CITY OF Sterling Heights

ANNUAL BUDGET 2022 - 2023



2022-2023 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

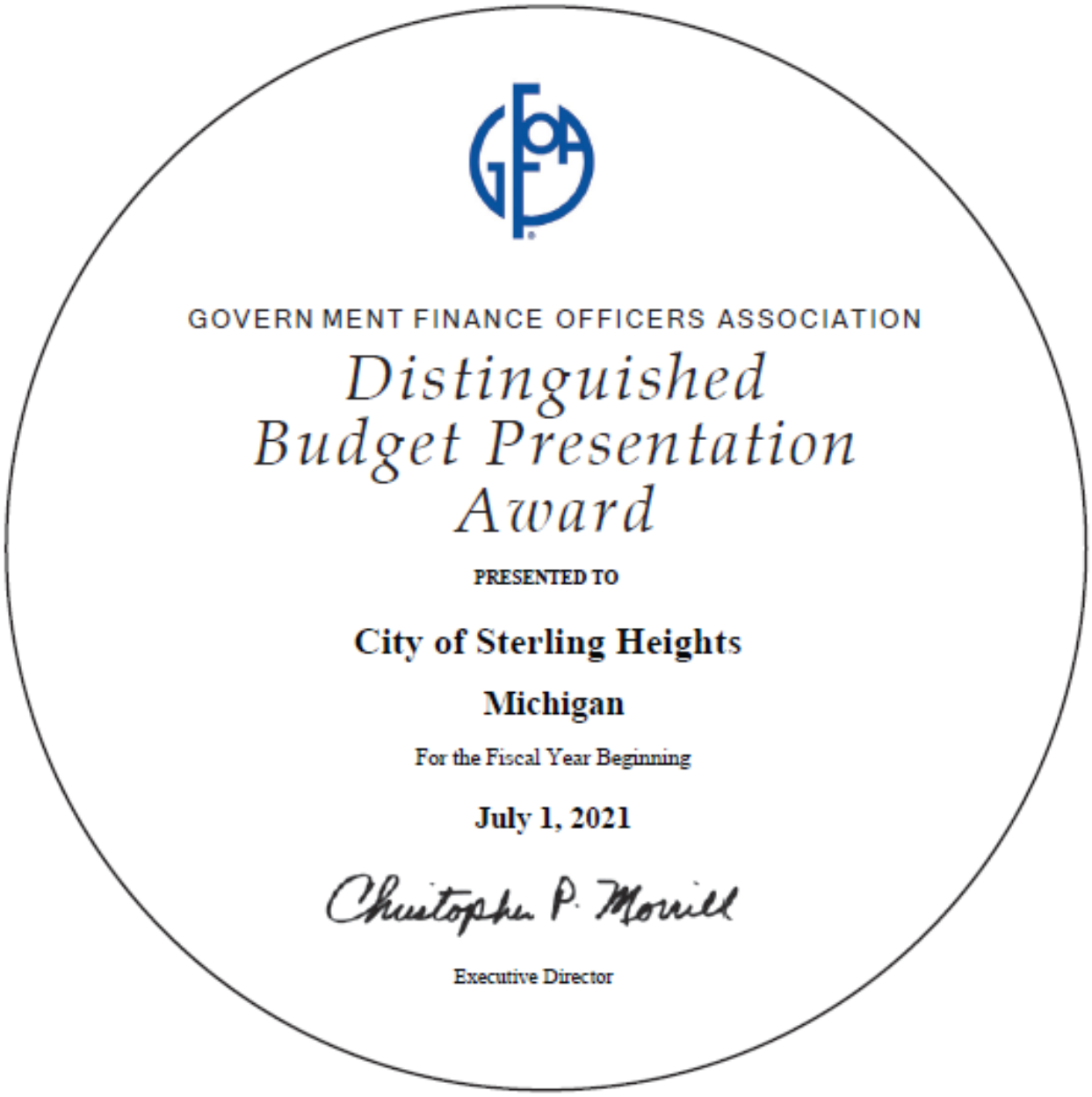
Barbara A. Ziarko
Councilwoman

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, 2021.

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
Nick Makie	Assistant Finance & Budget Director
Frank Bayer	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
Jason Denton	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
Christine Jamison	Purchasing Manager

City Seal

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

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

Table of Contents

Click on Page Number to follow link.

City Organizational Chart ... 7
Reader's Guide ... 8
Budget Calendar ... 11
Community Profile ... 12
City Goals & Objectives ... 13
Budget Policies ... 15
City Policy Benchmarks ... 19
Strategic Planning ... 22
Comparable City Benchmarks ... 23

Section I – All Funds Summary
Fund Structure ... 31
Budget Message & Executive Summary ... 32
All Funds Financial Summary ... 47
All Funds Revenues By Account ... 53
All Funds Expenditures By Account ... 57

Section II – General Fund
How the City Allocates Its Money ... 65

Trends and Summaries
Summary of Taxes ... 68
G.F. Revenue, Exp., Fund Balance ... 70
Revenue Definitions & Assumptions ... 72
G.F. Revenues by Account ... 83
G.F. Expenditures by Budgetary Center ... 87
G.F. Expenditures by Category ... 89
G.F. Expenditures by Account ... 92

Personnel Summary
Trends ... 97
Listing by Department ... 98

Legislative
City Council ... 109

City Administration Department
City Management ... 118
City Clerk ... 124
Facilities Maintenance ... 128
Information Technology ... 132
Assessing ... 136
Financial Services ... 140
Purchasing ... 146
Treasury ... 150

Public Library Department
Library ... 158

Police Department
Police Administration ... 166
Police Investigations ... 170
Police Operations ... 176
Police Support Services ... 180

Fire Department
Fire Administration ... 188
Fire Extinguishment ... 194
Fire Prevention ... 198

Public Works Department
Fleet Maintenance ... 206
Public Works Center ... 210
Refuse Collection ... 212
Street Services ... 216

City Development Department
Building ... 224
Economic Development ... 228
Engineering ... 232
Neighborhood Services ... 236
Planning ... 240

Community Relations Department
Community Relations ... 248

Non-Departmental Services
41-A District Court ... 253
Act 78 Civil Service Commission ... 257
Arts Commission ... 261
Beautification Commission ... 263
General Employees Retirement Board ... 265
General Expenditures ... 267
Historical Commission ... 269
Legal ... 272
Planning Commission ... 275
Sustainability Commission ... 277
Transfers Out ... 279
Zoning Board of Appeals ... 281

Table of Contents

Click on Page Number to follow link.

Section III – Water & Sewer Fund

Revenues & Expenses Schedule 285
Revenues & Expenses by Account 287
Water & Sewer Fund Statement 291
Water & Sewer Administration 296
Water Distribution 300
Sewage Collection 304

Section IV – Special Revenue Funds

Revenues, Expend. & Fund Balance 309
Revenues & Expenditures by Account 316
Major Road Fund 323
Local Road Fund 325
Parks & Recreation Fund 330
Public Safety Forfeiture Fund 335
Community Dev. Block Grant Fund 337
Indigent Defense Fund 339
American Rescue Plan Act Fund 341
Corridor Improvement Authority Fund 343
Economic Develop. Corporation Fund 345
Brownfield Redevelop. Authority Fund 347
Local Develop. Finance Authority Fund 349

Section V – Debt Service Funds

Debt Management Program 353
Revenues, Expenditures & Fund Balance 359
Revenues & Expenditures by Account 363
Voted Tax General Obligation Fund 365
Road Bond Debt Retirement Fund 367
Limited Tax General Obligation Fund 369

Section VI – Capital Projects

Revenues, Expenditures & Fund Balance 373
Revenues & Expenditures by Account 375
Capital Projects Fund 379
Facilities Improvement Fund 381
Clinton River Restoration Fund 383
Road Bond Construction Fund 385

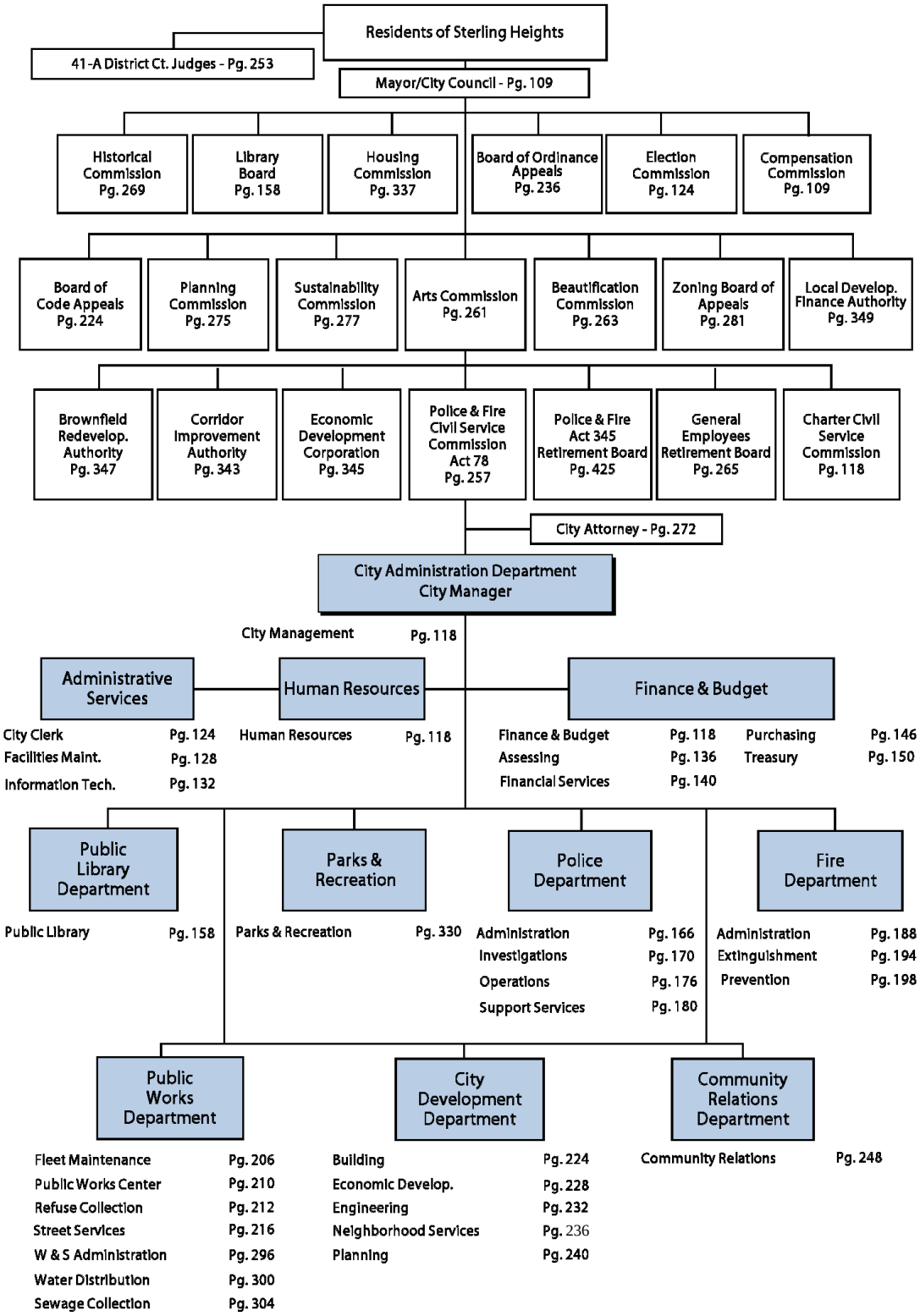
Capital Improvements Program 387
Capital Equipment 391
Information Technology Capital Program 395
Capital Vehicles 397
Capital Improvements 399
Capital Improvement Maps 408

Section VII – Supplemental Information

General Fund Five-Year Forecast 415
Supplemental Financial & Demographic Data 416
Labor Agreements 426
Statistical Data 427
Appropriations Ord. & Fee Schedule 429
Glossary 464
Listing of Acronyms 469
Index 472

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 orange 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 the following:

- Service & Mission Statement
- Performance Objectives & Indicators
- Staffing & 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 & 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 and includes total revenue and expenditure trends. The* ***Budget Message & 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, upon request. 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 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 are reviewed before arriving at the 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 Capital 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 Annual Comprehensive 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 begins for Budget Workshops
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 current year final 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 • Current year final Budget Amendment completed and approved • 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, has governed the City. All Council members now serve four-year terms due to a ballot proposal passed on November 3, 2020. 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. Per the 2020 U.S. census, the population of Sterling Heights is 134,346. 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 54,909 households in the City and a 41-year old median age. The City's median household income is $66,346. 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, places of worship, 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 a state of the art Community Center that focuses 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: Stellantis, Ford Motor Company, General Dynamics, Utica Community Schools. and Beaumont Health Systems.

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 Citywide 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 annual 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.***

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 2022/23 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 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 avoid 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, however a General Fund reserve of 25% is ideal.

ACCOUNTING, FINANCIAL REPORTING, AND AUDITING POLICIES

1. An annual independent audit will be performed.

2. The City will produce annual comprehensive 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 maximize investment returns.

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 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.

7. 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 35 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 $1.2 million • Vehicle expenditures $2.8 million • Equipment & technology $1.3 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 86.0% funded • Police & Fire Pension System 72.0% funded • Retiree Medical System 78.2% 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 5.2 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 6.7% since 2008 • Property values increased 6.1% in 2021 • Over 10,000 code enforcement cases in 2021 • Defense Corridor and economic development initiatives • SmartZone and North Van Dyke Corridor Improvements • Proactive planning for future of Lakeside Mall District

City Policy Benchmarks

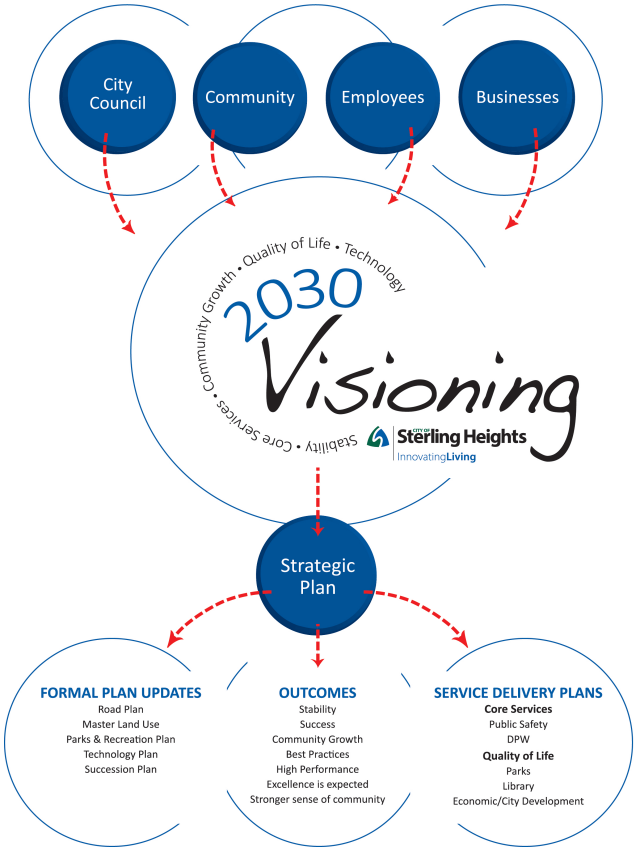
Policy Benchmark	Status
Revenue Policy	
• Maintain a diversified and stable taxable revenue base	• City's Taxable Value: Residential 71% Commercial & Industrial 29%
• Maintain sound appraisal procedures and practices to reflect accurate property values	• Equalization Factor = 1.0 • Use of one and two-year 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 $117 monthly City tax bill and $68 water & sewer bill
Reserve Policy	
• 10% minimum/25% target unreserved/undesignated General Fund Balance (excluding Self-Insurance Fund)	• 28.9% of 2023 budgeted expenditures • Continual improvement in General Fund reserves per resident
• 37 days of General Fund operations	• 106 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 34 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	• Maximize Interest on Investment earnings • Retiree Health Care Fund Investments maximized
Debt Policy	
• Keep average maturity of general obligation bonds at or below 20 years	• 2021 Capital Improvement Bond 20 yrs. • 2021 MTF Road Bond 15 yrs. • 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. • 65.9% of City debt paid off within ten years
• Maintain a sound relationship with all bond rating agencies	• Excellent Bond Rating • 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	• $44.7 million in total Capital Improvement Projects • $5.8 million in neighborhood street repairs • $30.3 million in Major road improvements • $25.9 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 the reimagining of the business incubator at Velocity, the finalization of the plan for the appropriation of funds received as part of the American Rescue Plan, improving the process around Boards and Commissions, 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 2022 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	$2,413
2.	Grand Rapids	2,271
3.	Southfield	2,268
4.	Dearborn	2,103
5.	Lansing	2,095
6.	Farmington Hills	1,869
7.	Livonia	1,758
8.	Warren	1,637
9.	**Sterling Heights**	**1,629**
10.	Troy	1,432

Tax Revenue Per Resident

1.	Southfield	$966
2.	Grand Rapids	870
3.	Ann Arbor	771
4.	Lansing	764
5.	Dearborn	752
6.	Farmington Hills	734
7.	Warren	722
8.	Troy	628
9.	Livonia	611
10.	**Sterling Heights**	**550**

State Revenue Sharing Per Resident

1.	Lansing	$124
2.	Grand Rapids	105
3.	Warren	100
4.	Livonia	96
5.	Southfield	92
6.	Ann Arbor	91
7.	**Sterling Heights**	**90**
8.	Dearborn	89
9.	Farmington Hills	86
10.	Troy	84

Gas Tax (Act 51) Revenue Per Resident

1.	Lansing	$124
2.	Livonia	117
3.	Grand Rapids	113
4.	Southfield	110
5.	Farmington Hills	109
6.	Ann Arbor	101
7.	Warren	101
8.	Troy	99
9.	Dearborn	98
10.	**Sterling Heights**	**92**

Comparable City Benchmarks

City Expenditures

Total Expenditures Per Resident

1.	Ann Arbor	$2,271
2.	Lansing	2,211
3.	Grand Rapids	2,174
4.	Southfield	2,149
5.	Dearborn	1,968
6.	**Sterling Heights**	**1,729**
7.	Farmington Hills	1,675
8.	Livonia	1,628
9.	Warren	1,520
10.	Troy	1,406

Police Expenditures Per Resident

1.	Dearborn	$411
2.	Lansing	406
3.	Southfield	365
4.	Warren	313
5.	Grand Rapids	308
6.	Troy	299
7.	**Sterling Heights**	**258**
8.	Ann Arbor	240
9.	Farmington Hills	239
10.	Livonia	235

Fire Expenditures Per Resident

1.	Lansing	$312
2.	Dearborn	274
3.	Southfield	255
4.	Warren	172
5.	Grand Rapids	163
6.	**Sterling Heights**	**156**
7.	Livonia	149
8.	Farmington Hills	141
9.	Ann Arbor	134
10.	Troy	64

Public Works Expenditures Per Resident

1.	Farmington Hills	$384
2.	Lansing	205
3.	Dearborn	191
4.	Ann Arbor	175
5.	Livonia	172
6.	Warren	158
7.	Grand Rapids	143
8.	Southfield	126
9.	**Sterling Heights**	**93**
10.	Troy	64

Comparable City Benchmarks

City Expenditures (continued)

Refuse Expenditures Per Resident

1.	Ann Arbor	$138
2.	Livonia	119
3.	Grand Rapids	76
4.	Lansing	69
5.	Warren	66
6.	Troy	61
7.	Dearborn	51
8.	Farmington Hills	47
9.	**Sterling Heights**	**34**
10.	Southfield	31

Library Expenditures Per Resident

1.	Southfield	$58
2.	Grand Rapids	50
3.	Dearborn	47
4.	Troy	36
5.	Livonia	33
6.	Warren	26
7.	**Sterling Heights**	**21**
8.	Ann Arbor*	0
9.	Farmington Hills*	0
10.	Lansing*	0

**District Library*

Parks & Recreation Expenditures Per Resident

1.	Dearborn	$121
2.	Ann Arbor	116
3.	Troy	116
4.	Farmington Hills	98
5.	Southfield	71
6.	Livonia	67
7.	Grand Rapids	66
8.	Lansing	66
9.	**Sterling Heights**	**55**
10.	Warren	48

2020 Revenues Over (Under) Expenditures Per Resident

1.	Farmington Hills	$194
2.	Ann Arbor	142
3.	Dearborn	135
4.	Livonia	130
5.	Southfield	119
6.	Warren	117
7.	Grand Rapids	97
8.	Troy	26
9.	**Sterling Heights**	**(100)**
10.	Lansing	(116)

Comparable City Benchmarks

Financial Benchmarks

2021 (Tax Year) State Equalized Value (Billions)

1.	Ann Arbor	$9.2
2.	Grand Rapids	7.9
3.	Troy	7.2
4.	**Sterling Heights**	**6.4**
5.	Livonia	5.7
6.	Warren	5.1
7.	Farmington Hills	4.9
8.	Dearborn	4.6
9.	Southfield	3.8
10.	Lansing	2.9

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	$588
2.	Farmington Hills	466
3.	Warren	466
4.	Grand Rapids	314
5.	Troy	267
6.	Ann Arbor	221
7.	**Sterling Heights**	**218**
8.	Livonia	170
9.	Dearborn	161
10.	Lansing	88

2020 Fiscal Health Scores 0 = Best; 10 = Worst

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

Comparable City Benchmarks

City Pension Plans

Annual Required Contribution Per Resident

1.	Lansing	$260
2.	Dearborn	184
3.	Southfield	175
4.	Warren	151
5.	Ann Arbor	123
6.	**Sterling Heights**	**119**
7.	Grand Rapids	114
8.	Farmington Hills	80
9.	Troy	15
10.	Livonia	11

Police & Fire Plan % Funded (PA 202 Report - FY 2021)

1.	Troy*	136.3
2.	Ann Arbor*	100.2
3.	Livonia*	95.6
4.	Dearborn	88.9
5.	Farmington Hills*	87.7
6.	Warren	76.3
7.	Southfield	75.5
8.	Grand Rapids	72.3
9.	**Sterling Heights**	**72.0**
10.	Lansing	68.2

**Includes general employees*

General Employees Plan % Funded

1.	Troy*	136.3
2.	Ann Arbor*	100.2
3.	Dearborn	98.2
4.	Livonia*	95.6
5.	Farmington Hills*	87.7
6.	**Sterling Heights**	**86.1**
7.	Grand Rapids	80.9
8.	Southfield	75.6
9.	Warren	75.3
10.	Lansing	56.4

**Includes police & fire employees*

Unfunded Pension Liability Per Resident

1.	Lansing	$2,612
2.	Southfield	1,483
3.	Grand Rapids	1,339
4.	Warren	1,038
5.	**Sterling Heights**	**927**
6.	Dearborn	503
7.	Farmington Hills	321
8.	Livonia	107
9.	Ann Arbor	(8)
10.	Troy	(786)

Comparable City Benchmarks

Retiree Health Benefit Plans

Annual Required Contribution Per Resident

1.	Lansing	$180
2.	Southfield	158
3.	Dearborn	143
4.	Warren	134
5.	Ann Arbor	94
6.	**Sterling Heights**	**78**
7.	Troy	37
8.	Livonia	34
9.	Grand Rapids	24
10.	Farmington Hills	6

Retiree Health Plan % Funded

1.	Farmington Hills	127.8
2.	Troy	94.8
3.	Grand Rapids	85.7
4.	**Sterling Heights**	**78.2**
5.	Ann Arbor	77.9
6.	Dearborn	67.2
7.	Livonia	59.2
8.	Southfield	56.5
9.	Warren	45.6
10.	Lansing	36.8

Unfunded Health Liability Per Resident

1.	Lansing	$1,945
2.	Warren	1,265
3.	Southfield	1,035
4.	Livonia	888
5.	Dearborn	724
6.	Ann Arbor	560
7.	**Sterling Heights**	**344**
8.	Troy	77
9.	Grand Rapids	76
10.	Farmington Hills	(261)

Retirement Health Benefit Recipients Per 1,000 Residents

1.	Lansing	14.8
2.	Ann Arbor	8.6
3.	Southfield	8.2
4.	Dearborn	7.6
5.	Warren	7.5
6.	Livonia	7.4
7.	**Sterling Heights**	**4.8**
8.	Troy	4.0
9.	Grand Rapids	2.3
10.	Farmington Hills	2.1

Comparable City Benchmarks

Miscellaneous Benchmarks

Full-Time Employees Per 1,000 Residents

1.	Lansing	8.0
2.	Grand Rapids	7.9
3.	Dearborn	7.0
4.	Southfield	6.5
5.	Ann Arbor	6.3
6.	Livonia	6.3
7.	Warren	5.2
8.	Farmington Hills	4.4
9.	Troy	4.2
10.	**Sterling Heights**	**3.9**

Government Debt Per Resident

1.	Grand Rapids	$3,029
2.	Dearborn	2,508
3.	Ann Arbor	2,343
4.	Southfield	1,900
5.	Lansing	1,366
6.	**Sterling Heights**	**1,325**
7.	Warren	1,148
8.	Farmington Hills	794
9.	Livonia	394
10.	Troy	274

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

1.	Lansing	$440
2.	Southfield	333
3.	Dearborn	327
4.	Warren	285
5.	Ann Arbor	217
6.	**Sterling Heights**	**197**
7.	Grand Rapids	138
8.	Farmington Hills	86
9.	Troy	52
10.	Livonia	45

Average Residential Monthly Water & Sewer Bill (FY 2021/22)

1.	Lansing	$110
2.	Southfield	100
3.	Grand Rapids	77
4.	Warren	72
5.	Dearborn	70
6.	Farmington Hills	66
7.	Livonia	65
8.	**Sterling Heights**	**65**
9.	Ann Arbor	63
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.

Fund Structure

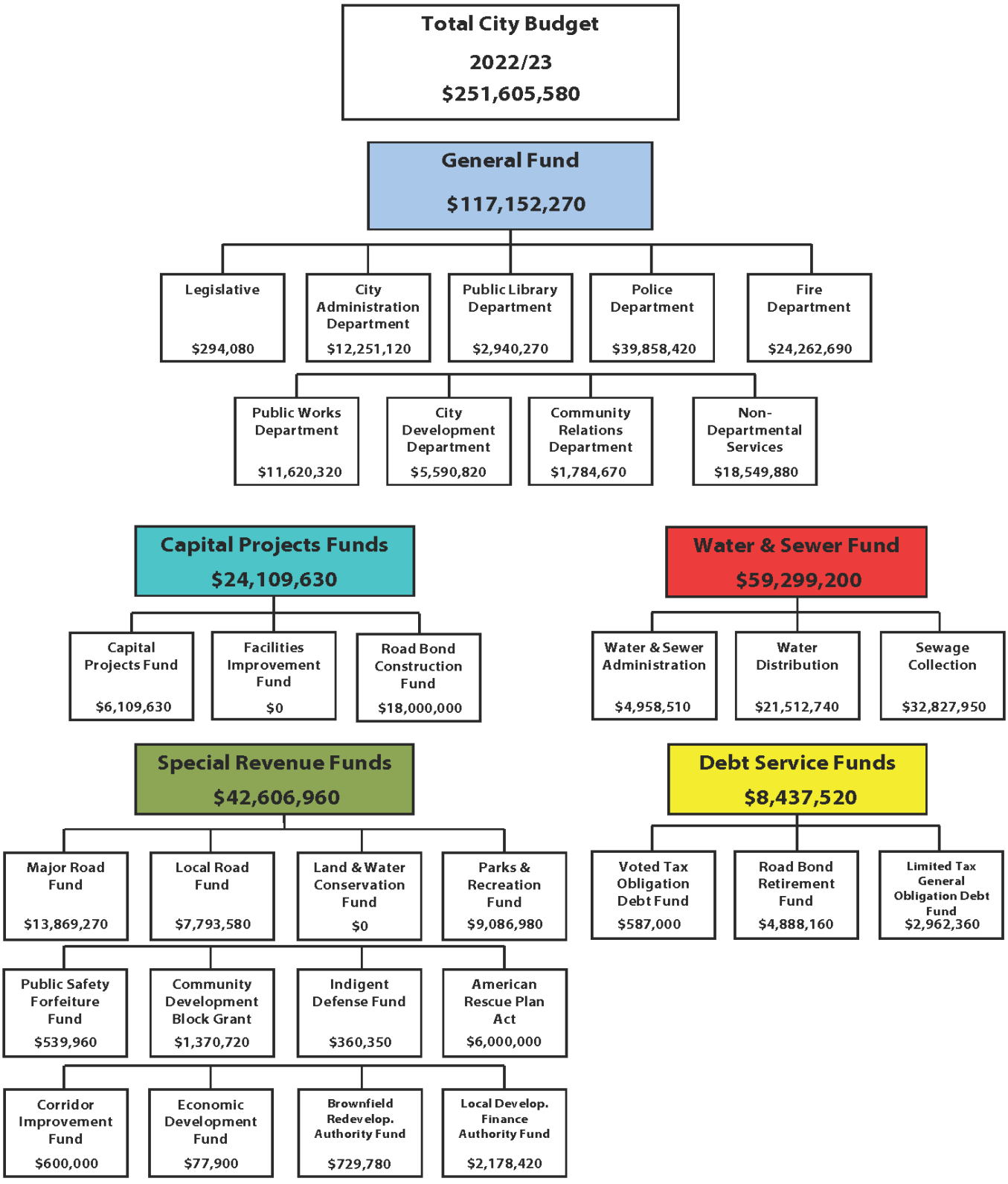


Chart figures correspond to budget tabs and include all transfers.

July 1, 2022

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 2022/23 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 seven full-time positions in the proposed budget, the City will still have 127 fewer positions than in 2008.

The proposed FY 2023 General Fund budget revenues of $117.5 exceed expenditures of $117.2 by $306,240. As a percent of General Fund Expenditures, fund balance will remain healthy at approximately 29%. Thankfully, the American Rescue Plan (ARP) will provide $19.8 million in funding to fill the void of financial losses during Covid-19. ARP funding has been allocated to community projects centered on sustainability, job retraining, community wellness and infrastructure.

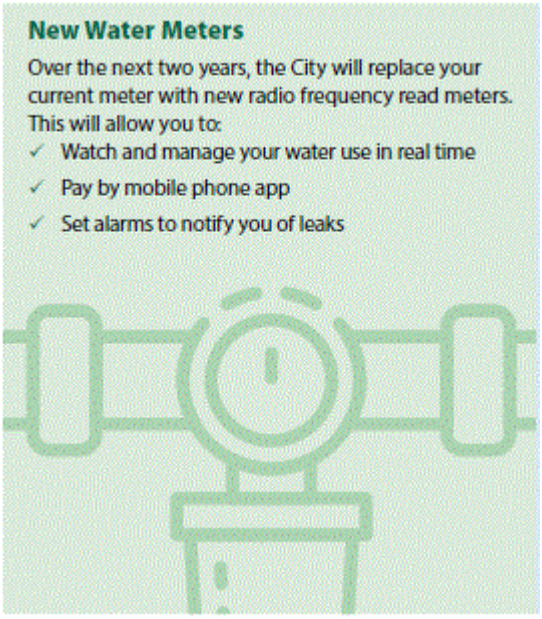
Best of all, residents and businesses will experience a tax savings in 2022 due to a millage rate reduction!



YEAR IN REVIEW AND PREVIEW

Sterling Heights has emerged from the COVID-19 pandemic stronger than ever thanks to proactive initiatives involving vaccinations and testing for the community and employees. As a result, the community is leading the way on many metrics including home sales, which increased 17% in 2021, construction activity averaging well above $100 million and significant infrastructure improvements, including but not limited to the following:

- The $24 million completion of facility improvements on the City Center Campus including City Hall, the Police Station, Library and Court building
- Substantial completion of the new state of the art $24 million Department of Public Works facility
- Over $16 million in various neighborhood and major road improvements
- $15 million in water and sewer infrastructure improvements



A number of Economic Development and Financial initiatives were also advanced over the past year, some which include:

- Completion of the VELOCITY Co-working Lab and the hiring of a new General Manager continuing the center's mission of fostering the development and growth of start-up companies supplementing the City's robust commercial and industrial corridors
- Completion of the North Van Dyke Master Plan and acquisition of numerous properties to begin activating the plan
- Finalization of the Lakeside Redevelopment Plan creating a reimagined area that will pay significant dividends to the City and at the entire region for decades
- Completion of numerous residential developments including significant multi-family areas creating vitality for the surrounding commercial uses
- Commencement of the water meter replacement program which will enable customers to control costs through dynamic pricing, water conservation and improved budgeting through implementation of monthly billing which is the standard for utilities across the country
- Continuation of the City's superior AA bond rating resulting in a cost savings to tax payers
- Reduction of the City's millage rate continuing a long tradition of being one of the lowest in the County and among the lowest statewide

SUSTAINABLE CITY OF Sterling Heights

The City has established a reputation as a community having a high quality of life retaining existing residents and businesses while attracting new families. Quality of life amenity enhancements over the past year include the following:

- Expansion of the City's significant trail systems
- Expansion of outdoor recreational equipment for seniors
- The addition of rollerblading under the Farmers Market Pavilion in the summer months
- The return of Sterlingfest after a two year hiatus due to the Covid Pandemic

- The addition of a mural creating greater exposure for businesses while creating focal points for the community
- The addition of four public art sculptures located in Imus Park, Nelson Park, Mark Sawyers Family Park and the Nature Center
- Creation of a plan to acquire more open space at the Fillmore school site benefiting residents in the southeast quadrant of the City
- Development of one of the largest sidewalk replacement and gap elimination programs in the City's history
- Creation of the CommUnity Alliance and continued advancement of the African American Coalition
- Construction of the final component of *Re*creating Recreation – the Senior Center indoor multi-season Bocce Ball Center
- Development of an Electrical Vehicle Charging Station Strategic Plan to prepare for transition to more electric vehicles



Numerous organizational service improvements were also initiated, including but not limited to the following:

- Consolidation of the City's jail with the County jail creating savings for taxpayers and enabling the City to hire seven new officers increasing presence in neighborhoods and commercial areas
- Creation of the City's Passport renewal program which has proven to be very popular
- Replacement of all roadway lighting throughout the City increasing reliability, safety and aesthetics while reducing costs all under the banner of the City's sustainability plan
- Initiation of a Micro-forest, community gardens and retention pond improvements again under the umbrella of the city's sustainability plan
- Development of an organization- wide Diversity, Equity and Inclusion (DEI) Strategic Plan, overseen by the DEI Employee Council, the members of which represent diversity across the organization

Needless to say the last year was incredibly busy and full of significant accomplishments even in the midst of a pandemic. The proposed FY 2023 Budget provides the necessary funding for many more exciting initiatives while maintaining the City's strong financial position.

ONE many Cultures CITY

Ethnic Community Committee
CITY OF STERLING HEIGHTS

PROPOSED BUDGET OVERVIEW

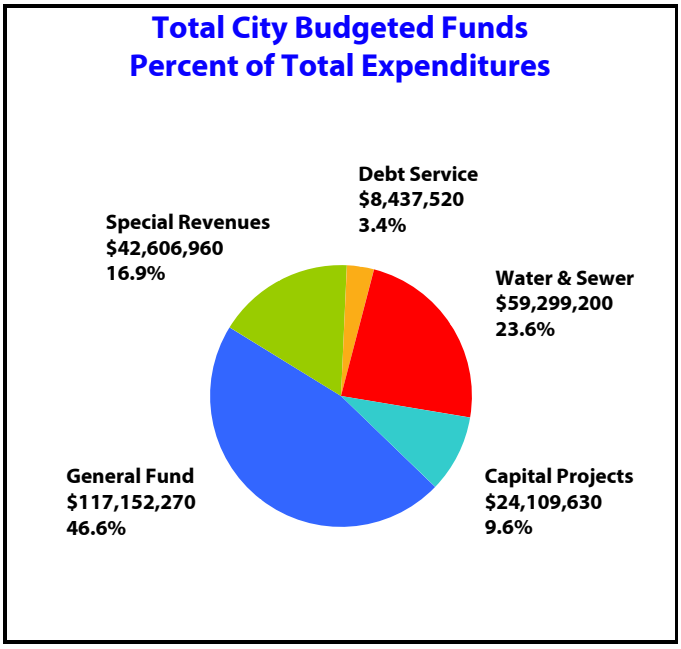


Figure 1

Total City Expenditures of $251,605,580 (including transfers)

The City establishes a budget for 18 separate funds or accounting divisions. These 18 funds can be further grouped into five major fund categories as detailed in *Figure 1*. The largest is the General Fund, which provides $117.2 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 $59.3 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 the Major and Local Road Funds, the Parks & Recreation Fund, and the Capital Project Funds all account for the majority of the remainder of the Total Funds Budget.

As pictured in *Figure 1*, the 2022/23 Budget for all City Funds totals $251.6 million - an increase of $8.3 million or 3.4% over the prior year. The changes by fund can be broken down as follows:

	Dollar Change	Percentage Change
General Fund	$3,450,520	3.0%
Major Roads	371,910	2.8%
Local Roads	(928,360)	-10.6%
Amer. Rescue Plan	5,218,750	668.0%
Road Bond Debt	866,780	21.6%
Capital Projects	(5,100,000)	-45.5%
Facilities Imp.	(1,240,830)	-100.0%
Road Bond Const.	3,362,070	23.0%
Water & Sewer	2,398,170	4.2%
Other Funds	(140,520)	-0.8%
Total	**$8,258,490**	**3.4%**

General Fund expenditures increased $3.5 million or 3.0%, primarily due to higher personnel costs. The cost of wages and benefits increased 2.3%, or $1.9 million, primarily due to increases in contractual wages and benefits, offset by a decrease in the required contributions to the City pension and retiree medical (OPEB) plans. The new position of Deputy Police Chief is also included. Transfers Out to other funds also increased $963,390. The transfer to the Major Road Fund increased $250,000 and the transfer to the Capital Projects Fund increased $734,180.

Proposed expenditures in the ***Major Road Fund*** increased $0.4 million or 2.8% primarily due to an increase in the transfer to the Road Bond Debt Retirement Fund to finance the increase in debt service. $16.5 million in bonds will be issued in the spring of 2022 to finance the second tranche of the total reconstruction of Mound Road. The proposed budget includes funding for new major road projects totaling $6.8 million.

Local Road Fund expenditures decreased $0.9 million or 10.6% primarily due to the timing of local road reconstruction projects. The proposed budget includes funding for new local road repair and reconstruction programs totaling $5.2 million.

New this year, the ***American Rescue Plan Act Fund*** accounts for the expenditures funded through COVID-19 relief provided to the City through the federal American Rescue Plan Act. Two road projects totaling $5.5 million are included in the proposed budget: concrete repairs to Ryan Road from 14 Mile to Metro Parkway and the resurfacing of Plumbrook Road from Utica Road to Van Dyke Avenue. An additional $500,000 is proposed to fund a city-wide tree inventory and the planting of up to 2,000 neighborhood trees.

The ***Road Bond Debt Fund*** increased $866,780 or 21.6% due to the estimated debt service on the 2022 Michigan Transportation Bond to be issued in the spring of 2022 to finance the second portion of the total reconstruction of Mound Road.

The proposed budget for the ***Capital Projects Fund*** decreased by $5.1 million or 45.5% primarily due to the final $3.8 million of costs in the prior year related to the construction of the $24 million Public Works Building. A large sidewalk repair program and additional machinery and equipment purchases, both in the prior year, account for the remainder of the difference.

The ***Facilities Improvement Fund*** has no additional expenditures included in the proposed budget. The prior year budget included $1.2 million in carry forward expenditures to complete this three-year project which included renovations at the 41A District Court, the Police Department, the Public Library and City Hall.

Expenditures in the ***Road Bond Construction Fund*** increased $3.4 million. The total reconstruction of Mound Road began in the summer of 2021. The total project cost of $230 million is 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 multiple parts. An $18 million bond was sold in March 2021 and a second $16.5 million bond is planned for the spring of 2022 to finance the estimated costs through June 2023. Construction expenditures included in the current budget total $18.0 million.

The cost to operate the ***Water & Sewer Fund*** increased $2.4 million or 4.2%. The cost of water from the Great Lakes Water Authority increased 3.4% and sewage treatment and sewer debt costs passed on from Macomb County Public Works increased 2.2%. Personnel costs increased $195,000, or 3.5%, primarily due to contractual wage adjustments. Debt Service also increased $0.6 million primarily due to a $12 million capital improvement bond to be issued in the spring of 2022 to finance the replacement of all commercial and residential water meters throughout the City.

GENERAL FUND

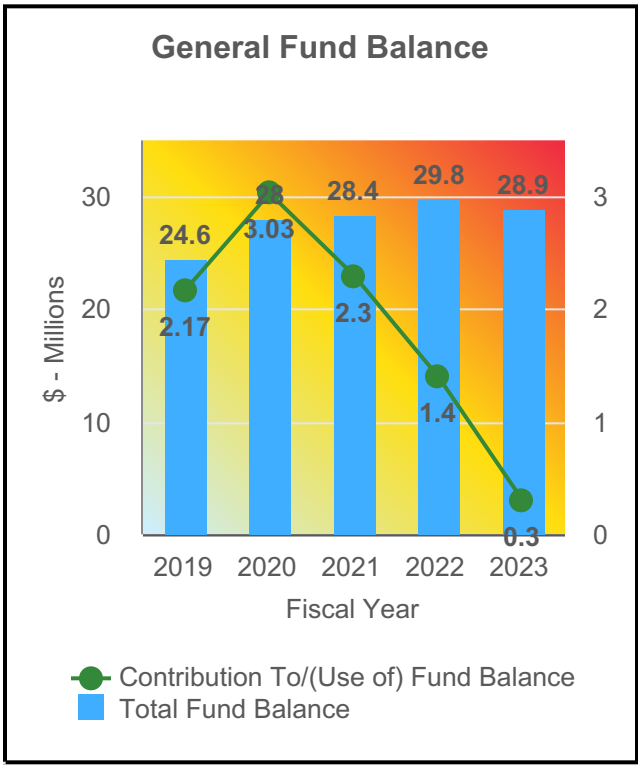


Figure 2

The General Fund revenues of $117.5 million exceed proposed General Fund expenditures of $117.2 million by $306,240. As shown in *Figure 2*, General Fund reserves now total to 28.9% of General Fund expenditures. General Fund balance of 25% - 30% of General Fund expenditures will

help ensure the City's ability to weather future economic uncertainty.

Revenues by Category

General Fund revenues are budgeted at $117.5 million, which is an increase of $3.7 million compared to the prior year. The General Fund derives its revenue from a variety of sources as shown in *Figure 3*.

The largest source is from property taxes. The City's tax rate of 16.3800 mills will provide $72.6 million or 61.8% of the total General Fund budget. Taxes are levied for General Operations, Safe Streets, *Re*creating Recreation, and Refuse Collection.

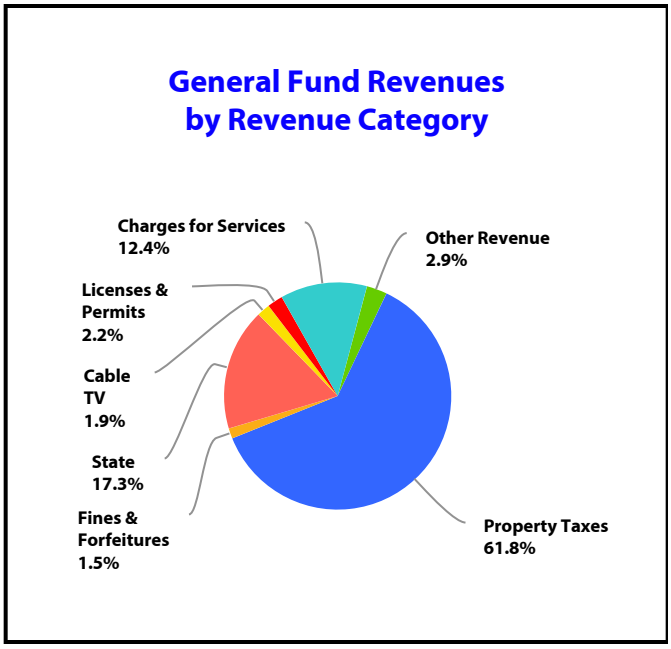


Figure 3

Total General Fund Revenue of $117,458,510

The City's total millage rate of 16.3800 mills is broken down in *Figure 4* and represents a net decrease from the prior year of 0.2942 mill.

There is no change in the City Operating millage over the prior year.

The decrease in the Police & Fire millage is due to a lower required contribution to the pension fund than in the prior year. The required contribution decreased $219,000 primarily due to favorable investment performance.

CITY MILLAGE RATES	2021/22 Adopted	2022/23 Proposed	Increase/ (Decrease)
City Operating	9.4940	9.4940	0.0000
Safe Streets	2.4157	2.3850	-0.0307
*Re*creating Recreation	0.9378	0.9257	-0.0121
Refuse Collection	0.9877	0.9468	-0.0409
Police & Fire Retirement	2.7240	2.5189	-0.2051
Fire Station Improve.	0.1150	0.1096	-0.0054
Total City Millage	**16.6742**	**16.3800**	**-0.2942**

Figure 4

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 that can be included in 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 cost increases. All of these changes have resulted in reductions to the average annual pension payout, which is currently $54,612.

The Refuse millage is based on actual refuse costs and decreased slightly due to the increase in overall taxable value. The Safe Streets and *Re*creating Recreation millages decreased slightly based on the sixth 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 Fire Station Improvement millage also decreased slightly. This will be the final year of this voter-approved debt millage.

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. As seen in *Figure 5* For the 2021

tax year, the City's tax rate was 5.2 mills lower than the average tax rate of all Macomb County cities.

Macomb City Tax Rates (2021)

1.	Center line	34.24
2.	Eastpointe	26.60
3.	Roseville	25.27
4.	Warren	25.19
5.	St. Clair Shores	23.94
6.	Fraser	23.37
7.	Utica	20.09
8.	Mount Clemens	19.50
9.	Memphis	18.62
10.	**STERLING HEIGHTS**	**16.67**
11.	Richmond	15.87
12.	New Baltimore	12.98

Macomb Average: 21.86 mills

Figure 5

The City's total taxable value in 2022 increased by 4.6%. Proposal A allowed a 3.3% inflationary adjustment and the additional 1.3% increase is due to increased investment in our community. The City's total taxable value has been steadily increasing since 2018, but is still nearly 7% below 2008 values. As a result, the City has now lost $159.4 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 primarily been accomplished through additional millages such as Safe Streets and *Rec*reating Recreation. As previously noted, current year taxable values are still below their peak in 2008.

To lessen the burden and reliance on property taxes, the General Fund also realizes revenue from a variety of smaller revenue sources, as detailed in Figure 3.

As noted earlier, General Fund revenues increased a total of $3.7 million over last year. Significant changes from the prior year budget in General Fund revenue sources include:

- A net increase of $2.0 million in ***Property Tax*** revenue due to a 4.6% increase in taxable value partially offset by a net decrease to the City millage rate of 0.2942.
- An increase of $0.5 million in revenue from ***Federal/State/Local Returns*** due to a larger expected Personal Property Tax Reimbursement and a 2.4% increase in State Shared Revenue, partially offset by a decrease in expected revenue from Federal Grants.
- ***Charges for Services*** increased $0.5 million due to increased revenue from the Water & Sewer Fund resulting from additional charges related to the implementation of monthly billing. Property Tax Administration Fee revenue is also expected to increase.
- Revenue from ***Fines & Forfeitures*** is expected to increase $0.4 million. Revenue from Court Fines had decreased significantly due to the COVID-19 pandemic and is now beginning to return to pre-pandemic levels.
- ***Other Revenues*** increased $0.3 million primarily due to an increase in revenue from Sterlingfest. The annual summer festival has been canceled the past two years due to the pandemic and is expected to return this year.

Expenditures by Category

The $117.2 million General Fund budget represents a $3.5 million or 3.0% increase compared to the prior year.

The General Fund is comprised of four separate categories as illustrated in *Figure 6*.

The largest category is Personnel Services, which is made up of wages and fringe benefit costs and comprises 73.2% of the total budget.

Supplies, which is primarily made up of operating supplies, fuel, parts for the repair and maintenance

of City vehicles, and the purchase of library books, totals 2.5% of the budget.

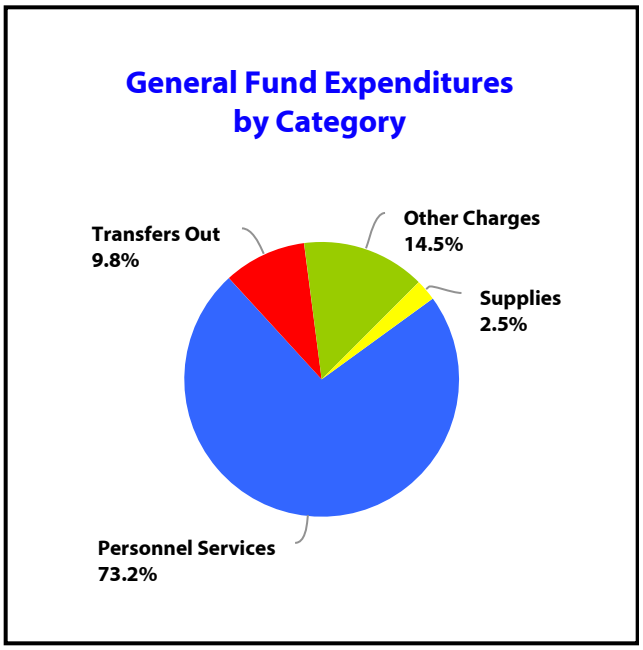


Figure 6

Total General Fund Budget of $117,152,270

Other Charges totals 14.5% of the budget and is primarily for refuse, dispatch, custodial contract costs, utility bills, street lighting, and legal costs. Transfers to other City funds total 9.8% of the General Fund budget.

The total $3,450,520 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	$1,946,440	2.3%
Supplies	295,090	11.2%
Other Charges	245,600	1.5%
Transfers Out	963,390	9.2%
Total	**$3,450,520**	**3.0%**

Personnel Services increased by $1,946,440 or 2.3%. Wages for full-time employees increased $1,643,880 or 4.5% primarily due to contractual wage increases for all employees ranging from 2.0% to 2.5% annually and employee wage-step increases. A full-time Deputy Police Chief position is also included in the proposed budget.

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 will decrease by $590,200 or 4.3% next year. Strong investment returns as well as City commitment to consistent funding has resulted in reductions in the required annual contributions for all three plans. $218,670 of the decrease is related to the Police and Fire pension, which is funded through a dedicated millage, resulting in a decrease of 0.2051 to that millage rate this year.

Total active employee health insurance costs increased by $404,370 or 6.0% due to expected increases in the illustrated rates for the BCBS Simply Blue plan. By January 1, 2023, all employee groups, with the exception of Police and Fire, will be contributing 10% to the cost of health insurance.

Position	Cost Center	FTE
Administrative Assistant	City Clerk	1
Info. Technology Specialist	Info. Tech.	1
Accountant	Financial Serv.	1
Account Clerk	Utility Services	1
Marketing & Comm. Coord.	Comm, Relations	1
Subtotal Approved in 2021/22 First Amendment		***5***
Purchasing Mgr. Overlap	Purchasing	(1)
Deputy Police Chief	Police Admin.	1
Animal Control Officer	Police Supp. Serv.	1
Net Increase Full-time Positions - General Fund		***6***
Recreation Specialist	Parks & Recreation Fund	1
Net Increase Full-Time Positions - All Funds		***7***

Figure 7

The budget (across all funds) includes funding for 522 full-time positions, which is a net increase of seven full-time positions. *Figure 7* summarizes the

position changes compared to the 2021/22 original Adopted Budget.

Even with this increase to full-time staffing, the City still has 127 less full-time positions than in 2008, which saves an estimated $12 million annually. Including these new positions, the City's employee per resident ratio is 3.9 employees for every 1,000 residents - still the ***lowest*** among our comparable communities. (See *Figure 8* below.)

Full-Time Employees Per 1,000 Residents

1.	Lansing	8.0
2.	Grand Rapids	7.9
3.	Dearborn	7.0
4.	Southfield	6.5
5.	Ann Arbor	6.3
6.	Livonia	6.3
7.	Warren	5.2
8.	Farmington Hills	4.4
9.	Troy	4.2
10.	***Sterling Heights***	***3.9***

Figure 8

The total number of part-time positions in the proposed budget remains the same as the prior year. Two part-time Fire Inspectors, a part-time Account Clerk, a part-time Appraiser, and a part-time Facilities Maintenance Mechanic were added, however these additions were offset by two part-time to full-time conversions and a reduction in the number of Seasonal Laborers.

Supplies increased $295,090 or 11.2% primarily due to increased postage related to the 2022 Gubernatorial election and a significant increase in the cost of fuel.

Other Charges increased $245,600 or 1.5%, primarily due to increases in legal services, contractual cleaning services, and software maintenance fees, offset by savings in street lighting due to the one time expenditure in the prior year for the conversion to LED lighting.

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 increased by $963,390 or 9.2%. The General Fund transfer to Major Roads increased by $250,000 and the transfer to the Capital Projects Fund increased by $734,180.

