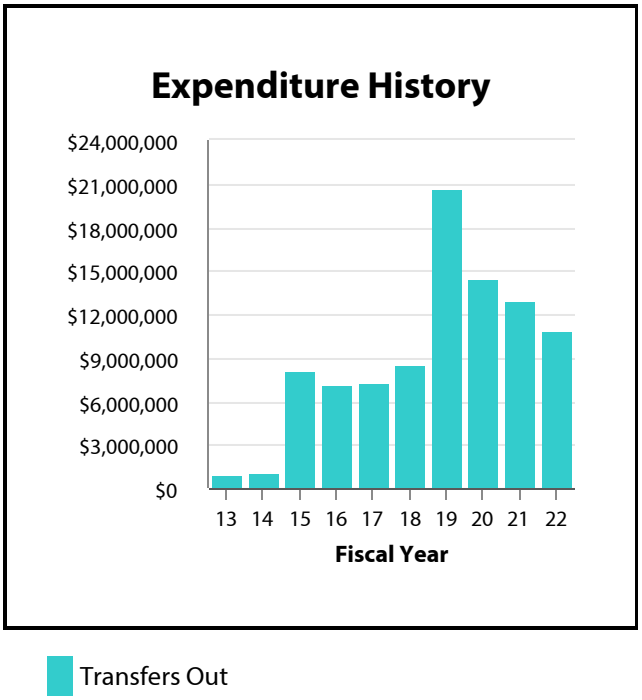
SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 15.8%.

Personnel Services - There is no Personnel budget for this cost center.

Other Charges - There is no Other Charges budget for this cost center.

Transfers Out - Transfers Out to other City funds totals $10,909,780. Transfers to the Capital Projects Fund total $4,750,450 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 $2,958,360. This transfer will fund the debt payments on the 2018 Facilities Improvement Bond and the 2019 Capital Improvement Bond for the DPW facility. Transfers to the Parks & Recreation Fund total $2,950,970 to fund the pre-existing expenses of the department prior to the passing of the *Re*creating Recreation millage and the additional expenses incurred for park maintenance responsibilities previously transferred to Parks & Recreation. A transfer to the Major Road Fund is budgeted for $250,000 for additional funding that will be utilized for major road projects.



CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Transfers Out - Total Transfers Out decreased $359,760. The proposed transfer to the Capital Projects Fund decreased by $109,760, as less funding is required for replacement traffic and patrol vehicles, which have been reduced from twelve to ten. The proposed transfer to the Major Road Fund was also reduced by $250,000.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	0	0	0	0	0
Transfer Out	14,431,220	12,952,970	14,214,970	11,269,540	10,909,780
Total	$14,431,220	$12,952,970	$14,214,970	$11,269,540	$10,909,780

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 held 10 meetings in 2020, primarily virtual, and processed a total of thirty-five cases?

Zoning Board of Appeals

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

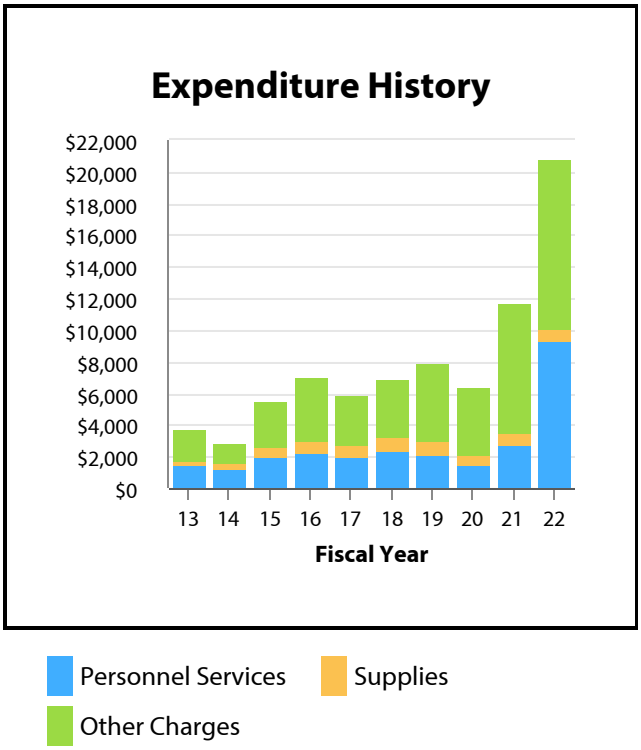
The total budget increased by 77.4%.

Personnel Services - Total Increase $6,600 or 242.6% due to a wage increase for the members of the Zoning Board of Appeals.

Supplies - Total Supplies is proposed to remain the same at $850. There are no proposed funding changes to the postage and operating supply accounts.

Other Charges - Total Other Charges increased $2,490 or 30.4%. The training budget increased $1,840 for Board members to attend a Citizen Planner Program and reporting services increased $400, as more time is required to transcribe meeting minutes. Publishing costs rose $200 as a greater number of newspaper notices with lengthier agendas have been required. $50 was added due to an increase in the Michigan Association of Planning membership fee.

Capital - Total Capital of $11,530 is proposed for 8 replacement iPads with updated technology and larger display screens for Board members and alternates, to allow for easier viewing of plans and E-packets at Zoning Board of Appeals meetings.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,550	$2,720	$2,720	$9,320	$9,320
Supplies	620	850	850	850	850
Other Charges	4,280	8,180	7,510	10,670	10,670
Total	$6,450	$11,750	$11,080	$20,840	$20,840

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

~ Edward Everett Hale ~



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, the City 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 City slightly increased its fixed fees per bill 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. These adjustments were made due to a 6.7% increase in the cost of water from the Great Lakes Water Authority (GLWA) and a 10.4% increase in Macomb's sewage costs. Debt payments on the District's sewer rehabilitation projects also increased by 3.7%.

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 2021/22, the GLWA is increasing its commodity and fixed charges by 2.0%, while the cost of sewage treatment and sewer debt costs passed on from Macomb County will increase 3.5%. The City's debt service is also proposed to increase $886,760 to fund the water and sewer main replacement under Mound Road and personnel costs are proposed to increase $537,000 or 10%, due to the addition of four full-time positions as part of a citywide manpower study.

To ensure the City is utilizing a rate structure that offers quality service at a good value for its customers, the City contracted with Raftelis Financial Consultants last year to perform a comprehensive water & sewer rate study. Based on their recommendations, the City is proposing rate changes in 2021/22 to include a fixed residential meter charge and increased fixed meter charges for commercial customers, in lieu of the current fixed charges. The minimum billed amount will be eliminated. The City will also use the Average Winter Consumption method for sewer charges and eliminate the summer discount. This method will help reduce large variability in bills and smooth out seasonal fluctuations.

The monthly water & sewer cost for the average residential user will remain the lowest of our comparable communities, at approximately $65 per month, assuming some summer irrigation use.■

Did you know…
…the City recently contracted with Raftelis Financial Consultants to conduct a comprehensive water and sewer rate study with a goal to create greater equity in rate design, provide a solution to seasonal bill fluctuation, and help build a sustainable financial plan that ensures cost coverage and builds fund balance reserves?

WATER & SEWER SYSTEM
OPERATING FUND REVENUES & EXPENSES

Budgetary Centers	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Budget
REVENUES						
Water & Sewer Service	$47,057,790	$48,077,010	$51,492,600	$53,628,370	$47,262,190	**$47,143,920**
Water Fixed Charges	0	0	0	0	5,681,830	**5,681,830**
Sewer Fixed Charges	0	0	0	0	2,861,780	**2,861,780**
Penalties & Interest	854,110	742,920	850,000	850,000	850,000	**850,000**
Hydrant Rental	169,530	172,920	176,380	176,000	176,000	**176,000**
Interfund Service	69,100	103,460	105,100	105,000	115,890	**115,890**
Tap and Meter Revenue	424,400	542,410	565,000	565,000	165,000	**165,000**
Repair and Service	117,220	102,630	110000	110,000	110,000	**110,000**
Inspection Fees	8,210	14,190	10,000	13,000	12,000	**12,000**
Turn-On Charge	14,200	13,750	15,000	15,000	15,000	**15,000**
Ind./Pollution Surcharge	377,270	381,770	375,000	375,000	375,000	**375,000**
Sale of Fixed Assets	(1,950)	5,140	0	7,840	0	**0**
Miscellaneous	426,130	254,230	139,300	89,300	130,000	**130,000**
Interest on Investments	294,260	279,830	315,000	100,000	108,000	**108,000**
Federal/State Grants	565,150	875,240	0	0	0	**0**
Total Revenues	**$50,375,420**	**$51,565,500**	**$54,153,380**	**$56,034,510**	**$57,862,690**	**$57,744,420**
EXPENDITURES						
WATER & SEWER ADMIN.						
Personnel Services	$1,372,090	$1,460,250	$1,259,140	$1,243,700	$1,499,300	**$1,499,300**
Supplies	10,400	8,920	11,700	11,700	11,700	**11,700**
Other Charges	9,569,680	9,607,990	3,093,140	3,017,840	3,282,480	**3,217,480**
Capital Outlay	8,410	0	0	0	0	**0**
Total Expenses	**10,960,580**	**11,077,160**	**4,363,980**	**4,273,240**	**4,793,480**	**4,728,480**
WATER DISTRIBUTION						
Personnel Services	$1,792,390	$1,868,550	$1,731,190	$1,744,170	$1,927,510	**$1,927,510**
Supplies	406,750	385,950	400,000	387,000	300,000	**300,000**
Other Charges	15,514,160	16,238,490	16,505,080	16,976,180	17,102,040	**17,045,320**
Capital Outlay	2,140	0	197,460	168,660	30,000	**30,000**
Debt Service	0	0	0	0	478,850	**478,850**
Total Expenses	**17,715,440**	**18,492,990**	**18,833,730**	**19,276,010**	**19,838,400**	**19,781,680**
SEWAGE COLLECTION						
Personnel Services	$2,157,140	$2,231,010	$2,068,570	$2,093,690	$2,168,770	**$2,168,770**
Supplies	49,930	48,950	53,420	51,500	51,720	**51,720**
Other Charges	21,068,230	22,445,150	20,869,650	20,919,600	22,283,870	**22,101,650**
Capital Outlay	0	1,630	1,125,250	1,023,040	656,000	**656,000**
Debt Service	2,322,030	2,232,160	6,682,410	6,682,170	7,108,530	**7,297,460**
Total Expenses	**25,597,330**	**26,958,900**	**30,799,300**	**30,770,000**	**32,268,890**	**32,275,600**
Total Operating Expenses	**$54,273,350**	**$56,529,050**	**$53,997,010**	**$54,319,250**	**$56,900,770**	**$56,785,760**

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 2021/22, 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 2021/22 Budget, Charges for Services revenue represents 99.6% of total revenue sources, an increase of $3,807,340.

The average residential customer will pay approximately $65 per month for water & sewer services, assuming some summer irrigation.

In 2021/22, the Great Lakes Water Authority's rates to the City will increase by 2.0% and Macomb County will increase by 3.5%. To continue its strive to offer quality service at a good value to its customers, the City is recommending changes to its rate structure. These changes include the implementation of fixed residential meter charges and increased fixed meter charges for commercial customers, in lieu of the current fixed charges, the elimination of the minimum billed amount, and the use of the Average Winter Consumption method for sewer charges, thereby eliminating the current summer discount. These rate changes are a result of the water and sewer rate study that was conducted by Raftelis Financial Consultants in the prior year. Based on these adjustments, the average residential customer will pay approximately $65 per month for water and sewer services, assuming some summer irrigation.

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 2021/22 Budget, Other Revenues represents 0.4% of total revenue sources, a decrease of $216,300. This decrease is primarily due to a reduction in interest on investments due to low interest rates.

CONTRIBUTION TO (USE OF) NET ASSETS

In the 2021/22 Budget, revenues exceed expenses by $958,660, allowing for a contribution to net assets to continue to build up water and sewer reserves.■

WATER & SEWER FUND
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
	STATE & LOCAL RETURNS						
539002	State Grants	$875,240	1.70	$0	0.00	**$0**	**0.00**
	Total State & Local Returns	**875,240**	**1.70**	**0**	**0.00**	**0**	**0.00**
	CHARGES FOR SERVICES						
627531	Administrative Services - Refuse	103,460	0.20	105,100	0.19	**115,890**	**0.20**
629001	Labor Services - Roads	42,470	0.08	50,000	0.09	**50,000**	**0.09**
633001	Water Tap Fees	108,150	0.21	125,000	0.23	**125,000**	**0.22**
633002	Sewer Tap Fees	32,590	0.06	40,000	0.07	**40,000**	**0.07**
633003	Meter Charges	401,670	0.78	400,000	0.74	**0**	**0.00**
633004	Inspection	14,190	0.03	10,000	0.02	**12,000**	**0.02**
633005	Water & Sewer Services	60,160	0.12	60,000	0.11	**60,000**	**0.10**
633006	Hydrant Rental - Fire Department	172,930	0.34	176,380	0.33	**176,000**	**0.30**
633009	Turn-On Charge	13,750	0.03	15,000	0.03	**15,000**	**0.03**
643000	Water Services	19,134,880	37.11	20,567,720	37.98	**16,310,410**	**28.25**
643001	Fixed Charges - Water	0	0.00	0	0.00	**5,681,830**	**9.84**
644000	Collections - Sewer	28,942,130	56.13	30,924,880	57.11	**30,833,510**	**53.40**
644001	Fixed Charges - Sewer	0	0.00	0	0.00	**2,861,780**	**4.96**
645000	Penalties - Water & Sewer	742,920	1.44	850,000	1.57	**850,000**	**1.47**
646000	Industrial & Pollution Surcharge	381,770	0.74	375,000	0.69	**375,000**	**0.65**
	Total Charges for Services	**50,151,070**	**97.26**	**53,699,080**	**99.16**	**57,506,420**	**99.59**
	OTHER REVENUE						
665000	Interest on Investments	262,180	0.51	300,000	0.55	**90,000**	**0.16**
665445	Interest & Penalties - Tax Roll	17,650	0.03	15,000	0.03	**18,000**	**0.03**
673000	Sale of Fixed Assets	5,140	0.01	0.00	0.00	**0**	**0.00**
676000	Reimbursements	41,450	0.08	39,300	0.07	**30,000**	**0.05**
677008	Unrealized Gain/Loss	32,310	0.06	0	0.00	**0**	**0.00**
677574	Unrealized Gain/Loss	21,320	0.04	0	0.00	**0**	**0.00**
685000	Miscellaneous Revenue	159,140	0.30	100,000	0.18	**100,000**	**0.17**
695000	Insurance Recovery	0	0.00	0	0.00	**0**	**0.00**
	Total Other Revenue	**539,190**	**1.04**	**454,300**	**0.84**	**238,000**	**0.41**
	Total Water & Sewer Fund	**$51,565,500**	**100.00**	**$54,153,380**	**100.00**	**$57,744,420**	**100.00**

Note: The 2019-2020 Actual Column is rounded to the nearest $10.

WATER & SEWER FUND
EXPENDITURE SUMMARY BY ACCOUNT

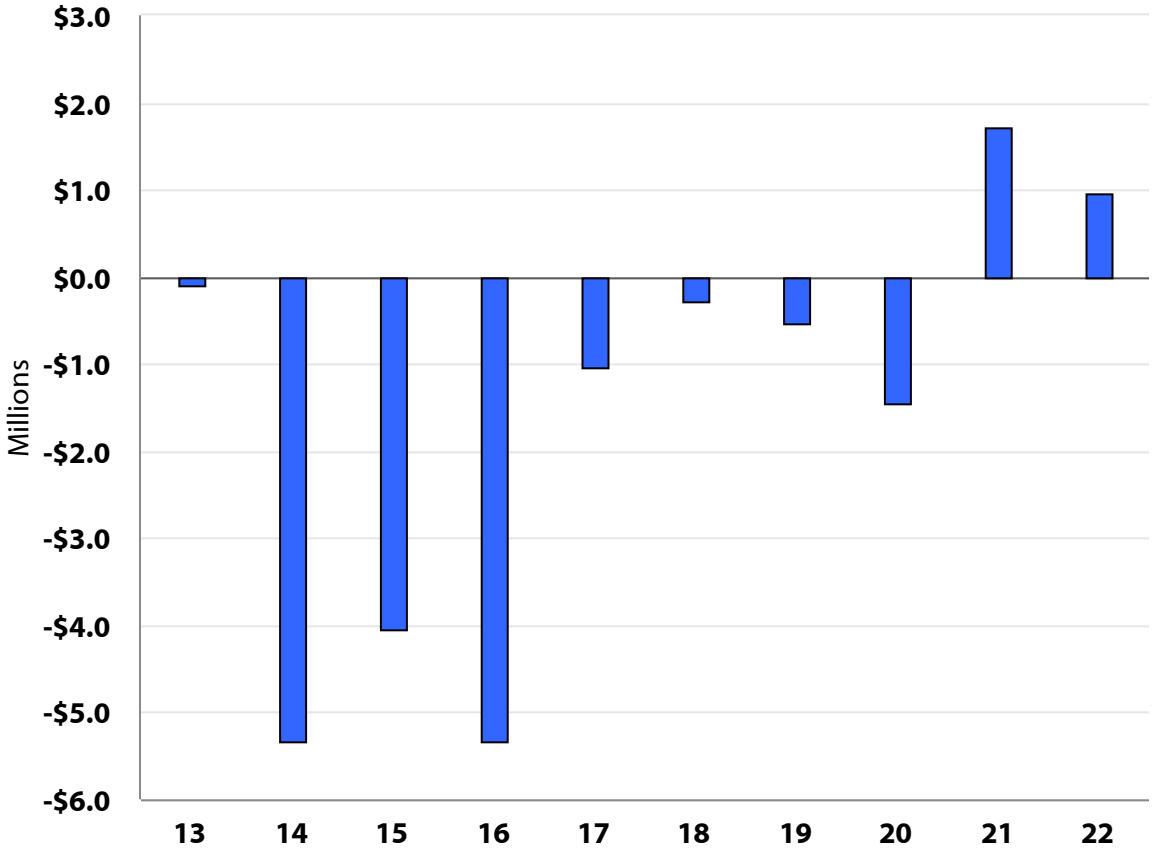
Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
	PERSONNEL SERVICES						
704000	Wages & Salaries - Permanent	$2,215,660	3.92	$2,250,050	4.17	$2,600,940	4.58
704001	Sick Time Buy Back	27,890	0.05	16,020	0.03	21,280	0.04
704721	Health Insurance Allowance	23,500	0.04	21,000	0.04	27,000	0.05
705000	Wages-Salaries - Temp/Part-Time	159,250	0.28	215,680	0.40	210,660	0.37
708000	Overtime	362,110	0.64	394,500	0.73	377,000	0.66
708001	Compensation Time Buy Back	9,450	0.02	9,640	0.02	9,880	0.02
709000	Union Contract Reimbursements	9,580	0.02	9,900	0.02	11,400	0.02
710000	Longevity	47,110	0.08	50,380	0.09	56,730	0.10
715000	Clothing Allowance	7,970	0.01	7,500	0.01	8,000	0.01
717000	FICA	210,800	0.37	220,210	0.41	254,200	0.45
718000	Worker's Compensation	24,400	0.04	25,230	0.05	29,530	0.05
720000	Pension - General Emp Retirement	1,394,290	2.47	779,720	1.44	877,170	1.54
720002	Defined Contribution - Employer	31,440	0.06	33,140	0.06	41,750	0.07
720010	Employer Contribution Recovery	0	0.00	0	0.00	0	0.00
721000	Health Insurance	319,030	0.56	378,700	0.70	413,570	0.73
721001	Health Insurance - Retirees	646,670	1.14	574,300	1.06	574,300	1.01
721003	Retiree Health Savings - City	14,490	0.03	15,000	0.03	17,000	0.03
722000	Dental Insurance	28,150	0.05	28,620	0.05	31,470	0.06
723000	Life Insurance	5,780	0.01	6,150	0.01	7,060	0.01
724000	Eye Care Insurance	2,980	0.01	3,140	0.01	3,710	0.01
725000	Disability Insurance - Long Term	4,490	0.01	4,850	0.01	5,560	0.01
725355	Disability Insurance - Short Term	14,770	0.03	15,170	0.03	17,370	0.03
	Total Personnel Services	**5,559,810**	**9.84**	**5,058,900**	**9.37**	**5,595,580**	**9.85**
	SUPPLIES						
729000	Postage	1,570	0.00	2,000	0.00	2,000	0.00
750000	Fuels & Lubricants	50,460	0.09	62,000	0.11	60,000	0.11
751000	Operating Supplies	28,060	0.05	48,120	0.09	48,420	0.09
770000	Water Meters - Assembled	238,750	0.42	200,000	0.37	100,000	0.18
771000	Fire Hydrant Parts	16,910	0.03	23,000	0.04	23,000	0.04
772000	Tap-In Materials - Water	1,760	0.00	50,000	0.09	50,000	0.09
774000	Water Meter Parts	106,300	0.19	80,000	0.15	80,000	0.14
	Total Supplies	**443,810**	**0.78**	**465,120**	**0.86**	**363,420**	**0.64**
	OTHER CHARGES						
802000	Audit & Accounting Services	42,870	0.08	43,670	0.08	44,490	0.08
806000	Legal Services - Other	68,490	0.12	100,000	0.19	0	0.00
806001	Legal Services - City Attorney	3,540	0.01	4,000	0.01	4,000	0.01
807000	Medical Services	770	0.00	1,600	0.00	1,900	0.00
810000	Other Fees	184,760	0.33	180,700	0.33	190,700	0.34
810100	Other Fees - Paid Ref Escrow	0	0.00	0	0.00	0	0.00
824000	Water Tap Installation - Contractor	42,800	0.08	45,000	0.08	45,000	0.08
826000	Other Contracted Services	1,642,700	2.91	426,040	0.79	830,900	1.46
827000	Interfund Services	2,477,520	4.38	2,261,680	4.19	2,231,580	3.93
832000	Building Maintenance	1,200	0.00	1,200	0.00	1,250	0.00

WATER & SEWER FUND
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
833000	Equipment Maintenance	14,920	0.03	52,000	0.10	56,000	0.10
835000	Vehicle Maintenance	146,370	0.26	134,000	0.25	134,400	0.24
840000	Water Main Repair	402,760	0.71	260,000	0.48	400,000	0.70
841000	Distribution Line Repair	180,520	0.32	247,500	0.46	235,000	0.41
842000	Sewer Main Repair	91,680	0.16	100,000	0.19	100,000	0.18
903000	Printing	60	0.00	430	0.00	2,900	0.01
913000	Liability Insurance	200,000	0.35	135,000	0.25	135,000	0.24
915000	Other Insurance	2,460	0.00	2,460	0.00	2,460	0.00
921000	Electric	24,780	0.04	29,000	0.05	30,600	0.05
922000	Telephone	3,590	0.01	4,200	0.01	3,550	0.01
923000	Gas - Fuel - Oil	2,500	0.00	2,750	0.01	2,750	0.00
931000	Water Purchased	15,245,610	26.97	15,645,300	28.97	16,092,920	28.34
932000	Sewage Disposal Services	20,506,720	36.28	20,077,750	37.18	20,798,200	36.63
933000	Software Maintenance	127,470	0.23	111,450	0.21	153,190	0.27
934000	Industrial & Pollution Surcharge	365,910	0.65	375,000	0.69	375,000	0.66
945000	Other Rental	182,270	0.32	184,560	0.34	450,260	0.79
956000	Local Meetings	0	0.00	200	0.00	200	0.00
957000	Memberships & Dues	3,680	0.01	2,280	0.00	2,100	0.00
959000	Education & Training	10,460	0.02	25,100	0.05	25,100	0.04
964000	Refunds & Rebates	11,170	0.02	15,000	0.03	15,000	0.03
968000	Depreciation	6,304,060	11.15	0	0.00	0	0.00
	Total Other Charges	**48,291,640**	**85.43**	**40,467,870**	**74.94**	**42,364,450**	**74.60**
	CAPITAL OUTLAY						
979000	Computer Equipment	0	0.00	11,000	0.02	0	0.00
981000	Electronic Equipment	0	0.00	0	0.00	0	0.00
982000	Machinery & Equipment	1,630	0.00	296,050	0.55	40,000	0.07
984000	Vehicles	0	0.00	1,015,660	1.88	646,000	1.14
	Total Capital Outlay	**1,630**	**0.00**	**1,322,710**	**2.45**	**686,000**	**1.21**
	DEBT SERVICE						
992000	Principal	0	0.00	4,158,690	7.70	3,959,620	6.97
992001	Principal - Capital Bonds	0	0.00	0	0.00	645,000	1.14
993000	Interest - Capital Bonds	0	0.00	0	0.00	241,760	0.43
993001	Interest - Oakland-Macomb Intcpt.	562,900	1.00	661,530	1.23	1,028,940	1.81
993002	Interest - Macomb Interceptor	1,389,190	2.46	1,658,980	3.07	1,596,520	2.81
993003	Interest - North Gratiot Interceptor	95,810	0.17	79,650	0.15	74,170	0.13
993005	Interest - Clintondale Pump Station	184,260	0.33	123,560	0.23	230,300	0.41
	Total Debt Service	**2,232,160**	**3.95**	**6,682,410**	**12.38**	**7,776,310**	**13.69**
	Total Water & Sewer Fund	**$56,529,050**	**100.00**	**$53,997,010**	**100.00**	**$56,785,760**	**100.00**

Note: The 2019-2020 Actual Column is rounded to the nearest $10.

Water & Sewer Net Income from Operations

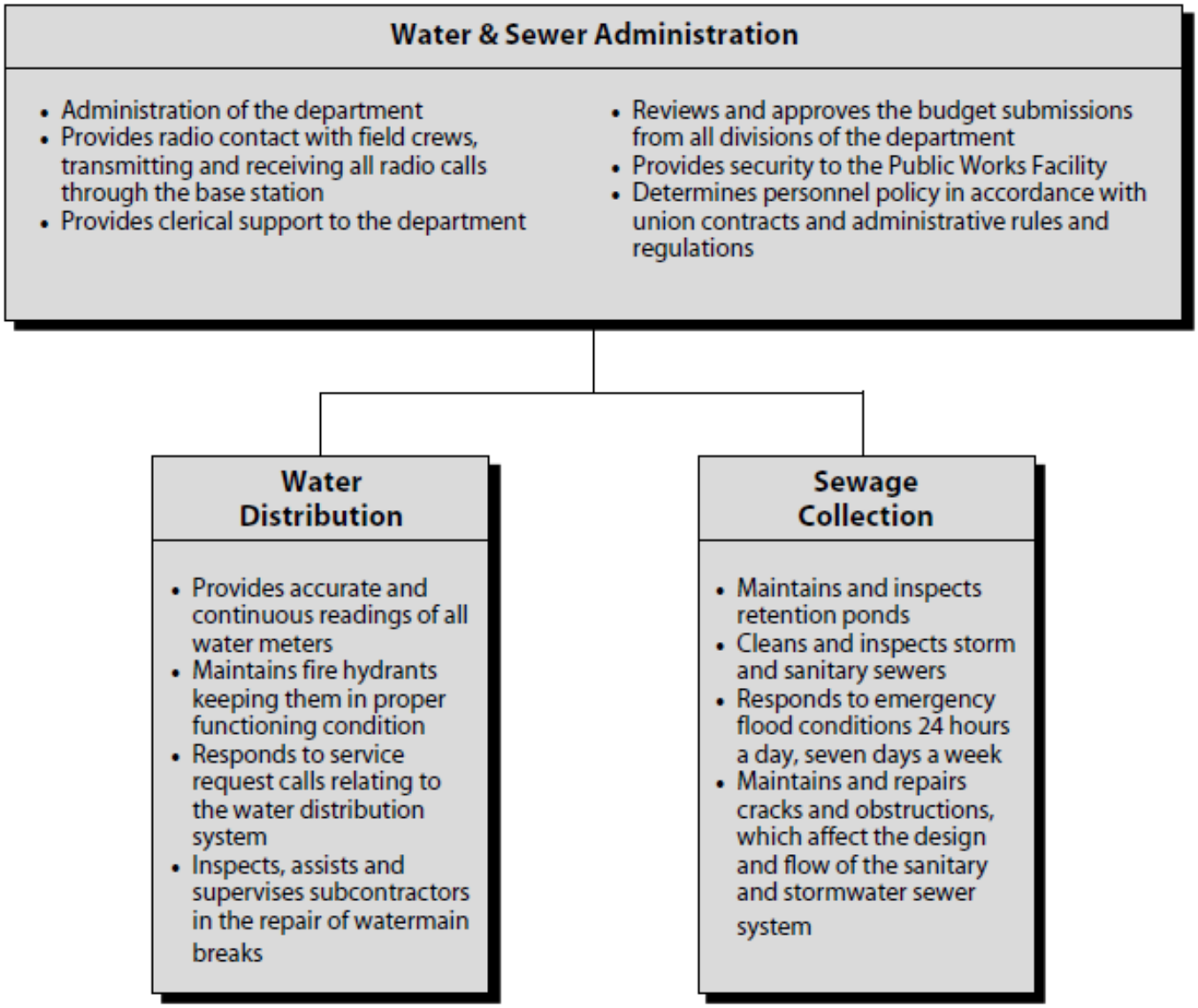


This graph illustrates the net income from operations in the Water & Sewer fund. These numbers reflect the truest picture of the results of Water & Sewer fund operating performance upon which the City's water & sewer rates are established.

Revenue includes interest on investments for both the Water & Sewer Operating and Receiving funds. Expenses exclude depreciation costs and include certain 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 increased $2,788,750 or 5.2%. Personnel costs increased $536,680 or 10.6% due to the addition of four full-time employees as a result of the manpower study, contractual wage adjustments, an increase to the required contribution to the General Employees' Retirement System and higher health insurance premiums. Supplies decreased $101,700 or 21.9% primarily due to the need for less replacement water meters. Other Charges increased $1,896,580 due to 2.0% rate increase in the cost of water purchased from the Great Lakes Water Authority and a 3.5% increase in sewage disposal costs from Macomb County. Debt Service increased $1,093,900 or 16.4% primarily due to a new city-issued Capital bond for water and sewer main replacement under Mound and 19 Mile Roads.



FUNDING LEVEL SUMMARY

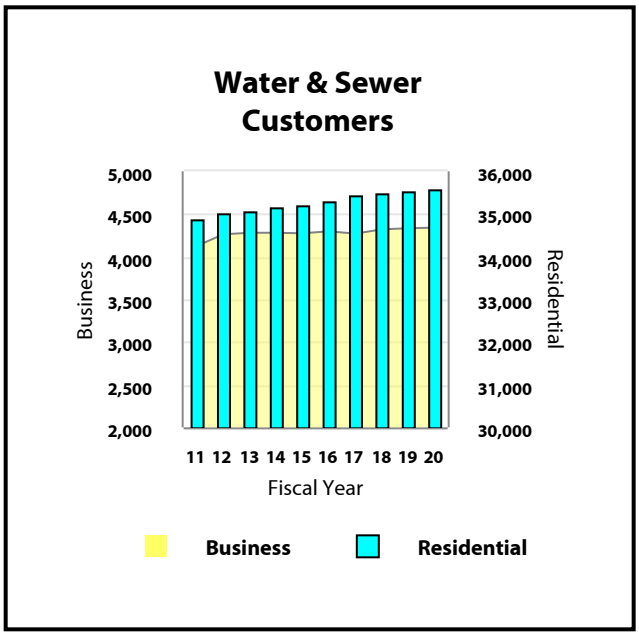
	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget	% Change From 20/21
Water & Sewer Admin.	$10,960,570	$11,077,160	$4,363,980	$4,728,480	8.4%
Water Distribution	17,715,450	18,492,990	18,833,730	19,781,680	5.0%
Sewage Collection	25,597,330	26,958,900	30,799,300	32,275,600	4.8%
Total Department	$54,273,350	$56,529,050	$53,997,010	$56,785,760	5.2%
Personnel Services	$5,321,620	$5,559,810	$5,058,900	$5,595,580	10.6%
Supplies	467,080	443,820	465,120	363,420	-21.9%
Other Charges	46,152,070	48,291,630	40,467,870	42,364,450	4.7%
Capital Outlay	10,550	1,630	1,322,710	686,000	-48.1%
Debt Service	2,322,030	2,232,160	6,682,410	7,776,310	16.4%
Total Department	$54,273,350	$56,529,050	$53,997,010	$56,785,760	5.2%

PERSONNEL SUMMARY

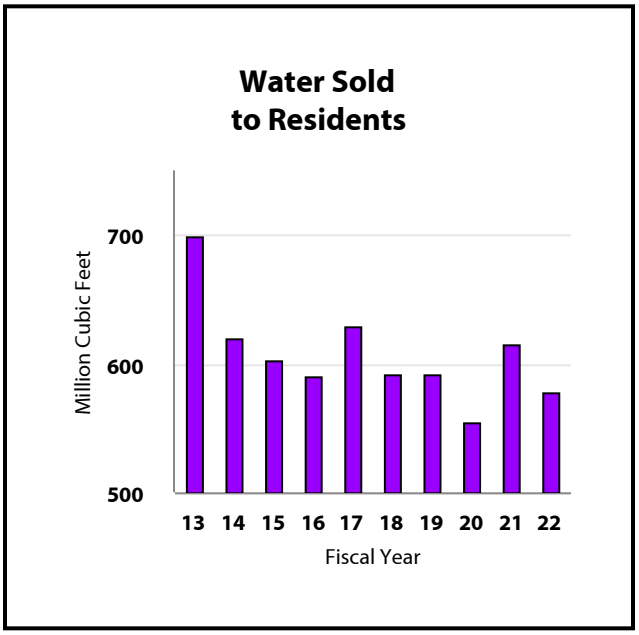
	2018/19		2019/20		2020/21		2021/22	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Water & Sewer Admin.	5	1	6	1	6	1	8	1
Water Distribution	11	4	12	7	12	6	14	6
Sewage Collection	16	5	16	5	17	5	17	5
Total Department	32	10	34	13	35	12	39	12

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.



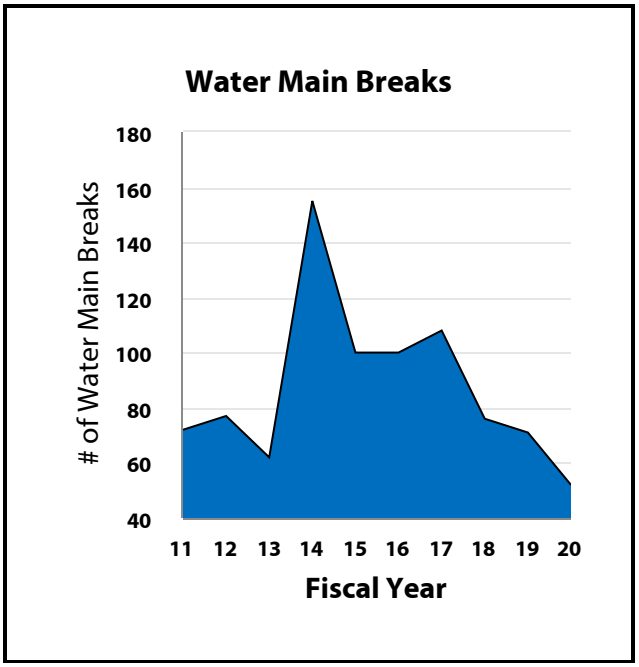
Although water usage fluctuates year to year due to the weather, overall water usage has been declining significantly over the last decade. This phenomenon has been seen across the metro Detroit region and can be attributed to the increased cost of service as well as changing consumer demand.

Average Macomb County Residential Monthly Water & Sewer Bill
Fiscal Year 2020/21

1.	Fraser	$140
2.	Eastpointe	120
3.	Utica	102
4.	St. Clair Shores	95
5.	Clinton Township	90
6.	Mount Clemens	80
7.	Shelby Township	79
8.	Macomb Township	73
9.	Roseville	72
10.	Center Line	68
11.	Warren	67
12.	**Sterling Heights**	**64**

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 $64 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 Water & Sewer Administration also prepares local, regional, and state reporting metrics to maintain proper funding for ongoing infrastructure maintenance projects?

Water & Sewer Administration

2021/22 PERFORMANCE OBJECTIVES

1. To complete installation of two of the six full routes for the water meter replacement program, and convert those routes to monthly billing. *(City Goal 1, 3, 16, 23)*

2. To collaborate with City departments to develop service sharing and cross charging relevant to existing budgets. *(City Goal 3, 5, 6, 8, 23)*

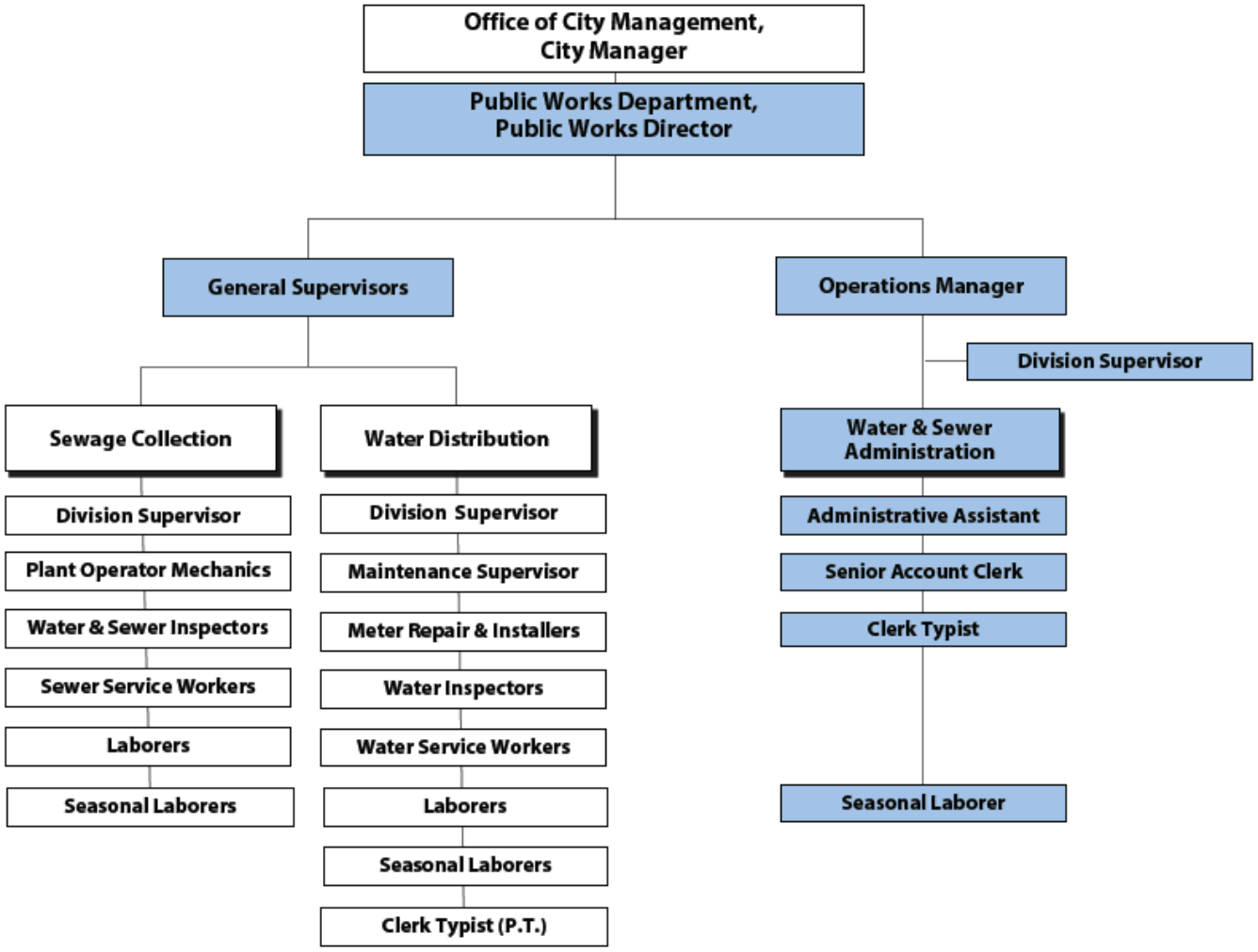
3. To maintain memberships with the American Water Works Association (AWWA) and intergovernmental agencies to keep abreast of the ever-changing water quality parameters. *(City Goal 1, 2, 8, 14, 23, 24, 25)*

4. To complete and close out the construction of the new DPW facility. *(City Goal 2, 16)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Water & Sewer Customers	39,814	39,872	39,964	39,950	40,776	41,000
	Customer Service Requests	7,634	11,033	10,572	9,500	11,000	11,250
	Departmental Policies Created	N/A	N/A	N/A	2	2	10
	Backflow Preventer Testing Compliance Letters	1,520	1,514	1,982	1,500	1,685	1,700
	Site Plans Reviewed	30	29	33	40	24	30
	Vehicles/Equipment Specifications Prepared	9	11	15	15	12	13
	Materials/Supplies/Services Specifications Prepared	43	40	34	40	35	35
	Hours of Safety Training	933	968	975	1,500	850	1,000
	Outfalls Inspected	60	60	60	60	60	60
	Landscape Median Mowing - Revolutions	31	34	33	33	32	32
Efficiency	Ratio of FT Employees to Workers Comp. Claims	6:1	8:1	56:1	10:1	28:1	28:1
	% Water Samples Meeting Federal/State Standards	100%	100%	100%	100%	100%	100%
	Annual Residential Water & Sewer Bill (9,000 cfs)*	$893	$924	$965	$766	$766	$714
	Monthly Residential Water & Sewer Bill (9,000 cfs)*	$893	$77	$80	$64	$64	$65
	City's Fixed Charge as a % of Total W&S Bill	5.0%	5.3%	5.6%	5.0%	5.0%	15.3%

**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 2019/20	Budget 2020/21	Budget 2021/22
Public Works Director	1	1	1
Operations Manager	1	1	1
General Supervisor	2	2	2
Division Supervisor	0	0	1
Administrative Assistant	0	0	1
Senior Account Clerk	1	1	1
Clerk Typist	1	1	1
Seasonal Laborer (P.T.)	1	1	1
Total	7	7	9

Water & Sewer Administration

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

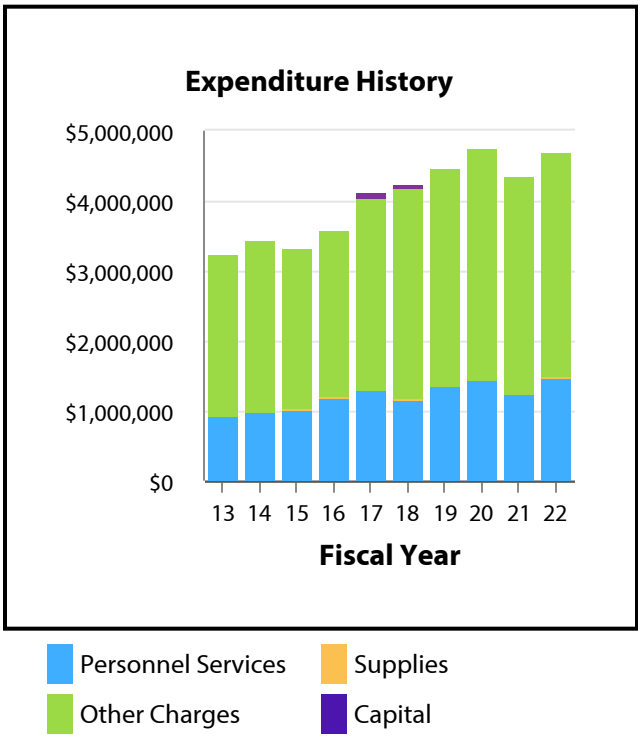
The total budget increased by 8.4%.

Personnel Services – Total Increase $240,160 or 19.1%

- $170,000 due to the addition of the Environmental Services Supervisor and an Administrative Assistant as a result of the manpower study
- $30,000 due to an increase in required funding for the General Employees' Retirement System
- $16,000 due to an increase in health insurance rates
- $23,000 due to contractual wage adjustments

Supplies – Total Supplies is proposed to remain the same at $11,700.

Other Charges – Total Other Charges increased $124,340 or 4.0%. Facility rental cross-charges increased $265,700 primarily due to a higher square footage charge for the new DPW building. $24,290 was added for new BS&A utility billing software support fees. Funding for legal services fell $100,000, based on less legal activity. Contracted service costs decreased $45,540 primarily due to the prior year reappropriation of funds for a Water & Sewer Rate and Capital Charge study.



CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Other Charges - Total Other Charges decreased $65,000, as funding for liability insurance was reduced. Based on recent claim activity, there is sufficient fund balance in the Self-Insurance Fund to withstand the decrease at this time.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,460,220	$1,259,140	$1,243,700	$1,499,300	$1,499,300
Supplies	8,910	11,700	11,700	11,700	11,700
Other Charges	9,607,990	3,093,140	3,017,840	3,282,480	3,217,480
Capital Outlay	0	0	0	0	0
Total	$11,077,120	$4,363,980	$4,273,240	$4,793,480	$4,728,480

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 will be replacing all residential water meters over the next three years?

Water Distribution

2021/22 PERFORMANCE OBJECTIVES

1. To replace five of the outdated fire service pit meters (Rudgate, Sterling Estates, Somerset Square, AGS, Chrysler) with state-of-the-art, solid-state water meters. *(City Goal 16)*

2. To replace the hardware on 500 gate valves ranging in size from 8" to 16" in diameter. *(City Goal 16)*

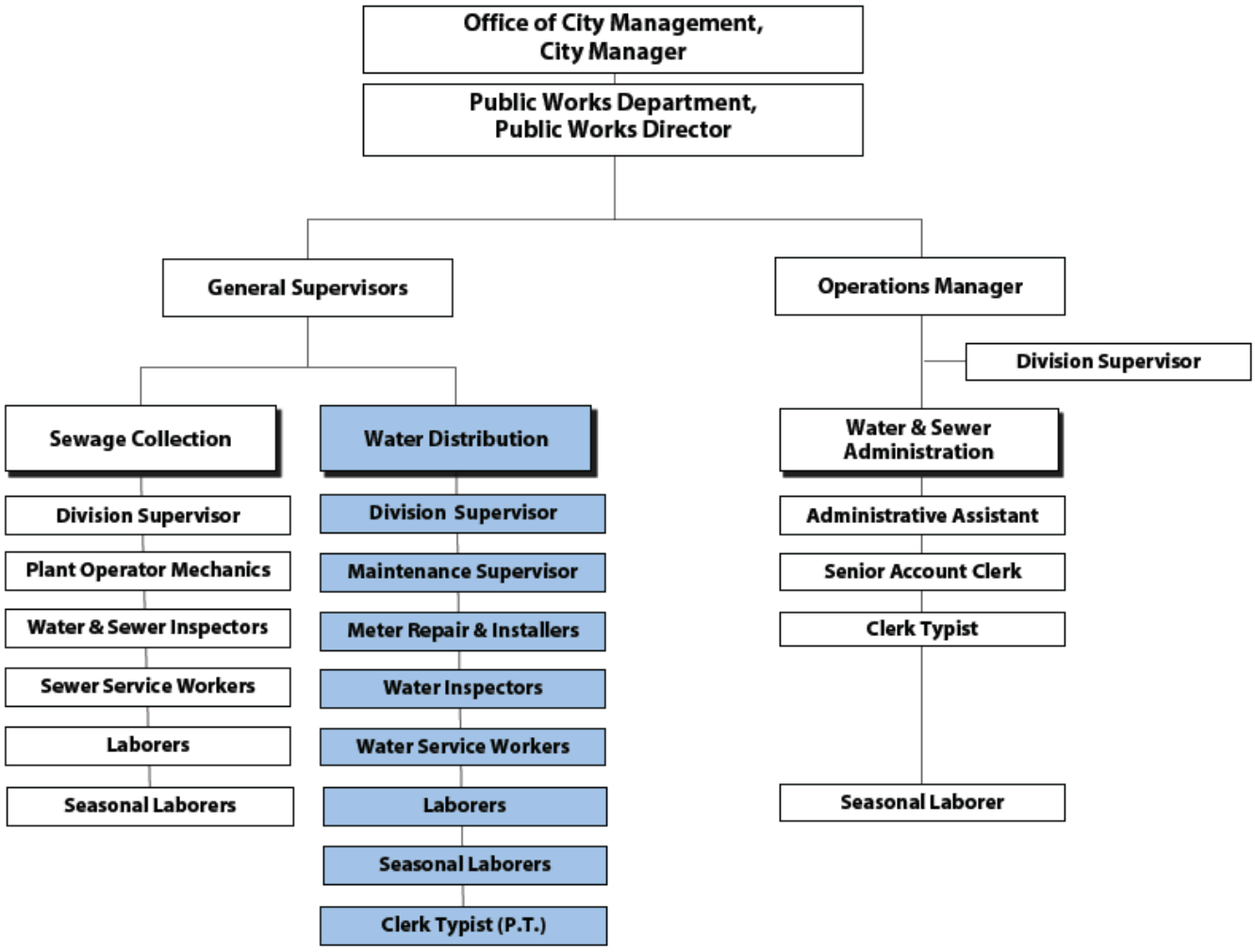
3. To complete an RFP for a meter replacement program, and to choose software that integrates with water billing. *(City Goal 1, 2, 16, 23)*

4. To monitor the testing of 3,400 backflow preventers by private contractors to ensure the protection of the public water supply. *(City Goal 16)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Miles of Water Mains in City	667	667	667	667	667	667
	Accounts on Automatic Meter Reading System	N/A	N/A	N/A	1,300	1,521	3,000
	# of Residential Customers	35,494	35,539	35,599	36,000	35,691	35,750
	# of Commercial Customers	4,320	4,333	4,340	4,500	4,563	4,590
	Water Main Breaks	76	71	52	125	75	100
	Miss Dig Stakeouts of Utilities Performed	7,873	8,880	8,264	11,000	10,500	11,000
	Water Meters Replaced	580	723	702	800	1,500	1,500
	Water Taps Installed	128	47	92	100	65	100
	Cross Connection Inspections	162	173	121	175	175	175
	Meters Tested	50	140	150	150	100	200
	Gate Valves Repaired	50	300	600	470	450	500
	Businesses Monitored - Backflow Compliance	1,520	1,514	3,375	1,500	3,394	3,400
	Fire Hydrants Replaced	13	21	29	40	40	40
	Fire Hydrants Painted	582	970	940	800	900	800
Efficiency	Miles of Water Main Maint. per FT Employee	66.7	60.6	55.6	55.6	55.6	47.6
	Water Purchased from GLWA (1,000 cubic feet)	580,053	584,634	571,373	570,000	625,000	578,000
	Highland Park Bad Debt Adjustment	$133,360	$280,940	$51,100	$0	$0	$52,800
	Cost of 1,000 Cubic Feet of Water from GLWA	$10.35*	$9.79*	$10.38*	$10.78*	10.69*	$11.14*
	GLWA Water Fixed Charge	$9,567,600	$8,920,800	$9.314.700	$9,393,000	$9,366,000	$9,654,000
	Water Fixed Charge as a % of Total Costs	61.4%	60.9%	61.1%	60.5%	58.4%	60.0%

**Does not include fixed water costs. The GLWA deferred the effective date of the FY 2020/21 Charges to January 1, 2021. The average annual rate for FY 2020/21 is shown.*

Water Distribution



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Division Supervisor	1	1	1
Maintenance Supervisor	0	0	1
Water Inspector	2	2	2
Water Service Worker	5	5	5
Meter Repair/Installer	2	2	3
Laborer	2	2	2
Clerk Typist (P.T.)	1	1	1
Seasonal Laborer (P.T.)	6	5	5
Total	19	18	20

Water Distribution

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 5.0%.

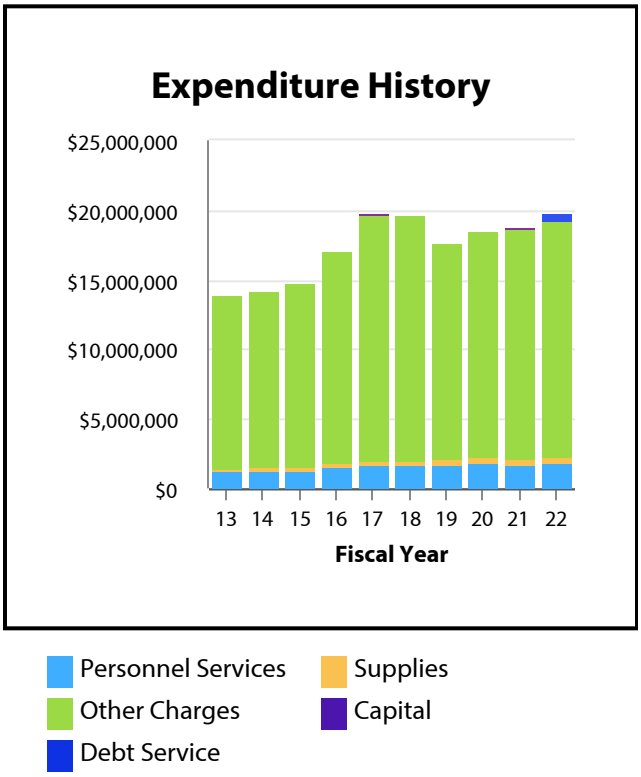
Personnel Services – Total Increase $196,320 or 11.3%

- $165,000 due to the addition of a Maintenance Supervisor and a Water Meter Installer as part of the citywide manpower study
- $34,000 due to contractual wage adjustments
- $31,000 due to an increase in the required contribution to the General Employees' Retirement System, partially offset by:
- Savings due to a reduction in overtime and lower salaries due to staff turnover

Supplies – Total Supplies decreased $100,000 or 25.0% due to less anticipated installation activity for new and replacement residential meters.

Other Charges – Total Other Charges increased $540,240 or 3.3%. The cost of water purchased from the GLWA increased $447,620 due to a 2.0% rate increase. $140,000 was added for water main repairs. Software maintenance fees rose $19,800 for a new support agreement for Master Meter software. Contracted service costs decreased $50,000, as the valve maintenance program was completed in the prior year. Fewer distribution line repairs have been needed, saving $20,000.

Capital – Total Capital of $30,000 is proposed for a Transit Van to replace a high-mileage vehicle used by water service workers when installing meters.



Debt Service - Total Debt Service of $478,850 is budgeted for the debt payment on a Water & Sewer Capital bond that was issued in the Spring of 2021 for water main replacement on Mound Road and water main rehabilitation at 19 Mile Road.

ADJUSTMENTS TO THE PROPOSED BUDGET

Other Charges - Total Other Charges decreased $56,720, due to the receipt of final water rates from the Great Lakes Water Authority.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$1,868,550	$1,731,190	$1,744,170	$1,927,510	$1,927,510
Supplies	385,950	400,000	387,000	300,000	300,000
Other Charges	16,238,490	16,505,080	16,976,180	17,102,040	17,045,320
Capital Outlay	0	197,460	168,660	30,000	30,000
Debt Service	0	0	0	478,850	478,850
Total	$18,492,990	$18,833,730	$19,276,010	$19,838,400	$19,781,680

Sewage Collection

MISSION STATEMENT: ***To maintain the sanitary and storm sewer systems to ensure that they are properly functioning in accordance with designed capacities.***

The Sewage Collection Division is responsible for maintaining designed sewerage flows through maintenance of the City-owned sanitary and storm sewer systems to ensure proper functioning.

Staff conducts thorough and responsible sewer and utility inspections. Crews of this Division continually repair and restore damaged utility structures, sewer lines, and replace the concrete required by these repairs. Included among the duties of this Division is the maintenance of retention ponds to assure proper functioning for the temporary retention of storm water drainage.

A three-year preventative maintenance program cleans a third of the sanitary system each year. Specific trouble spots in the sanitary sewer system are cleaned on a quarterly basis to avoid unnecessary problems. Debris is removed from the system to prevent blockages. Cracked or broken pipes, roots or other problems are located and resolved.

This Division responds to calls regarding sewer back-ups and/or blockages. Blockages are investigated, located, and relieved through sewer cleaning. If internal plumbing problems or sump pump malfunction is the cause, advice and assistance is provided. Residential and commercial sewer tap installations and utility structures (sanitary manholes, storm manholes, and gatewells) are inspected prior to the issuance of final occupancy permits.

Sanitary, water, and storm structures are rebuilt or repaired on a priority basis. Repairs to sanitary and storm sewers are initiated as required. Sewage Collection personnel also resod or reseed areas due to utility structure repair, water main breaks, and snow/ice control activities.

Emergency flooding conditions are responded to 24 hours a day, seven days a week. Known sanitary sewer system and lift station problem areas are checked for surcharging and proper operation during heavy rainfall.

KEY GOALS

- ***To provide a systematic preventative maintenance sanitary sewer cleaning program to prevent sewer blockages.***
- ***To provide efficient and economical maintenance, repair and restoration of the City's sanitary and storm sewer systems.***
- ***To provide an efficient, competent and responsible sewer connection and utility inspection program.***
- ***To ensure safe, well maintained, functioning storm water retention basins for temporary detention of storm water run-off without damaging our stream ecology while preventing street and basement flooding.***
- ***To minimize infiltration into the sanitary sewer system through inspection and an ongoing rehabilitation program.***

Sanitary sewer pumping stations are inspected three times per week. All retention pond sites both privately and City-owned are inspected monthly for proper operation, hazardous conditions and appearance. Grass and weeds in retention ponds are cut and trimmed on a scheduled basis. The City's retention pond wet wells are cleaned annually by removing sand and sediment. This Division also performs bank stabilization, erosion, and fence repairs.■

Did you know…
…that kitchen grease should not be poured down your sink? Large volumes of grease should be poured into an old can or jar and discarded in the trash. Small amounts of grease can be wiped up with paper towel and thrown away.

Sewage Collection

2021/22 PERFORMANCE OBJECTIVES

1. To continue the Grease Trap Inspection Program, and place repeat offenders on a scheduled cleaning program. *(City Goal 13, 16, 24)*

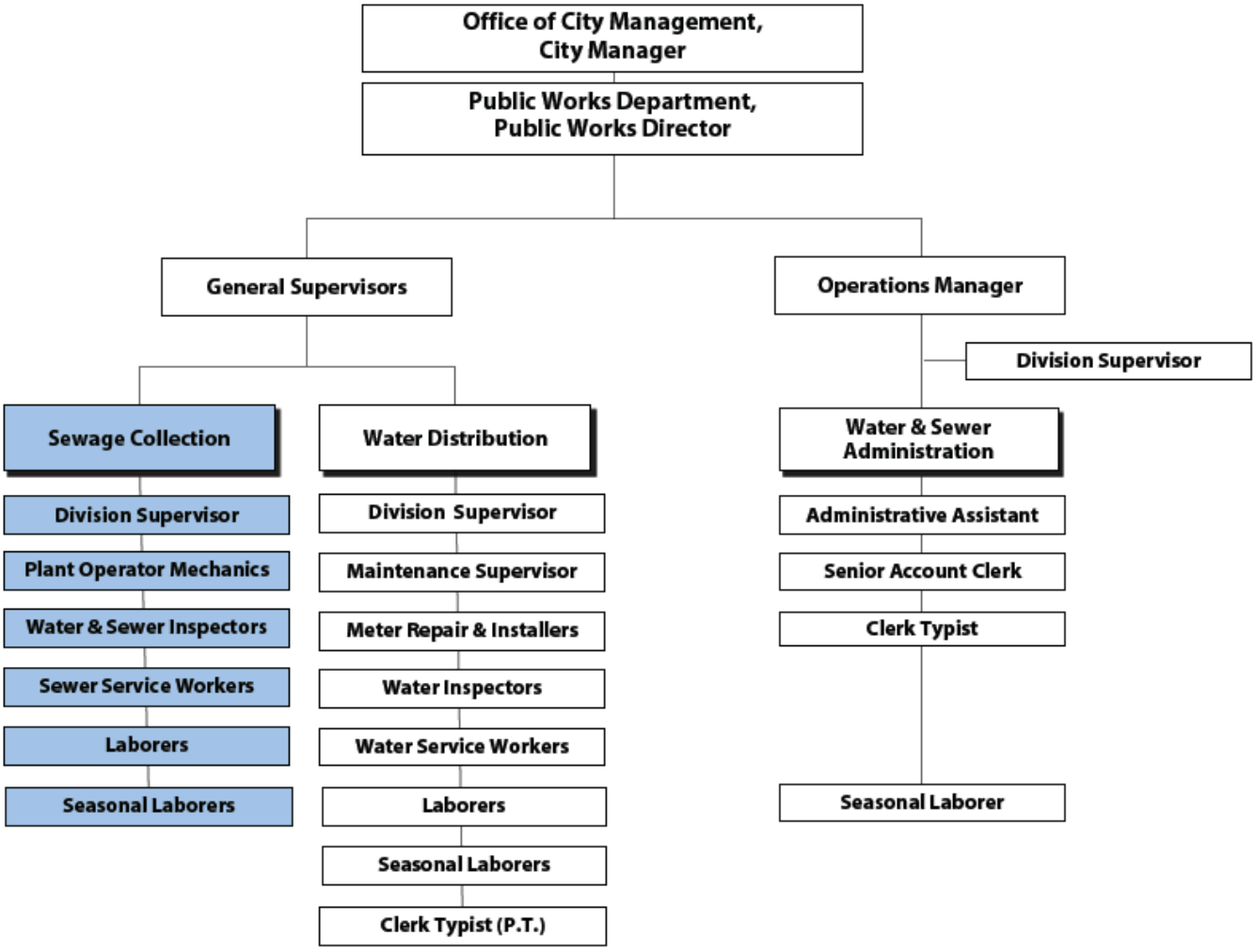
2. To repair storm outfalls to stay in compliance with our MS4 permit. *(City Goal 16, 18)*

3. To create a cleaning rotation on known trouble areas to reduce the possibility of a sanitary back-up. *(City Goal 16)*

4. To install electronic monitoring software on both sanitary lift stations so they can be monitored remotely. *(City Goal 16, 23)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Miles of Sanitary Sewers in City	475	475	475	475	475	475
	Sewer Inquiries Received & Resolved	5,471	5,525	3,022	4,000	4,000	4,000
	Sewer Inspections	272	190	311	290	200	250
	Water Inspections	59	40	71	55	50	50
	Certificate of Occupancy Inspections	119	253	29	200	30	50
	Sanitary Sewer Cleaned - Feet	600,186	525,312	409,402	600,000	450,000	600,000
	Utility Structures Restored	228	212	194	250	215	225
	Flags of Sidewalk Replaced	76	71	82	70	75	75
	Sections of Street/Approaches Replaced	416/80	379/80	514/86	275/50	520/80	475/50
	Sod Replaced - Yards	1,200	90	216	100	0	0
	Retention Basin Inspections Performed	1,073	983	1,018	800	800	800
	Retention Basin Wet Wells Cleaned	9	12	2	15	10	15
	Grease Trap Program Inspections	160	282	66	200	45	100
Efficiency & Effectiveness	Sewer Main Blockages	20	31	28	15	10	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	33.9	29.7	29.7	27.9	27.9	27.9
	Sewage Fixed Charge as a % of Total Cost	100.0	100.0	100.0	100.0	100.0	100.0
	MCPW Fixed Charges	$19,325,116	$19,966,660	$20,506,720	$20,017,930	$20,077,750	$20,798,200
	Total MC Debt Service (Principal & Interest)	$5,418,146	$5,626,580	$5,504,400	$6,682,410	$6,682,170	$6,889,550

Sewage Collection



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Division Supervisor	1	1	1
Plant Operator/Mechanic	2	3	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	22	22

Sewage Collection

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 4.8%.

Personnel Services – Total Increase $100,200 or 4.8%

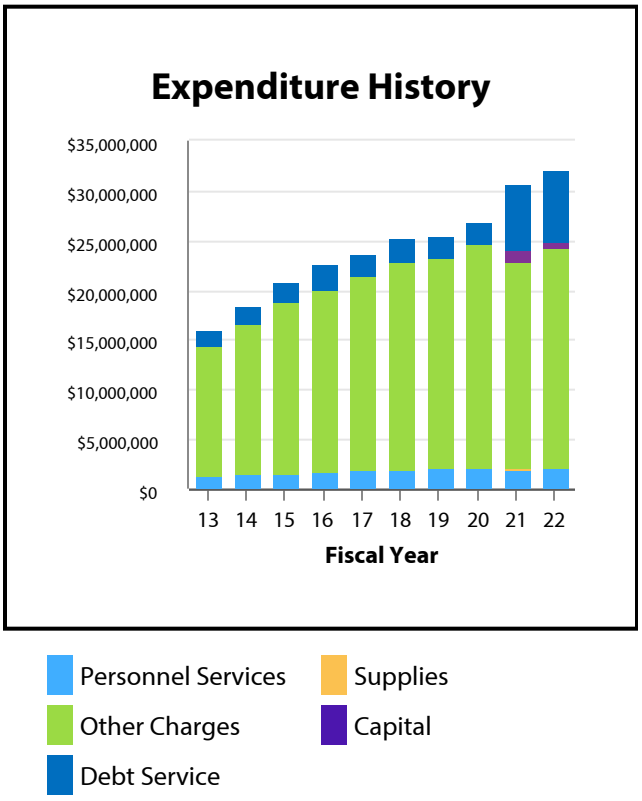
- $45,000 due to contractual wage adjustments
- $36,000 due to a required increase in the contribution to the General Employees' Retirement System
- $21,500 due to an increase in health insurance premiums and changes in coverages

Supplies – Total Supplies decreased $1,700 or 3.2%, primarily due to lower fuel costs.

Other Charges – Total Other Charges increased $1,232,000 or 5.9%. Contracted services increased $500,400 to continue funding sewer line cleaning and televising, previously funded by the federal SAW grant. Sewage disposal costs from Macomb County are estimated to increase $720,450, while the City's share of the District's debt is increasing by $207,140, for a combined 3.5% increase.

Capital - Total Capital of $656,000 is proposed. $126,000 is for three replacement 4x4 Pickup Trucks with Plows used for snow plowing and transporting heavy equipment. $490,000 is for a Combo Jet Vactor Truck to replace a 21-year old truck used to clean sanitary and storm sewer lines. $40,000 is for an emergency backup Lift Station Pump.

Debt Service – Total Debt Service increased $615,050 or 9.2%. $407,910 was added for the debt payment on a Capital bond issued in the Spring of 2021 for sewer main replacement on Mound Road, and other critical sewer main repairs. $207,140 was added to cover the City's share of the District's sewer rehabilitation payments.



ADJUSTMENTS TO THE PROPOSED BUDGET

Other Charges - Total Other Charges increased $6,710, due to the receipt of final water rates from the Macomb County Public Works Office.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$2,231,010	$2,068,570	$2,093,690	$2,168,770	$2,168,770
Supplies	48,950	53,420	51,500	51,720	51,720
Other Charges	22,445,150	20,869,650	20,919,600	22,283,870	22,101,650
Capital Outlay	1,630	1,125,250	1,023,040	656,000	656,000
Debt Service	2,232,160	6,682,410	6,682,170	7,108,530	7,297,460
Total	$26,958,900	$30,799,300	$30,770,000	$32,268,890	$32,275,600

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	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Budget
MAJOR ROAD FUND						
REVENUES						
Federal & State Grants	$1,390,580	$0	$28,650	$20,000	$0	**$0**
Gas & Weight Tax	8,635,590	9,021,130	9,710,210	9,980,170	10,148,990	**10,148,990**
Metro Act	288,900	319,300	290,000	300,000	300,000	**300,000**
Other Revenue	392,240	411,630	375,000	313,350	313,000	**313,000**
Transfer from General Fund	9,000,000	1,000,000	1,000,000	1,000,000	500,000	**250,000**
Total Revenues	**19,707,310**	**10,752,060**	**11,403,860**	**11,613,520**	**11,261,990**	**11,011,990**
EXPENDITURES						
Administration	128,370	96,650	136,260	101,260	136,290	**136,290**
Major Street Maintenance	2,619,850	2,504,200	2,672,500	2,627,380	2,504,750	**2,504,750**
Major Street Improvements	8,019,390	11,025,110	10,570,400	9,603,250	3,300,000	**3,300,000**
Transfer to Local Road Fund	0	0	0	0	0	**0**
Tfr. to Road Bond Debt Fund	2,500,000	3,100,190	2,760,150	2,662,370	3,961,300	**3,961,300**
Total Expenditures	**13,267,610**	**16,726,150**	**16,139,310**	**14,994,260**	**9,902,340**	**9,902,340**
Excess of Revenues Over (Under) Expenditures	**6,439,700**	**(5,974,090)**	**(4,735,450)**	**(3,380,740)**	**1,359,650**	**1,109,650**
Beginning Fund Balance	**5,164,010**	**11,603,710**	**5,629,620**	**5,629,620**	**2,248,880**	**2,248,880**
Ending Fund Balance	**$11,603,710**	**$5,629,620**	**$894,170**	**$2,248,880**	**$3,608,530**	**$3,358,530**
LOCAL ROAD FUND						
REVENUES						
Property Taxes	$3,332,570	$3,479,550	$3,680,810	$3,650,720	$3,730,550	**$3,730,550**
Federal Grants	74,370	17,200	0	0	0	**0**
State Grants	0	3,000	0	0	0	**0**
Gas & Weight Tax	3,203,090	3,347,970	3,592,950	3,698,820	3,753,740	**3,753,740**
Metro Act	106,850	118,100	105,000	110,000	110,000	**110,000**
Personal Property Tax Reimb.	252,590	230,140	268,900	268,900	270,560	**270,560**
Charges for Services	65,280	38,460	45,000	45,000	45,000	**45,000**
Other Revenue	57,090	70,310	49,940	7,460	7,440	**7,440**
Transfer from General Fund	1,500,000	0	0	0	0	**0**
Transfer from Major Road Fund	0	0	0	0	0	**0**
Total Revenues	**8,591,840**	**7,304,730**	**7,742,600**	**7,780,900**	**7,917,290**	**7,917,290**
EXPENDITURES						
Administration	157,130	104,830	130,080	130,080	130,080	**130,080**
Local Street Maintenance	2,290,040	1,978,810	2,314,500	2,322,010	2,225,000	**2,225,000**
Local Street Improvements	5,255,060	6,305,680	5,240,450	5,104,130	5,500,000	**5,500,000**
Total Expenditures	**7,702,230**	**8,389,320**	**7,685,030**	**7,556,220**	**7,855,080**	**7,855,080**
Excess of Revenues Over (Under) Expenditures	**889,610**	**(1,084,590)**	**57,570**	**224,680**	**62,210**	**62,210**
Beginning Fund Balance	**1,293,590**	**2,183,200**	**1,098,610**	**1,098,610**	**1,323,290**	**1,323,290**
Ending Fund Balance	**$2,183,200**	**$1,098,610**	**$1,156,180**	**$1,323,290**	**$1,385,500**	**$1,385,500**

SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Budget
LAND & WATER FUND						
REVENUES						
Other Revenue	$44,980	$2,590	$0	$50	$0	**$0**
Total Revenues	**44,980**	**2,590**	**0**	**50**	**0**	**0**
EXPENDITURES						
Other Charges	5,500	4,000	0	0	0	**0**
Land Acquisition & Improve.	68,010	600	133,000	128,660	0	**0**
Total Expenditures	**73,510**	**4,600**	**133,000**	**128,660**	**0**	**0**
Rev. Over (Under) Expend.	**(28,530)**	**(2,010)**	**(133,000)**	**(128,610)**	**0**	**0**
Beginning Fund Balance	**190,440**	**161,910**	**159,900**	**159,900**	**31,290**	**31,290**
Ending Fund Balance	**$161,910**	**$159,900**	**$26,900**	**$31,290**	**$31,290**	**$31,290**
PARKS & RECREATION FUND						
REVENUES						
Property Taxes	$4,032,610	$4,228,070	$4,386,990	$4,334,410	$4,437,570	**$4,437,570**
Federal/State/Local Returns	638,860	566,210	848,730	629,330	627,980	**627,980**
Charges for Services	781,500	519,370	692,700	475,200	1,074,470	**1,074,470**
Other Revenue	691,780	209,700	49,000	84,100	59,300	**59,300**
Transfer from General Fund	2,693,460	5,550,000	2,736,350	3,336,350	2,950,970	**2,950,970**
Total Revenues	**8,838,210**	**11,073,350**	**8,713,770**	**8,859,390**	**9,150,290**	**9,150,290**
EXPENDITURES						
Personnel Services	2,317,070	2,593,720	2,769,560	2,546,420	3,164,520	**3,164,520**
Supplies	174,560	193,530	263,120	207,180	292,440	**292,440**
Other Charges	1,154,880	1,654,000	2,097,540	2,039,340	2,033,680	**2,033,680**
Capital Outlay	14,935,070	15,894,500	1,771,660	2,284,480	360,000	**360,000**
Debt Service	3,001,090	3,001,590	2,998,590	2,998,590	3,002,090	**3,002,090**
Total Expenditures	**21,582,670**	**23,337,340**	**9,900,470**	**10,076,010**	**8,852,730**	**8,852,730**
Rev. Over (Under) Expend.	**(12,744,460)**	**(12,263,990)**	**(1,186,700)**	**(1,216,620)**	**297,560**	**297,560**
Beginning Fund Balance	**26,214,020**	**13,469,560**	**1,205,570**	**1,205,570**	**(11,050)**	**(11,050)**
Ending Fund Balance	**$13,469,560**	**$1,205,570**	**$18,870**	**($11,050)**	**$286,510**	**$286,510**
PUBLIC SAFETY FORF. FUND						
REVENUES						
Federal Forfeitures & Income	$158,730	$130,270	$930	$19,640	$0	**$0**
Treasury Forfeitures & Income	0	0	0	0	0	**0**
State Forfeitures & Income	293,620	268,380	131,740	158,310	0	**0**
OWI Forfeitures	18,790	7,980	3,150	3,150	0	**0**
Gambling Forfeitures	80	20,000	220,670	220,670	0	**0**
Act 302 Training Funds	25,030	23,830	28,800	16,800	16,800	**16,800**
Other Revenue	19,250	11,450	12,550	860	860	**860**
Total Revenue	**515,500**	**461,910**	**397,840**	**419,430**	**17,660**	**17,660**
EXPENDITURES						
Federal Forfeiture Expenditures	273,530	93,890	163,750	144,490	72,700	**72,700**
Treasury Forf. Expenditures	0	0	0	0	0	**0**
State Forfeiture Expenditures	105,780	437,840	391,960	359,990	315,000	**315,000**
Gambling Forf. Expenditures	0	0	0	0	0	**0**
OWI Forfeiture Expenditures	11,130	8,400	12,430	2,930	11,000	**11,000**
Act 302 Training Funds	18,330	30,190	28,800	28,800	28,800	**28,800**
Total Expenditures	**408,770**	**570,320**	**596,940**	**536,210**	**427,500**	**427,500**
Rev. Over (Under) Expend.	**106,730**	**(108,410)**	**(199,100)**	**(116,780)**	**(409,840)**	**(409,840)**
Beginning Fund Balance	**728,190**	**834,920**	**726,510**	**726,510**	**609,730**	**609,730**
Ending Fund Balance	**$834,920**	**$726,510**	**$527,410**	**$609,730**	**$199,890**	**$199,890**

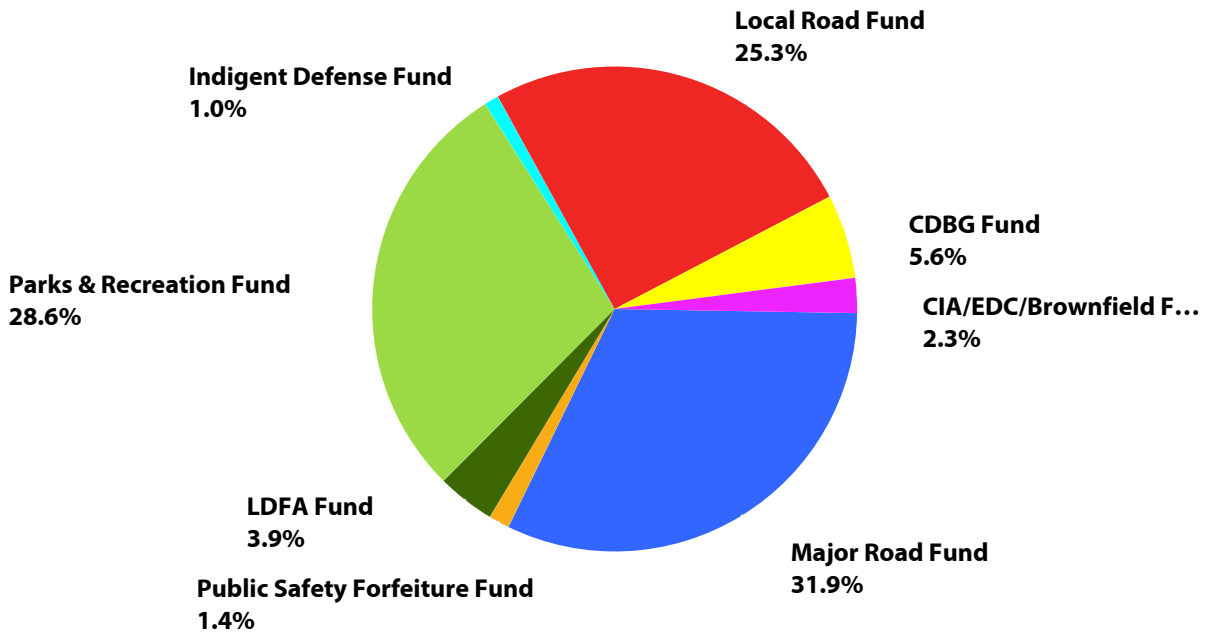
SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Budget
COMM. DEV. BLOCK GR. FUND						
REVENUES						
Federal Grants	$448,540	$870,670	$1,192,890	$1,050,670	$1,047,340	**$1,047,340**
CDBG-CV Grant	0	2,970	477,450	477,450	589,750	**589,750**
Revenue Direct Loans	130,830	74,110	100,000	100,000	100,000	**100,000**
Total Revenues	**579,370**	**947,750**	**1,770,340**	**1,628,120**	**1,737,090**	**1,737,090**
EXPENDITURES						
Community Development	579,370	947,750	1,770,340	1,628,120	1,737,090	**1,737,090**
Total Expenditures	**579,370**	**947,750**	**1,770,340**	**1,628,120**	**1,737,090**	**1,737,090**
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	$180,930	$405,890	$360,930	$360,930	$0	**$0**
Interest on Investments	480	2,190	250	100	50	**50**
Transfer from General Fund	26,430	(26,430)	0	0	0	**0**
Total Revenues	**207,840**	**381,650**	**361,180**	**361,030**	**50**	**50**
EXPENDITURES						
Supplies	0	0	500	500	500	**500**
Other Charges	51,890	170,800	328,630	135,200	298,430	**298,430**
Capital Outlay	43,930	1,150	0	0	0	**0**
Total Expenditures	**95,820**	**171,950**	**329,130**	**135,700**	**298,930**	**298,930**
Rev. Over (Under) Expend.	**112,020**	**209,700**	**32,050**	**225,330**	**(298,880)**	**(298,880)**
Beginning Fund Balance	**0**	**112,020**	**321,720**	**321,720**	**547,050**	**547,050**
Ending Fund Balance	**$112,020**	**$321,720**	**$353,770**	**$547,050**	**$248,170**	**$248,170**
NEIGHBORHOOD STABILIZATION FUND						
REVENUES						
Federal Grants	$6,630	$5,920	$0	$0	$0	**$0**
Total Revenues	**6,630**	**5,920**	**0**	**0**	**0**	**0**
EXPENDITURES						
Administration Costs	6,630	5,920	0	0	0	**0**
Total Expenditures	**6,630**	**5,920**	**0**	**0**	**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	$114,200	$223,730	$240,000	$230,320	$252,200	**$252,200**
Federal/State/Local Returns	0	200,000	0	0	0	**0**
Other Revenue	1,260	4,410	4,000	240	200	**200**
Total Revenues	**115,460**	**428,140**	**244,000**	**230,560**	**252,400**	**252,400**
EXPENDITURES						
Other Charges	0	0	150,000	150,000	0	**0**
Capital Outlay	8,670	150	131,180	131,180	0	**0**
Debt Service	0	0	0	0	0	**0**
Total Expenditures	**8,670**	**150**	**281,180**	**281,180**	**0**	**0**
Rev. Over (Under) Expend.	**106,790**	**427,990**	**(37,180)**	**(50,620)**	**252,400**	**252,400**
Beginning Fund Balance	**291,590**	**398,380**	**826,370**	**826,370**	**775,750**	**775,750**
Ending Fund Balance	**$398,380**	**$826,370**	**$789,190**	**$775,750**	**$1,028,150**	**$1,028,150**

SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Budget
ECONOMIC DEVELOPMENT CORPORATION FUND						
REVENUES						
Funding from General Gov't	$300,000	$0	$0	$0	$0	**$0**
Other Revenue	7,650	4,760	250	150	0	**0**
Total Revenues	**307,650**	**4,760**	**250**	**150**	**0**	**0**
EXPENDITURES						
Other Charges	108,820	73,250	79,000	77,900	77,900	**77,900**
Total Expenditures	**108,820**	**73,250**	**79,000**	**77,900**	**77,900**	**77,900**
Excess of Revenues Over (Under) Expenditures	**198,830**	**(68,490)**	**(78,750)**	**(77,750)**	**(77,900)**	**(77,900)**
Beginning Fund Balance	**140,150**	**338,980**	**270,490**	**270,490**	**192,740**	**192,740**
Ending Fund Balance	**$338,980**	**$270,490**	**$191,740**	**$192,740**	**$114,840**	**$114,840**
BROWNFIELD REDEVELOPMENT AUTHORITY FUND						
REVENUES						
Property Taxes - TIF	$0	$243,510	$627,410	$627,270	$643,400	**$643,400**
Other Revenue	0	2,080	250	200	200	**200**
Total Revenues	**0**	**245,590**	**627,660**	**627,470**	**643,600**	**643,600**
EXPENDITURES						
Other Charges	0	243,510	627,410	627,410	643,600	**643,600**
Total Expenditures	**0**	**243,510**	**627,410**	**627,410**	**643,600**	**643,600**
Excess of Revenues Over (Under) Expenditures	**0**	**2,080**	**250**	**60**	**0**	**0**
Beginning Fund Balance	**0**	**0**	**2,080**	**2,080**	**2,140**	**2,140**
Ending Fund Balance	**$0**	**$2,080**	**$2,330**	**$2,140**	**$2,140**	**$2,140**
LOCAL DEVELOPMENT FINANCE AUTHORITY FUND						
REVENUES						
LDFA General Capture	$658,130	$650,760	$687,350	$687,160	$771,850	**$771,850**
LDFA SmartZone Capture	596,290	612,630	696,070	696,070	756,510	**756,510**
Federal Grants	0	29,000	0	0	0	**0**
Other Revenue	209,390	211,860	220,000	205,450	205,450	**205,450**
Transfer from EDC Fund	0	0	0	0	0	**0**
Total Revenues	**1,463,810**	**1,504,250**	**1,603,420**	**1,588,680**	**1,733,810**	**1,733,810**
EXPENDITURES						
Incubator Operations	871,470	780,910	1,425,040	1,424,040	1,187,250	**1,187,250**
Miscellaneous Expense	0	0	0	0	0	**0**
SmartZone Improvements	638,330	694,290	806,620	809,790	12,000	**12,000**
Total Expenditures	**1,509,800**	**1,475,200**	**2,231,660**	**2,233,830**	**1,199,250**	**1,199,250**
Excess of Revenues Over (Under) Expenditures	**(45,990)**	**29,050**	**(628,240)**	**(645,150)**	**534,560**	**534,560**
Beginning Fund Balance	**805,830**	**759,840**	**788,890**	**788,890**	**143,740**	**143,740**
Ending Fund Balance	**$759,840**	**$788,890**	**$160,650**	**$143,740**	**$678,300**	**$678,300**

Special Revenue Funds
Percent of Total Expenditures



This graph illustrates expenditures for each Special Revenue Fund as a percent of the total $30,994,420 Special Revenue Funds budget.

It's clearly a budget. It's got a lot of numbers in it.

~ George W. Bush ~

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 $10,592,080 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 2021/22 Budget, State and Local Return revenues represent 52.3% of total Special Revenue sources, a decrease of $395,840. The decrease is primarily due to decreases in Public Safety Forfeiture revenues, as the budget does not take into consideration the revenue from future anticipated receipts, and State grant revenue for the Indigent Defense Fund. Municipal transportation credits also decreased due to higher one-time purchases made in the prior year. The decrease was partially offset by an increase in ACT 51 funds for the Major and Local Road Funds and an increase in COVID-19 grant revenue provided through the Community Development Block Grant (CDBG).

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 2021/22, revenues generated from Other Financing Sources represent 9.9% of total Special Revenue sources, a decrease of $535,380. The General Fund transfer to Major Roads was reduced by 75% as less funding is needed for major road projects. The decrease was partially offset by an increase in the General Fund transfer to the Parks & Recreation Fund, as more funding is needed to fund parks and grounds related activities in the Parks & Recreation Department.

CHARGES FOR SERVICES

Charges for Services consists primarily of revenue from Parks & Recreation Fees and Tree Sales & Planting. In the 2021/22 Budget, Charges for Services represents 3.4% of total Special Revenue sources, an increase of $381,770. This increase is primarily due to an increase in the Parks & Recreation fees, which had been severely impacted by the COVID-19 pandemic. The proposed budget reflects a return to pre-pandemic levels as well as an increase related to the new services offered through the Community Center.

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 2021/22, Other Revenues represent 1.8% of total Special Revenue sources, a decrease of $124,740. The decrease is due to lower interest on investments.

EXCESS REVENUE OVER (UNDER) EXPENDITURES

A Use of Fund Balance exists when expenditures exceed revenues, provided that fund balance is available.

In the 2021/22 Budget, revenues exceed expenditures by $1,469,760, allowing for a contribution to fund balance reserves primarily in the Major Road Fund, as funding will be carried over for future major road projects.■

SPECIAL REVENUE FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
	TAXES						
404001	Property Tax Refunds	($9,440)	(0.03)	($15,000)	(0.05)	**($40,000)**	**(0.12)**
407000	Safe Streets Tax	3,477,760	10.50	3,684,810	11.21	**3,739,550**	**11.52**
408000	Recreating Recreation Tax	4,215,370	12.73	4,376,990	13.32	**4,446,070**	**13.70**
415000	Delinquent Personal Property Tax	10,170	0.03	8,000	0.02	**9,000**	**0.03**
420000	Property Taxes - TIF	336,710	1.02	502,880	1.53	**525,300**	**1.62**
422000	LDFA - SmartZone Capture	612,630	1.85	696,070	2.12	**756,510**	**2.33**
423000	LDFA - General Capture	650,760	1.97	687,350	2.09	**771,850**	**2.38**
424000	BRA - School Capture	130,530	0.39	364,530	1.11	**370,300**	**1.14**
445000	Penalties and Interest	13,760	0.04	13,000	0.04	**13,500**	**0.04**
	Total Taxes	**9,438,250**	**28.50**	**10,318,630**	**31.39**	**10,592,080**	**32.64**
	STATE & LOCAL RETURNS						
529000	Federal Grant - Other	893,800	2.70	1,325,750	4.03	**1,047,340**	**3.23**
529003	Revenue Direct Loans	74,110	0.22	100,000	0.30	**100,000**	**0.31**
529100	Federal Forfeiture Grants	130,270	0.39	400	0.00	**0**	**0.00**
529101	Federal Forfeiture Program Income	0	0.00	530	0.00	**0**	**0.00**
529201	Treasury Forfeiture Program Income	0	0.00	3,700	0.01	**0**	**0.00**
529389	CDBG COVID-19	2,970	0.01	477,450	1.45	**589,750**	**1.82**
539002	State Grants	415,750	1.26	360,930	1.10	**0**	**0.00**
539200	State Forfeiture Grants	233,750	0.71	127,900	0.39	**0**	**0.00**
539201	State Forfeiture Program Income	28,080	0.08	140	0.00	**0**	**0.00**
539300	Gambling Forfeitures	20,000	0.06	220,670	0.67	**0**	**0.00**
539348	Metro Act	437,400	1.32	395,000	1.20	**410,000**	**1.26**
539400	OWI Forfeitures	6,300	0.02	3,150	0.01	**0**	**0.00**
539401	OWI Program Income	1,680	0.01	0	0.00	**0**	**0.00**
539500	Act 302 Training Funds	23,830	0.07	28,800	0.09	**16,800**	**0.05**
546000	Highway & Street Grants	12,369,100	37.35	13,303,160	40.48	**13,902,730**	**42.82**
549000	County & Other Local Grants	29,000	0.09	0	0.00	**0**	**0.00**
549101	Funding from General Gov't	200,000	0.60	0	0.00	**0**	**0.00**
573386	Personal Property Tax Reimbursement	505,170	1.53	593,220	1.81	**598,540**	**1.84**
581001	Municipal Credit Transportation	290,870	0.88	420,200	1.28	**300,000**	**0.92**
	Total State & Local Returns	**15,662,080**	**47.30**	**17,361,000**	**52.83**	**16,965,160**	**52.24**
	OTHER FINANCING SOURCES						
699101	Transfer from General Fund	6,523,570	19.70	3,736,350	11.37	**3,200,970**	**9.86**
	Total Other Financing Sources	**6,523,570**	**19.70**	**3,736,350**	**11.37**	**3,200,970**	**9.86**
	CHARGES FOR SERVICES						
637001	Copies & Forms	700	0.00	600	0.00	**400**	**0.00**
639001	Parks & Recreation Fees	518,670	1.57	564,000	1.72	**947,020**	**2.92**
639002	Baseball Registration Fees	0	0.00	128,100	0.39	**127,050**	**0.39**
640004	Tree Sales & Planting	38,460	0.12	45,000	0.14	**45,000**	**0.14**
	Total Charges for Services	**557,830**	**1.69**	**737,700**	**2.25**	**1,119,470**	**3.45**
	OTHER REVENUE						
665000	Interest on Investments	316,100	0.95	144,750	0.44	**9,500**	**0.03**
665100	Interest Income - Federal Forfeiture	3,690	0.01	4,000	0.01	**350**	**0.00**
665130	Interest Income - Treas. Forfeiture	150	0.00	150	0.00	**0**	**0.00**
665200	Interest Income - State Forfeiture	6,440	0.02	7,000	0.02	**420**	**0.00**
665300	Interest Income - Gamble Forf	80	0.00	100	0.00	**20**	**0.00**
665400	Interest Income - OWI Forfeitures	720	0.00	800	0.00	**60**	**0.00**
665500	Interest Income - Act 302 Training	370	0.00	500	0.00	**10**	**0.00**
667716	Rental Income Smart Incubator	199,160	0.60	210,000	0.64	**205,000**	**0.63**

SPECIAL REVENUE FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
672000	Special Assessment Revenue	4,790	0.01	2,790	0.01	**2,790**	**0.01**
672445	SA Delinquent Interest & Penalties	0	0.00	100	0.00	**0**	**0.00**
672665	Special Assessment Interest	2,260	0.01	2,050	0.01	**2,050**	**0.01**
675001	Donations - Parks & Recreation	8,320	0.03	24,500	0.07	**33,000**	**0.10**
676000	Reimbursements	376,650	1.14	314,000	0.96	**325,000**	**1.00**
677008	Unrealized Gain/Loss	(870)	0.00	0	0.00	**0**	**0.00**
679752	Parks & Recreation Retail Sale	660	0.00	500	0.00	**300**	**0.00**
685000	Miscellaneous Revenue	12,450	0.04	0	0.00	**8,000**	**0.02**
	Total Other Revenue	**930,970**	**2.81**	**711,240**	**2.16**	**586,500**	**1.81**
	Total Special Revenue Funds	**$33,112,700**	**100.00**	**$32,864,920**	**100.00**	**$32,464,180**	**100.00**

Note: The 2019-2020 Actual Column is rounded to the nearest $10.