Expenditures by Budgetary Center

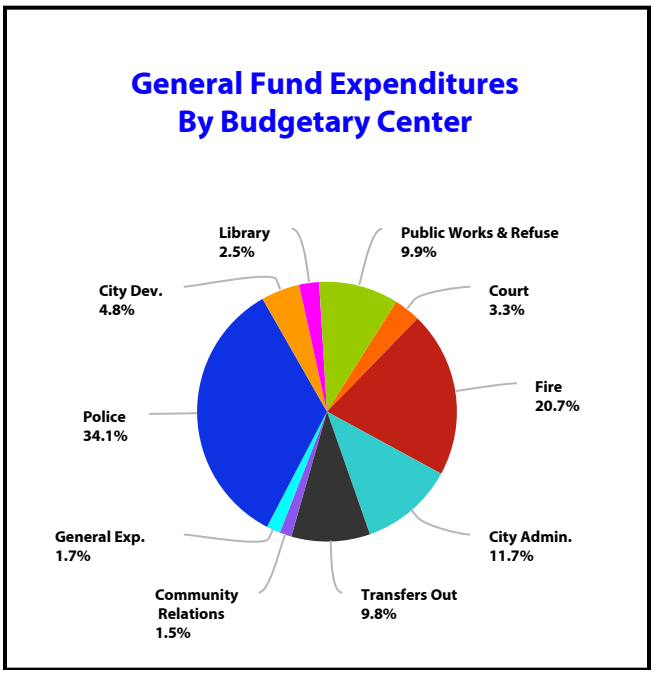


Figure 9

Total General Fund Budget of $117,152,270

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 in *Figure 9*, 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 $42.6 million for major and local road maintenance and construction, parks and recreation, public safety drug forfeiture purchases, the Local Development Finance Authority, the Brownfield Redevelopment Authority, the Corridor Improvement Authority, and for the federally subsidized Community Development Block Grant, the American Rescue Plan Fund, and the State subsidized Indigent Defense Fund.

Several notable items in the Special Revenue Funds Budget include:

- CDBG funding to renovate the Senior Center restrooms, reconstruct Malibu Drive and Bonneville Road, to assist low and moderate-income families in making minor home repairs, funding for not-for-profit service organizations, and funding for the Adaptive Recreation program
- LDFA Funding for continued operation of the business incubator, and to reconstruct Brentwood Drive
- Concrete repairs to Ryan Road and the resurfacing of Plumbrook Road funded through the American Rescue Plan (ARPA)
- Continued investment in major and local road maintenance including additional asphalt repairs, right-of-way mowing, and street sweeping

Significant Major Road improvement projects are budgeted next year including:

- Resurfacing of 14 Mile Road from Hayes Road to Maple Lane
- Resurfacing of Ryan Road from Metro Parkway to 18 Mile Road
- Reconstruction of the 17 Mile Road bridge over Plumbrook Drain
- Resurfacing of Schoenherr Road from 19 Mile Road to M-59
- The continuation of the total reconstruction of Mound Road

In addition, $5.2 million will be invested into neighborhood roads, including both sectional repairs and full reconstruction of 17 local streets.

Please see the Capital Projects section of this document for a complete list of every Major and Local Road project planned for 2022/23.

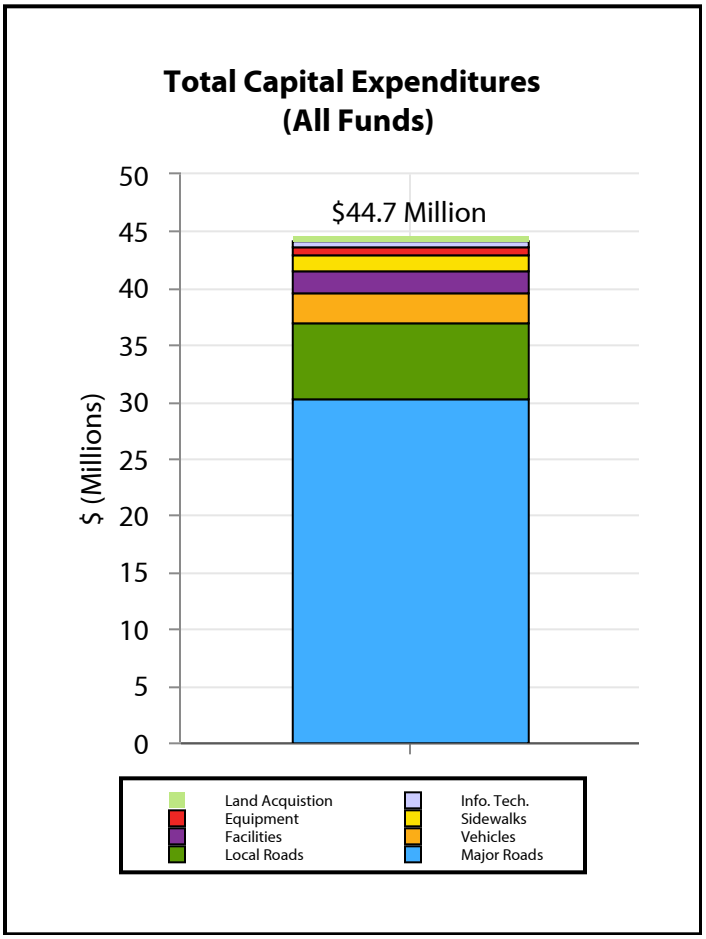


Figure 10

The Capital Project Funds total $24.1 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:

- $2.1 million for new and replacement vehicles, including ten police vehicles, a fire pumper, a tandem-axle dump truck with plow and nine other older and high mileage vehicles throughout the organization
- $616,000 for new and replacement equipment including police ballistic helmets, diesel exhaust systems for the fire stations, fire fighter air packs and turnout gear replacement, and continued investment in public art
- $541,000 for technology upgrades including replacing the City's firewall, replacing the courtroom audio system, and the continuation of the replacement of the in-car computers and modems in police vehicles
- Phase II of the Nature Center roofing system replacement, the replacement of the heating & cooling system at Fire Station #5, the continuation of the Delia Park south parking lot replacement, the sealing of municipal parking lots, and the continuation of the sidewalk gap and repair programs.

Finally, the ***Debt Service Funds*** total $8.4 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 $0.9 million or 11.5% over last year primarily due to the debt service on the $16.5 million Michigan Transportation Fund bond to be issued in the spring of 2022 to fund the second tranche 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 76% 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, 2022, the GLWA water rates will increase 3.4%. In addition, Macomb County sewer charges and debt service costs are increasing 2.2%. This increase equates to $1.5 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.

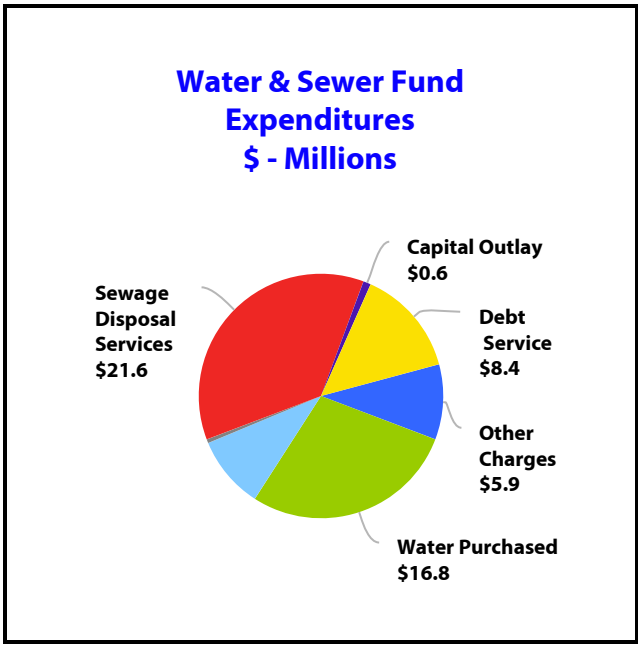


Figure 11

Total Water & Sewer Fund Budget of $59,299,200

Personnel costs will increase $194,800 or 3.5% this year, primarily due to contractual wage adjustments, partially offset by a decrease in the required contributions to the General Employees' Retirement System and the retiree medical system.

Supplies decreased $57,870 or 15.9% 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 $1,761,400 primarily due to increases from the GLWA and Macomb County totaling $1.5 million. Interfund Services also increased due to increased costs related to the implementation of monthly billing.

Capital Outlay includes the purchase of a replacement Ford Transit Van, three pickup trucks, and a tandem axle dump truck.

Debt Service increased $634,840 or 8.2% primarily due to a $12 million Capital Bond to be issued in spring of 2022 to fund the citywide replacement of all residential and commercial water meters. These meters are over 50 years old and are being 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.

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 following changes were implemented to our water & sewer rate structure:

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	$145
2.	Eastpointe	122
3.	Utica	107
4.	St. Clair Shores	98
5.	Clinton Township	90
6.	Mount Clemens	82
7.	Shelby Township	79
8.	Roseville	75
9.	Macomb Township	73
10.	Warren	72
11.	Center Line	68
12.	**Sterling Heights**	**65**

Rates are current, using 9,000 cf.

Figure 12

Proposed Water & Sewer rates for the 2022/23 budget include a 5% increase. The rate increase is primarily due to the cost increases of 3.4% and 2.2% passed on by the Great Lakes Water Authority and the Macomb County Public Works Office, respectively. Increased administration costs, as well as the debt service on the $12 million Capital Bond to fund the citywide water meter replacements were also factored in to the net increase.

Despite this necessary increase, Sterling Heights' residents still receive a great value for water & sewer services. *Figure 12* compares the average monthly water & sewer cost for Sterling Heights to our surrounding communities for the 2021/22 (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 $68 per month, assuming some summer irrigation use. ***That's just 1.2 cents per gallon for all the things you need to do, every day, to stay clean and healthy!***

CHANGES BETWEEN THE PROPOSED BUDGET AND ADOPTED BUDGET

The fiscal year 2022/23 Budget was adopted on May 4, 2022 as presented. There were no changes to estimated revenues or appropriated expenditures.



CONCLUSION

In closing, I would like to acknowledge the efforts of the Finance & Budget staff: Jennifer Varney, Janice Schoenrath, and Christine Prince for their hard work and effort during the budget process. The City's solid financial position is due in large part to their hard work and dedication. The City's department directors and managers are also commended for their professionalism and continued commitment to service excellence. I am especially grateful to the City employees who remain dedicated to this great organization, and work tirelessly on behalf of our customers, delivering exemplary services. I would also like to thank the Mayor and City Council for their continued leadership and support throughout the past year which was once again filled with countless challenges.

Respectfully submitted,

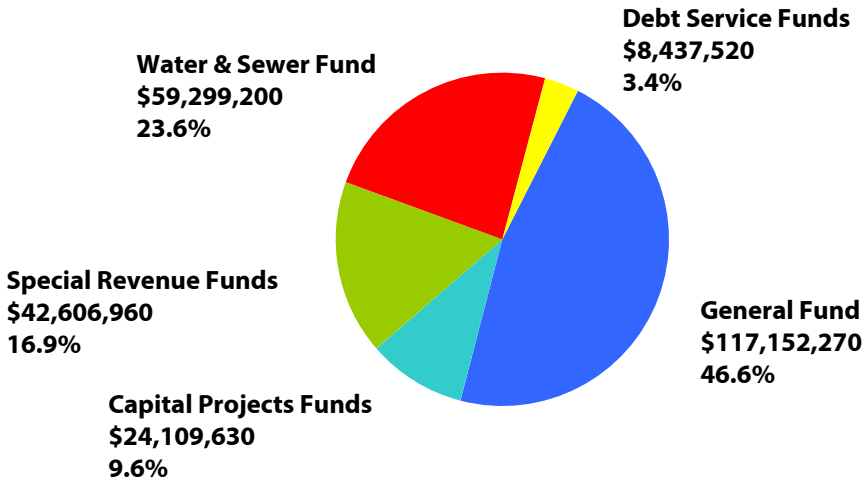
Mark D. Vanderpool
City Manager

An investment in knowledge pays the best interest.

~ Benjamin Franklin ~

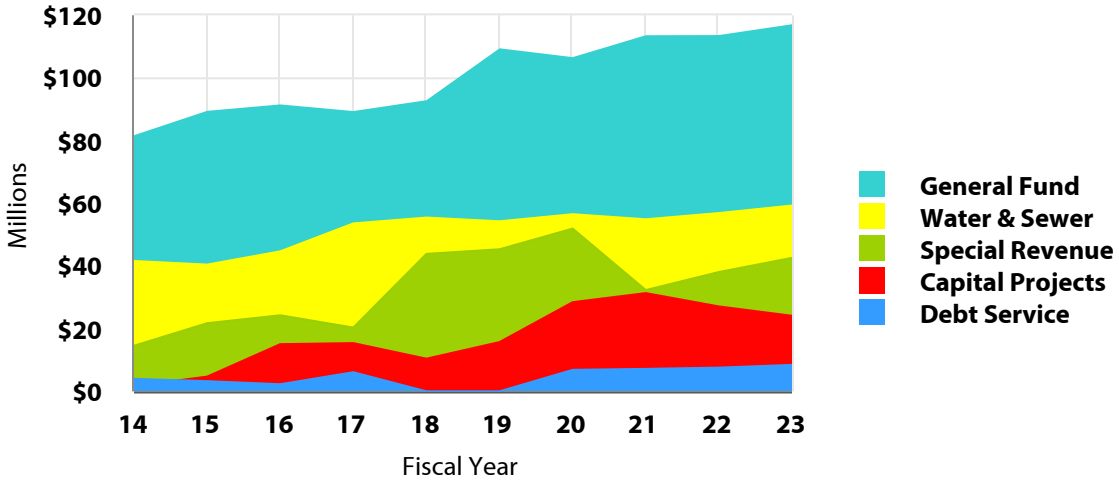


Total City Budgeted Funds
Percent of Total Expenditures



Total City Expenditures of $251,605,580
(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.

2022/23 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	$72,628,600	$0	$8,400,380	$551,110	$0	**$81,580,090**
Water & Sewer Service	0	58,073,860	0	0	0	**58,073,860**
Charges for Services	14,513,020	1,758,840	1,303,790	0	0	**17,575,650**
Interfund Transfers In	0	0	3,241,180	7,410,300	5,244,630	**15,896,110**
Highway & Street Grants	0	0	14,774,040	0	0	**14,774,040**
State Revenue Sharing	14,010,690	0	0	0	0	**14,010,690**
Federal State & Local Grants	1,135,690	0	8,682,870	0	110,000	**9,928,560**
Personal Property Tax Reimb.	5,230,580	0	608,880	40,540	0	**5,880,000**
Miscellaneous Revenue	3,020,920	130,000	593,100	155,930	767,930	**4,667,880**
Licenses & Permits	2,589,510	0	0	0	0	**2,589,510**
TIF/LDFA-SmartZone Capture	0	0	2,578,060	0	0	**2,578,060**
Cable Revenue	2,200,000	0	0	0	0	**2,200,000**
Fines & Forfeitures	1,729,500	0	0	0	0	**1,729,500**
Interest on Investments	400,000	90,000	2,150	150	12,500	**504,800**
Total Revenues	**117,458,510**	**60,052,700**	**40,184,450**	**8,158,030**	**6,135,060**	**231,988,750**
EXPENDITURES BY OBJECT						
Personnel Services	85,740,550	5,724,750	3,445,780	0	0	**94,911,080**
Other Charges	12,534,640	41,761,650	5,984,820	4,970	0	**60,286,080**
Capital Improvement Projects	0	0	19,651,700	0	20,882,370	**40,534,070**
Interfund Transfers Out	11,448,170	0	4,447,940	0	0	**15,896,110**
Principal Payments	0	4,981,830	1,690,000	5,929,000	0	**12,600,830**
Interest Payments	0	3,429,320	1,311,590	2,503,550	0	**7,244,460**
Other Services	0	0	5,329,540	0	0	**5,329,540**
Refuse Collection	4,394,110	0	0	0	0	**4,394,110**
Supplies	2,919,390	305,550	346,190	0	0	**3,571,130**
Capital Vehicles	0	516,000	210,000	0	2,069,700	**2,795,700**
Interfund Services	115,410	2,470,100	110,250	0	0	**2,695,760**
Capital Equipment	0	110,000	79,150	0	1,157,560	**1,346,710**
Total Expenditures	**117,152,270**	**59,299,200**	**42,606,960**	**8,437,520**	**24,109,630**	**251,605,580**
Excess of Revenues Over (Under) Expenditures	306,240	*	(2,422,510)	(279,490)	(17,974,570)	**(20,370,330)**
Beginning Fund Balance	33,606,620	*	7,401,150	603,580	23,008,550	**64,619,900**
Ending Fund Balance	**$33,912,860**	*****	**$ 4,978,640**	**$ 324,090**	**$ 5,033,980**	**$44,249,570**

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

	2020/21 Actual	2021/22 Estimate	2022/23 Budget
REVENUES BY SOURCE			
City Property Taxes	$74,397,360	$79,228,560	**$81,580,090**
Water & Sewer Service	55,971,010	44,549,700	**58,073,860**
Charges for Services	15,651,670	23,570,040	**17,575,650**
Interfund Transfers In	19,940,080	14,502,480	**15,896,110**
Highway & Street Grants	13,610,570	14,618,050	**14,774,040**
State Revenue Sharing	12,818,380	14,659,500	**14,010,690**
Federal, State & Local Grants	10,127,930	6,409,750	**9,928,560**
Personal Property Tax Reimbursement	9,362,760	5,073,380	**5,880,000**
Miscellaneous Revenue	4,657,110	5,034,440	**4,667,880**
Licenses & Permits	2,344,490	2,339,600	**2,589,510**
TIF/LDFA - SmartZone Capture	2,241,110	2,483,560	**2,578,060**
Cable Revenue	2,218,740	2,200,000	**2,200,000**
Fines & Forfeitures	1,008,410	1,429,500	**1,729,500**
Interest on Investments	727,700	459,310	**504,800**
Proceeds - Long-Term Debt	19,675,900	16,500,000	**0**
Total Revenues	**244,753,220**	**233,057,870**	**231,988,750**
EXPENDITURES BY OBJECT			
Personnel Services	84,824,090	91,754,990	**94,911,080**
Other Charges	61,833,470	58,924,900	**60,286,080**
Capital Improvement Projects	41,281,710	41,072,980	**40,534,070**
Interfund Transfers Out	19,940,070	14,502,480	**15,896,110**
Principal Payments	6,489,050	11,368,210	**12,600,830**
Interest Payments	6,044,800	6,916,640	**7,244,460**
Other Services	4,869,470	4,776,340	**5,329,540**
Refuse Collection	4,197,920	4,422,480	**4,394,110**
Supplies	2,934,100	3,540,350	**3,571,130**
Capital Vehicles	1,757,840	2,898,520	**2,795,700**
Interfund Services	2,469,930	2,467,960	**2,695,760**
Capital Equipment	2,755,290	2,064,470	**1,346,710**
Total Expenditures	**239,397,740**	**244,710,320**	**251,605,580**
Excess of Revenues Over (Under) Expenditures*	2,295,100	(8,728,310)	**(20,370,330)**
Beginning Fund Balance	**71,053,030**	**73,348,130**	**64,619,900**
Ending Fund Balance	**$73,348,130**	**$64,619,820**	**$44,249,570**

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

REVENUE COMPARISON
CITY BUDGETED FUNDS

Fund No.	Fund Name	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget	% Change From 21/22
	GENERAL FUND						
1010	General Fund	$109,680,210	$115,978,960	$113,718,890	$114,137,550	**$117,458,510**	3.3%
	WATER & SEWER FUND						
5790	Water & Sewer Fund - Operations	51,565,500	57,971,070	57,744,420	53,993,280	**60,052,700**	4.0%
	SPECIAL REVENUE FUNDS						
2020	Major Road Fund	10,752,060	12,596,470	11,011,990	11,574,300	**11,945,050**	8.5%
2030	Local Road Fund	7,304,730	7,739,120	7,917,290	8,102,620	**8,485,230**	7.2%
2440	Land & Water Conservation Fund	2,590	40	0	0	**0**	0.0%
2760	Parks & Recreation Fund	11,073,350	8,913,060	8,761,720	8,653,290	**9,233,240**	5.4%
2770	Public Safety Forfeiture Fund	461,910	791,690	290,130	795,730	**16,800**	-94.2%
2780	Comm. Develop. Block Grant Fund	947,750	1,329,830	1,966,770	1,766,770	**1,370,720**	-30.3%
2850	Indigent Defense Fund	381,650	80	259,660	259,660	**360,350**	38.8%
2860	American Rescue Plan Act Fund	0	0	781,250	791,910	**6,000,000**	668.0%
2890	Neighborhood Stabilization Fund	5,920	0	0	0	**0**	0.0%
8510	Corridor Improvement Auth. Fund	428,140	230,760	252,400	253,900	**275,380**	9.1%
8550	Economic Develop. Corp. Fund	4,760	70	0	0	**0**	0.0%
8560	Brownfield Redevelopment Fund	245,590	627,350	643,600	706,550	**729,780**	13.4%
8670	Local Dev. Finance Authority Fund	1,504,250	1,581,560	1,733,810	1,718,110	**1,767,900**	2.0%
	Total Special Revenue Funds	**33,112,700**	**33,810,030**	**33,618,620**	**34,622,840**	**40,184,450**	**19.5%**
	DEBT SERVICE FUNDS						
3010	General Drain Fund	1,080	600	0	600	**600**	100.0%
3050	Voted Gen. Obligation Debt Fund	569,570	559,120	591,600	585,870	**591,150**	-0.1%
3270	Road Bond Debt Retirement Fund	3,303,780	3,520,850	4,157,810	4,183,080	**4,603,920**	10.7%
3690	Ltd. Tax Gen. Obligation Debt Fund	3,028,820	2,955,610	2,958,360	2,958,360	**2,962,360**	0.1%
	Total Debt Service Funds	**6,903,250**	**7,036,180**	**7,707,770**	**7,727,910**	**8,158,030**	**5.8%**
	CAPITAL PROJECT FUNDS						
4030	Capital Projects Fund	32,881,160	7,281,210	5,437,620	5,767,900	**6,125,060**	12.6%
4040	Facilities Improvement Fund	401,310	3,896,400	297,560	298,070	**0**	-100.0%
4050	Clinton River Restoration Fund	0	80,000	0	0	**0**	0.0%
4280	Road Bond Construction Fund	11,590	18,699,370	30,000	16,510,320	**10,000**	-66.7%
	Total Capital Project Funds	**33,294,060**	**29,956,980**	**5,765,180**	**22,576,290**	**6,135,060**	**6.4%**
	Total Revenue	**234,555,720**	**244,753,220**	**218,554,880**	**233,057,870**	**231,988,750**	**6.1%**
	Duplicating Transfers	**(17,774,420)**	**(19,940,070)**	**(14,502,480)**	**(14,502,480)**	**(15,896,110)**	9.6%
	Total All Funds	**$216,781,300**	**$224,813,150**	**$204,052,400**	**$218,555,390**	**$216,092,640**	**5.9%**

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

EXPENDITURE COMPARISON
CITY BUDGETED FUNDS

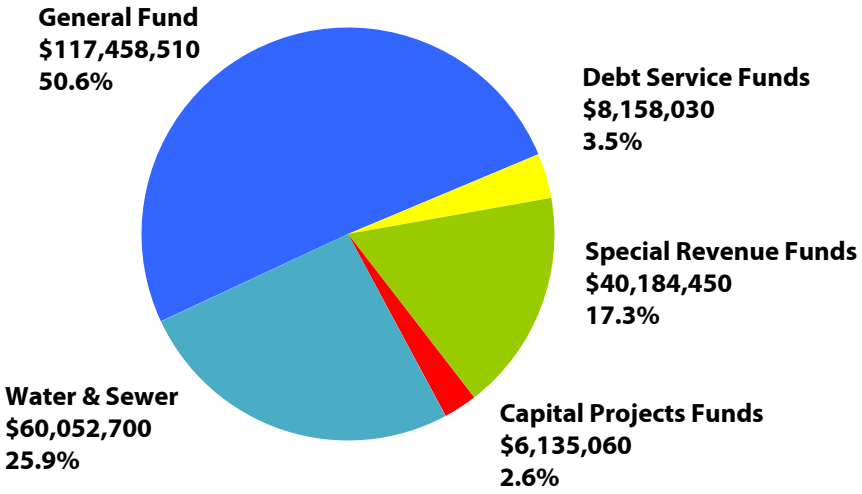
Fund No.	Fund Name	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget	% Change From 21/22
	GENERAL FUND						
1010	General Fund	$106,649,610	$113,644,210	$113,701,750	$112,780,200	**$117,152,270**	3.0%
	WATER & SEWER FUND						
5790	Water & Sewer Fund - Operations	56,529,050	54,910,690	56,901,030	56,917,420	**59,299,200**	4.2%
	SPECIAL REVENUE FUNDS						
2020	Major Road Fund	16,726,150	11,058,990	13,497,360	15,248,200	**13,869,270**	2.8%
2030	Local Road Fund	8,389,320	7,336,150	8,721,940	8,710,440	**7,793,580**	-10.6%
2440	Land & Water Conservation Fund	4,600	128,660	0	0	**0**	0.0%
2760	Parks & Recreation Fund	23,337,340	9,361,790	9,203,340	9,147,680	**9,086,980**	-1.3%
2770	Public Safety Forfeiture Fund	570,320	626,450	625,440	691,520	**539,960**	-13.7%
2780	Comm. Develop. Block Grant Fund	947,750	1,329,830	1,966,770	1,766,770	**1,370,720**	-30.3%
2850	Indigent Defense Fund	171,950	136,000	360,350	360,350	**360,350**	0.0%
2860	American Rescue Plan Act Fund	0	0	781,250	786,790	**6,000,000**	668.0%
2890	Neighborhood Stabilization Fund	5,920	0	0	0	**0**	0.0%
8510	Corridor Improvement Auth. Fund	150	161,800	132,830	138,270	**600,000**	351.7%
8550	Economic Develop. Corp. Fund	73,250	77,900	77,900	77,900	**77,900**	0.0%
8560	Brownfield Redevelopment Fund	243,510	627,280	643,600	706,550	**729,780**	13.4%
8670	Local Dev. Finance Authority Fund	1,475,200	1,477,920	2,068,230	2,104,240	**2,178,420**	5.3%
	Total Special Revenue Funds	**51,945,460**	**32,322,770**	**38,079,010**	**39,738,710**	**42,606,960**	**11.9%**
	DEBT SERVICE FUNDS						
3010	General Drain Fund	43,000	0	0	0	**0**	0.0%
3050	Voted Gen. Obligation Debt Fund	553,260	586,050	587,170	587,170	**587,000**	0.0%
3270	Road Bond Debt Retirement Fund	3,234,710	3,624,020	4,021,380	4,020,670	**4,888,160**	21.6%
3690	Ltd. Tax Gen. Obligation Debt Fund	3,028,810	2,955,610	2,958,360	2,958,360	**2,962,360**	0.1%
	Total Debt Service Funds	**6,859,780**	**7,165,680**	**7,566,910**	**7,566,200**	**8,437,520**	**11.5%**
	CAPITAL PROJECT FUNDS						
4030	Capital Projects Fund	20,846,290	15,149,660	11,209,630	11,822,030	**6,109,630**	-45.5%
4040	Facilities Improvement Fund	6,314,220	15,117,350	1,240,830	1,240,830	**0**	-100.0%
4050	Clinton River Restoration Fund	0	62,140	10,000	7,000	**0**	-100.0%
4280	Road Bond Construction Fund	1,293,260	1,025,160	14,637,930	14,637,930	**18,000,000**	23.0%
	Total Capital Project Funds	**28,453,770**	**31,354,310**	**27,098,390**	**27,707,790**	**24,109,630**	**-11.0%**
	Total Expenditures	**250,437,670**	**239,397,660**	**243,347,090**	**244,710,320**	**251,605,580**	**3.4%**
	Duplicating Transfers	**(17,774,420)**	**(19,940,070)**	**(14,502,480)**	**(14,502,480)**	**(15,896,110)**	9.6%
	Total All Funds	**$232,663,250**	**$219,457,590**	**$228,844,610**	**$230,207,840**	**$235,709,470**	**3.0%**

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

YEAR-END UNAPPROPRIATED
FUND BALANCE COMPARISON
GOVERNMENTAL FUNDS

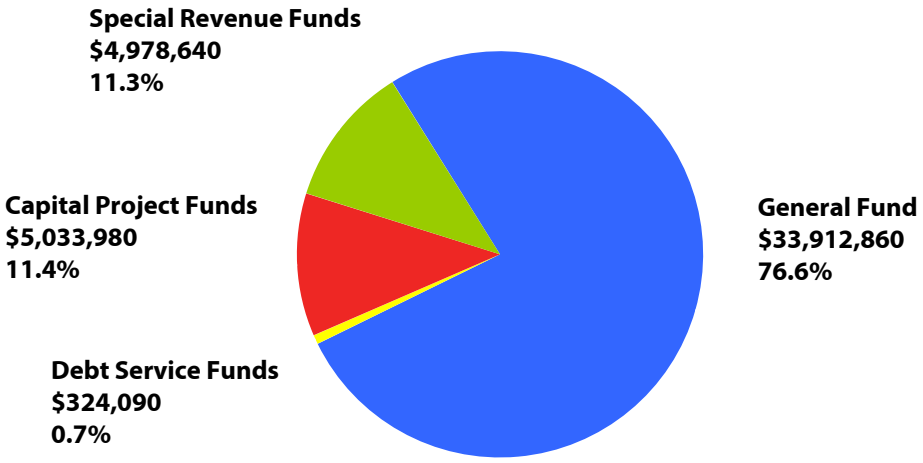
Fund No.	Fund Name	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget	% Change from 21/22
	GENERAL FUND						
1010	General Fund	$29,914,520	$32,249,270	$32,266,410	$33,606,620	**$33,912,860**	5.1%
	SPECIAL REVENUE FUNDS						
2020	Major Road Fund	5,629,620	7,167,100	4,681,730	3,493,200	**1,568,980**	-66.5%
2030	Local Road Fund	1,098,610	1,501,580	696,930	893,760	**1,585,410**	127.5%
2440	Land & Water Conservation Fund	159,900	31,280	31,280	31,280	**31,280**	0.0%
2760	Parks & Recreation Fund	1,205,570	756,840	315,220	262,450	**408,710**	29.7%
2770	Public Safety Forfeiture Fund	726,510	891,750	556,440	995,960	**472,800**	-15.0%
2780	Comm. Develop. Block Grant Fund	0	0	0	0	**0**	0.0%
2850	Indigent Defense Fund	321,720	185,800	85,110	85,110	**85,110**	0.0%
2860	American Rescue Plan Act Fund	0	0	0	5,120	**5,120**	100.0%
2890	Neighborhood Stabilization Fund	0	0	0	0	**0**	0.0%
8510	Corridor Improvement Auth. Fund	826,370	895,330	1,014,900	1,010,960	**686,340**	-32.4%
8550	Economic Develop. Corp. Fund	270,490	192,660	114,760	114,760	**36,860**	-67.9%
8560	Brownfield Redevelopment Fund	2,080	2,150	2,150	2,150	**2,150**	0.0%
8670	Local Dev. Finance Authority Fund	788,890	892,530	558,110	506,400	**95,880**	-82.8%
	Total Special Revenue Funds	**11,029,760**	**12,517,020**	**8,056,630**	**7,401,150**	**4,978,640**	**-38.2%**
	DEBT SERVICE FUNDS						
3010	General Drain Fund	1,100	1,700	1,700	2,300	**2,900**	70.6%
3050	Voted Gen. Obligation Debt Fund	30,050	3,120	7,550	1,820	**5,970**	-20.9%
3270	Road Bond Debt Retirement Fund	539,920	436,750	573,180	599,160	**314,920**	-45.1%
3690	Ltd. Tax Gen. Obligation Debt Fund	300	300	300	300	**300**	0.0%
	Total Debt Service Funds	**571,370**	**441,870**	**582,730**	**603,580**	**324,090**	**-44.4%**
	CAPITAL PROJECT FUNDS						
4030	Capital Projects Fund	16,496,810	8,628,360	2,856,350	2,574,230	**2,589,660**	-9.3%
4040	Facilities Improvement Fund	12,165,480	944,530	1,260	1,770	**1,770**	40.5%
4050	Clinton River Restoration Fund	0	17,860	7,860	10,860	**10,860**	38.2%
4280	Road Bond Construction Fund	875,090	18,549,300	3,941,370	20,421,690	**2,431,690**	-38.3%
	Total Capital Project Funds	**29,537,380**	**28,140,050**	**6,806,840**	**23,008,550**	**5,033,980**	**-26.0%**
	Unappropriated Total - All Funds	**$71,053,030**	**$73,348,210**	**$47,712,610**	**$64,619,900**	**$44,249,570**	**-7.3%**

Total City Budgeted Funds
Percent of Total Revenues



Total City Revenues (including transfers) $231,988,750

Total City Government Funds
Percent of Total Reserves



Total Government Fund Reserves of $44,249,570

TOTAL CITY BUDGETED FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
	CITY TAXES						
404000	City Operating Tax	$42,664,720	17.43	$45,208,090	20.69	**$47,281,190**	**20.38**
404001	Property Tax Refunds	(111,590)	(0.05)	(342,800)	(0.16)	**(343,500)**	**(0.15)**
405000	City Refuse Tax	4,416,900	1.80	4,765,310	2.18	**4,777,300**	**2.06**
406000	Police & Fire Pension Tax	11,220,780	4.58	12,987,170	5.94	**12,559,250**	**5.41**
407000	Safe Streets Tax	11,148,190	4.56	11,496,090	5.26	**11,891,780**	**5.13**
408000	Recreating Recreation Tax	4,322,190	1.77	4,446,070	2.03	**4,615,560**	**1.99**
415000	Delinquent Personal Property Tax	55,950	0.02	69,500	0.03	**68,000**	**0.03**
415001	Delinquent Personal Property Tax	7,530	0.00	10,000	0.00	**10,000**	**0.00**
419000	Proposal F Debt Levy	508,130	0.21	555,000	0.25	**553,010**	**0.24**
445000	Penalties & Interest	164,560	0.07	174,200	0.08	**167,500**	**0.07**
	Total City Taxes	**74,397,360**	**30.39**	**79,368,630**	**36.32**	**81,580,090**	**35.17**
	IMPROVEMENT TAXES						
420000	Property Taxes - TIF	493,350	0.20	525,300	0.24	**603,720**	**0.26**
422000	LDFA - Smartzone Capture	696,070	0.28	756,510	0.35	**783,710**	**0.34**
423000	LDFA - General Capture	687,160	0.28	771,850	0.35	**789,190**	**0.34**
424000	BRA - School Capture	364,530	0.15	370,300	0.17	**401,440**	**0.17**
	Total Improvement Taxes	**2,241,110**	**0.91**	**2,423,960**	**1.11**	**2,578,060**	**1.11**
	LICENSES & PERMITS						
451000	Business Operating License	30,760	0.01	150,000	0.07	**120,000**	**0.05**
452000	Mobile / Temporary Vendor	6,910	0.00	5,600	0.00	**5,600**	**0.00**
453000	Liquor License	85,220	0.03	95,000	0.04	**100,000**	**0.04**
454000	Vending/Amusement Device Fee	3,120	0.00	6,000	0.00	**6,000**	**0.00**
461000	Electrical Registration & Permits	352,800	0.14	360,000	0.16	**350,000**	**0.15**
462000	Heating Registration & Permits	345,540	0.14	300,000	0.14	**310,000**	**0.13**
463000	Plumbing Registration & Permits	194,590	0.08	210,000	0.10	**200,000**	**0.09**
464000	Sign Registration & Permits	50,590	0.02	45,000	0.02	**45,000**	**0.02**
470000	Building Registration & Permits	1,035,900	0.42	1,160,000	0.53	**1,182,910**	**0.51**
471000	Fence Permits	23,950	0.01	15,000	0.01	**15,000**	**0.01**
477000	Fire Suppression Permits	33,980	0.01	75,000	0.03	**75,000**	**0.03**
478000	Animal Permits	64,800	0.03	50,000	0.02	**50,000**	**0.02**
479401	Non-Homestead Resident Insp. Fee	98,390	0.04	60,000	0.03	**100,000**	**0.04**
479402	Re-Inspection Code Enforcement Fee	17,940	0.01	45,000	0.02	**30,000**	**0.01**
	Total Licenses & Permits	**2,344,490**	**0.94**	**2,576,600**	**1.18**	**2,589,510**	**1.12**
	FEDERAL, STATE & LOCAL RETURNS						
528000	Federal Revenue - Other	6,163,250	2.52	0	0.00	**0**	**0.00**
529000	Federal Grant - Other	1,295,930	0.53	3,193,290	1.46	**7,907,220**	**3.41**
529003	Revenue Direct Loans	94,520	0.04	100,000	0.05	**100,000**	**0.04**
529004	Federal - Interest Rebates	16,150	0.01	0	0.00	**0**	**0.00**
529100	Federal Forfeiture Grant	183,350	0.07	3,380	0.00	**0**	**0.00**
529101	Federal Forfeiture Program Income	5,100	0.00	0	0.00	**0**	**0.00**
529389	CDBG Revenue - COVID	495,570	0.20	571,630	0.26	**0**	**0.00**
539002	State Grants	93,700	0.04	269,610	0.12	**720,350**	**0.31**
539200	State Forfeiture Grant	329,800	0.13	151,780	0.07	**0**	**0.00**
539201	State Forfeiture Program Income	32,170	0.01	7,610	0.00	**0**	**0.00**
539300	Gambling Forfeitures	220,670	0.09	109,700	0.05	**0**	**0.00**
539348	Act 48 Public Right of Way	455,190	0.19	410,000	0.19	**445,000**	**0.19**
539400	OWI Forfeitures	3,150	0.00	0	0.00	**0**	**0.00**
539500	Act 302 Training Funds	16,730	0.01	16,800	0.01	**16,800**	**0.01**
544000	Drunk Driving Case Flow Assistance	4,150	0.00	6,500	0.00	**6,500**	**0.00**

TOTAL CITY BUDGETED FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
546000	Highway & Street Grants	13,610,570	5.56	13,902,730	6.36	**14,774,040**	**6.37**
549000	County & Other Local Grants	50,000	0.02	15,000	0.01	**0**	**0.00**
567001	State Aid - Library	108,130	0.04	111,530	0.05	**115,520**	**0.05**
569001	Judges Salary Stand Payments	137,170	0.06	137,170	0.06	**137,170**	**0.06**
573386	Personal Prop. Tax Reimbursement	8,607,130	3.52	4,457,040	2.04	**4,919,420**	**2.12**
573486	Personal Prop. Tax Reimbursement	755,630	0.31	751,960	0.34	**960,580**	**0.41**
574000	State Revenue Sharing	12,818,380	5.24	13,678,310	6.26	**14,010,690**	**6.04**
581001	Municipal Credit Transportation	186,200	0.08	300,000	0.14	**240,000**	**0.10**
583000	Macomb Auto Theft Squad - Grant	106,360	0.04	100,000	0.05	**105,000**	**0.05**
585000	Drug Enforce. Admin. - Federal	39,920	0.02	30,000	0.01	**35,000**	**0.02**
587001	County Contrib. - Library Penal Fines	90,720	0.04	117,000	0.05	**100,000**	**0.04**
	Total State & Local Returns	**45,919,640**	**18.74**	**38,441,040**	**17.59**	**44,593,290**	**19.22**
	OTHER FINANCING SOURCES						
699101	Transfer from General Fund	17,550,810	7.17	10,484,780	4.80	**11,448,170**	**4.93**
699202	Transfer from Major Road Fund	2,389,260	0.98	4,017,700	1.84	**4,447,940**	**1.92**
	Total Other Financing Sources	**19,940,070**	**8.15**	**14,502,480**	**6.64**	**15,896,110**	**6.85**
	FINES & FORFEITURES						
656003	Contempt Court Fines	1,750	0.00	3,500	0.00	**3,000**	**0.00**
656004	Ordinance Fines & Costs	803,470	0.33	1,100,000	0.50	**1,500,000**	**0.65**
656005	Municipal Civil Infractions	19,630	0.01	20,000	0.01	**35,000**	**0.02**
657001	Library Fines	14,560	0.01	15,000	0.01	**18,000**	**0.01**
658001	Bond Forfeitures	20,910	0.01	55,900	0.03	**36,000**	**0.02**
659001	Driver Reinstatement Fee	27,960	0.01	36,000	0.02	**25,000**	**0.01**
659002	Default Judgment Fee	109,980	0.04	80,000	0.04	**100,000**	**0.04**
659003	Crime Victim Rights Admin. Fee	4,990	0.00	4,500	0.00	**7,500**	**0.00**
659004	Forensic Admin. Fee	5,160	0.00	0	0.00	**5,000**	**0.00**
	Total Fines & Forfeitures	**1,008,410**	**0.41**	**1,314,900**	**0.60**	**1,729,500**	**0.75**
	CHARGES FOR SERVICES						
603000	Court Filing Fee	110,670	0.05	130,000	0.06	**130,000**	**0.06**
603001	Jury Demand Fee	3,520	0.00	4,800	0.00	**2,500**	**0.00**
604000	Probation Oversight	61,310	0.03	72,000	0.03	**50,000**	**0.02**
605000	Garnishments - Filing Fee	101,810	0.04	125,000	0.06	**125,000**	**0.05**
606000	Split/Combination Fee	7,710	0.00	12,200	0.01	**12,400**	**0.01**
607000	Fire Permits, Fees, & Inspections	19,490	0.01	20,000	0.01	**20,000**	**0.01**
608000	Recording Fees	4,330	0.00	4,000	0.00	**4,000**	**0.00**
609000	Mobile Home Tax	9,930	0.00	9,900	0.00	**10,780**	**0.00**
610000	Vital Statistics	82,860	0.03	75,000	0.03	**79,000**	**0.03**
611000	Attorney Fee Reimbursement	34,410	0.01	35,000	0.02	**40,000**	**0.02**
612000	Alcohol Assessment Fee	7,060	0.00	6,200	0.00	**10,000**	**0.00**
626000	Services - PTAF	2,092,890	0.86	2,129,930	0.97	**2,291,950**	**0.99**
627000	Water & Sewer Activity	1,788,930	0.73	1,601,940	0.73	**1,807,050**	**0.78**
627276	Administrative Services - RR	84,150	0.03	78,970	0.04	**85,250**	**0.04**
627444	Administrative Services - Roads	267,030	0.11	250,000	0.11	**250,000**	**0.11**
627531	Admin Services-Refuse	105,100	0.04	115,890	0.05	**115,410**	**0.05**
627556	Admin Services-Water Distribution	472,750	0.19	651,000	0.30	**663,050**	**0.29**
627677	Administrative Services-Self Insurance	266,550	0.11	309,370	0.14	**378,810**	**0.16**

TOTAL CITY BUDGETED FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
627732	Administrative Services-P&F Pension	1,460	0.00	2,000	0.00	**2,300**	**0.00**
628001	Voter Lists	430	0.00	500	0.00	**400**	**0.00**
629001	Labor Services - Roads	989,960	0.40	1,050,000	0.48	**975,000**	**0.42**
629002	Labor Services - Cross Charges	35,880	0.01	20,000	0.01	**15,000**	**0.01**
629003	Labor Services - Fleet Maintenance	48,400	0.02	30,000	0.01	**36,000**	**0.02**
631001	Police & Fire Services	226,440	0.09	370,000	0.17	**350,000**	**0.15**
631002	Towed Vehicle Impound Fee	68,070	0.03	90,000	0.04	**80,000**	**0.03**
632001	Inspection Services-Projects-Other	114,670	0.05	150,000	0.07	**150,000**	**0.06**
632002	Inspection Services-City Projects	376,620	0.15	425,000	0.19	**380,000**	**0.16**
632003	Engineering Review Fee	137,870	0.06	150,000	0.07	**180,000**	**0.08**
632004	Engineering & Design - Project	1,073,720	0.45	1,100,000	0.50	**1,300,000**	**0.56**
632005	Building Number Assignments	4,940	0.00	2,000	0.00	**2,000**	**0.00**
632006	SESC Review Fee	32,500	0.01	20,000	0.01	**30,000**	**0.01**
632007	SESC Inspection Fee	47,600	0.02	40,000	0.02	**50,000**	**0.02**
632008	Easement Vacation	550	0.00	600	0.00	**600**	**0.00**
632009	ROW Permit Fees	6,180	0.00	4,000	0.00	**4,000**	**0.00**
633001	Water Tap Fees	128,190	0.05	125,000	0.06	**125,000**	**0.05**
633002	Sewer Tap Fees	34,100	0.01	40,000	0.02	**35,000**	**0.02**
633003	Meter Charges	394,010	0.16	0	0.00	**150,000**	**0.06**
633004	Inspection	18,360	0.01	12,000	0.01	**12,000**	**0.01**
633005	Water & Sewer Services	28,690	0.01	60,000	0.03	**50,000**	**0.02**
633006	Hydrant Rental	176,380	0.07	176,000	0.08	**182,430**	**0.08**
633009	Turn-On Charge	13,730	0.01	15,000	0.01	**10,000**	**0.00**
634003	Supplies & Gasoline Revenue	67,970	0.03	50,000	0.02	**65,000**	**0.03**
634004	Parts-Vehicle Maintenance	115,030	0.05	115,000	0.05	**115,000**	**0.05**
635000	Municipal Services Fee	75,000	0.03	75,000	0.03	**75,000**	**0.03**
635535	Refuse Collection Fees	29,430	0.01	25,000	0.01	**40,000**	**0.02**
636000	Plan Review Fee	88,680	0.04	50,000	0.02	**65,000**	**0.03**
636001	Building Department Plan Review	436,990	0.18	425,000	0.19	**425,000**	**0.18**
636002	Passport Fees	0	0.00	25,000	0.01	**35,000**	**0.02**
637001	Copies & Forms	10,160	0.00	10,400	0.00	**10,020**	**0.00**
637002	Maps	70	0.00	100	0.00	**100**	**0.00**
637003	Police Reports	74,350	0.03	100,000	0.05	**80,000**	**0.03**
637005	Fire Reports	5,090	0.00	3,000	0.00	**5,000**	**0.00**
637006	PBT User Fee	90	0.00	250	0.00	**100**	**0.00**
637007	False Alarm Fees	42,310	0.02	100,000	0.05	**80,000**	**0.03**
637009	Transport Fees	3,472,270	1.42	3,895,290	1.78	**3,797,430**	**1.64**
637301	Notary Fee	2,050	0.00	1,500	0.00	**1,500**	**0.00**
638000	Application Fees	5,580	0.00	11,600	0.01	**11,800**	**0.01**
639001	Parks & Recreation Fees	367,790	0.15	959,020	0.44	**1,126,720**	**0.49**
639002	Baseball Registration Fees	105,570	0.04	127,050	0.06	**127,050**	**0.05**
639253	Treasury Transfer & Late Fees	54,160	0.02	60,000	0.03	**60,000**	**0.03**
640001	5% Cash Deposit	18,010	0.01	2,000	0.00	**2,000**	**0.00**
640002	Weed Cutting	61,320	0.03	75,000	0.03	**75,000**	**0.03**
640003	Board of Zoning Appeals Fees	16,390	0.01	20,000	0.01	**15,000**	**0.01**
640004	Tree Sales & Planting	76,370	0.03	45,000	0.02	**50,000**	**0.02**
640005	Ordinance Board of Appeals Fees	48,100	0.02	70,000	0.03	**65,000**	**0.03**
643000	Water Services	22,241,990	9.09	16,310,410	7.46	**17,545,250**	**7.56**
643001	Fixed Charges - Water	0	0.00	5,681,830	2.60	**5,162,010**	**2.23**
644000	Collections - Sewer	33,729,020	13.78	30,833,510	14.09	**32,385,900**	**13.96**
644001	Fixed Charges - Sewer	0	0.00	2,861,780	1.31	**2,980,700**	**1.28**

TOTAL CITY BUDGETED FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
645000	Penalties - Water & Sewer	602,550	0.25	850,000	0.39	**650,000**	**0.28**
646000	Industrial & Pollution Surcharge	381,410	0.16	375,000	0.17	**387,000**	**0.17**
	Total Charges for Services	**71,607,000**	**29.27**	**72,671,040**	**33.24**	**75,632,510**	**32.59**
	OTHER REVENUE						
656006	Interpreter Fees	5,870	0.00	12,000	0.01	**16,000**	**0.01**
665000	Interest on Investments	711,010	0.29	440,100	0.20	**504,800**	**0.22**
665001	Interest on Bond Proceeds	2,500	0.00	0	0.00	**0**	**0.00**
665003	Interest - Bonds	13,460	0.01	0	0.00	**0**	**0.00**
665100	Interest Income - Federal Forfeiture	290	0.00	350	0.00	**0**	**0.00**
665130	Interest Income - Treasury Forfeiture	10	0.00	0	0.00	**0**	**0.00**
665200	Interest Income - State Forfeiture	340	0.00	420	0.00	**0**	**0.00**
665300	Interest Income - Gambling Forfeiture	30	0.00	20	0.00	**0**	**0.00**
665400	Interest Income - OWI Forfeiture	40	0.00	60	0.00	**0**	**0.00**
665445	Interest & Penalties - Tax Roll	15,680	0.01	18,000	0.01	**17,000**	**0.01**
665500	Interest Income - ACT 302 Training	20	0.00	10	0.00	**0**	**0.00**
667003	Rental Income - DPS	180,760	0.07	446,220	0.20	**448,110**	**0.19**
667005	Rental - DPW - Impound Lot	52,720	0.02	48,000	0.02	**63,000**	**0.03**
667009	Rental - Towers	202,620	0.08	204,640	0.09	**199,790**	**0.09**
667716	Rental Income Smart Incubator	198,170	0.08	205,000	0.09	**195,000**	**0.08**
669001	Rental - Road Equipment	1,169,830	0.48	1,000,000	0.46	**1,000,000**	**0.43**
669002	Rental - Equipment - Cross Charges	34,950	0.01	25,000	0.01	**7,500**	**0.00**
672000	Special Assessment Revenue	119,420	0.05	107,410	0.05	**131,060**	**0.06**
672665	Special Assessment Interest	44,610	0.02	39,210	0.02	**56,900**	**0.02**
673000	Sale of Fixed Assets	57,970	0.02	40,000	0.02	**50,000**	**0.02**
675000	Contributions & Donations	12,940	0.01	5,000	0.00	**5,000**	**0.00**
675001	Donations - Parks & Recreation	20,830	0.01	33,000	0.02	**35,000**	**0.02**
675003	Art Fair Revenue	1,460	0.00	100,000	0.05	**350,000**	**0.15**
676000	Reimbursements	1,929,830	0.79	1,825,000	0.85	**1,720,000**	**0.74**
676001	Reimbursements - Legal	19,070	0.01	10,000	0.00	**10,000**	**0.00**
677008	Unrealized Gain/Loss	(32,800)	(0.01)	0	0.00	**0**	**0.00**
679752	Parks & Recreation Retail Sales	80	0.00	300	0.00	**0**	**0.00**
679792	Library Book Sales	40	0.00	0	0.00	**20**	**0.00**
685000	Miscellaneous Revenue	95,150	0.04	185,930	0.09	**179,000**	**0.08**
685015	Misc. Revenue - MCPWC	343,580	0.14	100,000	0.05	**100,000**	**0.04**
685792	Miscellaneous Revenue - Library	80,280	0.03	75,000	0.03	**5,000**	**0.00**
687000	Refunds & Rebates	66,720	0.03	77,560	0.04	**35,500**	**0.02**
690000	O.U.I.L. Recovery	14,390	0.01	30,000	0.01	**25,000**	**0.01**
690002	Warrant Arrest Processing Fee	830	0.00	3,000	0.00	**1,000**	**0.00**
695000	Insurance Recovery & Subrogation	37,800	0.02	25,000	0.01	**35,000**	**0.02**
698000	Proceeds - Long Term Debt	18,000,000	7.36	0	0.00	**0**	**0.00**
698001	Bond Premiums	702,900	0.29	0	0.00	**0**	**0.00**
698100	Bond Proceeds - Refunding Issue	973,000	0.40	0	0.00	**0**	**0.00**
	Total Other Revenue	**25,076,400**	**10.27**	**5,056,230**	**2.33**	**5,189,680**	**2.24**
680000	Cable TV Revenue	2,218,740	0.91	2,200,000	1.01	**2,200,000**	**0.95**
	Total City Budgeted Funds	**$244,753,220**	**100.00**	**$218,554,880**	**100.00**	**$231,988,750**	**100.00**

Note: The 2020-2021 Actual Column is rounded to the nearest $10. Totals may not foot due to rounding.