SPECIAL REVENUE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
	PERSONNEL SERVICES						
704000	Wages - Salaries - Permanent	$813,140	1.57	$867,500	2.18	**$995,810**	**3.21**
704001	Sick/Personal Buy Back	3,600	0.01	4,190	0.01	**3,600**	**0.01**
704721	Health Insurance Allowance	9,000	0.02	12,250	0.03	**15,000**	**0.05**
705000	Wages - Salaries - Temp/Part-time	976,220	1.88	1,072,500	2.70	**1,251,980**	**4.04**
708000	Overtime	50,800	0.10	53,980	0.14	**55,000**	**0.18**
708001	Comp Time Buy Back	24,220	0.05	17,280	0.04	**25,000**	**0.08**
709000	Other Benefits/Reimbursements	5,750	0.01	5,400	0.01	**6,600**	**0.02**
710000	Longevity	16,170	0.03	17,420	0.04	**17,550**	**0.06**
715000	Clothing Allowance	200	0.00	250	0.00	**250**	**0.00**
717000	FICA	142,640	0.27	156,810	0.39	**181,370**	**0.59**
718000	Worker's Compensation	10,520	0.02	12,080	0.03	**12,400**	**0.04**
720000	Pension - General Employees	152,050	0.29	162,590	0.41	**182,910**	**0.59**
720002	Defined Contribution	27,290	0.05	30,300	0.08	**35,290**	**0.11**
721000	Health Insurance	144,290	0.28	151,720	0.38	**172,840**	**0.56**
721001	Health Insurance - Retirees	184,000	0.35	168,000	0.42	**168,000**	**0.54**
721003	Retiree Health Savings	10,700	0.02	11,630	0.03	**12,300**	**0.04**
722000	Dental Insurance	12,060	0.02	13,430	0.03	**15,000**	**0.05**
723000	Life Insurance	2,830	0.01	3,110	0.01	**3,080**	**0.01**
724000	Eye Care Insurance	1,490	0.00	1,650	0.00	**1,980**	**0.01**
725000	Disability Insurance - Long-term	1,660	0.00	1,900	0.00	**2,170**	**0.01**
725355	Disability Insurance - Short-term	5,090	0.01	5,570	0.01	**6,390**	**0.02**
	Total Personnel Services	**2,593,720**	**4.99**	**2,769,560**	**6.96**	**3,164,520**	**8.51**
	SUPPLIES						
729000	Postage	2,420	0.00	4,300	0.01	**4,300**	**0.01**
741000	Ammunition	2,400	0.00	2,800	0.01	**2,800**	**0.01**
751000	Operating Supplies	94,660	0.18	78,240	0.20	**81,650**	**0.26**
761000	Program Activity Supplies	91,540	0.18	191,020	0.48	**212,490**	**0.69**
762000	Seniors Program Supplies	17,960	0.03	19,760	0.05	**21,700**	**0.07**
785000	Books	6,870	0.01	6,000	0.02	**10,000**	**0.03**
	Total Supplies	**215,850**	**0.42**	**302,120**	**0.76**	**332,940**	**1.07**
	OTHER CHARGES						
802000	Audit & Accounting Services	1,320	0.00	1,340	0.00	**1,370**	**0.00**
805000	Administrative Services	469,070	0.90	635,510	1.60	**548,550**	**1.77**
805100	Management Services	350,000	0.67	450,000	1.13	**450,000**	**1.45**
806000	Legal Services - Other	183,590	0.35	333,430	0.84	**298,230**	**0.96**
806001	Legal Services - City Attorney	120	0.00	500	0.00	**500**	**0.00**
807000	Medical Services	200	0.00	600	0.00	**600**	**0.00**
810000	Other Fees	9,070	0.02	16,500	0.04	**16,500**	**0.05**
826000	Other Contracted Services	1,196,010	2.30	1,886,660	4.74	**1,794,250**	**5.79**
826900	Sub recipient Funding	84,550	0.16	96,740	0.24	**79,200**	**0.26**
827000	Interfund Services	101,410	0.20	103,150	0.26	**109,150**	**0.35**
832000	Building Maintenance	49,590	0.10	84,550	0.21	**80,000**	**0.26**
833000	Equipment Maintenance	115,710	0.22	130,830	0.33	**52,500**	**0.17**
880000	Community Promotion	27,900	0.05	1,000	0.00	**1,000**	**0.00**
902000	Publishing	5,170	0.01	7,050	0.02	**6,850**	**0.02**

SPECIAL REVENUE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
903000	Printing	2,110	0.00	3,740	0.01	**3,960**	**0.01**
913000	Liability Insurance	8,000	0.02	13,000	0.03	**11,000**	**0.04**
915000	Other Insurance	0	0.00	0	0.00	**840**	**0.00**
921000	Electric	255,430	0.49	217,000	0.55	**280,000**	**0.90**
922000	Telephone	52,960	0.10	75,120	0.19	**79,520**	**0.26**
923000	Gas - Fuel - Oil	69,460	0.13	68,000	0.17	**76,000**	**0.25**
925000	Water	171,330	0.33	219,220	0.55	**232,720**	**0.75**
933000	Software Maintenance	11,340	0.02	13,500	0.03	**13,020**	**0.04**
942000	Building Rent	24,040	0.05	20,000	0.05	**20,000**	**0.06**
945000	Other Rental	119,730	0.23	60,520	0.15	**77,360**	**0.25**
952000	Investigators & Experts	0	0.00	10,000	0.03	**10,000**	**0.03**
956000	Local Meetings	0	0.00	390	0.00	**390**	**0.00**
957000	Memberships & Dues	5,170	0.01	9,760	0.02	**9,140**	**0.03**
959000	Education & Training	19,630	0.00	40,170	0.10	**41,080**	**0.13**
962000	Miscellaneous Expense	251,030	0.48	885,510	2.23	**651,900**	**2.10**
962003	Miscellaneous - Public Health	27,880	0.00	37,910	0.10	**0**	**0.00**
962200	Miscellaneous Expense - Investigations	17,790	0.03	25,000	0.06	**25,000**	**0.08**
963000	Miscellaneous Programs	0	0.00	181,960	0.46	**180,000**	**0.58**
963716	Miscellaneous - Micro Loan Program	0	0.00	200,000	0.50	**0**	**0.00**
963717	Miscellaneous - Job Retention Grant	0	0.00	0	0.00	**400,000**	**1.29**
963900	Miscellaneous - Capital Program	13,650	0.03	50,000	0.13	**0**	**0.00**
	Total Other Charges	**3,643,260**	**6.97**	**5,878,660**	**14.78**	**5,550,630**	**17.90**
	OTHER SERVICES						
886162	Access Road Maintenance	62,930	0.12	75,000	0.19	**75,000**	**0.24**
887000	Bridge Maintenance	169,520	0.33	10,000	0.03	**10,000**	**0.03**
888000	Surface Maintenance	650,420	1.25	750,000	1.89	**700,000**	**2.26**
888001	Surface Maintenance - County	1,240	0.00	2,000	0.01	**2,000**	**0.01**
888353	2019 Joint Sealing Program	181,760	0.35	0	0.00	**0**	**0.00**
888372	2020 Joint Sealing Program	0	0.00	130,000	0.33	**0**	**0.00**
889000	Shoulder Maintenance	20,940	0.04	24,500	0.06	**24,500**	**0.08**
889001	Shoulder Maintenance - County	0	0.00	0	0.00	**500**	**0.00**
890000	Sweeping & Flushing	317,380	0.62	300,000	0.75	**410,000**	**1.32**
890001	Sweeping & Flushing - County	52,940	0.10	60,000	0.15	**60,000**	**0.19**
890002	Sweeping & Flushing - State	11,830	0.02	14,000	0.04	**14,000**	**0.05**
891000	Grass & Weed Control	234,950	0.45	340,000	0.85	**340,000**	**1.10**
891001	Grass & Weed Control - County	260,300	0.50	325,000	0.82	**325,000**	**1.05**
891002	Grass & Weed Control - State	278,260	0.54	300,000	0.75	**300,000**	**0.97**
892000	Roadside Cleanup	106,990	0.21	75,000	0.19	**75,500**	**0.24**
892001	Roadside Cleanup - County	17,300	0.03	21,000	0.05	**21,300**	**0.07**
892002	Roadside Cleanup - State	48,090	0.09	60,000	0.15	**60,850**	**0.20**
893000	Curb & Gutter Maintenance	6,490	0.01	5,000	0.01	**5,000**	**0.02**
894000	Storm Drain Maintenance	368,630	0.71	505,000	1.27	**505,000**	**1.63**
895000	Tree & Shrub Maintenance	630,600	1.21	595,000	1.50	**595,600**	**1.92**
895001	Tree & Shrub Maintenance - County	88,410	0.17	30,000	0.08	**30,500**	**0.10**
895002	Tree & Shrub Maintenance - State	32,680	0.06	35,000	0.09	**40,000**	**0.13**
897000	Snow & Ice Removal	695,450	1.36	1,000,000	2.51	**1,000,000**	**3.23**
897001	Snow & Ice Removal - County	2,500	0.00	0	0.00	**0**	**0.00**
898000	Traffic Signs & Signals	234,360	0.45	260,000	0.65	**65,000**	**0.21**
898001	Traffic Signs & Signals - County	3,270	0.01	3,500	0.01	**3,000**	**0.01**
899000	Pavement Markings	5,780	0.01	67,000	0.17	**67,000**	**0.22**

SPECIAL REVENUE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
	Total Other Services	**4,483,020**	**8.66**	**4,987,000**	**12.54**	**4,729,750**	**15.26**
	CAPITAL OUTLAY						
971000	Land Acquisition	0	0.00	185,000	0.47	**0**	**0.00**
972350	Dodge Park Improvements	9,560	0.02	10,000	0.03	**0**	**0.00**
972351	Community Center	12,297,790	23.68	650,000	1.63	**0**	**0.00**
972795	Park Improvements	3,566,480	6.87	1,111,660	2.79	**360,000**	**1.16**
975000	Buildings & Improvements	570,800	1.10	697,730	1.75	**640,450**	**2.07**
975060	Schoenherr Towers	7,800	0.02	482,000	1.21	**0**	**0.00**
979000	Computer Equipment	0	0.00	3,600	0.01	**6,100**	**0.02**
981000	Electronic Equipment	0	0.00	30,710	0.08	**0**	**0.00**
982000	Machinery & Equipment	135,670	0.26	184,730	0.46	**39,500**	**0.13**
984000	Vehicles	303,740	0.58	245,000	0.62	**210,000**	**0.68**
988000	Construction	12,720	0.02	2,341,650	5.89	**8,597,140**	**27.74**
988235	17 Mile Bridge Replace - Conrail	38,800	0.07	0	0.00	**0**	**0.00**
988246	Van Dyke Streetscape Design	104,160	0.20	10,840	0.03	**0**	**0.00**
988257	Gardner Street East	300	0.00	343,830	0.86	**0**	**0.00**
988276	2017 Bridge Repair Program	19,150	0.04	23,390	0.06	**0**	**0.00**
988278	Clinton River Restoration	600	0.00	0	0.00	**0**	**0.00**
988280	Smartzone District Improvements	15,450	0.03	50,550	0.13	**0**	**0.00**
988295	LDFA Improvements - Phase I	48,620	0.09	21,380	0.05	**0**	**0.00**
988302	Fairway Dr & Barnum Reconstruction	190	0.00	0	0.00	**0**	**0.00**
988306	2018 Concrete Replacement Pgrm	680	0.00	0	0.00	**0**	**0.00**
988309	Stadler Rd Resurfacing	38,550	0.07	3,120	0.01	**0**	**0.00**
988310	17 Mile Rd/Mitchell Signal	0	0.00	10,000	0.03	**0**	**0.00**
988311	Traffic Sign - Metro Pkwy & Mound Rd	0	0.00	80,000	0.20	**0**	**0.00**
988316	17 Mi Resurfacing - Utica to Plumbrook	88,800	0.17	43,000	0.11	**0**	**0.00**
988318	Schoenherr - 15 Mile to Metro Pkwy	0	0.00	13,610	0.03	**0**	**0.00**
988322	North Van Dyke Design	18,220	0.00	116,780	0.29	**0**	**0.00**
988329	LDFA Phase II	236,470	0.46	114,530	0.29	**0**	**0.00**
988332	Metro Pkwy/Van Dyke Resurfacing	17,400	0.03	121,750	0.31	**0**	**0.00**
988333	Utica Resurf - Dodge Park to Schoenherr	22,970	0.04	45,070	0.11	**0**	**0.00**
988336	Senior Parking Addition South	367,790	0.71	5,400	0.01	**0**	**0.00**
988337	19 Mile - Schoenherr to Hayes	1,792,660	3.45	276,580	0.70	**0**	**0.00**
988338	Kennedy Drive Reconstruction	(2,300)	0.00	0	0.00	**0**	**0.00**
988339	2019 Concrete Reconstruction	4,689,700	9.04	39,210	0.10	**0**	**0.00**
988340	2019 Asphalt Resurfacing	1,026,160	1.98	260,330	0.65	**0**	**0.00**
988341	2019 Concrete Replacement	1,710,880	3.29	269,200	0.68	**0**	**0.00**
988343	Mound Road Joint Repairs	0	0.00	10,000	0.03	**0**	**0.00**
988344	Mound Reconstruction I696 to M59	40	0.00	0	0.00	**0**	**0.00**
988345	Merrill Road - 18 1/2 to Dobry	3,308,210	6.37	140,150	0.35	**0**	**0.00**
988351	Schoenherr - 19 to Clinton River	1,447,640	2.79	252,510	0.63	**0**	**0.00**
988355	18 Mile Resurfacing - Ryan to Mound	1,202,010	2.31	97,550	0.25	**0**	**0.00**
988356	M59 Sidewalk Feasibility Study	29,010	0.06	15,990	0.04	**100,000**	**0.32**
988358	Schoenherr - Plumbrook to Clinton River	73,210	0.14	1,124,870	2.83	**0**	**0.00**
988360	Hamilton Dr East Reconstruction	0	0.00	153,290	0.39	**0**	**0.00**
988362	2020 Local Road Reconstruction	751,030	1.46	3,001,310	7.55	**0**	**0.00**
988363	2020 Concrete Sectional Repair	0	0.00	1,600,000	4.02	**300,000**	**0.97**
988364	Saal Rd Resurf - Clinton River to 19 Mile Rd	920	0.00	2,299,080	5.78	**0**	**0.00**
988365	Pondview - 18 to 19 Mile Road	756,470	1.46	443,530	1.12	**0**	**0.00**

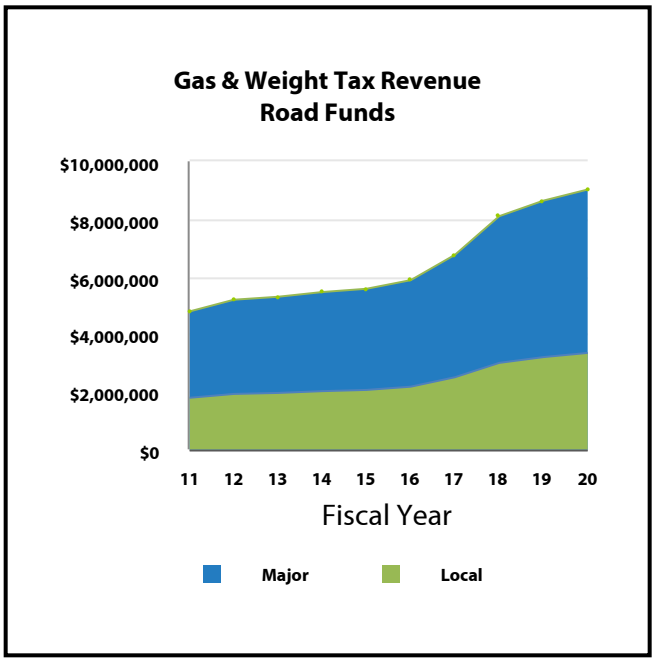
SPECIAL REVENUE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
988366	19 Mile - Schoenherr to Clinton River Rd	199,480	0.38	1,000,520	2.52	**0**	**0.00**
988373	18 Mile and Utica Road	0	0.00	2,147,940	5.40	**0**	**0.00**
	Total Capital Outlay	**34,907,830**	**67.21**	**20,077,390**	**50.48**	**10,253,190**	**33.08**
	DEBT SERVICE						
992000	Principal	1,460,000	2.81	1,530,000	3.85	**1,610,000**	**5.19**
993000	Interest	1,541,590	2.97	1,468,590	3.69	**1,392,090**	**4.49**
	Total Debt Service	**3,001,590**	**5.78**	**2,998,590**	**7.54**	**3,002,090**	**9.69**
	TRANSFERS OUT						
999327	Transfer to Road Bond Debt Fund	3,100,190	5.97	2,760,150	6.94	**3,961,300**	**12.78**
	Total Transfers Out	**3,100,190**	**5.97**	**2,760,150**	**6.94**	**3,961,300**	**12.78**
	Total Special Revenue Funds	**51,945,460**	**100.00**	**39,773,470**	**100.00**	**30,994,420**	**100.00**

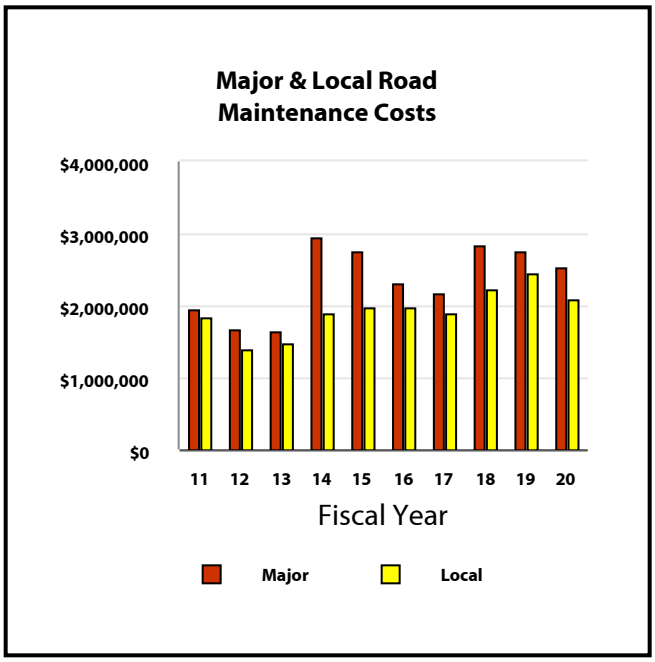
Note: The 2019-2020 Actual Column is rounded to the nearest $10.

KEY FUND TRENDS

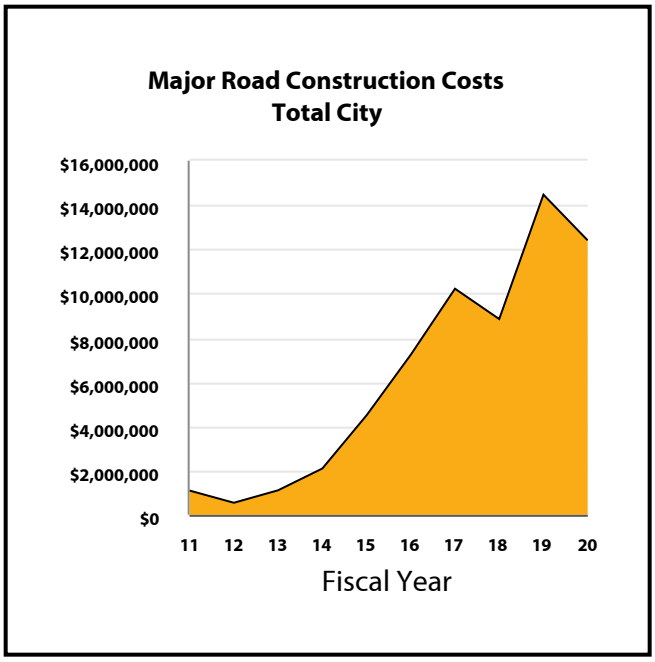
Special Revenue Funds



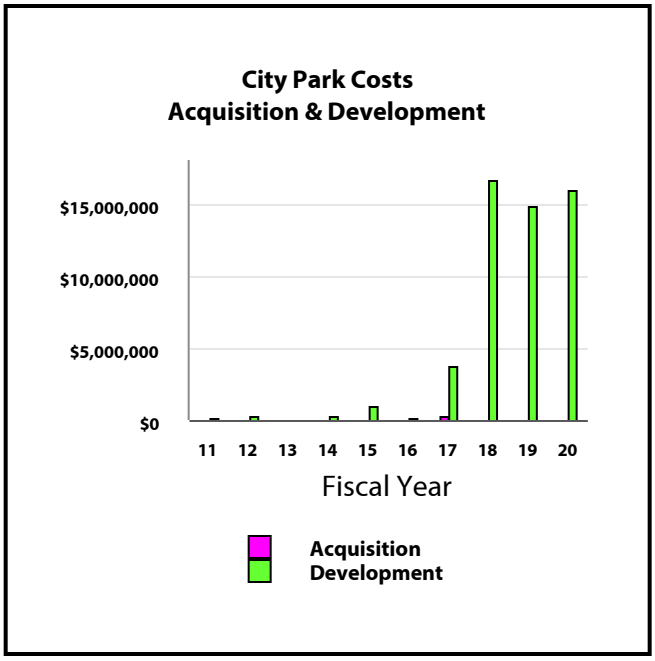
Gas tax revenues fell from 2008 to 2010 due to the economy, higher gas prices and the use of more fuel-efficient vehicles, which lessened gas consumption. Gas tax revenue increased beginning in 2017 due to an increase in the gas tax and vehicle registration fees that was effective January 1, 2017. Since 2004, the City cumulatively lost $12.2 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 $233 million total reconstruction of Mound Road will begin in Summer 2021.



The City was only able to spend limited funds to improve City parks until 2017 when the *Re*creating Recreation millage was passed. This millage will result in a $50 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.

$136,290 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 $2,504,750, which is primarily used for major road maintenance, snow removal, and grass and weed control.

The 2021/22 Capital Outlay budget includes:

- Resurfacing of 14 Mile Road from Hayes to Schoenherr ($950,000)
- Resurfacing of Hayes Road from 18 Mile Road to M59 ($300,000)
- Rehabilitation of Metro Parkway from east of Van Dyke to Dodge Park Road ($600,000)
- M59 Trail Project/Fencing ($100,000)
- Resurfacing of 19 Mile Road from Ryan Road to Dequindre ($950,000)
- Citywide Miscellaneous Sectional Concrete Repairs ($300,000)
- Miscellaneous Traffic Control Safety Improvements ($100,000)

In fiscal year 2021/22, $3,961,300 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…
…the City takes a holistic approach to road reconstruction projects, and along with roadway design and vehicular safety improvements, sidewalks, bike paths, and other roadway aesthetics are reviewed for potential improvements?

Major Road Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

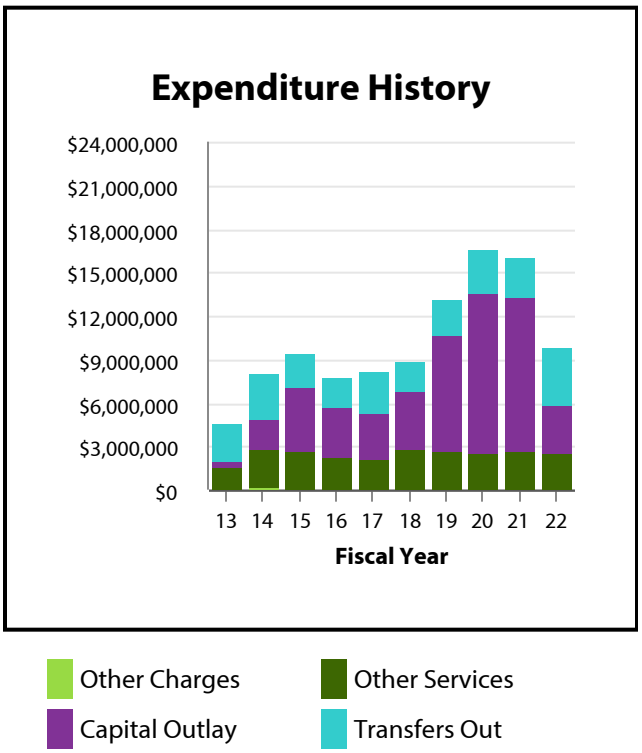
The total budget decreased by 38.6%.

Other Charges – Total Other Charges increased $30 due to a slight increase in audit costs.

Other Services – Total Other Services decreased $167,750 or 6.3%. $195,500 was saved, as less funding is needed for traffic signs and signals. Funding decreased $50,000 for asphalt road repairs to reflect more recent actual expenditure levels. $100,000 was added for street sweeping due to higher costs and greater service demands.

Capital – Proposed projects totaling $3,300,000 include:

- Resurfacing of 14 Mile Road from Hayes to Schoenherr ($950,000)
- Resurfacing of Hayes Road from 18 Mile Road to M59 ($300,000)
- Rehabilitation of Metro Parkway from east of Van Dyke to Dodge Park Road ($600,000)
- M59 Trail Project/Fencing ($100,000)
- Resurfacing of 19 Mile Road from Ryan Road to Dequindre ($950,000)
- Citywide Miscellaneous Sectional Concrete Repairs ($300,000)
- Miscellaneous Traffic Control Safety Improvements ($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 $3,961,300 for the debt payments on existing road bonds and the new $18 million road bond sold in March 2021 for the first portion of the total Mound Road reconstruction.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Other Charges	$96,650	$136,260	$101,260	$136,290	$136,290
Other Services	2,504,210	2,672,500	2,627,380	2,504,750	2,504,750
Capital Outlay	11,025,110	10,570,400	9,603,250	3,300,000	3,300,000
Transfers Out	3,100,190	2,760,150	2,662,370	3,961,300	3,961,300
Total	$16,726,160	$16,139,310	$14,994,260	$9,902,340	$9,902,340

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.

The voter-approved Safe Streets millage provides $3.7 million annually for the repair and reconstruction of neighborhood streets.

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 Roads Fund also receives revenue from the Safe Streets millage, approved by the voters in November 2013 and renewed in November 2019 for an additional 10 years. Approximately 33% of the funds collected through the Safe Streets millage are used exclusively for the repair and reconstruction of neighborhood streets.

$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 $2,225,000 and are allocated primarily for local road maintenance, snow removal, storm drain maintenance, and tree and shrub maintenance.

In fiscal year 2021/22, $5,500,000 is budgeted for capital outlay. $4,300,000 is funded for the concrete reconstruction of Karola, Lake Forest (west 1650'), Poterek, Chris, Pompano, Independence (west 1500'), Matlock, Kirkton (west 650'), Donna, Erin Drives, Fulton, Vassar, and Ajanta Courts, and Lana Lane. These neighborhood road repair projects are funded by the Safe Streets millage renewed by the voters in November 2019. $1,200,000 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…
… Local Road Reconstruction is phased and sequenced to construct multiple roads simultaneously, which provides the greatest amount of production possible, while limiting the amount of disruption and inconvenience to nearby property owners?

Local Road Fund

SUMMARY OF BUDGET CHANGES

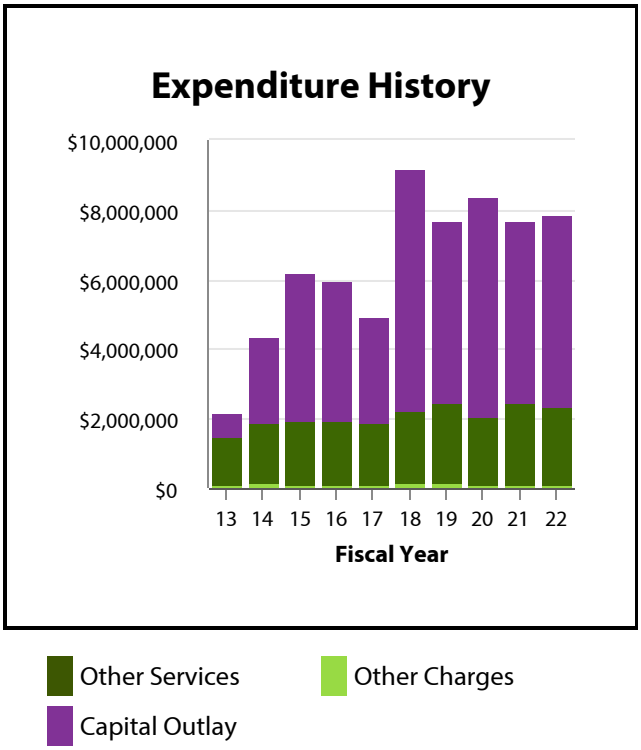
SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 2.2%.

Other Charges - Total Other Charges is proposed to remain the same at $130,080 for the General Fund administrative costs for time spent on Local Road projects and audit costs.

Other Services - Total Other Services decreased $89,500 or 3.9%. Funding for Joint Sealing decreased $100,000 due to less anticipated activity. $10,000 was added for street sweeping and $500 was added for roadside cleanup, both based on recent actual expenditure levels.

Capital - Total Capital of $5,500,000 is proposed. $4,300,000 is budgeted for the Concrete Reconstruction of Karola, Lake Forest (west 1650'), Poterek, Chris, Pompano, Independence (west 1500'), Matlock, Kirkton (west 650'), Donna, and Erin Drives, Fulton, Vassar, and Ajanta Courts, and Lana Lane. $1,200,000 is funded for Concrete Sectional Repairs on Corriander, Arcola, Monterey, Littlefield, Elmcrest, Shell, and Danforth Drives, Westchester Road and Sorrento Boulevard.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Other Charges	$104,830	$130,080	$130,080	$130,080	$130,080
Other Services	1,978,810	2,314,500	2,322,010	2,225,000	2,225,000
Capital Outlay	6,305,680	5,240,450	5,104,130	5,500,000	5,500,000
Total	$8,389,320	$7,685,030	$7,556,220	$7,855,080	$7,855,080

Land & Water Conservation Fund

The Land & Water Conservation Fund of the City of Sterling Heights is a Special Revenue Fund and has been used to record the receipts and expenditures for the construction, development, and acquisition of land for the City's park system.

The use of the Land & Water Conservation Fund is limited to the length of time required to construct, develop, or acquire any parkland or park system. The balance is normally transferred to the Debt Service Fund if and when a bond issue is involved. Money for the operation of the Fund is usually supplied by the sale of General Obligation Bonds, State or Federal grants, a special voted tax, proceeds from the sale of excess City property and/or other restricted contributions.

The Land & Water Conservation Fund of the City of Sterling Heights is a Special Revenue Fund and has been used to record the receipts and expenditures for the construction, development, and acquisition of land for the City's park system.

In fiscal year 2021/22, there are no Capital Projects budgeted for this Fund. All park improvement 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 one acre of land adjacent to Gerald Donovan Park to be used for additional parking?

Land & Water Conservation Fund

SUMMARY OF BUDGET CHANGES

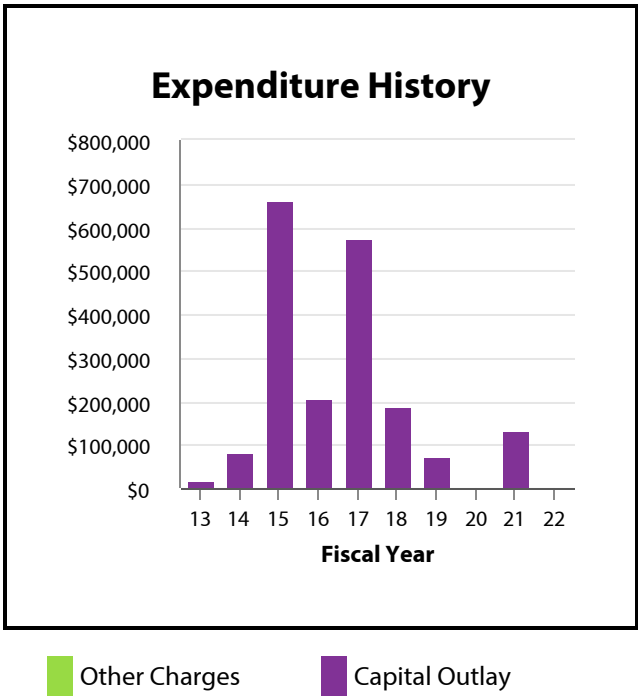
SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

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. The prior year budget was amended to include $133,000 for the purchase of property adjacent to Donovan Park on Clinton River Road.

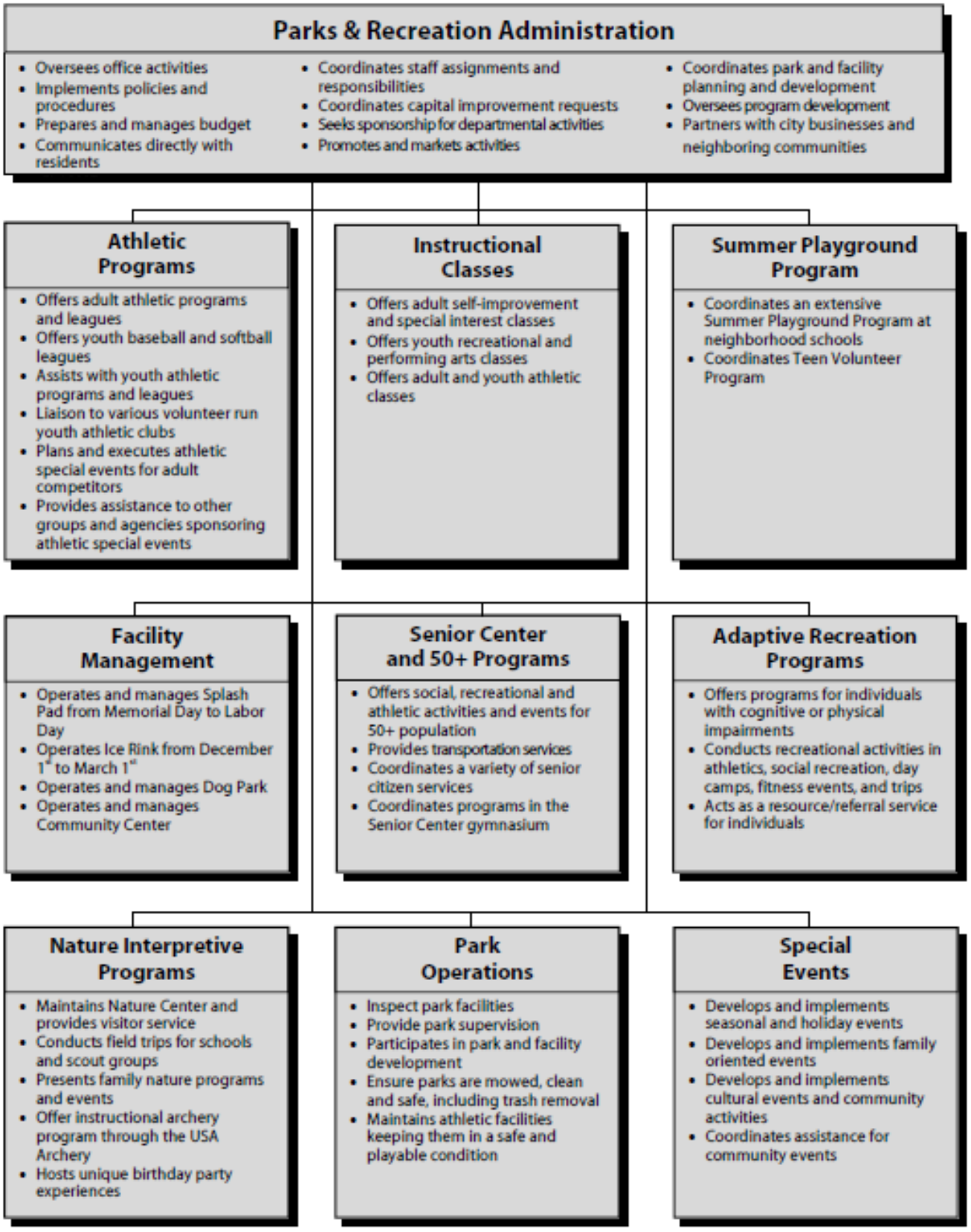


FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	4,000	0	0	0	0
Capital Outlay	600	133,000	128,660	0	0
Total	$4,600	$133,000	$128,660	$0	$0

FUNCTIONAL ORGANIZATION CHART

Parks & Recreation Fund



DEPARTMENT AT A GLANCE

Parks & Recreation Fund

BUDGET SUMMARY

The Parks & Recreation budget decreased $1,047,740 or 10.6%. Personnel costs increased $394,960 or 14.3% primarily due to the addition of a Facilities Maintenance Mechanic (offset in contractual services) and the full-year cost of two part-time positions converted to full-time in the prior year. Increased part-time wages due to the restart of programs canceled due to the COVID-19 pandemic, contractual wage increases, and an increase to the required contribution to the General Employees' Retirement System make up the balance. Supplies increased $29,320 or 11.1% primarily to purchase paint for ball field striping. Other Charges decreased $63,860 or 3.0% due to the reallocation of funding for ball field striping and less equipment purchased. These decreases are partially offset by higher utility costs for the Community Center.



FUNDING LEVEL SUMMARY

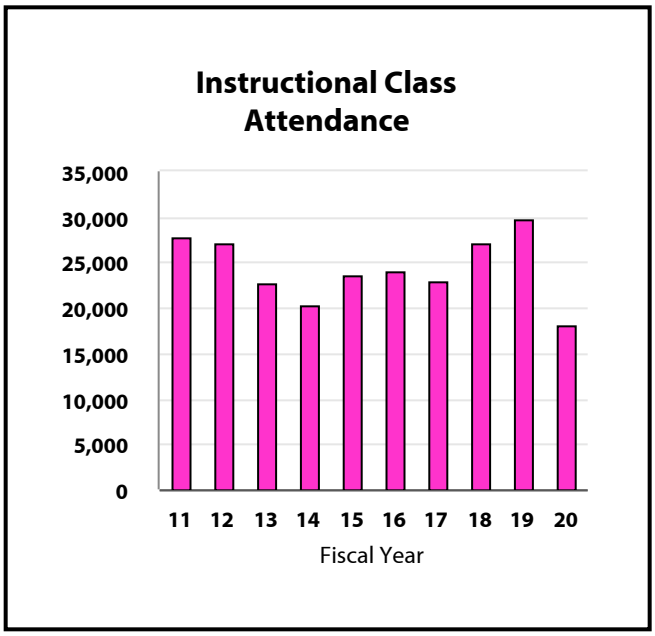
	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget	% Change From 20/21
Parks & Recreation	$21,582,670	$23,337,340	$9,900,470	$8,852,730	-10.6%
Total Department	$21,582,670	$23,337,340	$9,900,470	$8,852,730	-10.6%
Personnel Services	$2,317,070	$2,593,720	$2,769,560	$3,164,520	14.3%
Supplies	174,560	193,530	263,120	292,440	11.1%
Other Charges	1,154,870	1,654,000	2,097,540	2,033,680	-3.0%
Capital Outlay	14,935,080	15,894,500	1,771,660	360,000	-79.7%
Debt Service	3,001,090	3,001,590	2,998,590	3,002,090	0.1%
Total Department	$21,582,670	$23,337,340	$9,900,470	$8,852,730	-10.6%

PERSONNEL SUMMARY

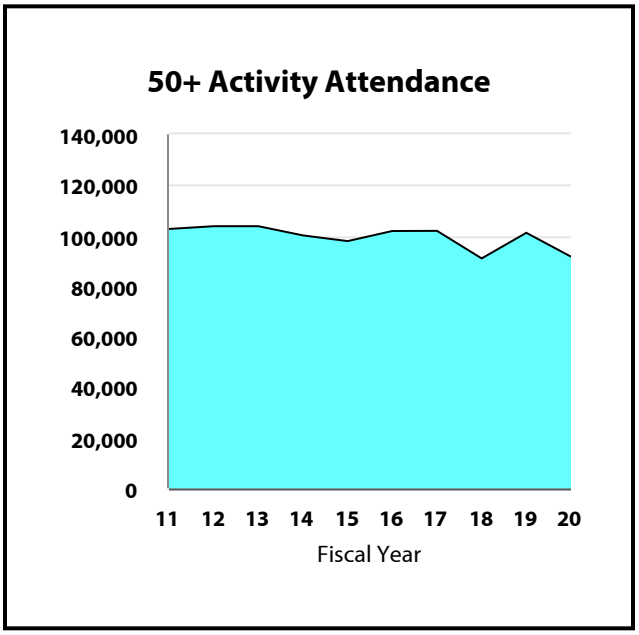
	2018/19		2019/20		2020/21		2021/22	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Parks & Recreation	11	4	13	4	12	5	15	3
Total Department	11	4	13	4	12	5	15	3

KEY DEPARMENTAL TRENDS

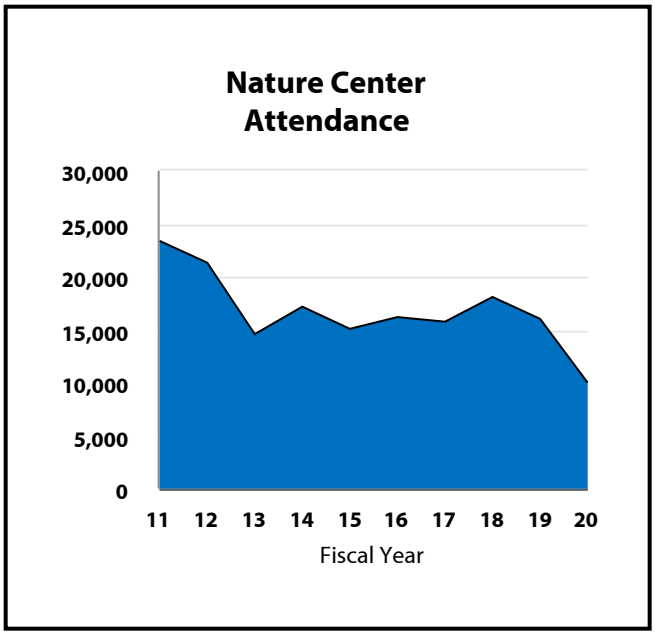
Parks & Recreation Fund



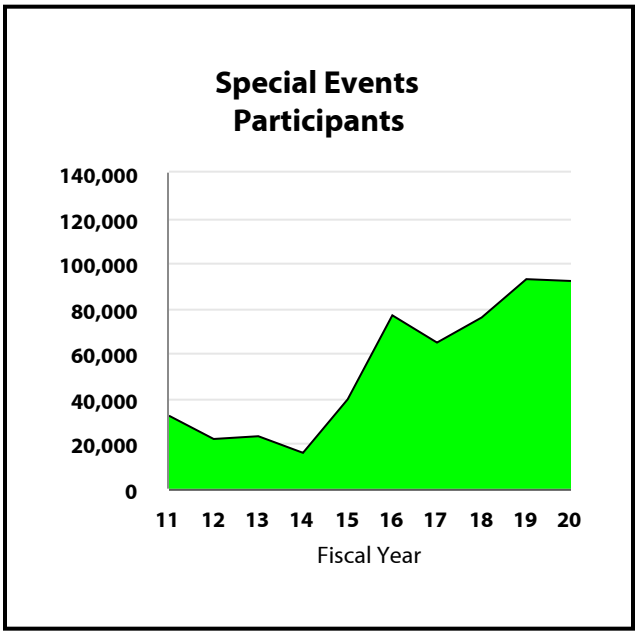
Instructional class attendance has been growing in recent years and is expected to continue to grow due to the opening of the new Community Center. 2020 attendance was reduced due to COVID-19 restrictions. Attendance is anticipated to increase as restrictions are lifted.



Senior program attendance increased in 2018 & 2019 due to the addition of chair yoga and a decrease in the cost of fitness classes. Attendance declined in 2020 due to COVID-19 restrictions.



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. Attendance declined in 2020 due to COVID-19 restrictions.



Special events participation increased significantly in 2015 due to the addition of the Dodge Park Farmers Market.

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:

- 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 the opportunity to participate in Esports and 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 physical and mental 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 50+ 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 after more than 50 years of supporting a volunteer run league, the City's Parks & Recreation Department will directly provide youth baseball and softball programs beginning in the spring of 2021?

Parks & Recreation Fund

2021/22 PERFORMANCE OBJECTIVES

1. To complete an update of the Parks and Recreation Department's Five-Year Master Plan and Non-Motorized Transportation Plan. *(City Goal 4)*

2. To work with the City Clerk's Office to find the most effective and efficient way to utilize the Community Center for election support. *(City Goal 1, 6)*

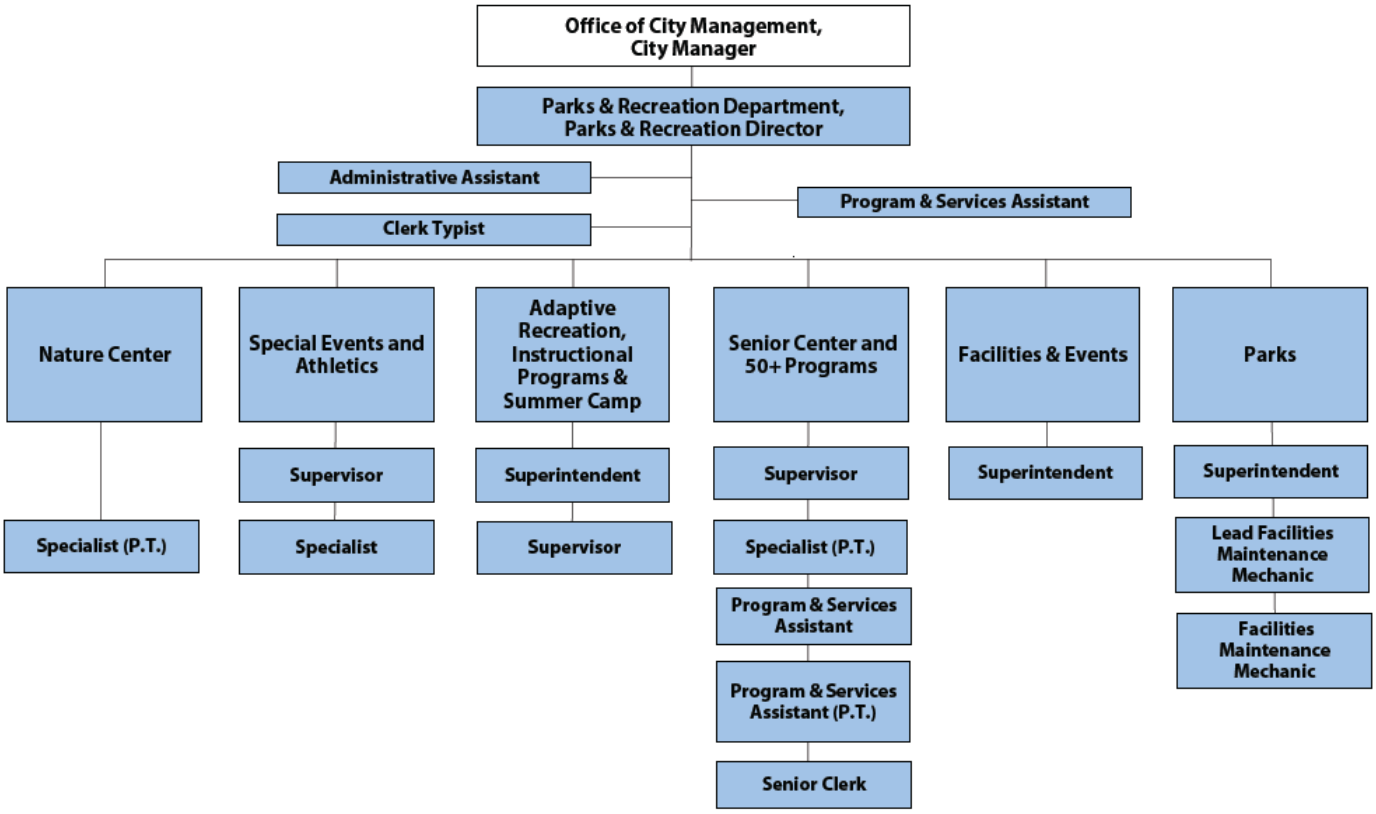
3. To re-establish programs and events within the community that were cancelled or significantly modified due to the COVID-19 pandemic. *(City Goal 19)*

4. To coordinate a successful and transparent youth baseball and softball league in order to invoke community trust, and stimulate future league growth. *(City Goal 19)*

	Performance Indicators	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Budget
Output	Instructional Class Attendance	27,143	29,802	17,980	28,000	15,000	28,000
	Spec. Event Participation (Incl. Farm. Mkt.)	75,833	92,820	92,013	100,000	36,000	100,000
	Adaptive Recreation Program Attendance	7,523	7,135	4,990	7,100	3,000	7,100
	Adult & Youth Athletic Attendance	32,757	23,530	18,942	30,000	25,000	30,000
	Nature Center Attendance	18,085	16,020	9,999	16,000	8,000	16,000
	Pavilion Rentals	112	283	190	280	80	280
	Number of Internet Registrations	2,579	2,954	2,760	3,000	10,000	3,000
	Summer Playground Registrations	593	533	25	690	690	690
	Splash Pad & Ice Rink Attendance	N/A	91,810	55,372	80,000	29,000	80,000
	50+ Activity Attendance	90,931	101,055	91,615	92,000	27,000	101,000
	Transport. Riders (Incl. Sterlingfest/Special Activities)	30,808	32,977	33,462	33,000	4,600	33,000
	Ball Diamond Groomings (Incl. UCS & WCS Fields)	1,249	718	1,294	1,200	1,034	1,200
	Soccer/Football Field Linings	522	286	420	270	105	270
	Times Sprayed for Mosquitos (All Parks)	28	27	37	32	29	32
	Park Tree Trimmings	25	0	38	16	2	16
	Cleaning of Park Restroom Facilities (Subcontracted)	973	1,224	1,833	1,900	3,136	1,900
	Field Rental Dates Booked	N/A	209	75	200	120	200
	Community Center Drop-in Attendance	N/A	N/A	3,344	40,000	8,000	40,000
	Community Center Other Use	N/A	N/A	50	3,000	1,500	3,000
Efficiency	P & R Revenue Earned per Capita	$4.31	$6.16	$6.18	$5.43	$3.79	$8.36
	% of Refunds Due to Dissatisfaction	0.90%	0.02%	0.02%	0.50%	0.02%	0.50%
	FTE's per 100,000 Pop.	33	35	36	37	37	39
	Nature Center Cost per Visitor	$7.25	$8.18	$7.79	*	*	*
	Transportation Cost per Rider	$13.59	$13.75	$14.31	*	*	*

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

Parks & Recreation Fund



STAFFING SUMMARY

Position	Budget 2019/20	Budget 2020/21	Budget 2021/22
Parks & Recreation Director	1	1	1
Recreation Superintendent	2	2	3
Recreation Supervisor	3	4	3
Recreation Specialist	2	0	1
Recreation Specialist (P.T.)	2	3	2
Administrative Assistant	1	1	1
Program & Services Assistant	2	2	2
Program & Services Assistant (P.T.)	1	1	1
Lead Facilities Maintenance Mechanic	1	1	1
Facilities Maintenance Mechanic	0	0	1
Senior Clerk	1	1	1
Clerk Typist	0	0	1
Clerk Typist (P.T.)	1	1	0
Total	17	17	18

Parks & Recreation Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 10.6%.

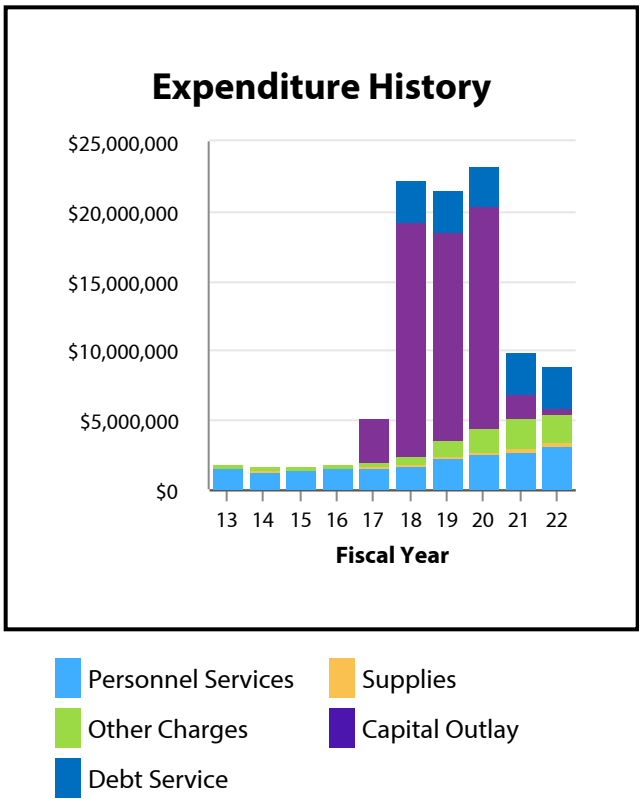
Personnel Services – Total Increase $394,960 or 14.3%

- $120,000 due to the addition of a Facilities Maintenance Mechanic (offset in contracted services) and the full year cost of two part-time positions converted to full-time in the prior year
- $50,000 due to contractual wage adjustments
- $195,000 for increased part-time wages primarily due to a budget reduction in the prior year resulting from COVID-19 shutdowns
- $20,000 due to an increase in the required contribution to the General Employees' Retirement System

Supplies – Total Supplies increased $29,320 or 11.1%. Program supply costs increased $21,470 for field paint, as ball field striping will be done in-house. $5,910 was added for additional office supplies.

Other Charges – Total Other Charges decreased $63,860 or 3.0%. Contracted services decreased $41,750 primarily due to the reallocation of funds to stripe ball fields in house. Less funding is needed to replace park equipment, saving $78,000. $80,500 was added for increased utility costs for the community center and other recent improvements.

Capital – Total Capital of $360,000 is proposed for an outdoor bocce ball court, the final project funded through the *Re*creating Recreation millage. Other Capital for this department totals $477,500 and includes $50,000 for an Esports Arena, $38,000 for a Security Camera System for Dodge Park, $300,000 for asphalt replacement of the Delia Park south parking lot, and $23,000 for the resurfacing of the athletic court at Magnolia Park, A high-mileage vehicle is scheduled to be replaced for $24,500.



Debt Service – Total Debt Service of $3,002,090 funds the Park improvements financed through the voter approved *Re*creating Recreation millage.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$2,593,720	$2,769,560	$2,546,420	$3,164,520	$3,164,520
Supplies	193,530	263,120	207,180	292,440	292,440
Other Charges	1,654,000	2,097,540	2,039,340	2,033,680	2,033,680
Capital Outlay	15,894,500	1,771,660	2,284,480	360,000	360,000
Debt Service	3,001,590	2,998,590	2,998,590	3,002,090	3,002,090
Total	$23,337,340	$9,900,470	$10,076,010	$8,852,730	$8,852,730

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

~ Jane D. Hull, Former Governor of Arizona ~

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 2021/22, a total of $427,500 is budgeted for this fund. $72,700 is included for Federal Forfeiture related expenditures, $315,000 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…
… in 2020, the Crime Suppression Unit (CSU) seized a record breaking $1.1 million of illegal proceeds from narcotics traffickers?

Public Safety Forfeiture Fund

SUMMARY OF BUDGET CHANGES

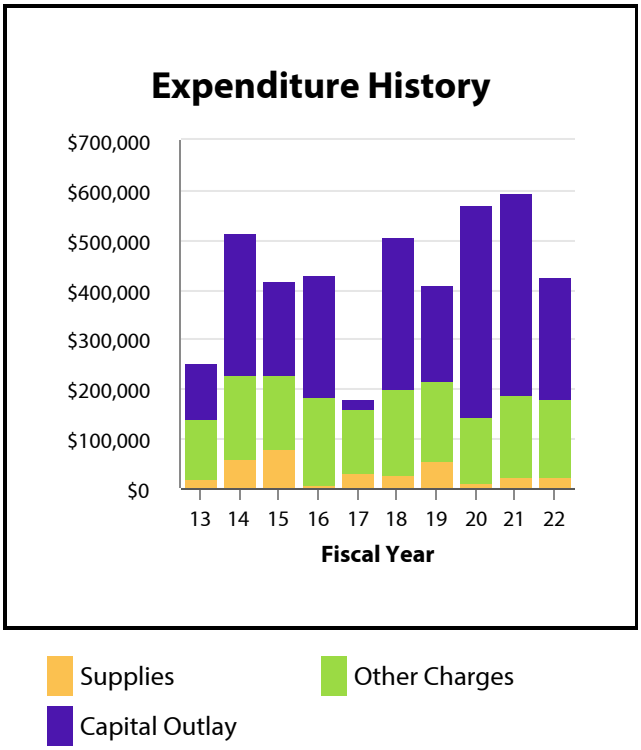
SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 28.4%.

Supplies - Total Supplies decreased $1,430 or 5.6% due to a prior year reappropriated encumbrance for bicycle parts and motorcycle supplies.

Other Charges - Total Other Charges decreased $4,760 or 2.9%. Funding for legal services decreased $5,000 based on less legal activity in recent years. Software maintenance fees can be reduced $1,000 based on the current year's estimated expenditure usage. $900 was added for the lease of Night Vision & Thermal Imaging Goggles, previously budgeted in Capital. Contracted service costs increased $340 for taser gun repairs.

Capital - Total Capital of $246,600 is proposed. $210,000 is budgeted to replace seven high-mileage investigative vehicles. $6,100 is for two Dell Rugged Laptops to be utilized by the Community Response Unit (CRU) and Crime Suppression Unit (CSU) in conducting surveillance operations. Twenty replacement Taser Guns with Accessories are funded for $30,500.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Supplies	$11,250	$25,630	$9,230	$24,200	$24,200
Other Charges	134,710	161,460	119,230	156,700	156,700
Capital Outlay	424,350	409,850	407,750	246,600	246,600
Total	$570,310	$596,940	$536,210	$427,500	$427,500

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.

Back 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.

In fiscal year 2020/21, the City received additional funding through the Community Development Block Grant to address urgent needs created by the COVID-19 pandemic. The two separate allocations totaled $1,067,203 and were used primarily to fund the Small Business Relief Grant program, which provided relief to eligible small businesses affected by the coronavirus pandemic.

The fiscal year 2021/22 budget includes the expenditures related to the second tranche of the additional COVID-19 relief funding as well as expenditures related to the normal city CDBG allocation, including funding for the third phase of a three-year Senior Center roof replacement project. $9,000 is also included for LED lighting replacement at the Senior Center and $29,000 is for the renovation of the Senior Center fitness room. The replacement of concrete on Orban Drive is budgeted for $197,140.■

Did you know…
… that 97.65% of all Community Development Block Grant funds are used to assist low and moderate income residents?

Community Development Block Grant Fund

SUMMARY OF BUDGET CHANGES

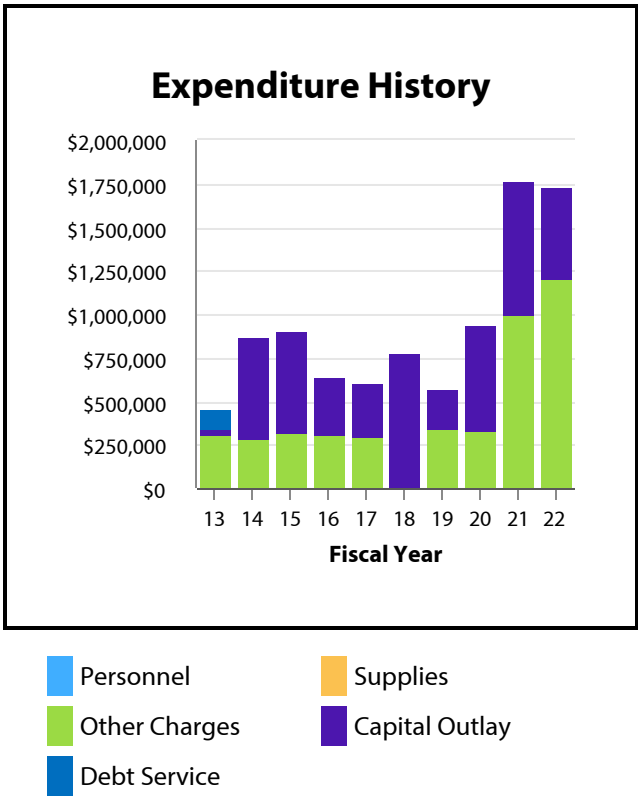
SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 1.9%.

Personnel Services – There is no Personnel budget for this cost center.

Supplies – Total Supplies increased by $4,120 or 61.7%. Funding allocated to provide books to home bound and physically challenged residents increased by $4,000. $120 was added for office supplies due to an inflationary cost increase.

Other Charges – Total Other Charges increased $193,180 or 19.4%. The budget for Housing Rehabilitation increased $94,300 due to the reallocation of prior year unspent funds. $30,000 is allocated again for Minor Home Repair and $25,000 is included for the Adaptive Recreation Program, an increase of $6,000. $138,800 is budgeted to reimburse the costs of City personnel administering the CDBG program and $20,000 is included for Code Enforcement. The budget also includes a second allocation of CARES Act grant funding in the amount of $589,750: $400,000 of this allocation will be used for the Small Business Relief Grant Program and $180,000 will be used for the purchase of personal protection equipment and subsistence payments for qualifying individuals. The prior year budget was amended for $477,450 for the first allocation of the grant.



Capital – Total Capital of $535,140 is proposed for this fund. $300,000 is budgeted for Phase 3 of the 3-year Senior Center Roof Replacement project. $9,000 is for LED Lighting replacement at the Senior Center and $29,000 is for the renovation of the Senior Center Fitness Room. Concrete replacement on Orban Drive is budgeted for $197,140.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	7,560	6,680	6,600	10,800	10,800
Other Charges	329,900	997,970	995,730	1,191,150	1,191,150
Capital Outlay	610,290	765,690	625,790	535,140	535,140
Total	$947,750	$1,770,340	$1,628,120	$1,737,090	$1,737,090

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.

For fiscal year 2021/22, total expenditures of $298,930 are budgeted to fund defense attorneys and other expert and investigative services for defendants who do not have the financial means to do so on their own.■

Did you know…
… that Indigent Defense funds were used to build a confidential meeting room in the holding cell area?

Indigent Defense Fund

SUMMARY OF BUDGET CHANGES

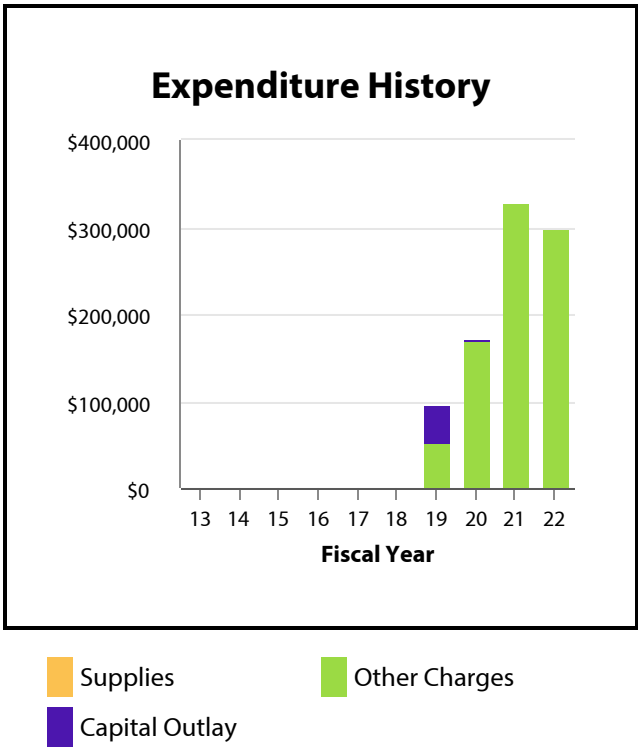
SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 9.2%.

Supplies - Total Supplies is proposed to remain the same at $500. There are no proposed funding changes to the operating supplies account.

Other Charges - Total Other Charges decreased $30,200 or 9.2% as funding for defense counsel fees can be reduced based on the recent year's legal activity and expenditure usage. The budget also includes funding for expert and investigator fees and educational funding, which are required by the Michigan Indigent Defense Commission (MIDC). All costs incurred by the City while implementing the MIDC guidelines will be reimbursed through a State grant.

Capital - There is no Capital proposed for this fund.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Supplies	$0	$500	$500	$500	$500
Other Charges	170,800	328,630	135,200	298,430	298,430
Capital Outlay	1,150	0	0	0	0
Total	$171,950	$329,130	$135,700	$298,930	$298,930

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 2021/22, there are no Capital projects budgeted for this fund. Future projects are being developed by a professional consultant in conjunction with the updating of the Van Dyke Avenue District Development Plan.■

Did you know…
… that according to the CoStar Research Group, consumers within one mile of the Corridor Improvement Authority District spend $55 million annually on food and entertainment?

Corridor Improvement Authority Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

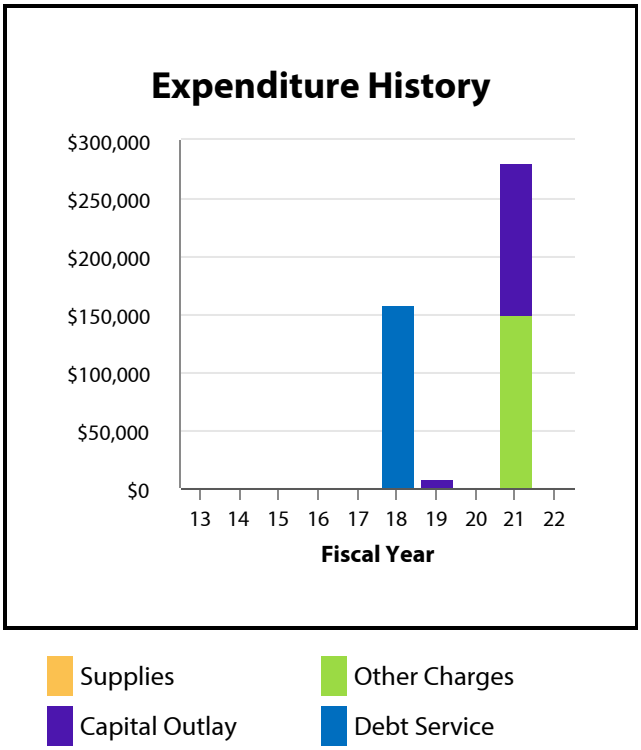
The total budget decreased by 100.0%.

Supplies - There is no Supplies budget for this fund.

Other Charges - There is no Other Charges budget for this fund. $150,000 was funded in the current year 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's budget was amended to reappropriate $131,180 of prior year unspent funding for the purchase of land, as well as landscape and streetscape enhancements.

Debt Service - There is no Debt Service budget for this fund.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Supplies	$0	$0	$0	$0	$0
Other Charges	0	150,000	150,000	0	0
Capital Outlay	150	131,180	131,180	0	0
Debt Service	0	0	0	0	0
Total	$150	$281,180	$281,180	$0	$0

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

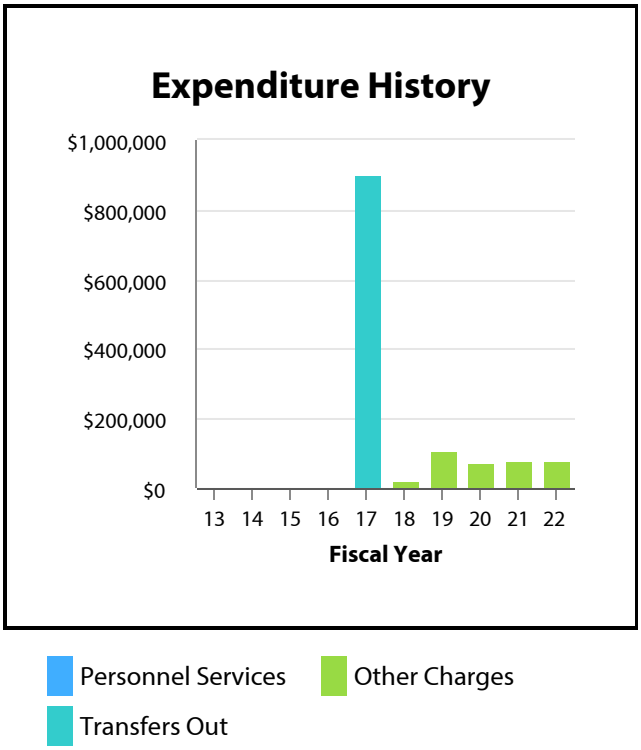
SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 1.4%.

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 $1,100 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 2021/22 fiscal year.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	73,240	79,000	77,900	77,900	77,900
Transfers Out	0	0	0	0	0
Total	$73,240	$79,000	$77,900	$77,900	$77,900

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 Brownfield Redevelopment Authority was used to catalyze the redevelopment of the current BAE Systems Headquarters project on Van Dyke Avenue, which is also the only LEED (Leadership in Energy and Environmental Design) Gold Certified Facility in the City?

Brownfield Redevelopment Authority Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

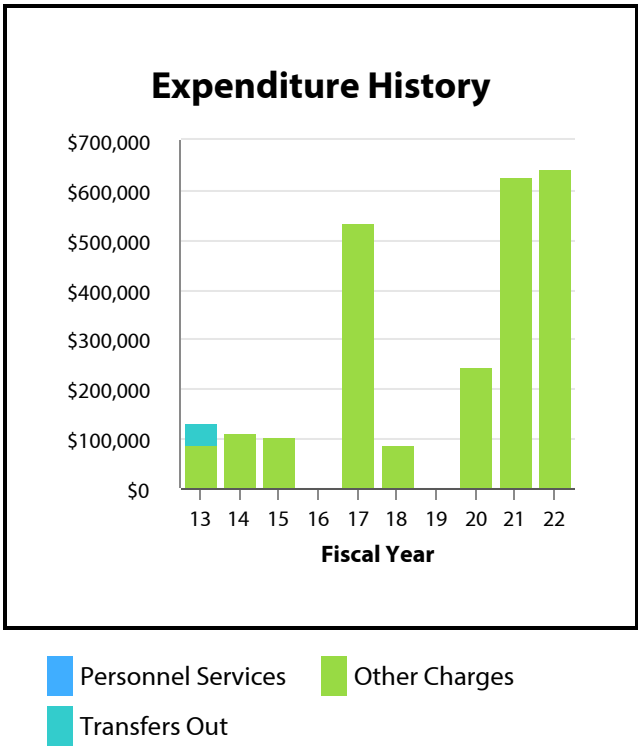
The total budget increased by 2.6%.

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 $643,600 are proposed for the continued 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 2021/22 fiscal year.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	243,510	627,410	627,410	643,600	643,600
Transfers Out	0	0	0	0	0
Total	$243,510	$627,410	$627,410	$643,600	$643,600

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 2021/22, $882,800 is budgeted for the operational costs associated with the Velocity Collaboration Center, which is funded by LDFA increment financing revenues. $311,450 is budgeted for the refurbishment of the Velocity building, which also includes replacement boilers and IT infrastructure improvements.■

Did you know…
… the Local Development Finance Authority was able to fund a water main connection to enable the future industrial development of 22 acres at 18-1/2 Mile and Mound Road?

Local Development Finance Authority Fund

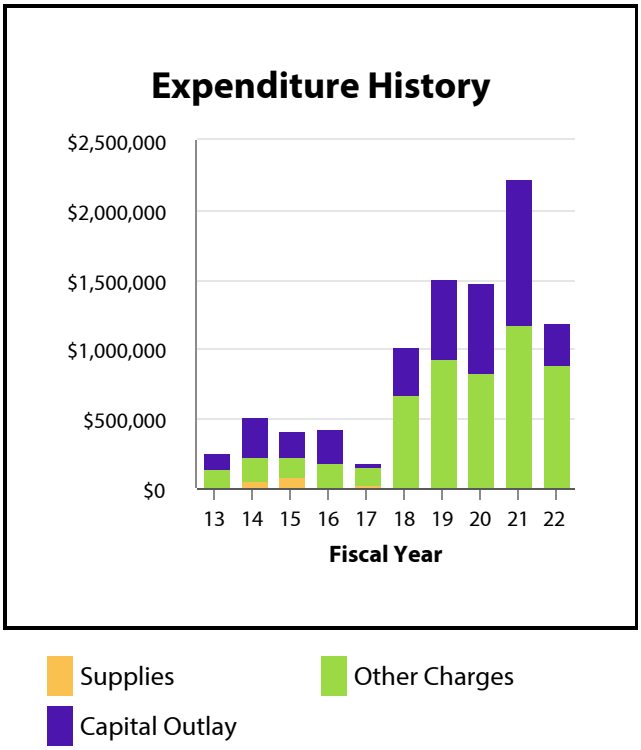
SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 46.3%.

Supplies - Total Supplies decreased $1,190 or 19.2% as less funding is required for operating supplies.

Other Charges - Total Other Charges decreased $287,510 or 24.6% largely due to a one-time prior year carry-forward adjustment for the reimbursement of costs to Ric-Man Construction, Inc. for eligible LDFA improvements. $973,250 is budgeted for operational costs associated with the business incubator, an increase of $59,140. $115,000 is for the reimbursement of the City's administrative costs. $133,000 is for utility costs including heat, electricity, and water. $450,000 is budgeted for the payment to Alchemist Ventures for their management of the incubator and for contractual entrepreneurial services to support start-up companies and existing businesses hosted at the Velocity Collaboration Center. $65,800 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 facility maintenance repairs. The budget includes $45,000 for telephone costs and $50,000 in building maintenance costs.



Capital - Total Capital of $311,450 is proposed. $102,450 is budgeted to replace the boilers at Velocity and $200,000 is budgeted for the refurbishment of the Velocity building. $9,000 is funded for IT infrastructure improvements.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Supplies	$3,510	$6,190	$4,000	$5,000	$5,000
Other Charges	825,700	1,170,310	1,174,150	882,800	882,800
Capital Outlay	645,990	1,055,160	1,055,680	311,450	311,450
Total	$1,475,200	$2,231,660	$2,233,830	$1,199,250	$1,199,250

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 2021 State Equalized Valuation plus the assessed value of abated property is $6,490,425,650. Therefore, the City's debt limit is $649,042,565 or 10% of total valuation. The City's population estimate is 132,500. The outstanding Net Direct Bonded Debt for the City as of June 30, 2021 is shown here as a ratio to debt to state equalized value and debt per capita.

	Debt Out-standing 6/30/21	Debt to Assessed Value	Debt Per Capita
Net Direct Bonded Debt	$90,900,000	1.4%	$686

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. 64.2% 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 = 64.2%

In compliance with the Uniform Budget Act of 1978, a summary of the City's total indebtedness as of June 30, 2021, including the principal and interest payments required for fiscal 2021/22 and the funding sources, is included in this Debt Service section. Total indebtedness is $202,965,240. Total principal payment is $11,462,620 and the interest payment is $6,821,110. 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 2021/22 is $710,000 and the interest payment is $667,860.

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 2021/22 is $810,000 and interest is $769,500.

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. $586,670 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. The final payment on this bond will be made in the 2022/23 fiscal year.

MAJOR ROAD IMPROVEMENTS

The City uses Gas and Weight tax revenues to finance various road improvements. Indebtedness is $34,718,000. The Principal payment is $2,963,000 and interest is $733,750.

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 $64,550 is funded through special assessments.

WATER & SEWER FUND

In 2021/22, total principal of $3,846,340 and interest of 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 $75,747,240.

In the Spring of 2021, a Water & Sewer capital bond was issued to fund the water and sewer main replacement on Mound Road and water main rehabilitation at 19 Mile between Schoenherr and Clinton River Road, as well as other critical sewer main repairs. $886,760 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 2021/22 is $1,610,000 and interest is $1,392,090.■

DEBT SUMMARY

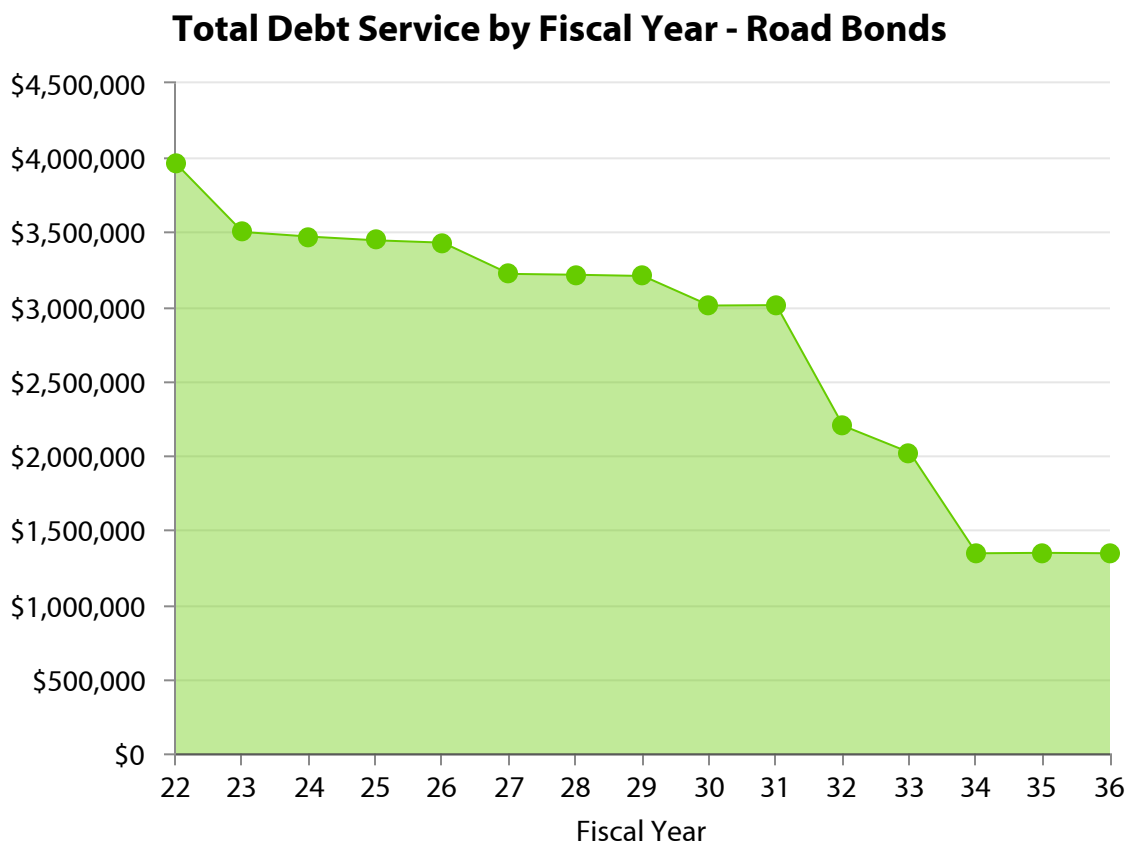
Description of Debt	Funding Sources	Debt Outstanding 6/30/2021	2021/22 Principal	2021/22 Interest	2021/22 Total
LIMITED TAX GENERAL OBLIGATION DEBT FUND					
2018 Facilities Improvement Bonds	Gen Fund	$17,365,000	$710,000	$667,860	**$1,377,860**
2019 Capital Improvement Bonds - DPW	Gen Fund	21,230,000	810,000	769,500	**1,579,500**
Total General Fund Debt Service		**38,595,000**	**1,520,000**	**1,437,360**	**2,957,360**
VOTED TAX GENERAL OBLIGATION DEBT FUND					
2017 Fire Station Impr. Refunding Bonds (F)	VTGO Fund	1,140,000	565,000	21,670	**586,670**
Total Debt Fund Direct Debt Service		**39,735,000**	**2,085,000**	**1,459,030**	**3,544,030**
ROAD BOND DEBT RETIREMENT FUND					
2013 MI Transportation Refunding Bonds	Major Rds	490,000	490,000	5,020	**495,020**
2016 MI Transportation Bonds	Major Rds	6,880,000	600,000	171,070	**771,070**
2017 MI Transportation Bonds	Major Rds	1,620,000	125,000	46,050	**171,050**
2018 MI Transportation Bonds	Major Rds	6,755,000	490,000	252,380	**742,380**
2020 MI Transportation Refunding Bonds	Major Rds	973,000	163,000	9,630	**172,630**
2021 MI Transportation Bonds	Major Rds	18,000,000	1,095,000	249,600	**1,344,600**
2008 Special Assessment Bonds	S/A - RBDF	1,600,000	200,000	64,550	**264,550**
Total Road Bond Debt Service		**36,318,000**	**3,163,000**	**798,300**	**3,961,300**
WATER & SEWER FUND					
Sewer District Rehabilitation Bonds (MID/OMID)	W&S Fund	75,747,240	3,959,620	2,929,930	**6,889,550**
2021 Capital Improvement Bonds	W&S Fund	15,000,000	645,000	241,760	**886,760**
Total W&S Debt Service		**90,747,240**	**4,604,620**	**3,171,690**	**7,776,310**
PARKS & RECREATION FUND					
Parks & Recreation Improvement Bonds	P&R Fund	36,165,000	1,610,000	1,392,090	**3,002,090**
Total Debt Service		**$202,965,240**	**$11,462,620**	**$6,821,110**	**$18,283,730**

GENERAL FUND & TAX SUPPORTED DEBT SERVICE

Debt Service	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Budget
LIMITED TAX GENERAL OBLIGATION DEBT FUND						
2018 Facilities Improvement Bonds	$1,375,150	$1,373,360	$1,371,360	$1,371,360	$1,377,860	**$1,377,860**
City Center Commons	322,250	302,370	0	0	0	**0**
2019 Capital Improvement Bonds	0	1,352,080	1,583,250	1,583,250	1,579,500	**1,579,500**
Total General Fund Debt Service	**1,697,400**	**3,027,810**	**2,954,610**	**2,954,610**	**2,957,360**	**2,957,360**
VOTED TAX GENERAL OBLIGATION DEBT FUND						
2008 Fire Station Improvement Bonds (F)	493,160	552,760	585,550	585,550	586,670	**586,670**
Total VTGO Fund Debt Service	**493,160**	**552,760**	**585,550**	**585,550**	**586,670**	**586,670**
PARKS & RECREATION FUND	3,001,090	3,001,590	2,998,590	2,998,590	3,002,090	**3,002,090**
Total Tax Supported Debt Service	**$5,191,650**	**$6,582,160**	**$6,538,750**	**$6,538,750**	**$6,546,120**	**$6,546,120**

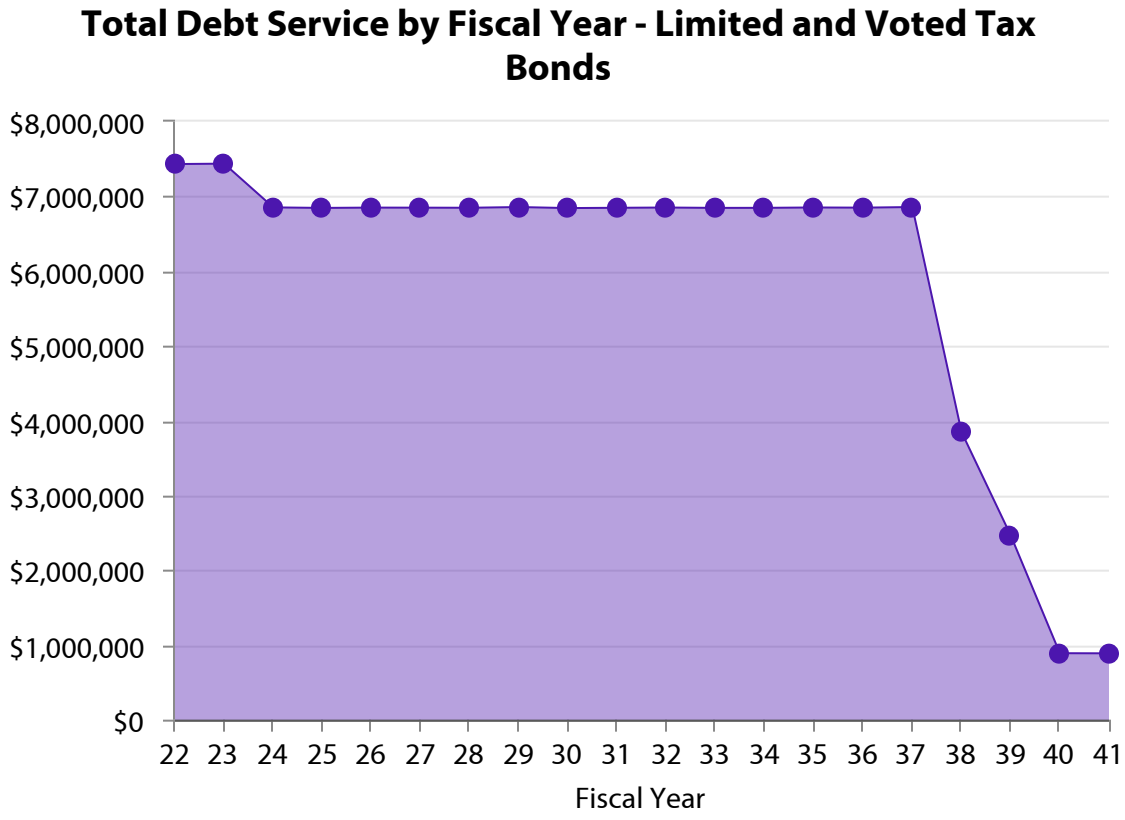
SCHEDULE OF PRINCIPAL & INTEREST
ROAD BOND DEBT RETIREMENT FUND

Fiscal Year	2013 M.T.F. Refunding	2016 M.T.F. Bonds	2017 M.T.F. Bonds	2018 M.T.F. Bonds	2020 M.T.F. Refunding	2021 M.T.F. Bonds	2008 S.A.D. Bonds	Total
2021/22	495,020	771,070	171,050	742,380	172,630	1,344,600	264,550	3,961,300
2022/23		779,070	173,550	727,880	216,620	1,348,360	256,450	3,501,930
2023/24		781,680	170,950	712,880	210,380	1,346,660	248,150	3,470,700
2024/25		788,970	172,050	697,380	203,200	1,344,370	239,650	3,445,620
2025/26		795,880	173,000	686,380	197,060	1,346,460	231,050	3,429,830
2026/27		802,370	173,800	674,630		1,347,110	222,350	3,220,260
2027/28		805,000	174,450	675,190		1,346,270	213,500	3,214,410
2028/29		808,550	174,950	674,650		1,343,470	204,500	3,206,120
2029/30		806,350	180,300	677,250		1,343,660		3,007,560
2030/31		808,550	180,350	674,250		1,347,210		3,010,360
2031/32			180,250	675,800		1,344,040		2,200,090
2032/33				675,960		1,344,280		2,020,240
2033/34						1,343,570		1,343,570
2034/35						1,346,640		1,346,640
2035/36						1,343,760		1,343,760
Total	**$495,020**	**$7,947,490**	**$1,924,700**	**$8,294,630**	**$999,890**	**$20,180,460**	**$1,880,200**	**$41,722,390**



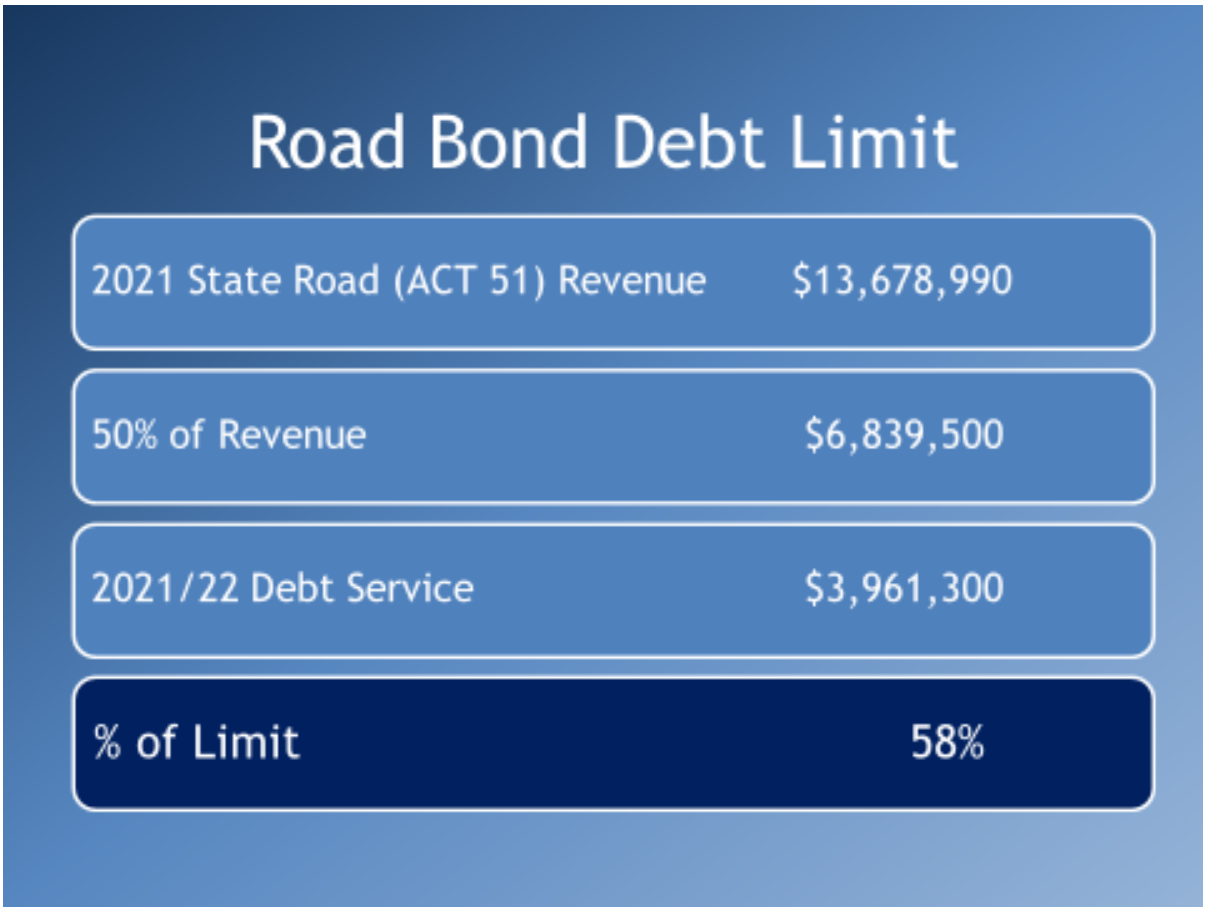
LIMITED AND VOTED TAX GENERAL OBLIGATION DEBT SERVICE

Fiscal Year	2008 Proposal F V.T.G.O. Bonds	2017 P&R Improve. Bonds (P&R)	2018 Facilities Improve. Bonds (LTGO)	2019 DPW Capital Improve. Bonds (LTGO)	2021 Capital Improve. Bonds (W&S)			Total
2021/22	586,670	3,002,090	1,377,860	1,579,500	886,760			7,432,880
2022/23	586,500	3,001,590	1,377,360	1,584,000	888,850			7,438,300
2023/24		3,002,090	1,380,110	1,581,250	889,840			6,853,290
2024/25		2,998,340	1,375,860	1,581,500	890,460			6,846,160
2025/26		3,000,340	1,379,860	1,579,500	890,700			6,850,400
2026/27		3,002,590	1,376,610	1,580,250	890,070			6,849,520
2027/28		2,999,840	1,376,360	1,583,500	888,550			6,848,250
2028/29		2,998,640	1,388,360	1,579,900	890,870			6,857,770
2029/30		2,999,030	1,378,360	1,579,700	886,930			6,844,020
2030/31		2,999,130	1,377,160	1,584,450	887,070			6,847,810
2031/32		3,002,130	1,380,060	1,583,000	886,190			6,851,380
2032/33		2,999,790	1,376,910	1,580,500	889,350			6,846,550
2033/34		3,001,920	1,376,440	1,581,950	886,890			6,847,200
2034/35		3,001,280	1,379,870	1,582,200	888,740			6,852,090
2035/36		3,002,880	1,375,550	1,581,250	890,010			6,849,690
2036/37		3,003,040	1,380,080	1,584,100	890,700			6,857,920
2037/38			1,376,550	1,580,600	890,800			3,847,950
2038/39				1,575,900	890,290			2,466,190
2039/40					889,160			889,160
2040/41					887,400			887,400
Total	**$1,173,170**	**$48,014,720**	**$23,433,360**	**$28,463,050**	**$17,779,630**			**$118,863,930**



LEGAL DEBT MARGIN					
	2016	2017	2018	2019	2020
State Equalized Value (SEV)	4,919,824,700	5,013,602,527	5,261,715,125	5,461,624,715	5,851,809,075
10% of SEV	491,982,470	501,360,253	526,171,513	546,162,472	585,180,908
Total Debt	59,037,263	115,396,836	137,286,391	129,958,435	157,126,387
Less: Debt not subject to limit					
Michigan Transportation Fund Bonds	15,995,000	16,595,000	23,180,000	20,845,000	19,129,213
Special Assessment Bonds	2,400,000	2,250,000	2,100,000	1,950,000	1,800,000
MID District Special Assessments	2,468,817	2,182,194	2,258,379	1,962,402	1,983,169
OMID District Special Assessments	1,585,295	1,520,333	1,454,232	1,385,851	1,316,331
Net Debt subject to limit	36,588,151	92,849,309	108,293,780	103,815,182	132,897,674
Net Debt subject to limit as % of Debt Limit	7.44 %	18.52 %	20.58 %	19.01 %	22.71 %

The above chart represents the calculation of the City's legal debt margin over the past five years. Per the audited financial statements, for the fiscal year ended June 30, 2020, City debt totaled just under 23% of the legal limit.



Per Michigan Public Act 175 of 1952, the total debt service for Michigan Transportation Fund bonds may not exceed 50% of the total road funding received from the State for the preceding year. As shown in the chart above the budgeted debt service for 2021/22 is over 40% below the allowable levels.