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
	PERSONNEL SERVICES						
703000	Wages-Elected & Appointed	$149,410	0.06	$225,590	0.09	**$268,390**	**0.11**
704000	Wages & Salaries-Permanent	36,711,010	15.33	40,644,070	16.70	**42,101,050**	**16.73**
704001	Sick Time Buy Back	687,070	0.29	403,350	0.17	**545,800**	**0.22**
704721	Health Insurance Allowance	174,500	0.07	169,000	0.07	**177,000**	**0.07**
705000	Wages-Salaries - Temp/Part Time	3,105,480	1.30	3,863,450	1.59	**4,277,940**	**1.70**
706000	Wages-Salaries - Occasional	154,040	0.06	118,700	0.05	**150,000**	**0.06**
708000	Overtime	3,824,710	1.60	3,443,540	1.42	**3,473,870**	**1.38**
708001	Compensatory Time Buy Back	1,341,930	0.56	1,688,920	0.69	**1,691,590**	**0.67**
708795	Overtime - F.L.S.A.	29,760	0.01	30,000	0.01	**30,000**	**0.01**
708900	Overtime - Grants	3,210	0.00	0	0.00	**0**	**0.00**
709000	Other Benefits/Reimbursements	78,700	0.03	171,750	0.07	**86,330**	**0.03**
710000	Longevity	839,380	0.35	879,050	0.36	**933,730**	**0.37**
711000	Holiday Pay	1,137,350	0.48	1,240,000	0.51	**1,310,840**	**0.52**
713500	Car Allowance	4,000	0.00	4,000	0.00	**4,000**	**0.00**
714000	Food Allowance	112,800	0.05	120,000	0.05	**120,000**	**0.05**
715000	Clothing Allowance	376,630	0.16	394,700	0.16	**412,100**	**0.16**
717000	FICA	1,933,170	0.81	2,247,500	0.92	**2,314,110**	**0.92**
718000	Worker's Compensation	402,600	0.17	412,590	0.17	**430,210**	**0.17**
719000	Unemployment Compensation	10,390	0.00	15,000	0.01	**10,000**	**0.00**
720000	Pension-General Emp Retirement	3,757,490	1.57	4,533,280	1.86	**4,048,370**	**1.61**
720001	Pension-Police and Fire Retirement	11,969,320	5.00	13,738,920	5.65	**13,520,250**	**5.37**
720002	Defined Contribution - Employer	421,090	0.18	485,150	0.20	**552,500**	**0.22**
721000	Health Insurance	6,336,540	2.65	7,343,130	3.02	**7,827,310**	**3.11**
721001	Health Insurance - Retirees	9,879,530	4.13	9,299,990	3.82	**8,999,970**	**3.58**
721003	Retiree Health Savings - City	501,390	0.21	574,900	0.24	**655,800**	**0.26**
722000	Dental Insurance	477,040	0.20	504,890	0.21	**493,170**	**0.20**
723000	Life Insurance	80,980	0.03	110,970	0.05	**104,250**	**0.04**
724000	Eye Care Insurance	38,820	0.02	41,880	0.02	**41,270**	**0.02**
725000	Disability Insurance - Long Term	78,020	0.03	86,340	0.04	**90,660**	**0.04**
725355	Disability Insurance - Short Term	207,650	0.09	226,330	0.09	**240,570**	**0.10**
	Total Personnel Services	**84,824,010**	**35.43**	**93,016,990**	**38.24**	**94,911,080**	**37.72**
	SUPPLIES						
729000	Postage	240,660	0.10	300,910	0.12	**409,180**	**0.16**
730000	Publications	30,940	0.01	29,560	0.01	**33,260**	**0.01**
741000	Ammunition	69,010	0.03	71,190	0.03	**2,800**	**0.00**
742000	Dog Care Supplies	4,800	0.00	8,080	0.00	**8,240**	**0.00**
750000	Fuels & Lubricants	541,170	0.23	525,340	0.22	**761,100**	**0.30**
750001	Fuel & Lubricant Inventory	22,230	0.01	24,650	0.01	**25,150**	**0.01**
751000	Operating Supplies	674,030	0.28	842,710	0.35	**833,870**	**0.33**
751001	Operating Supplies - Federal Funds	53,040	0.02	0	0.00	**0**	**0.00**
751290	Supplies - School Programs	6,850	0.00	11,990	0.00	**11,270**	**0.00**
758000	Computer Software	260	0.00	1,500	0.00	**1,500**	**0.00**
759000	Parts & Sublet Services	551,790	0.23	800,000	0.33	**816,000**	**0.32**
761000	Program Activity Supplies	136,500	0.06	219,390	0.09	**224,110**	**0.09**
762000	Seniors Program Supplies	13,440	0.01	21,700	0.01	**27,860**	**0.01**
769000	Audio Visual Media	37,260	0.02	37,500	0.02	**38,250**	**0.02**
770000	Water Meters - Assembled	216,610	0.09	100,000	0.04	**100,000**	**0.04**
771000	Fire Hydrant Parts	12,440	0.01	23,000	0.01	**23,000**	**0.01**
772000	Tap-In Materials - Water	74,760	0.03	50,000	0.02	**50,000**	**0.02**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
774000	Water Meter Parts	66,700	0.03	80,000	0.03	**20,000**	**0.01**
785000	Books	181,610	0.08	183,160	0.08	**185,540**	**0.07**
	Total Supplies	**2,934,100**	**1.23**	**3,330,680**	**1.37**	**3,571,130**	**1.42**
	OTHER CHARGES						
802000	Audit & Accounting Services	129,640	0.05	146,880	0.06	**131,430**	**0.05**
803000	Computer Consultant Services	5,120	0.00	3,800	0.00	**7,000**	**0.00**
805000	Administrative Services	624,880	0.26	608,550	0.25	**607,380**	**0.24**
805100	Management Services	375,000	0.16	450,000	0.18	**450,000**	**0.18**
806000	Legal Services - Other	253,180	0.11	365,850	0.15	**377,850**	**0.15**
806001	Legal Services - City Attorney	1,022,270	0.43	855,100	0.35	**1,004,700**	**0.40**
807000	Medical Services	31,680	0.01	31,650	0.01	**31,980**	**0.01**
807001	Medical Services - Grant	106,030	0.04	164,750	0.07	**0**	**0.00**
808000	Reporting Services	23,820	0.01	24,900	0.01	**25,640**	**0.01**
810000	Other Fees	695,940	0.29	348,760	0.14	**351,010**	**0.14**
820000	Tree/Weed Cutting	37,650	0.02	36,000	0.01	**36,000**	**0.01**
822000	Rubbish Removal	4,197,920	1.75	4,422,480	1.82	**4,394,110**	**1.75**
824000	Water Tap Install - Contractor	62,800	0.03	45,000	0.02	**45,000**	**0.02**
825000	Animal Collection	43,770	0.02	40,500	0.02	**36,210**	**0.01**
826000	Other Contracted Services	6,372,280	2.66	7,389,700	3.04	**7,992,020**	**3.18**
826412	Nuisance Abatements	39,120	0.02	30,000	0.01	**30,000**	**0.01**
826900	Sub recipient Funding	63,280	0.03	96,940	0.04	**91,720**	**0.04**
827000	Interfund Services	2,469,930	1.03	2,451,780	1.01	**2,695,760**	**1.07**
829000	Hazardous Waste Disposal	1,790	0.00	2,850	0.00	**2,850**	**0.00**
830000	Recruiting Costs	30,530	0.01	0	0.00	**30,000**	**0.01**
832000	Building Maintenance	417,080	0.17	406,380	0.17	**429,370**	**0.17**
833000	Equipment Maintenance	286,480	0.12	276,620	0.11	**312,440**	**0.12**
833001	Personal Computer Maintenance	8,650	0.00	0	0.00	**0**	**0.00**
835000	Vehicle Maintenance	166,110	0.07	195,650	0.08	**199,980**	**0.08**
836000	Radio Maintenance	2,740	0.00	11,450	0.00	**11,500**	**0.00**
837000	Retention Pond Maintenance	126,510	0.05	106,990	0.04	**107,100**	**0.04**
840000	Water Main Repair	471,070	0.20	400,000	0.16	**400,000**	**0.16**
841000	Distribution Line Repair	300,460	0.13	235,000	0.10	**238,300**	**0.09**
842000	Sewer Main Repair	880	0.00	195,000	0.08	**102,000**	**0.04**
880000	Community Promotion	17,490	0.01	51,000	0.02	**25,000**	**0.01**
902000	Publishing	20,150	0.01	25,440	0.01	**24,700**	**0.01**
903000	Printing	69,690	0.03	133,450	0.05	**158,500**	**0.06**
913000	Liability Insurance	649,140	0.27	653,470	0.27	**653,400**	**0.26**
915000	Other Insurance	21,420	0.01	22,260	0.01	**22,260**	**0.01**
921000	Electric	658,510	0.28	763,100	0.31	**797,210**	**0.32**
922000	Telephone	155,130	0.06	151,610	0.06	**163,410**	**0.06**
922001	Fiber Optic Lease Charges	62,740	0.03	65,870	0.03	**66,570**	**0.03**
923000	Gas - Fuel - Oil	209,610	0.09	256,750	0.11	**244,600**	**0.10**
924000	Street Lighting	1,168,330	0.49	1,623,420	0.67	**994,680**	**0.40**
925000	Water	445,370	0.19	545,220	0.22	**546,300**	**0.22**
931000	Water Purchased	16,375,730	6.84	16,092,920	6.61	**16,789,400**	**6.67**
932000	Sewage Disposal	20,077,750	8.39	20,798,200	8.55	**21,608,140**	**8.59**
933000	Software Maintenance Fees	965,680	0.40	1,244,740	0.51	**1,587,650**	**0.63**
934000	Industrial & Pollution Surcharge	373,200	0.16	375,000	0.15	**387,000**	**0.15**
942000	Building Rental	17,310	0.01	20,000	0.01	**20,000**	**0.01**
944000	Hydrant Rental	176,380	0.07	178,850	0.07	**182,430**	**0.07**
945000	Other Rental	458,370	0.19	752,570	0.31	**785,920**	**0.31**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
949000	Interpreter Fees	31,470	0.01	85,000	0.03	**85,000**	**0.03**
950000	Witness Fees	0	0.00	1,000	0.00	**1,000**	**0.00**
951000	Juror Fees	0	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	420	0.00	1,000	0.00	**900**	**0.00**
956000	Local Meetings	8,510	0.00	15,430	0.01	**18,050**	**0.01**
956002	Special Events	100	0.00	2,000	0.00	**2,000**	**0.00**
956003	Art Fair	1,010	0.00	221,060	0.09	**320,000**	**0.13**
957000	Memberships & Dues	163,350	0.07	174,610	0.07	**183,570**	**0.07**
959000	Education & Training	211,240	0.09	332,500	0.14	**386,580**	**0.15**
959001	Education & Training - Grant	43,160	0.02	48,200	0.02	**47,500**	**0.02**
960000	Donation Expense Non-Capital	9,560	0.00	4,000	0.00	**8,000**	**0.00**
962000	Miscellaneous Expense	705,770	0.29	1,002,390	0.41	**842,830**	**0.33**
962001	Misc Exp - Cash - Short/Over	60	0.00	0	0.00	**0**	**0.00**
962003	Miscellaneous - Public Health	178,070	0.07	4,830	0.00	**0**	**0.00**
962004	Miscellaneous - Household Assistance	0	0.00	250,000	0.10	**0**	**0.00**
962200	Misc. Expense - Investigations	35,460	0.01	25,000	0.01	**25,000**	**0.01**
963000	Miscellaneous Programs	0	0.00	351,960	0.14	**0**	**0.00**
963716	Miscellaneous - Micro Loan Program	40,000	0.02	79,480	0.03	**0**	**0.00**
963717	Miscellaneous - Job Retention Grant	350,000	0.15	44,360	0.02	**0**	**0.00**
964000	Refunds & Rebates	8,430	0.00	15,000	0.01	**15,000**	**0.01**
968000	Depreciation	6,426,100	2.68	0	0.00	**0**	**0.00**
969000	Contingency	0	0.00	0	0.00	**225,000**	**0.09**
	Total Other Charges	**68,501,320**	**28.61**	**65,771,270**	**27.02**	**67,375,950**	**26.78**
	OTHER SERVICES						
886162	Access Road Maintenance	61,030	0.03	75,000	0.03	**75,000**	**0.03**
887000	Bridge Maintenance	19,480	0.01	10,000	0.00	**10,000**	**0.00**
888000	Surface Maintenance	596,690	0.25	700,000	0.29	**700,000**	**0.28**
888001	Surface Maintenance - County	0	0.00	2,000	0.00	**2,000**	**0.00**
888353	2019 Joint Sealing Program	90	0.00	0	0.00	**0**	**0.00**
888372	2020 Joint Sealing Program	134,610	0.06	0	0.00	**0**	**0.00**
889000	Shoulder Maintenance	7,360	0.00	24,500	0.01	**23,000**	**0.01**
889001	Shoulder Maintenance - County	1,250	0.00	500	0.00	**500**	**0.00**
890000	Sweeping & Flushing	601,590	0.25	410,000	0.17	**360,000**	**0.14**
890001	Sweeping & Flushing - County	68,300	0.03	60,000	0.02	**65,000**	**0.03**
890002	Sweeping & Flushing - State	12,580	0.01	14,000	0.01	**17,540**	**0.01**
891000	Grass & Weed Control	357,060	0.15	340,000	0.14	**346,500**	**0.14**
891001	Grass & Weed Control - County	156,700	0.07	325,000	0.13	**250,000**	**0.10**
891002	Grass & Weed Control - State	265,540	0.11	300,000	0.12	**275,000**	**0.11**
892000	Roadside Cleanup	51,150	0.02	75,500	0.03	**30,500**	**0.01**
892001	Roadside Cleanup - County	31,340	0.01	21,300	0.01	**35,400**	**0.01**
892002	Roadside Cleanup - State	51,450	0.02	60,850	0.03	**62,000**	**0.02**
893000	Curb & Gutter Maintenance	3,160	0.00	5,000	0.00	**5,000**	**0.00**
894000	Storm Drain Maintenance	520,770	0.22	505,000	0.21	**505,000**	**0.20**
894001	Storm Drain Maintenance - County	1,690	0.00	0	0.00	**0**	**0.00**
895000	Tree & Shrub Maintenance	756,460	0.32	595,600	0.24	**1,201,600**	**0.48**
895001	Tree & Shrub Maint. - County	45,600	0.02	30,500	0.01	**30,500**	**0.01**
895002	Tree & Shrub Maintenance - State	19,430	0.01	40,000	0.02	**40,000**	**0.02**
897000	Snow & Ice Removal	846,640	0.35	1,000,000	0.41	**1,000,000**	**0.40**
898000	Traffic Signs/Signals	216,470	0.09	65,000	0.03	**225,000**	**0.09**
898001	Traffic Signs/Signals - County	1,440	0.00	3,000	0.00	**3,000**	**0.00**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
899000	Pavement Markings	41,590	0.02	67,000	0.03	**67,000**	**0.03**
	Total Other Services	**4,869,470**	**2.03**	**4,729,750**	**1.94**	**5,329,540**	**2.12**
	CAPITAL OUTLAY						
971000	Land Acquisition	128,660	0.05	96,280	0.04	**500,000**	**0.20**
972350	Dodge Park Improvements	800	0.00	0	0.00	**0**	**0.00**
972351	Community Center	437,490	0.18	0	0.00	**0**	**0.00**
972795	Park Improvements	1,390,830	0.58	410,000	0.17	**0**	**0.00**
975000	Buildings & Improvements	18,094,150	7.56	2,782,190	1.14	**611,500**	**0.24**
975010	Municipal Bldg Modernization	0	0.00	345,590	0.14	**110,000**	**0.04**
975020	Library Renovations	0	0.00	0	0.00	**43,900**	**0.02**
975030	DPW Building	7,796,660	3.26	3,841,590	1.58	**0**	**0.00**
975035	Vaccination Site Improvements	160,880	0.07	0	0.00	**0**	**0.00**
975040	DPW Storage Facilities	6,000	0.00	109,000	0.04	**0**	**0.00**
975060	Schoenherr Towers Expansion	378,000	0.16	141,750	0.06	**0**	**0.00**
975070	Senior Center Improvements	0	0.00	7,340	0.00	**0**	**0.00**
975210	Fire Station Renovations	21,570	0.01	97,500	0.04	**0**	**0.00**
975220	Misc. Fire Station Improvements	73,900	0.03	202,000	0.08	**241,800**	**0.10**
979000	Computer Equipment	1,011,110	0.42	187,070	0.08	**400,000**	**0.16**
979100	Financial System - Software	549,360	0.23	0	0.00	**0**	**0.00**
979150	Financial System - Hardware	188,200	0.08	54,000	0.02	**52,300**	**0.02**
979305	Police Department - Equipment	0	0.00	10,600	0.00	**0**	**0.00**
979320	Police Department - Car Computers	65,190	0.03	85,970	0.04	**88,860**	**0.04**
979800	Fire Department - Software	15,940	0.01	7,120	0.00	**0**	**0.00**
981000	Electronic Equipment	30,710	0.01	28,450	0.01	**0**	**0.00**
981001	Electronic Equipment - Grant	16,960	0.01	0	0.00	**0**	**0.00**
982000	Machinery & Equipment	803,850	0.34	1,253,570	0.52	**705,550**	**0.28**
982001	Machinery & Equipment - Grant	3,870	0.00	135,800	0.06	**0**	**0.00**
984000	Vehicles	312,460	0.13	903,990	0.37	**762,000**	**0.30**
984265	Vehicles - Facilities Maintenance	0	0.00	72,000	0.03	**50,000**	**0.02**
984315	Vehicles - Police Operations	298,820	0.12	1,007,090	0.41	**558,000**	**0.22**
984337	Vehicles - Fire Administration	0	0.00	32,370	0.01	**36,000**	**0.01**
984338	Vehicles - Fire Transport	0	0.00	199,800	0.08	**170,000**	**0.07**
984339	Vehicles - Fire Extinguishment	659,850	0.28	0	0.00	**675,700**	**0.27**
984341	Vehicles - Fire Prevention	23,750	0.01	32,310	0.01	**72,000**	**0.03**
984412	Vehicles - Building	0	0.00	0	0.00	**26,000**	**0.01**
984417	Vehicles - Neighborhood Services	0	0.00	24,500	0.01	**0**	**0.00**
984444	Vehicles - DPW Street	357,630	0.15	576,000	0.24	**386,000**	**0.15**
984447	Vehicles - Engineering	0	0.00	24,500	0.01	**0**	**0.00**
984553	Vehicles - Fleet Maintenance	24,500	0.01	0	0.00	**0**	**0.00**
984752	Vehicles - Parks & Recreation	80,830	0.03	24,500	0.01	**60,000**	**0.02**
985000	Weapons & Protective Gear	0	0.00	9,230	0.00	**0**	**0.00**
986000	Major Drain Improvement	393,140	0.16	539,900	0.22	**110,000**	**0.04**
987000	Public Art	70,100	0.03	241,610	0.10	**100,000**	**0.04**
988000	Construction	172,470	0.07	3,949,090	1.62	**9,621,870**	**3.82**
988257	Gardner Street East	8,970	0.00	334,860	0.14	**0**	**0.00**
988278	Clinton River Restoration	51,800	0.02	0	0.00	**0**	**0.00**
988280	Smartzone District Improvements	16,090	0.01	34,460	0.01	**790,000**	**0.31**
988291	M-59 Regional Median Improvements	155,660	0.07	19,860	0.01	**0**	**0.00**
988295	LDFA Improvements-Phase I	820	0.00	0	0.00	**0**	**0.00**
988303	2018 Sidewalk Gap Program	11,400	0.00	38,800	0.02	**0**	**0.00**
988318	Schoenherr - 15 Mile to Metro	6,780	0.00	0	0.00	**0**	**0.00**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
988326	Mound Resurfacing - 14 to 18 Mile	13,310	0.01	6,690	0.00	**0**	**0.00**
988329	LDFA - Phase II	124,220	0.05	10,000	0.00	**5,000**	**0.00**
988335	Sterling Relief Drain Improvements	112,910	0.05	0	0.00	**0**	**0.00**
988337	19 Mile Road - Schoenherr to Hayes	930	0.00	0	0.00	**0**	**0.00**
988340	2019 Asphalt Resurfacing	28,300	0.01	0	0.00	**0**	**0.00**
988341	2019 Concrete Replacement	5,750	0.00	0	0.00	**0**	**0.00**
988343	Mound Road Joint Repairs	330	0.00	0	0.00	**0**	**0.00**
988344	Mound Rd Reconst. I-696 to M-59	685,780	0.29	14,598,750	6.00	**18,000,000**	**7.15**
988345	Merrill Rd - 18-1/2 Mile to Dobry	17,210	0.01	22,950	0.01	**0**	**0.00**
988350	2019 Sidewalk Replacement Program	32,610	0.01	0	0.00	**0**	**0.00**
988351	Schoenherr - 19 Mile to Clinton River	28,600	0.01	21,400	0.01	**0**	**0.00**
988354	14 Mile Road Resurfacing	7,370	0.00	12,630	0.01	**0**	**0.00**
988356	M59 Sidewalk Feasibility Study	19,130	0.01	109,880	0.05	**900,000**	**0.36**
988358	Schoenherr - Plumbrook to Clinton Rvr	324,000	0.14	800,870	0.33	**0**	**0.00**
988360	Hamilton Dr. East Reconstruction	153,300	0.06	0	0.00	**0**	**0.00**
988362	2020 Local Road Reconstruction	3,308,810	1.38	0	0.00	**0**	**0.00**
988363	2020 Concrete Sectional Repair	1,460,140	0.61	79,930	0.03	**0**	**0.00**
988364	Saal Road Resurfacing	2,286,800	0.96	12,280	0.01	**0**	**0.00**
988365	Pondview - 18 Mile to 19 Mile	438,220	0.18	0	0.00	**0**	**0.00**
988366	19 Mile - Schoenherr to Clinton Rvr	1,488,070	0.62	0	0.00	**0**	**0.00**
988368	Fire Station 3 Parking Lot Reconst.	36,590	0.02	0	0.00	**0**	**0.00**
988370	Hayes Resurfacing - 14 Mile to Moravian	76,970	0.03	18,230	0.01	**0**	**0.00**
988371	Schoenherr/Moravian Signals	50,500	0.02	2,170	0.00	**0**	**0.00**
988373	18 Mile and Utica Road	1,242,540	0.52	905,400	0.37	**0**	**0.00**
988376	19 Mile Rd - Dequindre to Ryan Rd	4,970	0.00	950,000	0.39	**0**	**0.00**
988377	Sanford Drive Reconstruction	0	0.00	125,000	0.05	**0**	**0.00**
988378	2021 Sectional Concrete Replacement	0	0.00	1,700,000	0.70	**1,700,000**	**0.68**
988379	2021 Local Rd Reconstruction Program	320	0.00	4,700,000	1.93	**3,900,000**	**1.55**
988382	Metro Pkwy - Andrew to Dodge Park	19,490	0.01	1,708,690	0.70	**0**	**0.00**
988384	Takoma Sub Pond Study	8,470	0.00	10,230	0.00	**0**	**0.00**
988393	Plumbrook Road Resurfacing	0	0.00	0	0.00	**4,000,000**	**1.59**
	Total Capital Outlay	**45,794,840**	**19.13**	**43,655,790**	**17.93**	**44,676,480**	**17.76**
	DEBT SERVICE						
992000	Principal	5,535,000	2.31	10,762,620	4.42	**11,425,830**	**4.54**
992001	Principal - Capital Bonds	0	0.00	645,000	0.27	**1,175,000**	**0.47**
992100	Principal - Refunded Escrow Agnt	954,050	0.40	0	0.00	**0**	**0.00**
993000	Interest	3,714,600	1.55	4,002,580	1.64	**4,352,270**	**1.73**
993001	Interest - OMID	835,270	0.35	1,028,940	0.42	**1,077,270**	**0.43**
993002	Interest - MID	1,148,400	0.48	1,596,520	0.66	**1,531,010**	**0.61**
993003	Interest - N. Gratiot	95,000	0.04	74,170	0.03	**71,620**	**0.03**
993005	Interest - Clintondale Pump	244,320	0.10	230,300	0.09	**212,290**	**0.08**
993100	Interest - Paid to Ref Escrow	7,210	0.00	0	0.00	**0**	**0.00**
	Total Debt Service	**12,533,850**	**5.23**	**18,340,130**	**7.54**	**19,845,290**	**7.89**
	TRANSFERS OUT						
999202	Transfer to Major Road Fund	2,000,000	0.84	250,000	0.10	**500,000**	**0.20**
999276	Transfer to P&R Fund	3,486,350	1.46	2,525,970	1.04	**2,741,180**	**1.09**
999305	Transfer to VTGO Debt Fund	15,000	0.01	0	0.00	**0**	**0.00**
999327	Transfer to Road Bond Debt	2,389,260	1.00	4,017,700	1.65	**4,447,940**	**1.77**
999369	Transfer to LTGO Debt Fund	2,955,610	1.23	2,958,360	1.22	**2,962,360**	**1.18**
999403	Transfer to Capital Projects Fund	5,338,130	2.23	4,510,450	1.85	**5,244,630**	**2.08**
999404	Transfer to Facilities Fund	3,675,720	1.54	240,000	0.10	**0**	**0.00**

TOTAL CITY BUDGETED FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
999405	Tfr to Clinton River Restoration Fund	80,000	0.03	0	0.00	**0**	**0.00**
	Total Transfers Out	**19,940,070**	**8.33**	**14,502,480**	**5.96**	**15,896,110**	**6.32**
	Total City Budgeted Funds	**$239,397,660**	**100.00**	**$243,347,090**	**100.00**	**$251,605,580**	**100.00**

Note: The 2020-2021 Actual Column is rounded to the nearest $10.

YEAR-END
NET POSITION COMPARISON
NON-BUDGETARY FUNDS

Fund No.	Fund Name	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual
	PROPRIETARY FUNDS					
	ENTERPRISE FUND					
5790	Water & Sewer Fund	$14,464,582	$15,176,153	$14,656,468	$13,145,167	$14,763,753
	INTERNAL SERVICE FUND					
6770	Self-Insurance Fund	9,979,915	9,560,071	8,114,663	6,231,018	5,022,857
	Total Proprietary Funds	**24,444,497**	**24,736,224**	**22,771,131**	**19,376,185**	**19,786,610**
	FIDUCIARY FUNDS					
	TRUST FUNDS					
7010	Retiree Medical Benefits Fund	101,249,866	112,075,196	119,986,687	123,037,940	165,342,379
7370	General Employees Retirement System	110,237,925	110,271,962	108,944,501	102,783,780	125,747,503
7380	Police & Fire Retirement System	201,782,195	206,639,692	210,069,689	207,375,720	267,892,453
	Total Fiduciary Funds	**413,269,986**	**428,986,850**	**439,000,877**	**433,197,440**	**558,982,335**
	Total All Non-Budgetary Funds	**$437,714,483**	**$453,723,074**	**$461,772,008**	**$452,573,625**	**$578,768,945**

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.

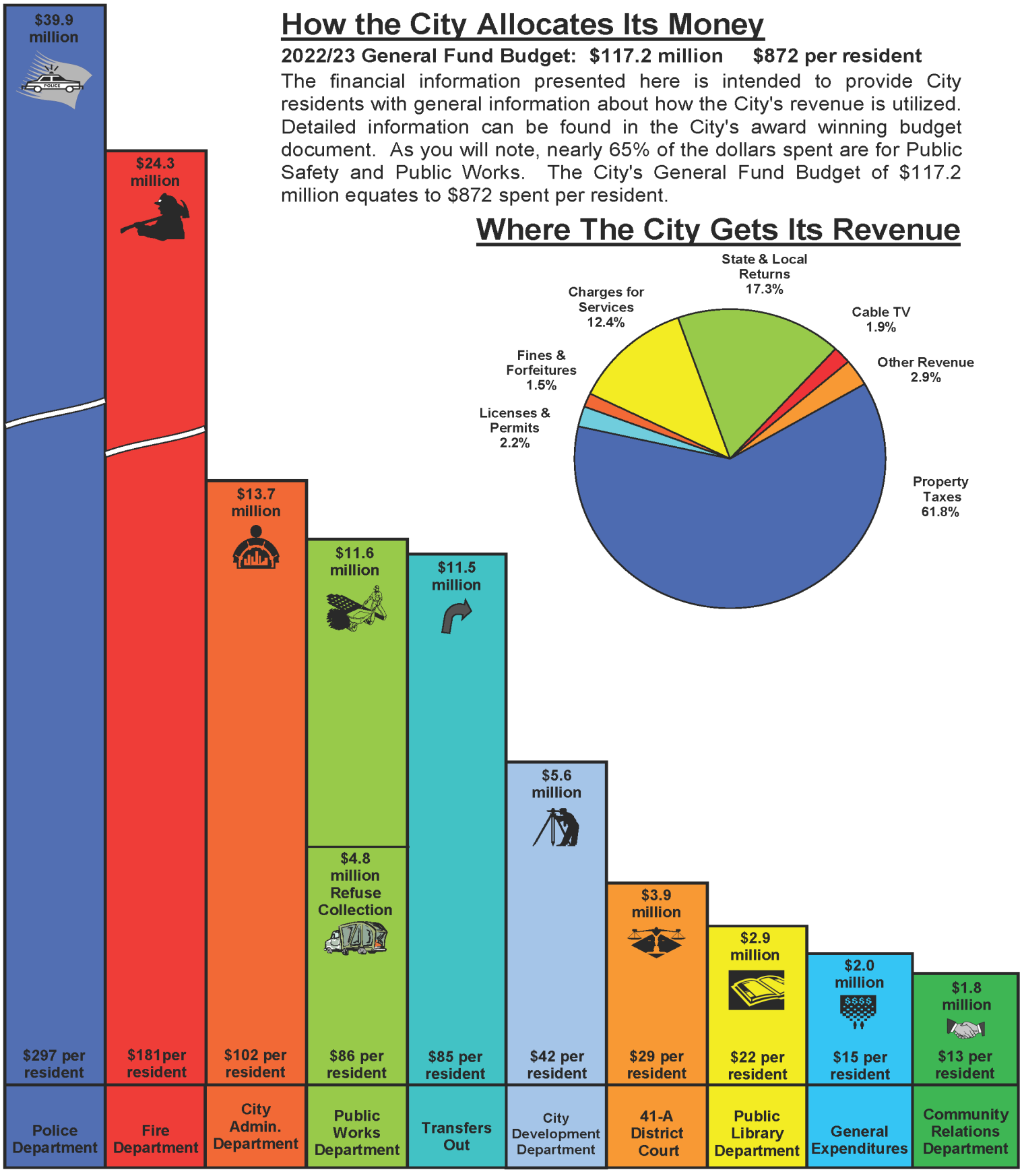
Local property taxes and state shared revenues are the primary sources of revenue used to fund these services.

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

2022/23 General Fund Budget: $117.2 million $872 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 $117.2 million equates to $872 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 is 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 $3,279 for those in the Utica Community School district and $3,827 for those in the Warren Consolidated School district. Of this amount, the City receives 41%, or $1,403, to fund all local City services such as police and fire protection, refuse collection, and snow plowing services. The average homeowner pays $117 per month in City taxes.

	Utica Schools	Warren Schools
Average Residential Total Property Tax Bill: *(based on home with a market value of $231,610 and taxable value of $85,660)*	**$3,279**	**$3,827**
Average Residential Property Tax (City Portion Only):	**$1,403**	**$1,403**



The City of Sterling Heights spends an average of $3,070 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	$983	32 %	$450
Fire Department	$583	19 %	$267
City Administration Department	$338	11 %	$154
Public Works	$276	9 %	$126
Parks & Recreation	$215	7 %	$98
General Expenditures & Transfers	$184	6 %	$84
City Development Department	$123	4 %	$56
41-A District Court	$92	3 %	$42
Local Roads	$92	3 %	$42
Debt Service	$92	3 %	$42
Public Library Department	$61	2 %	$28
Community Relations Department	$31	1 %	$14
Total Per Parcel	**$3,070**	**100 %**	**$1,403**

Because the average amount of residential property tax the City receives is only $1,403, 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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Tax Rate Shown in Mills							
Utica Community Schools	9.850	9.850	9.760	9.500	9.500	9.500	**9.500**
Macomb County	4.560	4.529	4.498	4.459	4.415	4.372	**4.372**
Macomb Community College	1.420	1.403	1.464	1.453	1.439	1.425	**1.425**
Macomb Intermediate School District	2.940	2.915	2.895	2.874	4.730	4.685	**4.685**
Huron Clinton Metro Authority	0.215	0.214	0.213	0.212	0.210	0.209	**0.209**
S.M.A.R.T.	0.997	0.990	1.000	0.993	0.983	0.973	**0.973**
County Zoo/Veterans/DIA/Medical	0.339	0.365	0.365	0.360	0.356	0.353	**0.353**
Property Tax Administration Fee	0.353	0.364	0.374	0.361	0.478	0.382	**0.382**
STERLING HEIGHTS	15.186	16.156	17.180	16.207	16.207	16.674	**16.380**
Total Millage Rates	**35.860**	**36.786**	**37.748**	**36.419**	**38.318**	**38.573**	**38.279**
Average Residential Taxable Value	**$65,010**	**$65,600**	**$71,460**	**$75,500**	**$76,930**	**$80,990**	**$85,660**
Average Tax Rates Shown in Dollars							
Utica Community Schools	$640	$646	$697	$717	$731	$769	**$814**
Macomb County Government	296	297	321	337	340	354	**375**
Macomb Community College	92	92	105	110	111	115	**122**
Macomb Intermediate School District	191	191	207	217	364	379	**401**
Huron Clinton Metro Authority	14	14	15	16	16	17	**18**
S.M.A.R.T.	65	65	71	75	76	79	**83**
County Zoo/Veterans/DIA	22	24	26	27	35	29	**30**
Property Tax Administration Fee	23	24	27	27	29	31	**33**
STERLING HEIGHTS	987	1,060	1,228	1,224	1,247	1,350	**1,403**
Total Tax Bill	**$2,330**	**$2,413**	**$2,697**	**$2,750**	**$2,949**	**$3,123**	**$3,279**

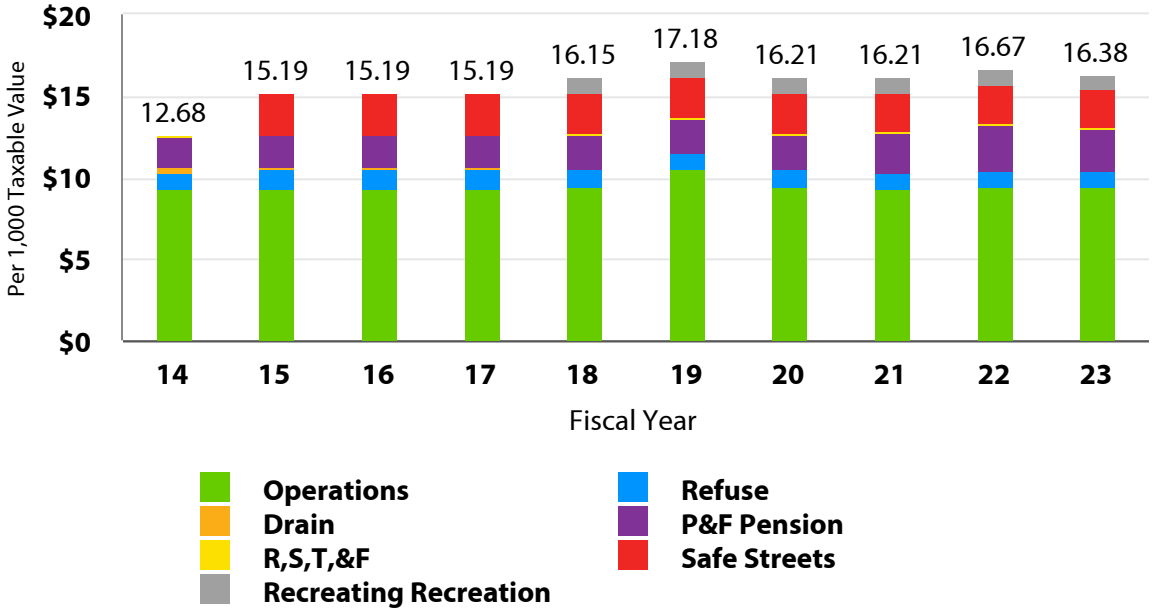
(WARREN CONSOLIDATED SCHOOLS)

Taxing Entity	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Tax Rate Shown in Mills							
Warren Consolidated Schools	17.661	17.289	16.948	16.573	16.138	15.845	**15.845**
Macomb County	4.560	4.529	4.498	4.459	4.415	4.372	**4.372**
Macomb Community College	1.420	1.403	1.464	1.453	1.439	1.425	**1.425**
Macomb Intermediate School District	2.940	2.915	2.895	2.874	4.730	4.685	**4.685**
Huron Clinton Metro Authority	0.215	0.214	0.213	0.212	0.210	0.209	**0.209**
S.M.A.R.T.	0.997	0.990	1.000	0.993	0.983	0.973	**0.973**
County Zoo/Veterans/DIA	0.339	0.365	0.365	0.360	0.455	0.353	**0.353**
Property Tax Administration Fee	0.432	0.439	0.446	0.431	0.446	0.445	**0.445**
STERLING HEIGHTS	15.186	16.156	17.180	16.207	16.207	16.674	**16.380**
Total Millage Rates	**43.750**	**44.300**	**45.008**	**43.562**	**45.023**	**44.981**	**44.687**
Average Residential Taxable Value	**$65,010**	**$65,600**	**$71,460**	**$75,500**	**$76,930**	**$80,990**	**$85,660**
Average Tax Rates Shown in Dollars							
Warren Consolidated Schools	$1,148	$1,134	$1,211	$1,251	$1,241	$1,283	**$1,357**
Macomb County Government	296	297	321	337	340	354	**375**
Macomb Community College	92	92	105	110	111	115	**122**
Macomb Intermediate School District	191	191	207	217	364	379	**401**
Huron Clinton Metro Authority	14	14	15	16	16	17	**18**
S.M.A.R.T.	65	65	71	75	76	79	**83**
County Zoo/Veterans/DIA	22	24	26	27	35	29	**30**
Property Tax Administration Fee	28	29	32	33	34	36	**38**
STERLING HEIGHTS	987	1,060	1,228	1,224	1,247	1,350	**1,403**
Total Tax Bill	**$2,843**	**$2,906**	**$3,216**	**$3,290**	**$3,464**	**$3,642**	**$3,827**

Average Total Tax Bill	**$2,587**	**$2,660**	**$2,957**	**$3,020**	**$3,207**	**$3,383**	**$3,553**

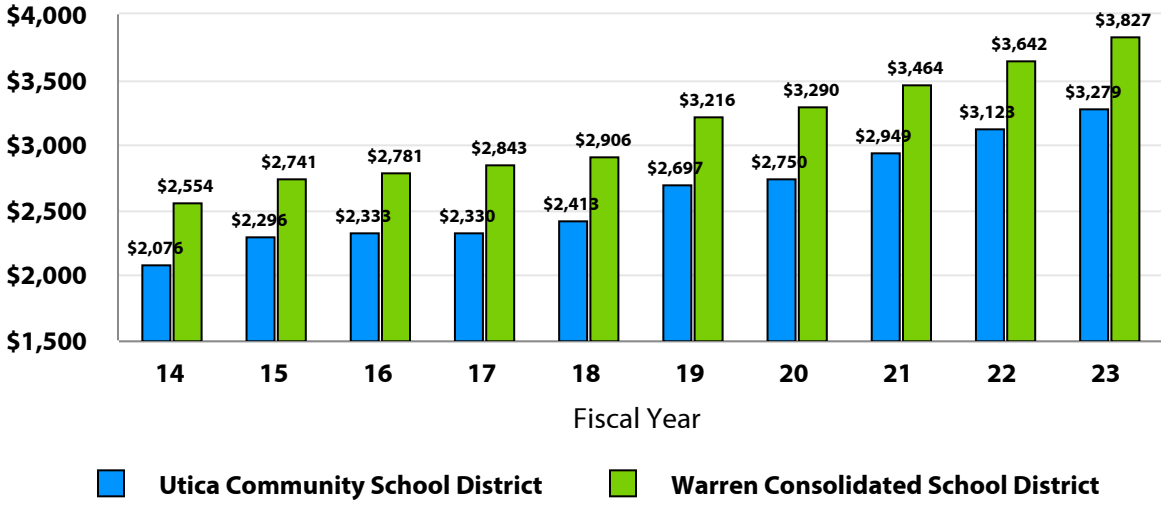
Non-City tax rates are estimated. School rates are for principal residences. Totals may not foot due to rounding.

City of Sterling Heights
Millage Rates



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

Total Property Tax Bill
Average Resident

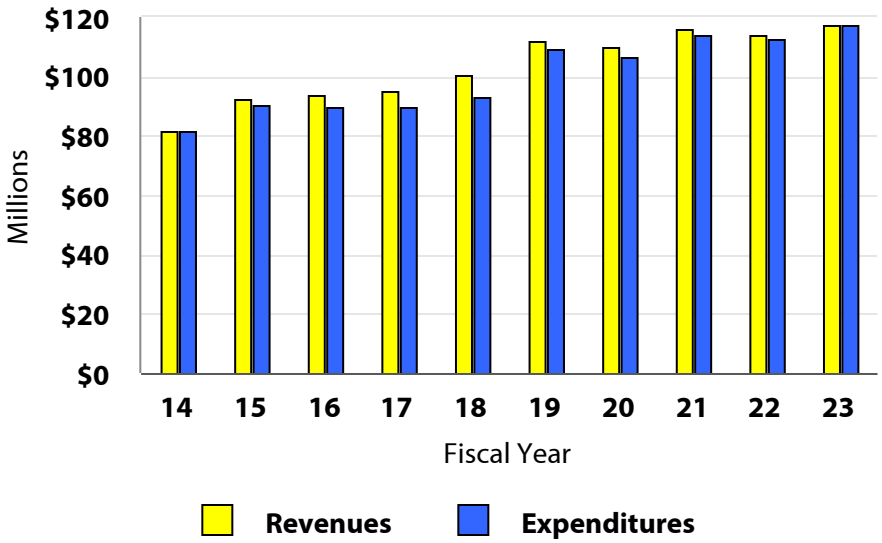


This graph shows the total property tax bill for the average City resident residing in either the Utica Community School District (UCS) or the Warren Consolidated School District (WCS) for the past 10 years.

GENERAL FUND
REVENUES, EXPENSES & FUND BALANCE

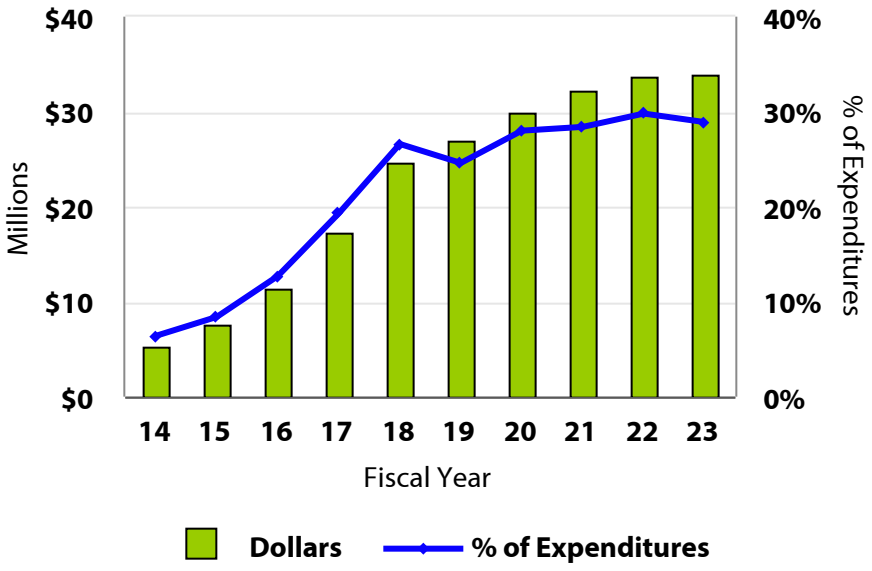
Budgetary Centers	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Budget
REVENUES						
City Operating Taxes	$42,343,460	$42,775,550	$45,128,090	$45,038,290	$47,195,590	**$47,195,590**
Refuse Tax	4,454,520	4,416,900	4,765,310	4,758,540	4,777,300	**4,777,300**
Police & Fire Pension Tax	9,780,510	11,220,780	12,987,170	12,959,460	12,559,250	**12,559,250**
Safe Streets Tax	7,400,810	7,588,300	7,766,540	7,748,770	8,096,460	**8,096,460**
Licenses & Permits	2,562,480	2,344,500	2,576,600	2,339,600	2,589,510	**2,589,510**
Federal/State/Local Returns	21,587,000	28,147,110	19,873,270	21,244,120	20,376,960	**20,376,960**
Fines & Forfeitures	1,540,690	1,008,420	1,314,900	1,429,500	1,729,500	**1,729,500**
Charges For Services	13,779,410	13,184,260	14,033,150	13,234,640	14,513,020	**14,513,020**
Other Revenue	4,003,500	3,074,400	3,073,860	3,184,630	3,420,920	**3,420,920**
Cable Revenue	2,227,830	2,218,740	2,200,000	2,200,000	2,200,000	**2,200,000**
Total Revenues	**109,680,210**	**115,978,960**	**113,718,890**	**114,137,550**	**117,458,510**	**117,458,510**
Other Financing Sources						
Transfers In	0	0	0	0	0	**0**
Total Revenues & Sources	**$109,680,210**	**$115,978,960**	**$113,718,890**	**$114,137,550**	**$117,458,510**	**$117,458,510**
EXPENDITURES						
City Administration Dept.	$10,956,690	$11,484,760	$12,625,100	$12,305,830	$13,711,220	**$13,711,220**
Public Library Department	2,813,710	2,832,390	3,016,890	2,813,540	2,947,100	**2,947,100**
Police Department	34,551,790	36,273,970	39,100,560	38,529,640	39,858,420	**39,858,420**
Fire Department	20,959,270	23,271,860	23,468,920	24,037,080	24,262,690	**24,262,690**
Public Works Department	6,058,010	5,910,820	6,690,510	6,634,270	6,842,940	**6,842,940**
Refuse Collection	4,500,480	4,567,230	4,764,170	4,802,380	4,777,380	**4,777,380**
City Development Dept.	5,208,260	5,188,770	5,596,230	5,379,180	5,640,320	**5,640,320**
Community Relations Dept.	1,529,010	1,269,240	1,687,320	1,614,520	1,787,480	**1,787,480**
41-A District Court	3,475,760	3,362,130	3,863,820	3,762,670	3,848,890	**3,848,890**
General Expenditures	2,165,410	1,932,310	2,403,450	2,416,310	2,027,660	**2,027,660**
Total Expenditures	**92,218,390**	**96,093,480**	**103,216,970**	**102,295,420**	**105,704,100**	**105,704,100**
Other Financing Uses						
Transfers Out	14,431,220	17,550,810	10,484,780	10,484,780	11,448,170	**11,448,170**
Total Expenditures & Uses	**$106,649,610**	**$113,644,290**	**$113,701,750**	**$112,780,200**	**$117,152,270**	**$117,152,270**
Excess of Revenues Over (Under) Expenditures	**3,030,600**	**2,334,670**	**17,140**	**1,357,350**	**306,240**	**306,240**
Beginning Fund Balance	**26,883,920**	**29,914,520**	**32,249,190**	**32,249,190**	**33,606,540**	**33,606,540**
Ending Fund Balance	**$29,914,520**	**$32,249,190**	**$32,266,330**	**$33,606,540**	**$33,912,780**	**$33,912,780**

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. *Figure 1R* summarizes General Fund revenues for five years, including the budget year. Each revenue source will be covered in detail in this section.

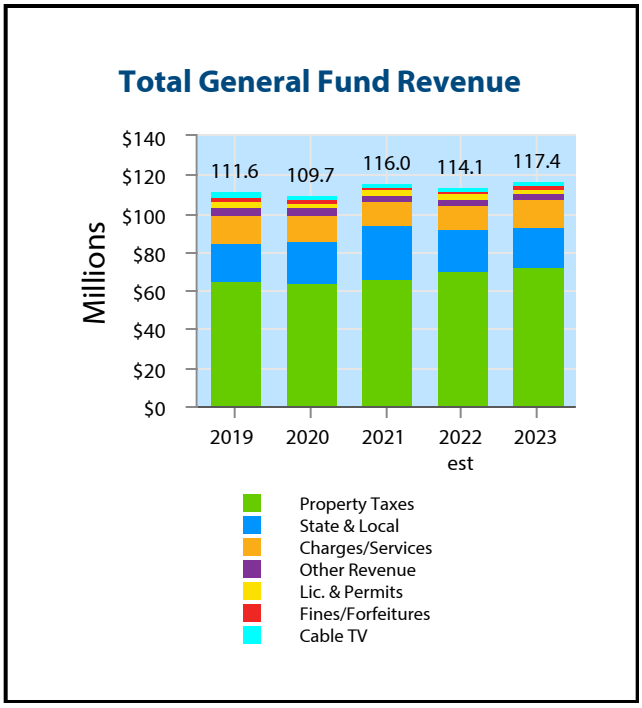


Figure 1R

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.

As shown in *Figure 2R,* the 2022/23 budgeted, Operating Tax revenue represents 40.3% of total General Fund revenues, a $2.2 million, or 4.8% increase from the amount to be collected in 2022. The increase is a result of an estimated 4.6% overall rise in the City's taxable value. There is no change to the General Operating Millage rate.

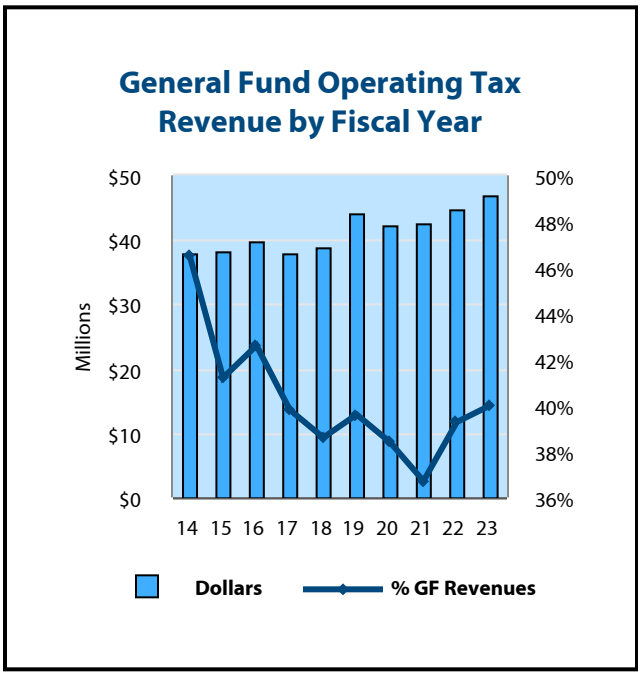


Figure 2R

Despite the recent growth in taxable value, the City's Operating Tax revenues are still $2.9 million lower than what was collected in 2008.

For the sixth year in a row, the City's Headlee rollback maximum allowable tax levy has been reduced and is now equal to 10.3457. 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 six 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, as shown in in *Figure 3R*, 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.

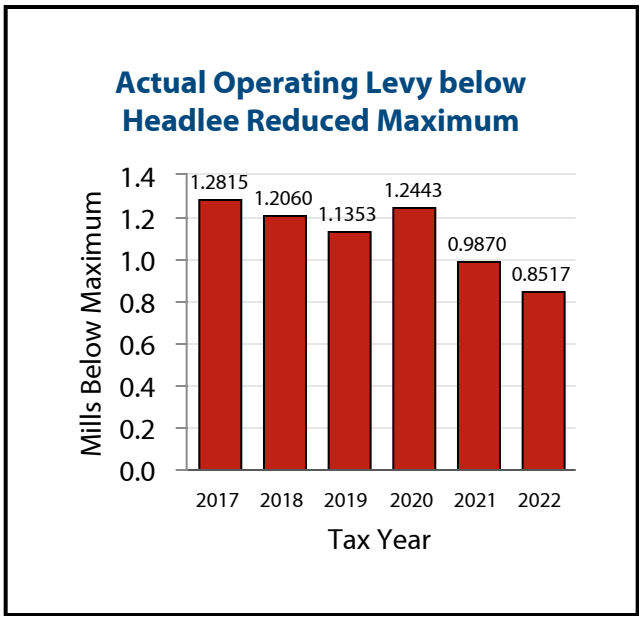


Figure 3R

The proposed Operations tax rate for 2022/23 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 0.8517 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 2022/23 increased by 4.6% due to new construction, property turnover leading to the uncapping of assessments, and a 3.3% 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 $80,000 in taxable value. As a result, the City's total taxable value is still lower than 2008 by 6.7%.

The ongoing COVID-19 pandemic has not had a significant impact on taxable values for the 2022 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 at 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, which are represented in *Figure 4R*. Permit revenue increased In 2017 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, the opening of a brand new $35 million Kroger Marketplace, the opening of a new Amazon Warehouse, as well as the completion of a major new facility for Stellantis (formerly FCA).

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. For the current year building revenue is expected to increase due to the planned redevelopment of Lakeside Mall, which will generate significant permit activity.

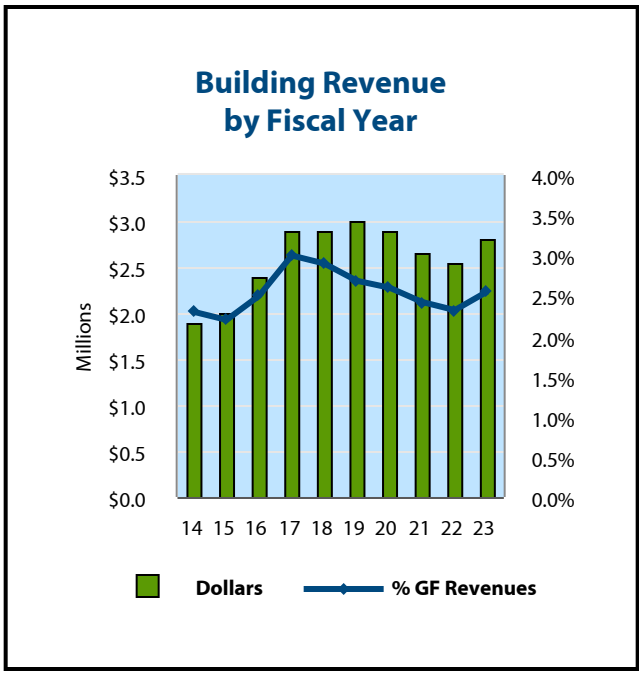


Figure 4R

In the 2022/23 Budget, License and Permit revenues represent 2.2% of total General Fund revenue sources, a $249,910 or 10.7% increase from 2022 estimated collections. The 2022/23 budget assumes increased permit activity resulting from the redevelopment of Lakeside Mall. Revenue from the new annual Business License Fee that was implemented last year is expected to continue and generate $120,000 annually. Revenue from Non-homestead Inspection Fees is expected to be $40,000 more than the prior year due to an increase in the number of homes inspected.

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 2022/23, based on estimates received from the State of Michigan, the City will receive $14.0 million in State Revenue Sharing, a decrease of $648,810 or 4.4% below what is estimated to be received in 2022. As shown in *Figure 5R*, State Revenue Sharing has been steadily increasing over the past decade. The estimate for 2022 includes a $307,000 retroactive adjustment to account for the City's population increase from 129,699 to 134,346 per the 2020 census. 2022 revenue was also inflated due to higher than expected sales tax returns. The State projection for 2023 includes a 5% increase in statutory revenue sharing as proposed by the Governor, as well as an increase of approximately $210,000 annually related to the increase in population.

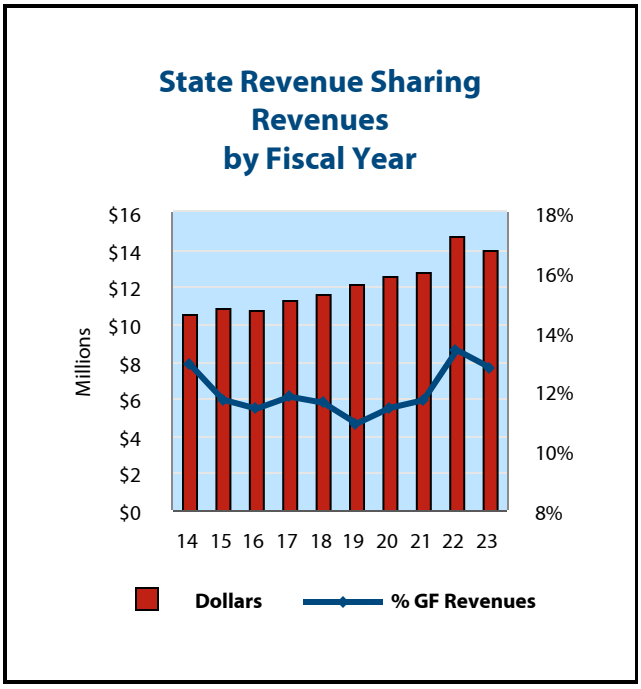


Figure 5R

Despite these increases, the State has not been fully funding revenue sharing to municipalities for twenty years. 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 nearly $124 million cumulatively since 2002 and the current annual payments are nearly $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 11.9% today.

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

In 2022/23, State reimbursement for lost personal property tax is expected to be $4.3 million. This estimate is based on a taxable value loss calculation from the City Assessor of nearly $387 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 1.4885 mills less than the adopted tax rate. As such, the City is losing over $576,000 of property tax revenue annually over what is reimbursed from the State of Michigan.

In the 2022/23 Budget, total State & Local Return revenues represent 17.3% of General Fund revenue sources, a decrease of $867,160 or 4.1% below 2022 estimated receipts. The decrease is primarily due to lower State Shared Revenue as explained above, as well as a decrease in expected Federal Grant Revenue due to the anticipated receipt of $750,000 from FEMA in the current year to reimburse the City for COVID-19 related expenses.

Revenues and expenditures for the $19.8 million to be received as part of the American Rescue Plan Act, are accounted for in a separate, dedicated Special Revenue Fund.

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.

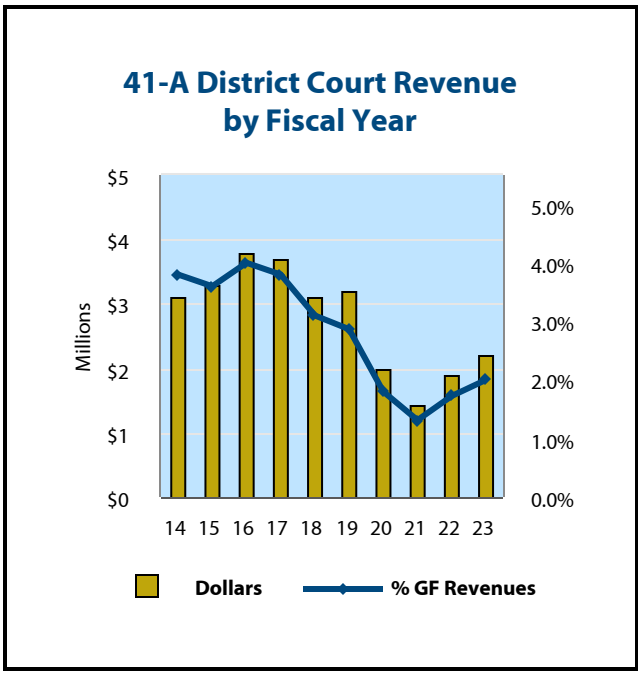


Figure 6R

Historical trends (*Figure 6R*) show 41-A District Court revenue decreasing since its peak in 2010, largely due to a decrease in the number of tickets issued. Court revenues were also significantly impacted in fiscal years 2020 and 2021 due the COVID-19 pandemic, which led to an extended shutdown of the 41-A District Court. Court revenues increased in 2022 upon reopening and are expected to increase further in 2023 due to a renewed emphasis on traffic enforcement.

Overall, Court revenues have declined from 5.1% of total General Fund revenues in 2010 to 2.0% in 2023. In total, Fines & Forfeiture revenues represent 1.5% 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.

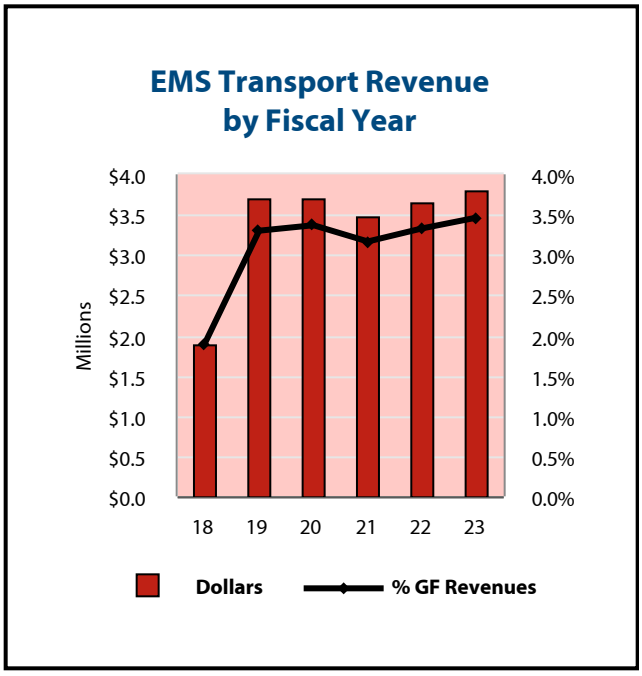


Figure 7R

Revenue from EMS Transport *(Figure 7R)* 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 2022/23, EMS revenue is estimated at $3.8 million, a $146,680 or 4.0% increase over estimated collections in the current year.

Engineering revenues make up another large source of Charges for Services revenues. As shown in *Figure 8R*, 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 2022/23, Engineering Revenue is expected to increase by $628,000 or 42.8% due to the funding of several large road projects, including the Mound Road total reconstruction and the resurfacing of Plumbrook and Ryan Roads using American Rescue Plan funding.

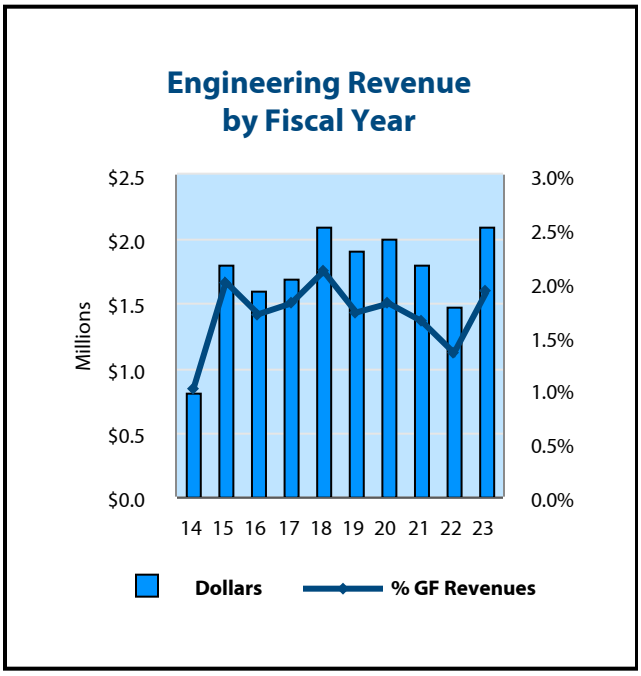


Figure 8R

In the 2022/23 Budget, Charges for Services revenues represent 12.4% of General Fund revenue sources, an increase of $1,278,380 or 9.7% above 2022 estimated receipts. This increase is primarily due to higher anticipated EMS revenue and Engineering revenue as explained above, as well as an increase in Administrative Services revenue from the Water & Sewer Fund due to additional costs and

staffing required for the transition to monthly billing.

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.

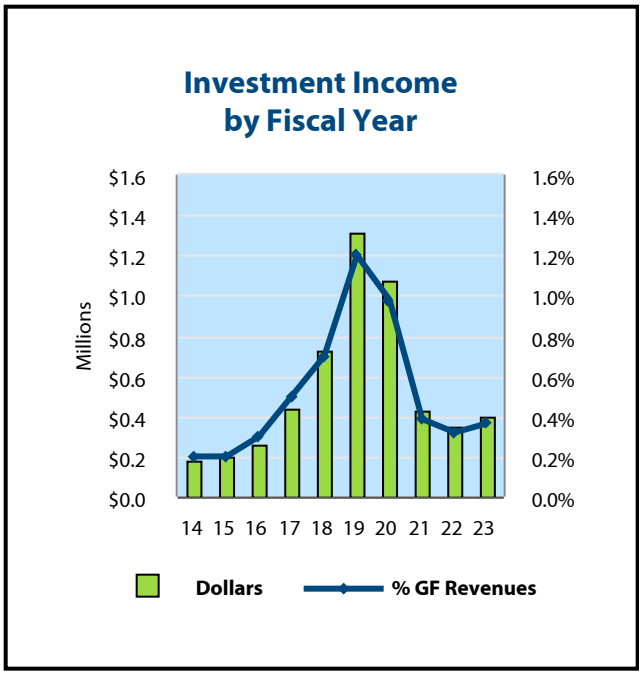


Figure 9R

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 (See *Figure 9R*). 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 indications from the Fed that interest rates will rise in the coming year, Interest Revenue is estimated to increase slightly to $400,000 for 2022/23.

In the 2022/23 Budget, Other Revenue represents 2.9% of General Fund revenue sources, an increase of $236,290 or 7.4% from 2022 estimates. Most of the increase is due to higher anticipated revenue from Sterlingfest, which will return this summer after a two-year hiatus due to the COVID-19 pandemic.

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 2022/23, Cable Revenue is estimated to remain flat at a total of $2.2 million, or 1.9% of General Fund revenue sources.

REFUSE TAX

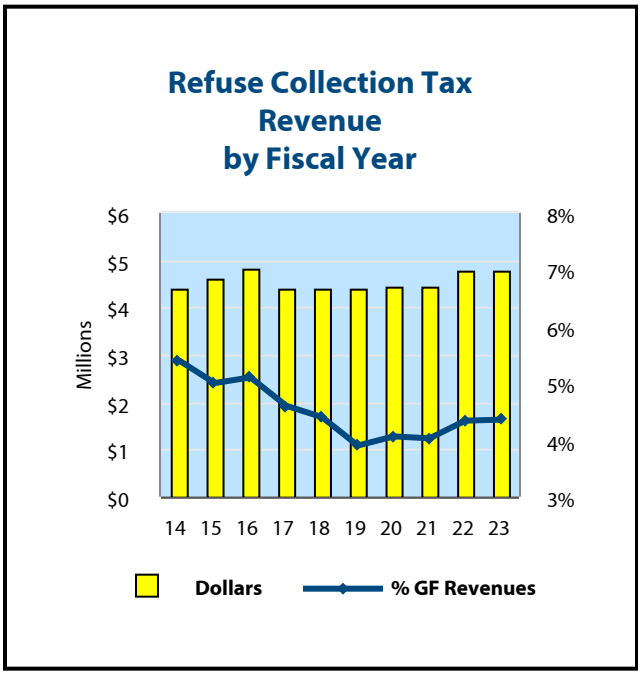


Figure 10R

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 (*Figure 10R*).

In the 2022/23 Budget, the Refuse Tax represents 4.1% of General Fund total revenue sources. Due to the eight-year refuse contract that took effect on May 1, 2016, total refuse costs did not increase significantly over the prior year. Additionally, because taxable values increased 4.6%, the Refuse millage rate decreased by 0.0409 mills, or 4.1%, from 0.9877 to 0.9468 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 annual millage rate is set at 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 decreased to match a lower required pension contribution of $13.5 million, a reduction of $219,000 or 1.6% below the prior year. This is the first decrease to the required pension contribution in many years (*Figure 11R*) and is in no small part the result of the City's commitment to fully funding the plan, as well as revising actuarial assumptions to realistic levels. The overall pension liability decreased primarily due to favorable investment performance for the 2020/21 fiscal year. The plan had a net return of 34.2% and is currently 72% funded.

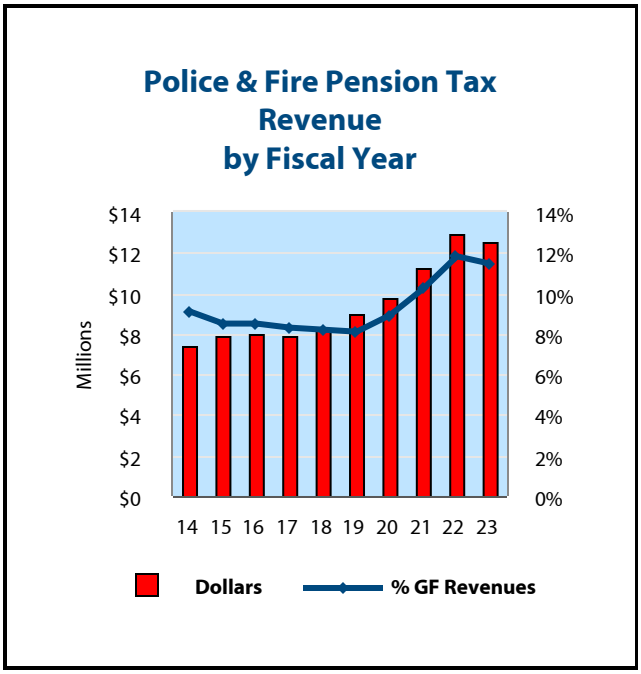


Figure 11R

In the 2022/23 Budget, the Police & Fire Pension Tax represents 10.7% of General Fund revenue sources, a decrease of $400,210 or 3.1%. The Police & Fire Pension Tax levy for 2022/23 is 2.5189 mills per $1,000 Taxable Value, a decrease of 0.2051 mills. The millage decrease is due to the combination of the lower required contribution and the 4.6% 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 sixth consecutive Headlee rollback, this millage will be reduced to 2.3850 for 2022. 1.6218 of the 2.3850 mills will generate $8.1 million in the General Fund to prevent further staffing cuts to Police and Fire positions. The remaining 0.7632 mills will generate

$3.8 million in the Local Road Fund for asphalt and concrete repairs to neighborhood streets.

In the 2022/23 Budget, General Fund revenue from the Safe Streets Tax increased by $347,690 or 4.5% over amounts collected in 2022 due to the 3.3% 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.

As shown in *Figure 12R*, 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. For fiscal years 2021 and 2022, due to anticipated revenue losses resulting from the COVID-19 pandemic, budgets were adopted with a Use of Fund Balance of $2.6 million and $2.1 million, respectively. Thanks primarily to significant federal grant funding received through the CARES Act, higher than anticipated State Shared Revenue and a lower recommended contribution to the retiree medical (OPEB) plan, a $2.3 million Contribution to Fund Balance was realized for 2021 and an additional $1.4 million Contribution is expected for 2022.

The proposed 2022/23 budget includes a Contribution to Fund Balance of $306,240, bringing cumulative fund balance to nearly $34 million or 28.9% of General Fund expenditures. Maintaining a strong fund balance, while continuing to budget for critical needs will ensure the City's continued strong financial position and ability to weather future economic downturns.

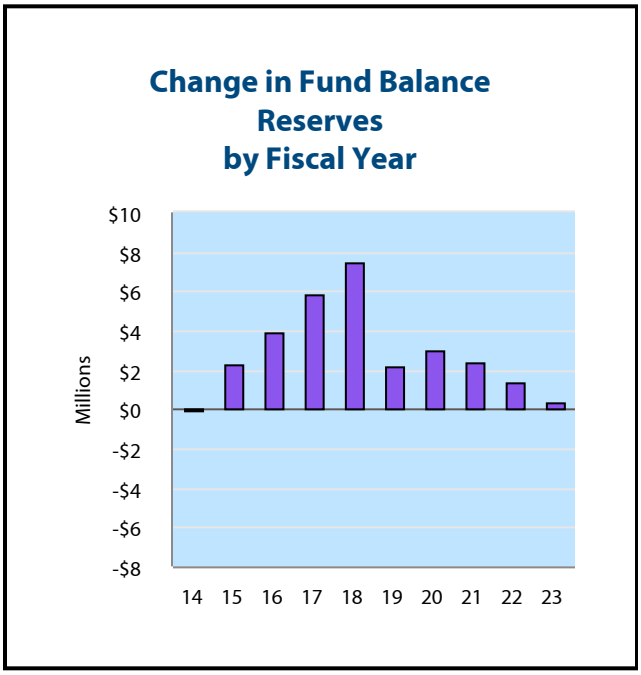


Figure 12R

OTHER CITY TAXES

There are two additional property tax millages levied by the City that are not recorded in the General Fund.

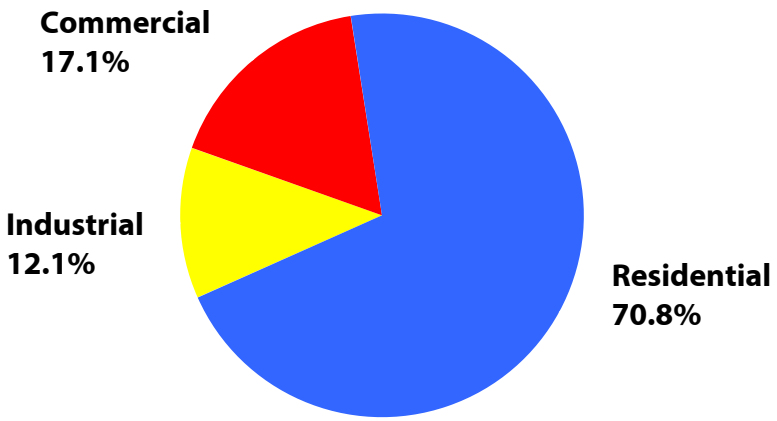
The Public Improvements (Proposal F - Fire Station Improvements) millage is recorded in the Debt Service Funds and decreased by 0.0054 mills to 0.1096 mills. This is the last year this millage will be collected as the Fire Station Debt will be retired in fiscal year 2022/23.

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 six years of consecutive Headlee rollbacks, the millage is again reduced by 0.0121 mills to 0.9257 mills for 2022/23 and will generate $4.6 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 ~

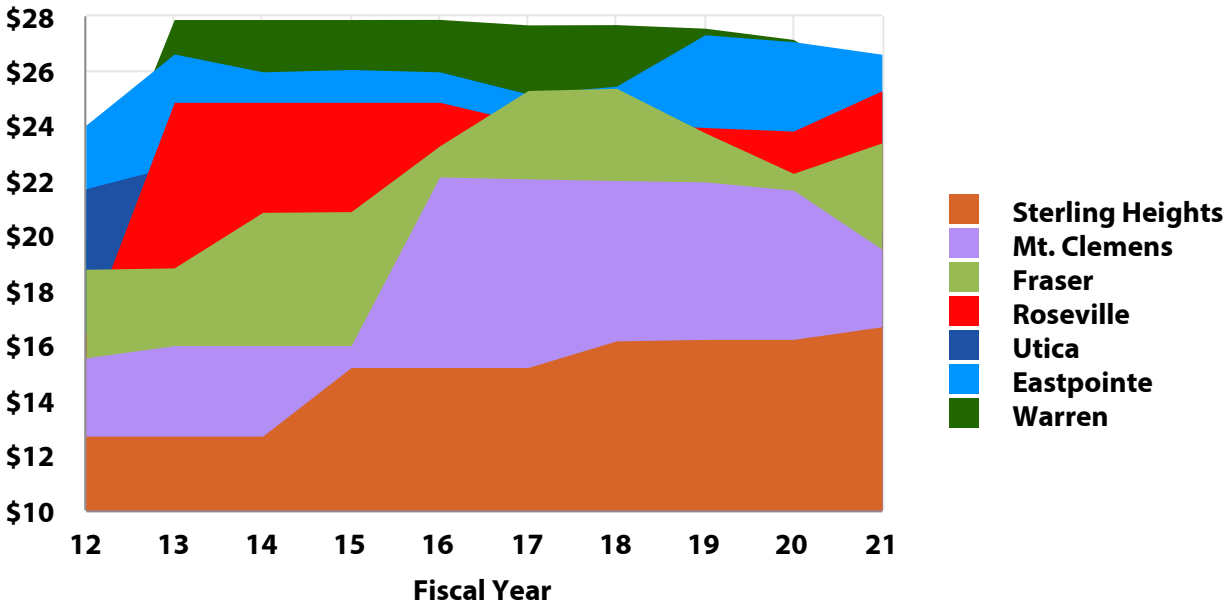
Property Taxes by Customer Class



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

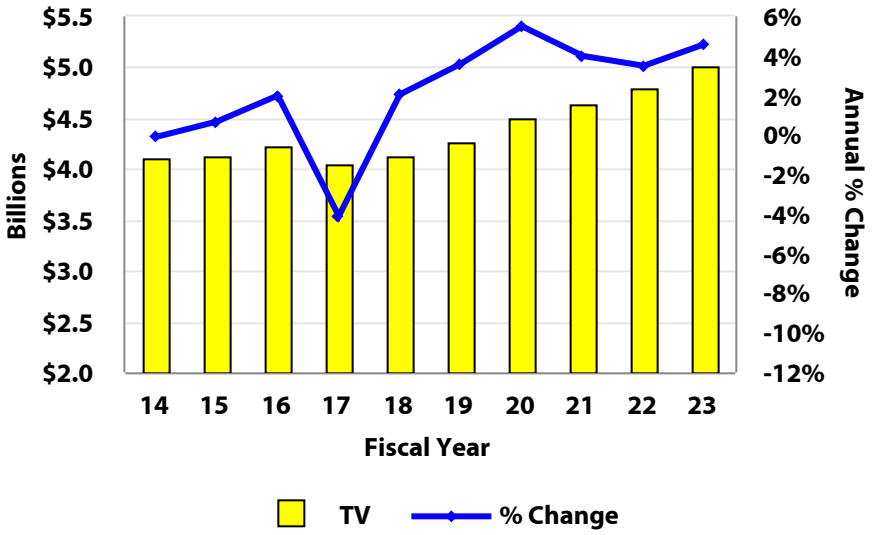
Comparable Tax Rates of Surrounding Macomb County Cities

Per $1,000 TV



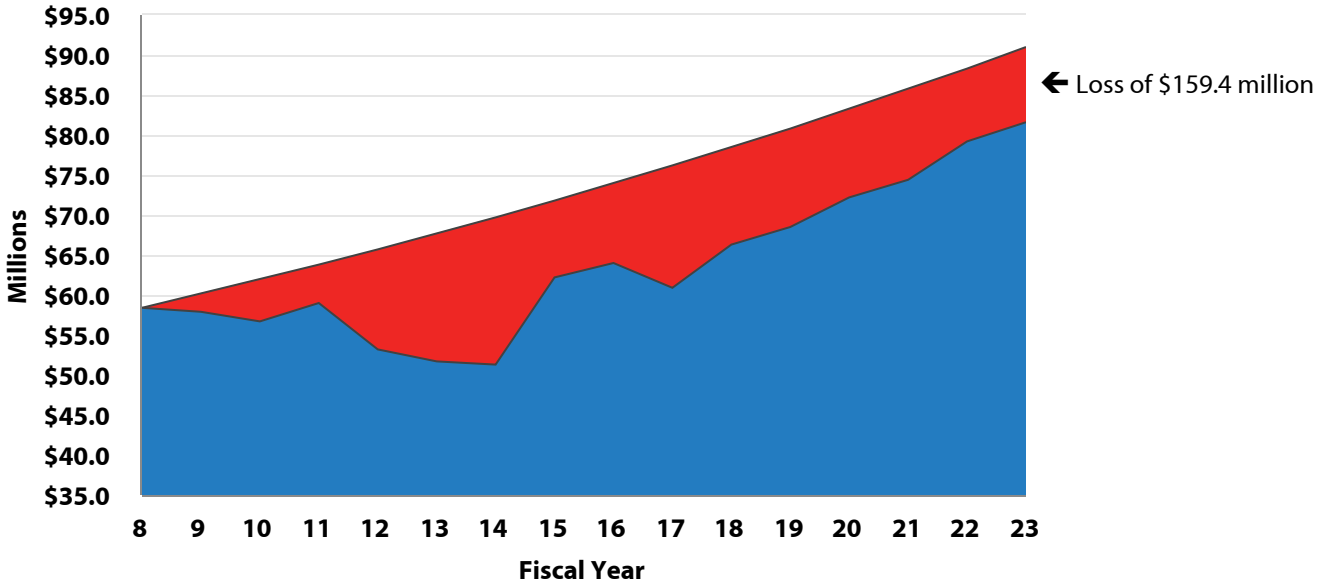
This graph illustrates the taxes levied by Macomb County cities for the past 10 years.

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	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
	CITY OPERATING TAXES						
404000	City Operating Tax	$42,664,120	36.79	$45,208,090	39.75	**$47,280,590**	**40.25**
404001	Property Tax Refunds	(87,580)	(0.08)	(300,000)	(0.26)	**(300,000)**	**(0.26)**
415000	Delinquent Personal Property Tax	47,890	0.04	60,000	0.05	**60,000**	**0.05**
445000	Penalties & Interest	151,120	0.13	160,000	0.14	**155,000**	**0.13**
	Total Taxes	**42,775,550**	**36.88**	**45,128,090**	**39.68**	**47,195,590**	**40.17**
	LICENSES & PERMITS						
451000	Business Operating License	30,760	0.03	150,000	0.13	**120,000**	**0.10**
452000	Mobile / Temporary Vendor	6,910	0.01	5,600	0.00	**5,600**	**0.00**
453000	Liquor License	85,220	0.07	95,000	0.08	**100,000**	**0.09**
454000	Vending/Amusement Device Fee	3,120	0.00	6,000	0.01	**6,000**	**0.01**
461000	Electrical Registration & Permits	352,800	0.30	360,000	0.32	**350,000**	**0.30**
462000	Heating Registration & Permits	345,540	0.30	300,000	0.26	**310,000**	**0.26**
463000	Plumbing Registration & Permits	194,590	0.17	210,000	0.18	**200,000**	**0.17**
464000	Sign Registration & Permits	50,590	0.04	45,000	0.04	**45,000**	**0.04**
470000	Building Registration & Permits	1,035,900	0.89	1,160,000	1.02	**1,182,910**	**1.01**
471000	Fence Permits	23,960	0.02	15,000	0.01	**15,000**	**0.01**
477000	Fire Suppression Permits	33,980	0.03	75,000	0.07	**75,000**	**0.06**
478000	Animal Permits	64,800	0.06	50,000	0.04	**50,000**	**0.04**
479401	Non-Homestead Resident Insp. Fee	98,390	0.08	60,000	0.05	**100,000**	**0.09**
479402	Re-Inspection Code Enforcement Fee	17,940	0.02	45,000	0.04	**30,000**	**0.03**
	Total Licenses & Permits	**2,344,500**	**2.02**	**2,576,600**	**2.25**	**2,589,510**	**2.21**
	STATE & LOCAL RETURNS						
528000	Federal Revenue - Other	5,529,790	4.77	0	0.00	**0**	**0.00**
529000	Federal Grant - Other	486,950	0.42	1,115,400	0.98	**636,500**	**0.54**
539002	State Grants	93,700	0.08	5,000	0.00	**0**	**0.00**
544000	Drunk Driving Case Flow Assistance	4,150	0.00	6,500	0.01	**6,500**	**0.01**
567001	State Aid - Library	108,130	0.09	111,530	0.10	**115,520**	**0.10**
569001	Judges Salary Stand Payments	137,170	0.12	137,170	0.12	**137,170**	**0.12**
573386	Personal Prop. Tax Reimbursement	7,976,200	6.88	3,820,400	3.36	**4,270,000**	**3.64**
573486	Federal/State/Local Returns	755,630	0.65	751,960	0.66	**960,580**	**0.82**
574000	State Revenue Sharing	12,818,390	11.60	13,678,310	12.04	**14,010,690**	**11.93**
583000	Macomb Auto Theft Squad - Grant	106,360	0.09	100,000	0.09	**105,000**	**0.09**
585000	Drug Enforce. Admin. - Federal	39,920	0.03	30,000	0.03	**35,000**	**0.03**
587001	County Contrib. - Library Penal Fines	90,720	0.08	117,000	0.10	**100,000**	**0.09**
	Total State & Local Returns	**28,147,110**	**24.27**	**19,873,270**	**17.49**	**20,376,960**	**17.37**
	FINES & FORFEITURES						
656003	Contempt Court Fines	1,750	0.00	3,500	0.00	**3,000**	**0.00**
656004	Ordinance Fines & Costs	803,470	0.69	1,100,000	0.98	**1,500,000**	**1.28**
656005	Municipal Civil Infractions	19,630	0.02	20,000	0.02	**35,000**	**0.03**
657001	Library Fines	14,560	0.01	15,000	0.01	**18,000**	**0.02**
658001	Bond Forfeitures	20,910	0.02	55,900	0.05	**36,000**	**0.03**
659001	Driver Reinstatement Fee	27,970	0.02	36,000	0.03	**25,000**	**0.02**
659002	Default Judgment Fee	109,980	0.09	80,000	0.07	**100,000**	**0.09**
659003	Crime Victim Rights Admin. Fee	4,990	0.00	4,500	0.00	**7,500**	**0.01**
	Total Fines & Forfeitures	**1,008,420**	**0.85**	**1,314,900**	**1.16**	**1,729,500**	**1.48**

GENERAL FUND
REVENUE SUMMARY BY ACCOUNT

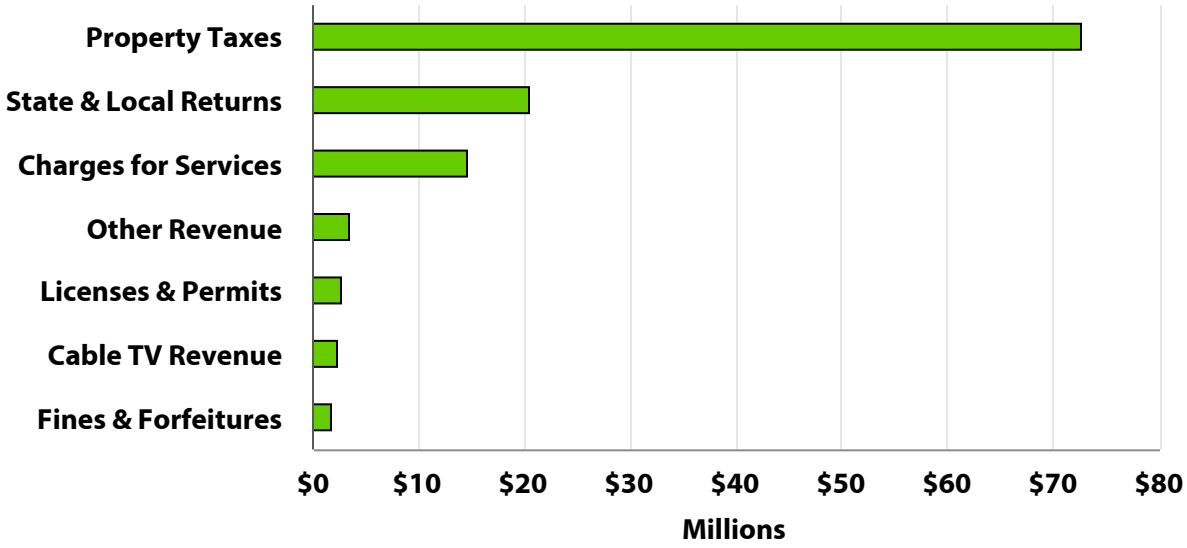
Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
	CHARGES FOR SERVICES						
603000	Court Filing Fee	110,670	0.10	130,000	0.11	**130,000**	**0.11**
603001	Jury Demand Fee	3,520	0.00	4,800	0.00	**2,500**	**0.00**
604000	Probation Oversight	61,310	0.05	72,000	0.06	**50,000**	**0.04**
605000	Garnishments - Filing Fee	101,820	0.09	125,000	0.11	**125,000**	**0.11**
606000	Split/Combination Fee	7,710	0.01	12,200	0.01	**12,400**	**0.01**
607000	Fire Permits, Fees, & Inspections	19,490	0.02	20,000	0.02	**20,000**	**0.02**
608000	Recording Fees	4,330	0.00	4,000	0.00	**4,000**	**0.00**
609000	Mobile Home Tax	9,930	0.01	9,900	0.01	**10,780**	**0.01**
610000	Vital Statistics	82,860	0.07	75,000	0.07	**79,000**	**0.07**
611000	Attorney Fee Reimbursement	34,410	0.03	35,000	0.03	**40,000**	**0.03**
612000	Alcohol Assessment Fee	7,060	0.01	6,200	0.01	**10,000**	**0.01**
626000	Services - PTAF	2,092,890	1.80	2,129,930	1.87	**2,291,950**	**1.94**
627000	Water & Sewer Activity	1,788,930	1.55	1,601,940	1.41	**1,807,050**	**1.54**
627276	Administrative Services - RR	84,150	0.07	78,970	0.07	**85,250**	**0.07**
627444	Administrative Services - Roads	267,030	0.23	250,000	0.22	**250,000**	**0.21**
627556	Admin Services-Water Distribution	472,750	0.41	651,000	0.57	**663,050**	**0.56**
627677	Administrative Services-Self Insurance	266,550	0.23	309,370	0.27	**378,810**	**0.32**
627732	Administrative Services-P&F Pension	1,460	0.00	2,000	0.00	**2,300**	**0.00**
628001	Voter Lists	430	0.00	500	0.00	**400**	**0.00**
629001	Labor Services - Roads	970,460	0.84	1,000,000	0.88	**950,000**	**0.81**
629002	Labor Services - Cross Charges	35,880	0.03	20,000	0.02	**15,000**	**0.01**
629003	Labor Services - Fleet Maintenance	48,400	0.04	30,000	0.03	**36,000**	**0.03**
631001	Police & Fire Services	226,450	0.20	370,000	0.33	**350,000**	**0.30**
631002	Towed Vehicle Impound Fee	68,070	0.06	90,000	0.08	**80,000**	**0.07**
632001	Inspection Services-Projects-Other	114,670	0.10	150,000	0.13	**150,000**	**0.13**
632002	Inspection Services-City Projects	376,620	0.32	425,000	0.37	**380,000**	**0.32**
632003	Engineering Review Fee	137,870	0.12	150,000	0.13	**180,000**	**0.15**
632004	Engineering & Design - Project	1,073,720	0.93	1,100,000	0.97	**1,300,000**	**1.11**
632005	Building Number Assignments	4,940	0.00	2,000	0.00	**2,000**	**0.00**
632006	SESC Review Fee	32,500	0.03	20,000	0.02	**30,000**	**0.03**
632007	SESC Inspection Fee	47,600	0.04	40,000	0.04	**50,000**	**0.04**
632008	Easement Vacation	550	0.00	600	0.00	**600**	**0.00**
632009	ROW Permit Fees	6,180	0.01	4,000	0.00	**4,000**	**0.00**
634003	Supplies & Gasoline Revenue	67,970	0.06	50,000	0.04	**65,000**	**0.06**
634004	Parts-Vehicle Maintenance	115,040	0.10	115,000	0.10	**115,000**	**0.10**
635000	Municipal Services Fee	75,000	0.06	75,000	0.07	**75,000**	**0.06**
635535	Refuse Collection Fees	29,430	0.03	25,000	0.02	**40,000**	**0.03**
636000	Plan Review Fee	88,680	0.08	50,000	0.04	**65,000**	**0.06**
636001	Building Department Plan Review	436,990	0.38	425,000	0.37	**425,000**	**0.36**
636002	Passport Fees	0	0.00	25,000	0.02	**35,000**	**0.03**
637001	Copies & Forms	10,150	0.01	10,000	0.01	**10,000**	**0.01**
637002	Maps	70	0.00	100	0.00	**100**	**0.00**
637003	Police Reports	74,350	0.06	100,000	0.09	**80,000**	**0.07**
637005	Fire Reports	5,090	0.00	3,000	0.00	**5,000**	**0.00**

GENERAL FUND
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
637006	PBT User Fee	90	0.00	250	0.00	**100**	**0.00**
637007	False Alarm Fees	42,310	0.04	100,000	0.09	**80,000**	**0.07**
637009	Transport Fees	3,472,270	2.99	3,895,290	3.44	**3,797,430**	**3.23**
637301	Notary Fee	2,050	0.00	1,500	0.00	**1,500**	**0.00**
638000	Application Fees	5,580	0.00	11,600	0.01	**11,800**	**0.01**
639253	Treasury Transfer & Late Fees	54,160	0.05	60,000	0.05	**60,000**	**0.05**
640001	5% Cash Deposit	18,010	0.02	2,000	0.00	**2,000**	**0.00**
640002	Weed Cutting	61,320	0.05	75,000	0.07	**75,000**	**0.06**
640003	Board of Zoning Appeals Fees	16,390	0.01	20,000	0.02	**15,000**	**0.01**
640005	Ordinance Board of Appeals Fees	48,100	0.04	70,000	0.06	**65,000**	**0.06**
	Total Charges for Services	**13,184,260**	**11.38**	**14,033,150**	**12.34**	**14,513,020**	**12.35**
	OTHER REVENUE						
656006	Interpreter Fees	5,870	0.01	12,000	0.01	**16,000**	**0.01**
665000	Interest on Investments	423,110	0.36	300,000	0.26	**400,000**	**0.34**
667002	Rental Income - Utica Road	0	0.00	0	0.00	**0**	**0.00**
667003	Rental Income - DPS	180,760	0.16	446,220	0.39	**448,110**	**0.38**
667005	Rental - DPW - Impound Lot	52,730	0.05	48,000	0.04	**63,000**	**0.05**
667009	Rental - Towers	202,620	0.17	204,640	0.18	**199,790**	**0.17**
669001	Rental - Road Equipment	1,169,830	1.02	1,000,000	0.88	**1,000,000**	**0.85**
669002	Rental - Equipment - Cross Charges	34,950	0.03	25,000	0.02	**7,500**	**0.01**
673000	Sale of Fixed Assets	41,900	0.04	40,000	0.04	**50,000**	**0.04**
675000	Contributions & Donations	12,930	0.01	5,000	0.00	**5,000**	**0.00**
675003	Art Fair Revenue	1,460	0.00	100,000	0.09	**350,000**	**0.30**
676000	Reimbursements	828,310	0.71	670,000	0.59	**700,000**	**0.60**
676001	Reimbursements - Legal	19,070	0.02	10,000	0.01	**10,000**	**0.01**
677008	Unrealized Gain/Loss	(125,450)	(0.11)	0	0.00	**0**	**0.00**
679000	Police Auction	0	0.00	0	0.00	**0**	**0.00**
679792	Library Book Sales	40	0.00	0	0.00	**20**	**0.00**
685000	Miscellaneous Revenue	60,770	0.05	60,000	0.05	**70,000**	**0.06**
685792	Miscellaneous Revenue - Library	80,280	0.07	75,000	0.07	**5,000**	**0.00**
687000	Refunds & Rebates	32,200	0.03	20,000	0.02	**35,500**	**0.03**
690000	O.U.I.L. Recovery	14,390	0.01	30,000	0.03	**25,000**	**0.02**
690002	Warrant Arrest Processing Fee	830	0.00	3,000	0.00	**1,000**	**0.00**
695000	Insurance Recovery & Subrogation	37,800	0.03	25,000	0.02	**35,000**	**0.03**
	Total Other Revenue	**3,074,400**	**2.66**	**3,073,860**	**2.70**	**3,420,920**	**2.90**
405000	City Refuse Tax	4,416,900	3.81	4,765,310	4.19	**4,777,300**	**4.07**
406000	P&F Pension Tax	11,220,780	9.67	12,987,170	11.42	**12,559,250**	**10.69**
407000	Safe Streets Tax	7,588,300	6.54	7,766,540	6.83	**8,096,460**	**6.89**
680000	Cable TV Revenue	2,218,740	1.91	2,200,000	1.93	**2,200,000**	**1.87**
	Total General Fund Revenue	**$115,978,960**	**100.00**	**$113,718,890**	**99.99**	**$117,458,510**	**100.00**

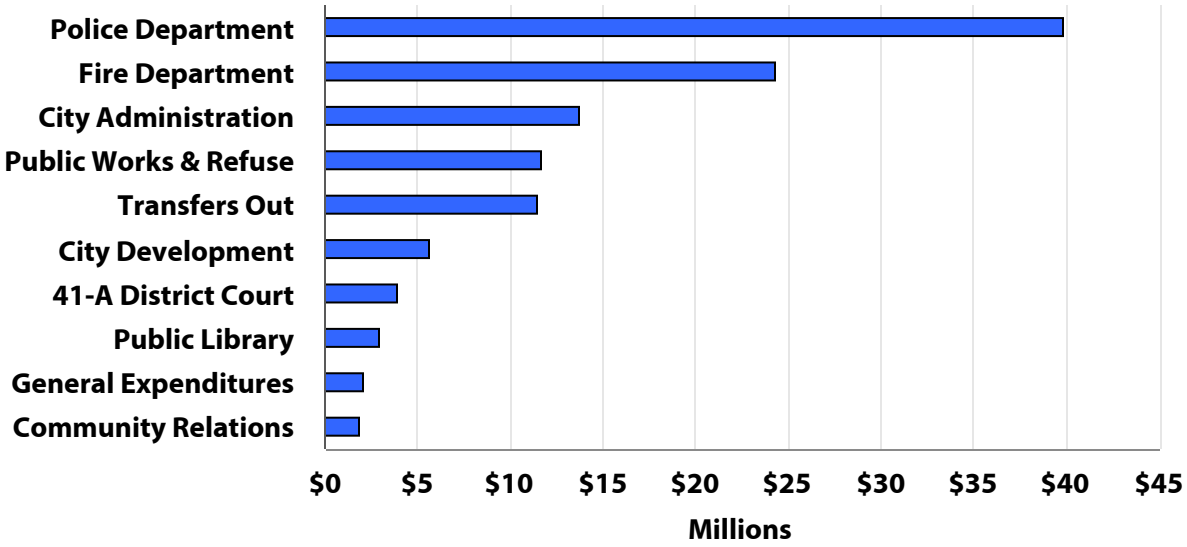
Note: The 2020-2021 Actual Column is rounded to the nearest $10.

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.	2020/21 Actual	2021/22 Budget	2022/23 Budget	% Change From 21/22
LEGISLATIVE					
1. City Council	101	$178,710	$248,160	**$294,080**	18.5%
CITY ADMINISTRATION DEPARTMENT					
1. City Management	172/270	1,647,550	1,957,660	**2,106,410**	7.6%
2. City Clerk	216/217	1,076,550	1,210,650	**1,417,580**	17.1%
3. Information Technology	258	1,477,760	1,639,200	**1,955,660**	19.3%
4. Assessing	209	1,131,540	1,254,670	**1,227,350**	-2.2%
5. Financial Services	201/205	959,490	1,776,020	**1,885,210**	6.1%
6. Purchasing	233	380,940	485,210	**423,020**	-12.8%
7. Facilities Maintenance	265	2,166,190	2,122,410	**2,308,090**	8.7%
8. Treasury	253	1,274,310	929,460	**927,800**	-0.2%
9. Act 78 - Civil Service Commission	220	39,640	28,570	**46,500**	62.8%
10. General Employees Pension Board	239	43,100	83,090	**67,920**	-18.3%
11. Legal	210	1,108,980	890,000	**1,051,600**	18.2%
Total City Administration Department		**11,484,760**	**12,625,100**	**13,711,220**	**8.6%**
PUBLIC LIBRARY DEPARTMENT					
1. Library	792	2,828,450	3,012,040	**2,940,270**	-2.4%
2. Historical Commission	803	3,940	4,850	**6,830**	40.8%
Total Public Library Department		**2,832,390**	**3,016,890**	**2,947,100**	**-2.3%**
POLICE DEPARTMENT					
1. Police Administration	305	5,652,570	5,851,520	**5,892,800**	0.7%
2. Police Investigations	310	7,752,700	8,391,010	**8,603,780**	2.5%
3. Police Operations	315	20,819,950	22,683,870	**23,227,550**	2.4%
4. Police Support Services	326	2,048,750	2,174,160	**2,134,290**	-1.8%
Total Police Department		**36,273,970**	**39,100,560**	**39,858,420**	**1.9%**
FIRE DEPARTMENT					
1. Fire Administration	337	1,892,100	1,981,930	**1,905,760**	-3.8%
2. Fire Extinguishment	338/339/342	19,841,870	20,085,350	**20,773,760**	3.4%
3. Fire Prevention	341	1,537,890	1,401,640	**1,583,170**	13.0%
Total Fire Department		**23,271,860**	**23,468,920**	**24,262,690**	**3.4%**

GENERAL FUND EXPENDITURES
BY BUDGETARY CENTER

Activity Name	Activity No.	2020/21 Actual	2021/22 Budget	2022/23 Budget	% Change From 21/22
PUBLIC WORKS DEPARTMENT					
1. Fleet Maintenance	553	2,727,510	3,069,300	**3,332,980**	8.6%
2 . Public Works Center	442	115,460	171,250	**162,400**	-5.2%
3. Street Services	444	3,067,880	3,449,960	**3,347,560**	-3.0%
Total Public Works Department		**5,910,850**	**6,690,510**	**6,842,940**	**2.3%**
REFUSE COLLECTION					
1. Refuse Collection	535	4,567,230	4,764,170	**4,777,380**	0.3%
Total Refuse Collection		**4,567,230**	**4,764,170**	**4,777,380**	**0.3%**
CITY DEVELOPMENT DEPARTMENT					
1. Building	412	1,148,210	1,203,200	**1,193,220**	-0.8%
2. Economic Development	415	352,350	384,000	**389,890**	1.5%
3. Engineering	447	1,408,770	1,550,070	**1,543,070**	-0.5%
4. Neighborhood Services	417	1,956,950	1,980,970	**2,059,710**	4.0%
5. Planning	402	302,140	433,210	**404,930**	-6.5%
6. Planning Commission	403	10,600	22,710	**25,550**	12.5%
7. Sustainability Commission	807	0	750	**750**	0.0%
8. Zoning Board of Appeals	413	9,670	21,320	**23,200**	8.8%
Total City Development Department		**5,188,690**	**5,596,230**	**5,640,320**	**0.8%**
COMMUNITY RELATIONS DEPARTMENT					
1. Community Relations	292	1,268,930	1,684,520	**1,784,670**	5.9%
2. Arts Commission	793	280	2,750	**2,760**	0.4%
3. Beautification Commission	806	0	50	**50**	0.0%
Total Community Relations Department		**1,269,210**	**1,687,320**	**1,787,480**	**5.9%**
41-A DISTRICT COURT	136	3,362,130	3,863,820	**3,848,890**	-0.4%
GENERAL EXPENDITURES	895	1,932,310	2,403,450	**2,027,660**	-15.6%
TRANSFERS OUT	966	17,550,810	10,484,780	**11,448,170**	9.2%
Total General Fund Expenditures		**$113,644,210**	**$113,701,750**	**$117,152,270**	**3.0%**

Note: The 2020-2021 Actual Column is rounded to the nearest $10.

GENERAL FUND BUDGETARY CENTERS
EXPENDITURES BY CATEGORY

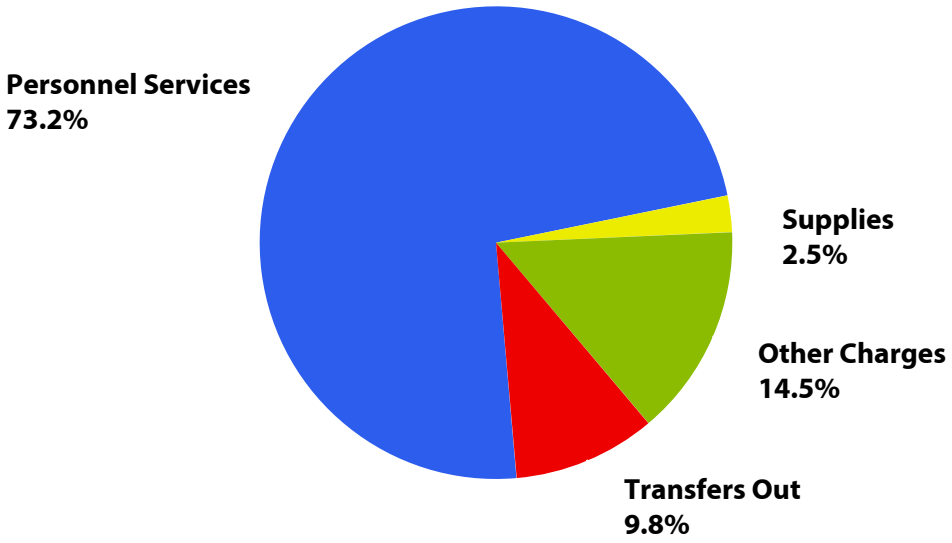
Activity Name	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget
CITY ADMINISTRATION DEPARTMENT					
Personnel Services	$6,692,190	$7,045,230	$7,629,950	$8,537,620	**$8,726,140**
Supplies	238,610	332,280	253,840	318,770	**420,280**
Other Charges	2,729,370	3,579,180	3,600,970	3,768,710	**4,564,800**
Total	**9,660,170**	**10,956,690**	**11,484,760**	**12,625,100**	**13,711,220**
PUBLIC LIBRARY DEPARTMENT					
Personnel Services	2,208,220	2,291,920	2,310,670	2,428,830	**2,349,170**
Supplies	226,190	240,580	248,460	252,020	**258,960**
Other Charges	281,030	281,210	273,260	336,040	**338,970**
Total	**2,715,440**	**2,813,710**	**2,832,390**	**3,016,890**	**2,947,100**
POLICE DEPARTMENT					
Personnel Services	30,751,550	31,420,640	33,080,810	35,997,550	**37,025,100**
Supplies	157,300	122,930	168,920	195,900	**121,030**
Other Charges	2,914,670	3,008,220	3,024,240	2,907,110	**2,712,290**
Total	**33,823,520**	**34,551,790**	**36,273,970**	**39,100,560**	**39,858,420**
FIRE DEPARTMENT					
Personnel Services	19,298,590	19,742,810	21,749,190	22,071,230	**22,889,770**
Supplies	326,500	270,000	354,280	367,190	**388,100**
Other Charges	760,080	946,460	994,440	1,030,500	**984,820**
Capital Outlay	0	0	173,950	0	**0**
Total	**20,385,170**	**20,959,270**	**23,271,860**	**23,468,920**	**24,262,690**
PUBLIC WORKS DEPARTMENT					
Personnel Services	4,230,280	4,166,730	4,298,450	4,757,060	**4,701,290**
Supplies	1,496,340	1,442,390	1,088,050	1,325,950	**1,567,270**
Other Charges	627,900	448,890	524,350	607,500	**574,380**
Total	**6,354,520**	**6,058,010**	**5,910,850**	**6,690,510**	**6,842,940**
REFUSE					
Personnel Services	111,910	117,720	124,210	138,850	**149,160**
Supplies	680	590	5,340	15,750	**7,500**
Other Charges	4,378,870	4,382,170	4,437,680	4,609,570	**4,620,720**
Total	**4,491,460**	**4,500,480**	**4,567,230**	**4,764,170**	**4,777,380**
CITY DEVELOPMENT DEPARTMENT					
Personnel Services	4,386,700	4,605,960	4,760,420	5,122,020	**5,174,660**
Supplies	23,520	20,240	17,020	28,700	**27,590**
Other Charges	264,750	382,060	411,250	445,510	**438,070**
Transfers Out	300,000	200,000	0	0	**0**
Total	**4,974,970**	**5,208,260**	**5,188,690**	**5,596,230**	**5,640,320**

GENERAL FUND BUDGETARY CENTERS
EXPENDITURES BY CATEGORY

Activity Name	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget
COMMUNITY RELATIONS DEPARTMENT					
Personnel Services	974,940	1,050,470	1,092,980	1,207,950	**1,214,660**
Supplies	44,440	41,180	34,800	56,520	**58,720**
Other Charges	403,750	437,360	141,430	422,850	**514,100**
Total	**1,423,130**	**1,529,010**	**1,269,210**	**1,687,320**	**1,787,480**
41-A DISTRICT COURT					
Personnel Services	3,089,090	3,196,390	3,117,320	3,518,000	**3,500,600**
Supplies	45,300	32,450	49,090	43,500	**47,180**
Other Charges	294,070	246,920	195,720	302,320	**301,110**
Total	**3,428,460**	**3,475,760**	**3,362,130**	**3,863,820**	**3,848,890**
GENERAL EXPENDITURES					
Personnel Services	3,100	11,950	10,390	15,000	**10,000**
Supplies	14,560	23,420	8,120	20,000	**22,760**
Other Charges	1,568,420	2,130,040	1,913,800	2,368,450	**1,994,900**
Total	**1,586,080**	**2,165,410**	**1,932,310**	**2,403,450**	**2,027,660**
TRANSFERS OUT					
Transfers Out	20,633,990	14,431,220	17,550,810	10,484,780	**11,448,170**
TOTAL EXPENDITURES BY CATEGORY					
Personnel Services	71,746,570	73,649,820	78,174,390	83,794,110	**85,740,550**
Supplies	2,573,440	2,526,060	2,227,920	2,624,300	**2,919,390**
Other Charges	14,222,910	15,842,510	15,517,140	16,798,560	**17,044,160**
Capital Outlay	0	0	173,950	0	**0**
Transfers Out	20,933,990	14,631,220	17,550,810	10,484,780	**11,448,170**
Total General Fund	**$109,476,910**	**$106,649,610**	**$113,644,210**	**$113,701,750**	**$117,152,270**

Note: Actual Columns are rounded to the nearest $10.
Totals may not foot due to rounding.