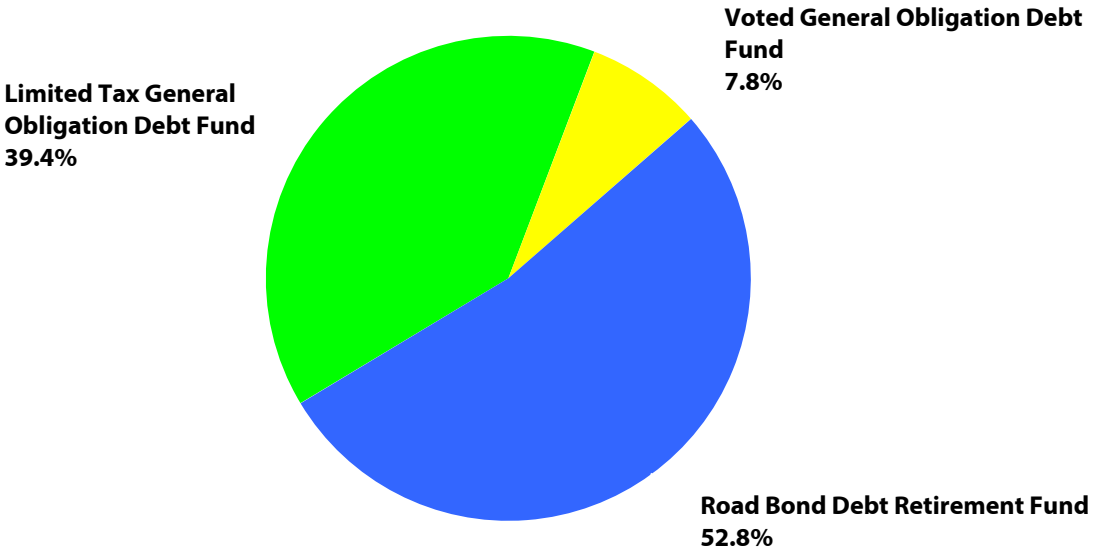
DEBT SERVICE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Budget
GENERAL DRAIN FUND						
REVENUES						
Property Taxes	$690	$630	$710	$630	**$0**	**$0**
State/Local Returns	0	0	0	0	**0**	**0**
Interest Income	1,010	450	0	0	**0**	**0**
Total Revenues	**1,700**	**1,080**	**710**	**630**	**0**	**0**
EXPENDITURES						
Principal	0	0	0	0	**0**	**0**
Interest	0	0	0	0	**0**	**0**
Transfers Out	0	43,000	0	0	**0**	**0**
Total Expenditures	**0**	**43,000**	**0**	**0**	**0**	**0**
Excess of Revenues Over (Under) Expenditures	**1,700**	**(41,920)**	**710**	**630**	**0**	**0**
Beginning Fund Balance	**41,320**	**43,020**	**1,100**	**1,100**	**1,730**	**1,730**
Ending Fund Balance	**$43,020**	**$1,100**	**$1,810**	**$1,730**	**$1,730**	**$1,730**
VOTED TAX GENERAL OBLIGATION DEBT FUND						
REVENUES						
Property Taxes	$414,070	$492,060	$514,930	$507,190	**$553,400**	**$553,400**
State/Local Returns	35,400	28,420	36,280	37,700	**38,100**	**38,100**
Interest Income	6,880	6,090	5,500	100	**100**	**100**
Bond Proceeds	0	0	0	0	**0**	**0**
Transfer from General Fund	0	43,000	0	12,000	**0**	**0**
Total Revenues	**456,350**	**569,570**	**556,710**	**556,990**	**591,600**	**591,600**
EXPENDITURES						
Principal	450,000	515,000	555,000	555,000	**565,000**	**565,000**
Interest	43,160	37,760	30,550	30,550	**21,670**	**21,670**
Other Charges	500	500	500	500	**500**	**500**
Total Expenditures	**493,660**	**553,260**	**586,050**	**586,050**	**587,170**	**587,170**
Excess of Revenues Over (Under) Expenditures	**(37,310)**	**16,310**	**(29,340)**	**(29,060)**	**4,430**	**4,430**
Beginning Fund Balance	**51,050**	**13,740**	**30,050**	**30,050**	**990**	**990**
Ending Fund Balance	**$13,740**	**$30,050**	**$710**	**$990**	**$5,420**	**$5,420**

DEBT SERVICE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Budget
ROAD BOND DEBT RETIREMENT FUND						
REVENUES						
Special Assessment Revenue	$325,640	$171,650	$136,180	$144,880	$139,610	**$139,610**
Federal Interest Rebates	29,030	27,050	24,650	16,240	0	**0**
Interest Income	18,230	4,890	6,000	500	500	**500**
Transfer from Major Roads Fund	2,500,000	3,100,190	2,760,150	2,662,370	3,961,300	**3,961,300**
Total Revenues	**2,872,900**	**3,303,780**	**2,926,980**	**2,823,990**	**4,101,410**	**4,101,410**
EXPENDITURES						
Principal	2,485,000	2,495,000	2,005,000	2,005,000	3,163,000	**3,163,000**
Interest	773,130	737,110	752,000	657,370	798,300	**798,300**
Other Charges	2,600	2,600	3,150	3,150	3,680	**3,680**
Total Expenditures	**3,260,730**	**3,234,710**	**2,760,150**	**2,665,520**	**3,964,980**	**3,964,980**
Excess of Revenues Over (Under) Expenditures	**(387,830)**	**69,070**	**166,830**	**158,470**	**136,430**	**136,430**
Beginning Fund Balance	**858,680**	**470,850**	**539,920**	**539,920**	**698,390**	**698,390**
Ending Fund Balance	**$470,850**	**$539,920**	**$706,750**	**$698,390**	**$834,820**	**$834,820**
LIMITED TAX GENERAL OBLIGATION DEBT FUND						
REVENUES						
Transfer from General Fund	$1,698,060	$3,028,820	$2,955,610	$2,955,610	$2,958,360	**$2,958,360**
Total Revenues	**1,698,060**	**3,028,820**	**2,955,610**	**2,955,610**	**2,958,360**	**2,958,360**
EXPENDITURES						
Principal	1,015,000	1,770,000	1,445,000	1,445,000	1,520,000	**1,520,000**
Interest	682,400	1,257,810	1,509,610	1,509,610	1,437,360	**1,437,360**
Other Charges	720	1,000	1,000	1,000	1,000	**1,000**
Total Expenditures	**1,698,120**	**3,028,810**	**2,955,610**	**2,955,610**	**2,958,360**	**2,958,360**
Excess of Revenues Over (Under) Expenditures	**(60)**	**10**	**0**	**0**	**0**	**0**
Beginning Fund Balance	**350**	**290**	**300**	**300**	**300**	**300**
Ending Fund Balance	**$290**	**$300**	**$300**	**$300**	**$300**	**$300**

Debt Service Funds
Percent of Total Expenditures



This graph reflects budgeted expenditures for Debt Service Funds as a percent of the total $7,510,510 Debt Service Funds budget.

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.

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 2021/22, revenues generated from Other Financing Sources represent 90.4% of total Debt Service revenues, an increase of $1,203,900. Transfers from the General Fund to the Limited Tax General Obligation Debt Fund increased $2,750 as the debt payments on existing bonds are slightly higher next year. The transfer from the Major Road Fund to the Road Bond Debt Retirement Fund increased $1,201,150 as a result of the issuance of a new 2021 MTF bond, the refunding of the 2010 MTF bond, and higher scheduled principal payments on several other existing bonds.

STATE & LOCAL RETURNS

This source of revenue consists of reimbursements from the State to offset the elimination of property taxes on eligible manufacturing personal property. In 2021/22, a total of $38,100 is budgeted. This reimbursement reduces the debt levy that is charged to taxpayers to fund the debt payments on the Proposal F bond. There are no Federal refundable credits for Recovery Zone Economic Development bonds anticipated, as the 2010 Michigan Transportation Fund (MTF) Build America Bond was refunded in the prior year.

OTHER REVENUE

Other Revenue consists of revenue from Interest on Investments and Special Assessment revenue. In the 2021/22 Budget, Other Revenues represent 1.8% of total Debt Service revenues, a decrease of $7,470. This decrease is primarily due to a decrease in Interest on Investments, partially offset by higher scheduled Special Assessment payments from the Lakeside Mall improvement project.

PUBLIC IMPROVEMENTS TAX

The Voted Tax General Obligation Debt Fund has been established to isolate the revenues and expenditures for the voter approved debt to finance various public improvements. This fund is used to account for the payment of principal and interest on the current debt portion of the public improvements. A specific millage is levied to retire the debt incurred and the necessary paying agent fees. For 2021/22, the millage rate is 0.1150 mills, an increase of 0.0053 mills.

In 2021/22, Public Improvement Tax revenue represents 7.3% of total Debt Service revenues, an increase of $40,870. 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 2021/22 Budget, revenues exceed expenditures by $140,860, 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	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
	TAXES						
404000	City Operating Tax	$600	0.01	$600	0.01	**$0**	**0.00**
404001	Property Tax Refunds	(260)	0.00	(400)	(0.01)	**(2,800)**	**(0.04)**
415000	Delinquent Personal Property Tax	670	0.01	600	0.01	**500**	**0.01**
445000	Penalties & Interest	870	0.01	710	0.01	**700**	**0.01**
	Total Taxes	**1,880**	**0.03**	**1,510**	**0.02**	**(1,600)**	**(0.02)**
	OTHER FINANCING SOURCES						
699101	Transfer From General Fund	3,071,810	44.50	2,955,610	45.89	**2,958,360**	**38.66**
699202	Transfer From Major Road Fund	3,100,190	44.91	2,760,150	42.86	**3,961,300**	**51.77**
	Total Other Financing Sources	**6,172,000**	**89.40**	**5,715,760**	**88.75**	**6,919,660**	**90.43**
	STATE & LOCAL RETURNS						
529004	Federal - Interest Rebates	27,050	0.39	24,650	0.38	**0**	**0.00**
573386	Personal Property Tax Reimbursement	28,420	0.41	36,280	0.57	**38,100**	**0.50**
	Total State & Local Returns	**55,470**	**0.80**	**60,930**	**0.95**	**38,100**	**0.50**
	OTHER REVENUE						
665000	Interest on Investments	11,440	0.17	11,500	0.18	**600**	**0.01**
672000	Special Assessment Revenue	118,120	1.71	96,440	1.50	**102,680**	**1.34**
672445	S.A. Delinquent Interest & Penalties	0	0.00	100	0.00	**0**	**0.00**
672665	Special Assessment Interest	53,530	0.78	39,640	0.62	**36,930**	**0.48**
	Total Other Revenue	**183,090**	**2.66**	**147,680**	**2.30**	**140,210**	**1.83**
	PUBLIC IMPROVEMENTS TAX						
419000	Proposal F Debt Levy	490,810	7.11	514,130	7.98	**555,000**	**7.26**
	Total Public Improvements Tax	**490,810**	**7.11**	**514,130**	**7.98**	**555,000**	**7.26**
	Total Debt Service Funds	**$6,903,250**	**100.00**	**$6,440,010**	**100.00**	**$7,651,370**	**100.00**

Note: The 2019-2020 Actual Column is rounded to the nearest $10.

DEBT SERVICE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2019-2020 Budget		2020-2021 Budget	
		Dollars	%	Dollars	%	Dollars	%
	OTHER CHARGES						
810000	Other Fees	$4,100	0.06	$4,650	0.07	**$5,180**	**0.07**
	Total Other Charges	**4,100**	**0.06**	**4,650**	**0.07**	**5,180**	**0.07**
	DEBT SERVICE						
992000	Principal	4,780,000	69.68	4,005,000	63.55	**5,248,000**	**69.88**
993000	Interest	2,032,680	29.63	2,292,160	36.38	**2,257,330**	**30.06**
	Total Debt Service	**6,812,680**	**99.31**	**6,297,160**	**99.93**	**7,505,330**	**99.93**
	TRANSFERS OUT						
999101	Transfer to General Fund	43,000	0.63	0	0.00	**0**	**0.00**
	Total Transfers Out	**43,000**	**0.63**	**0**	**0.00**	**0**	**0.00**
	Total Debt Service Funds	**$6,859,780**	**100.00**	**$6,301,810**	**100.00**	**$7,510,510**	**100.00**

Note: The 2019-2020 Actual Column is rounded to the nearest $10.

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.	Dearborn	A+
10.	Lansing	A+

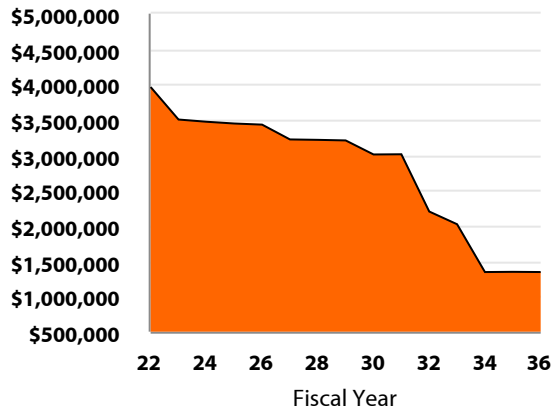
The City's AA bond rating from Standard & Poor's Rating Service ranks in the middle of other comparable communities' rankings. Sterling Heights maintains a high Aa2 rating from Moody's and an AA rating from Fitch Investor's Rating Service due to the City's low costs and proactive response to changing economic conditions. Two recent bond issues were sold at very low interest rates of 1.5% and 1.8% due in no small part to the City's excellent bond rating.

Government Debt Per Capita

1.	Dearborn	$2,987
2.	Ann Arbor	$2,694
3.	Southfield	$2,182
4.	Lansing	$1,451
5.	Warren	$1,072
6.	**STERLING HEIGHTS**	**$641**
7.	Farmington Hills	$592
8.	Livonia	$514
9.	Grand Rapids	$497
10.	Troy	$255

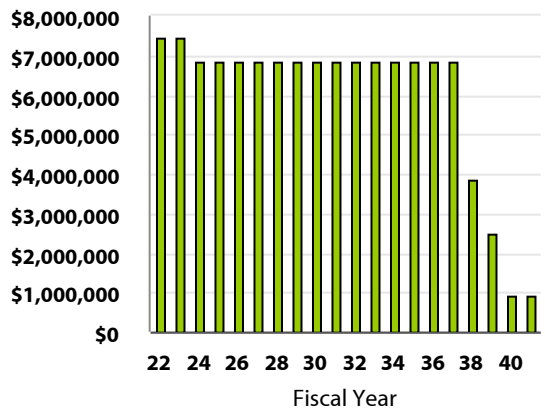
City debt per capita increased due to the issuance of a $45 million capital bond to fund the voter approved *Re*creating Recreation initiative and a $20 million capital bond to fund facilities improvements. However the City is still at only 23% of the legal debt limit.

Annual Debt Payments Road Bonds



Road Bond Debt payments will increase in 2022 due to the issuance of the first MTF Bond to cover the City's share of the Mound Road total reconstruction. The 2021 MTF bond is scheduled to be retired in 2036.

Annual Debt Payments General Obligation Bonds



General Obligation Debt includes the voted debt to construct the fire stations that will be retired in 2023, debt to fund the parks & recreation facilities paid for through the *Re*creating Recreation millage, as well as bonds issued to finance facilities renovations, a new DPW Building, and water and sewer infrastructure.

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 2021/22, principal and interest payments for Proposal F total 586,670.■

Did you know…
…the 2008 Proposal F bond is the last remaining voter approved millage and will be retired in the 2022/2023 fiscal year, eliminating this millage?

Voted Tax General Obligation Debt Fund

SUMMARY OF BUDGET CHANGES

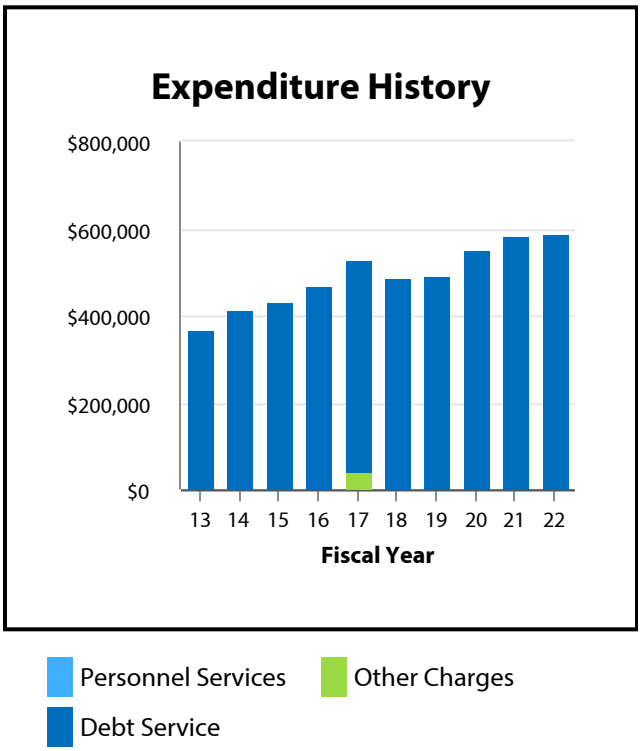
SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 0.2%.

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 $1,120 or 0.2% due to an increase in the principal payment on the 2017 Fire Station Improvements refunding bond. The increase was partially offset 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

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	500	500	500	500	500
Debt Service	552,760	585,550	585,550	586,670	586,670
Total	$553,260	$586,050	$586,050	$587,170	$587,170

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 2021/22, the Major Road Fund transfer represents 97% 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 2021/22 totals $3,961,300, which is comprised of $3,163,000 toward principal and $798,300 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 Spring of 2021. The debt service related to this bond is included in the 2021/22 fiscal year budget.

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 total reconstruction of Mound Road from I-696 to M-59?

Road Bond Debt Retirement Fund

SUMMARY OF BUDGET CHANGES

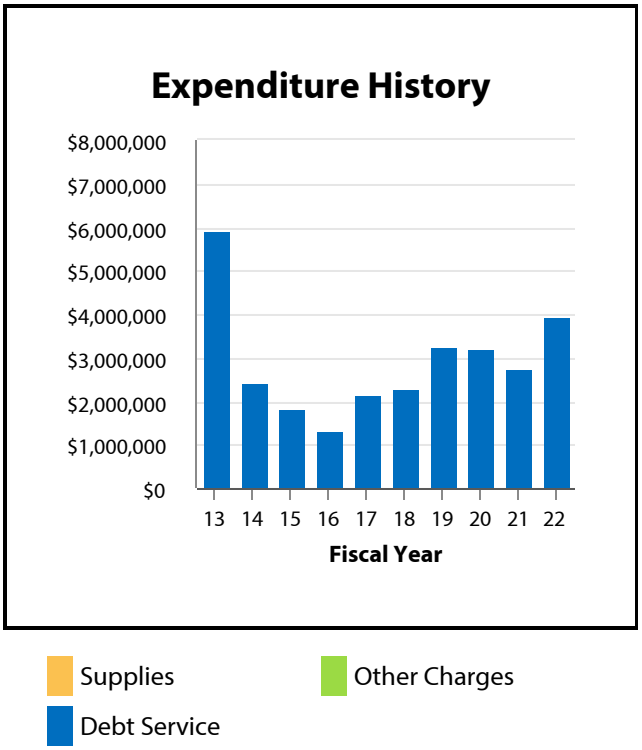
SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 43.7%.

Supplies - There is no Supplies budget for this fund.

Other Charges - Total Other Charges increased $530 or 16.8% as bond paying agent fees increased due to the issuance of the first of two bonds to finance the City portion of the total Mound Road Reconstruction.

Debt Service - Total Debt Service increased $1,204,300 or 43.7%. Total principal payments increased $1,158,000 due to the new 2021 MTF bond issue, the refunding of the 2010 MTF bond, and higher scheduled principal payments on several other existing bonds. Total interest payments increased $46,300 due to the new 2021 MTF bond, partially offset by lower interest payments on all other existing bonds.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Supplies	$0	$0	$0	$0	$0
Other Charges	2,600	3,150	3,150	3,680	3,680
Debt Service	3,232,110	2,757,000	2,662,370	3,961,300	3,961,300
Total	$3,234,710	$2,760,150	$2,665,520	$3,964,980	$3,964,980

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 was 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 2021/22 fiscal year total $1,377,860.

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 2021/22 fiscal year total $1,579,500. ■

Did you know…
…the facilities renovations to the 41-A District Court, the Police Department, the Sterling Heights Public Library and City Hall, are scheduled to be completed in 2021, despite required work stoppages due to the COVID-19 pandemic?

Limited Tax General Obligation Fund

SUMMARY OF BUDGET CHANGES

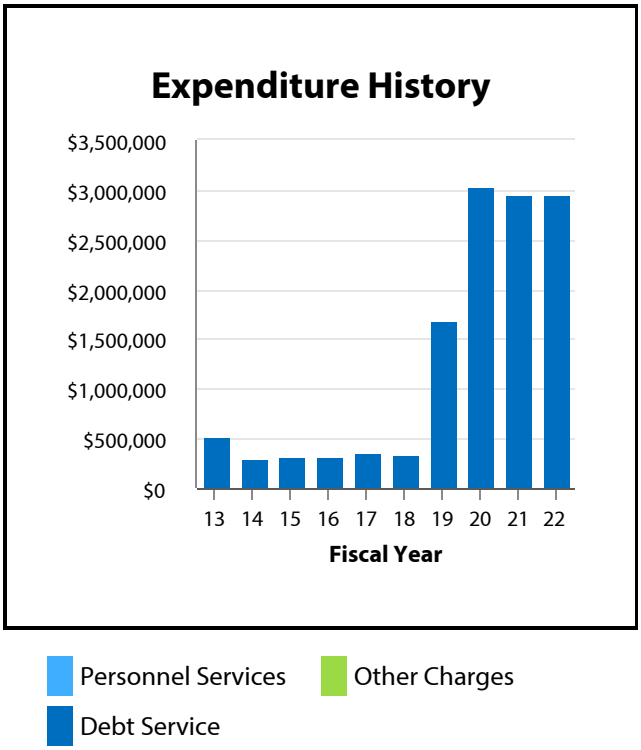
SIGNIFICANT NOTES – 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 0.1%.

Personnel Services - There is no Personnel budget for this fund.

Other Charges - Total Other Charges is proposed to remain the same at $1,000.

Debt Service - Total Debt Service increased $2,750 or 0.1% due to an increase in the principal payments on the existing 2018 Facilities Improvement Bond and the 2019 Capital Improvement Bond. The increase was offset by a decrease in interest payments, as less debt is now outstanding.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	1,000	1,000	1,000	1,000	1,000
Debt Service	3,027,810	2,954,610	2,954,610	2,957,360	2,957,360
Total	$3,028,810	$2,955,610	$2,955,610	$2,958,360	$2,958,360

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	2018/19 Actual	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Budget
CAPITAL PROJECTS FUND						
REVENUES						
State & Local Returns	$740,610	$462,960	$1,452,040	$1,424,260	$0	**$0**
Other Revenue	764,120	2,620,040	1,242,040	1,064,740	912,170	**912,170**
Proceeds Long-Term Debt	0	24,919,320	0	0	0	**0**
Transfer from General Fund	5,716,040	4,878,840	3,614,540	3,614,540	4,860,210	**4,750,450**
Total Revenues	**7,220,770**	**32,881,160**	**6,308,620**	**6,103,540**	**5,772,380**	**5,662,620**
EXPENDITURES						
Capital Equipment	2,342,220	805,530	1,103,090	923,310	1,046,680	**1,214,180**
Capital Equipment - IT	874,260	519,430	2,214,950	2,132,180	228,020	**228,020**
Capital Vehicles	1,533,250	1,598,870	1,579,760	1,751,330	1,699,000	**1,589,240**
Capital Projects	1,861,970	17,699,940	15,569,880	15,462,700	2,580,540	**2,580,540**
Other Charges	0	222,520	0	0	0	**0**
Total Expenditures	**6,611,700**	**20,846,290**	**20,467,680**	**20,269,520**	**5,554,240**	**5,611,980**
Rev. Over (Under) Expend.	**609,070**	**12,034,870**	**(14,159,060)**	**(14,165,980)**	**218,140**	**50,640**
Beginning Fund Balance	**3,852,870**	**4,461,940**	**16,496,810**	**16,496,810**	**2,330,830**	**2,330,830**
Ending Fund Balance	**$4,461,940**	**$16,496,810**	**$2,337,750**	**$2,330,830**	**$2,548,970**	**$2,381,470**
FACILITIES IMPROVE. FUND						
REVENUES						
Federal & Other Rev Sources	$569,130	$401,310	$3,042,470	$3,650,250	$0	**$0**
Total Revenues	**569,130**	**401,310**	**3,042,470**	**3,650,250**	**0**	**0**
EXPENDITURES						
Other Charges	0	13,610	37,250	37,250	0	**0**
Capital Improvements	2,490,860	6,300,610	15,128,910	15,769,130	0	**0**
Total Expenditures	**2,490,860**	**6,314,220**	**15,166,160**	**15,806,380**	**0**	**0**
Rev. Over (Under) Expend.	**(1,921,730)**	**(5,912,910)**	**(12,123,690)**	**(12,156,130)**	**0**	**0**
Beginning Fund Balance	**20,000,120**	**18,078,390**	**12,165,480**	**12,165,480**	**9,350**	**9,350**
Ending Fund Balance	**$18,078,390**	**$12,165,480**	**$41,790**	**$9,350**	**$9,350**	**$9,350**
CLINTON RIVER REST. FUND						
REVENUES						
Federal Grants	$179,030	$0	$0	$0	$0	**$0**
Transfer from General Fund	0	0	80,000	80,000	0	**0**
Total Revenues	**179,030**	**0**	**80,000**	**80,000**	**0**	**0**
EXPENDITURES						
Other Charges	0	0	20,000	20,000	0	**0**
Capital Projects	179,030	0	60,000	60,000	0	**0**
Total Expenditures	**179,030**	**0**	**80,000**	**80,000**	**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**
ROAD BOND CONSTR. FUND						
REVENUES						
Other Revenue	108,650	11,590	300,000	60,000	30,000	**30,000**
Proceeds Long-Term Debt	0	0	18,000,000	18,000,000	0	**0**
Bond Premiums	0	0	0	0	0	**0**
Total Revenues	**108,650**	**11,590**	**18,300,000**	**18,060,000**	**30,000**	**30,000**
EXPENDITURES						
Capital Improvements	6,445,590	1,293,260	2,126,340	1,859,000	13,500,000	**13,500,000**
Other Charges	0	0	0	0	0	**0**
Total Expenditures	**6,445,590**	**1,293,260**	**2,126,340**	**1,859,000**	**13,500,000**	**13,500,000**
Rev. Over (Under) Expend.	**(6,336,940)**	**(1,281,670)**	**16,173,660**	**16,201,000**	**(13,470,000)**	**(13,470,000)**
Beginning Fund Balance	**8,493,700**	**2,156,760**	**875,090**	**875,090**	**17,076,090**	**17,076,090**
Ending Fund Balance	**$2,156,760**	**$875,090**	**$17,048,750**	**$17,076,090**	**$3,606,090**	**$3,606,090**

STATE & LOCAL RETURNS

Revenue from Federal, State, and/or County grants is included in State and Local Returns. In the prior year proceeds from the CARES Act offset investments in Information Technology equipment and infrastructure to facilitate remote work. CARES Act proceeds were also used to fund improvements at City Hall, such as plexiglass barriers and automatic door and plumbing fixtures. There is no grant revenue budgeted in fiscal year 2021/22.

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 2021/22 Budget, revenues generated from Other Financing Sources represent 83.4% of total revenue sources, a decrease of $19,510,560. This is primarily due to debt proceeds related to the Michigan Transportation Fund bond issued to fund the first phase of the total reconstruction of Mound Road. This bond was originally expected to be issued in the Spring of 2020 and was budgeted in the 2020/21 fiscal year, however due to the COVID-19 pandemic, issuance was delayed until March of 2021.

Transfers from the General Fund also decreased as less funding is needed for Capital improvements, primarily due to the completion of the facilities infrastructure improvements in the prior year.

OTHER REVENUE

The revenue source of Other Revenue includes revenues that cannot be easily classified in other revenue centers. Included in this revenue center are Interest on Investments, Special Assessment Revenue, Reimbursements, Insurance Recovery, Miscellaneous Revenue, and Interest and Penalties.

In the 2021/22 Budget, Other Revenues represent 16.6% of total revenue sources, a decrease of $889,870. This decrease is primarily due to a decrease in Interest on Investments, as less funds will be available for investing next year. The proceeds from the bond issued to fund the DPW Building have been exhausted, as the building is nearing completion. Reimbursements from the City's Sidewalk Gap and Replacement Programs also decreased due to a slightly smaller project in the proposed budget.

EXCESS REVENUE OVER (UNDER) EXPENDITURES

A budgeted Use of Fund Balance exists when expenditures exceed revenues, provided that fund balance is available.

In the 2021/22 Budget, use of fund balance as a revenue source totals $13,419,360. This is primarily due to a planned drawdown of reserves to fund the first phase of the Mound Road reconstruction project for which bond proceeds were received in the prior year.

Fund balance reserves across all Capital Project Funds total $5,996,910 and consist of $3,606,090 in the Road Bond Construction Fund for the future year expenditures related to the Mound Road reconstruction project and $2,381,470 in the Capital Projects Fund, $1.5 million of which is set aside for the future replacement of ambulances and other equipment related to EMS transport. ■

CAPITAL PROJECT FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
	STATE & LOCAL RETURNS						
528000	Federal Revenue - Other	$0	0.00	$186,000	0.67	**$0**	**0.00**
529000	Federal Grant - Other	460,710	1.38	1,384,830	4.99	**0**	**0.00**
539002	State Grants	2,250	0.01	17,210	0.06	**0**	**0.00**
549000	County & Other Local Grants	0	0.00	50,000	0.18	**0**	**0.00**
	Total State & Local Returns	**462,960**	**1.39**	**1,638,040**	**5.91**	**0**	**0.00**
	OTHER FINANCING SOURCES						
698000	Proceeds Long-Term Debt	24,919,320	74.85	18,000,000	64.91	**0**	**0.00**
699101	Transfer from General Fund	4,878,840	14.65	6,261,010	22.58	**4,750,450**	**83.45**
	Total Other Financing Sources	**29,798,160**	**89.50**	**24,261,010**	**87.49**	**4,750,450**	**83.45**
	OTHER REVENUE						
665000	Interest on Investments	634,480	1.91	650,000	2.34	**40,000**	**0.70**
665003	Interest - Bonds	74,640	0.22	0	0.00	**0**	**0.00**
665445	Interest & Penalties - Tax Roll	170	0.00	0	0.00	**0**	**0.00**
672000	Special Assessment Revenue	3,590	0.01	1,620	0.01	**1,940**	**0.03**
672445	SA Delinquent Interest & Penalties	0	0.00	30	0.00	**0**	**0.00**
672665	Special Assessment Interest	680	0.00	390	0.00	**230**	**0.00**
676000	Reimbursements	38,600	0.12	990,000	3.57	**800,000**	**14.05**
677008	Unrealized Gain/Loss	(187,630)	(0.56)	0	0.00	**0**	**0.00**
685015	Miscellaneous Revenue - MCPWC	2,313,240	6.95	100,000	0.36	**100,000**	**1.76**
687000	Refunds & Rebates	3,790	0.01	50,000	0.18	**0**	**0.00**
695000	Insurance Recovery	151,380	0.45	40,000	0.14	**0**	**0.00**
	Total Other Revenue	**3,032,940**	**9.11**	**1,832,040**	**6.60**	**942,170**	**16.55**
	Total Capital Projects Funds	**$33,294,060**	**100.00**	**$27,731,090**	**100.00**	**$5,692,620**	**100.00**

Note: The 2019-2020 Actual Column is rounded to the nearest $10.

CAPITAL PROJECT FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
	OTHER CHARGES						
810000	Other Fees	$222,520	0.78	$0	0.00	**$0**	**0.00**
826000	Contracted Services	110	0.00	27,250	0.07	**0**	**0.00**
945000	Other Rental	13,500	0.05	30,000	0.08	**0**	**0.00**
	Total Other Charges	**236,130**	**0.83**	**57,250**	**0.15**	**0**	**0.00**
	CAPITAL OUTLAY						
975000	Building & Improvements	7,076,850	24.87	17,692,470	46.76	**337,040**	**1.76**
975030	DPW Building	12,464,490	43.81	11,638,250	30.76	**0**	**0.00**
975040	DPW Storage Facilities	184,960	0.65	115,000	0.30	**0**	**0.00**
975210	Fire Station Renovations	81,680	0.29	136,750	0.36	**0**	**0.00**
975220	Misc. Fire Station Improvements	4,390	0.02	73,900	0.20	**202,000**	**1.06**
979000	Computer Equipment	200,230	0.70	1,384,690	3.66	**94,100**	**0.49**
979100	Financial System - Software	276,770	0.97	632,140	1.67	**0**	**0.00**
979150	Financial System - Hardware	172,820	0.61	189,210	0.50	**54,000**	**0.28**
979300	Tax & Assessing - Software	15,270	0.05	0	0.00	**0**	**0.00**
979305	Police Department - Equipment	0	0.00	0	0.00	**10,600**	**0.06**
979320	Police Department - Car Computers	0	0.00	158,550	0.42	**69,320**	**1.27**
979600	Parks & Recreation Software	0	0.00	150,000	0.40	**0**	**0.00**
979800	Fire Department - Software	0	0.00	35,860	0.09	**0**	**0.00**
979850	Fire Department - Hardware	2,350	0.01	0	0.00	**0**	**0.00**
981000	Electronic Equipment	2,960	0.01	420	0.00	**28,450**	**0.15**
981001	Electronic Equipment - Grant	0	0.00	16,960	0.04	**0**	**0.00**
982000	Machinery & Equipment	293,310	1.03	770,130	2.04	**907,720**	**4.75**
982001	Machinery & Equipment - Grant	500,520	1.76	3,870	0.01	**135,800**	**0.71**
984000	Vehicles	0	0.00	49,000	0.13	**24,500**	**0.13**
984265	Vehicles - Facilities Maintenance	28,180	0.10	0	0.00	**72,000**	**0.38**
984292	Vehicles - Community Relations	24,890	0.09	0	0.00	**0**	**0.00**
984315	Vehicles - Police Operations	473,360	1.66	348,670	0.92	**777,240**	**4.07**
984337	Vehicles - Fire Administration	48,150	0.17	0	0.00	**36,000**	**0.19**
984338	Vehicles - Fire Transport	(23,310)	(0.08)	30,070	0.08	**0**	**0.00**
984339	Vehicles - Fire Extinguishment	0	0.00	651,000	1.72	**0**	**0.00**
984341	Vehicles - Fire Prevention	0	0.00	24,500	0.06	**30,000**	**0.16**
984412	Vehicles - Building	71,960	0.25	0	0.00	**0**	**0.00**
984417	Vehicles - Neighborhood Services	146,340	0.51	0	0.00	**24,500**	**0.13**
984444	Vehicles - Street Services	745,300	2.62	371,020	0.98	**576,000**	**2.95**
984447	Vehicles - Engineering	0	0.00	0	0.00	**24,500**	**0.13**
984553	Vehicles - Fleet Maintenance	0	0.00	24,500	0.06	**0**	**0.00**
984752	Vehicles - Parks & Recreation	84,010	0.30	81,000	0.21	**24,500**	**0.13**
986000	Major Drain Improvements	2,313,240	8.13	100,000	0.26	**150,000**	**0.78**
987000	Public Art	8,730	0.03	311,710	0.82	**142,210**	**0.74**
988000	Construction	53,120	0.19	232,840	0.62	**1,891,500**	**9.90**
988254	Dodge Park - Metro Parkway to Utica	20,790	0.07	29,210	0.08	**0**	**0.00**
988278	Clinton River Restoration	0	0.00	60,000	0.16	**0**	**0.00**
988284	Canal Resurf - Schoenherr to Van Dyke	54,630	0.19	10,370	0.03	**0**	**0.00**
988291	M59 Regional Median Improvements	20,530	0.07	29,470	0.08	**0**	**0.00**
988303	2018 Sidewalk Gap Program	395,350	1.39	50,200	0.13	**0**	**0.00**
988313	Van Dyke M-59 to Clinton Rvr Bridge	45,800	0.16	29,200	0.08	**0**	**0.00**
988326	Mound Resurf - 14 Mile to 18 Mile	33,490	0.12	105,520	0.28	**0**	**0.00**

CAPITAL PROJECT FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2019-2020 Actual		2020-2021 Budget		2021-2022 Budget	
		Dollars	%	Dollars	%	Dollars	%
988335	Sterling Relief Drain	3,090	0.01	115,030	0.30	**0**	**0.00**
988336	Senior Parking Addition South	0	0.00	19,290	0.05	**0**	**0.00**
988344	Mound Reconstruction I696 to M59	926,050	3.25	1,784,530	4.72	**13,500,000**	**70.64**
988350	2019 Sidewalk Replacement Program	1,275,370	4.48	114,630	0.30	**0**	**0.00**
988354	14 Mile Resurfacing Deq.to Ryan	191,970	0.67	138,040	0.36	**0**	**0.00**
988368	Fire St #3 Parking Lot Reconstruction	0	0.00	74,930	0.20	**0**	**0.00**
	Total Capital Outlay	**28,217,640**	**99.17**	**37,782,930**	**99.85**	**19,111,980**	**100.00**
	Total Capital Projects Fund	**$28,453,770**	**100.00**	**$37,840,180**	**100.00**	**$19,111,980**	**100.00**

Note: The 2019-2020 Actual Column is rounded to the nearest $10.

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 2021/22 totals $5,611,980. Of the total, $2,580,540 is to fund the following improvement projects for facilities and/or infrastructure:

- City Hall Elevator Modernization ($100,000)
- Police Department Firearms Security Room ($19,450)
- Community Center Gym Floor Carpet Tiles ($42,590)
- Workstations for new employees ($55,000)
- Installation of HVAC Controls at Fire Station #1 ($35,000)
- Asphalt Resurfacing at Fire Station #4 ($167,000)
- Parking Lot Study ($25,000)
- Delia Park South Parking Lot Replacement ($300,000)
- Magnolia Park Athletic Court Resurfacing ($23,000)
- Police Department Elevator Pump Replacements ($120,000)
- Retention Pond Fence Replacements and Repairs ($100,000)
- Red Run Drain Improvements ($50,000)
- Stormwater Pump Station Repairs ($93,500)
- Ongoing storm drain maintenance ($100,000)
- 2021 Sidewalk Gap Program ($450,000)
- 2021 Sidewalk Repair Program ($900,000)

Capital equipment and information technology improvements total $1,442,200 and are detailed in the General Fund activity in which the capital will be utilized. Capital vehicles total $1,589,240 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 sidewalk gap program will be resumed this year, moving the City closer to its goal of becoming a completely walkable community?

Capital Projects Fund

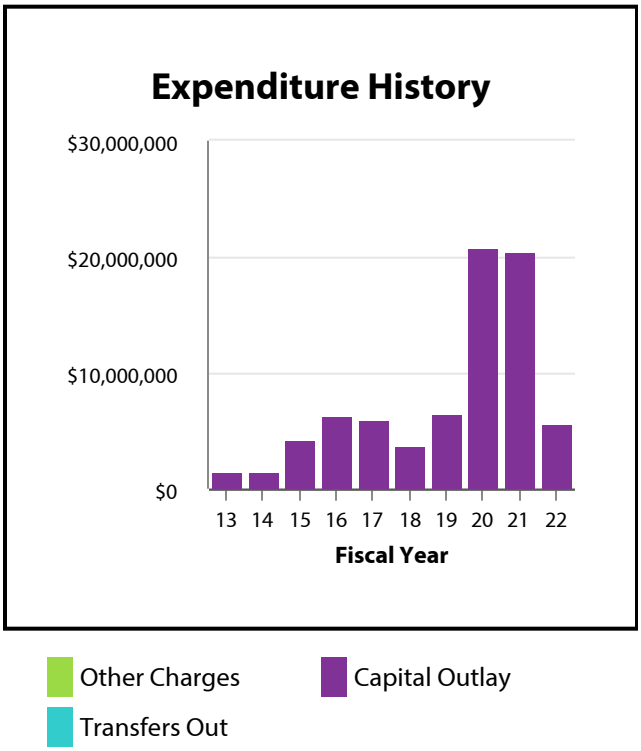
SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 72.6%.

Capital – Total Capital of $5,611,980 is proposed. $1,214,180 is for capital equipment, $1,589,240 for capital vehicles, and $228,020 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.*** In addition, sixteen (16) Capital Projects totaling $2,580,540 are proposed:

- City Hall Elevator Modernization ($100,000)
- PD Firearms Security Room ($19,450)
- Community Center Carpet Tiles ($42,590)
- Workstations for new employees ($55,000)
- HVAC Controls at Fire Station #1 ($35,000)
- Asphalt Resurfacing Station #4 ($167,000)
- Parking Lot Study ($25,000)
- Delia Park South Parking Lot Replacement ($300,000)
- Magnolia Park Athletic Court Resurfacing ($23,000)
- PD Elevator Pump Replacements ($120,000)
- Retention Pond Fence Replacements and Repairs ($100,000)
- Red Run Drain Improvements ($50,000)
- Stormwater Pump Station Repairs ($93,500)
- Storm drain maintenance ($100,000)
- 2021 Sidewalk Gap Program ($450,000)
- 2021 Sidewalk Repair Program ($900,000)



For a list of all Capital Equipment, Vehicles, and Projects, please refer to the schedules on the following pages.

CITY COUNCIL'S ADJUSTMENTS TO THE PROPOSED BUDGET

Capital - Total Capital increased by $57,740. $167,500 was added for five additional Powered Ambulance Loading Systems, offset by a decrease of $109,760, as two replacement traffic and patrol vehicles were eliminated.

FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Other Charges	$222,520	$0	$0	$0	$0
Capital Outlay	20,623,760	20,467,680	20,269,520	5,554,240	5,611,980
Transfers Out	0	0	0	0	0
Total	$20,846,280	$20,467,680	$20,269,520	$5,554,240	$5,611,980

Facilities Improvement Fund

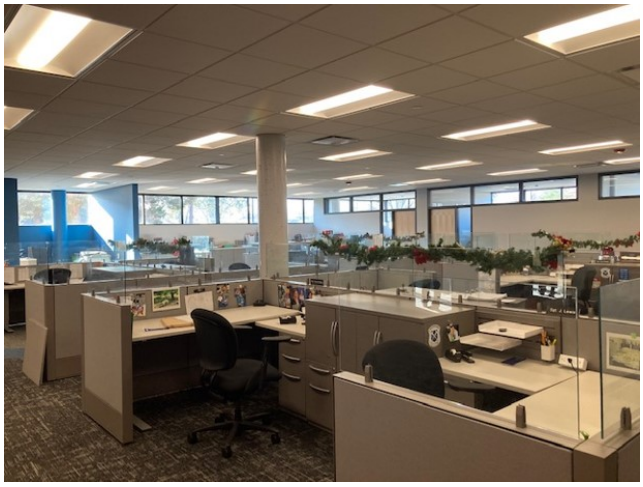
The Facilities Improvement Fund is a temporary fund to account for the proceeds and expenditures of a $20 million Capital Improvement Bond issued in the Spring of 2018 to finance facilities infrastructure improvements for City Hall, the 41-A District Court, the Public Library and the Police Department.

The bond is being used to finance the improvements and maintenance identified as a result of the Facilities Condition Assessment completed in the fall of 2017.

A wide range of improvements have been made across all four buildings. It is anticipated that these improvements will be completed in the 2020/21 fiscal year. After which, this fund will be closed.■











Did you know…
… that all facility renovations are scheduled to be completed in fiscal year 2020/21?

Facilities Improvement Fund

SUMMARY OF BUDGET CHANGES

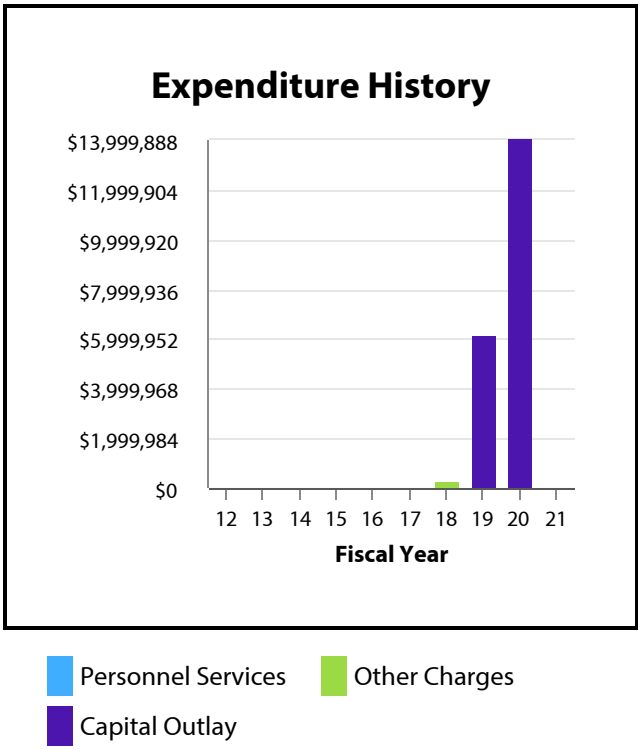
SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

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. The current year budget included funding for the lease of a temporary building location for Police and City Hall personnel during facility renovations.

Capital – There is no Capital proposed for this fund. The current year budget includes $14,793,410 for facilities infrastructure improvements at City Hall, the 41-A District Court, Public Library and Police Department and $335,500 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. All infrastructure and technology improvements are anticipated to be completed in the 2020/21 fiscal year.



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

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	13,610	37,250	37,250	0	0
Capital Outlay	6,300,600	15,128,910	15,769,130	0	0
Total	$6,314,210	$15,166,160	$15,806,380	$0	$0

Clinton River Restoration Fund

SUMMARY OF BUDGET CHANGES

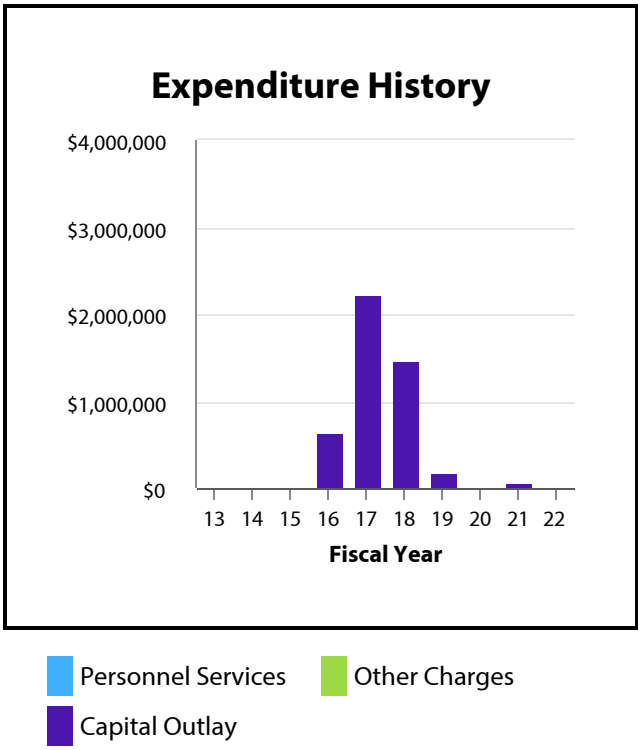
SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 100.0%.

Personnel Services - There is no Personnel budget for this fund.

Other Charges - Total Other Charges decreased $20,000 or 100%, as a Clinton River assessment to identify future improvement projects was conducted in the current year and will not be required next year.

Capital - There is no Capital proposed for this fund. $60,000 is funded in the current year for Clinton River trail and bank repairs north of Riverland Drive.



FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	0	20,000	20,000	0	0
Capital Outlay	0	60,000	60,000	0	0
Total	$0	$80,000	$80,000	$0	$0

We must consult our means rather than our wishes.

~ George Washington ~

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 2021/22, $13,500,000 is funded for the first phase of 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, the City of Warren, and Macomb County are contributing to the total project cost of $233 million. A bond will be sold in the spring of 2021 to begin funding the City's share.

Additional information regarding the projects undertaken in the Road Bond Construction Fund can be found in the Capital Projects section of this document. ■

Did you know…
… the Innovate Mound Reconstruction Project extends from M59 to Interstate 696 and will include State of the Art technology for Autonomous Vehicles, just in time deliveries, signal timing priorities and preemptions that make the roadway safer and more efficient? Additional information on this technology and other project information can be found at www.innovatemound.org.