General Fund Expenditures by Expenditure Category



Total General Fund Budget of $117,152,270

This graph illustrates expenditures by category as a percent of the General Fund. Personnel Services, for example, comprises 73.2% of total General Fund expenditures.

GENERAL FUND
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020/21 Actual		2021/22 Budget		2022/23 Budget	
		Dollars	%	Dollars	%	Dollars	%
	PERSONNEL SERVICES						
703000	Wages-Elected & Appointed	$149,410	0.13	$225,590	0.20	**$268,390**	**0.23**
704000	Wages & Salaries-Permanent	33,515,000	29.54	36,572,320	32.17	**38,216,200**	**32.62**
704001	Sick Time Buy Back	657,170	0.58	378,470	0.33	**516,130**	**0.44**
704721	Health Insurance Allowance	141,500	0.12	127,000	0.11	**147,000**	**0.13**
705000	Wages-Salaries - Temp/Part Time	2,105,230	1.86	2,333,360	2.05	**2,634,980**	**2.25**
706000	Wages-Salaries - Occasional	154,040	0.14	118,700	0.10	**150,000**	**0.13**
708000	Overtime	3,417,710	3.01	3,011,540	2.65	**3,055,280**	**2.61**
708001	Compensatory Time Buy Back	1,311,160	1.16	1,654,040	1.45	**1,657,020**	**1.41**
708795	Overtime - F.L.S.A.	29,760	0.03	30,000	0.03	**30,000**	**0.03**
708900	Overtime - Grants	3,210	0.00	0	0.00	**0**	**0.00**
709000	Other Benefits/Reimbursements	63,530	0.06	153,750	0.14	**66,030**	**0.06**
710000	Longevity	772,270	0.68	804,770	0.71	**849,180**	**0.72**
711000	Holiday Pay	1,137,350	1.00	1,240,000	1.09	**1,310,840**	**1.12**
713500	Car Allowance	4,000	0.00	4,000	0.00	**4,000**	**0.00**
714000	Food Allowance	112,800	0.10	120,000	0.11	**120,000**	**0.10**
715000	Clothing Allowance	368,640	0.32	386,450	0.34	**391,650**	**0.33**
717000	FICA	1,574,350	1.39	1,806,770	1.59	**1,842,400**	**1.57**
718000	Worker's Compensation	367,080	0.32	370,660	0.33	**391,250**	**0.33**
719000	Unemployment Compensation	10,390	0.01	15,000	0.01	**10,000**	**0.01**
720000	Pension - General Emp Retirement	3,087,430	2.72	3,473,200	3.05	**3,101,670**	**2.65**
720001	Pension - Police and Fire Retirement	11,969,330	10.55	13,738,920	12.08	**13,520,250**	**11.54**
720002	Defined Contribution - Employer	351,990	0.31	408,110	0.36	**455,610**	**0.39**
721000	Health Insurance	5,841,220	5.15	6,756,720	5.94	**7,161,090**	**6.11**
721001	Health Insurance - Retirees	9,757,700	8.60	8,642,520	7.60	**8,363,710**	**7.14**
721003	Retiree Health Savings - City	473,910	0.42	545,600	0.48	**605,500**	**0.52**
722000	Dental Insurance	433,940	0.38	458,420	0.40	**446,110**	**0.38**
723000	Life Insurance	72,060	0.06	100,830	0.09	**92,810**	**0.08**
724000	Eye Care Insurance	34,070	0.03	36,190	0.03	**35,990**	**0.03**
725000	Disability Insurance - Long Term	71,430	0.06	78,610	0.07	**82,350**	**0.07**
725355	Disability Insurance - Short Term	186,710	0.16	202,570	0.18	**215,110**	**0.18**
	Total Personnel Services	**78,174,390**	**68.79**	**83,794,110**	**73.70**	**85,740,550**	**73.18**
	SUPPLIES						
729000	Postage	235,900	0.21	294,610	0.26	**402,840**	**0.34**
730000	Publications	30,940	0.03	29,560	0.03	**33,010**	**0.03**
741000	Ammunition	66,260	0.06	68,390	0.06	**0**	**0.00**
742000	Dog Care Supplies	4,800	0.00	8,080	0.01	**8,240**	**0.01**
750000	Fuels & Lubricants	473,200	0.42	465,340	0.41	**700,000**	**0.60**
750001	Fuel & Lube Inventory	22,230	0.02	24,650	0.02	**25,150**	**0.02**
751000	Operating Supplies	569,760	0.50	705,680	0.62	**702,590**	**0.60**
751001	Operating Supplies - Federal Funds	53,040	0.05	0	0.00	**0**	**0.00**
751290	Supplies - School Programs	6,850	0.01	11,990	0.01	**11,270**	**0.01**
758000	Computer Software	260	0.00	1,500	0.00	**1,500**	**0.00**
759000	Parts & Sublet Services	551,780	0.49	800,000	0.70	**816,000**	**0.70**

GENERAL FUND
EXPENDITURE SUMMARY BY ACCOUNT

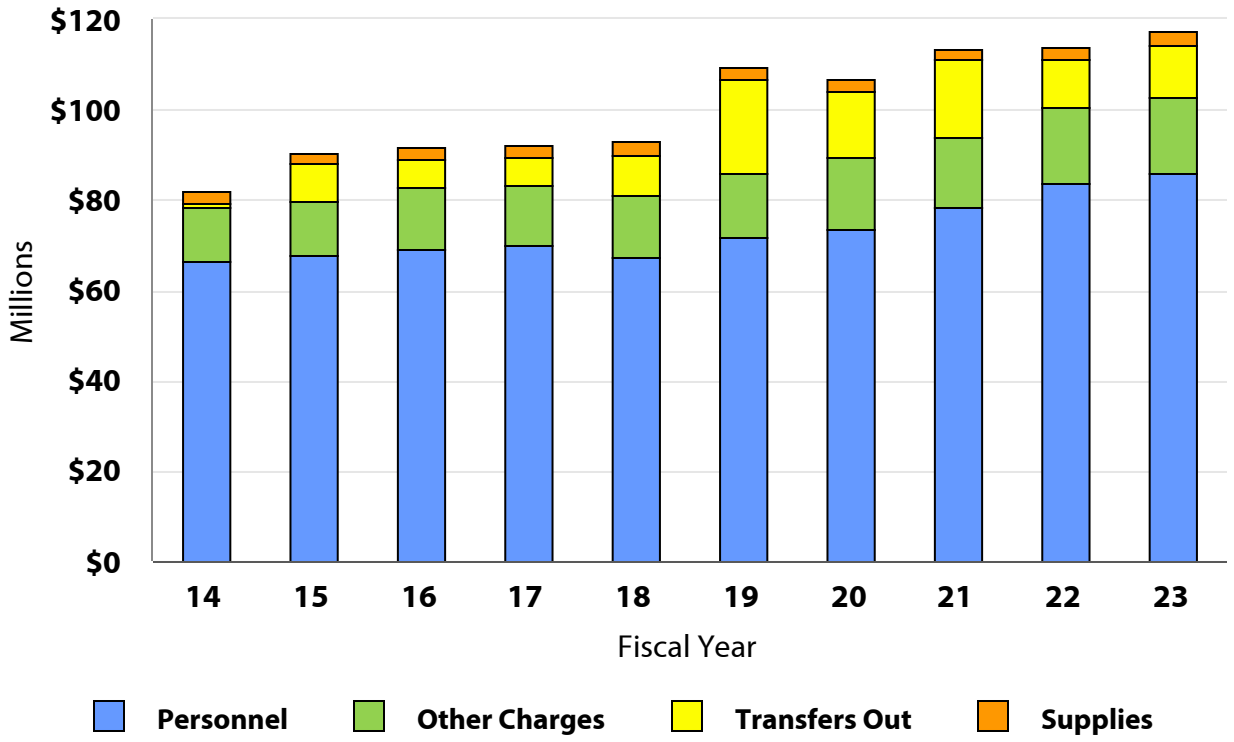
Account Number	Account Name	2020/21 Actual		2021/22 Budget		2022/23 Budget	
		Dollars	%	Dollars	%	Dollars	%
769000	Audio Visual Media	37,260	0.03	37,500	0.03	**38,250**	**0.03**
785000	Books	175,640	0.15	177,000	0.16	**180,540**	**0.15**
	Total Supplies	**2,227,920**	**1.96**	**2,624,300**	**2.31**	**2,919,390**	**2.48**
	OTHER CHARGES						
802000	Audit & Accounting Services	84,630	0.07	101,020	0.09	**85,520**	**0.07**
803000	Computer Consultant Services	5,120	0.00	3,800	0.00	**7,000**	**0.01**
806000	Legal Services - Other	103,040	0.09	65,000	0.06	**77,000**	**0.07**
806001	Legal Services - City Attorney	1,020,330	0.90	850,600	0.75	**1,000,200**	**0.85**
807000	Medical Services	28,820	0.03	29,150	0.03	**29,440**	**0.03**
807001	Medical Services - Grant	106,030	0.09	164,750	0.14	**0**	**0.00**
808000	Reporting Services	23,820	0.02	24,900	0.02	**25,640**	**0.02**
810000	Other Fees	102,340	0.09	136,380	0.12	**138,840**	**0.12**
820000	Tree/Weed Cutting	37,650	0.03	36,000	0.03	**36,000**	**0.03**
822000	Rubbish Removal	4,197,920	3.70	4,422,480	3.89	**4,394,110**	**3.75**
825000	Animal Collection	43,770	0.04	40,500	0.04	**36,210**	**0.03**
826000	Other Contracted Services	4,353,930	3.84	4,290,710	3.77	**4,478,770**	**3.82**
826412	Nuisance Abatements	39,120	0.03	30,000	0.03	**30,000**	**0.03**
827000	Interfund Services	105,100	0.09	115,890	0.10	**115,410**	**0.10**
829000	Hazardous Waste Disposal	1,790	0.00	2,850	0.00	**2,850**	**0.00**
830000	Recruiting Costs	30,530	0.03	0	0.00	**30,000**	**0.03**
832000	Building Maintenance	354,290	0.31	325,130	0.29	**347,500**	**0.30**
833000	Equipment Maintenance	152,480	0.13	168,120	0.15	**204,940**	**0.17**
833001	Personal Computer Maintenance	8,650	0.01	0	0.00	**0**	**0.00**
835000	Vehicle Maintenance	29,350	0.03	61,250	0.05	**62,480**	**0.05**
836000	Radio Maintenance	2,740	0.00	11,450	0.01	**11,500**	**0.01**
837000	Retention Pond Maintenance	126,510	0.11	106,990	0.09	**107,100**	**0.09**
880000	Community Promotion	17,490	0.02	50,000	0.04	**25,000**	**0.02**
902000	Publishing	15,950	0.01	18,590	0.02	**17,850**	**0.02**
903000	Printing	68,530	0.06	126,590	0.11	**151,630**	**0.13**
913000	Liability Insurance	505,890	0.45	506,000	0.45	**505,900**	**0.43**
915000	Other Insurance	18,960	0.02	18,960	0.02	**18,960**	**0.02**
921000	Electric	364,810	0.32	452,500	0.40	**435,730**	**0.37**
922000	Telephone	70,540	0.06	68,540	0.06	**73,050**	**0.06**
922001	Fiber Optic Lease Charges	62,740	0.06	65,870	0.06	**66,570**	**0.06**
923000	Gas - Fuel - Oil	126,840	0.11	178,000	0.16	**149,500**	**0.13**
924000	Street Lighting	1,168,330	1.03	1,623,420	1.43	**994,680**	**0.85**
925000	Water	265,440	0.23	309,500	0.27	**332,550**	**0.28**
933000	Software Services	857,190	0.76	1,074,340	0.94	**1,322,630**	**1.13**
944000	Hydrant Rental	176,380	0.16	178,850	0.16	**182,430**	**0.16**
945000	Other Rental	213,590	0.19	224,950	0.20	**240,560**	**0.21**
949000	Interpreter Fees	31,470	0.03	85,000	0.07	**85,000**	**0.07**
951000	Juror Fees	0	0.00	7,000	0.01	**7,000**	**0.01**
954000	Mileage	420	0.00	1,000	0.00	**900**	**0.00**
956000	Local Meetings	8,480	0.01	14,840	0.01	**16,560**	**0.01**

GENERAL FUND
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020/21 Actual		2021/22 Budget		2022/23 Budget	
		Dollars	%	Dollars	%	Dollars	%
956002	Special Events	100	0.00	2,000	0.00	**2,000**	**0.00**
956003	Sterlingfest	1,010	0.00	221,060	0.19	**320,000**	**0.27**
957000	Memberships & Dues	154,510	0.14	163,370	0.14	**169,890**	**0.15**
959000	Education & Training	177,690	0.16	267,520	0.24	**319,010**	**0.27**
959001	Education & Training - Grant	43,160	0.04	48,200	0.04	**47,500**	**0.04**
960000	Donation Expense Non-Capital	9,560	0.01	4,000	0.00	**8,000**	**0.01**
962000	Miscellaneous Expense	69,730	0.06	100,490	0.09	**104,750**	**0.09**
962001	Misc Exp - Cash - Short/Over	60	0.00	0	0.00	**0**	**0.00**
962003	Miscellaneous - Public Health	130,310	0.11	0	0.00	**0**	**0.00**
969000	Contingency	0	0.00	0	0.00	**225,000**	**0.19**
	Total Other Charges	**15,517,140**	**13.65**	**16,798,560**	**14.77**	**17,044,160**	**14.55**
	CAPITAL OUTLAY						
975035	Vaccination Site Improvements	160,880	0.14	0	0.00	**0**	**0.00**
979000	Computer Equipment	13,070	0.01	0	0.00	**0**	**0.00**
	Total Capital Outlay	**173,950**	**0.15**	**0**	**0.00**	**0**	**0.00**
	TRANSFERS OUT						
999202	Transfer to Major Road Fund	2,000,000	1.76	250,000	0.22	**500,000**	**0.43**
999276	Transfer to P&R Fund	3,486,350	3.07	2,525,970	2.22	**2,741,180**	**2.34**
999305	Transfer to VTGO Debt Fund	15,000	0.01	0	0.00	**0**	**0.00**
999369	Transfer to LTGO Debt Fund	2,955,610	2.60	2,958,360	2.60	**2,962,360**	**2.53**
999403	Transfer to Capital Projects Fund	5,338,130	4.70	4,510,450	3.97	**5,244,630**	**4.48**
999404	Facilities Improvement Fund	3,675,720	3.24	240,000	0.21	**0**	**0.00**
	Total Transfers Out	**17,550,810**	**15.45**	**10,484,780**	**9.22**	**11,448,170**	**9.79**
	Total General Fund	**$113,644,210**	**100.00**	**$113,701,750**	**100.00**	**$117,152,270**	**100.00**

Note: The 2020-2021 Actual Column is rounded to the nearest $10.
Totals may not foot due to rounding.

General Fund Expenditure History



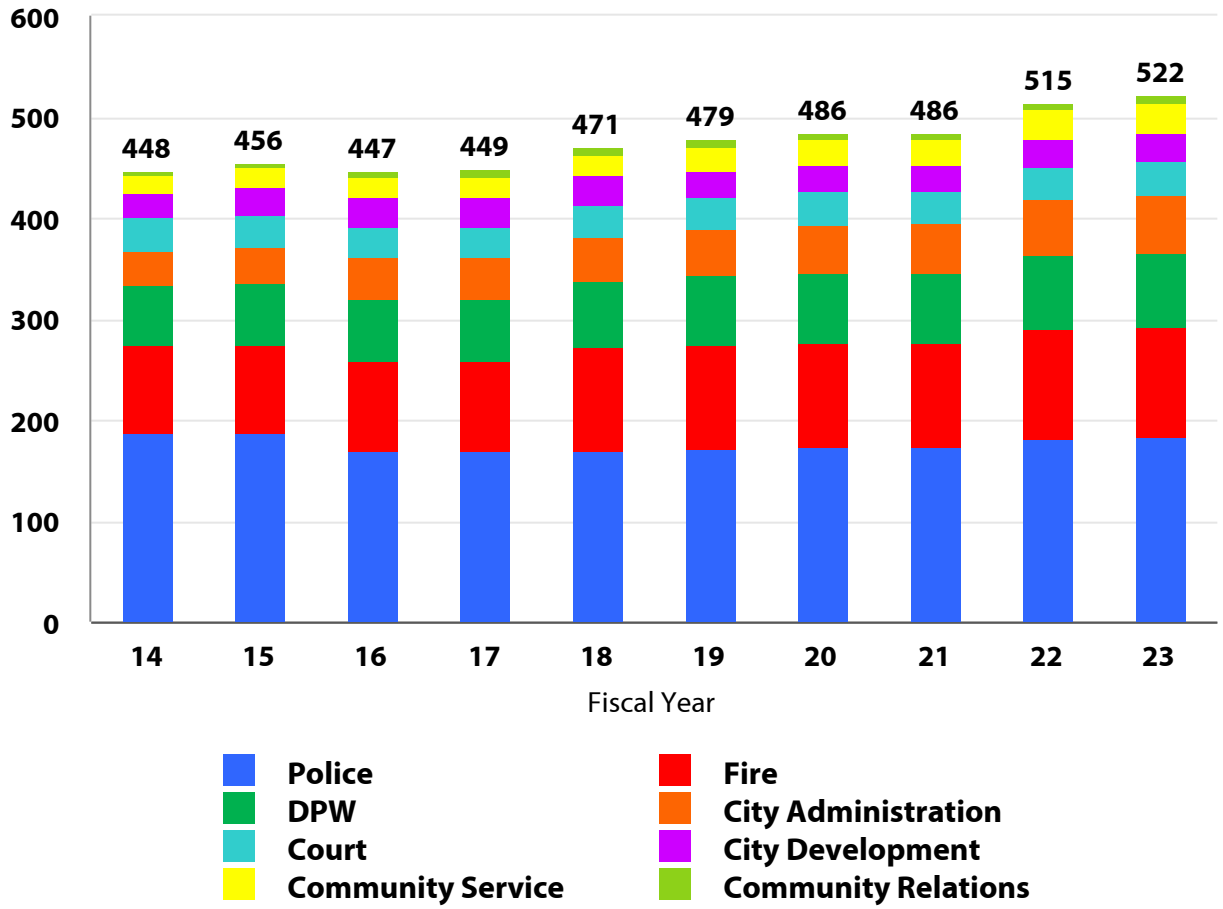
This graph illustrates the expenditure category history for the General Fund.

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 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time	Budget 2022/23 Full Time	Budget 2022/23 Part Time
CITY ADMINISTRATION DEPARTMENT						
CITY MANAGEMENT	6	0	5	1	5	2
CITY MANAGEMENT - HUMAN RESOURCES	3	1	5	1	5	1
CITY CLERK	5	1	5	1	7	0
FACILITIES MAINTENANCE	6	2	6	2	5	4
INFORMATION TECHNOLOGY	5	1	5	1	6	1
ASSESSING	8	0	8	0	8	1
FINANCIAL SERVICES	5	2	5	2	7	2
UTILITY SERVICES	0	0	5	0	5	0
PURCHASING	3	0	4	0	3	0
TREASURY	8	3	6	1	6	1
TOTAL CITY ADMINISTRATION DEPARTMENT	49	10	54	9	57	12
PUBLIC LIBRARY DEPARTMENT	13	26	13	28	13	26
POLICE DEPARTMENT						
POLICE ADMINISTRATION	14	0	17	0	18	0
POLICE INVESTIGATIONS	44	0	43	0	43	0
POLICE OPERATIONS	105	30	108	30	108	30
POLICE SUPPORT SERVICES	11	2	14	2	15	1
TOTAL POLICE DEPARTMENT	174	32	182	32	184	31
FIRE DEPARTMENT						
FIRE ADMINISTRATION	8	2	8	2	8	2
FIRE EXTINGUISHMENT	90	0	96	0	96	0
FIRE PREVENTION	6	0	6	0	6	3
TOTAL FIRE DEPARTMENT	104	2	110	2	110	5
PUBLIC WORKS DEPARTMENT						
FLEET MAINTENANCE	13	2	13	2	13	2
REFUSE COLLECTION	0	5	0	5	0	5
STREET SERVICES	21	10	21	10	21	10
TOTAL PUBLIC WORKS DEPARTMENT	34	17	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	9	1	9	1
NEIGHBORHOOD SERVICES	8	13	8	16	8	16
PLANNING	2	0	3	0	3	0
TOTAL CITY DEVELOPMENT DEPARTMENT	26	16	28	18	28	18

HEADCOUNT SUMMARY BY DEPARTMENT

OFFICE	Budget 2020/21		Budget 2021/22		Budget 2022/23	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
COMMUNITY RELATIONS DEPARTMENT	7	2	7	2	8	2
41-A DISTRICT COURT	32	11	33	11	33	11
TOTAL GENERAL FUND	439	116	461	119	467	122
PARKS & RECREATION FUND	12	5	15	3	16	2
WATER & SEWER FUND						
WATER & SEWER ADMINISTRATION	6	1	8	1	8	1
WATER DISTRIBUTION	12	6	14	6	14	5
SEWAGE COLLECTION	17	5	17	5	17	4
TOTAL WATER & SEWER FUND	35	12	39	12	39	10
TOTAL ALL FUNDS	486	133	515	134	522	134

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time	Budget 2022/23 Full Time	Budget 2022/23 Part Time
	CITY ADMINISTRATION DEPARTMENT						
	CITY MANAGEMENT						
218,676	City Manager	1		1		1	
106,846 - 134,450	Finance & Budget Director	1		1		1	
62,919 - 78,249	Budget Management Coordinator	1		1		1	
56,950 - 70,725	Special Projects Coordinator	1		1		1	
50,648 - 62,898	Management Services Specialist	1		1		1	
NA	Administrative Assistant	1		0		0	
39,249 - 43,868	Management Services Specialist (P.T.)		0		1		1
18,000	City Management Intern (P.T.)		0		0		1
	Total	**6**	**0**	**5**	**1**	**5**	**2**
	CITY MANAGEMENT - HUMAN RESOURCES						
151,254	Assistant City Manager	1		1		1	
84,803 - 116,824	Human Resources & Benefits Manager	1		1		1	
56,950 - 70,725	Risk Management Coordinator	1		1		1	
56,950 - 70,725	Human Resources Coordinator	0		2		2	
7,500	Human Resources Intern (P.T.)		1		1		1
	Total	**3**	**1**	**5**	**1**	**5**	**1**
	CITY CLERK						
106,846 - 134,450	City Clerk	1		1		1	
57,608 - 71,532	Clerk Coordinator	1		1		1	
50,648 - 62,898	Management Services Specialist	0		0		1	
45,323 - 58,831	Management Assistant	1		1		1	
43,793 - 56,842	Elections Assistant	1		1		1	
43,793 - 56,842	Administrative Assistant	0		0		1	
39,669 - 51,518	Senior Clerk	0		0		1	
29,616 - 48,316	Clerk Typist	1		1		0	
NA	Clerk Typist (P.T.)		1		1		0
	Total	**5**	**1**	**5**	**1**	**7**	**0**
	FACILITIES MAINTENANCE						
106,178 - 131,642	Facilities Maintenance Director	1		1		1	
68,229 - 85,773	Facilities Maintenance Superintendent	1		1		1	
NA	Management Services Specialist	1		1		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		3
25,405 - 33,698	Clerk Typist (P.T.)		0		0		1
	Total	**6**	**2**	**6**	**2**	**5**	**4**
	INFORMATION TECHNOLOGY						
106,178 - 131,642	Information Technology Director	1		1		1	
70,108 - 91,011	GIS/CAD Coordinator	1		1		1	
62,228 - 77,279	Senior Systems Analyst	2		2		2	
59,238 - 74,289	Information Technology Specialist	1		1		2	
15,000	Intern (P.T.)		1		1		1
	Total	**5**	**1**	**5**	**1**	**6**	**1**
	ASSESSING						
98,939 - 122,665	City Assessor	1		1		1	
70,108 - 91,011	Assessing Coordinator	1		1		1	
66,638 - 84,407	Appraiser III	2		2		1	
51,641 - 58,869	Appraiser III (P.T.)		0		0		1
58,894 - 74,599	Appraiser II	2		2		3	
51,529 - 65,268	Appraiser I	1		1		1	
47,028 - 61,047	Appraiser Aide	1		1		1	

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time	Budget 2022/23 Full Time	Budget 2022/23 Part Time
	Total	**8**	**0**	**8**	**0**	**8**	**1**
	FINANCIAL SERVICES						
92,071 - 126,834	Assistant Finance & Budget Director	0		0		1	
89,044 - 122,665	Controller	1		1		1	
62,919 - 78,249	Payroll Accountant	1		1		1	
60,872 - 75,975	Accountant	1		1		2	
43,793 - 56,842	Senior Account Clerk	2		2		2	
20,893 - 32,971	Account Clerk (P.T.)		2		2		2
	Total	**5**	**2**	**5**	**2**	**7**	**2**
	UTILITY SERVICES						
NA	Utility Services Manager	0		1		0	
60,872 - 75,975	Accountant	0		1		1	
45,323 - 58,831	Management Assistant	0		1		1	
43,793 - 56,842	Senior Account Clerk	0		1		1	
36,666 - 51,518	Account Clerk	0		1		2	
	Total	**0**	**0**	**5**	**0**	**5**	**0**
	PURCHASING						
84,803 - 116,824	Purchasing Manager	1		2		1	
56,950 - 70,725	Purchasing Specialist	1		1		1	
43,793 - 56,842	Administrative Assistant	1		1		1	
	Total	**3**	**0**	**4**	**0**	**3**	**0**
	TREASURY						
89,044 - 122,665	City Treasurer	1		1		1	
66,497 - 83,595	Treasury Services Coordinator	1		1		1	
NA	Accountant	1		0		0	
45,323 - 58,831	Management Assistant	2		1		1	
43,793 - 56,842	Senior Account Clerk	1		1		1	
36,666 - 51,518	Account Clerk	2		2		2	
25,071 - 31,703	Account Clerk (P.T.)		3		1		1
	Total	**8**	**3**	**6**	**1**	**6**	**1**
	Total City Administration Department	**49**	**10**	**54**	**9**	**57**	**12**
	PUBLIC LIBRARY DEPARTMENT						
106,178 - 131,642	Public Library Director	1		1		1	
60,872 - 76,727	Library Service Area Coordinator	2		2		2	
59,238 - 74,289	Public Relations & Programs Coordinator	1		1		1	
56,876 - 70,978	Librarian	3		3		3	
36,297 - 40,767	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
3,300 - 9,080	Library Page (P.T.)		10		12		10
15,000	Intern (P.T.)		1		1		1
	Total Public Library Department	**13**	**26**	**13**	**28**	**13**	**26**
	POLICE DEPARTMENT						
	POLICE ADMINISTRATION						
111,356 - 139,775	Chief of Police	1		1		1	
130,598 - 132,598	Deputy Police Chief	0		0		1	
120,814 - 123,869	Captain	1		1		1	
110,708 - 115,128	Lieutenant	1		1		1	
99,767 - 104,717	Sergeant	3		3		3	
51,592 - 90,422	Police Officer	2		4		4	

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time	Budget 2022/23 Full Time	Budget 2022/23 Part Time
53,011 - 66,490	Social Worker	0		1		1	
38,466 - 60,008	Secretary to Chief	1		1		1	
37,442 - 58,199	Administrative Secretary	5		5		5	
	Total	**14**	**0**	**17**	**0**	**18**	**0**
	POLICE INVESTIGATIONS						
120,814 - 123,869	Captain	1		1		1	
110,708 - 115,128	Lieutenant	2		2		2	
99,767 - 104,717	Sergeant	5		5		5	
51,592 - 90,422	Police Officer	33		33		33	
37,442 - 58,199	Administrative Secretary	2		1		1	
28,141 - 50,778	Technical Secretary	1		1		1	
	Total	**44**	**0**	**43**	**0**	**43**	**0**
	POLICE OPERATIONS						
120,814 - 123,869	Captain	1		1		1	
110,708 - 115,128	Lieutenant	4		4		4	
99,767 - 104,717	Sergeant	15		16		16	
51,592 - 90,422	Police Officer	82		85		85	
37,442 - 58,199	Administrative Secretary	2		1		1	
28,141 - 50,778	Technical Secretary	1		1		1	
5,000	Crossing Guards (P.T.)		30		30		30
	Total	**105**	**30**	**108**	**30**	**108**	**30**
	POLICE SUPPORT SERVICES						
99,767 - 104,717	Sergeant	1		1		1	
51,592 - 90,422	Police Officer	0		1		1	
40,290 - 45,924	Criminal Investigations Assistant (P.T.)		1		1		1
38,466 - 60,008	Evidence Clerk	1		1		1	
37,442 - 58,199	Administrative Secretary	2		3		3	
37,442 - 58,199	Data Analyst	1		1		1	
44,397 - 55,961	Animal Control Officer	2		2		3	
28,460 - 32,285	Animal Control Officer (P.T.)		1		1		0
37,442 - 58,199	Terminal Agency Coordinator	1		1		1	
28,141 - 50,778	Technical Secretary	3		4		4	
	Total	**11**	**2**	**14**	**2**	**15**	**1**
	Total Police Department	**174**	**32**	**182**	**32**	**184**	**31**
	FIRE DEPARTMENT						
	FIRE ADMINISTRATION						
111,356 - 139,775	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	
105,547 - 109,575	EMS Coordinator	1		1		1	
100,570 - 104,502	Fire Instructor	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	
22,416 - 29,733	Clerk Typist (P.T.)		1		1		1
15,000	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	4		4		4	
95,880 - 101,460	Captain	2		2		2	
92,279 - 98,668	Lieutenant-Advanced Life Support	15		15		15	

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time	Budget 2022/23 Full Time	Budget 2022/23 Part Time
86,704 - 88,385	Sergeant - Fire Engine Operator	9		9		9	
48,245 - 85,797	Fire Fighter-Advanced Life Support	45		51		51	
47,335 - 84,178	Fire Fighter-Fire Engine Operator	12		12		12	
	Total	**90**	**0**	**96**	**0**	**96**	**0**
	FIRE PREVENTION						
107,526 - 117,185	Fire Marshal	1		1		1	
100,570 - 104,502	Fire Inspector	4		4		4	
52,500	Fire Inspector (P.T.)		0		0		2
92,583	Fire Fighter Specialist	1		1		1	
26,074 - 32,971	Account Clerk (P.T.)		0		0		1
	Total	**6**	**0**	**6**	**0**	**6**	**3**
	Total Fire Department	**104**	**2**	**110**	**2**	**110**	**5**
	PUBLIC WORKS DEPARTMENT						
	FLEET MAINTENANCE						
64,035 - 93,788	Division Supervisor	1		1		1	
49,534 - 71,245	Mechanic	11		11		11	
46,520 - 64,887	Storekeeper	1		1		1	
27,000	Seasonal Laborer (P.T.)		2		2		2
	Total	**13**	**2**	**13**	**2**	**13**	**2**
	REFUSE COLLECTION						
28,414 - 35,930	Account Clerk (P.T.)		1		1		1
15,000 - 30,000	Seasonal Laborer (P.T.)		4		4		4
	Total	**0**	**5**	**0**	**5**	**0**	**5**
	STREET SERVICES						
64,035 - 93,788	Division Supervisor	1		1		1	
51,839 - 71,245	Equipment Operator A	1		1		1	
48,744 - 67,597	Equipment Operator B	6		7		7	
48,744 - 67,597	Traffic Sign Worker	2		2		2	
48,744 - 67,597	Street Services Inspector	1		1		1	
46,520 - 64,887	Equipment Operator C	6		5		5	
33,263 - 63,020	Laborer	4		4		4	
7,500 - 18,000	Seasonal Laborer (P.T.)		10		10		10
	Total	**21**	**10**	**21**	**10**	**21**	**10**
	Total Public Works Department	**34**	**17**	**34**	**17**	**34**	**17**
	CITY DEVELOPMENT DEPARTMENT						
	BUILDING						
84,803 - 116,824	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 - 28,087	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						
105,665 - 131,003	City Engineer	1		1		1	
77,820 - 101,022	Lead Civil Engineer	1		1		1	
70,108 - 91,011	Civil Engineer II	1		2		2	
57,346 - 74,437	Civil Engineer I	1		1		1	
67,174 - 82,042	Construction Coordinator	1		1		1	

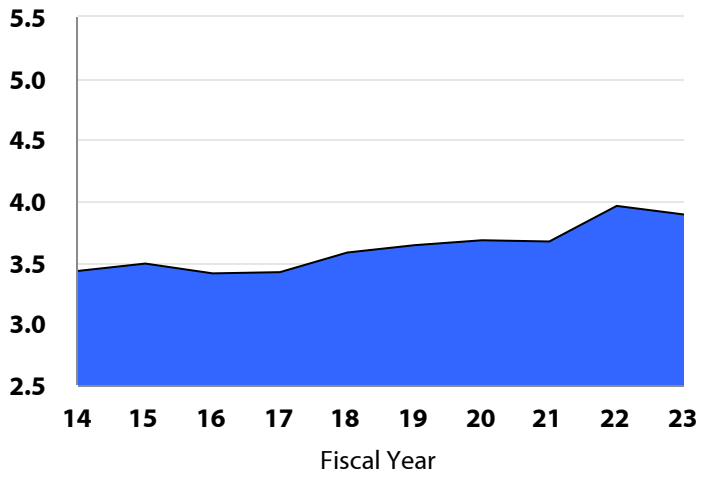
PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time	Budget 2022/23 Full Time	Budget 2022/23 Part Time
48,741 - 77,627	Engineering Aide	3		3		3	
15,000	Intern (P.T.)		1		1		1
NA	Co-op (P.T.)		1		0		0
	Total	**8**	**2**	**9**	**1**	**9**	**1**
	NEIGHBORHOOD SERVICES						
106,846 - 134,450	City Development Director	1		1		1	
75,542 - 88,846	Code Enforcement Coordinator	1		1		1	
62,228 - 77,279	HUD Program Coordinator	1		1		1	
42,549 - 47,557	HUD Program Coordinator (P.T.)		0		0		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	
39,669 - 51,518	Senior Clerk	1		1		1	
34,891 - 39,771	Code Enforcement Officer (P.T.)		10		12		12
12,702 - 33,698	Clerk Typist (P.T.)		2		3		3
NA	CDBG Intern (P.T.)		1		1		0
	Total	**8**	**13**	**8**	**16**	**8**	**16**
	PLANNING						
92,072 - 126,834	City Planner/City Development Manager	1		1		1	
69,142 - 77,279	Planner II	1		1		1	
50,648 - 64,156	Planner I	0		1		1	
	Total	**2**	**0**	**3**	**0**	**3**	**0**
	Total City Development Department	**26**	**16**	**28**	**18**	**28**	**18**
	COMMUNITY RELATIONS DEPARTMENT						
86,544 - 128,316	Community Relations Director	1		1		1	
63,965 - 80,412	Broadcast Services Coordinator	1		1		1	
54,337 - 68,152	Broadcast Programming Specialist	1		1		1	
60,872 - 75,975	Marketing and Communications Coordinator	0		0		1	
54,337 - 68,152	Digital Content Coordinator	1		1		1	
50,648 - 64,156	Community Relations Services Specialist	1		1		1	
49,349 - 61,665	Citizen Services Specialist	1		1		1	
45,122 - 58,586	Printing Technician II	1		1		1	
33,285	Graphic Specialist (P.T.)		1		1		1
15,000	Intern (P.T.)		1		1		1
	Total Community Relations Department	**7**	**2**	**7**	**2**	**8**	**2**
	41-A DISTRICT COURT						
45,724	Judge	3		3		3	
NA	Court Administrator/Magistrate	1		0		0	
120,536	Magistrate	0		1		1	
100,000	Court Administrator	0		1		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	
17,653 - 22,836	Deputy Clerk (P.T.)		6		6		6
4,356 - 22,653	Security Guards (P.T.)		5		5		5
	Total 41-A District Court	**32**	**11**	**33**	**11**	**33**	**11**
	Total General Fund	**439**	**116**	**461**	**119**	**467**	**122**

PERSONNEL DETAILED SUMMARY

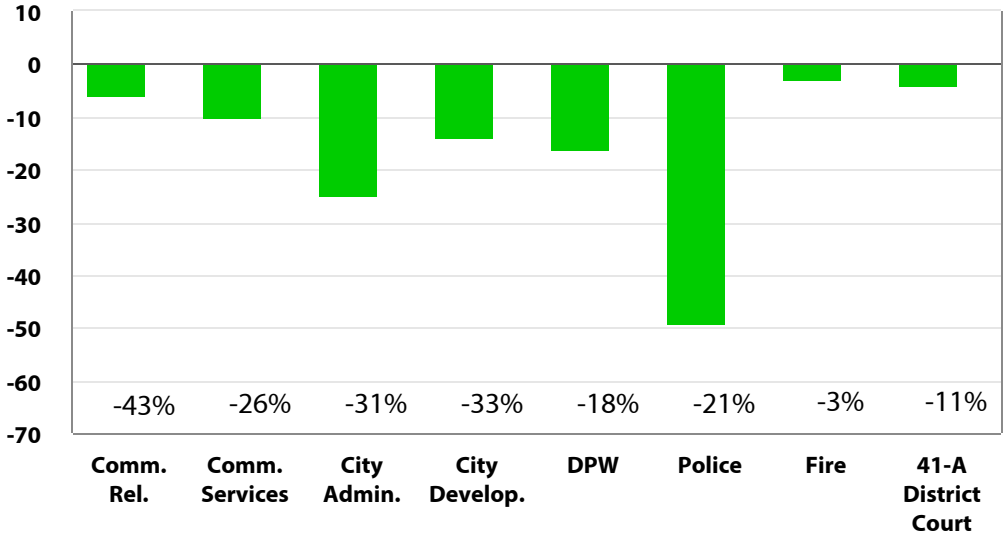
Current Pay Range	OFFICE	Budget 2020/21 Full Time	Budget 2020/21 Part Time	Budget 2021/22 Full Time	Budget 2021/22 Part Time	Budget 2022/23 Full Time	Budget 2022/23 Part Time
	PARKS & RECREATION FUND						
106,178 - 131,642	Parks & Recreation Director	1		1		1	
68,229 - 85,773	Recreation Superintendent	2		3		4	
59,238 - 74,289	Recreation Supervisor	4		3		2	
52,603 - 58,791	Recreation Specialist	0		1		2	
36,687 - 41,003	Recreation Specialist (P.T.)		3		2		1
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
NA	Lead Facilities Maintenance Mechanic	1		1		0	
46,866 - 60,406	Facilities Maintenance Mechanic	0		1		2	
39,669 - 51,518	Senior Clerk	1		1		1	
29,616 - 48,316	Clerk Typist	0		1		1	
NA	Clerk Typist (P.T.)		1		0		0
	Total Parks & Recreation Fund	**12**	**5**	**15**	**3**	**16**	**2**
	WATER & SEWER FUND						
	WATER & SEWER ADMINISTRATION						
111,356 - 139,775	Public Works Director	1		1		1	
72,522 - 106,279	Operations Manager	1		1		1	
67,151 - 98,371	General Supervisor	2		2		2	
64,035 - 93,788	Environmental & Safety Supervisor	0		1		1	
43,793 - 56,842	Administrative Assistant	0		1		1	
43,793 - 56,842	Senior Account Clerk	1		1		1	
29,616 - 48,316	Clerk Typist	1		1		1	
27,000	Seasonal Laborer (P.T.)		1		1		1
	Total	**6**	**1**	**8**	**1**	**8**	**1**
	WATER DISTRIBUTION						
64,035 - 93,788	Division Supervisor	1		1		1	
56,821 - 79,720	Maintenance Supervisor	0		1		1	
48,744 - 67,597	Water Inspector	2		2		2	
48,744 - 67,597	Water Service Worker	5		5		5	
46,520 - 64,887	Meter Repair/Installer	2		3		3	
33,263 - 63,020	Laborer	2		2		2	
25,405 - 33,698	Clerk Typist (P.T.)		1		1		1
22,500 - 27,000	Seasonal Laborer (P.T.)		5		5		4
	Total	**12**	**6**	**14**	**6**	**14**	**5**
	SEWAGE COLLECTION						
64,035 - 93,788	Division Supervisor	1		1		1	
49,534 - 68,435	Plant Operator/Mechanic	3		3		3	
48,744 - 67,597	Sewer Service Worker (Clean)	2		2		2	
48,744 - 67,597	Water/Sewage Inspector	3		3		3	
46,520 - 66,162	Sewer Service Worker (Maint.)	1		1		1	
33,263 - 63,020	Laborer	7		7		7	
27,000	Seasonal Laborer (P.T.)		5		5		4
	Total	**17**	**5**	**17**	**5**	**17**	**4**
	Total Water & Sewer Fund	**35**	**12**	**39**	**12**	**39**	**10**
	Total All Funds	**486**	**133**	**515**	**134**	**522**	**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 127 positions or 20% 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.***

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 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.

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



Did you know…
…the current Mayor and City Council members have 102 years of combined experience?

City Council

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Regular City Council Meetings	24	24	24	24	24	24
	Special City Council Meetings	4	2	3	5	5	4
	Public Hearings Held	11	6	10	10	5	6
	Ordinances and Amendments Adopted	10	11	11	12	8	10
	Agenda Items Reviewed and Acted Upon	366	364	367	375	330	350
	City Council Members Attending Training Sessions	5	6	7	15	15	15
	"Nice Neighbor" Awards Presented	3	4	6	10	5	8
Effectiveness	City Council Member Attendance at Council Mtgs.	99%	96%	98%	100%	99%	100%
	% Legislative Items Acted on within 1 Month	100%	100%	100%	100%	100%	100%
	% Diff. from Proposed to Adopted Budget (G.F.)	0.22%	0.00%	0.02%	0.00%	-1.06%	0.00%
	Activity Expenditures as % of General Fund	0.16 %	0.16 %	0.16 %	0.22 %	0.22 %	0.25 %

City Council

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

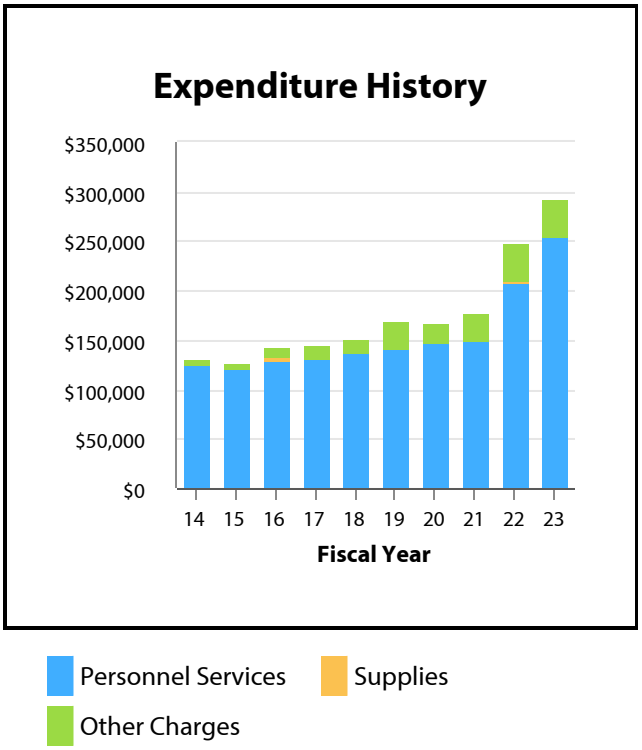
The total budget increased by 18.5%.

Personnel Services - Total Increase of $45,010 due to wage increases as determined at the meeting of the Elected Officials Compensation Commission held on March 9, 2021.

Supplies - Total Supplies decreased $820 or 44.6% based on expenditure levels for non-election years.

Other Charges - Total Other Charges increased $1,730 or 4.7%. Educational funding rose $840 primarily due to increased costs associated with City Council attendance at the Michigan Municipal League conferences. $1,000 was added for increased attendance at local City meetings and events. Printing costs can be reduced $100 based on recent expenditure levels.

Capital - There is no Capital proposed for this activity.



FUNDING LEVEL SUMMARY

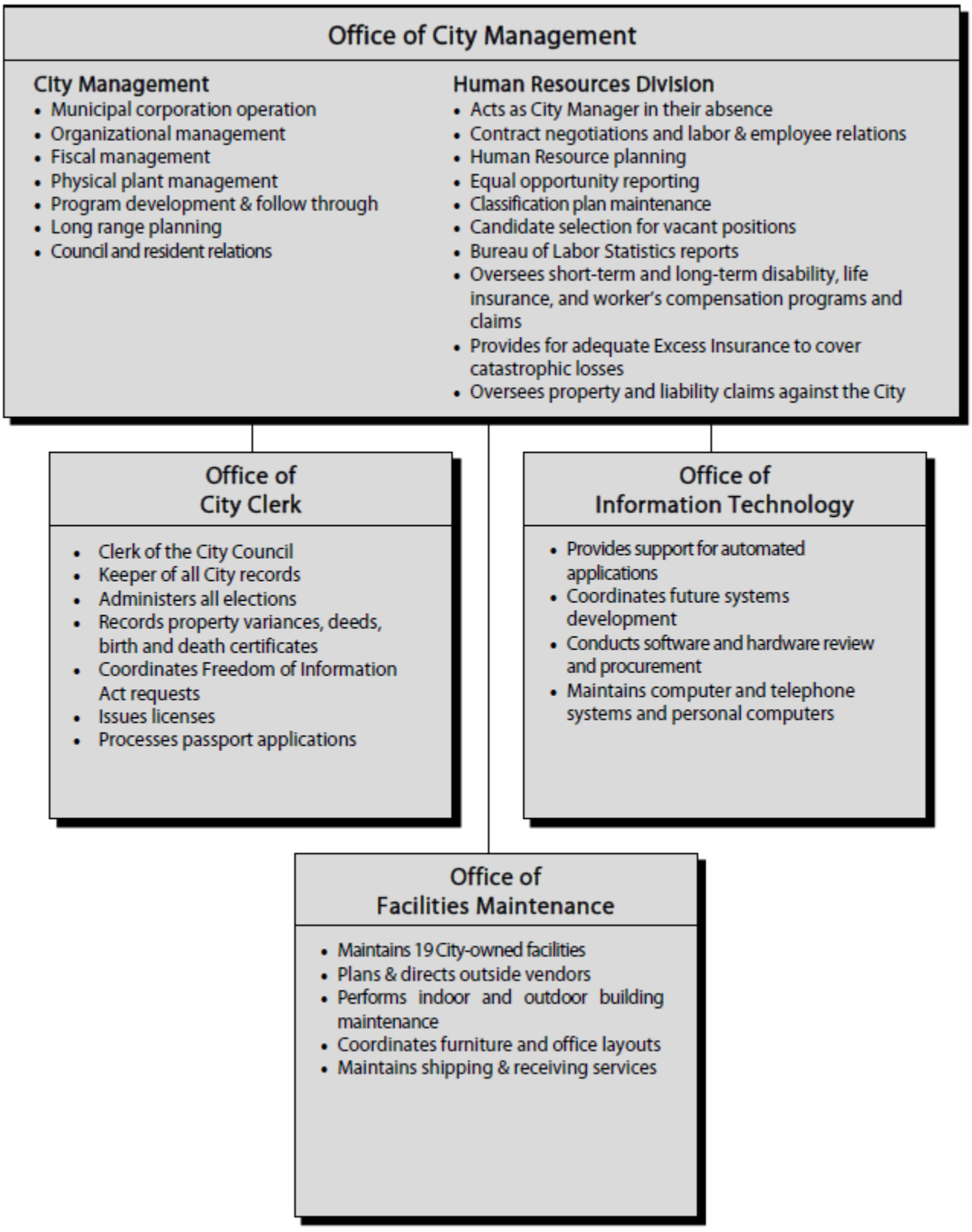
	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$150,170	$209,320	$211,290	$254,330	$254,330
Supplies	470	1,840	1,420	1,020	1,020
Other Charges	28,070	37,000	35,400	38,730	38,730
Total	$178,710	$248,160	$248,110	$294,080	$294,080

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 Annual Comprehensive Financial Report (ACFR)
- 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

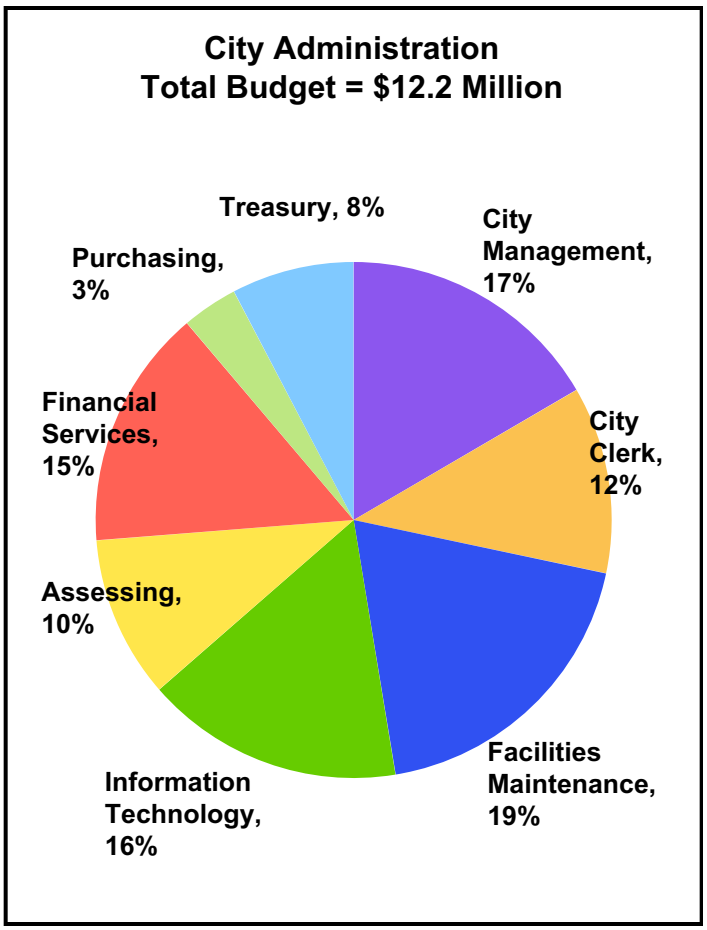
- Ensures equitable assessments
- Maintains assessment roll with current data
- Assesses residential, real and personal commercial, and industrial properties
- Represents City in tribunals
- Maintains field sheets for residents' review
- Conducts Board of Review hearings
- Processes tax abatements

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





PERSONNEL SUMMARY

	2022/23 Full Time	2022/23 Part Time
City Management	10	3
City Clerk	7	0
Facilities Maintenance	5	4
Information Technology	6	1
Assessing	8	1
Financial Services	12	2
Purchasing	3	0
Treasury	6	1
Total Department	57	12

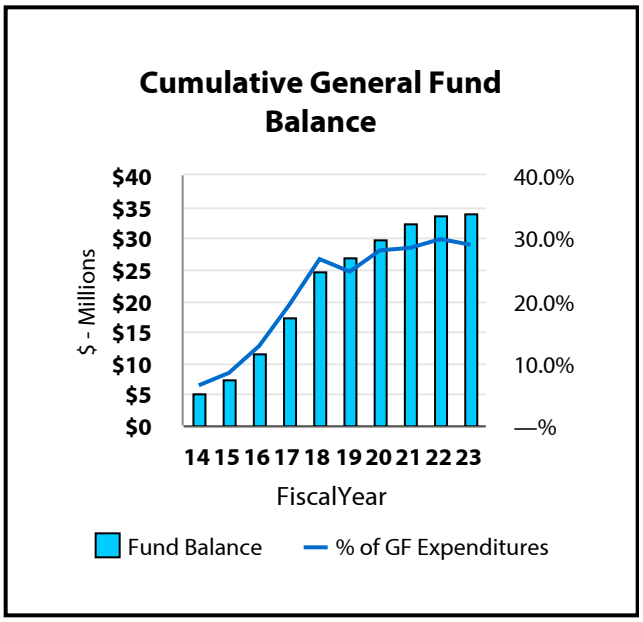
FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget	% Change From 21/22
City Management	$1,446,540	$1,647,550	$1,957,660	$2,106,410	7.6%
City Clerk	967,040	1,076,550	1,210,650	1,417,580	17.1%
Facilities Maintenance	2,254,760	2,166,190	2,122,410	2,308,090	8.7%
Information Technology	1,454,300	1,477,760	1,639,200	1,955,660	19.3%
Assessing	1,091,280	1,131,540	1,254,670	1,227,350	-2.2%
Financial Services	948,270	959,490	1,776,020	1,885,210	6.1%
Purchasing	458,290	380,940	485,210	423,020	-12.8%
Treasury	1,196,770	1,274,310	929,460	927,800	-0.2%
Total Department	$9,817,250	$10,114,330	$11,375,280	$12,251,120	7.7%
Personnel Services	$6,898,310	$7,479,780	$8,328,300	$8,471,810	1.7%
Supplies	331,680	253,120	316,490	418,880	32.4%
Other Charges	2,587,260	2,381,430	2,730,490	3,360,430	23.1%
Total Department	$9,817,250	$10,114,330	$11,375,280	$12,251,120	7.7%

Excludes Legal Activity and Boards and Commissions.

KEY DEPARTMENTAL TRENDS

City Administration Department



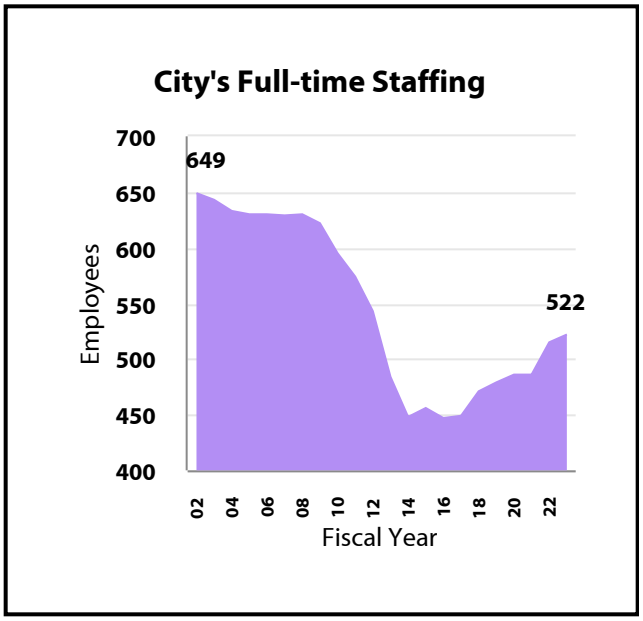
General Fund Balance has increased for the last ten years to its current level of $39.4 million, which is 28.9% of General Fund expenditures. A healthy fund balance is critical to the City's ability to weather future economic downturns.

Macomb City Tax Rates (2021)

1.	Centerline	34.24
2.	Eastpointe	26.60
3.	Roseville	25.27
4.	Warren	25.19
5.	St. Clair Shores	23.94
6.	Fraser	23.37
7.	Utica	20.09
8.	Mount Clemens	19.50
9.	Memphis	18.62
10.	**STERLING HEIGHTS**	**16.67**
11.	Richmond	15.87
12.	New Baltimore	12.98

Macomb Average: 21.86 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 5.2 mills below the average of all cities in Macomb County. The tax rate in Warren, for example, is over 8.5 mills or 51% 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 20%, 127 positions, from its peak in 2002. And as the next graph shows, the City still has the lowest full-time employee staffing ratio per 1,000 residents of our comparable communities.

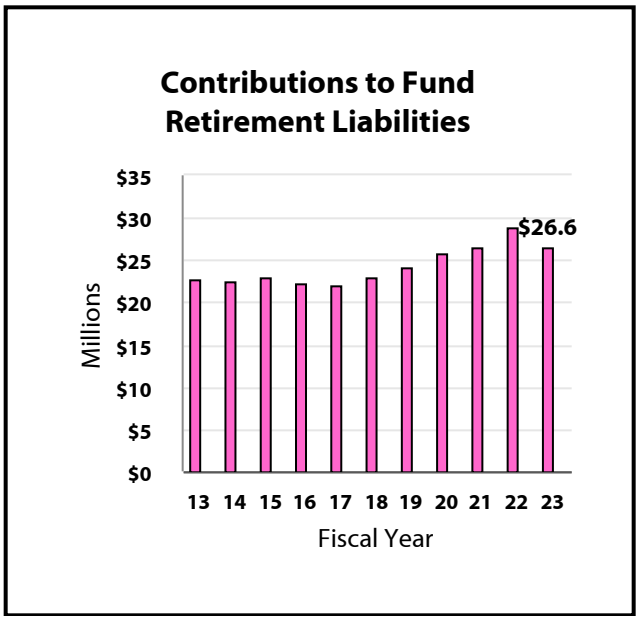
Full-Time Employees Per 1,000 Residents

1.	Lansing	8.0
2.	Grand Rapids	7.9
3.	Dearborn	7.0
4.	Southfield	6.5
5.	Ann Arbor	6.3
6.	Livonia	6.3
7.	Warren	5.2
8.	Farmington Hills	4.4
9.	Troy	4.2
10.	**STERLING HEIGHTS**	**3.9**

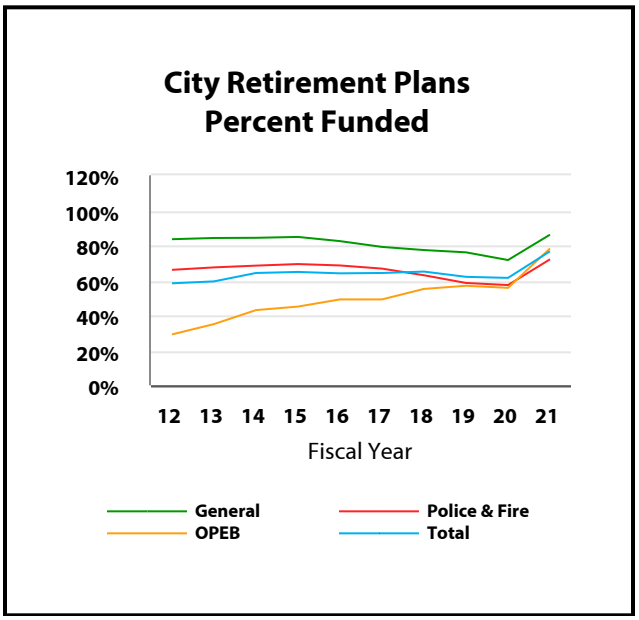
Based on proposed staffing data and the 2020 census, Sterling Heights has 3.9 full-time employees per 1,000 residents – the lowest of our benchmark communities. Despite having the fourth largest population, Sterling Heights has the fewest employees. Based on a 2010 study of over 140 cities, 89% of communities had a higher number of full-time employees per 1,000 residents.

KEY DEPARTMENTAL TRENDS

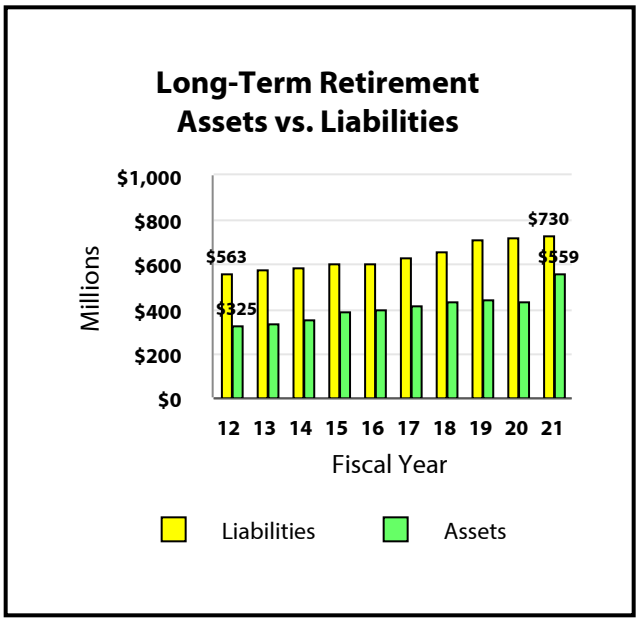
City Administration Department (continued)



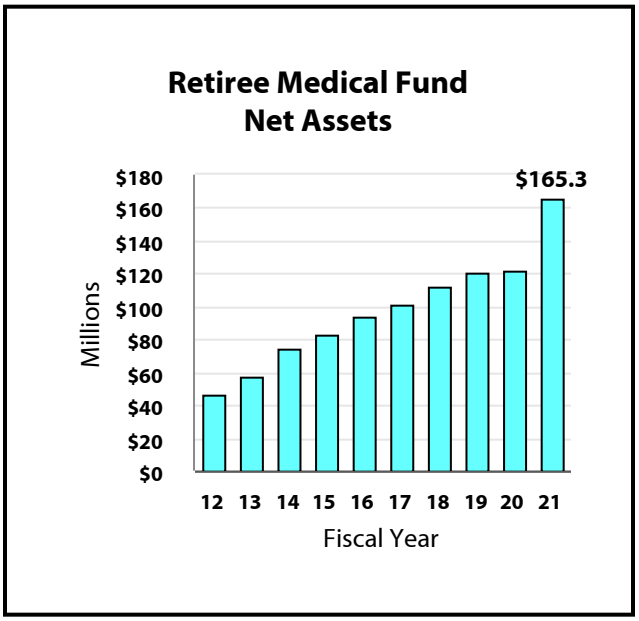
The City annually contributes 100% of the actuarially required funding for all long-term retiree liabilities including police & fire pensions, general employee pensions, and retiree medical. In 2023, contributions to all three plans decreased for the first time in over ten years.



All three plans saw a significant increase in funding levels as of the 6/30/2021 valuation primarily due to strong investment returns. 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.



$559 million has been set aside to fund future long-term retirement liabilities. The City has worked hard to reduce the growth of the liabilities by changing future retiree benefits and eliminating benefits for new hires.



The City has dramatically increased the assets being set aside to pay for future retiree medical benefit costs. We now have over 3.5 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.***

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.***

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. 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. Labor negotiations and grievance processing are conducted with 12 different bargaining units representing over 99% of the City's workforce. Loss control and risk management functions are also performed by this office.■



Did you know…
…the Office of City Management publishes a weekly electronic newsletter to keep employees informed on critical issues?

City Management

2022/23 INTENTION STATEMENTS *(City Management)*

1. To provide oversight of the City's Lakeside development team, collaborating with the various stakeholders to advance the overall construction plan. *(City Goal 1, 4, 20, 22)*

2. To ensure that actions set forth in Strategic Planning are prioritized by the City Council based on available funding and resources. *(City Goal 1, 2, 3, 4, 5, 6, 7, 8)*

3. To provide strategic leadership to the Marijuana Task Force. *(City Goal 1, 2, 6, 7)*

4. To work with remaining departments to complete their 5-year plans, including the Fire Department, Police Department and Library. *(City Goal 1, 2, 3, 4, 5, 6)*

5. To continue to explore and implement additional road funding options. *(City Goal 1, 16)*

6. To work with the Fire Department to advance reform ideas including, but not limited to, the disproportionate demand on services from assisted living facilities, more cost-effective deployment of equipment, and manpower. *(City Goal 1, 2, 3, 7, 9)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Admin. Policy & Procedure Orders Reviewed/Updated	7	12	5	8	11	6
	False Alarm Appeals Received	15	11	6	10	4	8
	False Alarm Appeals Completed	10	14	13	10	6	8
	Special Projects Initiated	14	18	15	20	8	10
	Policy Resolutions Presented to Council	1	2	6	5	2	4
	Legislative Issues Monitored	18	40	27	20	24	20
	Interoffice Meetings Facilitated	240	363	512	300	340	350
	Development Project Meetings	58	52	83	60	62	60
	Resident/Business Meetings Facilitated	51	25	60	50	53	55
	Intergovernmental Membership Meetings	57	93	107	80	90	95
	New Programs & Policies Developed	2	4	0	4	2	3
	Residential/Business Inquiry Responses Sent	63	53	46	65	80	70
	Presentations Created	30	22	28	35	26	30
	Weekly City Connect Newsletters Distributed	52	52	51	52	52	52
	Conferences Attended/Business Travel	7	2	0	5	3	5
Efficiency	Activity Expenditures as % of General Fund	1.28 %	1.36 %	1.45 %	1.72 %	1.70 %	1.80 %

City Management

2022/23 PERFORMANCE OBJECTIVES *(Finance & Budget)*

1. To update the City's water volume, maximum day, and peak hour demands in preparation for contract negotiations with the Great Lakes Water Authority. *(City Goal 3, 4, 6, 16)*

2. To continue to oversee the utilization of the funds received through the American Rescue Plan Act to ensure the best use of funds within the rules set forth by the U.S. Department of Treasury. *(City Goal 3, 4, 6, 16)*

3. To continue to analyze the financial impact of the potential Lakeside development, and advocate for the interest of the City and its residents. *(City Goal 4, 12, 13, 15, 20)*

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

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	City Budgeted Funds Monitored (Millions)	$230.3	$274.9	$257.3	$228.7	$244.7	$251.6
	Budget Amendments Prepared	2	2	2	2	2	2
	Internal Budget Transfers Completed	35	11	33	30	30	30
	City Council Agenda Statements Reviewed	366	364	367	375	330	350
	Bond Issuances	0	1	2	2	2	1
	Travel Requests Reviewed for Policy Compliance	205	120	79	150	135	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	0	0	0	0	0	0
	General Fund Expenditures Per Capita	$831	$808	$859	$863	$849	$880
	Government Debt Per Capita	$1,171	$1,372	$1,678	$1,743	$1,743	$1,649
	OPEB Ann'l Recomm. Contrib. Funded (Millions)	10.6	10.6	10.5	10.5	9.3	9.0
	OPEB Trust Funding Status	57.0%	55.7%	55.7%	60.0%	78.2%	80.0%
	Accuracy Forecasting Expenditures - General Fund	99.2%	98.7%	98.6%	100.0%	98.9%	100.0%
	Accuracy Forecasting Revenues - General Fund	100.2%	100.3%	100.1%	100.0%	100.0%	100.0%
	Years Rec'd. G.F.O.A. Distinguished Budget Award	32	33	34	35	35	36
	Savings from Reviewing Travel Requests	$887	$1,144	$302	$1,000	$1,000	$1,200

City Management

2022/23 PERFORMANCE OBJECTIVES *(Human Resources)*

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

2. To implement a Diversity, Equity and Inclusion (DEI) strategy to bring a focus and awareness within the organization on DEI amongst our internal processes, procedures and practices. *(City Goal 2, 4, 6)*

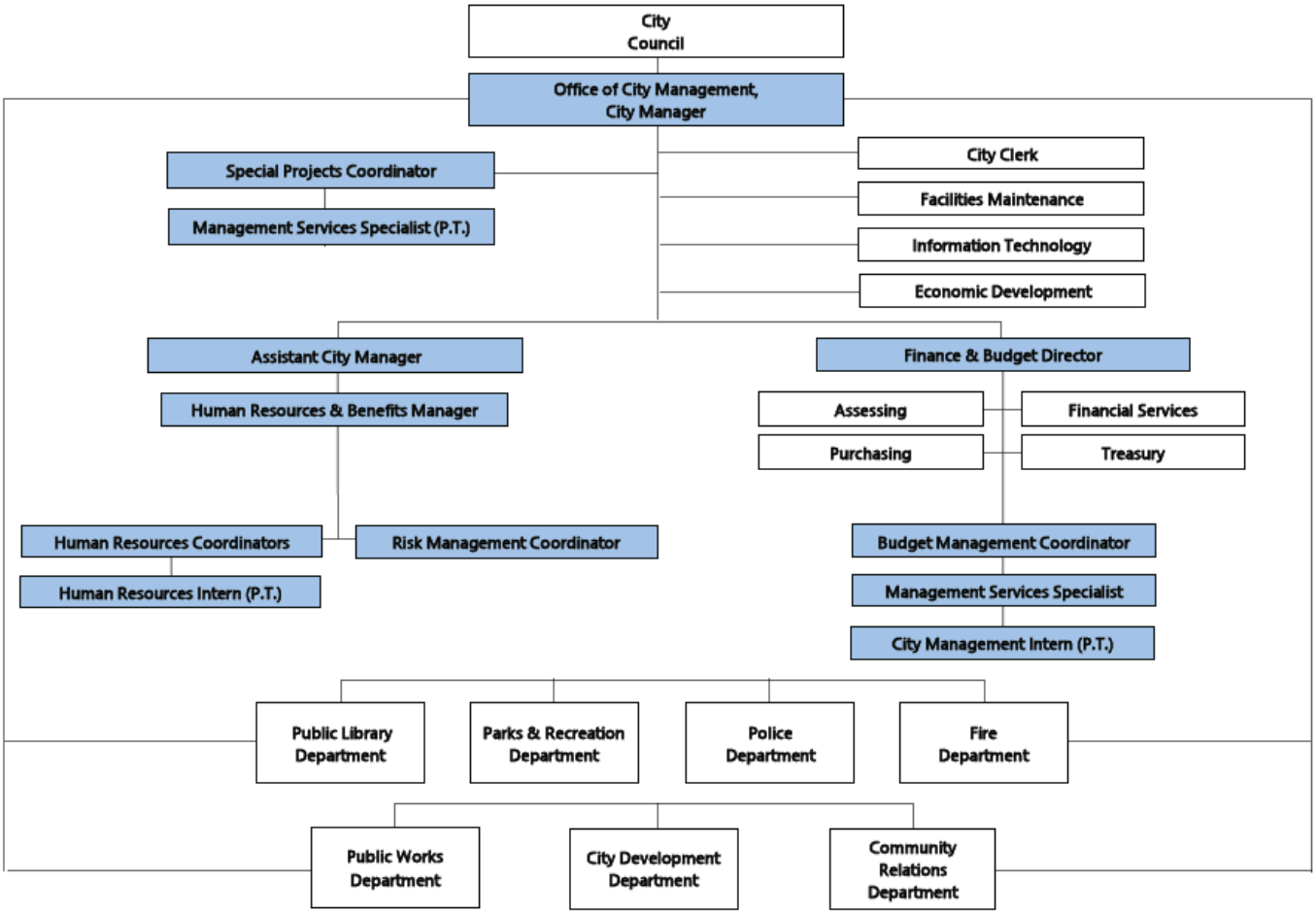
3. To continue to streamline and improve internal procedures and processes within the Office of Human Resources in order to improve capabilities and increase efficiencies. *(City Goal 1, 2, 3, 6)*

4. To enhance the Risk Management function by providing accurate information and quality services, both interdepartmentally and to the public. *(City Goal 1, 2, 6)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Promotional Job Postings	31	30	46	35	40	38
	Open Competitive Job Postings	37	40	58	36	38	37
	Applications Reviewed & Processed	1,274	1,248	1,680	1,135	1,496	1,500
	Employees Hired (Full-time/Part-time)	21/153	19/63	39/246	23/134	40/90	32/112
	Police/Fire Promotional Tests	2	1	1	4	1	3
	Labor Contracts Settled	4	1	3	6	6	2
	Worker's Compensation Incident Reports	19	12	36	15	24	20
	New Short-Term Disability Claims Opened	14	24	27	19	24	22
	Life Insurance Claims	7	1	3	3	0	2
	New Worker's Compensation Claims	59	59	75	59	30	45
	Liability/Property Claims	114	105	106	118	186	93
	Liability/Property Incident Reports	128	39	49	88	116	102
	# of Labor Grievances	10	8	3	10	6	8
	# of Worker's Comp Claims	23	59	75	52	54	53
	Job Related Automobile Accidents	58	35	43	33	44	39
	New Lawsuits/Lawsuits Closed	9/6	5/7	6/4	5/4	3/4	4/4
	Retirees/Beneficiaries Receiving Medical Benefits	635	636	642	639	637	638
Efficiency & Effectiveness	Avg. # Work Days to Complete External Recruitment	60	60	60	59	60	60
	Avg. # Work Days to Complete Internal Recruitment	26	30	30	31	31	31
	% of Grievances Resolved Before Arbitration	100%	100%	100%	100%	100%	100%
	Total FTE's Per 1,000 Residents	4.4	4.4	4.4	4.5	4.5	4.5
	Full-time Employee Turnover Rate (Excl. Retirements)	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
	Workforce Diversity	2.0%	2.0%	2.0%	4.0%	2.0%	3.0%
	# of Employees Not Completing Probation	6	2	2	3	4	4
	Cost to Recruit & Hire a Full-time General Employee	$991	$1,002	$1,160	*	*	*
	Worker's Comp Claims Paying Compensation	57	23	36	32	8	20
	W/C Lost Work Days Due to Injury	1,028	505	450	636	134	385

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

City Management



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
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
Human Resources Coordinator	0	2	2
Risk Management Coordinator	1	1	1
Special Projects Coordinator	1	1	1
Management Services Specialist	1	1	1
Administrative Assistant	1	0	0
Management Services Specialist (P.T.)	0	1	1
Human Resources Intern (P.T.)	1	1	1
City Management Intern (P.T.)	0	0	1
Total	10	12	13

City Management

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

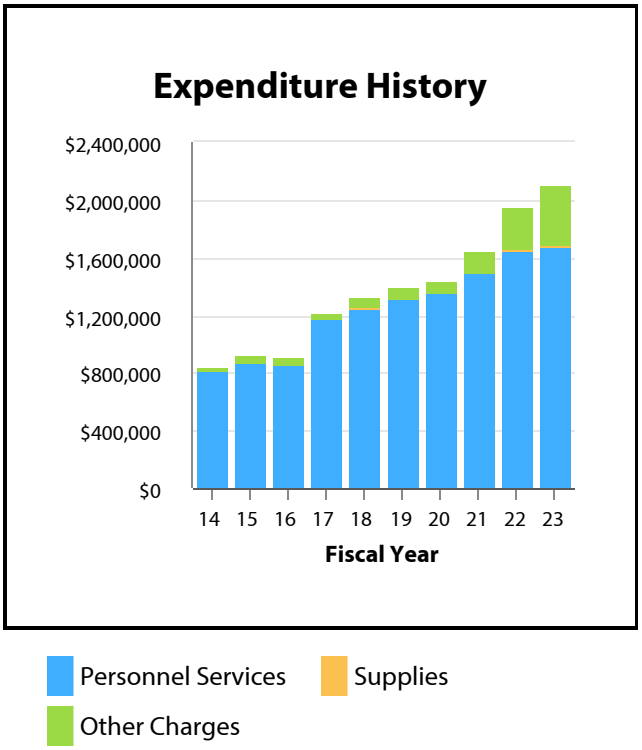
The total budget increased by 7.6%.

Personnel Services - Total Increase $26,280 or 1.6%

- $51,400 due to contractual wage adjustments, offset by:
- Savings of $9,960 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $17,540 due to changes in health insurance coverages, partially offset by a health insurance rate increase

Supplies - Total Supplies increased $1,670 or 32.1%. Funding increased $1,040 to replenish recruitment materials and general office supplies in Human Resources. $500 was added for postage, as a greater number of new hire and retiree mailings have been required. $130 was added for increased business subscription costs.

Other Charges - Total Other Charges increased $120,800 or 40.9%. Educational funding increased $10,480 to provide additional organization-wide training opportunities and initiatives. Contracted services increased $80,790 primarily due to a City-wide Diversity, Equity, and Inclusion training initiative. The budget for recruiting costs includes $10,000 for the use of additional job posting networks and $20,000 for headhunting agencies to assist with creating candidate pools for future City job openings.



Rental costs rose $570, as office copiers are scheduled to be replaced in the current year and full-year lease payments will resume.

Capital - Total Capital of $36,000 is proposed to replace a departmental 2016 Explorer with mileage exceeding 120,000.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$1,491,390	$1,656,950	$1,611,550	$1,683,230	$1,683,230
Supplies	2,860	5,210	5,810	6,880	6,880
Other Charges	153,300	295,500	295,440	416,300	416,300
Total	$1,647,550	$1,957,660	$1,912,800	$2,106,410	$2,106,410

City Clerk

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.***

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.***

The City Clerk's Office is responsible for many diverse functions of the City, acting as both an internal and external 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 passport applications and 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. Specialty business license applications are also filed with the City Clerk. 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.

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



Did you know…
…that the City Clerk's Office is now a Passport Acceptance Facility? Make your friendly, convenient appointment today at www.sterling-heights.net/passports.

City Clerk

2022/23 PERFORMANCE OBJECTIVES

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

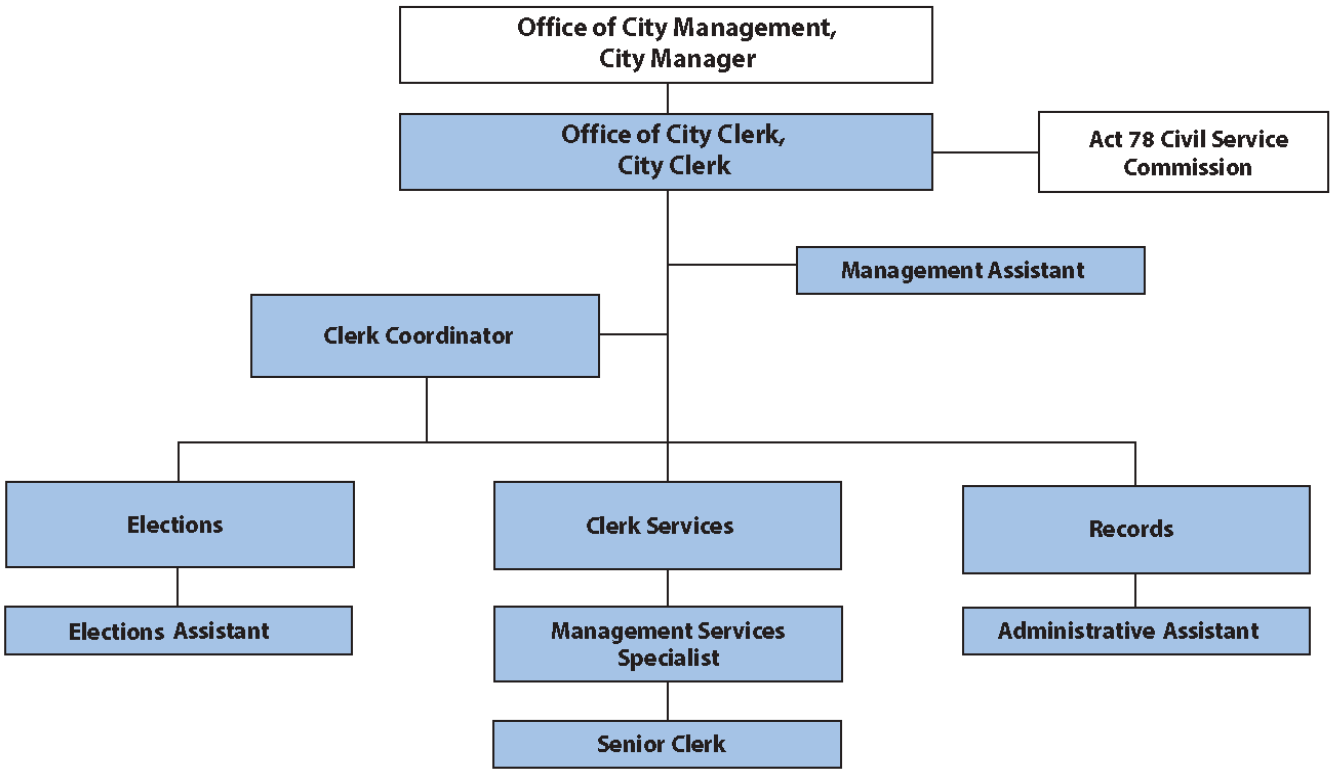
2. To continue to streamline internal procedures to promote efficiency and reduce costs. *(City Goal 1, 2, 3, 5, 6)*

3. To collaborate with the Warren Consolidated School District and the Utica Community School District to enhance passport accessibility for students and their families. *(City Goal 1, 3, 4, 6, 25)*

4. To develop a robust election intern program, encouraging 16-year-olds and 17-year-olds to take part in the democratic process of voting. *(City Goal 1, 6, 25, 26)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Council Agenda Items Processed	397	418	375	400	400	400
	Council Actions Correspondence E-mailed & Mailed	285	566	449	400	400	400
	Number of Registered Voters (November)	86,629	90,254	98,915	99,000	100,000	100,000
	Voter Reg. Processed - New & Status Changes	21,403	27,434	38,204	24,000	24,000	30,000
	Absent Voter Applications Mailed	2,837	41,351	49,504	30,000	34,000	36,000
	Absent Voter Ballots Mailed	24,512	41,880	61,235	70,000	60,000	60,000
	Elections Conducted	2	2	2	2	2	2
	# of Voters Voting at Polls (November)	35,160	8,798	29,532	5,700	7,134	25,000
	# of Voters Voting Absentee (November)	14,232	9,105	40,672	24,000	12,517	40,000
	Business Licenses - New	119	83	703	300	300	200
	Business Licenses - Renewals	1,711	826	1,319	3,000	2,000	2,000
	Class C Liquor Licenses Approved (New/Transferred)	0	3	3	3	3	3
	Licenses Issued (Specialty Licenses)	98	30	96	80	80	80
	Dog Licenses Issued	4,933	2,630	5,008	5,000	5,000	5,000
	# of Passport Applications Accepted	N/A	N/A	N/A	575	575	650
	Freedom of Information Requests Processed	255	280	317	300	330	330
	Documents Recorded	167	84	152	120	120	120
	Birth & Death Certificates Processed	724	864	822	700	800	800
	Pieces of Outgoing Mail Processed	143,821	122,057	124,940	120,000	120,000	120,000
	Board/Commission Applications on File	187	207	215	250	250	250
Efficiency	% of Registered Voters Voting (November)	57.02%	19.84 %	70.97 %	30.00 %	19.65%	65.00%
	% 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	0.75 %	0.91 %	0.95 %	1.06 %	1.08 %	1.21 %

City Clerk



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
City Clerk	1	1	1
Clerk Coordinator	1	1	1
Management Services Specialist	0	0	1
Management Assistant	1	1	1
Elections Assistant	1	1	1
Administrative Assistant	0	0	1
Senior Clerk	0	0	1
Clerk Typist	1	1	0
Clerk Typist (P.T.)	1	1	0
Total	6	6	7

City Clerk

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

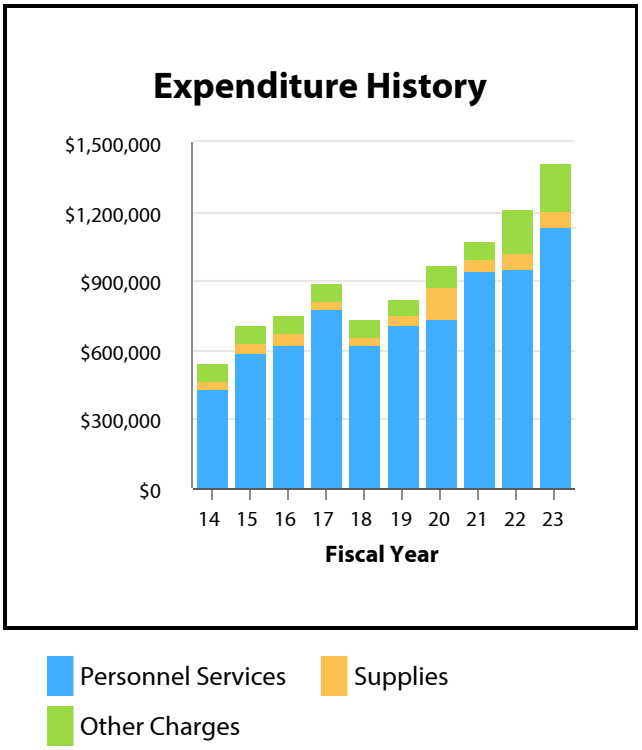
The total budget increased by 17.1%.

Personnel Services - Total Increase $178,340 or 18.7%

- $70,000 due to the transfer of a full-time Management Services Specialist from Facilities Maintenance
- $86,860 due to additional part-time wages and overtime for the Gubernatorial election
- $30,530 for contractual wage adjustments, partially offset by:
- Savings of $11,930 due to a decrease in the required contributions to pension and retiree medical systems

Supplies - Total Supplies increased $9,120 or 13.8%. Postage costs increased $16,000 primarily for the one-time mass mailing of new voter registration cards due to mandatory redistricting. Operating supply costs fell $6,880, as the County Clerk will supply the ballots for next year's non-City elections.

Other Charges - Total Other Charges increased $19,470 or 10.3%. $29,520 was added for election equipment maintenance costs previously covered by the State. Rental costs increased $6,360 for a rental truck to transport election equipment, and an increase in copier lease fees. Existing software maintenance contracts are anticipated to increase $3,690. Printing costs decreased $24,600, as the County Clerk supplies the voting ballots for all non-City elections.



Capital - Total Capital of $113,120 is proposed and includes grant funding of $98,000 for two Extra High Capacity Letter Openers, an election drop box Camera System, a high-speed En/Press Envelope Printer, an Election Center Printer, and 60 ADA Ballot Containers. $12,000 is for Election Inspector Management Software. $3,120 is for five replacement personal computers.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$944,290	$955,910	$991,770	$1,134,250	$1,134,250
Supplies	50,950	65,880	53,000	75,000	75,000
Other Charges	81,300	188,860	172,670	208,330	208,330
Total	$1,076,540	$1,210,650	$1,217,440	$1,417,580	$1,417,580

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.***

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.***

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.

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.

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 staff supports over 510,000 square feet of public facilities spanning 18 City facilities?

Facilities Maintenance

2022/23 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)*

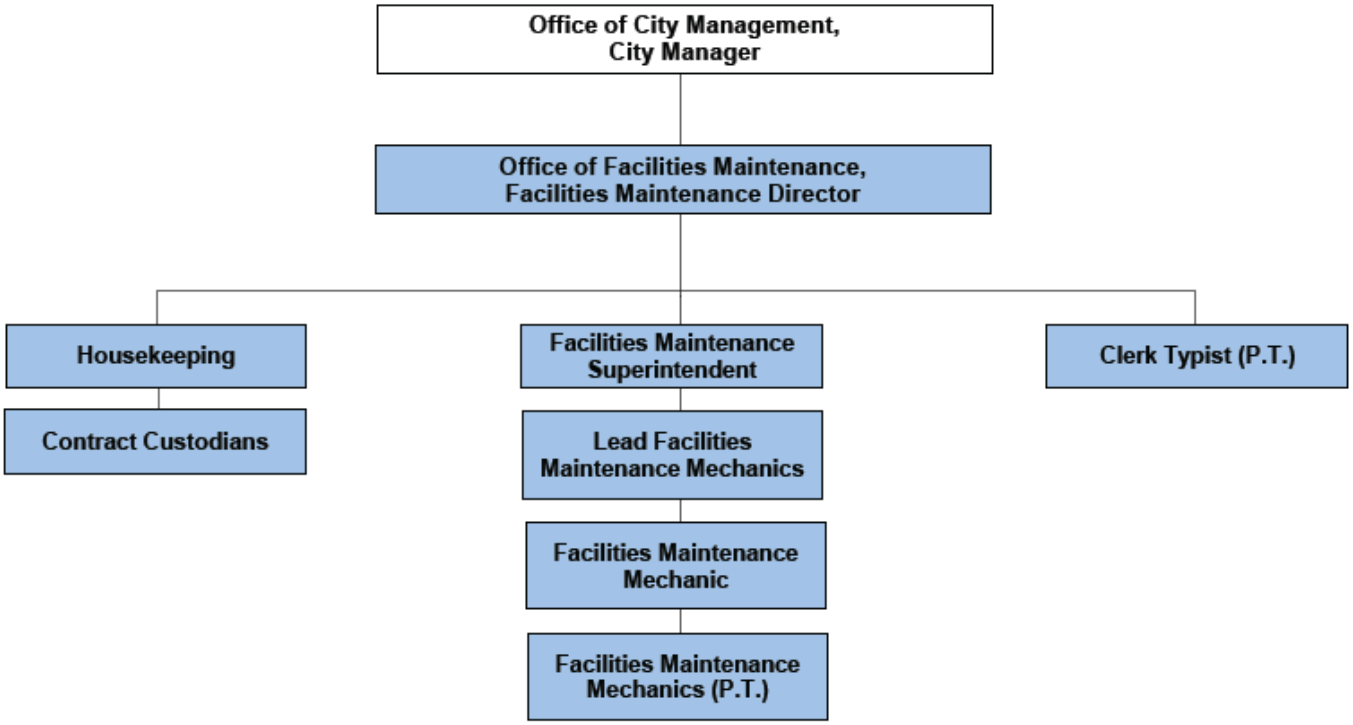
4. To continue to provide quality and reliable interdepartmental services for elections, special events, and emergencies. *(City Goal 2, 6)*

5. To pursue, promote, and expand recycling opportunities at City facilities for employee and public use. *(City Goal 1, 4, 6)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	# of City Facilities	16	18	18	18	18	18
	City Facilities Supported - Square Feet	360,823	463,300	463,300	509,438	509,438	509,438
	City Facilities Receiving Daily Housekeeping - Sq. Ft.	246,434	346,500	346,500	379,368	379,368	379,368
	Renovations/Projects Supervised/Coordinated	$1,899,200	$6,146,565	$17,573,640	$600,000	$825,000	$915,700
	Cuttings/Trimmings - 15 Mun. Sites (Subcontracted)	28	32	33	32	34	32
	Snow/Ice Control Call-Ins	31	21	21	25	25	25
	Preventive Maintenance Cycles	12	12	12	12	12	12
	Maintenance/Custodial Service Requests Processed	950	901	637	1,000	2,500	2,500
	Active Service Contracts	21	23	25	25	27	27
	FedEx/UPS Packages Processed	2,358	2,993	1,441	2,400	2,300	2,300
	Security Badges Created/Replaced	N/A	168	210	150	408	250
	Meetings with Directors Regarding Building Issues	N/A	N/A	N/A	25	32	60
	Voting Precincts (Assembled & Delivered)	64	64	90	45	90	90
Efficiency & Effectiveness	% of Emergency Calls Responded to within 30 mins.	100%	100%	100%	100%	100%	100%
	% of Service Requests Met within 15 days	97%	99%	99%	99%	95%	97%
	Hrs. Spent for Building Maintenance Per 1,000 s.f.	21.7	24.3	19.6	23.5	16.5	21.6
	Overtime/Comp Hours Worked	710	820	795	800	800	775
	Cost to Complete In-House Maintenance Requests	$319,177	$323,756	$325,076	*	*	*
	Cost for Janitorial Services Per s.f.	N/A	$1.73	$1.74	$1.80	$1.80	$2.00
	Value of City Facilities (millions)	$90.4	$112.4	$112.4	$125.0	$125.0	$125.0
	Activity Expenditures as % of General Fund	1.51%	2.11%	1.91%	1.87%	1.82%	1.97%

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

Facilities Maintenance



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Facilities Maintenance Director	1	1	1
Facilities Maintenance Superintendent	1	1	1
Management Services Specialist	1	1	0
Lead Facilities Maintenance Mechanic	2	2	2
Facilities Maintenance Mechanic	1	1	1
Facilities Maintenance Mechanic (P.T.)	2	2	3
Clerk Typist (P.T.)	0	0	1
Total	8	8	9

Facilities Maintenance

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 8.7%.

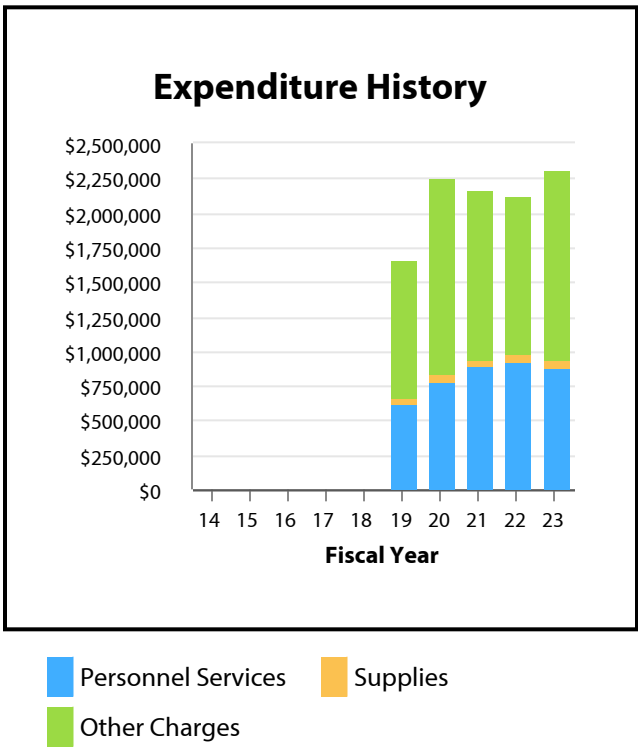
Personnel Services - Total decrease $47,340 or 5.1%

- Savings of $94,800 due to the transfer of a full-time Management Services Specialist to the City Clerk's Office
- Savings of $11,320 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $13,570 in full-time wages due to staff turnover
- Savings of $15,000 due to changes in insurance coverages, partially offset by:
- Increase of $64,830 in part-time wages for the addition of a part-time Clerk Typist and a part-time Facilities Maintenance Mechanic
- $26,180 due to contractual wage adjustments

Supplies - Total Supplies increased $1,130 or 2.0% for additional materials and small hand tools needed to maintain City buildings and grounds.

Other Charges - Total Other Charges increased $231,890 or 20.3%. The budget increased $116,300 due to higher contractual costs for snow removal, custodial services, security system maintenance, and city campus parking lot maintenance. $105,000 was also added for professional window and floor cleaning services. $7,500 was added for asset management and workflow software support. Utilities increased $4,150 based on recent trends.

Capital - Total Capital of $919,450 is proposed and includes $50,000 for the replacement of a 2001 Box Truck, $175,000 for removal and replacement of the Nature Center Roofing System, $241,800 for HVAC Replacement at Fire #5, $50,000 for HVAC Controls at the Community Center, $70,000 for additional Security Gates behind the Police Department, $25,000 for Carpet Replacement in the City Council Chambers, $110,000 for Library Elevator Modernization, $32,400 for Library Shelving End-Panel Replacement, $11,500 for a Library Interior Sliding Door, $150,000 for Joint Sealing of municipal parking lots, and $3,750 for six replacement personal computers.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$892,810	$926,300	$808,560	$878,960	$878,960
Supplies	41,000	56,370	56,370	57,500	57,500
Other Charges	1,232,370	1,139,740	1,183,210	1,371,630	1,371,630
Total	$2,166,180	$2,122,410	$2,048,140	$2,308,090	$2,308,090

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.***

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 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 also responsible for enhancements to current application and operating software that resides on various hardware platforms throughout the City. The responsibility for troubleshooting hardware and software issues falls within this area. Hardware support is provided to all Windows workstations. The goal of this section is to standardize workstation hardware and software whenever 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.

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 devices and smartphones.

Information Technology also oversees the Geographical Information System (GIS) Department. The GIS Department creates and maintains the City's interactive GIS map that is a visual representation of the City's spatial data. Users are able to navigate the GIS map to see relevant information from various established GIS datasets, such as tax parcels, zoning, road centerlines, storm and sanitary sewer lines, and water mains. The GIS Department has created mobile applications that enables the collection of GIS data via cellphone, allowing users easier access to the wealth of data contained in the system.■

Did you know…
…the Office of Information Technology has partnered with Access Interactive to develop a cyber-security plan and to review all current security practices?

Information Technology

2022/23 PERFORMANCE OBJECTIVES

1. To successfully implement workstation replacements in the offices of Assessing, City Clerk, City Development, Court, DPW, Engineering, Facilities Maintenance, IT, Library, Parks and Recreation, Planning, and Senior Center. *(City Goal 6, 17, 18)*

2. To update the data closets at the Senior Center and Nature Center. *(City Goal 6, 17, 18)*

3. 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)*

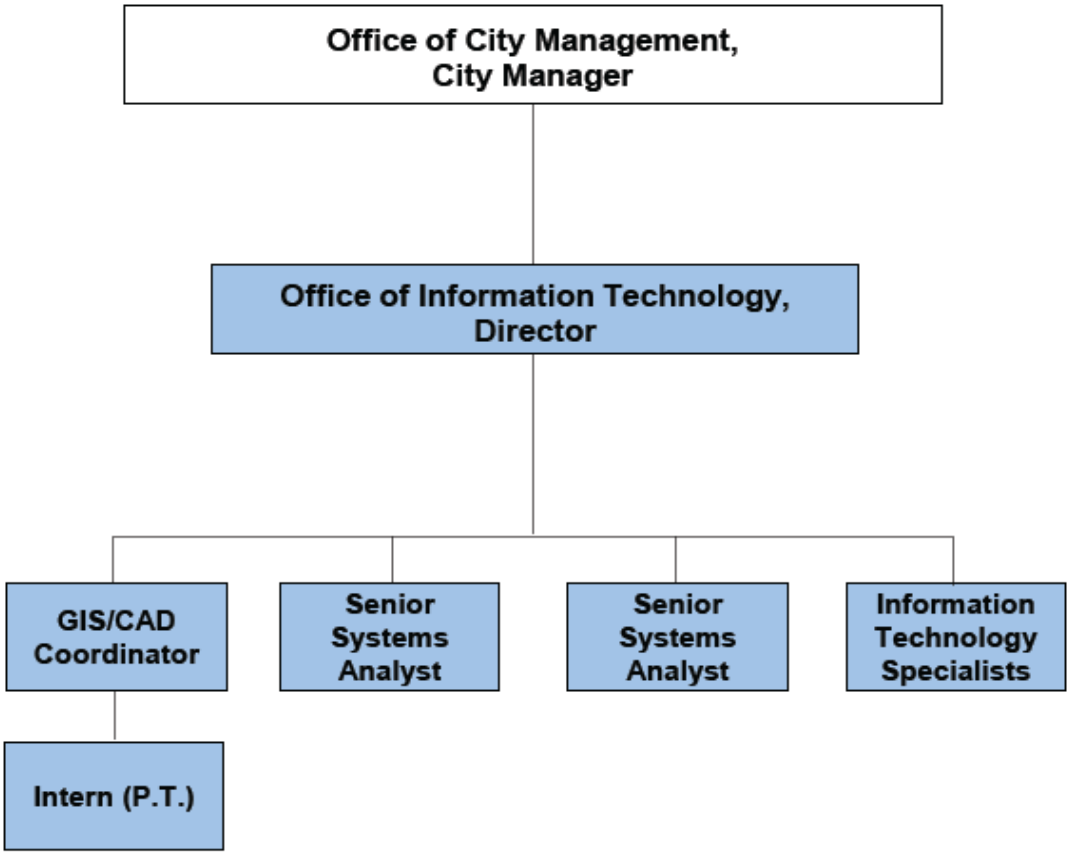
4. To successfully implement Office 365, and move email and office applications to the cloud. *(City Goal 6, 17, 18)*

5. To replace the firewalls at City Hall and complete the network segmentation security project. *(City Goal 6, 17, 18)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Hardware Platforms Supported (Windows, Unix, etc.)	5	5	5	5	5	5
	Applications/Database Systems Supported	38	38	39	38	38	38
	"Help Desk" Communications Received	6,570	6,891	6,600	7,500	7,500	7,500
	Computers Supported (Desk/Laptops)	480	486	636	645	642	645
	MDC's and Tablets Supported	186	193	206	200	244	244
	Printers Supported	75	78	80	79	82	82
	Land Line Telephones Supported	554	562	563	580	566	568
	Mobile Telephones Supported	142	141	148	145	152	155
	E-Mail Accounts Supported	684	692	700	715	700	700
	Servers Maintained	98	103	115	115	115	115
	Network Equipment Maintained (Routers/Switches)	62	71	85	84	86	86
	Wireless Access Point/Infrastructure Maintained	40	114	154	224	192	192
Efficiency & Effectiveness	% of "Help Desk" Issues Resolved w/i 8 hrs.	90%	90%	90%	90%	90%	90%
	# of Computers/Tablets/MDC's per FTE	1.15	1.17	1.44	1.42	1.49	1.49
	Telephone Problems Resolved within 1 day	90%	90%	90%	90%	90%	90%
	% of Revolving 5-yr. Technology Plan Implemented	60%	70%	80%	95%	90%	90%
	% of Time Computer Network Down	0.4%	0.4%	0.4%	0.8%	0.4%	0.4%
	Overtime/Comp Hours Required to Meet Demand	564	593	550	550	650	575
	Average Annual Cost to Support a PC	$216	$212	$200	*	*	*
	Cost to Support User Systems	$311,685	$313,682	$300,028	*	*	*
	Activity Expenditures as % of General Fund	1.05 %	1.36 %	1.30 %	1.44 %	1.42 %	1.67 %

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

Information Technology



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Information Technology Director	1	1	1
GIS/CAD Coordinator	1	1	1
Senior Systems Analyst	2	2	2
Information Technology Specialist	1	1	2
Intern (P.T.)	1	1	1
Total	6	6	7

Information Technology

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 19.3%.

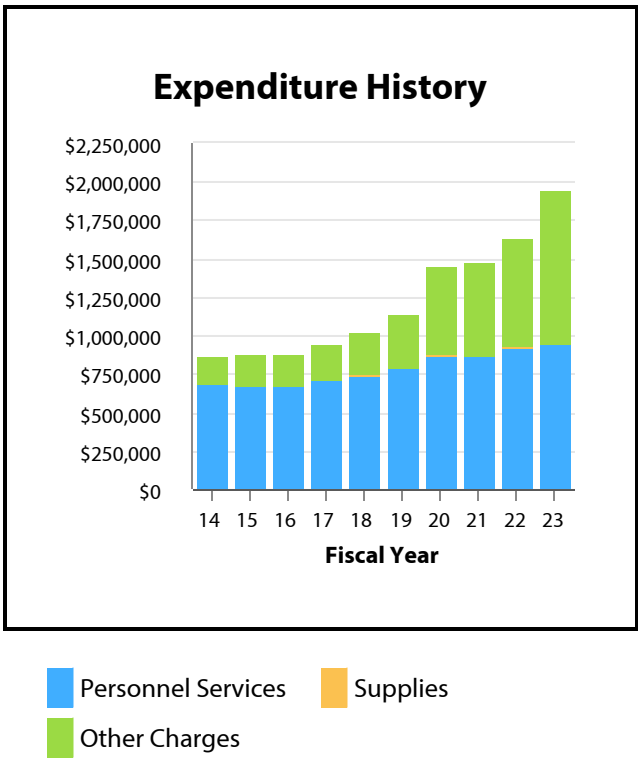
Personnel Services - Total Increase $16,060 or 1.7%

- $26,470 due to contractual wage adjustments
- $3,140 due to an increase in health insurance rates, partially offset by:
- Savings of $15,700 due to a decrease in the required contributions to pension and retiree medical systems

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

Other Charges - Total Other Charges increased $300,400 or 42.4%. $210,160 was added for an annual Microsoft Office 365 subscription, one-time setup charges and annual fees for Digital Signage Software and Nearmap aerial imagery software, and the transfer of funding for the ESRI GIS annual support costs from the DPW now that GIS is a function of the IT department. Contractual services increased $84,140 primarily for professional services required to migrate from the current exchange server to the cloud as part of the Office 365 conversion. Equipment maintenance rose $4,600 as multiple-year maintenance agreements are expiring. Educational funding increased $1,000.

Capital - Total Capital of $541,160 is proposed. $88,860 is for twenty replacement In-Car Computers with Modems for police cars, $50,000 is for 80 replacement PC's, $97,500 is to replace the outdated and unreliable Audio Systems in four courtrooms at the 41-A District Court, $131,500 is for City Hall Firewall Replacement, $120,000 is for 34 SSD Disks needed to increase storage space in the Virtual Storage Area Network (VSAN), $20,000 is for a Data Closet Upgrade, $19,000 is for a replacement Printer and Cutter with updated Software for the Sign Shop, $12,000 is for Election Inspector Management Software, and $2,300 is to replace a 7-year old MAC Computer in the Community Relations Department.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$873,590	$929,380	$893,440	$945,440	$945,440
Supplies	600	2,050	2,050	2,050	2,050
Other Charges	603,570	707,770	702,870	1,008,170	1,008,170
Total	$1,477,760	$1,639,200	$1,598,360	$1,955,660	$1,955,660

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.***

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.***

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

Assessments are used in conjunction with the millage rates adopted by 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.

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 Office of Assessing was recognized by the Michigan State Tax Commission for receiving a perfect score on the 2021 Audit of Minimum Assessing Requirements?