Road Bond Construction Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO PRIOR YEAR BUDGET

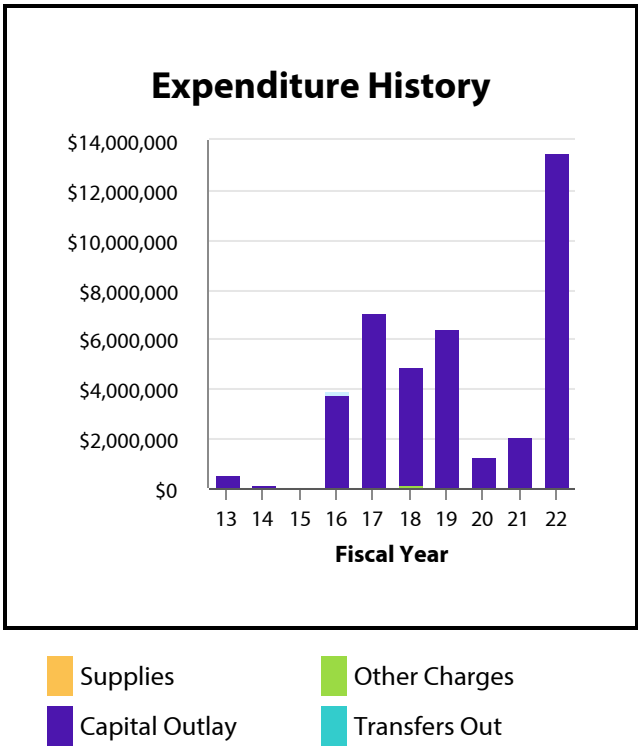
The total budget increased by 534.9%.

Supplies – There is no Supplies budget for this fund.

Other Charges – There is no Other Charges budget for this fund.

Capital - Total Capital of $13,500,000 is proposed for this fund. The entire amount is for the first phase of the Mound Road reconstruction project. A federal grant of $98 million was awarded toward the total reconstruction of Mound Road from Interstate 696 to M59. The City of Sterling Heights, the City of Warren and Macomb County are contributing to the total project cost of $233 million.

Transfers Out – There are no Transfers Out proposed for this fund.



FUNDING LEVEL SUMMARY

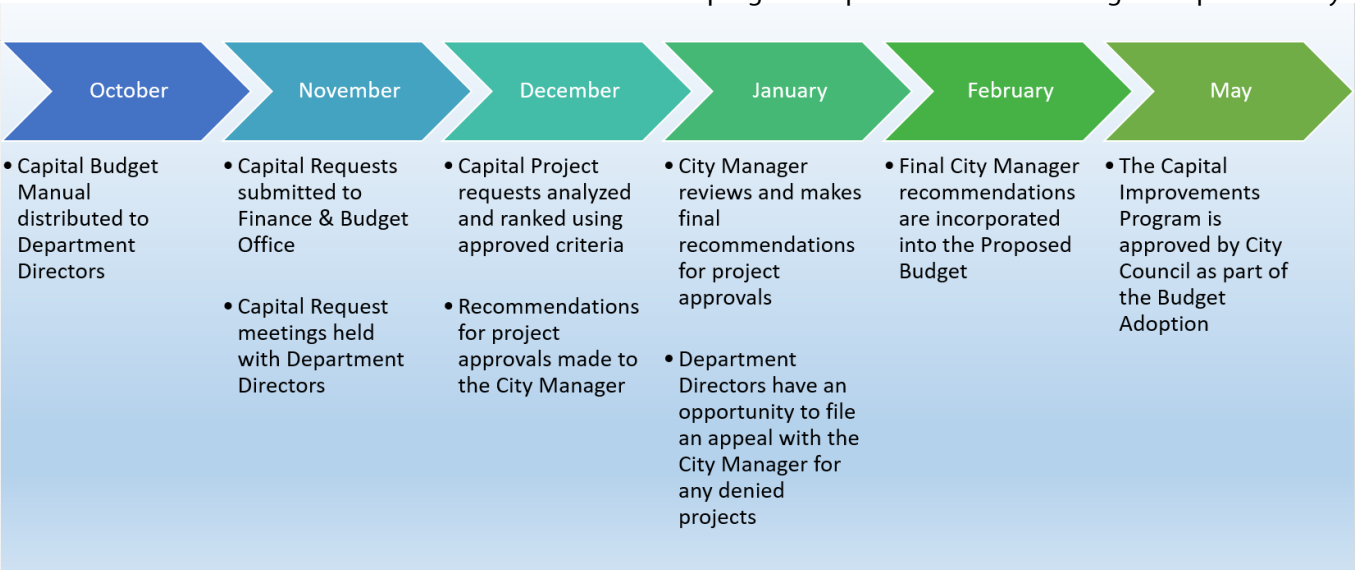
	2019/20 Actual	2020/21 Budget	2020/21 Estimate	2021/22 Proposed	2021/22 Approved
Supplies	$0	$0	$0	$0	$0
Other Charges	0	0	0	0	0
Capital Outlay	1,293,260	2,126,340	1,859,000	13,500,000	13,500,000
Transfers Out	0	0	0	0	0
Total	$1,293,260	$2,126,340	$1,859,000	$13,500,000	$13,500,000

Capital Improvements Program

Since Sterling Heights was incorporated as a city on July 1, 1968, it has proudly followed its motto "To Strive on Behalf of All". Its 36.8 square miles makes Sterling Heights the third largest city in Michigan geographically. Fifty-three (53) years after its incorporation, the City has matured into a community serving approximately 132,500 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.

prepared by the Finance & Budget Office, the total amount to be allocated to capital improvements is determined. Using information obtained from the request forms, the individual meetings, and the ranking criteria listed below, a recommendation is made to the City Manager as to the projects to be approved.

The City Manager will review all submitted material and make his final recommendations in December for inclusion in the following year's proposed budget document. City Council then approves the Capital program as part of the annual budget adoption in May.



Along with the desire to provide for quality service is the realization that needs always exceed resources. The City's Capital Improvement process was developed by City administration to identify needed capital projects and to coordinate financing and timing of improvements to maximize the return to the residents of Sterling Heights.

The Capital Budget process typically begins in October for inclusion in the budget effective the following first of July. The Finance & Budget Office distributes a capital budget manual and forms for all departments to complete. Departmental requests include projects for the upcoming budget year as well as a forecast of capital needs for the next five years. The completed requests are submitted to the Finance & Budget Office, which in turn compiles all requests. Individual meetings are held with the Finance & Budget Director, the Assistant City Manager and each Departmental Director to discuss the justification for each request. Based on the five-year finance forecast previously

Capital improvement planning and programming priorities include the renovation of existing facilities, reduction of maintenance and operation costs, improvements for the health and safety of City employees and residents, and the completion of prior approved projects.

Specific Capital Improvement Program policies are as follows:

a. Resident participation shall be strongly encouraged through the process of developing and adopting the Capital Improvement Program.
b. Projects included in the Capital Program shall be consistent with the City's Master Plans.
c. The Capital Program shall integrate all of the community's capital project resources (e.g., revenue sharing, grants, bonds, city funds allocated to capital projects, donations, and any other available funding).
d. Efforts should be made to secure grants or private funds to finance specific projects.

e. Capital projects should be financed to the greatest extent possible through user fees and assessment districts where direct benefit to users result from construction of the project.
f. Efforts should be made to leverage funds which would not otherwise be available.
g. Efforts should be made to continue cooperative efforts with other agencies (e.g., Road Commission of Macomb County, State of Michigan).

Projects which will receive priority consideration include:

a. State and federal mandate projects
b. Projects which have been previously initiated and are a completion of subsequent phases
c. Projects which preserve and protect the health and safety of the community
d. Projects that provide for the renovation of existing facilities resulting in the preservation of the community's prior investments
e. Facilities, whose construction or acquisition results in a new or substantial increase in operating costs. These should be considered only after an assessment indicates a clear need for the project and plans for funding operating costs are developed.

In recommending projects and replacements for funding, City Administration bases its ranking on overall policy direction and available funding. For capital project requests, the ranking process includes criteria which considers:

a. Whether the project is legally required
b. Whether public health or safety is impacted by the project
c. Whether the project maintains or extends existing services
d. Whether funding is a single or multiple year commitment
e. Year in which the project must be initiated
f. Cost of the project and the size of the user group(s) which will be affected
g. Impact of the project upon City operating costs once completed
h. Project life once completed

For capital equipment and vehicle request rankings, the criteria includes:

a. Whether the project impacts the health and safety of City employees
b. Impact of the project on employee productivity
c. Impact of the project on energy consumption
d. Whether the project will correct any condition which results in a poor public image
e. Whether the project is essential to the provision of a minimal current or increased service level and whether the service is a basic, auxiliary, or discretionary service (i.e., Police, Fire, Fire-basic, Planning-auxiliary, Parks and Recreation, Library - discretionary).

In fiscal year 2021/22, the City's total capital funding is $54,888,450. Of the total, $50,915,410 is budgeted for improvements, $1,293,680 is for equipment, $2,445,240 is for vehicles, and $234,120 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 capital requests, future operational costs, 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 2021/22 is $2,580,540.

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. There is no capital budgeted for this fund in 2021/22, as all improvements are anticipated to be completed in the current fiscal year.

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 future repair and improvement projects along the Clinton River. There are no planned projects in 2021/22.

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 2021/22, the budgeted expenditures for the Road Bond Construction Fund total $13,500,000.

Gas & Weight tax revenue received in the Major Road Fund is used for construction, maintenance and other operations pertaining to all streets classified as "major" within the City. These revenues are generated by the tax on gasoline & vehicle sales. Funds are distributed to each community based on population, miles, and classification of road types and are commonly referred to as Act 51 Funds. Major Road Fund street improvements totaling $3,300,000 are budgeted for fiscal year 2021/22.

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 $5,500,000 are budgeted for fiscal year 2021/22.

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 2021/22, $360,000 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 2021/22, $535,140 is budgeted for phase 3 of the 3-year Senior Center roof replacement project, fitness room renovations and LED lighting replacement at the Senior Center, and concrete replacement on Orban Drive.

The Corridor Improvement Authority Fund is used to account for public improvements that are made utilizing tax increment financing. For 2021/22, there are no public improvements planned.

The Local Development Finance Authority Fund is utilized for the improvements and operational costs associated with the Velocity Collaboration Center and redevelopment in the City's commercial corridor district. In 2021/22, $302,450 is budgeted for the refurbishment of the Velocity building and replacement boilers.

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. For fiscal year 2021/22, bond proceeds will fund projects totaling $24,837,280. ■

The secret of getting ahead is getting started.

~ Mark Twain ~



CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2020/21	Estimate 2020/21	Qty.	Proposed Budget 2021/22	Qty.	Approved Budget 2021/22	Dept. Request 2022/23	Dept. Request 2023/24	Dept. Request 2024/25
City Administration Department												
City Clerk												
High Speed Tabulator	982	Machinery & Equip.	2	72,400	53,960							
Extra High Capacity Letter Opener	982	Machinery & Equip.	1	4,400	4,860							
Total City Administration Department			**3**	**$76,800**	**$58,820**	**0**	**$0**	**0**	**$0**	**$0**	**$0**	**$0**
Facilities Maintenance												
Miscellaneous Equip. (Welder, Drain Snake, etc.)	982	Machinery & Equip.	1	8,100	8,100							
John Deer Gator	982	Machinery & Equip.				0	0	0	0	10,500		
Total Facilities Maintenance			**1**	**$8,100**	**$8,100**	**0**	**$0**	**0**	**$0**	**$10,500**	**$0**	**$0**
Public Library Department												
Scanning Station	982	Machinery & Equip.	1	10	0							
Table and Umbrella (Children's Art Garden)	982	Machinery & Equip.	1	3,320	3,330							
Disc Repair Machine	982	Machinery & Equip.	1	2,650	2,470							
3D Printer	982	Machinery & Equip.				1	2,800	1	2,800			
Total Public Library Department			**3**	**$5,980**	**$5,800**	**1**	**$2,800**	**1**	**$2,800**	**$0**	**$0**	**$0**
City Development Department												
Engineering												
Robotic Survey Instrument	982	Machinery & Equip.				0	0	0	0	23,000		
Total City Development Department			**0**	**$0**	**$0**	**0**	**$0**	**0**	**$0**	**$23,000**	**$0**	**$0**
Police Department												
Police Administration												
Microfiche Conversion Machine	982	Machinery & Equip.	1	8,000	5,190							
Total Police Administration			***1***	***$8,000***	***$5,190***	***0***	***$0***	***0***	***$0***	***$0***	***$0***	***$0***
Police Operations												
TruNarc System	981001	Electronic Equip.	1	16,960	16,960							
800 mhz Radios	982	Machinery & Equip.	265	18,230	18,230							
Watch Guard System	982	Machinery & Equip.		120,000	120,000							
Stalker DSR 2X Vehicle Radar System	982	Machinery & Equip.		26,650	26,650							
Stalker RLR Lidar handheld speed measuring	982	Machinery & Equip.		11,930	11,930	10	27,450	10	27,450	27,450	28,270	
Red Dot Sight System (50% of Cost)	982	Machinery & Equip.		48,170	48,170							

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2020/21	Estimate 2020/21	Qty.	Proposed Budget 2021/22	Qty.	Approved Budget 2021/22	Dept. Request 2022/23	Dept. Request 2023/24	Dept. Request 2024/25
NOPTIC Camera	982	Machinery & Equip.				3	9,800	3	9,800			
Sniper Rifle Project	982	Machinery & Equip.				0	0	0	0	16,450		
SRT Charging Stations/Batteries (Grant Funded)	982001	Machinery & Equip.				4	7,100	4	7,100			
Tactical Rain Gear-SRT	982	Machinery & Equip.				0	0	0	0	5,900		
Vehicle Insert for Temp K9 Car	982001	Machinery & Equip.				1	3,700	1	3,700			
Watch Guard In-Car Cameras + Body Cams	982	Machinery & Equip.				50	235,000	50	235,000			
Watch Guard In-Car Cameras + Body Cams (Grant)	982001	Machinery & Equip.				50	125,000	50	125,000			
Night Vision Monocular	982	Machinery & Equip.				3	3,800	3	3,800			
Ballistic Helmet w/Riot Face Shield	982	Machinery & Equip.				81	24,500	81	24,500	21,500		
Total Police Operations			***266***	***$241,940***	***$241,940***	***202***	***$436,350***	***202***	***$436,350***	***$71,300***	***$28,270***	***$0***
Police Investigations												
Tactical Vest Systems and Accessories	982001	Machinery & Equip.	1	3,870	3,870							
Binoculars	982	Machinery & Equip.				15	6,450	15	6,450			
Total Police Investigations			***1***	***$3,870***	***$3,870***	***15***	***$6,450***	***15***	***$6,450***	***$0***	***$0***	***$0***
Total Police Department			**268**	**$253,810**	**$251,000**	**217**	**$442,800**	**217**	**$442,800**	**$71,300**	**$28,270**	**$0**
Fire Department												
Fire Extinguishment												
MicroSoft Tablets (Transport)	981	Electronic Equip.	1	420	420							
Emergency Vehicle Preemption System	982	Machinery & Equip.	18	64,800	64,800							
SCBA Air Packs	982	Machinery & Equip.	16	195,290	189,730							
SCBA Bottles	982	Machinery & Equip.	1	16,200	16,200							
Multi-Rae Photo Ionization Detectors	982	Machinery & Equip.	1	17,500	17,500							
Argus Thermal Imaging Camera	982	Machinery & Equip.	1	4,930	4,930							
LifePak 15 Cardiac Monitor/Defibrillator	982	Machinery & Equip.	1	38,000	38,000							
Stryker Power Load System (Transport)	982	Machinery & Equip.				2	66,820	7	234,320			
Blitz-Fire Remote Monitors	982	Machinery & Equip.				1	4,000	1	4,000			
SCBA Air Packs	982	Machinery & Equip.				16	94,400	16	94,400			
SCBA Air Cylinders	982	Machinery & Equip.				12	9,600	12	9,600			
LifePak 15 Cardiac Monitor	982	Machinery & Equip.				1	32,800	1	32,800			
Mustang Ice Rescue Suits	982	Machinery & Equip.				0	0	0	0	6,850		
Argus Thermal Imaging Camera	982	Machinery & Equip.				5	27,200	5	27,200			

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET Qty.	Budget 2020/21	Estimate 2020/21	Qty.	Proposed Budget 2021/22	Qty.	Approved Budget 2021/22	FUTURE CAPITAL REQUESTS Dept. Request 2022/23	Dept. Request 2023/24	Dept. Request 2024/25
Multi Rae Photo Ionization Detectors	982	Machinery & Equip.				0	0	0	0	21,700		
Portable Scene Lights	982	Machinery & Equip.				0	0	0	0	5,700		
Blow Hard Battery/AC/DC PPV Fans	982	Machinery & Equip.				5	25,000	5	25,000			
Ready-Rack Mobile Fire Hose Dryer	982	Machinery & Equip.				0	0	0	0	9,050		
Mobile Workbench	982	Machinery & Equip.				0	0	0	0	3,250		
Total Fire Extinguishment			***39***	***$337,140***	***$331,580***	***42***	***$259,820***	***47***	***$427,320***	***$46,550***	***$0***	***$0***
Fire Administration												
800 mhz Radios	982	Machinery & Equip.	116	9,750	0							
LifePak Batteries	982	Machinery & Equip.				15	6,100	15	6,100			
Water Rescue Craft	982	Machinery & Equip.				1	4,900	1	4,900			
Multi-Force Forcible Entry Training Door	982	Machinery & Equip.				0	0	0	0	7,950		
LifePak CR2 AED	982	Machinery & Equip.				8	16,000	8	16,000			
Sierra Wireless AirLink RV55 Modems	982	Machinery & Equip.				0	0	0	0	19,000		
DJI Mavic 2 Enterprise Dual Drone	982	Machinery & Equip.				0	0	0	0	3,850		
Plymovent Diesel Exhaust System	982	Machinery & Equip.				4	20,000	4	20,000			
Total Fire Administration			***116***	***$9,750***	***$0***	***28***	***$47,000***	***28***	***$47,000***	***$30,800***	***$0***	***$0***
Fire Prevention												
Bullseye Digital Fire Extinguisher Training System	982	Machinery & Equip.	1	14,000	12,710							
Nikon Camera	982	Machinery & Equip.				0	0	0	0	1,600		
OSCR 360 Camera	982	Machinery & Equip.				1	9,900	1	9,900			
Total Fire Prevention			***1***	***$14,000***	***$12,710***	***1***	***$9,900***	***1***	***$9,900***	***$1,600***	***$0***	***$0***
Total Fire Department			**156**	**$360,890**	**$344,290**	**71**	**$316,720**	**76**	**$484,220**	**$78,950**	**$0**	**$0**
Public Works Department												
Fleet Maintenance												
Robinar Recovery & Service Machine	982	Machinery & Equip.				1	8,000	1	8,000			
Total Fleet Maintenance			***0***	***$0***	***$0***	***1***	***$8,000***	***1***	***$8,000***	***$0***	***$0***	***$0***
Street Services												
Walk Behind Floor Sweeper	982	Machinery & Equip.				1	23,000	1	23,000			
Floor Sweeper-Scrubber	982	Machinery & Equip.				0	0	0	0	62,000		
Chipper	982	Machinery & Equip.				0	0	0	0	82,000		85,000
Stump Grinder	982	Machinery & Equip.								75,000		

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET Qty.	Budget 2020/21	Estimate 2020/21	Qty.	Proposed Budget 2021/22	Qty.	Approved Budget 2021/22	FUTURE CAPITAL REQUESTS Dept. Request 2022/23	Dept. Request 2023/24	Dept. Request 2024/25
Trailer	982	Machinery & Equip.								12,000		
End Loader	982	Machinery & Equip.										275,000
Total Street Services			***0***	***$0***	***$0***	***1***	***$23,000***	***1***	***$23,000***	***$231,000***	***$0***	***$360,000***
Total Public Works Department			**0**	**$0**	**$0**	**2**	**$31,000**	**2**	**$31,000**	**$231,000**	**$0**	**$360,000**
Community Relations Department												
SHTV Video Cameras & Support Equipment	982	Machinery & Equip.				2	29,200	2	29,200			
SHTV Tripod Replacement	982	Machinery & Equip.				2	3,500	2	3,500			
Public Art:												
Everbright Cabinet - Library	987	Public Art	1	9,310	9,310							
Van Dyke Monument Markers	987	Public Art	4	30,000	30,000							
Imus, Nelson & Baumgartner Memorial Sculptures	987	Public Art	3	85,000	85,000							
Mural	987	Public Art	1	20,000	20,000							
Sculptures	987	Public Art	3	5,200	5,200							
Holiday Lighting	987	Public Art	1	9,990	9,990							
Other	987	Public Art	1	152,210	10,000	1	142,210	1	142,210			
Total Community Relations Department			**14**	**$311,710**	**$169,500**	**5**	**$174,910**	**5**	**$174,910**	**$0**	**$0**	**$0**
41-A District Court												
X-Ray Machine	982	Machinery & Equip.				1	28,450	1	28,450			
Total 41-A District Court			**0**	**$0**	**$0**	**1**	**$28,450**	**1**	**$28,450**	**$0**	**$0**	**$0**
Parks & Recreation Department												
Avant 635 Loader w/Attachments	982	Machinery & Equip.		65,000	65,000							
Farmstead Park Playground Refurbishment	982	Machinery & Equip.		15,000	15,000							
Cub Cadet Challenger 400 Utility Vehicle	982	Machinery & Equip.		5,800	5,800							
Precor FTS Glide Fitness Equipment	982	Machinery & Equip.				0	0	0	0	4,500		
Lighting Controls - Dodge Park	982	Machinery & Equip.				0	0	0	0	12,000		
Cushman Transportation Cart	982	Machinery & Equip.				0	0	0	0	11,000		
Esports Arena	982	Machinery & Equip.				1	50,000	1	50,000			
Total Parks & Recreation Department			**0**	**$85,800**	**$85,800**	**1**	**$50,000**	**1**	**$50,000**	**$27,500**	**$0**	**$0**
Total Capital Projects Fund			**445**	**$1,103,090**	**$923,310**	**298**	**$1,046,680**	**303**	**$1,214,180**	**$442,250**	**$28,270**	**$360,000**

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2020/21	Estimate 2020/21	Qty.	Proposed Budget 2021/22	Qty.	Approved Budget 2021/22	Dept. Request 2022/23	Dept. Request 2023/24	Dept. Request 2024/25
Public Safety Forfeiture Fund												
Federal Justice Forfeitures												
Sniper Rifle Project	982	Machinery & Equip.	4	90	90							
3D Model Laser Scanner	982	Machinery & Equip.	1	90,400	90,400							
Night Vision Goggles Equipment Lease	982	Machinery & Equip.	1	900	900							
Total Federal Justice Forfeitures			*4*	*$91,390*	*$91,390*	*0*	*$0*	*0*	*$0*	*$0*	*$0*	*$0*
State Forfeitures												
TruNarc	981	Electronic Equip.	2	12,430	12,430							
Communication Headsets	981	Electronic Equip.	1	18,280	18,280							
Tasers w/Accessories	982	Machinery & Equip.	20	36,920	36,920	20	30,500	20	30,500	30,500		
Uplifts for Segways	982	Machinery & Equip.		2,230	2,230							
Total State Forfeitures			*20*	*$69,860*	*$69,860*	*20*	*$30,500*	*$20*	*$30,500*	*$30,500*	*$0*	*$0*
Total Public Safety Forfeiture Fund			**24**	**$161,250**	**$161,250**	**20**	**$30,500**	**20**	**$30,500**	**$30,500**	**$0**	**$0**
Water & Sewer Fund												
Water Distribution												
Water Meter Tower	982	Machinery & Equip.	1	180,800	152,000	0	0	0	0	0	0	0
Backhoe Loader	982	Machinery & Equip.				0	0	0	0	95,000		
Hydro Excavation Trailer	982	Machinery & Equip.				0	0	0	0	105,000		
Jet Rodder Hose	982	Machinery & Equip.								5,000		
Hydro Seeder	982	Machinery & Equip.								7,500		
Aggregate Screener	982	Machinery & Equip.									18,000	
Kubota Loader/Backhoe	982	Machinery & Equip.										60,000
Power Drive Valve Turner	982	Machinery & Equip.										8,500
Total Water Distribution			*1*	*$180,800*	*$152,000*	*0*	*$0*	*0*	*$0*	*$212,500*	*$18,000*	*$68,500*
Sewage Collection												
Riverland Lift Station Backup Generator	982	Machinery & Equip.	1	28,750	23,750							
KISM Scada Sanitary Lift Stations	982	Machinery & Equip.	1	25,000	25,000							
Cement/Mortar Mixer	982	Machinery & Equip.		11,500	12,970							
Lift Station Pumps	982	Machinery & Equip.		50,000	50,000	1	40,000	1	40,000	41,200	42,440	43,710
Sanitary Lift Station Digester	982	Machinery & Equip.								50,000	50,000	
Power Buggy						0	0			17,000		
Total Sewage Collection			*2*	*$115,250*	*$111,720*	*1*	*$40,000*	*1*	*$40,000*	*$108,200*	*$92,440*	*$43,710*
Total Water & Sewer Fund			**3**	**$296,050**	**$263,720**	**1**	**$40,000**	**1**	**$40,000**	**$320,700**	**$110,440**	**$112,210**

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2020/21	Estimate 2020/21	Qty.	Proposed Budget 2021/22	Qty.	Approved Budget 2021/22	Dept. Request 2022/23	Dept. Request 2023/24	Dept. Request 2024/25
Local Dev. Finance Authority Fund												
Tables & Chairs	982	Machinery & Equip.	1	10,000	10,000							
Augmented and Virtual Reality Center	982	Machinery & Equip.	1	4,040	4,040							
IT Hardware	982	Machinery & Equip.	1	40,150	40,150	1	9,000	1	9,000			
Total LDFA Fund			**3**	**$54,190**	**$54,190**	**1**	**$9,000**	**1**	**$9,000**	**$0**	**$0**	**$0**
Total City Equipment			**475**	**$1,614,580**	**$1,402,470**	**320**	**$1,126,180**	**325**	**$1,293,680**	**$793,450**	**$138,710**	**$472,210**

INFORMATION TECHNOLOGY CAPITAL PROGRAM

Activity Name	Acct.	Item Description	CURRENT CAPITAL BUDGET						FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2020/21	Estimate 2020/21	Qty.	Proposed Budget 2021/22	Adopted Budget 2021/22	Dept. Request 2022/23	Dept. Request 2023/24	Dept. Request 2024/25
CAPITAL PROJECTS FUND											
Information Technology											
Information Technology	979.000	Phone System/Voicemail	1	134,740	134,740						
Various	979.000	Phones for New Employees				16	1,600	1,600			
Various	979.000	Innovation Fund	1	108,140	108,140						
Information Technology	979.000	City Campus Fiber Project (FY18)	1	1,200	1,200						
Information Technology	979.000	Dell Latitude 3510 Laptops	1	126,340	126,340						
Information Technology	979.000	Virtual Desktop Infrastructure (CARES Act Funding	1	477,020	477,020						
Information Technology	979.000	Virtual Fax Server (CARES Act Funding)	1	15,590	15,590						
Information Technology	979.000	Dell Server Expansion (Body Cameras)	1	120,540	120,540						
Information Technology	979.000	A/C Unit for Backup Data Center				1	10,000	10,000			
Building	979.000	Dell Canvas Plan Review Computers	5	17,780	17,780						
Planning	979.000	Microsoft Surface Pro	2	3,950	3,950						
41A District Court	979.000	Forms Printer	1	1,650	1,650						
Information Technology	979.000	Data Closet Upgrades	2	20,000	20,000	1	20,000	20,000	20,000		
Neighborhood Services	979.000	ipads & Accessories (Code Enforcement)	1	2,500	2,500						
City Administration	979.000	Applied Imaging Boards & Commissions Module	1	19,740	19,740						
Planning & Zoning	979.000	iPads Planning Commission & ZBA				17	24,500	24,500			
Community Relations	979.000	MAC Computer Replacement				0	0	0	7,400		
Community Relations	979.000	Xante En/Press Printer				0	0	0	19,550		
41A District Court	979.000	PolyCom System				0	0	0	20,000		
Parks & Recreation	979.000	Security Camera System - Dodge Park				1	38,000	38,000			
Parks & Recreation	979.000	Cell Phone Repeater - Community Center				1	0	0	26,000		
Financial Services	979.100	Integrated Financial Software	1	610,320	610,320						
City Mgmt. (Human Resources)	979.100	Human Resource Information System	1	21,820	21,820						
Building	979.150	Replacement Personal Computer	1	1,040	67,930						
City Management	979.150	Replacement Personal Computer	6	6,210							
Community Relations	979.150	Replacement Personal Computer	1	1,040							
41A District Court	979.150	Replacement Personal Computer	41	42,440							
Financial Services	979.150	Replacement Personal Computer	5	5,180							
Fire Department	979.150	Replacement Personal Computer	1	1,040							
Information Technology	979.150	Replacement Personal Computer	5	5,180							

INFORMATION TECHNOLOGY CAPITAL PROGRAM

Activity Name	Acct.	Item Description	CURRENT CAPITAL BUDGET						FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2020/21	Estimate 2020/21	Qty.	Proposed Budget 2021/22	Adopted Budget 2021/22	Dept. Request 2022/23	Dept. Request 2023/24	Dept. Request 2024/25
Planning	979.150	Replacement Personal Computer	1	1,040							
Treasury	979.150	Replacement Personal Computer	1	1,040							
Various	979.150	Replacement Personal Computer				30	33,000	33,000	50,000	50,000	50,000
Various	979.150	Personal Computers/Laptops for New Employees				24	21,000	21,000			
Information Technology	979.150	BS&A Server Upgrade	1	125,000	120,810						
Information Technology	979.150	VSAN Replacement							400,000		
Information Technology	979.150	Network Switch Replacement								250,000	
Police Department	979.305	Property Room Barcode Kit (Grant Funded)				1	4,600	4,600			
Police Department	979.305	Computer Crime Unit Equipment/Software				1	6,000	6,000			
Police Department	979.320	Computers and Modems (In-car)	20	158,550	76,250	20	69,320	69,320	69,320		
Parks & Recreation	979.600	Transportation Software (SMART Credits)	1	150,000	150,000						
Fire Prevension	979.800	MobileEyes Fire Inspection Software/Hardware	1	35,860	35,860						
Fire Extinguishment	979.850	Fire Mobile Laptops				0	0	0	57,560		
Total Capital Projects Fund			**106**	**$2,214,950**	**$2,132,180**	**113**	**$228,020**	**$228,020**	**$669,830**	**$300,000**	**$50,000**
Public Safety Forfeiture Fund											
State Forfeitures											
Police Operations	979.000	Dell Precision 5820 Tower Workstation	1	$3,600	$3,590						
Police Department	979.000	Dell Latitude Rugged Laptops				2	6,100	6,100			
Total Public Safety Forf. Fund			**1**	**$3,600**	**$3,590**	**2**	**$6,100**	**$6,100**	**$0**	**$0**	**$0**
Water & Sewer Fund											
Water Distribution	979.000	Booster Station Surveillance Cameras	1	$11,000	$11,000						
Total Water & Sewer Fund			**1**	**$11,000**	**$11,000**	**0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total City Info. Technology			**108**	**$2,229,550**	**$2,146,770**	**115**	**$234,120**	**$234,120**	**$669,830**	**$300,000**	**$50,000**

CAPITAL VEHICLES

Vehicle Description	Acct. No.	Responsible Activity	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2020/21	Estimate 2020/21	Qty.	Proposed Budget 2021/22	Qty.	Approved Budget 2021/22	Dept. Request 2022/23	Dept. Request 2023/24	Dept. Request 2024/25
CAPITAL PROJECTS FUND												
Vehicle Replacement Plan	984000	Various								380,100	399,110	419,070
Ford Escape AWD (Replacement)	984000	Assessing	2	49,000	47,490	1	24,500	1	24,500			
Ford Transit Van w/Wheelchair Lift	984000	Library					0		0	59,200		
Ford F350 Pickup w/Plow (New)	984265	Facilities Maintenance				1	42,000	1	42,000			
Ford Transit Raised Roof Cargo Van	984265	Facilities Maintenance					0		0	33,000		
Ford Transit Van (Replacement)	984265	Facilities Maintenance				1	30,000	1	30,000			
Vehicle Replacement Plan	984315	Police Operations	10	348,670	348,670	12	385,000	10	320,840	330,460	340,370	350,580
Vehicles for New Officers	984315	Police Operations				5	160,000	5	160,000			
Upfitting for Police Vehicles	984315	Police Operations	9		180,000	15	342,000	13	296,400	200,000	200,000	200,000
Mobile Command Unit	984337	Fire Administration								709,000		
Ford F-250 (Replacement)	984337	Fire Administration				1	36,000	1	36,000			
Miscellaneous Ambulance Equipment	984338	Fire Transport	1	30,070	30,070							
Chevy Tahoe	984339	Fire Extinguishment	1	46,000	52,020							
Fire Pumper/Engine (Replacement)	984339	Fire Extinguishment	1	605,000	606,580					640,000		
Ford Explorer (Replacement)	984341	Fire Prevention				1	30,000	1	30,000			
Ford Escape AWD	984341	Fire Prevention	1	24,500	23,750							
Ford Escape AWD (Replacement)	984417	Neighborhood Services				1	24,500	1	24,500			
Ford F-250 w/plow (Replacement)	984444	DPW Street Services	2	84,000	76,510	3	126,000	3	126,000	84,000	86,520	89,120
Tandem-Axle Dump Truck w/Plow	984444	DPW Street Services	1	287,020	281,130	2	450,000	2	450,000	463,500	477,410	491,730
Chipper Truck	984444	DPW Street Services								95,000		100,000
Street Sweeper	984444	DPW Street Services									450,000	
Lift Gate Truck	984444	DPW Street Services								80,000		
Ford Escape AWD (Replacement)	984447	Engineering				1	24,500	1	24,500			
Transit Connect	984553	DPW Fleet	1	24,500	24,280							
Ford Ranger	984752	Parks & Recreation	2	52,000	51,080							
Ford F-150	984752	Parks & Recreation	2	29,000	29,750							
Ford Escape AWD (Replacement)	984752	Parks & Recreation				1	24,500	1	24,500			
Total Capital Projects Fund Vehicles			**33**	**$1,579,760**	**$1,751,330**	**45**	**$1,699,000**	**41**	**$1,589,240**	**$3,074,260**	**$1,953,410**	**$1,650,500**
PUBLIC SAFETY FORFEITURE FUND												
State Forfeitures												
Vehicle Replacement Plan	984000	Police Investigations	9	245,000	242,910	7	210,000	7	210,000	220,500	231,530	243,110
Total Public Safety Forf. Fund Vehicles			**9**	**$245,000**	**$242,910**	**7**	**$210,000**	**7**	**$210,000**	**$220,500**	**$231,530**	**$243,110**
WATER & SEWER FUND												
Sewer Service Worker Build Truck	984000	Sewage Collection	1	160,000	180,370							65,000
Flat Bed Dump Truck	984000	Sewage Collection	2	305,000	220,500		0		0	150,000		
Tandem Axle Dump Truck	984000	Sewage Collection	2	545,000	510,450							
Ford F-250 w/Plow	984000	Sewage Collection				3	126,000	3	126,000	42,000	43,260	44,560
Combo Jet Vactor Truck	984000	Sewage Collection				1	490,000	1	490,000		500,000	

CAPITAL VEHICLES

Vehicle Description	Acct. No.	Responsible Activity	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2020/21	Estimate 2020/21	Qty.	Proposed Budget 2021/22	Qty.	Approved Budget 2021/22	Dept. Request 2022/23	Dept. Request 2023/24	Dept. Request 2024/25
Water Service Worker Truck	984000	Water Distribution	1	5,660	5660		0		0	65,000		
Ford Transit Van (Replacement)	984000	Water Distribution				1	30,000	1	30,000		30,000	
Total Water & Sewer Fund Vehicles			**6**	**$1,015,660**	**$916,980**	**5**	**$646,000**	**5**	**$646,000**	**$257,000**	**$573,260**	**$109,560**
Total City Vehicles			**48**	**$2,840,420**	**$2,911,220**	**57**	**$2,555,000**	**53**	**$2,445,240**	**$3,551,760**	**$2,758,200**	**$2,003,170**

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2020/21	Estimate 2020/21	Proposed Budget 2021/22	Approved Budget 2021/22	Dept. Requests 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25		Est. Curr. Yr. 2020/21	Budget Year 2021/22	Future Years 2022/23	Future Years 2023/24	Future Years 2024/25
	CAPITAL PROJECTS FUND														
975000	City Hall - North & South Entrance Upgrades	830,000	300,000	300,000						GF	0	0	0	0	0
975000	Senior Center HVAC System (3-year project)	160,470	160,470	160,470						GF	0	0	0	0	0
975000	EIFS Replacement: PD, Library, City Hall	1,400,000	1,400,000	1,400,000						GF	0	0	0	0	0
975000	Senior Center Roofing System (3-year project)	800,000	275,000	276,460						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 Department	35,000	35,000	35,000						GF	0	0	0	0	0
975000	Install Automated Door Hardware, City Hall, PD, Library and Court (100% Grant Funded)	723,590	723,590	723,590						GF	0	0	0	0	0
975010	Elevator Pump Replacements - Police Station	120,000			120,000	120,000				GF	0	0	500	500	500
975010	Modernize City Campus Elevators (City Hall-Year 1)	400,000			100,000	100,000	100,000	100,000	100,000	GF	0	0	0	0	0
975000	Community Center HVAC Controls	50,000			0	0	50,000			GF	0	0	0	0	0
975000	Police Station Skylight Replacement	38,000			0	0	38,000			GF	0	0	0	0	0
975000	Library Skylight Replacement	20,000			0	0		20,000		GF	0	0	0	0	0
975000	Senior Center LED Lighting Replacement	9,000			0	0	9,000			GF	0	0	0	0	0
975000	City Hall Loading Dock Storage Roof	6,500			0	0	6,500			GF	0	0	0	0	0
975010	Secure Gun Room - PD	19,450			19,450	19,450				GF	0	0	0	0	0
975010	Carpet Tiles for Community Center Gym Floor	42,590			42,590	42,590				GF	0	0	0	0	0
975010	WorkStations for new employees	55,000			55,000	55,000				GF	0	0	0	0	0
975030	DPW Building	24,102,740	11,638,250	11,638,250						GF	1,583,250	1,579,500	1,584,000	1,581,250	1,581,500
975040	DPW Storage Facilities	300,000	115,000	115,000						GF	0	0	0	0	0
975210	Concrete Approach (Fire #1)	127,540	16,750	16,750						GF	0	0	0	0	0
975210	Masonry Block Repairs (Fire #1)	20,000	20,000	19,050						GF	0	0	0	0	0
975210	Fire Training Tower Repair	100,000	100,000	100,000						GF	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2020/21	Estimate 2020/21	Proposed Budget 2021/22	Approved Budget 2021/22	Dept. Requests 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25		Est. Curr. Yr. 2020/21	Budget Year 2021/22	Future Years 2022/23	Future Years 2023/24	Future Years 2024/25
975220	Fire Station #3 - Replacement Generator	73,900	73,900	73,900						GF	0	0	0	0	0
975220	Fire Station #1 HVAC Controls	35,000			35,000	35,000				GF	0	0	0	0	0
975220	Asphalt Resurfacing - Fire #4	167,000			167,000	167,000				GF	0	0	0	0	0
986000	Drain Improvements	200,000	100,000	100,000	100,000	100,000				GF	0	0	0	0	0
986000	Red Run Drain Improvements	350,000		50,000	50,000	50,000				GF	0	0	0	0	0
988000	Sterling Drive South Retention Pond Improvements	50,000	1,000	1,000						GF	0	0	0	0	0
988000	Retention Pond Upgrades	100,000	81,840	81,840						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 Pond Study	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	100,000	100,000	100,000	GF	0	0	0	0	0
988000	Parking Lot Study	25,000			25,000	25,000				GF	0	0	0	0	0
988000	Stormwater Pump Station Repairs	341,000			93,500	93,500	93,000	154,500		GF	0	0	0	0	0
988000	Delia Park South Parking Lot Replacement	600,000			300,000	300,000	300,000			GF	0	0	0	0	0
988000	Lakeside Island Bridge Replacement				0	0				GF	0	0	0	0	0
988000	Magnolia Park Athletic Court Resurfacing	23,000			23,000	23,000				GF	0	0	0	0	0
988000	Clinton River Bank Stabilization				0	0				GF	0	0	0	0	0
988000	Sidewalk Gap Program: 2021	250,000			250,000	250,000				GF	0	0	0	0	0
988000	Sidewalk Gap Program: 2021 - SAD	200,000			200,000	200,000				SAD	0	0	0	0	0
988000	Sidewalk Repair Program: 2021	300,000			300,000	300,000				GF	0	0	0	0	0
988000	Sidewalk Repair Program: 2021 - SAD	600,000			600,000	600,000				SAD	0	0	0	0	0
988303	Sidewalk Gap Program: 18 Mile Road	217,650	50,200	25,000						GF	0	0	0	0	0
988303	Sidewalk Gap Program: 18 Mile Road - SAD	150,000	0	0						SAD	0	0	0	0	0
988335	Sterling Relief Drain Improvements	125,000	115,030	120,000						GF	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2020/21	Estimate 2020/21	Proposed Budget 2021/22	Approved Budget 2021/22	Dept. Requests 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25		Est. Curr. Yr. 2020/21	Budget Year 2021/22	Future Years 2022/23	Future Years 2023/24	Future Years 2024/25
988336	Senior Center Parking Lot Addition	19,290	19,290	19,290						GF	0	0	0	0	0
988350	Miscellaneous City Sidewalk Repair Program:	1,390,000	114,630	14,000						GF	0	0	0	0	0
	2019 - Section 23		0							SAD	0	0	0	0	0
988368	Concrete Approach (Fire #3)	74,930	74,930	38,100						GF	0	0	0	0	0
	Total Capital Improvements	**$35,006,650**	**$15,569,880**	**$15,462,700**	**$2,580,540**	**$2,580,540**	**$696,500**	**$374,500**	**$200,000**		**$1,583,250**	**$1,579,500**	**$1,584,500**	**$1,581,750**	**$1,582,000**
	Total Information Technology Projects	**N/A**	**$2,214,950**	**$2,132,180**	**$228,020**	**$228,020**	**$669,830**	**$300,000**	**$50,000**						
	Total Vehicles	**N/A**	**$1,579,760**	**$1,751,330**	**$1,699,000**	**$1,589,240**	**$3,074,260**	**$1,953,410**	**$1,650,500**						
	Total Equipment	**N/A**	**$1,103,090**	**$923,310**	**$1,046,680**	**$1,214,180**	**$442,250**	**$28,270**	**$360,000**						
	Total Capital Projects Fund	**$35,006,650**	**$20,467,680**	**$20,269,520**	**$5,554,240**	**$5,611,980**	**$4,882,840**	**$2,656,180**	**$2,260,500**		**$1,583,250**	**$1,579,500**	**$1,584,500**	**$1,581,750**	**$1,582,000**
	FACILITIES IMPROVEMENT FUND														
975000	Facility Renovations: CH, PD, Library, Court	23,923,020	14,793,410	15,694,860						GF	1,371,356	1,377,860	1,377,360	1,380,110	1,375,860
979000	Digital Imaging Services	250,000	100,000	51,570						GF	0	0	0	0	0
979000	Video Surveillance	25,000	25,000	0				25,000		GF	0	0	0	0	0
979000	Card Access	50,000	50,000	0				50,000		GF	0	0	0	0	0
979000	Disaster Recovery	160,500	160,500	0				160,500		GF	0	0	0	0	0
979000	BSA Building & Planning	22,700		22,700						GF	15,000	15,000	15,000	15,000	15,000
	Total Facilities Improvement Fund	**$24,431,220**	**$15,128,910**	**$15,769,130**	**$0**	**$0**	**$0**	**$235,500**			**$1,386,356**	**$1,392,860**	**$1,392,360**	**$1,395,110**	**$1,390,860**
	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 Restoration Fund	**$60,000**	**$60,000**	**$60,000**	**$0**	**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	ROAD BOND CONSTRUCTION FUND														
988254	Dodge Park Road Reconstruction - Metro to Utica (MTF16)	6,770,000	29,210	0						MRF	762,680	771,080	779,070	781,680	788,970
988284	Canal Road Rehabilitation - Van Dyke to Schoenherr Road (MTF18)	3,600,000	10,370	0						MRF	756,380	742,680	727,880	712,880	697,380
988291	M59 Regional Median Improvements (MTF17)	1,200,000	29,470	29,470						MRF	168,450	171,050	173,550	170,950	172,050
988313	Van Dyke 18-1/2 to M59 Asphalt Resurfacing (MTF18)	1,800,000	29,200	5,000						MRF	0	0	0	0	0
988326	Mound Road Emergency Resurfacing - 14 to 18 Mile (MTF18)	2,100,000	105,520	20,000						MRF	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2020/21	Estimate 2020/21	Proposed Budget 2021/22	Approved Budget 2021/22	Dept. Requests 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25		Est. Curr. Yr. 2020/21	Budget Year 2021/22	Future Years 2022/23	Future Years 2023/24	Future Years 2024/25
988344	Mound Road Total Reconstruction (MTF21)	43,500,000	1,784,530	1,784,530	13,500,000	13,500,000	20,000,000	8,300,000	1,700,000	MRF	0	1,344,600	1,348,360	1,346,660	1,344,370
988354	14 Mile Road Asphalt Resurfacing - Dequindre to Ryan (MTF18)	500,000	138,040	20,000						MRF	0	0	0	0	0
	Total Road Bond Construction Fund	**$59,470,000**	**$2,126,340**	**$1,859,000**	**$13,500,000**	**$13,500,000**	**$20,000,000**	**$8,300,000**	**$1,700,000**		**$1,687,510**	**$3,029,410**	**$3,028,860**	**$3,012,170**	**$3,002,770**
	MAJOR ROAD FUND														
	STATE/COUNTY ROADS														
988000			(14,730)	(14,730)						MRF	0	0	0	0	0
988000	Hayes Road Resurfacing - 14 to 15 Mile	400,000	95,200	95,200						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	14 Mile Road Resurfacing - Hayes to Schoenherr	950,000			950,000	950,000				MRF	0	0	0	0	0
988000	14 Mile Road - Schoenherr to Maple Lane	950,000					950,000			MRF	0	0	0	0	0
988000	14 Mile Resurfacing - Van Dyke to Maple Lane	900,000						900,000		MRF	0	0	0	0	0
988000	14 Mile Resurfacing - Schoenherr to Hayes	900,000						900,000		MRF	0	0	0	0	0
988000	Hayes Road Resurfacing - 18 Mile to M59	300,000			300,000	300,000				MRF	0	0	0	0	0
988000	Metro Parkway Rehabilitation - East of Van Dyke to Dodge Park	600,000			600,000	600,000				MRF	0	0	0	0	0
988000	Schoenherr Road - 19 Mile to M59	1,200,000					1,200,000			MRF	0	0	0	0	0
988246	Van Dyke Reconstruction - 15 to 18 Mile Including Monuments	3,341,200	10,840	0						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	121,750	0						MRF	0	0	0	0	0
988333	Utica Road Resurfacing - Dodge Park to Schoenherr	800,000	45,070	0						MRF	0	0	0	0	0
988343	Mound Road Joint Repairs - 14 - 14 1/2 Mile	124,540	10,000	0						MRF	0	0	0	0	0
988351	Schoenherr - 19 to Clinton River	1,807,000	252,510	2,830						MRF	0	0	0	0	0
988355	Utica Road Resurfacing - 18 Mile to Van Dyke/18 Mile Asphalt Resurfacing - Ryan to Mound	1,550,000	97,550	0						MRF	0	0	0	0	0
988356	M59 Sidewalk Feasibility Study	35,000	15,990	29,010						MRF	0	0	0	0	0
988356	M59 Trail Project/Fencing	1,000,000			100,000	100,000	900,000			MRF	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2020/21	Estimate 2020/21	Proposed Budget 2021/22	Approved Budget 2021/22	Dept. Requests 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25		Est. Curr. Yr. 2020/21	Budget Year 2021/22	Future Years 2022/23	Future Years 2023/24	Future Years 2024/25
988358	Schoenherr Road Resurfacing - Plumbrook Drain to 18 Mile	1,200,000	1,124,870	1,124,870						MRF	0	0	0	0	0
988373	18 Mile Asphalt Resurfacing - Dequindre to Ryan/Utica Road Resurfacing - Hayes to	2,147,940	2,147,940	2,147,940						MRF	0	0	0	0	0
	Total State/County Roads	**$20,295,680**	**$5,120,600**	**$4,585,120**	**$1,950,000**	**$1,950,000**	**$3,050,000**	**$1,800,000**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	CITY ROADS														
988000	15 Mile Road Repair at Dodge Park Road	200,000	200,000	0						MRF	0	0	0	0	0
988000	15 Mile Road Reconstruction - Van Dyke to Mound	1,200,000						1,200,000		MRF	0	0	0	0	0
988000	18 Mile Street Lighting	110,000	110,000	0						MRF	0	0	0	0	0
988000	19 Mile Resurfacing - Ryan to Dequindre	950,000			950,000	950,000				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	17 Mile Bridge over Plumbrook Drain (Grant Funded)	1,000,000					1,000,000			MRF	0	0	0	0	0
988000	Plumbrook Road - 17 Mile to Utica Road	3,000,000							3,000,000	MRF	0	0	0	0	0
988276	Bridge Rehab Eng./Repairs-Riverland, 15 Mile, Maple Lane	475,000	23,390	0						MRF	0	0	0	0	0
988309	Stadler Road Asphalt Resurfacing	550,000	3,120	3,120						MRF	0	0	0	0	0
988316	17 Mile Asphalt Resurfacing - Van Dyke to Utica Road	1,800,000	43,000	0						MRF	0	0	0	0	0
988337	19 Mile Asphalt Resurfacing - Hayes to Schoenherr	2,070,000	276,580	930						MRF	0	0	0	0	0
988339	2019 Reconstruction Program - Fox Hill	1,221,130	39,210	0						MRF	0	0	0	0	0
988340	2019 Asphalt Program: Fox Hill	586,490	82,410	25,000						MRF	0	0	0	0	0
988341	2019 Concrete Replacement Program	275,000	83,810	10,000						MRF	0	0	0	0	0
988345	Merrill Road Rehabilitation - 18 1/2 Mile to M59	3,877,000	140,150	20,000						MRF	0	0	0	0	0
988363	Concrete Sectional Repair	1,300,000	100,000	100,000	300,000	300,000	300,000	300,000	300,000	MRF	0	0	0	0	0
988364	Saal Road Resurfacing- Clinton River to 19 Mile	2,300,000	2,299,080	2,299,080						MRF	0	0	0	0	0
988365	Pond view - 18 to 19 Mile	1,200,000	443,530	448,000						MRF	0	0	0	0	0
988366	19 Mile - Schoenherr to Clinton river Road	1,450,000	1,000,520	1,450,000						MRF	0	0	0	0	0
	TRAFFIC CONTROLS														
988000	Miscellaneous Locations/Safety Improvements		10,000	10,000	100,000	100,000	100,000	100,000	100,000	MRF	0	0	0	0	0