Assessing

2022/23 PERFORMANCE OBJECTIVES

1. To implement a new procedure whereby a courtesy email is sent to remind business owners to timely file the Eligible Manufacturing Personal Property form 5278. *(City Goal 7)*

2. To implement a new procedure, which includes collaboration with the Office of City Clerk, in an attempt to ensure all registered businesses in the City file a Personal Property return. *(City Goal 6)*

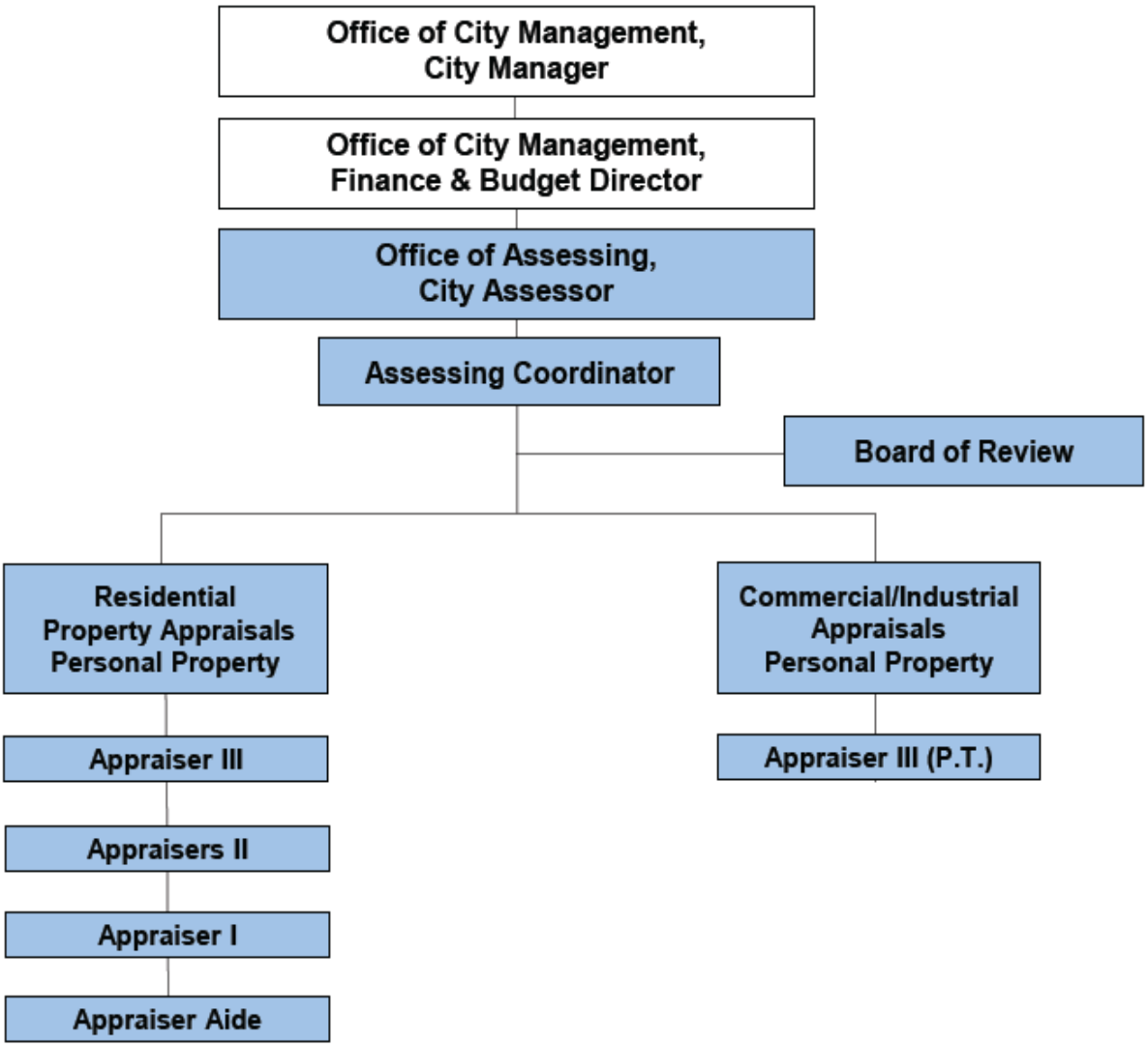
3. To implement a new procedure, which includes collaboration with Utility Services, in an attempt to ensure certain residential zero water usage parcels are registered as Non-Principal Residences in the City. *(City Goal 6, 13)*

4. To continue appraiser training and the use of laptop computers containing Pivot Point field appraisal software to increase personnel efficiency while conducting field work. *(City Goal 2, 23)*

		2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Assessment Notices Processed - Real/Personal	47,941	47,152	47,299	48,000	48,000	48,200
	Residential Property Appraisals (including Partials)	56	23	63	200	69	200
	Commercial/Industrial Property Appraisals - Real	163	133	144	300	174	200
	Reappraisals Conducted	36	0	408	800	0	1,000
	Full Tax Tribunal Applications - Businesses	22	15	37	85	66	70
	Board of Review Appeals	1,055	619	634	950	692	800
	Value Appeals	84	35	53	150	32	95
	Poverty Exemptions	81	50	53	80	61	70
	Veterans Exemptions	179	193	214	300	226	235
	PRE/Assessor Corrections	711	341	314	300	373	400
	Land Divisions/Combinations Processed	26	15	12	20	12	20
	Resident Assessing Online Retrievals	163,173	185,526	228,800	250,000	203,776	250,000
	Deeds & Property Owner Updates	4,669	3,694	3,776	4,000	4,434	4,700
	Property Transfer Affidavits Processed	3,209	2,785	3,413	3,500	3,529	4,000
	Homestead Exemption Affidavits Processed	3,959	3,340	4,306	4,500	4,531	4,600
	Residential Digital Sketches Created	1,172	1,284	485	350	1,084	1,000
	Average Residential Tax Valuation	$72,324	$75,473	$78,349	$80,994	$80,994	$85,656
	Average Residential Market Valuation	$184,541	$197,315	$208,114	$218,208	$218,208	$231,609
	IFEC's/328's Personal Property Exemptions Approved	1	4	5	5	3	5
	Total Invest. Resulting from IFEC's/328's (millions)	$6	$28	$28	$15	$3	$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)	2.4%	2.1%	2.5%	2.5%	2.4%	2.5%
	% Change in City Tax Base (TV)	5.40%	3.51%	3.34%	3.50%	3.50%	3.50%
	% Site Plans Reviewed within 2 days	95%	100%	100%	100%	100%	100%
	% Land Divisions/Comb. Processed w/i 3 days	95%	100%	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	$3.17	$3.52	$3.78	*	*	*
	Activity Expenditures as % of General Fund	0.94%	1.02%	1.00%	1.10%	0.98%	1.05%

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

Assessing



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
City Assessor	1	1	1
Assessing Coordinator	1	1	1
Appraiser III	2	2	1
Appraiser III (P.T.)	0	0	1
Appraiser II	2	2	3
Appraiser I	1	1	1
Appraiser Aide	1	1	1
Total	8	8	9

Assessing

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

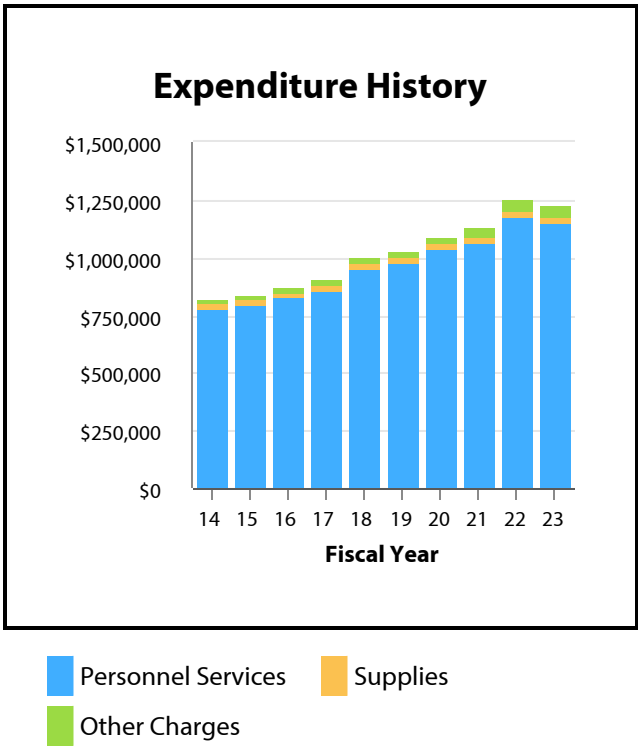
The total budget decreased by 2.2%.

Personnel Services - Total Decrease $30,520 or 2.6%

- Savings of $16,130 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $14,390 due to a reorganization of the office that resulted in a reduction in total personnel costs

Supplies - Total Supplies increased $470 or 1.7%, as a one-time transfer of funding was necessary in the prior year to cover an unanticipated cost increase in software support fees.

Other Charges - Total Other Charges increased $2,730 or 5.8%. An additional $1,870 is required for increased software maintenance contract costs including a nationwide sales and market comparable upgrade to the CoStar contract. $220 was added for professional memberships for one additional staff member. Educational funding increased $420 for additional State-required appraiser certification classes and a slight cost increase for the City Assessor to attend the Michigan Assessor's Association (MAA) annual conference. Rental costs rose $180, as office copiers are scheduled to be replaced in the current year and full-year lease payments will resume.



Capital - This office is scheduled to receive nine personal computers totaling $5,630 to replace the existing 5-year old units.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$1,067,630	$1,180,590	$1,030,590	$1,150,070	$1,150,070
Supplies	23,600	27,340	27,340	27,810	27,810
Other Charges	40,310	46,740	45,390	49,470	49,470
Total	$1,131,540	$1,254,670	$1,103,320	$1,227,350	$1,227,350

Financial Services

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

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 an Annual Comprehensive Financial Report is distributed to City Council and available to all residents.***
- ***To serve all water and sewer customers with accurate and timely billing and collections.***

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 information. This office prepares required work papers, schedules and financial statements to complete the annual external audit and the award winning Annual Comprehensive Financial Report (ACFR) 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 and related bill listings are generated for approval at each regularly scheduled City Council meeting.

The 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.■



Did you know…
…that residential water & sewer bills will be sent monthly beginning August 1, 2022?

Financial Services

2022/23 PERFORMANCE OBJECTIVES (Financial Services)

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

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

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

4. To design and implement a training program for City financial systems. *(City Goal 2, 3, 8)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Bank Statements Reconciled	220	228	93	240	48	48
	General Journal Entries Processed	1,639	1,631	1,345	1,630	1,400	1,400
	Accounts Payable Invoices Processed	15,499	14,447	15,288	15,000	16,100	16,000
	Accounts Payable Checks Issued	6,474	5,740	4,933	3,950	5,600	4,250
	# of ACH Payments Issued to Vendors	N/A	N/A	167	1,550	200	1,550
	# of Payments Paid via Virtual Payment Card	N/A	697	680	700	700	700
	Revenue from Virtual Pymt Card Rebate Program	9560	24,750	23,270	9,500	25,400	25,000
	Accounting Funds Maintained	31	31	33	31	33	33
	Federal Grants Tracked	28	28	46	31	35	35
	Audit Work papers Prepared	536	500	575	550	575	575
	Active Assets Tracked	5,462	5,533	5,805	5,600	5,700	5,700
	Active Vendors	N/A	N/A	N/A	3,000	2,000	2,100
	Payroll Checks & Deposit Notices Generated	18,915	19,089	20,456	24,000	21,000	21,000
Efficiency & Effectiveness	Avg. Days to Compile Monthly Financial Statements	12.0	12.0	14.0	14.0	14.0	14.0
	% of A/P Checks Issued Without Error	99.4 %	99.5 %	99.2 %	99.0 %	99.0 %	99.0 %
	% of Payroll Checks Issued Without Error	99.6 %	99.2 %	99.6 %	99.5 %	99.5 %	99.5 %
	% of Payments Paid Electronically	N/A	10.8	14.7	36.3	13.8	34.6
	Active Employees Receiving Compensation/Benefits	1,204	1,295	1609	1,630	1,650	1,650
	Financial Statement Correcting Entries by Auditors	0	0	0	0	0	0
	Financial Admin. of Federal Grant Expenditures	$2,437,657	$2,249,130	$8,269,260	$2,000,000	$9,500,000	$9,500,000
	Cost for an Independent Auditor to Perform Audit	$106,600	$112,650	$112,435	$117,050	$114,704	$117,018
	Years Rec'd GFOA Annual Comprehensive Financial Report Award	31	32	33	34	34	35
	Cost to Process an Accounts Payable Invoice	$9.73	$10.46	$10.22	*	*	*
	Cost of Payroll Service Per Employee	$319	$356	$342	*	*	*
	Activity Expenditures as % of General Fund	0.78 %	0.89 %	0.84 %	1.56 %	1.49 %	1.61 %

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

Financial Services

2022/23 PERFORMANCE OBJECTIVES *(Utility Services)*

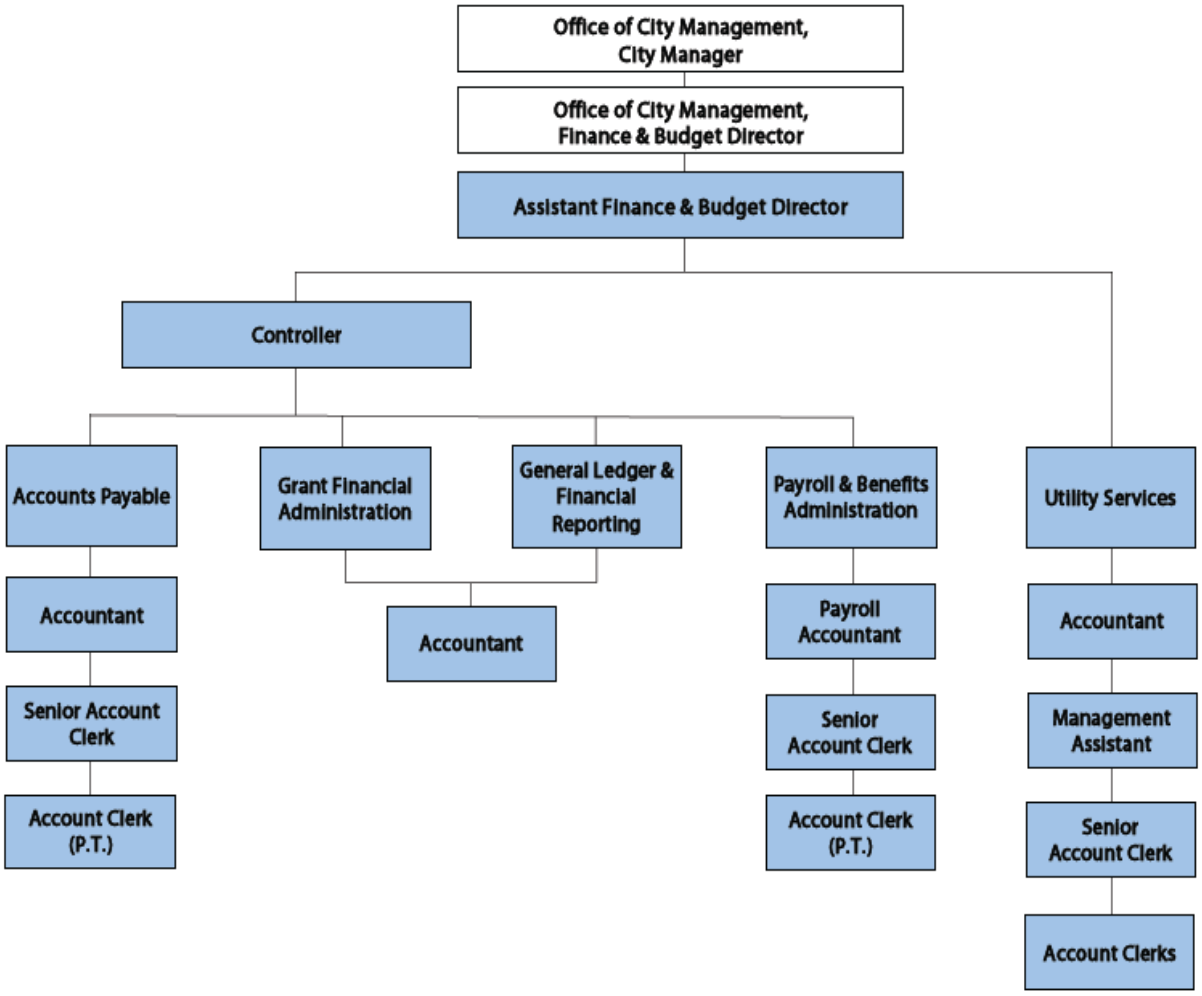
1. To successfully implement monthly water billing. *(City Goal 1, 2, 3, 4)*

2. To continue to promote paperless water billing and water bill auto pay. *(City Goal 24, 25)*

3. To analyze payment methods available, and implement additional payment options for residents. *(City Goal 1, 7, 23)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Water and Sewer Bills Issued	191,258	190,964	188,998	191,500	190,000	450,000
	E-Bills Issued	N/A	N/A	2,632	4,600	7,680	93,600
	Final Water Bills Prepared	1,083	908	1,477	1,500	1,500	1,000
	Water & Sewer Customer Bill Online Retrievals	56,310	63,930	75,141	68,000	80,000	80,000
	Water & Sewer Auto Pay Customers	2,225	2,274	2,255	2,350	2,260	5,000
	Water & Sewer Budget Billing Customers	75	72	79	80	80	80
	Service Orders Processed by Utility Billing	3,324	2,628	3,382	3,600	3,000	3,600
	Water Bill Adjustments	2,966	2,146	1,125	2,600	6,000	6,000

Financial Services



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Assistant Finance & Budget Director	0	0	1
Controller	1	1	1
Utility Services Manager	0	1	0
Payroll Accountant	1	1	1
Accountant	1	2	3
Management Assistant	0	1	1
Senior Account Clerk	2	3	3
Account Clerk	0	1	2
Account Clerk (P.T.)	2	2	2
Total	7	12	14

Financial Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

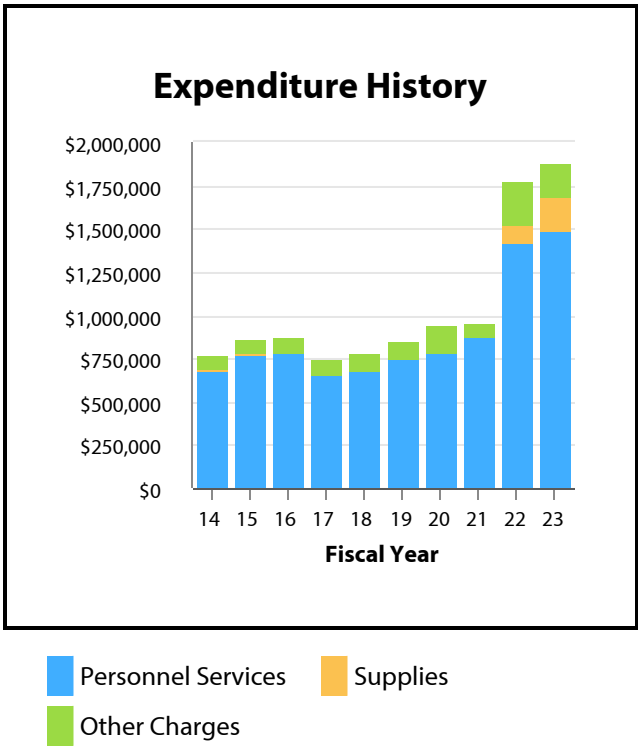
The total budget increased by 6.1%.

Personnel Services - Total Increase $67,940 or 4.8%

- $56,000 due to the replacement of the Utility Services Manager with the Assistant Finance and Budget Director at a higher wage scale
- $34,140 due to contractual wage adjustments, offset by:
- Savings of $16,870 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $6,400 due to changes in health insurance coverages, partially offset by a health insurance rate increase

Supplies - Total Supplies increased $89,160 or 83.3% primarily due to increased postage costs for the transition to monthly water bills for residential customers, which was implemented during the current year.

Other Charges - Total Other Charges decreased $47,910 or 19.5%. Contracted services can be reduced $55,000 due to the one-time necessary funding of financial and utility management consulting services in the prior year. Software maintenance costs fell $6,970 based on the current year's estimated expenditure usage. Funding for office copier rental can be reduced, saving $290.



Printing costs increased $14,180 primarily due to the transition to monthly residential water bills. Educational funding increased $140 for additional training for staff.

Capital - There is no Capital proposed for this office.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$874,170	$1,422,730	$1,334,570	$1,490,670	$1,490,670
Supplies	6,050	106,980	106,630	196,140	196,140
Other Charges	79,260	246,310	237,340	198,400	198,400
Total	$959,480	$1,776,020	$1,678,540	$1,885,210	$1,885,210

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.***

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.***

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, and Internet purchases of office supplies. Determination is made for equipment replacement, service contracts, and/or vendor performance.■



Did you know…
…the Office of Purchasing reviews all departmental purchase orders for accuracy prior to issuance?

Purchasing

2022/23 PERFORMANCE OBJECTIVES

1. To increase vendor participation in the competitive process by adjusting to the current marketplace supply chain and utilizing several options to acquire competitive pricing, including quotes, invitations to bid, requests for proposal, etc., based on market needs. *(City Goal 1, 2)*

2. To create a process that allows for electronically submitted quotes in a secured email environment in order to uphold the integrity of the purchasing system. *(City Goal 7, 23)*

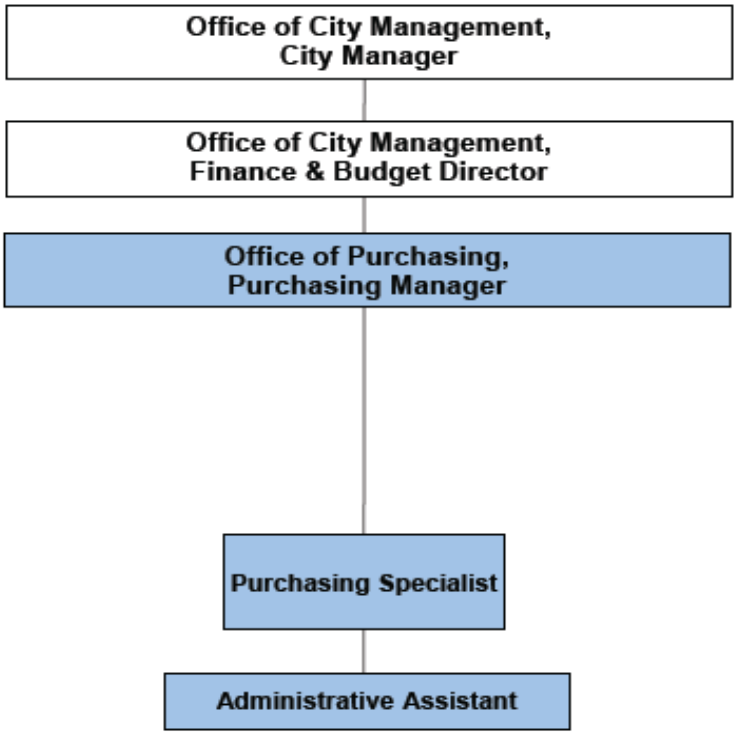
3. To review and update the Request for Proposal (RFP) process using best practices, with the intent of creating a more user-friendly document and improving expectations through the competitive RFP process. *(City Goal 1, 2)*

4. To evaluate staffing roles within the Purchasing Department, and revise for growth and succession planning. *(City Goal 5)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Purchase Orders Processed	1,331	1,340	1,421	1,300	1,472	1,325
	Bid Solicitation Occurrences	58	75	49	70	73	53
	Total # of Bid Responses Reviewed	162	336	189	200	198	200
	Electronic Bids Reviewed	61	129	189	200	198	200
	Surplus Item Auctions Conducted	78	77	65	75	46	65
	Agenda Items Presented to City Council	134	110	124	120	144	120
	Written Quotation Solicitation Occurrences	1	1	3	3	8	12
	Written Quotation Responses Reviewed	6	2	13	6	28	36
	# of Employees Assigned a Purchasing Card	72	76	71	75	75	75
	Purchasing Card Transactions	4,521	3,910	3,736	3,500	3,322	3,400
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	13,815	14,159	16,842	15,500	16,566	16,500
	Revenue from Sale of Surplus Property	$54,604	$46,270	$100,637	$40,000	$85,075	$50,000
	Dollar Value of Purchasing Card Transactions	$685,349	$805,003	$752,376	$550,000	$795,242	$840,000
	Cost to Issue a Purchase Order	$64	$65	$62	*	*	*
	Average Cost to Go Out to Bid	$1,237	$1,218	$1,244	*	*	*
	Total Dollar Value of Purchase Orders	$54.7M	$81.2M	$60.1M	$60.0M	$64.0M	$67.0M
	Revenue from Purchasing Card Rebate Program	$10,397	$9,730	$8,931	$10,500	$9,940	$10,500
	Activity Expenditures as % of General Fund	0.39%	0.43%	0.34%	0.43%	0.41%	0.36%

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

Purchasing



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Purchasing Manager	1	2	1
Purchasing Specialist	1	1	1
Administrative Assistant	1	1	1
Total	3	4	3

Purchasing

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 12.8%.

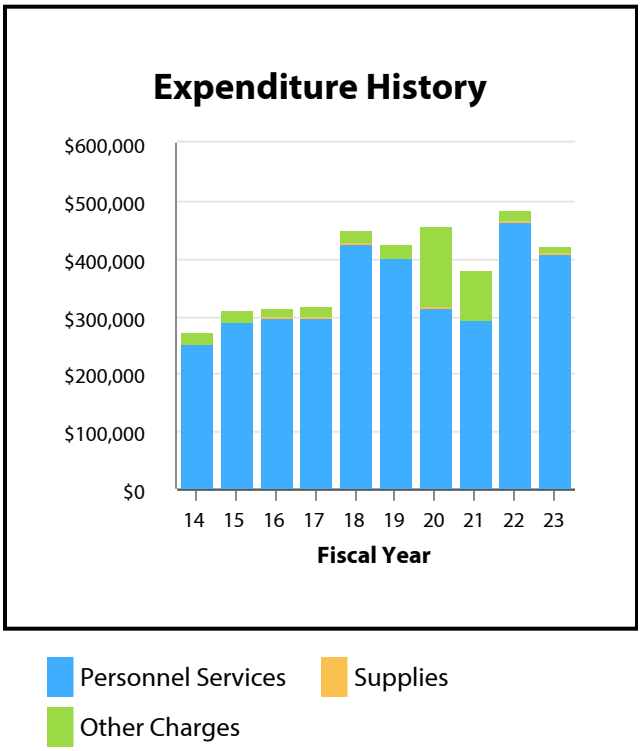
Personnel Services - Total Decrease $55,210 or 11.9%

- Savings of $62,960 due to the advanced hiring of a Purchasing Manager in the prior year
- Savings of $6,150 due to a decrease in the required contributions to pension and retiree medical systems, partially offset by:
- $14,140 increase due to contractual wage adjustments

Supplies - Total Supplies is proposed to remain the same at $1,460.

Other Charges - Total Other Charges decreased $6,980 or 38.6%. $15,000 was saved as scanning budgets will now be accounted in each department. Rental costs can be reduced by $100 based on revised copier lease fees. $7,500 was added for the first year set-up charge and implementation of a contract management software system that will allow Purchasing and other departments to automate and manage contracts in a centralized database. $620 was added for one new professional membership and a slight increase in existing membership fees.

Capital - There is no Capital proposed for this office.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$293,420	$465,660	$445,800	$410,450	$410,450
Supplies	990	1,460	1,460	1,460	1,460
Other Charges	86,530	18,090	17,390	11,110	11,110
Total	$380,940	$485,210	$464,650	$423,020	$423,020

Treasury

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

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.***

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. 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. ■



Did you know…
…that you can access a printer-friendly copy of your property tax bill on the city website?

Treasury

2022/23 PERFORMANCE OBJECTIVES

1. To investigate the use of Electronic Lockbox (ELB) to streamline electronic payments for taxpayer using their personal online banking system. *(City Goal 1, 2, 3, 4, 23)*

2. To implement electronic processing of property tax payment exceptions. *(City Goal 1, 3)*

3. To implement check scanning for the processing of daily deposits. *(City Goal 1, 3)*

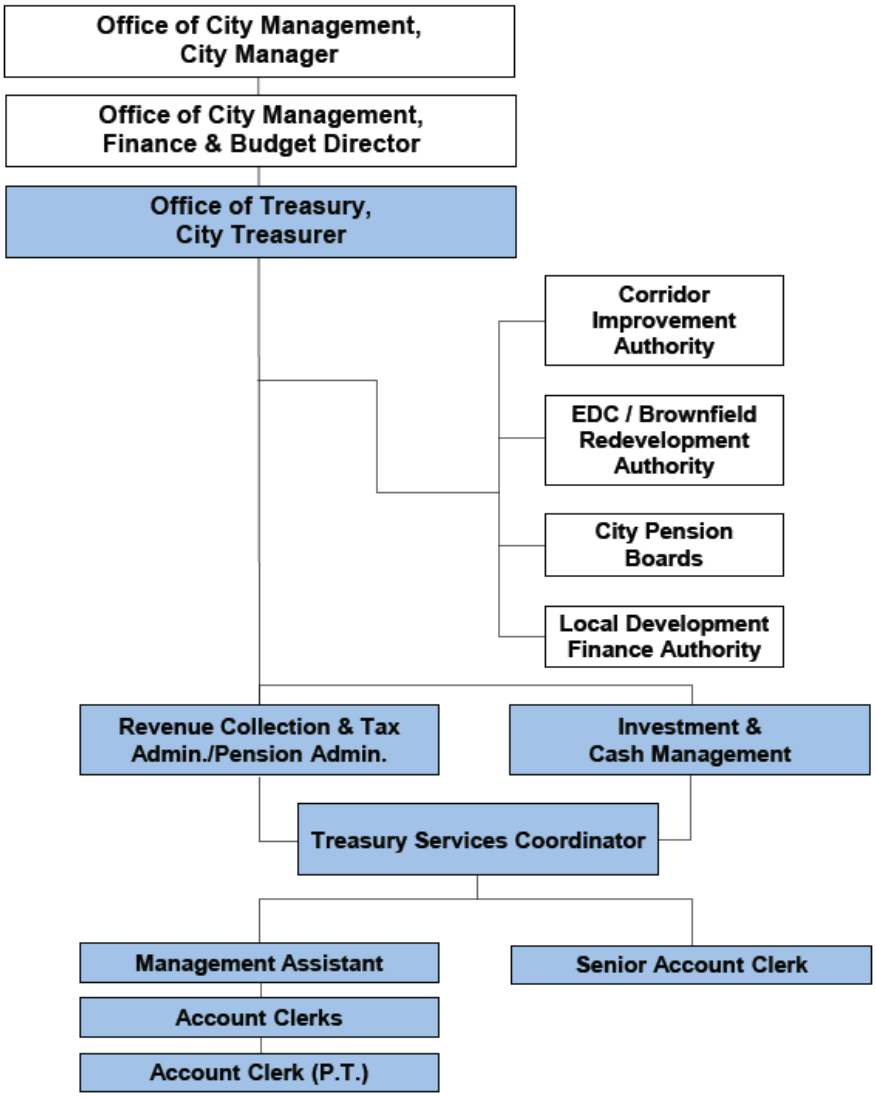
4. To create a resident Q&A forum for tax bill issues. *(City Goal 24)*

5. To centralize online payment processing, and investigate the possible creation of user accounts. *(City Goal 3, 4, 8, 23)*

6. To establish online payments for the Office of Planning. *(City Goal 1, 2, 3, 23)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Tax Bill Payments Processed - Manually (incl. partials)	28,486	23,843	37,120	24,000	25,000	25,000
	Tax Bill Payments Processed - Electronically (escrows)	33,989	34,562	34,318	34,000	34,500	35,000
	Tax Bill Payments Processed - Lock Box	24,735	23,896	24,322	27,000	27,000	27,000
	Tax Bill Payments Processed - Online (website)	5,878	7,206	10,456	10,000	11,000	11,500
	Special Assessment Parcels Billed	46	43	44	80	85	85
	Invoices Billed	3,693	2,387	3,734	3,000	3,000	4,000
	Investments Bought/Sold - Number of Transactions	204	294	194	250	160	200
	Resident Tax Online Retrievals	71,935	79,034	105,712	90,000	90,000	90,000
	Cash Receipts Processed by Treasury Personnel	60,778	48,517	45,263	55,000	55,000	55,000
	Citywide Online Payments Received	59,359	48,659	76,095	80,000	80,000	80,000
	Dollar Value of All Online Transactions (Millions)	$11.4	$9.3	$36.7	$30.0	$40.0	$40.0
	Defined Contribution Active Employees	135	157	167	146	160	180
	Defined Benefit Active GERS Employees	83	77	70	70	70	67
	Defined Benefit Active PFRS Employees	232	235	252	255	255	255
	GERS Retirements Processed	6	6	9	4	4	4
	GERS Retirees/Beneficiaries Receiving Benefits	365	363	357	362	362	362
	Pension Calculations Prepared (P&F and GERS)	37	33	31	30	30	30
Efficiency & Effectiveness	% of Real & Personal City Prop. Tax Levy Collected	98%	98%	98%	97%	97%	98%
	% of Prop. Tax Parcels Turned Delinquent to County	5.00%	4.70%	5.56%	4.50%	4.50%	5.00%
	Average Rate of Return on Investments	2.27%	2.19%	0.74%	1.00%	1.00%	1.00%
	Average 2-Year T-Note Rate	1.95%	1.87%	0.68%	1.00%	1.00%	1.00%
	% of Portfolio Invested in Active Market	84.5%	84.4%	79.4%	85.0%	85.0%	85.0%
	Total Interest Earnings - Budgeted Funds (Millions)	$2.9	$2.3	$0.9	$1.5	$0.5	$0.4
	P&F Pension System - % Funded (per actuarial val.)	65.3%	58.5%	61.3%	57.3%	61.0%	61.0%
	GERS - % Funded (per actuarial val.)	78.6%	76.1%	77.3%	74.2%	77.0%	77.0%
	Ratio of Active GERS Employees to GERS Retirees	1:4.40	1:4.71	1:5.10	1:5.17	1:5.17	1:5.10
	GERS Internal Rate of Return GASB	5.4%	5.4%	30.3%	7.3%	7.3%	7.3%
	PFRS Internal Rate of Return GASB	7.2%	7.2%	34.2%	7.3%	7.3%	7.3%
	Ratio of Active P&F Employees to P&F Retirees	1:1.52	1:1.54	1:1.58	1:1.46	1:1.6	1:1.6
	Activity Expenditures as % of General Fund	1.08%	1.12%	1.12%	0.82%	0.77%	0.79%

Treasury



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
City Treasurer	1	1	1
Treasury Services Coordinator	1	1	1
Accountant	1	0	0
Management Assistant	2	1	1
Senior Account Clerk	1	1	1
Account Clerk	2	2	2
Account Clerk (P.T.)	3	1	1
Total	11	7	7

Treasury

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

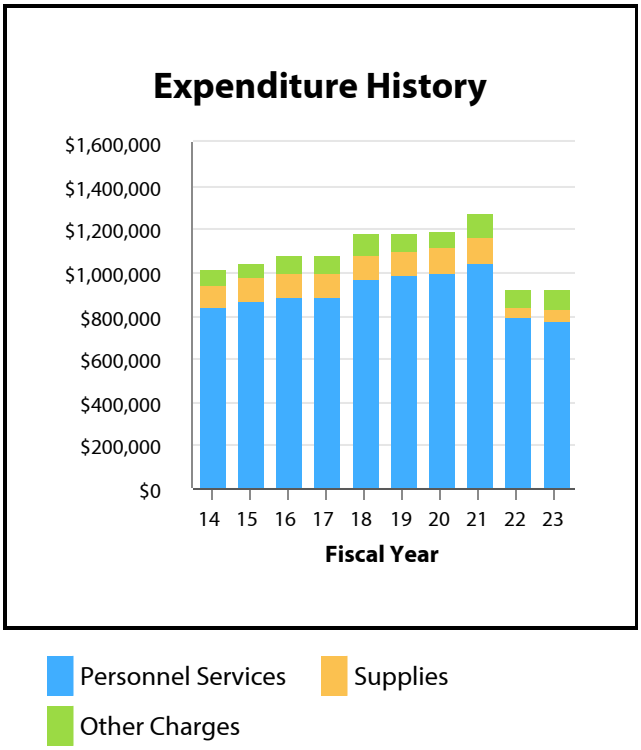
The total budget decreased by 0.2%.

Personnel Services - Total Decrease $12,040 or 1.5%

- Savings of $16,400 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $11,750 in full-time wages due to staff turnover, partially offset by:
- An increase of $6,670 in part-time wages due to additional hours
- An increase of $9,520 in health insurance primarily due to changes in coverages

Supplies - Total Supplies increased $840 or 1.6% based on a more accurate projection of expenditures in this office since the prior year transfer of the Water Billing function to the new Utility Services division within Financial Services.

Other Charges - Total Other Charges increased $9,540 or 10.9%. Contracted services increased $7,000 primarily due to the higher costs of printing tax bills. Funding for software support increased $6,280 as a one-time transfer of funds to Financial Services was necessary in the prior year for BS&A software customization fees due to mass utility billing changes. Existing support agreements for BS&A, false alarm billing, and investment software also increased. $800 was added for an annual equipment maintenance agreement for the cash counting machine and an additional $300 was added for the Treasurer's attendance at the Michigan Municipal Treasurers Association (MMTA) Advanced Institute. Credit card service fees decreased $4,250 based on the current year's projected expenditures. $460 was saved, as tax publications will only need to be published in one newspaper.



Capital - There is no Capital proposed for this office.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$1,042,470	$790,780	$726,620	$778,740	$778,740
Supplies	127,080	51,200	52,000	52,040	52,040
Other Charges	104,760	87,480	92,260	97,020	97,020
Total	$1,274,310	$929,460	$870,880	$927,800	$927,800

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 website
- 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

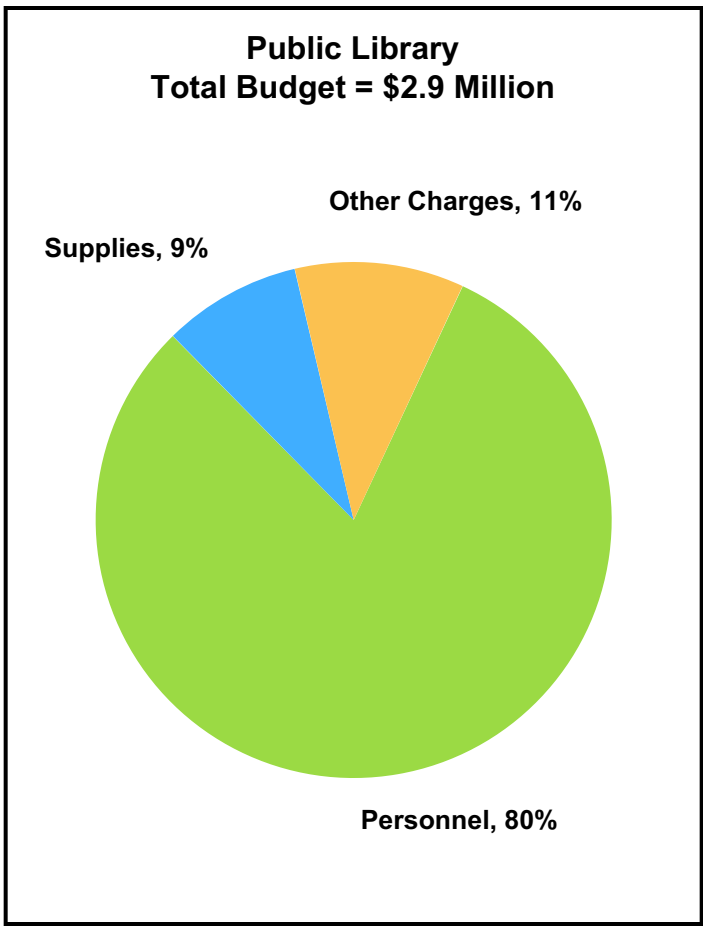
- Reference/information retrieval
- Provides bibliographic instruction
- Collection development and evaluation
- Provides outreach service to senior citizen residences & the homebound
- Processes deposit collections and extension loans
- Maintains periodical and newspaper collections
- Provides Readers' 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
- Provides home delivery service

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
- Shelves materials for user access

DEPARTMENT AT A GLANCE

Public Library Department





PERSONNEL SUMMARY

	2022/23 Full Time	2022/23 Part Time
Public Library	13	26
Total Department	13	26



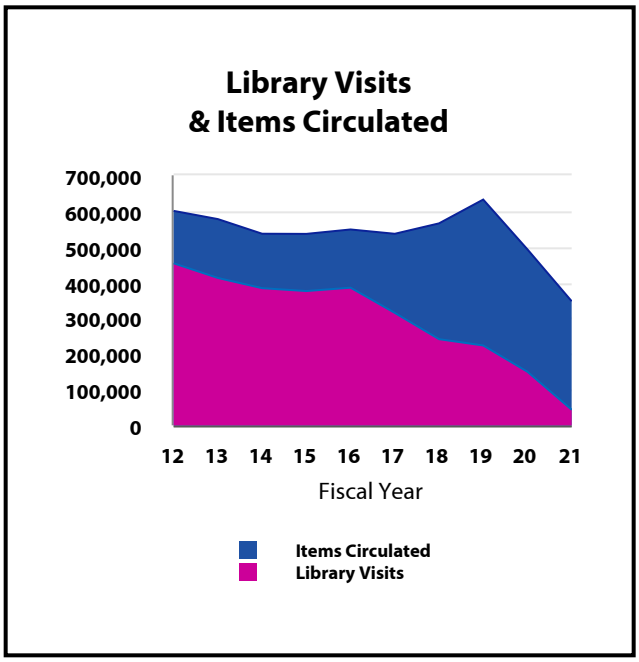
FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget	% Change From 21/22
Public Library	$2,809,710	$2,828,450	$3,012,040	$2,940,270	-2.4%
Total Department	$2,809,710	$2,828,450	$3,012,040	$2,940,270	-2.4%
Personnel Services	$2,291,920	$2,310,670	$2,428,830	$2,349,170	-3.3%
Supplies	236,760	244,750	247,750	252,690	2.0%
Other Charges	281,030	273,030	335,460	338,410	0.9%
Total Department	$2,809,710	$2,828,450	$3,012,040	$2,940,270	-2.4%

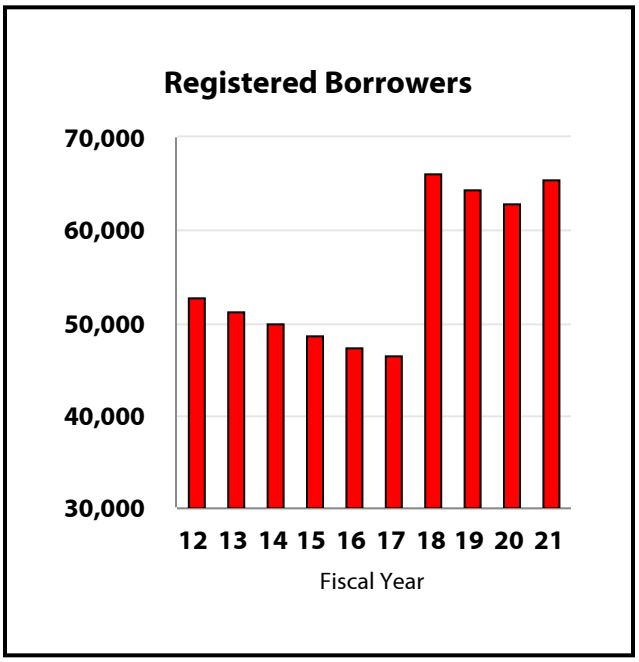
Excludes Historical Commission.

KEY DEPARTMENTAL TRENDS

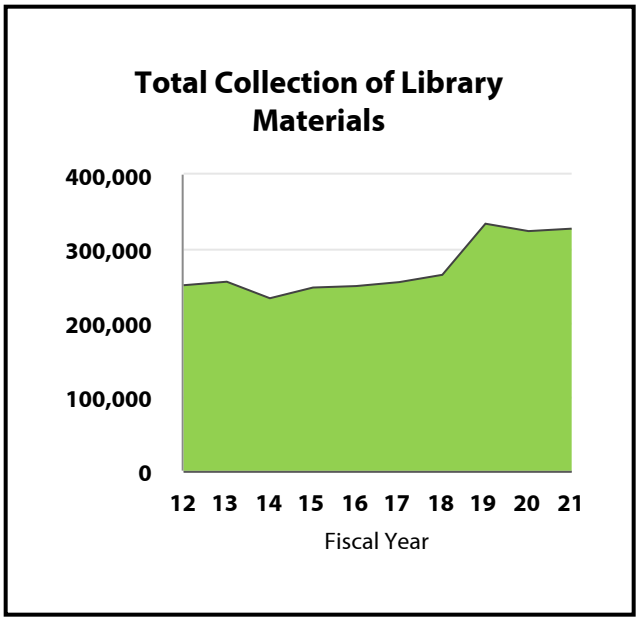
Public Library Department



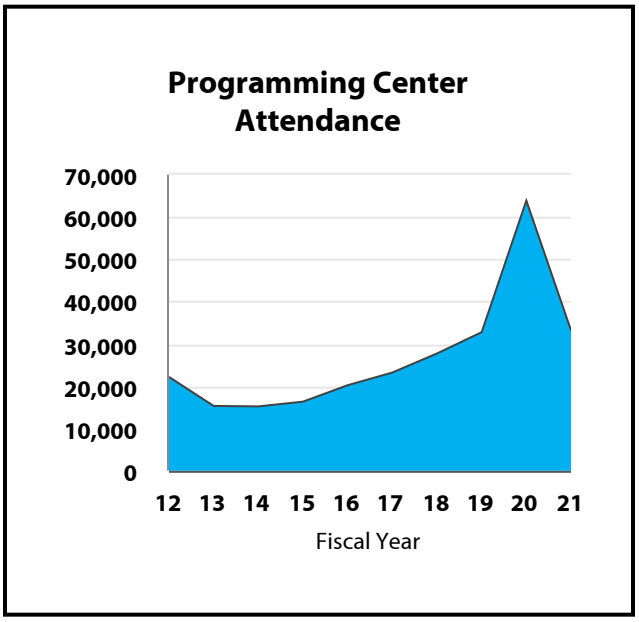
Library attendance continued to decline in 2021 due to the COVID-19 pandemic. The Library closed to the public in March 2020 and remained closed until January 2021. In 2021, 43,640 visits were recorded and 347,536 items were circulated. The library continued curbside pickup of library materials, which 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 327,042 materials on-hand, or an average of 2.47 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 COVID-19 pandemic. Program attendance returned to pre-pandemic levels in 2021.

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.***

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.***

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, an interactive art board, and other early literacy materials.

The Library's website, 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. Home delivery service is also available for those not able to get to the Library.

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.■

Did you know…
…the Library has a Maker Space where patrons can use a 3D printer, Cricut machine, sewing machine, button maker, die-cuts, and Adobe Suite software?

Library

2022/23 PERFORMANCE OBJECTIVES

1. 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)*

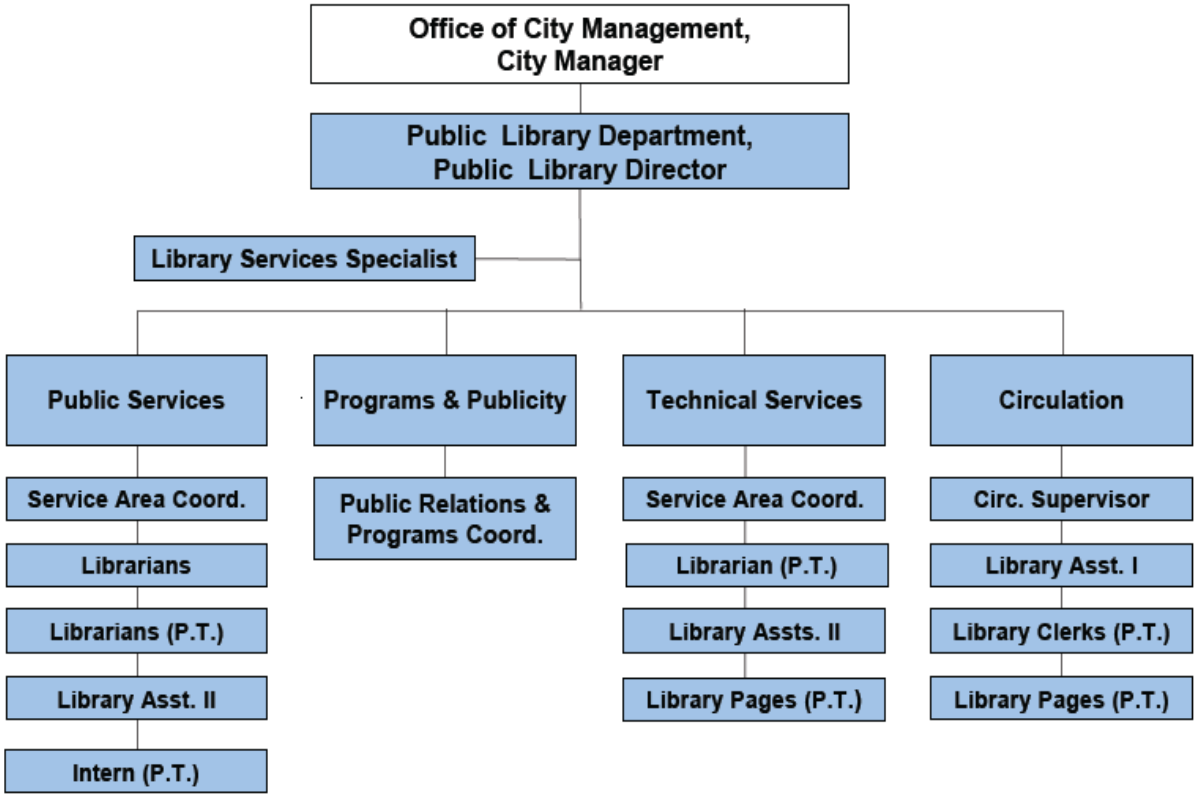
2. To develop and begin to implement the Library's Strategic Plan. *(City Goal 1, 4, 6, 19)*

3. To implement program to allow patrons to borrow bicycles to explore city parks . *(City Goal 1, 4, 6, 19)*

4. To investigate the feasibility of a drone delivery program for library materials. *(City Goal 1, 4, 6, 19)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Library Registered Borrowers	64,449	62,882	65,530	65,000	65,000	65,000
	Library Visits	223,577	149,962	43,640	240,000	100,000	150,000
	Virtual Visits to the Library's Website	494,552	420,272	525,849	460,000	480,000	460,000
	Total Collection of Physical Library Materials	222,504	210,054	211,786	215,000	215,000	215,000
	Total Collection of Digital Library Materials	111,228	113,673	115,256	120,000	115,000	120,000
	Physical Items Circulated	507,227	381,007	235,292	260,000	300,000	325,000
	Digital Items Circulated	124,930	111,667	112,244	112,000	110,000	110,000
	Number of Programs	618	519	374	500	450	500
	Program Attendance	32,751	63,867	33,198	45,000	25,000	30,000
	Reference & General Information Requests	54,365	42,828	50,613	45,000	45,000	45,000
	Annual Hours of Library Operation	2,928	2,212	2,731	2,900	2,900	2,900
	In-Library Use of Materials	33,526	18,710	0	15,000	12,000	15,000
	# of Items-Loaned to Other Libraries	61,875	49,901	69,814	60,000	60,000	60,000
	# of Items Borrowed from Other Libraries	68,940	54,225	71,081	62,000	62,000	62,000
	Electronic Database Usage	125,076	100,896	109,077	100,000	100,000	100,000
	Public Internet Computer Sessions	49,808	35,843	9,507	30,000	20,000	20,000
	Wireless Computer Users	137,384	92,418	12,585	120,000	15,000	20,000
	Outreach Visits	130	130	305	300	300	300
Efficiency & Effectiveness	Volunteer Hours	8,321	5,917	1,595	6,000	5,000	5,000
	Donations Added to Collection	1,109	1,602	125	1,000	500	500
	Total Room Usage	1,600	1,126	16	1,600	2,000	2,400
	Registered Borrowers as a % of Population	49%	48%	50%	49%	49%	49%
	Library Materials per Capita	2.53	2.45	2.47	2.53	2.49	2.52
	Circulation of Materials per Capita	4.80	3.73	2.63	2.81	3.09	3.28
	% of Hold Material Requests Filled within 30 days	81%	78%	88%	82%	80%	80%
	Full-time Equivalent Staff Per 1,000 Population	0.20	0.20	0.20	0.20	0.20	0.20
	Library Cost Per Capita	$20.58	$21.13	$21.39	$22.73	$21.20	$22.15
	Total Cost Per Library Registered Borrower	$42.06	$44.36	$43.16	$46.34	$43.21	$45.23
	Activity Expenditures as % of General Fund	2.48%	2.63%	2.49%	2.65%	2.49%	2.51%

Library



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
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	12	10
Intern (P.T.)	1	1	1
Total	39	41	39

Library

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

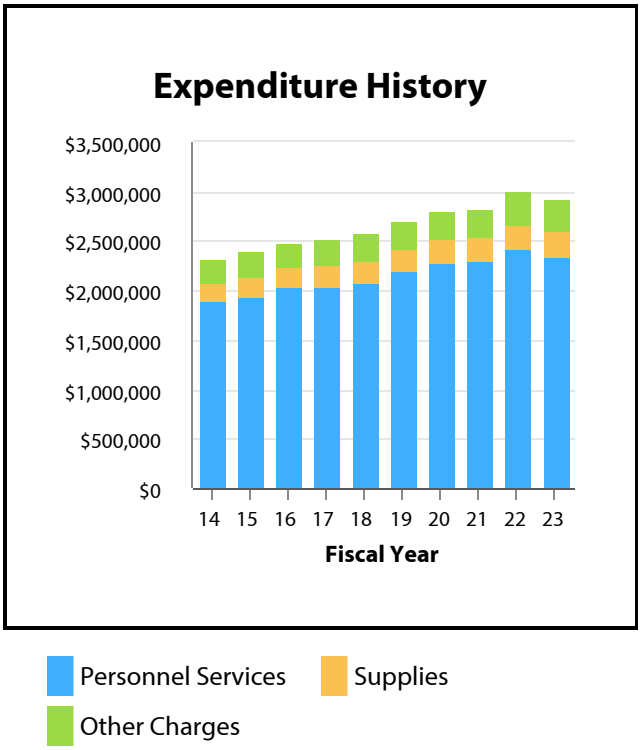
The total budget increased by 2.4%.

Personnel Services - Total Decrease $79,660 or 3.3%

- Savings of $35,770 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $26,910 due to a decrease in part-time wages based on recent trends
- Savings of $13,280 due to a reduction in the required reserve for potential retirements
- Savings of $31,750 in full-time wages due to staff turnover, partially offset by:
- $36,650 increase for contractual wage adjustments

Supplies - Total Supplies increased $4,940 or 2.0%. Funding increased $3,540 to expand the Library's digital book collection. $750 was added for additional audiovisual materials. Operating supply costs increased $390 due to an inflationary cost increase in book processing supplies.