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2020/21	Estimate 2020/21	Proposed Budget 2021/22	Approved Budget 2021/22	Dept. Requests 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25		Est. Curr. Yr. 2020/21	Budget Year 2021/22	Future Years 2022/23	Future Years 2023/24	Future Years 2024/25
988000	LED Lighting City-wide Bulb Replacement Project	60,000	60,000	60,000						MRF	0	(5,000)	(5,000)	(5,000)	(5,000)
988000	Moravian/Schoenherr Signal	60,000	50,000	50,000						MRF	0	0	0	0	0
988310	17 Mile Road/Mitchell Signal	351,580	10,000	0						MRF	0	500	500	500	500
988311	Metro & Mound	80,000	80,000	80,000						MRF	0	0	0	0	0
988000	Signal Upgrades - 12 Locations	387,000	320,000	387,000						MRF	0	0	0	0	0
988000	Dequindre Road & Maple Road	75,000	75,000	75,000						MRF	0	0	0	0	0
	Total City Major Road	**$25,978,200**	**$5,449,800**	**$5,018,130**	**$1,350,000**	**$1,350,000**	**$2,800,000**	**$1,600,000**	**$3,400,000**		**$0**	**($4,500)**	**($4,500)**	**($4,500)**	**($4,500)**
	Total Major Road Fund	**$46,273,880**	**$10,570,400**	**$9,603,250**	**$3,300,000**	**$3,300,000**	**$5,850,000**	**$3,400,000**	**$3,400,000**		**$0**	**($4,500)**	**($4,500)**	**($4,500)**	**($4,500)**
	LOCAL ROAD FUND														
988000	City Roadway Asset Management Plan	32,000	32,000	32,000						LRF	0	0	0	0	0
988257	Gardner Street East - Paving	375,000	85,960	85,960						LRF	0	0	0	0	0
			257,870	257,870						SAD	0	0	0	0	0
988340	2019 Neighborhood Road Asphalt Program: Fortner and Sterritt Drive	700,000	177,920	13,000						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	185,390	5,300						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	1,500,000	1,500,000	1,420,000						LRF	0	0	0	0	0
988000	2021 Local Road Sectional Repair Program: Corriander, Arcola, Monterey, Littlefield, Elmcrest, Shell and Danforth	4,950,000			1,200,000	1,200,000	1,224,000	1,248,480	1,273,450	LRF	0	0	0	0	0
	Neighborhood Road Repairs - Safe Streets														
988362	2020 Local Road Reconstruction Program: Barton, Brandi, Catherine Marie, Forbes, Francis, Hoptree, Ironstone, Lanigan, Nathan, Northlawn, Rhoten, Vera, Village	3,290,000	3,001,310	3,290,000						SS	0	0	0	0	0
988000	2021 Local Road Reconstruction Program: Karola, Lake Forst, Poterek, Chris, Pompano, Independence, Matlock, Kirkton, Donna, Erin, Fulton, Vassar, Ajanta and Lana Lane	15,850,000			4,300,000	4,300,000	3,774,000	3,849,480	3,926,470	SS	0	0	0	0	0
	Total Local Road Fund	**$28,297,000**	**$5,240,450**	**$5,104,130**	**$5,500,000**	**$5,500,000**	**$4,998,000**	**$5,097,960**	**$5,199,920**		**$0**	**$0**	**$0**	**$0**	**$0**

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2020/21	Estimate 2020/21	Proposed Budget 2021/22	Approved Budget 2021/22	Dept. Requests 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25		Est. Curr. Yr. 2020/21	Budget Year 2021/22	Future Years 2022/23	Future Years 2023/24	Future Years 2024/25
	LAND & WATER CONSERVATION FUND														
971000	Purchase Land	133,000	133,000	128,660						L&W	0	0	0	0	0
	Total Land & Water Conserv. Fund	**$133,000**	**$133,000**	**$128,660**	**$0**	**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	PARKS & RECREATION FUND - *RE*CREATING RECREATION														
972795	Park Improvements	15,765,990	1,111,660	1,900,000	360,000	360,000				RR	2,998,590	3,002,090	3,001,590	3,002,090	2,998,340
972350	Dodge Park Improvements	10,739,160	10,000	84,480						RR	0	0	0	0	0
972351	Community Center	25,857,020	650,000	300,000						RR	0	0	0	0	0
	Total Parks & Recreation Improvements	**$52,362,170**	**$1,771,660**	**$2,284,480**	**$360,000**	**$360,000**	**$0**	**$0**	**$0**		**$2,998,590**	**$3,002,090**	**$3,001,590**	**$3,002,090**	**$2,998,340**
	Total Vehicles	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**						
	Total Parks & Recreation Fund	**$52,362,170**	**$1,771,660**	**$2,284,480**	**$360,000**	**$360,000**	**$0**	**$0**	**$0**		**$2,998,590**	**$3,002,090**	**$3,001,590**	**$3,002,090**	**$2,998,340**
	PUBLIC SAFETY FORFEITURE FUND														
	Total Building & Improvements	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Information Technology Projects	**N/A**	**$3,600**	**$3,590**	**$6,100**	**$6,100**	**$0**	**$0**	**$0**						
	Total Vehicles	**N/A**	**$245,000**	**$242,910**	**$210,000**	**$210,000**	**$220,500**	**$231,530**	**$243,110**						
	Total Equipment	**N/A**	**$161,250**	**$161,250**	**$30,500**	**$30,500**	**$30,500**	**$0**	**$0**						
	Total Public Safety Forfeiture Fund	**$0**	**$409,850**	**$407,750**	**$246,600**	**$246,600**	**$251,000**	**$231,530**	**$243,110**		**$0**	**$0**	**$0**	**$0**	**$0**
	COMMUNITY DEVELOPMENT BLOCK GRANT														
975000	Senior Center Roofing Phase III	300,000			300,000	300,000				CDBG	0	0	0	0	0
975000	Senior Center Lighting	9,000			9,000	9,000				CDBG	0	0	0	0	0
975000	Senior Center Fitness Room	29,000			29,000	29,000				CDBG	0	0	0	0	0
975060	Schoenherr Towers Generator	410,000	482,000	410,000						CDBG	0	0	0	0	0
988000	Sanford Drive	62,500	125,000	62,500						CDBG	0	0	0	0	0
988000	Orban Drive	197,140			197,140	197,140				CDBG	0	0	0	0	0
988336	Senior Center South Parking Lot	373,180	5,400	0						CDBG	0	0	0	0	0
988360	Hamilton Drive - Concrete Replacement	153,290	153,290	153,290						CDBG	0	0	0	0	0
	Total C.D.B.G. Fund	**$1,534,110**	**$765,690**	**$625,790**	**$535,140**	**$535,140**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**

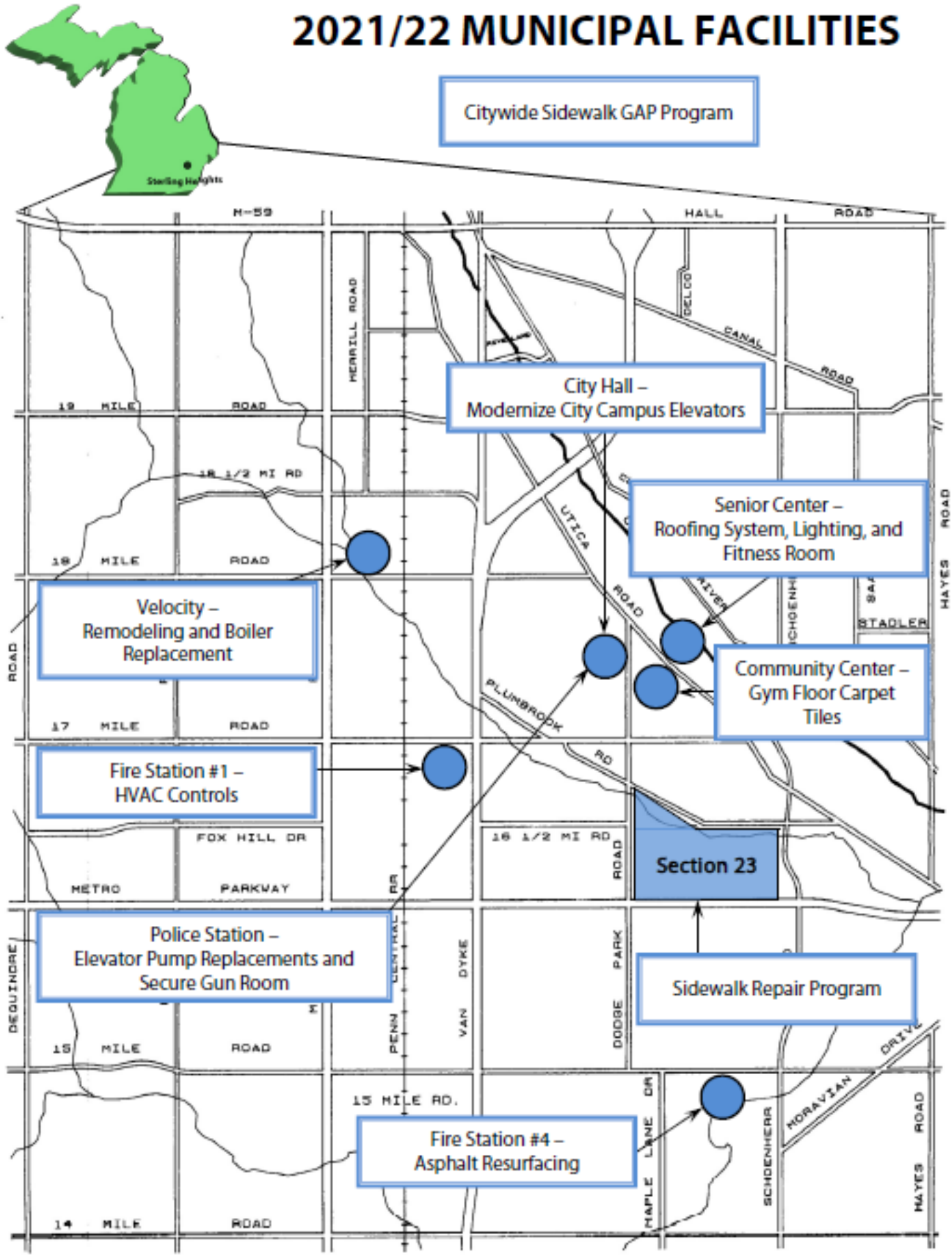
CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2020/21	Estimate 2020/21	Proposed Budget 2021/22	Approved Budget 2021/22	Dept. Requests 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25		Est. Curr. Yr. 2020/21	Budget Year 2021/22	Future Years 2022/23	Future Years 2023/24	Future Years 2024/25
	CORRIDOR IMPROVEMENT AUTHORITY														
971000	Purchase of Land from CCF	52,000	52,000	52,000						CIA	0	0	0	0	0
988000	Enhancements to landscape and streetscape	79,180	79,180	79,180						CIA	0	0	0	0	0
	Total CIA Fund Improvements	**$131,180**	**$131,180**	**$131,180**	**$0**	**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Corridor Improvement Authority Fund	**$131,180**	**$131,180**	**$131,180**	**$0**	**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	LOCAL DEVELOPMENT FINANCING AUTH.														
	Velocity														
975000	Velocity Remodeling	600,000	400,000	400,000	200,000	200,000				LDFA	0	0	0	0	0
988280	Replacement Flooring - Velocity	50,000	50,550	50,000						LDFA	0	0	0	0	0
	Total Velocity	**$650,000**	**$450,550**	**$450,000**	**$200,000**	**$200,000**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
975000	Co-Working Space	600,000	297,730	297,730						SZ	0	0	0	0	0
975000	Replace Boilers	102,450			102,450	102,450				SZ	0	0	0	0	0
988295	LDFA District Improvements - Sectional Concrete Replacement-Sterling Drive	700,000	21,380	21,380						LDFA	0	0	0	0	0
988322	North Van Dyke Design	116,780	116,780	116,780						LDFA	0	0	0	0	0
988329	LDFA District Improvements - Signage-Center Drive/Sterling Ponds Blvd.	400,000	114,530	115,600						LDFA	0	0	0	0	0
	Total LDFA General	**$1,919,230**	**$550,420**	**$551,490**	**$102,450**	**$102,450**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total LDFA Improvements	**$2,569,230**	**$1,000,970**	**$1,001,490**	**$302,450**	**$302,450**	**$0**	**$0**	**$0**						
	Total Equipment	**N/A**	**$54,190**	**$54,190**	**$9,000**	**$9,000**	**$0**	**$0**	**$0**						
	Total L.D.F.A. Fund	**$2,569,230**	**$1,055,160**	**$1,055,680**	**$311,450**	**$311,450**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	WATER & SEWER FUND														
	SEWER MAINS/OTHER														
988000	Lift Station Repairs									W&S	0	0	400,000	400,000	400,000
988000	Sanitary Manhole Rehabilitation				0	0	76,000			W&S			75,000	75,000	75,000
	Total Water & Sewer Fund Improvements	**$0**	**$0**	**$0**	**$0**	**$0**	**$76,000**	**$0**	**$0**		**$0**	**$0**	**$475,000**	**$475,000**	**$475,000**
	Total Information Technology Projects	**N/A**	**$11,000**	**$11,000**	**$0**	**$0**	**$0**	**$0**	**$0**						
	Total Vehicles	**N/A**	**$1,015,660**	**$916,980**	**$646,000**	**$646,000**	**$257,000**	**$573,260**	**$109,560**						
	Total Equipment	**N/A**	**$296,050**	**$263,720**	**$40,000**	**$40,000**	**$320,700**	**$110,440**	**$112,210**						
	Total Water & Sewer Fund (Budgeted)	**$0**	**$1,322,710**	**$1,191,700**	**$686,000**	**$686,000**	**$653,700**	**$683,700**	**$221,770**		**$0**	**$0**	**$475,000**	**$475,000**	**$475,000**

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2020/21	Estimate 2020/21	Proposed Budget 2021/22	Approved Budget 2021/22	Dept. Requests 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25		Est. Curr. Yr. 2020/21	Budget Year 2021/22	Future Years 2022/23	2023/24	2024/25
	Total Capital Improvements	**$250,268,440**	**$52,498,480**	**$52,029,810**	**$26,078,130**	**$26,078,130**	**$31,620,500**	**$17,407,960**	**$10,499,920**		**$7,655,706**	**$8,999,360**	**$9,477,810**	**$9,461,620**	**$9,444,470**
	Total Information Technology Projects	**N/A**	**$2,229,550**	**$2,146,770**	**$234,120**	**$234,120**	**$669,830**	**$300,000**	**$50,000**						
	Total Vehicles	**N/A**	**$2,840,420**	**$2,911,220**	**$2,555,000**	**$2,445,240**	**$3,551,760**	**$2,758,200**	**$2,003,170**						
	Total Equipment	**N/A**	**$1,614,580**	**$1,402,470**	**$1,126,180**	**$1,293,680**	**$793,450**	**$138,710**	**$472,210**						
	Total Budgeted Capital Expenditures	**$250,268,440**	**$59,183,030**	**$58,490,270**	**$29,993,430**	**$30,051,170**	**$36,635,540**	**$20,604,870**	**$13,025,300**		**$7,655,706**	**$8,999,360**	**$9,477,810**	**$9,461,620**	**$9,444,470**
	WATER & SEWER IMPROVEMENT FUND														
	WATER MAINS														
988334	Water Main Replacement: Medville	355,360	354,410	354,410			500,000	500,000	500,000	W&S	0	0	0	0	0
	Total Water Mains	**$355,360**	**$354,410**	**$354,410**	**$0**	**$0**	**$500,000**	**$500,000**	**$500,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	WATER & SEWER REPLACEMENT MAINS/OTHER														
842001	Sewer Main Critical Repair	1,490,000			1,490,000	1,490,000				W&S	0	0	0	0	0
975050	Meter Replacement Project	12,000,000			12,000,000	12,000,000				W&S	0	0	0	0	0
988344	Water & Sewer Main Replacement - Mound Road	11,347,280			11,347,280	11,347,280				W&S	0	0	0	0	0
988366	Water Main Replacement - 19 Mile Road	1,669,590		1,669,590						W&S	0	0	0	0	0
	Total Replacement Items	**$26,506,870**	**$0**	**$1,669,590**	**$24,837,280**	**$24,837,280**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Water & Sewer Fund Improvements (Non-Budgeted)	**$26,862,230**	**$354,410**	**$2,024,000**	**$24,837,280**	**$24,837,280**	**$500,000**	**$500,000**	**$500,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Capital Improvements	**$277,130,670**	**$52,852,890**	**$54,053,810**	**$50,915,410**	**$50,915,410**	**$32,120,500**	**$17,907,960**	**$10,999,920**		**$7,655,706**	**$8,999,360**	**$9,477,810**	**$9,461,620**	**$9,444,470**
	Total Information Technology Projects	**N/A**	**$2,229,550**	**$2,146,770**	**$234,120**	**$234,120**	**$669,830**	**$300,000**	**$50,000**						
	Total Vehicles	**N/A**	**$2,840,420**	**$2,911,220**	**$2,555,000**	**$2,445,240**	**$3,551,760**	**$2,758,200**	**$2,003,170**						
	Total Equipment	**N/A**	**$1,614,580**	**$1,402,470**	**$1,126,180**	**$1,293,680**	**$793,450**	**$138,710**	**$472,210**						
	Total Planned Capital Expenditures	**$277,130,670**	**$59,537,440**	**$60,514,270**	**$54,830,710**	**$54,888,450**	**$37,135,540**	**$21,104,870**	**$13,525,300**		**$7,655,706**	**$8,999,360**	**$9,477,810**	**$9,461,620**	**$9,444,470**

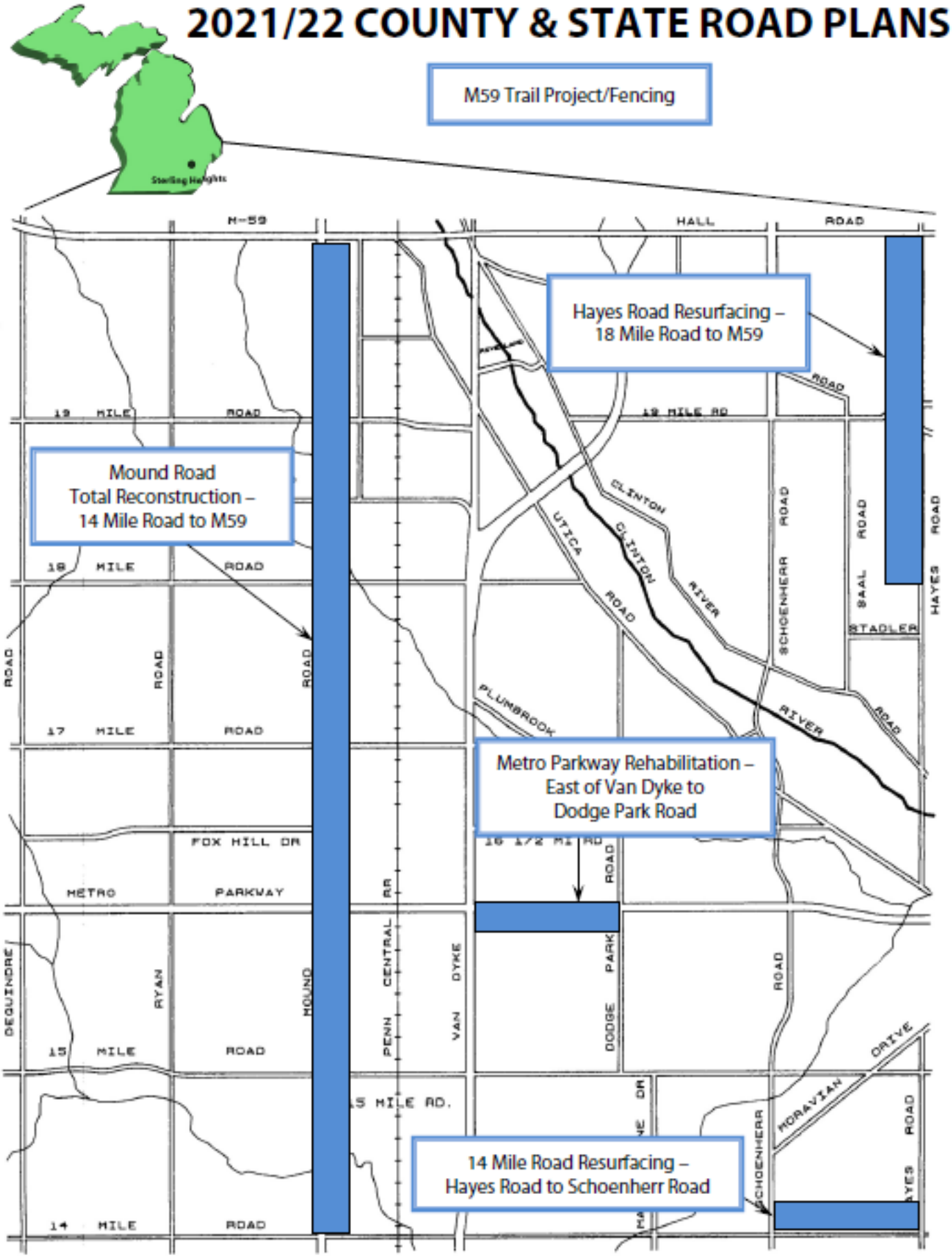
2021/22 MUNICIPAL FACILITIES



2021/22 MAJOR ROADS



2021/22 COUNTY & STATE ROAD PLANS



2021/22 LOCAL ROADS



2021/22 MUNICIPAL PARKLANDS



2021/22 WATER MAINS



2021/22 STORMWATER SYSTEM



2021/22 SANITARY SEWERS



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	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Revenue										
Property Taxes	$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	$72,179,599
Fees & Permits	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	2,562,476
Federal Sources	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	2,713,283
State & Local Sources	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	36,310,073
Fines & Forfeitures	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	1,540,704
Charges For Services	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	14,298,086
Investment Income	308,422	672,239	58,534	257,632	247,437	426,998	112,450	1,120,683	3,382,059	2,045,963
Special Assessments	203,298	254,977	206,501	314,871	212,828	201,579	199,092	222,250	263,804	126,507
Rental Income	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	1,498,761
Cable Revenue	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	2,227,827
Other	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	2,792,592
Total Revenue	**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**	**138,295,871**
Expenditures										
General Government	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	12,485,728
41A District Court	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	3,646,569
Public Safety	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	55,657,071
Public Works	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	20,507,719
Recreation & Culture	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	7,039,735
General Expenditures	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	2,369,508
Capital Outlay	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	62,799,049
Debt Service - Principal	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	6,462,520
Debt Service - Interest	1,221,055	1,098,474	1,114,056	744,170	628,563	545,331	700,971	2,025,489	3,109,779	3,574,278
Total Expenditures	**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**	**174,542,177**
Other Financing Sources										
Long-term Financing	0	3,780,000	3,275,000	0	198,633	9,630,000	47,315,000	27,590,000	0	24,919,316
Sale of Fixed Assets	0	0	0	0	0	0	80,363	41,655	87,482	17,875
Bond Premium	0	274,196	9,311	0	0	254,555	2,902,577	1,302,812	0	0
Transfers In	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	17,627,275
Transfers Out	(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)	(17,627,275)
Total Other Fin. Sources	**0**	**4,054,196**	**5,942,516**	**1,372,830**	**3,298,633**	**11,234,619**	**50,297,940**	**28,934,467**	**87,482**	**24,937,191**
Net Change in Fund Balance	**($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)**	**($11,309,115)**

GENERAL FUND
EXPENDITURE HISTORY BY ACTIVITY

Activity Name	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget
City Council	$143,940	$146,460	$151,280	$170,490	$167,750	$189,590	**$248,160**
City Management	914,600	1,225,850	1,336,800	1,405,260	1,446,560	1,724,650	**1,930,900**
City Clerk	756,590	894,110	735,170	823,430	967,040	1,135,560	**1,127,420**
Facilities Maintenance	0	0	0	1,655,820	2,254,760	2,099,020	**2,131,180**
Information Technology	879,010	944,480	1,029,780	1,144,640	1,454,300	1,511,940	**1,561,530**
Assessing	878,950	910,020	1,005,050	1,030,810	1,091,280	1,102,040	**1,166,910**
Financial Services	882,250	755,550	780,650	855,340	948,270	878,310	**1,622,150**
Purchasing	316,990	319,150	450,380	425,400	458,290	434,160	**489,280**
Treasury	1,078,660	1,085,910	1,180,250	1,181,000	1,196,770	1,262,060	**944,790**
Act 78 - Civil Service Commission	42,840	37,620	45,740	29,180	21,540	31,170	**28,570**
General Employees Pension Board	52,790	63,610	62,170	74,590	90,300	66,960	**83,090**
Legal	864,020	821,950	994,950	864,190	859,830	890,000	**890,000**
Total City Administration Dept.	**6,810,640**	**7,204,710**	**7,772,220**	**9,660,150**	**10,956,690**	**11,325,460**	**12,223,980**
Library	2,492,550	2,524,450	2,585,240	2,711,030	2,809,710	2,918,350	**3,025,490**
Historical Commission	550	200	4,260	4,410	4,000	4,790	**4,850**
Total Library Department	**2,493,100**	**2,524,650**	**2,589,500**	**2,715,440**	**2,813,710**	**2,923,140**	**3,030,340**
Parks & Recreation	1,900,650	2,016,840	0	0	0	0	**0**
Total Parks & Recreation Dept.	**1,900,650**	**2,016,840**	**0**	**0**	**0**	**0**	**0**
Police Administration	4,905,920	5,033,940	5,171,590	5,366,080	5,520,240	5,896,890	**5,804,830**
Police Investigations	6,225,590	6,347,830	6,702,800	7,695,970	7,607,950	8,301,940	**8,457,490**
Police Operations	20,276,870	18,701,540	18,201,260	18,988,640	19,592,060	21,617,270	**22,910,770**
Police Support Services	1,526,880	1,531,610	1,646,830	1,772,840	1,831,540	1,852,230	**2,218,000**
Total Police Department	**32,935,260**	**31,614,920**	**31,722,480**	**33,823,530**	**34,551,790**	**37,668,330**	**39,391,090**
Fire Administration	1,504,920	1,487,740	1,498,400	1,579,340	1,723,910	1,897,840	**1,836,930**
Fire Extinguishment	14,031,400	14,347,690	15,735,290	17,517,850	17,938,890	19,856,760	**20,309,880**
Fire Prevention	1,048,990	1,034,960	1,153,310	1,287,980	1,296,470	1,432,720	**1,421,260**
Total Fire Department	**16,585,310**	**16,870,390**	**18,387,000**	**20,385,170**	**20,959,270**	**23,187,320**	**23,568,070**

GENERAL FUND
EXPENDITURE HISTORY BY ACTIVITY

Activity Name	2015/16 Actual	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Budget	2021/22 Budget
Fleet Maintenance	2,648,400	2,593,770	3,012,640	2,958,440	2,998,690	3,173,120	**3,087,040**
Parks & Grounds Maintenance	1,373,600	1,429,620	1,458,050	559,210	0	0	**0**
Public Works Center	187,440	206,670	179,300	197,120	263,870	180,650	**171,250**
Street Services	2,070,450	2,151,300	2,440,450	2,639,760	2,795,450	3,306,790	**3,480,210**
Total Public Works Department	**6,279,890**	**6,381,360**	**7,090,440**	**6,354,530**	**6,058,010**	**6,660,560**	**6,738,500**
Refuse Collection	4,767,020	4,437,520	4,462,720	4,491,460	4,500,480	4,672,080	**4,765,210**
Total Refuse Collection	**4,767,020**	**4,437,520**	**4,462,720**	**4,491,460**	**4,500,480**	**4,672,080**	**4,765,210**
Building	1,968,060	2,011,310	2,328,160	1,076,430	1,118,740	1,156,610	**1,215,410**
Economic Development	320,630	372,460	318,290	324,800	362,260	387,320	**390,160**
Engineering	1,288,080	1,260,990	1,300,040	1,361,010	1,419,390	1,443,890	**1,570,600**
Neighborhood Services	1,508,510	1,535,800	1,525,150	1,641,600	1,810,100	1,909,040	**2,001,940**
Planning	226,800	193,630	172,070	255,810	284,360	300,030	**400,090**
Planning Commission	6,650	7,640	10,300	7,340	6,960	13,260	**22,170**
Sustainability Commission	0	0	0	0	0	750	**750**
Zoning Board of Appeals	7,050	5,880	6,930	7,990	6,450	11,750	**20,840**
Component Unit Funding	300,000	300,000	300,000	300,000	200,000	0	**0**
Total City Development Dept.	**5,625,780**	**5,687,710**	**5,960,940**	**4,974,980**	**5,208,260**	**5,222,650**	**5,621,960**
Community Relations	1,022,090	1,094,230	1,341,190	1,422,420	1,528,780	1,283,620	**1,552,420**
Arts Commission	50	0	780	710	230	2,750	**2,750**
Beautification Commission	650	1,100	0	0	0	50	**50**
Total Community Relations Dept.	**1,022,790**	**1,095,330**	**1,341,970**	**1,423,130**	**1,529,010**	**1,286,420**	**1,555,220**
41-A District Court	3,223,740	3,242,870	3,309,840	3,428,460	3,475,760	3,666,810	**3,907,660**
General Expenditures	1,025,080	1,118,900	1,681,850	1,586,080	2,165,410	1,986,300	**2,603,450**
Transfers Out	7,217,320	7,255,500	8,588,030	20,633,990	14,431,220	12,952,970	**10,909,780**
Total General Fund	**$89,886,580**	**$89,450,700**	**$92,906,990**	**$109,476,920**	**$106,649,610**	**$111,552,040**	**$114,315,260**

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
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%
2020	29,914,428	106,676,131	28.04%

(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)
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%
2020	4,244,580,889	305,210,600	4,549,791,489	50%

(1) All taxable values reflect the year in which tax revenue streams were generated. For example, the 2010 TVs (stated above in the 2011 row) were used to generate tax revenue for the year ended June 30, 2011.

(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)

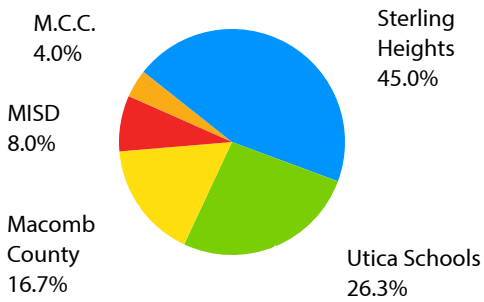
	2012	2013	2014	2015	2016	2017	2018	2019	2020
City of Sterling Heights									
Operating (1)	9.66170	9.14280	9.47030	9.37010	9.49090	9.48560	9.49400	10.49400	**9.49400**
Refuse	0.99990	1.08380	1.08790	1.12670	1.14240	1.10620	1.08270	1.04200	**1.00380**
Police & Fire Pension	1.66940	2.06690	1.82250	1.92380	1.90260	1.97880	2.01240	2.12790	**2.19840**
Public Improvements	0.08130	0.09030	0.10180	0.10470	0.11220	0.11520	0.11140	0.09710	**0.10960**
Drain	0.27350	0.30200	0.20330	0.16050	0.03770	0.00000	0.00000	0.00000	**0.00000**
*Re*creating Recreation	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.97000	0.95160	**0.95060**
Safe Streets	0.00000	0.00000	0.00000	2.50000	2.50000	2.50000	2.48530	2.46780	**2.45050**
	12.68580	**12.68580**	**12.68580**	**15.18580**	**15.18580**	**15.18580**	**16.15580**	**17.18040**	**16.20690**
Overlapping Governments									
Macomb County	4.57350	4.57350	4.57350	4.57350	4.57350	4.56160	4.52920	4.49750	**4.45920**
Utica Comm. Schools	3.85000	3.85000	3.85000	3.85000	3.85000	3.85000	3.85000	3.76000	**3.50000**
Warren Consol. Schools	10.84210	11.36240	11.38290	10.76030	10.69660	11.66140	11.37910	10.94780	**10.57310**
State Education	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000	**6.00000**
Macomb Comm. College	1.57120	1.57120	1.53120	1.52620	1.53020	1.42120	1.40340	1.46400	**1.45310**
M.I.S.D.	2.94300	2.94300	2.94300	2.94300	2.94300	2.93550	2.91460	2.89450	**2.87440**
Huron/Clinton Metro Auth.	0.21460	0.21460	0.21460	0.21460	0.21460	0.21460	0.21400	0.21290	**0.21170**
S.M.A.R.T.	0.59000	0.59000	0.59000	1.00000	1.00000	0.99740	0.99030	1.00000	**0.99260**
County Zoo Authority	0.10000	0.10000	0.10000	0.10000	0.10000	0.09970	0.09890	0.09850	**0.09770**
D.I.A.	0.00000	0.20000	0.20000	0.20000	0.20000	0.19940	0.19790	0.19650	**0.19500**
Veterans Operations	0.04000	0.04000	0.04000	0.04000	0.04000	0.03980	0.06820	0.06760	**0.06740**
Total Utica Schools (2)	**32.56810**	**32.76810**	**32.72810**	**35.63310**	**35.63710**	**35.50500**	**36.42230**	**37.37190**	**36.05800**
Total Warren Schools (2)	**39.56020**	**40.28050**	**40.26100**	**42.54340**	**42.48370**	**43.31640**	**43.95140**	**44.55970**	**43.13110**

(1) City general operating tax rate charter limit equals 12.0 mills.

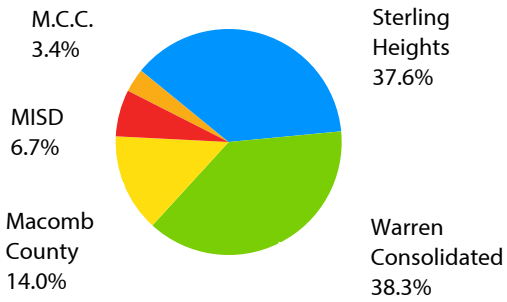
(2) Sterling Heights taxable valuation is based on 62% for Utica Schools and 38% for Warren Consolidated Schools for the year ended June 30, 2016.

City of Sterling Heights
2019/20 Distribution of Homestead Taxes

Utica Community Schools

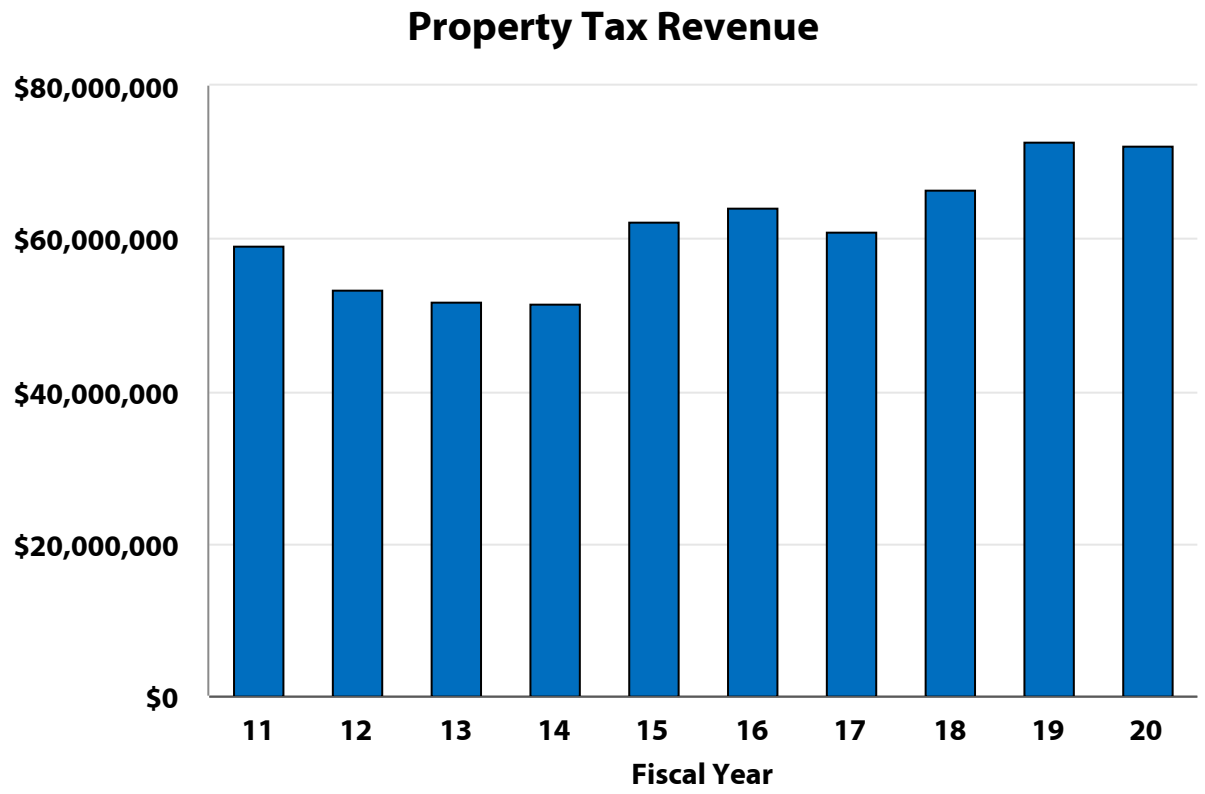


Warren Consolidated Schools



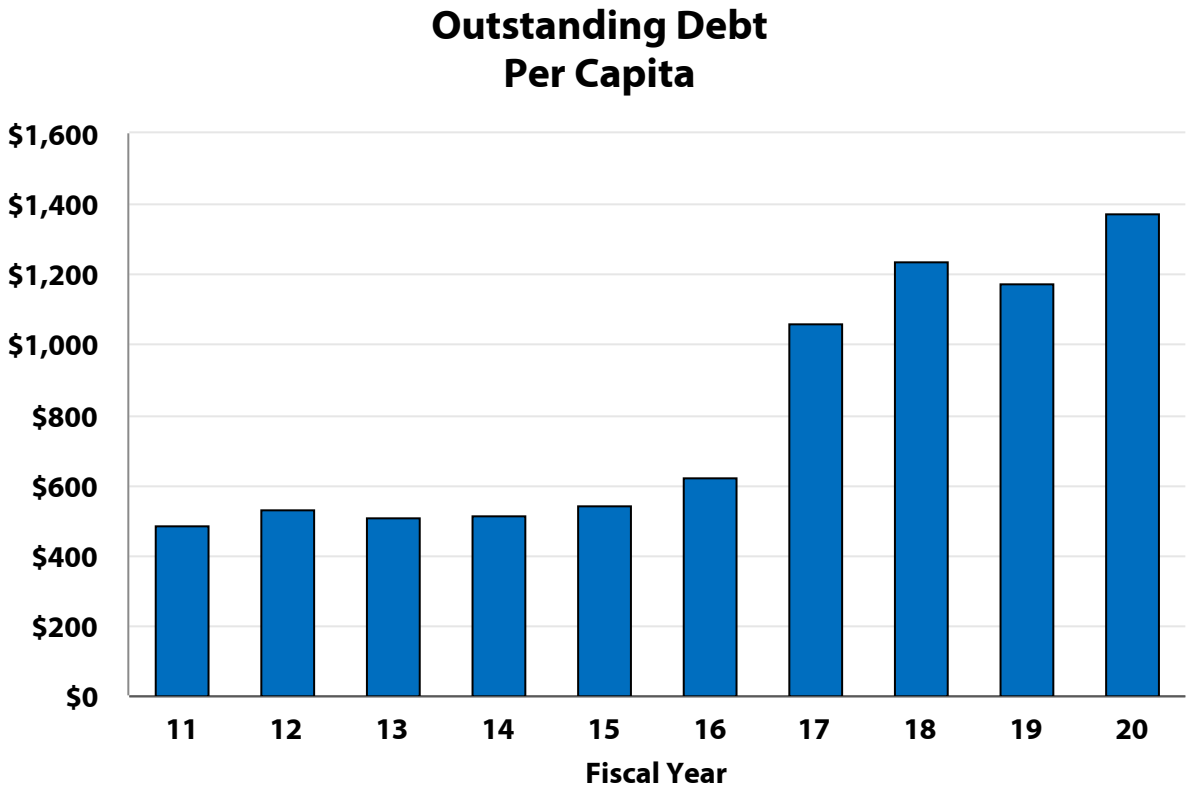
GENERAL GOVERNMENT TAX REVENUES BY SOURCE
LAST TEN FISCAL YEARS

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	
2011	47,431,652	4,377,125	5,753,668	—	57,562,445	$—	0	1,164,592	318,171	1,482,763	**59,045,208**
2012	40,120,585	4,376,626	7,157,201	—	51,654,412	$—	0	1,150,140	345,161	1,495,301	**53,149,713**
2013	37,142,292	4,403,288	8,529,892	—	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	—	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**
2020	42,343,466	4,454,516	9,780,505	7,400,807	63,979,294	3,479,548	4,228,073	628	492,057	492,685	**72,179,600**



RATIOS OF OUTSTANDING DEBT BY TYPE
LAST TEN FISCAL YEARS

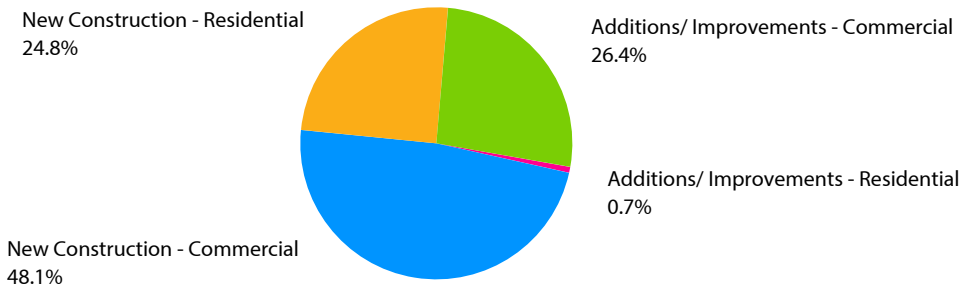
Fiscal Year Ended June 30	Governmental Activities				Business-Type Activities			Primary Govt.	%		Govt.
					County Issued						
	General Obligation Bonds	Michigan Transp. Bonds	Special Assess. Bonds	County Issued Bonds	General Obligation Bonds	Special Assess. Bonds	Revolv. Loan Funds	Outstand. Debt Total	of Personal Income	Pop.	Debt Per Capita
2011	7,880,000	14,180,000	3,060,000	3,655,000	30,584,068	—	3,314,862	62,673,930	1.66%	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	1.88%	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	1.74%	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	33,071,724	4,098,344	17,592,684	70,181,788	2.23%	129,699	**541.11**
2016	4,667,114	16,480,393	2,400,000	—	31,831,025	4,054,112	20,725,947	80,158,591	2.55%	129,699	**618.04**
2017	46,135,000	16,595,000	2,250,000	—	46,597,435	3,702,527	22,126,394	137,406,356	4.38%	129,699	**1,059.42**
2018	63,190,000	23,180,000	2,100,000	—	48,741,669	2,258,379	21,072,504	160,542,552	5.11%	129,699	**1,237.81**
2019	60,335,000	20,845,000	1,950,000	—	46,797,853	1,962,402	19,973,656	151,863,911	4.84%	129,699	**1,170.90**
2020	84,852,623	19,129,213	1,800,000	—	51,344,551	1,983,169	18,860,521	177,970,077	5.67%	129,699	**1,372.18**



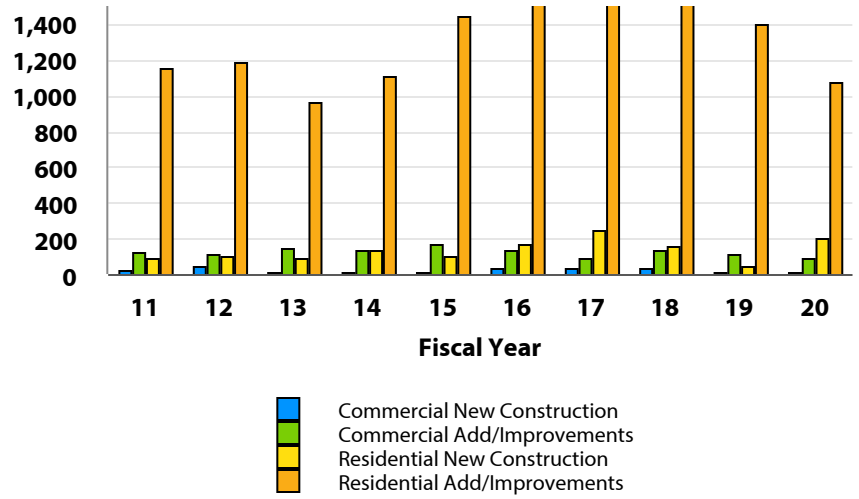
BUILDING PERMITS AT MARKET VALUE
LAST TEN FISCAL YEARS

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	
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	155	28,786,551	1,548	1,101,534	29,888,085	31	77,545,580	131	31,448,148	108,993,728
2019	42	13,392,236	1,401	887,605	14,279,841	11	108,794,390	110	29,263,744	138,058,134
2020	198	38,434,748	1,076	1,107,943	39,542,691	15	74,557,626	90	40,847,483	115,405,109

Market Value of 2020 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					
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%
2020	129,699 (1)	40-44	86.4%	22.9%	24,213	3,140,402	49,576	53,390	17.5%

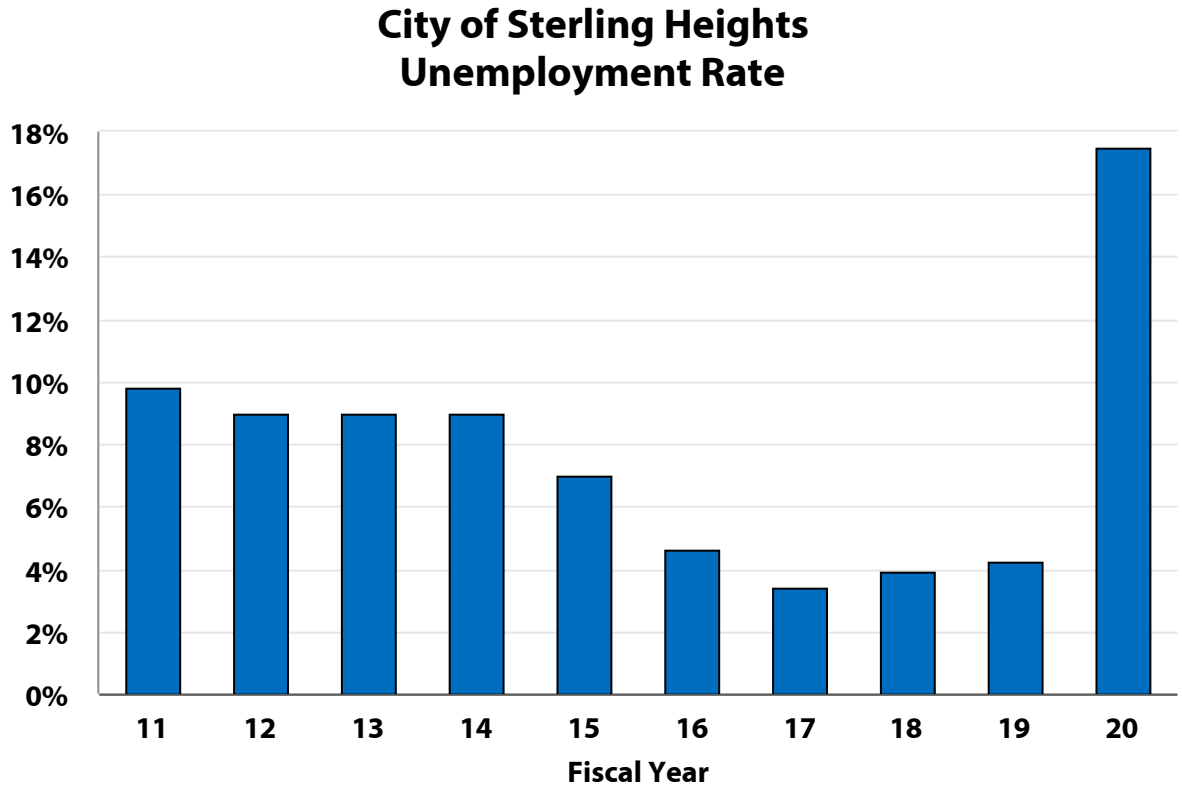
Sources:

(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



2021/22 BUDGET

Activity Name
Police & Fire Pension Board

Activity
2380

Account Number	Account Name	2019/20 Actual	2020/21 Budget	2020/21 To 12/31	2020/21 Estimate	2021/22 Budget
	Supplies					
729.000	Postage	$140	$400	$440	$440	$400
751.000	Operating Supplies	0	400	280	350	400
	Total Supplies	140	800	720	790	800
	Other Charges					
802.000	Audit & Accounting Services	23,020	36,640	21,120	36,640	36,640
805.000	Administrative Services	52,070	47,610	24,360	47,610	45,500
806.000	Legal Services	14,730	11,000	5,710	11,000	11,000
807.000	Medical Services	0	2,000	0	2,000	2,000
809.000	Other Professional Services	0	0	130	1,500	1,500
810.000	Other Fees	17,190	22,000	10,240	22,000	22,000
826.000	Other Contracted Services	1,797,700	1,533,750	555,300	1,533,750	1,533,750
903.000	Printing	0	0	0	0	0
957.000	Memberships & Dues	900	200	0	200	200
959.000	Education & Training	640	10,000	0	0	10,000
962.000	Miscellaneous Expense	840	0	0	0	0
	Total Other Charges	1,907,090	1,663,200	616,860	1,654,700	1,662,590
	Capital Outlay					
979.000	Computer Equipment	0	0	0	0	0
	Total Capital Outlay	0	0	0	0	0
	Total Activity	**$1,907,230**	**$1,664,000**	**$617,580**	**$1,655,490**	**$1,663,390**

NOTE: The "2019/20 Actual" & "2020/21 To 12/31" columns are rounded to the nearest $10.

Labor Agreements

NAME	CONTRACT EXPIRATION	BUDGETED EMPLOYEES	
		FULL-TIME	PART-TIME
Union Employees			
Police Officers - MAP	6/30/2021	123	
Fire Fighters - IAFF Local 1557	6/30/2022	106	
Technical/Office - MAPE	6/30/2022	65	32*
DPW Field - Teamsters Local 214	6/30/2021	60	
Police Command Officers - COA	6/30/2022	35	
Professional & Technical - MAPE	6/30/2023	41	14
Court Clerical - AFSCME Local 1884	6/30/2022	19	6
Police Clerical - MAP	6/30/2023	20	
Supervisory - MAPE	6/30/2022	14	
Executive Group - SHEG	6/30/2022	7	
DPW Supervisors - AFSCME Local 1917	6/30/2021	9	
Total Union Employees		499	52
Non-Union Employees			
41-A District Court Administration	N/A	11	
41-A District Court Judges	N/A	3	
Ordinance Employees	N/A	2	
Other Employees (Seasonal/Part-time)			82
Total Non-Union Employees		16	82
Total All Employees		**515**	**134**

* Includes twelve 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	$216,436
Total Housing Units	55,293
Houses	35,146
Condominiums	6,885
Apartments	11,571
Mobile Homes	1,691

Principal Property Taxpayers

Company/Taxable Value	
FCA US, LLC	$90,048,600
Detroit Edison Company	52,049,495
Consumers Energy Company	41,223,179
Ford Motor Company	37,632,549
J. G. Kern Enterprises, Inc	26,544,000
Chalk Spade Investments (USA), Inc	22,615,297
Lakeside OOTB Ventures, LLC	14,837,058
Liberty Park Commerce Center, LLC	14,409,500
International Transmission	14,254,096
General Dynamics Land Systems	12,865,729

Major Employers

Company/Employees	
FCA US, LLC	10,001
Ford Motor Company	4,180
General Dynamics Land Systems	3,170
Utica Community Schools	2,300
Beaumont Health	1,299
Detroit Newspaper Partnership, LP	1,000
Mayco International LLC	750
BAE Systems	600
Metalsa Structural Products Inc.	583
Walmart Inc	550

Employment Status [2]

Population 16 years & over	112,533
In labor force	71,148
Civilian labor force	71,075
Employed	67,136
Unemployed	3,939
Percent of civilian labor force	5.5
Armed Forces	73
Not in labor force	41,385

Occupation [2]

Employed civilian population 16 yrs. & over	67,136
Management, business, science & arts occupations	25,812
Service occupations	11,556
Sales & office occupations	15,445
Natural resources, construction, & maintenance occupations	4,076
Production, transportation & material moving occupations	10,247

Industry [2]

Agriculture, forestry, fishing and hunting, & mining	112
Construction	2,414
Manufacturing	15,868
Wholesale trade	1,796
Retail trade	7,955
Transportation and warehousing & utilities	3,522
Information	963
Finance, insurance, real estate & rental and leasing	3,098
Professional, scientific, management, administrative & waste management	6,429
Educational, health & social assistance	13,791
Arts, entertainment, recreation, accommodation & food services	6,550
Other services	3,163
Public administration	1,475

School Enrollment [2]

Population 3 yrs. & over enrolled in school	29,431
Nursery school, preschool	1,632
Kindergarten	1,093
Elementary (grades 1-8)	10,758
High School (grades 9-12)	6,610
College or graduate school	9,338

Streets & Sidewalks

Miles of City Streets:	
Primary	63
Secondary	288
Estimated Sidewalks in Miles	628
Bridges	11
Street Lights	2,535

Police Protection

Group A offenses [3]	2,800
Group B offenses [4]	3,877
Injury Accidents	710
Property Damage	2,946
Private Property Damage	184
Total Traffic Violations	18,528
Civil Infractions	15,510
Parking Violations	1,097
Adult Arrests	2,529
Juvenile Arrests	57
OUIL Arrests	141

Fire Protection

Stations	5
Emergency Alarms Answered	15,683
Medical Emergencies	11,644
Fire Inspections Conducted	1,937
Inspection Violations Issued	3,050
Training Hours Completed	40,687

41-A District Court

Cases Handled:	
Civil	2,467
Criminal	3,057
Traffic	18,567
Landlord & Tenant	1,538
Small Claims	175

Election Data

Registered Voters	90,254
Voters at Polls	8,798
Absentee Ballots	9,105
Percent Voting	19.84%

Parks & Recreation

Acres	820
Developed Parks	28
Adult Athletics Attendance	18,942
Instructional Rec. Attendance	17,980
Nature Program Attendance	9,999
Senior Program Attendance	98,036
Special Event Attendance	124,280
Summer Playground Attendance	6,674
Adaptive Recreation Program Attendance	4,990

Library

Registered Borrowers	62,882
In-House Materials Usage	18,710
Items Circulated	492,674
Reference Transactions	42,828
Program Attendance	63,867
Library Visits	149,962
Inter Library Loan Requests	54,225
Inter Library Loan Requests - Lent	49,901
Book Van Deliveries	1,979
Online Computer Users	1,077,819

Water & Sewer Services

Customers:	
Residential	35,599
Commercial/Industrial	4,340
Miles of Water Mains	667
Miles of Sanitary Sewers	475
Fire Hydrants	7,428
Water (in thousand cubic feet):	
Purchased from Detroit	571,373
Sold to Residents	555,329
Rates:	
1,000 Cubic Feet (water and sewer)	$81.22
Sewer Only - Per Billing	$91.00

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. 476

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 2021/22; TO ADOPT THE FEE SCHEDULE FOR PUBLIC RECORDS AND SERVICES FOR THE FISCAL YEAR 2021/22; AND TO ADOPT WATER AND SEWAGE DISPOSAL RATES FOR THE FISCAL YEAR 2021/22.

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, 2021 through June 30, 2022. The City Council does hereby adopt, by budgetary center, the following General Fund and Special Revenue Funds budgets for 2021/22.

Sec. 2.01

GENERAL FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES			
Net General Tax Revenue	~~$46,073,730~~	$45,138,090	
Licenses and Permits	2,576,600		
Federal/State/Local Returns	~~18,766,830~~	18,346,700	
Fines and Forfeitures	1,314,900		
Charges for Services	14,008,150		
Other Revenue	3,073,860		
Cable Revenue	2,200,000		
Use of Fund Balance	2,143,480	2,147,940	
Total General Revenue		~~90,157,550~~	88,806,240
Refuse Tax Revenue	4,765,310		
Police & Fire Pension Tax Revenue	~~12,899,020~~	12,987,170	
Safe Streets Tax Revenue	~~7,712,380~~	7,756,540	
Total Other Tax Revenue		~~25,376,710~~	25,509,020
Total Revenues		~~115,534,260~~	114,315,260
OTHER FINANCING SOURCES			
Transfers In	0		
Total Other Financing Sources		0	
Total Revenues & Other Financing Sources		**~~$115,534,260~~**	**$114,315,260**

and does hereby designate ~~$46,143,730~~ $45,208,090 to be raised by ~~9.7440~~ 9.4940 mills tax levied for General Purposes on the assessed valuation of all real and personal property subject to taxation in the City,

and does hereby designate ~~$12,899,020~~ $12,987,170 to be raised by ~~2.7205~~ 2.7240 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 $4,765,310 to be raised by ~~0.9931~~ 0.9877 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 ~~$7,712,380~~ $7,756,540 to be raised by ~~1.6266~~ 1.6269 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 the renewal of the Safe Streets Proposal in 2019, 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	~~$12,648,290~~	$12,223,980	
Public Library Department	3,030,340		
Police Department	39,391,090		
Fire Department	~~23,659,070~~	23,568,070	
Public Works Department	6,738,500		
Refuse Collection	4,765,210		
City Development Department	5,621,960		
Community Relations Department	~~1,649,150~~	1,555,220	
41-A District Court	3,907,660		
General Expenditures	~~2,853,450~~	2,603,450	
Contribution to Fund Balance	0		
Total Expenditures		~~104,264,720~~	103,405,480
OTHER FINANCING USES			
Transfers Out	~~11,269,540~~	10,909,780	
Total Other Financing Uses		~~11,269,540~~	10,909,780
Total General Fund		**~~$115,534,260~~**	**$114,315,260**

Sec. 2.02

WATER & SEWER OPERATING FUND:

OPERATING REVENUES			
Operating Revenues	~~$57,862,690~~	$57,744,420	
Total Operating Revenues		**~~$57,862,690~~**	**$57,744,420**
OPERATING EXPENSES			
Administration	~~$4,793,480~~	$4,728,480	
Water Distribution	~~19,838,400~~	19,781,680	
Sewage Collection	~~32,268,890~~	32,275,600	
Contribution to Retained Earnings	~~961,920~~	958,660	
Total Water & Sewer Operating Fund		**~~$57,862,690~~**	**$57,744,420**

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, 2021.

WATER RATES

Volume Charges Per Billing Period:	Rate Per 100 Cubic Ft. (CCF)
Residential Volume	
Block 1 (1-30 CCFs)	$2.15
Block 2 (Above 30 CCFs)	$3.95
Commercial Volume (per CCF)	$3.25

Fixed Residential Meter Charge (Quarterly):	
5/8"	$ 21.00
3/4"	21.00
1″	49.00
1 ½″	95.00
2″	151.00
3″	329.00
4″	591.00
6″	1,217.00
8″	2,620.00
10″	3,928.00
16″	7,294.00

Fixed Commercial Meter Charge (Monthly):	
5/8"	$ 7.00
3/4"	7.00
1″	17.00
1 ½″	32.00
2″	51.00
3″	110.00
4″	197.00
6″	406.00
8″	874.00
10″	1,310.00
16″	2,432.00

SEWER RATES

Volume Charges Per Billing Period:	Rate Per 100 Cubic Ft. (CCF)
Residential (per CCF)	$5.76
Commercial (per CCF)	$5.76
Fixed Charges	
Residential Quarterly	$18.00
Commercial Monthly	$6.00

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.

Effective with billings on July 1, 2021 or later, sewer usage for all single-family residential customers will be based on water consumption during the current billing period or the preceding winter quarter billing period, whichever is lower. Winter quarter billing periods are designated as the bills dated February 1st, March 1st, and April 1st. The City reserves the right to base sewer consumption charges on a minimum of 900 Ccf (cubic feet) for any residential customers in situations where minimal or zero usage is recorded for any portion of the designated winter quarter. For commercial and multi-family residential customers, sewer usage is based on actual water consumption at all times of the year. There will be a $93.00 charge per bill for sewer only customers.

Sec. 2.03

MAJOR ROAD FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES			
Fund Balance	$0		
Federal Grants	0		
State Sources	10,448,990		
Other Revenue	313,000		
Total Revenues		10,761,990	
OTHER FINANCING SOURCES			
Transfer from General Fund	~~500,000~~	250,000	
Total Other Financing Sources		~~500,000~~	250,000
Total Revenues & Other Financing Sources		**~~$11,261,990~~**	**$11,011,990**

EXPENDITURES & OTHER FINANCING USES

EXPENDITURES			
Administration Expenses	$136,290		
Major Street Maintenance	2,504,750		
Major Street Improvements	3,300,000		
Contribution to Fund Balance	~~1,359,650~~	1,109,650	
Total Expenditures		~~7,300,690~~	7,050,690
OTHER FINANCING USES			
Transfer to Road Bond Debt Retirement Fund	3,961,300		
Transfer to Local Road Fund	0		
Total Other Financing Uses		3,961,300	
Total Major Road Fund		**~~$11,261,990~~**	**$11,011,990**

Sec. 2.04

LOCAL ROAD FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
Net Property Taxes	3,730,550	
State Sources	4,134,300	
Charges for Services	45,000	
Other Revenues	7,440	
Total Revenues		7,917,290
OTHER FINANCING SOURCES		
Transfer from General Fund	0	
Transfer from Major Road Fund	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$7,917,290**

and does hereby designate $3,739,550 to be raised by ~~0.7887~~ 0.7888 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 the renewal the Safe Streets Proposal in 2019, et. seq.

EXPENDITURES & OTHER FINANCING USES

EXPENDITURES		
Administration Expenses	$130,080	
Local Street Maintenance	2,225,000	
Local Street Improvements	5,500,000	
Contribution to Fund Balance	62,210	
Total Expenditures		7,917,290
OTHER FINANCING USES		
Transfer to Road Bond Debt Retirement Fund	0	
Total Other Financing Uses		0
Total Local Road Fund		**$7,917,290**

Sec. 2.05

LAND & WATER CONSERVATION FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$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	$0	
Property Taxes	4,437,570	
State Sources	627,980	
Charges for Services	1,074,470	
Other Revenue	59,300	
Total Revenues		6,199,320
OTHER FINANCING SOURCES		
Transfer from General Fund	2,950,970	
Total Other Financing Sources		2,950,970
Total Revenues & Other Financing Sources		**$9,150,290**

and does hereby designate $4,446,070 to be raised by ~~0.9377~~ 0.9378 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	$3,164,520	
Supplies	292,440	
Other Charges	2,033,680	
Capital Outlay	360,000	
Debt Service	3,002,090	
Contribution to Fund Balance	297,560	
Total Parks & Recreation Fund		**$9,150,290**

Sec. 2.07

PUBLIC SAFETY FORFEITURE FUND BUDGET:

REVENUES		
Fund Balance	$409,840	
Federal Forfeitures	0	
Treasury Forfeitures	0	
State Forfeitures	0	
Gambling Forfeitures	0	
Operating While Intoxicated Forfeitures	0	
Act 302 Training Funds	16,800	
Interest Income	860	
Total Revenues		**$427,500**

EXPENDITURES		
Federal Forfeitures	$72,700	
Treasury Forfeitures	0	
State Forfeitures	315,000	
Gambling Forfeitures	0	
Operating While Intoxicated Forfeitures	11,000	
Act 302 Training Funds	28,800	
Total Public Safety Forfeiture Fund		**$427,500**

Sec. 2.08

COMMUNITY DEVELOPMENT BLOCK GRANT FUND BUDGET:

REVENUES		
Community Development Block Grant	$1,737,090	
Total Revenues		**$1,737,090**
EXPENDITURES		
Administrative Expenses	$174,750	
Books	10,000	
Single Parent Education Program	20,000	
Minor Home Repair	30,000	
Adaptive Recreation Program	25,000	
Housing Rehabilitation Program	300,000	
Macomb Homeless Coalition - Coordinator	3,000	
Contributions to Non-Profit Organizations	59,200	
Personal Protection Equip. & Subsistence Pymts.	180,000	
Small Business Relief Grant Program	400,000	
Capital & Other Improvements	535,140	
Total Community Development Block Grant Fund		**$1,737,090**

Sec. 2.09

INDIGENT DEFENSE FUND BUDGET:

REVENUES		
Fund Balance	$298,880	
State Grants	0	
Interest on Investments	50	
Total Revenues		**$298,930**
EXPENDITURES		
Supplies	$500	
Other Charges	298,430	
Total Indigent Defense Fund		**$298,930**

Sec. 2.10

CORRIDOR IMPROVEMENT AUTHORITY FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Property Taxes	$252,200	
Other Revenue	200	
Total Revenues		**$252,400**
EXPENDITURES		
Miscellaneous	$0	
Contribution to Fund Balance	252,400	
Total Corridor Improvement Authority Fund		**$252,400**

Sec. 2.11

ECONOMIC DEVELOPMENT CORPORATION FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$77,900	
Other Revenue	0	
Total Revenues		77,900
OTHER FINANCING SOURCES		
Transfer from General Fund	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$77,900**

EXPENDITURES & OTHER FINANCING USES

EXPENDITURES		
Administration Expenses	$0	
Other Charges	77,900	
Total Expenditures		77,900
OTHER FINANCING USES		
Transfer to LDFA Fund	0	
Total Other Financing Uses		0
Total Economic Development Corporation Fund		**$77,900**

Sec. 2.12

BROWNFIELD AUTHORITY FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Property Taxes	$643,400	
Other Revenue	200	
Total Revenues		**$643,600**
EXPENDITURES		
Miscellaneous	$643,600	
Total Brownfield Authority Fund		**$643,600**

Sec. 2.13

LOCAL DEVELOPMENT FINANCE AUTHORITY FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
Property Taxes	1,528,360	
Other Revenue	205,450	
Total Revenues		1,733,810
OTHER FINANCING SOURCES		
Transfer from Economic Development Fund	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$1,733,810**
EXPENDITURES		
Incubator Renovations	$0	
Incubator Operations	1,187,250	
SmartZone Improvements	12,000	
Contribution to Fund Balance	534,560	
Total Local Development Finance Authority Fund		**$1,733,810**

Sec. 2.14

VOTED TAX GENERAL OBLIGATION DEBT BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
Other Revenue	100	
Federal & State Sources	38,100	
Net Proposal F Tax Revenue	553,400	
Total Revenues		591,600
OTHER FINANCING SOURCES		
Transfer from General Fund	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$591,600**

and does hereby designate $555,000 to be raised by ~~0.1157~~ 0.1150 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	$587,170	
Contribution to Fund Balance	4,430	
Total Voted Tax General Obligation Debt Fund		**$591,600**

Sec. 2.15

ROAD BOND DEBT RETIREMENT FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
Special Assessment Revenue	139,610	
Interest Income	0	
Federal Interest Rebates	500	
Total Revenues		140,110
OTHER FINANCING SOURCES		
Transfer from Major Road Fund	3,961,300	
Transfer from Road Bond Construction Fund	0	
Total Other Financing Sources		3,961,300
Total Revenues & Other Financing Sources		**$4,101,410**
EXPENDITURES		
Principal	$3,163,000	
Interest	798,300	
Other Fees	3,680	
Contribution to Fund Balance	136,430	
Total Road Bond Debt Retirement Fund		**$4,101,410**

Sec. 2.16

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	2,958,360	
Total Other Financing Sources		2,958,360
Total Revenues & Other Financing Sources		**$2,958,360**
EXPENDITURES		
Principal	$1,520,000	
Interest	1,437,360	
Other Fees	1,000	
Total Limited Tax General Obligation Debt Fund		**$2,958,360**

Sec. 2.17

CAPITAL PROJECTS FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES			
Fund Balance	$0		
State & Local Returns	0		
Other Revenue	912,170		
Total Revenues		912,170	
OTHER FINANCING SOURCES			
Transfer from General Fund	~~4,860,210~~	4,750,450	
Total Other Financing Sources		~~4,860,210~~	4,750,450
Total Revenues & Other Financing Sources		**~~$5,772,380~~**	**$5,662,620**
EXPENDITURES			
Capital Equipment	~~$1,274,700~~	$1,442,200	
Capital Vehicles	~~1,699,000~~	1,589,240	
Capital Projects	2,580,540		
Contribution to Fund Balance	~~218,140~~	50,640	
Total Capital Projects Fund		**~~$5,772,380~~**	**$5,662,620**

Sec. 2.18

FACILITIES IMPROVEMENT FUND:

REVENUES		
Fund Balance	$0	
Other Revenues	0	
Total Revenues		**$0**
EXPENDITURES		
Other Charges	$0	
Capital Equipment	$0	
Capital Improvements	$0	
Total Facilities Improvement Fund		**$0**

Sec. 2.19

ROAD BOND CONSTRUCTION FUND:

REVENUES & OTHER FINANCING SOURCES		
REVENUES		
Fund Balance	$13,470,000	
Other Revenue	30,000	
Federal Grants	0	
Total Revenues		13,500,000
OTHER FINANCING SOURCES		
Proceeds from Long-Term Debt	0	
Transfer from Major Road Fund	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$13,500,000**
EXPENDITURES & OTHER FINANCING USES		
EXPENDITURES		
Construction	$13,500,000	
Contribution to Fund Balance	0	
Total Road Bond Construction Fund		**$13,500,000**

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, 2021 through June 30, 2022. 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	610.00
Lot Combinations	510.00
Processing Labels (per page)	1.60
Resident Field Sheet Fee	2.15
Apartment Listing (Names/Sidwells/Assessments)	70.00
Shopping Center List	70.00
Section or Subdivision Listing (per page)	1.00
Assessing, Board of Review, & Sales Information (first page):	2.15
Additional Pages	0.30
Board of Review Member Compensation (per hour)	20.00
Plat Map	149.00
Custom Assessment Information Report	78.00
IFEC Extension Application Fee	635.00
IFEC Request for Extension to Complete Project Application Fee	635.00
IFEC Request for Revision of Final Project Cost Application Fee	635.00
Application to Establish a Speculative Building Designation Fee	635.00
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	256.00

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)	72.00
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 200 Ampere	41.00
201 to 300 Ampere	41.00
301 to 400 Ampere	41.00
401 to 500 Ampere	41.00
501 to 900 Ampere	54.00
901 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)	72.00
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	72.00
Reinspection Fee	72.00
Miscellaneous Fire Alarm Fee	72.00

Plumbing Work

Application Fee (Non-refundable)	52.00
Miscellaneous	72.00
Permit Fee (minimum)	72.00
Plumber's Registration	1.00
Journeyman Plumber's Registration	0.50
Fixture Inspection: (New and Replacement)	

New Installation (minimum)	72.00
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	72.00
All other fixtures not mentioned	22.00
Reinspection Fee	72.00
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)	72.00
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)	72.00
Spray Booth Hood and Duct	72.00

Alterations to existing installations	72.00
Alterations to existing boilers	72.00
Reinspection Fee	72.00
Refrigeration Systems –	
2 Tons or Less, each	47.00
Over 2 to 5 Tons, each	54.00
Alterations to each system	72.00
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	72.00
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	72.00
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	610.00
Commercial Alteration	246.00
New Commercial/Industrial Building	1,215.00
Commercial/Industrial Addition	610.00
Building Permit Fees (all use groups):	
Valuation to $1,000	59.00
Valuation $1,001 to $10,000	59.00 + 15.00 per 1,000 over 1,000
Valuation $10,001 to $100,000	235.00 + 6.00 per 1,000 over 10,000
Valuation $100,001 to $500,000	990.00 + 6.00 per 1,000 over 100,000
Valuation $500,001 and over	4,290.00 + 6.00 per 1,000 over 500,000
Residential Bond (5% Retained)	570.00
Temporary C/O Refundable Bond	590.00
Multi-Family Bond (5% Retained)	850.00
Commercial Bond - New or Addition (5% Retained)	1,730.00
Industrial Bond - New or Addition (5% Retained)	3,440.00
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	2,520.00 + 0.0015 of valuation over 500,000

Residential Plan Review: If Plan Number is on File	122.00
Additional Expedited Commercial Interior Alteration Plan Review Fee	224.00
Miscellaneous Plan Review	72.00
Misc. Items (concrete, antennas, awnings, sheds, canopies, tents, gazebos, decks, porches, reroofs)	75.00
Pigeon Loft Inspection	75.00
Use Permit (tenant space)	104.00
Fire Repair/Water Repair	288.00
Fire Inspection Fee (New City Businesses)	98.00
Spray Booth	72.00
Solar Panel	144.00
Reinspection Fee	72.00
Demolition:	
Plan review and administration base fee	73.00 + 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	73.00
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	63.00
Banquet & Event Facility License	510.00
Renewal Fee	255.00
General Business License Annual Fee	60.00
Carnival/Festival License	81.00 + 6.00 each booth, ride, etc.
Cigarette Vending Machine License	72.00 + 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	62.00
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	81.00
Industrial Development District Filing Fee	1,080.00
Industrial Facilities Exemption Certificate Filing Fee	2,320.00
Industrial Facilities Exemption Certificate Application Amendment Fee	1,080.00
Industrial Facilities Exemption Certificate Transfer Fee	1,080.00
New Personal Property Exemption Fee	2,320.00
Junk Yard License	305.00
Medical Marijuana Location Registration Fee	780.00
Mobile Vending License	212.00
Pawnbroker License	500.00
Refuse Collection License	111.00 + 7.00 each truck
Secondhand Goods Merchant Registration Fee	116.00
Snow Removal License	217.00
Solicitor/Peddler License	138.00
Tattoo Permit	630.00
Taxi License (annual fee)	109.00 + 12.00 per vehicle
Massage Establishment License:	715.00
Renewal Fee Massage Establishment License	370.00
Precinct Map	5.50
City Street Map	6.50
Zoning Map	5.50
City Budget	58.00
Municipal Improvement Program	38.00
City Financial Audit	38.00
Collective Bargaining Agreement	6.80
Voter and Business Registry Labels (per page)	1.60
Voter and Business Registry Lists (per computer hour)	Payroll + 0.05/page
Voter Data CD	35.00
Liquor License: Class C	2,320.00
Tavern	2,320.00
SDD & SDM	2,320.00

Entertainment and/or Dance Permit	2,320.00
Extended Hours Permit	2,320.00
Shareholder Partial Transfer	1,150.00
Hotel/Motel License:	2,320.00
Renewal Fee Hotel/Motel License	1,150.00
Certifications	7.00
Photo Copies – Black & White (Non-FOIA):	2.15
Additional Pages – Black & White (Non-FOIA)	0.30
Photo Copies – Color (Non-FOIA):	2.15
Additional Pages – Color (Non-FOIA)	0.85
Microfilm Copies (per page) (Non-FOIA)	5.90
Recording Fee (formerly Encroachment Fee)	50.00
Notary Fee	10.00
Fireworks Display Permit	780.00
Close Proximity Pyrotechnic Display Permit	780.00
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
Sterlingfest Booth – Food Cart Vendors	675.00
Sterlingfest Booth - Restaurateurs	1,540.00
DVD Dubs:	
Resident (Non-FOIA)	32.00
Non-Resident (Non-FOIA)	42.00
Gazebo Rental (per event):	
Resident	65.00
Non-Resident	102.00
Gazebo Rental for Photographs Only (per 1 hour rental):	
Resident	38.00
Non-Resident	51.00
Sterling Heights Magazine Advertisement Fees:	
Full Page, Premium (Covers)	1,530.00
Full Page Ad (Two Color)	1,020.00
One-Half Page Ad (Full Color)	612.00
One-Half Page Ad (Two Color)	510.00
One-Fourth Page Ad (Full Color)	306.00
One-Fourth Page Ad (Two Color)	255.00
Business Card Ad (Full Color)	102.00
Business Card Ad (Two Color)	76.00
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)	550.00
Tax Increment Plan Annual Administrative Fee	2,700.00

Sec. 3.05

ENGINEERING OFFICE:

Review Fees:	
Site Plan	479.00 + 77.00/acre + 1.3% of site imp.cost
Multiple Developments	479.00 + 77.00/acre + 1.3% of site imp.cost
Cluster Developments	479.00 + 77.00/acre + 1.3% of site imp.cost
Site Condominiums	479.00 + 77.00/acre + 1.3% of site imp.cost
Subdivisions	1.3% of estimated site improvement costs
Plan Revision Review Fee	102.00
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	53.00
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	723.00
Major Road Residential Drive Approach (Review & Inspection)	265.00
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+ 270.00
Easement Encroachments	290.00
Building Number Assignments (per address)	28.00
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	76.00
Underground Private Utility	0.05 linear foot (50.00 minimum)
S.E.S.C. Inspection Fee (per inspection)	51.00
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	115.00
Public Services Agreement Execution Fee	39.00
Recording Fee	40.00
Water & Sewer Debt Service Agreement Finance Charge	20%
Document Copying for:	
24" x 36" Prints (Xerox 2510 or blueline) - each	9.50
34" x 34" Prints (Xerox 2510 or blueline) - each	9.50
Larger than 34" x 34" (Xerox 2510 or blueline) - each	9.50
Detail Sheets (Mylar) - each	12.50
Topographic Map 36" x 36" (blueline)	48.00
Planimetric Map 36" x 36" (blueline)	31.00
Overall Watermain Map (blueline)	11.50
Overall Sanitary Sewer Map (blueline)	11.50
Overall Storm Sewer Map (blueline)	11.50
Master Storm Sewer Plan (book form)	55.00
Master Watermain Plan (book form)	43.00
Master Sanitary Sewer Plan (book form)	43.00
Master Road Plan (book form) 1998 HRC	55.00
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)	14.00

Additional Pages (Non-FOIA)	1.00
Digital Photographs:	
5" x 7" Color Print (Non-FOIA)	38.00
8" x 10" Color Print (Non-FOIA)	38.00
8" x 10" Contact Sheet (Non-FOIA)	38.00
Compact Disc (Non-FOIA)	31.00
Burning Permit	230.00
Fireworks Sales Permit	780.00
Fireworks Display Permit	780.00
Close Proximity Pyrotechnic Display Permit	780.00
Board of Code Appeals	256.00
Witnessed Acceptance Test Fee	189.00
Off-Hour Witnessed Acceptance Test Fee (3 hour minimum)	879.00
Each additional hour	293.00
Reinspection Fee for Witnessed Acceptance Test	189.00
Phase I Site Inspection (1 hour minimum)	66.00 + 41.00 per hour
Special Fire Prevention Inspection (festivals, craft shows, carnivals, haunted houses, flea markets):	
Each Inspection	208.00
Each Re-Inspection	208.00
Off-Hour Inspection (3 hour minimum)	293.00
Each Additional Hour	88.00
Off-Hour Re-Inspection (3 hour minimum)	293.00
Each Additional Hour	88.00
Plan Review Fee	178.00
Resubmitted Plan Review Fee	59.00
Explosive Materials Permit Fee	225.00
Requested Fire Services (Schools, Businesses, Hazmat Incidents, etc.)	Cost+30%
Reinspection Fees:	
First Reinspection	26.00
Second and Subsequent Reinspections	126.00
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)	72.00
False Alarm Fees: (within a 12 month period)	
First Response	No Fee
Second Response	180.00
Third Response	350.00

Fourth and Subsequent Responses	705.00
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	55.00
Board of Ordinance Appeals Member Compensation (per meeting)	50.00
Cutting of noxious weeds	Contract costs + 60% administrative fee + 39.00 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% + 64.00
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	65.00
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 (within a 2-year period):	
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)	83.00
(Non-Resident)	125.00
Weekend (Resident)	110.00
(Non-Resident)	165.00
Dodge Park 4	

Weekday (Resident)	43.00
(Non-Resident)	64.00
Weekend (Resident)	55.00
(Non-Resident)	83.00
Farmstead & Nelson	
Weekday (Resident)	73.00
(Non-Resident)	108.00
Weekend (Resident)	100.00
(Non-Resident)	150.00
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)	36.00
(All Other Districts per class)	53.00
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)	124.00
(Non-Resident)	162.00
Parent & Tot Classes:	
1 Child Per Family (Resident)	56.00
(Non-Resident)	83.00
2 Children Per Family (Resident)	62.00
(Non-Resident)	92.00
Summer Playground:	
Resident	117.00
Non-Resident	175.00
Field Trip Bus Fee (Per Person)	8.00
Adaptive Recreation Dances:	
Preregistered (Resident)	8.50
(Non-Resident)	11.50
Registration at the Door (Resident)	10.50
(Non-Resident)	14.50
Staff Registration	1.00
Prom Dance – Individual (Resident)	21.00
(Non-Resident)	31.00
Adaptive Recreation Playgrounds:	
P.O.H.I. – Individual (Resident)	250.00
(Non-Resident)	375.00
P.O.H.I. – Family (Resident)	450.00
(Non-Resident)	675.00
C.I. – Individual (Resident)	250.00
(Non-Resident)	375.00

C.I. – Family (Resident)	450.00
(Non-Resident)	675.00
Autism Day Camp (Resident)	680.00
(Non-Resident)	884.00
Adaptive Recreation:	
Creative Cooking (Resident)	6.00
(Non-Resident)	9.00
Exercise (Resident)	37.00
(Non-Resident)	55.00
Softball – Individual (Resident)	53.00
(Non-Resident)	69.00
Softball – 2nd player - Same Family (Resident)	43.00
(Non-Resident)	58.00
Softball – 3rd player - Same Family (Resident)	33.00
(Non-Resident)	48.00
Basketball (Resident)	43.00
(Non-Resident)	55.00
Bowling (Resident)	33.00
(Non-Resident)	42.00
Christmas Dance (Resident)	10.00
(Non-Resident)	15.00
Farmers Market:	
Advanced Pay-Full Season	345.00
Per-Day Rate	25.00
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
Dodge Park Carriage Rides:	
Couple	50.00
Foursome	75.00
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 (10 weeks):	
Resident	60.00
Non-Resident	78.00
Yoga/Fitness Classes (6 weeks):	
Resident	44.00
Non-Resident	57.00
Home Alone Safety:	
Resident	15.00
Non-Resident	20.00
Babysitting:	
Resident	31.00
Non-Resident	40.00
Sporties for Shorties	
Resident	36.00
Non-Resident	47.00
Double Header Softball	940.00
Single Header Softball	610.00
Co-ed Kickball	340.00
Sand Volleyball League	258.00
Ball Field Rental Fees – Seasonal:	
Delia or LWB Park (per field per day):	
MABF Teams/Church Teams	439.00
All Other Users	467.00
All Users – Lighted Fields Additional Fee (per day)	66.00
Additional Teams on Permit (per team)	53.00
Donovan Park (per field per day):	
MABF Teams/Church Teams	380.00
All Other Users	405.00
All Users – Lighted Fields Additional Fee (per day)	46.00
Additional Teams on Permit (per team)	53.00
Ball Field Rental Fees – Daily:	
Delia or LWB Park (per field per day):	
MABF Teams/Church Teams	74.00
All Other Users	85.00
All Users – Lighted Fields Additional Fee (per day)	66.00
Donovan Park (per field per day):	
MABF Teams/Church Teams	66.00
All Other Users	76.00
All Users – Lighted Fields Additional Fee (per day)	46.00
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	622.00
Seasonal 4-7 days/week	928.00
Camp/Other:	
Weekly (one week only)	221.00
Daily	93.00
Youth Baseball/Softball:	
Early Registration:	

Resident	150.00
Non-Resident	195.00
Registration	
Resident	165.00
Non-Resident	215.00
Late Registration	
Resident	190.00
Non-Resident	247.00
Daddy/Daughter Dance:	
Resident per person	25.00
Non-Resident per person	32.00
Mother/Son Cookout:	
Resident Couple	20.00
Non-Resident Couple	26.00
Gymnastics:	
45 minute Class (Resident)	51.00
(Non-Resident)	76.00
One Hour Class (Resident)	62.00
(Non-Resident)	94.00
Dance:	
Fall Session (Resident)	58.00
(Non-Resident)	75.00
Winter/Spring Session (Resident)	91.00
(Non-Resident)	119.00
30 Minute Dance Classes:	
Fall Session (Resident)	47.00
(Non-Resident)	59.00
Winter/Spring Session (Resident)	58.00
(Non-Resident)	75.00
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
Pickleball League (Resident)	48.00
(Non-Resident)	62.00
Seasonal Events (Resident)	13.00
(Non-Resident)	15.00
Holiday Party (Resident)	18.00

(Non-Resident)	20.00
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)	36.00
(Non-Resident)	53.00
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	643.00
Temporary Use Planning Commission	469.00
Temporary Use Administrative Review	285.00
Variances to Subdivision Regulations	480.00
Right-of-Way Vacations	706.00
Rezoning Petition:	
First Acre	1,975.00
Additional Acre	76.00
Revisions to Approved Conditional Rezoning Agreements	amount consistent with original fee
Public Hearing Postponements (Petitioner Requested)	51.00
Ordinance Text Amendment	1,975.00
Subdivision Plat/Site Condominium	1,550.00
Each lot over 100 lots	10.00
Site Plan Review: (incl. Landscape Plan, Inspection and Tree Preservation Administrative Fee)	
First Acre	1,255.00
Additional Acre	204.00
Master Land Use Report	46.00
Master Land Use Map	14.00
Subdivision Plat Print (per sheet)	14.00
Planning Commissioner Compensation (per meeting)	100.00
Board of Zoning Appeals Member Compensation (per meeting)	100.00
Alternate Member Compensation (per meeting)	30.00
Zoning Board of Appeals:	
Variance (Regular Meeting)	480.00
Variance (Special Meeting)	935.00
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)	14.00
Additional Pages (Non-FOIA)	2.00
Clearance Letter	19.00
Noncriminal Fingerprint Card	31.00
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	29.00
Reports on TR-52 Tracking	34.00
Administration and Presence at Auction	650.00
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)	30.00
Booking Photo (Non-FOIA)	14.00
Notary Fee for Gun Permits	10.00
Park Alcohol Permit Fee	40.00
Temporary Liquor License Application Fee:	150.00
Outdoor Service Permit	290.00
Requested Police Services (Schools, Businesses, Hazmat Incidents, etc.)	Cost+30%
Towed Vehicle Impound Fee	33.00
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)	41.00
Third Response (Non-Residential)	111.00
Fourth Response (Residential)	73.00
Fourth Response (Non-Residential)	225.00

Fifth and Subsequent Responses (Residential)	150.00
Fifth and Subsequent Responses (Non-Residential)	447.00
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 (within a 2-year period):	
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	116.00
Sewer Tap	1,250.00
Sewer Capital/Unit:	
Residential	930.00
Commercial/Industrial (per 1,000 sq. ft.)	490.00
Sewer Frontage (per front ft.)	76.00

Sewage Disposal Service Only (per billing)	93.00
Residential and Commercial Water Meters:	
¾" Remote	495.00
1" Remote	570.00
1 ½" Remote	845.00
2" Compound Remote	2,200.00
3" Compound Remote	3,890.00
4" Compound Remote	5,460.00
6" Compound Remote	8,100.00
Damaged Meter Fee 5/8" - 3/4"	209.00
Water Inspection	115.00
Water Tap:	
1"	1,190.00
1 ½"	1,640.00
2"	1,920.00
3"	3,840.00
4"	4,210.00
6"	4,760.00
Additional Charge for 86 ft. wide street:	
1"	400.00
1 ½"	450.00
2"	590.00
Additional Charge for 120 ft. wide street:	
1"	740.00
1 ½"	990.00
2"	1,250.00
Additional Charge for 204 ft. wide street:	
1"	1,790.00
1 ½"	2,290.00
2"	3,280.00
Water Capital/Unit:	
Residential	720.00
Commercial/Industrial (per 1,000 sq. ft.)	410.00
Water Frontage (per front ft.)	45.00
Monitor Surcharge	per GLWA Indust. Waste Control Rate Structure
Water Turn On Fee	101.00
Water Service Fee (avoidable & repeat visits)	111.00
Water Service Abandonment Fee:	
Residential	520.00
Commercial	Contract Costs + 1,040.00
Sewer Service Abandonment Fee	115.00
Water Service Re-Use Fee:	
Residential	520.00
Commercial	Contract Costs + 1,040.00
Sewer Service Re-Use Fee	115.00
Water Meter Testing Fee	114.00
Water Meter Rescheduling Fee	101.00
24 Hour and 48 Hour Bacteria Sampling	210.00
Non-Compliance with Service Request	260.00
Non-Compliance with Back Flow Fee	260.00
Automatic Fixed Network Meter Read Permit	191.00

Final Water Meter Read	40.00
Final Water & Sewer Bill Preparation Fee	18.00
Citizen Water Service Request – after hours	101.00
Public Works Services Provided	Cost+25%
Water Meter Removal/Reinstallation for common area irrigation system	216.00
Landlord/Tenant Affidavit Filing Fee	260.00
Fire Hydrant Rental – Payable by City	29.00
Private Use of Fire Hydrant:	
Per Hydrant	110.00 per month + 380.00 water usage dep.
Bypass Inspection Fee	Back bill + 165.00
Common Area Irrigation System Permit	440.00
Planting of tree in right-of-way	310.00
Culvert installation permit	104.00
Ditch enclosure permit	104.00
Monitoring well installation permit	500.00
Sewer connection to discharge treated ground water	500.00
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	114.00
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	84.00

Subordination of Lien	560.00
Annual Lien Penalty	6% + lien filing costs
O.U.I.L./O.U.I.D.	350.00 + 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, 2021.

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

ARP - American Rescue Plan

BLS - Basic Life Support

BOCA - Board of Code Appeals

BRA - Brownfield Redevelopment Authority

BS & A - Financial software system

CARES - Coronavirus Aid, Relief and Economic Security

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

COVID-19 - Coronavirus 2019

CRU - Community Response Unit

CSU - Crime Suppression Unit

DEA - Drug Enforcement Agency

DEQ - Department of Environmental Quality

DPW - Department of Public Works

DROP **-** Deferred Retirement Option Plan

EDC - Economic Development Corporation

EMS - Emergency Medical Services

EPA - Environmental Protection Agency

EROP **-** Early Retirement Option Plan

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

MDC - Mobile Data Computer

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

MICRS - Michigan Care Improvement Registry

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

QRT - Quick Response Team

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

TNR - Trap, Neuter and Return

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

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