Other Charges - Total Other Charges increased $2,950 or 0.9%. Contracted services increased $10,590 and includes continued funding for a consultant to develop the strategic plan for Library programming and services. $10,540 was also added for a managed Library Chat Service. The increase was offset by a decrease due to the one-time receipt of grant funds in the prior year. Rental costs increased $4,240 due to rate increases from the Cooperative for the Library's computer system and for copier lease fees. The Library Cooperative membership fee increased $4,130, which is tied to higher state aid. Utility costs decreased $20,000 based on the current estimated expenditure usage.



Capital - Total Capital of $155,780 is proposed and includes $110,000 for Library Elevator Modernization, $32,400 for Shelving End Panel Replacement, and $11,500 for an Interior Sliding Door. The Library is scheduled to receive three personal computers totaling $1,880.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$2,310,670	$2,428,830	$2,255,940	$2,349,170	$2,349,170
Supplies	244,750	247,750	247,750	252,690	252,690
Other Charges	273,030	335,460	305,020	338,410	338,410
Total	$2,828,450	$3,012,040	$2,808,710	$2,940,270	$2,940,270

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 Service Unit*** – 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
- ***Social Worker*** – responds to issues related to mental health concerns and homelessness
- Coordinates with the Safe Homes Task Force to address hoarding issues

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

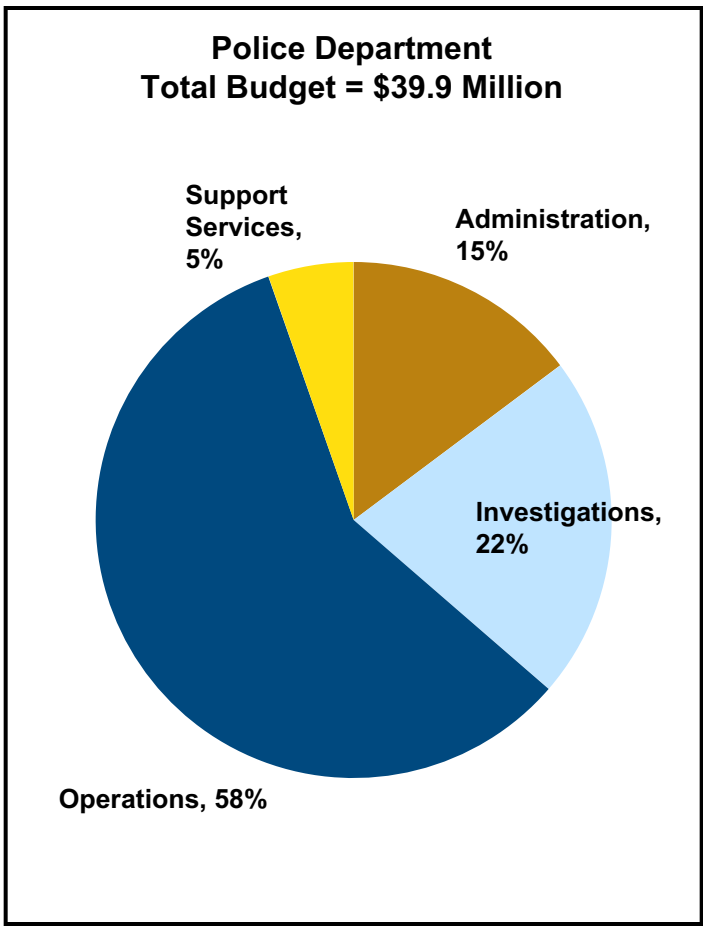
- *Traffic Safety Bureau* – investigates vehicle accidents, assists the injured, enforces traffic codes
- Coordinates all Crossing Guard activity with Warren Consolidated and Utica Community Schools
- *Patrol Bureau* – suppresses criminal wrong-doing, first response to emergencies, enforces State and 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





PERSONNEL SUMMARY

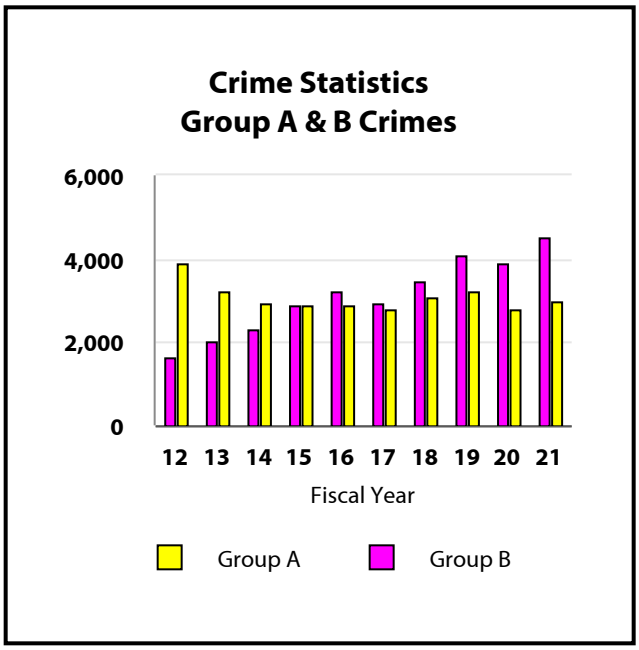
	2022/23 Full Time	2022/23 Part Time
Police Administration	18	0
Police Investigations	43	0
Police Operations	108	30
Police Support Services	15	1
Total Department	184	31

FUNDING LEVEL SUMMARY

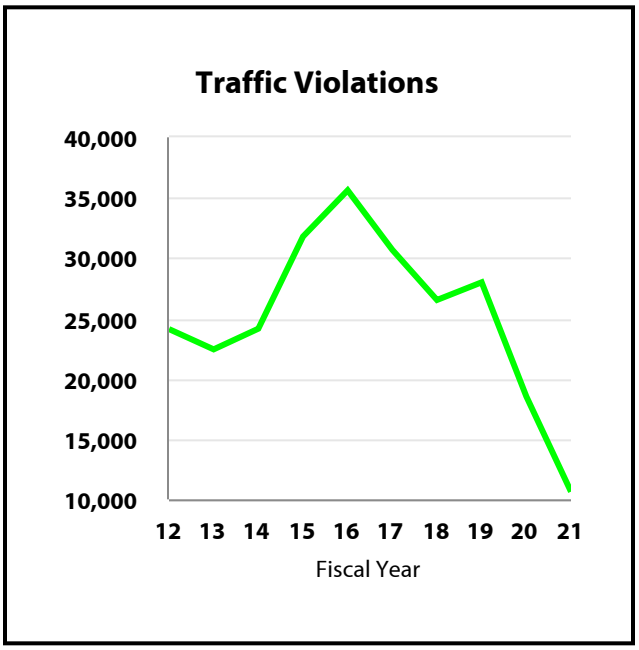
	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget	% Change From 21/22
Police Administration	$5,520,240	$5,652,570	$5,851,520	$5,892,800	0.7%
Police Investigations	7,607,950	7,752,700	8,391,010	8,603,780	2.5%
Police Operations	19,592,060	20,819,950	22,683,870	23,227,550	2.4%
Police Support Services	1,831,540	2,048,750	2,174,160	2,134,290	-1.8%
Total Department	$34,551,790	$36,273,970	$39,100,560	$39,858,420	1.9%
Personnel Services	$31,420,640	$33,080,810	$35,997,550	$37,025,100	2.9%
Supplies	122,930	168,920	195,900	121,030	-38.2%
Other Charges	3,008,220	3,024,240	2,907,110	2,712,290	-6.7%
Total Department	$34,551,790	$36,273,970	$39,100,560	$39,858,420	1.9%

KEY DEPARTMENTAL TRENDS

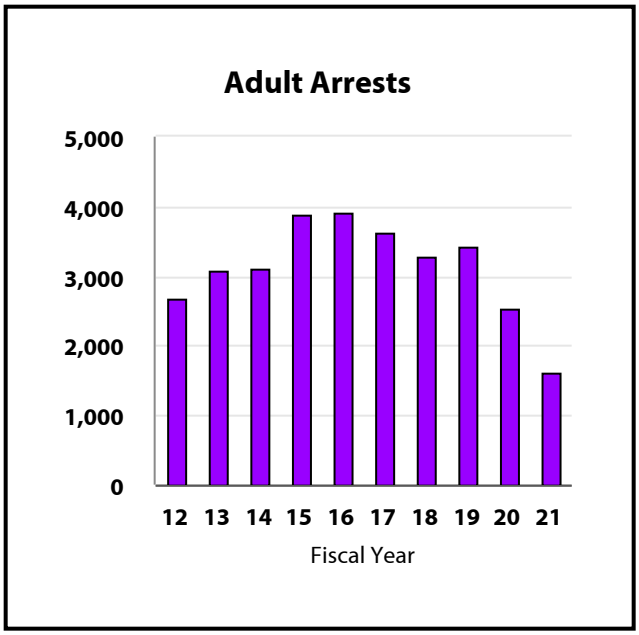
Police Department



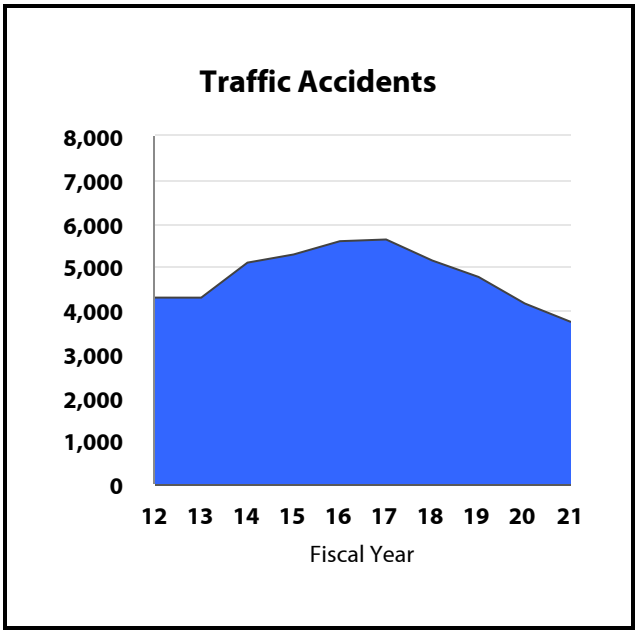
Although Group B crime rates have increased somewhat over the past five years, overall crime rates are significantly lower than the national average. Sterling Heights has been named the safest big city in Michigan according to FBI crime statistics. Group A crimes include murder, robbery, burglary, car 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 and 2021 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 and 2021 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 3,725 in 2021, 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.***

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.***

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 also responsible for media relations, and manages responses to citizen complaints and inquiries.

The Police Chief is assisted by a Deputy Police Chief and three Captains. The Deputy Police Chief provides administrative support, handles special projects, assists in the development of policies and procedures, and aids in the development and administration of the annual budget. The Deputy Police Chief also assists the Chief in selection, placement, training, safety, and discipline of personnel. The Police Captains each command one the three divisions within the department.

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

The Community Service Unit 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. The department Social Worker handles issues concerning mental health throughout the City.

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.■



Did you know…

…that Police Administration employs a social worker that focuses on homelessness and mental health issues throughout the City?

Police Administration

2022/23 PERFORMANCE OBJECTIVES

1. To integrate the newly acquired citywide social worker position into the department for help with mental health issues that occur throughout the City. *(City Goal 1, 9, 24)*

2. To develop and implement the duties of the newly formed Directed Patrol Unit, which will increase visibility in neighborhoods in order to target traffic complaints and increase presence in the commercial and retail centers. *(City Goal 1, 9, 13)*

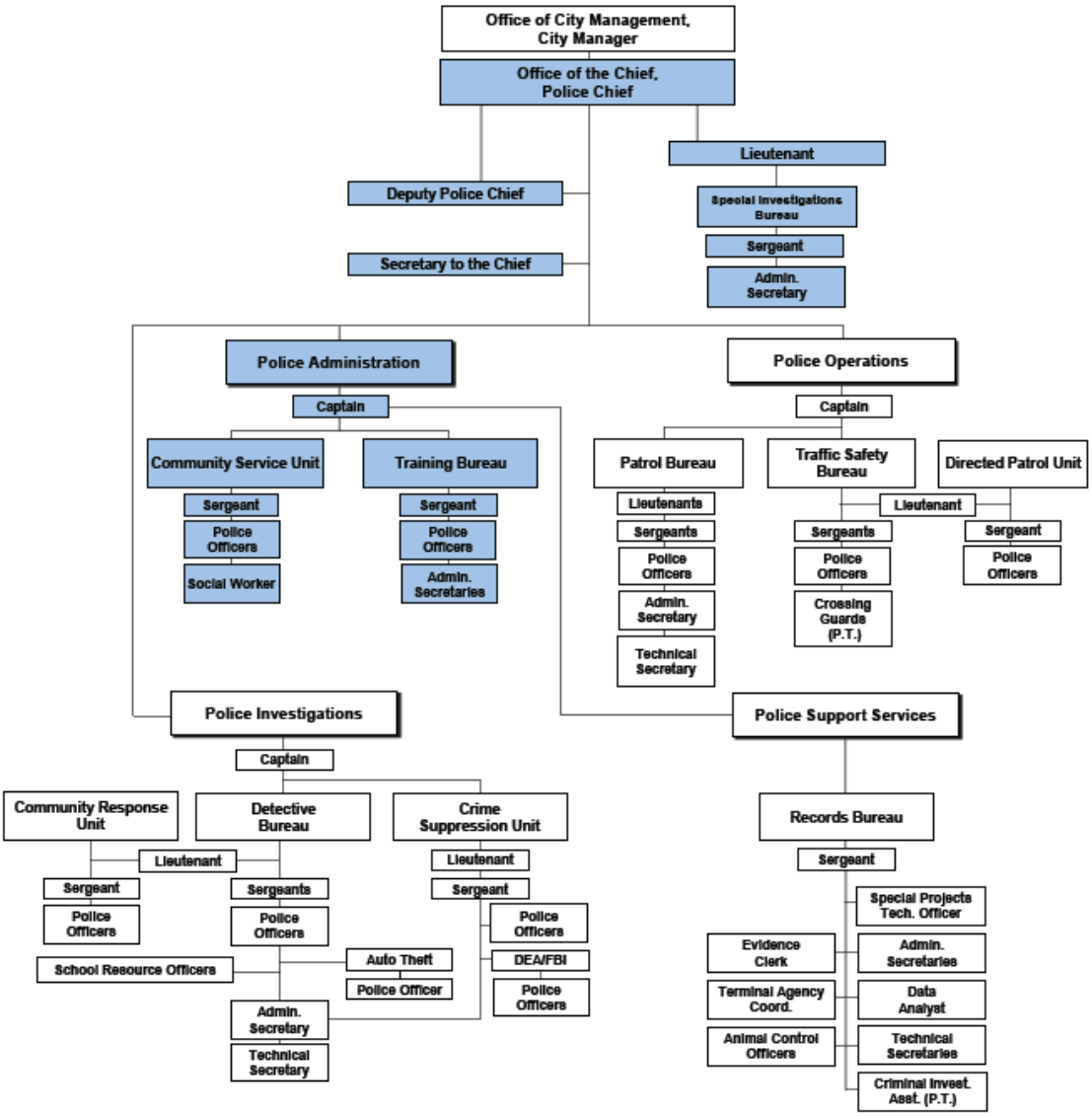
3. To expand services within the Community Service Unit through the addition of two officers, which will increase presence within the schools, parks and community events. *(City Goal 1, 9, 10, 12, 13)*

4. To release the new Transparency Dashboard to the community, which shows all police activities and citizen contacts. *(City Goal 1, 10, 14, 23, 24)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Public Education Programs Presented	41	23	319	362	412	412
	Security/Safety Presentations	14	11	45	20	50	50
	Elementary and Middle School Programs	25	10	10	190	190	190
	Citizen's Police Academy Programs	2	2	2	2	2	2
	Drug Outreach Program-QRT/Hope Not Handcuffs	N/A	N/A	262	150	170	170
	General Orders Issued or Amended	8	42	126	15	26	20
	School Safety Program - Students Impacted	1,686	928	1500	1,700	1,700	1,700
	Training Seminars Attended - Department-wide	321	347	210	400	390	400
	Employment Background Investigations	152	336	328	100	90	100
	Internal Affairs Investigations	31	46	77	50	45	50
	Liquor License Background Investigations	2	7	9	5	5	5
	Other Special Investigations Bureau Investigations	161	129	146	75	80	80
	Liquor & Tobacco Inspections/Observations	155	104	41	150	145	150
	Liquor License Violations	14	4	2	10	8	10
	CORE Deployments	N/A	N/A	114	300	350	200
	COPS Program Participants	16	17	11	26	30	30
	Citizen's Police Academy Participants	29	50	30	50	50	50
Efficiency	Employment Background Investigations - % Hired	69%	80%	93%	85%	77%	80%
	# of Complaints per Officer	0.01	0.24	0.04	0.03	0.05	0.05
	Average Cost of an Administrative Investigation	$793	$802	$838	*	*	*
	Average Liquor License or Tobacco Inspection Cost	$92	$109	$97	*	*	*
	Department Cost per Capita	$257	$262	$274	$295	$290	$301
	Division Expenditures as % of General Fund	4.90%	5.18%	4.97%	5.15%	5.18%	5.03%

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

Police Administration



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Chief of Police	1	1	1
Deputy Police Chief	0	0	1
Captain	1	1	1
Lieutenant	1	1	1
Sergeant	3	3	3
Police Officer	2	4	4
Social Worker	0	1	1
Secretary to Chief	1	1	1
Administrative Secretary	5	5	5
Total	14	17	18

Police Administration

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

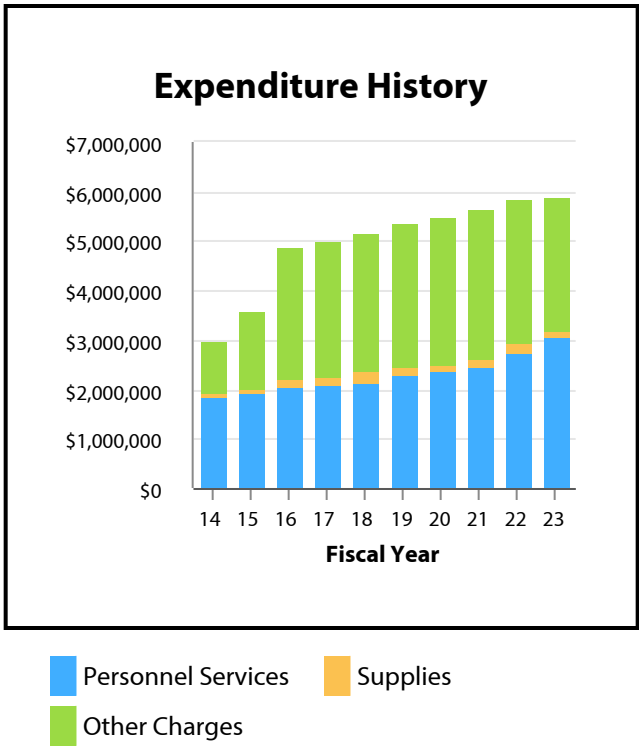
The total budget increased by 0.7%.

Personnel Services - Total Increase $310,970 or 11.3%

- $191,260 due to the addition of a Deputy Police Chief
- $94,100 due to the full-year cost for two Police Officers added to the Community Services Bureau
- $46,230 due to contractual wage adjustments, offset by:
- Savings of $23,460 due to a decrease in the required contributions to pension and retiree medical systems

Supplies - Total Supplies decreased $74,870 or 38.2% primarily due to the advance purchase of ammunition in the prior year to avoid a significant price increase.

Other Charges - Total Other Charges decreased $194,820 or 6.7%. The budget decreased $187,470 for the remaining partial-year cost savings from 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, a slight increase in County radio fees, and added funds for a full year of County virtual arraignment fees. Utility costs can be reduced $33,500 based on recent expenditure levels. Animal collection fees decreased $4,290 due to the one-time receipt of grant funds in the prior year. Rental costs increased $5,050 to continue the CORE Movie Night event and for new office copier lease payments, which are scheduled to resume in the current year. $9,900 was added for existing software support fees and for the warranty renewal and software upgrades for a laser scanner.



Capital - There is no Capital proposed for this division.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$2,463,350	$2,754,510	$2,736,070	$3,065,480	$3,065,480
Supplies	168,930	195,900	264,720	121,030	121,030
Other Charges	3,020,300	2,901,110	2,846,570	2,706,290	2,706,290
Total	$5,652,580	$5,851,520	$5,847,360	$5,892,800	$5,892,800

Police Investigations

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

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

The Investigations Division consists of five squads of detectives. The Detective Bureau consists of two squads that investigate criminal activity involving persons 18 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 17 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 local high school.

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.

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 our digital forensics detective analyzes over 300 devices each year, extracting data used toward successful prosecution in criminal cases?

Police Investigations

2022/23 PERFORMANCE OBJECTIVES

1. To increase resources and expertise in the area of digital forensic analysis by training an additional detective on basic digital forensic analysis. *(City Goal 1, 10, 14)*

2. To coordinate with the Community Service Unit to provide education and training to citizens on current fraud schemes in an attempt to reduce the number of people victimized by such crimes. *(City Goal 1, 10, 14, 25)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Total Detective Bureau Cases Assigned	3,901	3,643	3,486	3,650	3,690	3,700
	Adult Investigative Cases	3,153	3,088	2,988	3,000	3,060	3,050
	Juvenile Investigative Cases	748	555	498	650	630	650
	Auto Theft Investigative Cases	114	91	196	100	90	100
	Theft from Auto Invest. Cases (Incl. Parts/Access.)	53	34	32	50	60	60
	Crime Suppression Unit (CSU) Investigative Cases	377	321	489	320	400	400
	Marijuana Grow Facilities Investigated	N/A	N/A	501	240	430	450
	Total Interviews Conducted	23,580	22,928	23,020	23,000	21,300	23,000
	Suspect Interviews	3,643	2,962	2,964	3,200	2,200	3,000
	Witness & Informant Interviews	13,013	12,843	12,618	13,200	12,100	13,000
	Victim Interviews	6,924	7,123	7,438	6,600	7,000	7,000
	Arrest Warrants Obtained	1,116	848	852	900	910	900
	Search Warrants Obtained/Executed	602	576	617	600	630	600
	Criminal Surveillance	2,067	1,978	1,944	2,000	2,010	2,000
	Federal Forfeiture Cases Processed	16	29	50	25	35	40
	State Forfeiture Cases Processed	135	63	56	90	60	60
	School Resource Officers - # of Hrs. Assisting Schools	4,350	2,910	4,380	4,350	4,350	4,350

Police Investigations

2022/23 PERFORMANCE OBJECTIVES

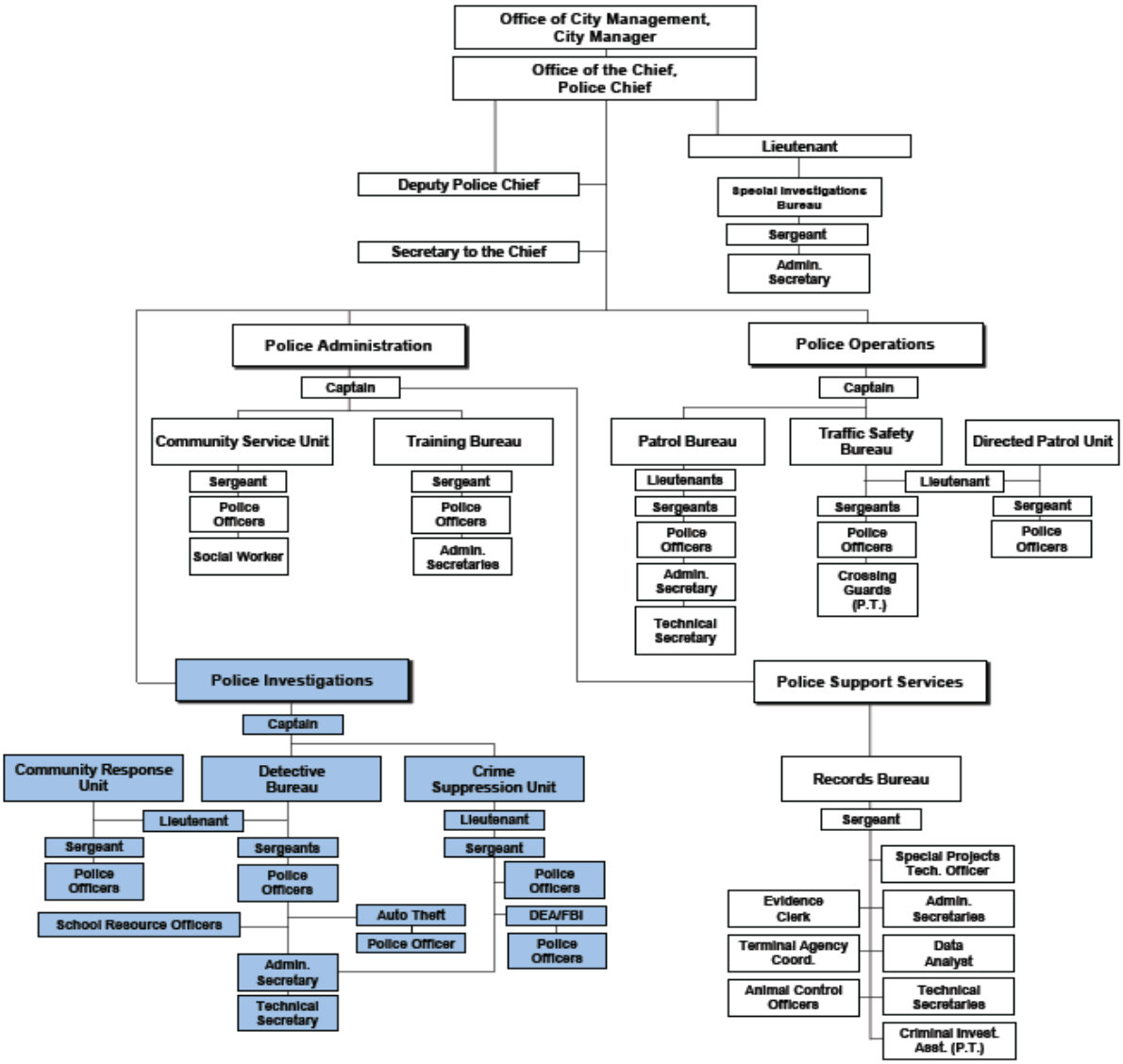
3. To coordinate with high-density residential property managers/owners to implement security plans and protocols to provide a safer living environment and reduce crime. *(City Goal 1, 10, 14)*

4. To continue to coordinate with retail businesses and the prosecutor's office to establish forfeiture procedures in large-scale retail fraud investigations. *(City Goal 1, 2, 10)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Efficiency & Effectiveness	% of Petitions Obtained vs. Requested	79%	89%	79%	90%	95%	95%
	% of Arrest Warrants Obtained vs. Requested	81%	78%	68%	85%	71%	71%
	Detective Bureau Cases per Investigator	244	228	218	228	230	231
	Crime Suppression Unit Cases per Investigator	75	64	49	32	40	40
	% of Part I Violent Crimes Cleared	59%	53%	57%	50%	61%	61%
	Part I Violent Crimes Cleared Per Sworn Dept. FTE	0.9	0.7	0.7	0.7	0.8	0.8
	Juvenile Arrests Violent Crimes - % of Total Arrests	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	% of Part I Property Crimes Cleared	36%	41%	18%	40%	19%	19%
	Part I Property Crimes Cleared Per Sworn Dept. FTE	7.3	2.5	1.2	4.0	1.1	1.1
	Juvenile Arrests Property Crimes - % of Total Arrests	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
	Auto Theft Ratio Per 1,000 Population	0.9	0.7	1.5	1.0	0.7	0.8
	Average Cost to Investigate a Case	$506	$536	$549	*	*	*
	Division Expenditures as % of General Fund	7.03%	7.13%	6.82%	7.38%	7.48%	7.34%

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

Police Investigations



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Captain	1	1	1
Lieutenant	2	2	2
Sergeant	5	5	5
Police Officer	33	33	33
Administrative Secretary	2	1	1
Technical Secretary	1	1	1
Total	44	43	43

Police Investigations

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 2.5%.

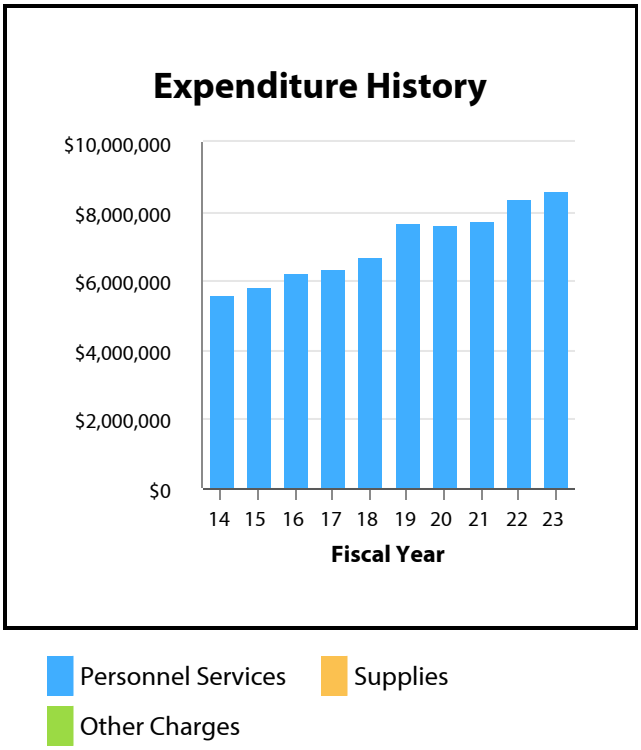
Personnel Services - Total Increase $212,770 or 2.5%

- $136,140 due to contractual wage adjustments
- $48,630 due to a higher reserve for payouts on potential retirements
- $75,260 due to health insurance rate increases, partially offset by:
- Savings of $58,100 due to a decrease in the required contributions to pension and retiree medical systems

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 $251,000 is proposed. $10,100 is funded for an additional Digital Forensic Software License for the Computer Crime Unit (CCU). $240,900 is budgeted in the Public Safety Forfeiture Fund, including $210,000 for the replacement of seven high-mileage investigative vehicles and $30,900 for a TruNarc Narcotics Analyzer.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$7,748,780	$8,386,010	$8,429,590	$8,598,780	$8,598,780
Supplies	0	0	0	0	0
Other Charges	3,930	5,000	5,000	5,000	5,000
Total	$7,752,710	$8,391,010	$8,434,590	$8,603,780	$8,603,780

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

~ Franklin D. Roosevelt ~



Police Operations

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.***

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.***

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.■



Did you know…
…that our K9 unit placed first and third overall in their 2021 certifications, which included tracking, narcotics detection, obedience, agility, searches, and criminal apprehension?

Police Operations

2022/23 PERFORMANCE OBJECTIVES

1. To facilitate a community outreach program with Sterling Heights High School students to raise awareness of the dangers of distracted driving, including driving while intoxicated and texting while driving. *(City Goal 6, 10)*

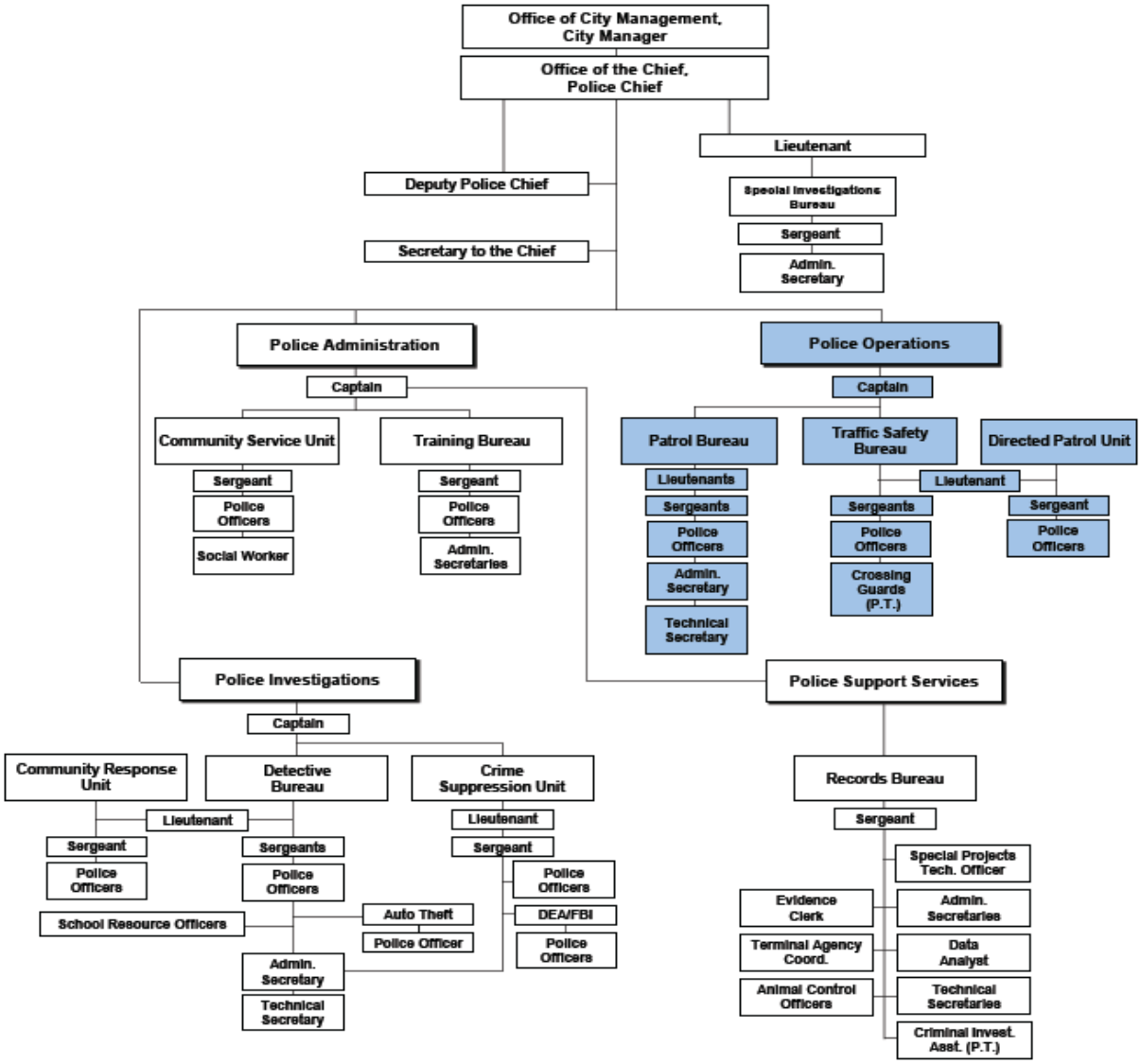
2. To maintain and improve the City's ability to respond to critical incidents by enhancing training and coordination with Metro Macomb SWAT. *(City Goal 6, 11)*

3. To provide legal updates by coordinating with the City Attorney's Office and the Training Bureau to keep abreast of new legislation. *(City Goal 2, 7, 24)*

4. To seek out new technology to help facilitate standardized daily observation reports for our Field Training Officer Program. *(City Goal 3, 23, 24)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Police Incident Reports Completed	51,714	77,446	79,428	85,000	110,000	110,000
	Group A Crime Reports	3,210	2,800	2,987	3,000	3,500	3,500
	Group B Crime Reports	4,090	3,877	4,515	4,300	4,650	4,650
	Vehicular Accident Reports	4,545	5,122	3,201	5,100	4,500	4,500
	All Other Rpts. (incl. cases prev. not given case #)	39,869	65,647	68,665	72,600	97,350	97,350
	Adults/Juveniles Arrested	3,411/88	2,529/57	1,618/31	3,200/200	1,850/60	2,000/100
	Total Traffic Violations Issued	27,986	18,528	10,634	28,000	13,800	25,000
	Motor Carrier Violations Issued	58	32	30	60	35	60
	Residential Traffic Enforcement Violations	1,611	1,229	921	2,600	1,010	2,600
	SMART Radar Trailer Deployments	412	304	797	1,300	1,500	1,500
	K-9 Unit Deployments	250	225	207	250	190	200
	OUIL Arrests	120	141	116	150	160	250
	SWAT/SRT Call-outs	6	10	12	12	12	12
Efficiency & Effectiveness	Group A Crimes per 1,000 Population	24.4	21.2	22.6	22.6	26.4	26.4
	Group B Crimes per 1,000 Population	31.0	29.4	34.1	32.5	35.1	35.0
	# of Incident Reports per Sworn Division Personnel	479	752	780	800	1,040	1040
	# of Injury Traffic Accidents per 100,000 Pop.	657	538	493	750	750	700
	# of Traffic Fatalities Per 100,000 Population	3.0	4.5	3.8	4.0	4.0	3.0
	% of Total Sworn Personnel in Traffic & Patrol	63%	68%	68%	68%	68%	68%
	OUIL Arrests Per 1,000 Residents	0.9	1.1	0.9	1.1	1.2	1.9
	Division Expenditures as % of General Fund	17.34%	18.37%	18.32%	19.95%	19.63%	19.83%

Police Operations



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Captain	1	1	1
Lieutenant	4	4	4
Sergeant	15	16	16
Police Officer	82	85	85
Administrative Secretary	2	1	1
Technical Secretary	1	1	1
Crossing Guards (P.T.)	30	30	30
Total	135	138	138

Police Operations

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 2.4%.

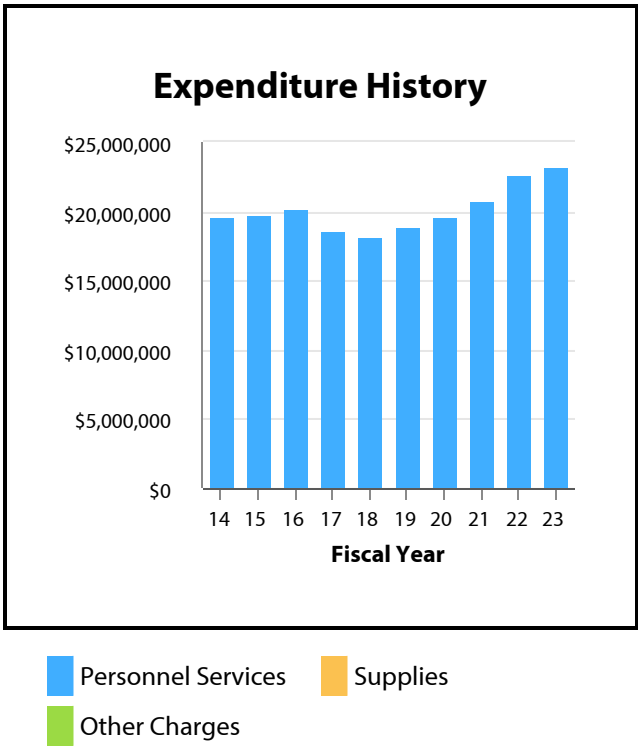
Personnel Services - Total Increase $543,680 or 2.4%

- $261,480 due to the full-year cost of the new directed patrol unit
- $256,100 due to contractual wage adjustments
- $223,330 due to an increase in health insurance rates and changes in coverages, partially offset by:
- Savings of $182,880 due to a decrease in the required contributions to pension and retiree medical systems

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

Other Charges - No changes in funding.

Capital - Total Capital of $751,410 is included. $350,000 is to replace 10 high-mileage traffic and patrol vehicles, $208,000 is for equipment for new police vehicles, $88,860 is for 20 replacement In-Car Computers, $21,500 is for 71 Ballistic Helmets with Face Shields, $27,450 is for 10 replacement Radar Units, and $7,350 is for a Sniper Rifle for the Special Response Team (SRT). $48,250 is budgeted in the Public Safety Forfeiture Fund and includes $30,500 for 20 Taser Guns with Accessories and $17,750 for a handheld portable Alternate Light Source (ALS).



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$20,819,940	$22,682,870	$22,139,110	$23,226,550	$23,226,550
Supplies	0	0	0	0	0
Other Charges	20	1,000	1,000	1,000	1,000
Total	$20,819,960	$22,683,870	$22,140,110	$23,227,550	$23,227,550

Police Support Services

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

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.***

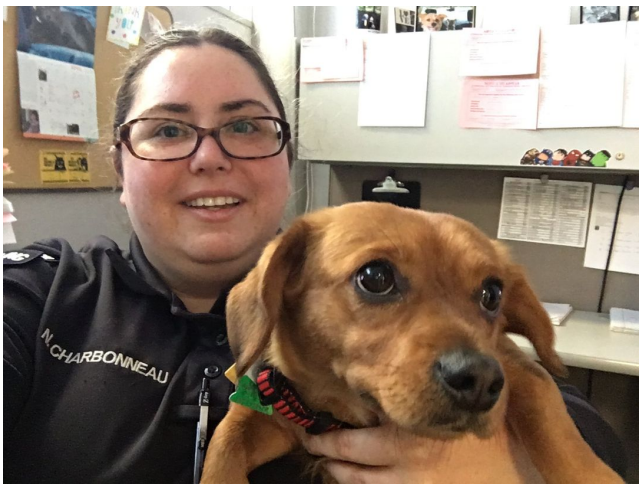
The Support Services Division is one of four divisions within the Police Department. The Division commander is a Sergeant who reports to a Captain. The Captain oversees the Records Bureau and the Animal Control Unit.

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.■



Did you know…
…that Sterling Heights is one of the few cities in Macomb County that has its own Animal Control Division? Over 4,500 incidents were handled in 2021.

Police Support Services

2022/23 PERFORMANCE OBJECTIVES

1. To acquire additional animal control officers to assist with increasing requests and incidents. *(City Goal 5, 9, 11)*

2. To establish the online case property disposition protocol. *(City Goal 3, 6, 23)*

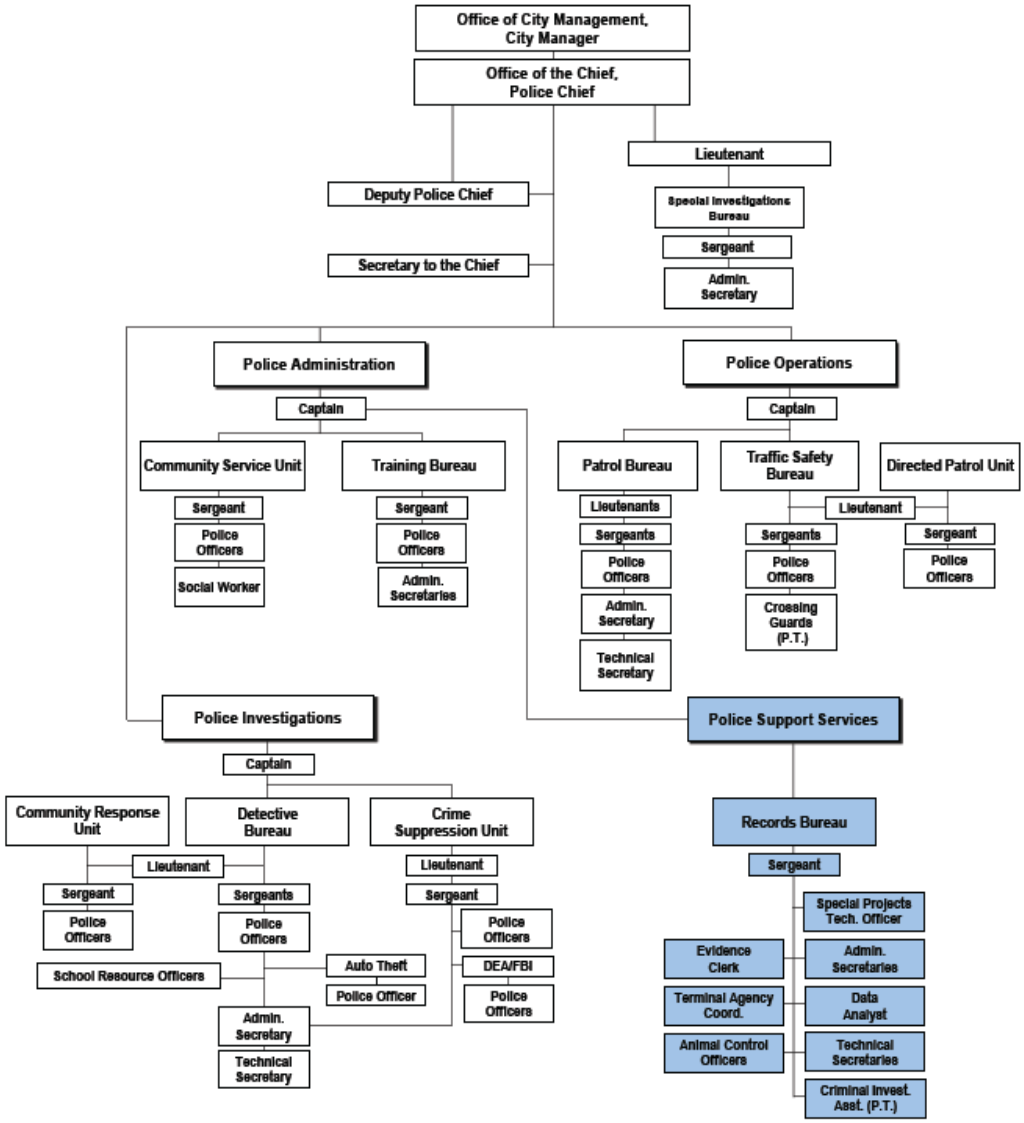
3. To update and promote the Animal Control Kennel for canine and feline intakes. *(City Goal 4, 7, 11)*

4. To expedite the body camera video for FOIA release. *(City Goal 1, 3, 4, 10, 23)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Incidents Processed into Computer	51,714	77,446	79,428	85,000	110,000	110,000
	Police Reports Provided on Request	5,131	4,675	4,399	5,600	4,860	5,000
	Gun Permits Obtained	3,075	4,106	4,773	5,000	4,000	5,000
	Responses by Animal Control	3,183	3,846	4,998	5,400	5,420	6,000
	Background Clearance Letters Processed	N/A	N/A	966	1,000	860	1,000
	Freedom of Information Act Requests	1,642	1,154	1,117	1,700	1,150	1,200
	Arrests Processed	3,499	2,617	1,644	3,400	1,910	2,100
	Pieces of Evidence Collected	3,422	2,826	3,010	3,000	3,650	3,700
	Prescription Drug Take Back (Lbs.)	N/A	N/A	1782	1,400	740	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	$28.38	$27.69	$27.21	*	*	*
	Average Cost to Process a FOIA Request	$36	$40	$42	*	*	*
	Outsourced Dispatch Operations Cost	$1.8M	$1.9M	$1.9M	$2.0M	$2.1M	$2.2M
	Outsourced Detention Facility Cost	$579,850	$586,890	$580,600	$300,000	$290,000	$25,000
	Division Expenditures as % of General Fund	1.62%	1.72%	1.80%	1.91%	1.87%	1.82%

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

Police Support Services



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Sergeant	1	1	1
Police Officer	0	1	1
Criminal Investigations Assistant (P.T.)	1	1	1
Evidence Clerk	1	1	1
Administrative Secretary	2	3	3
Data Analyst	1	1	1
Animal Control Officer	2	2	3
Animal Control Officer (P.T.)	1	1	0
Terminal Agency Coordinator	1	1	1
Technical Secretary	3	4	4
Total	13	16	16

Police Support Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 1.8%.

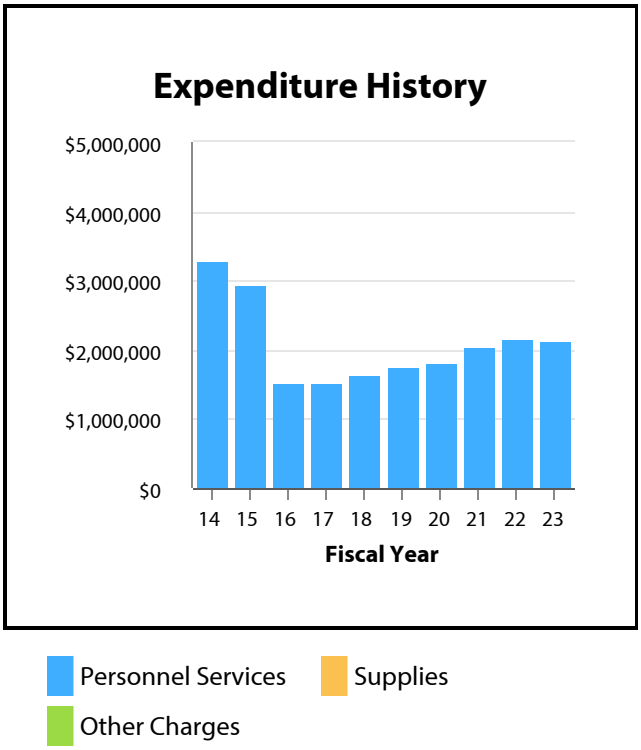
Personnel Services - Total Decrease $39,870 or 1.8%

- Savings of $62,000 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $45,220 in health insurance due to changes in coverages and additional opt outs, partially offset by:
- $45,970 due to contractual wage adjustments
- $29,100 due to the conversion of one part-time Animal Control Officer to full-time

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

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$2,048,750	$2,174,160	$2,107,580	$2,134,290	$2,134,290
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Total	$2,048,750	$2,174,160	$2,107,580	$2,134,290	$2,134,290

Fire Department



FUNCTIONAL ORGANIZATION CHART

Fire Department

Fire Administration

Administration Division

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

Training Division

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

Fire Extinguishment Division

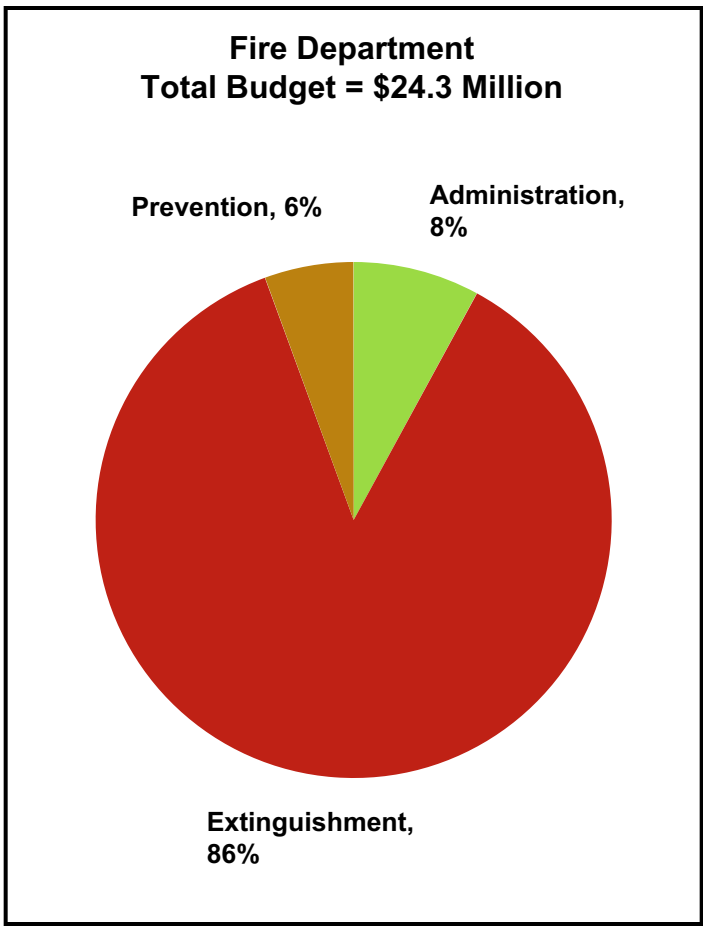
- Saves lives and property from fire destruction
- Provides advanced and basic emergency medical technician care including transportation to the hospital
- Responds to hazardous material incidents, gas leaks, wires down, cave-ins, floods, vehicle accidents, etc.
- Responsible for pre-fire survey information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

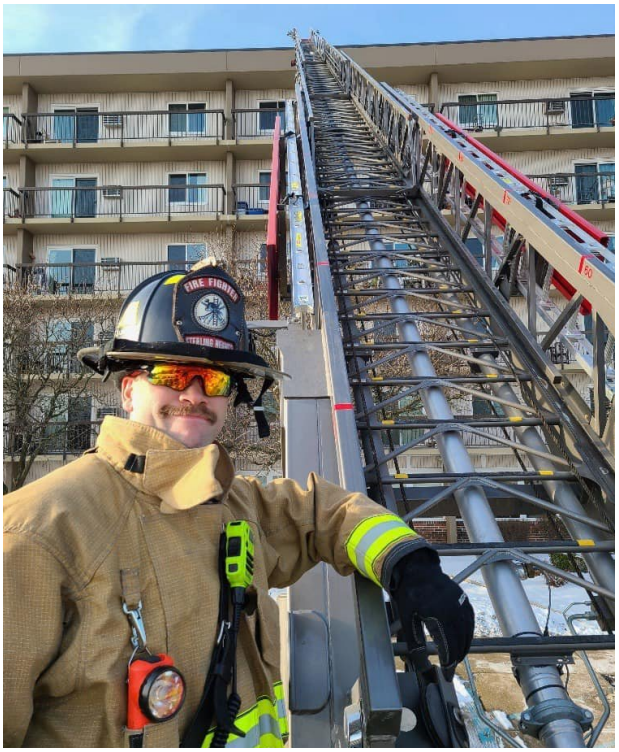
Fire Prevention Division

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

DEPARTMENT AT A GLANCE

Fire Department





PERSONNEL SUMMARY

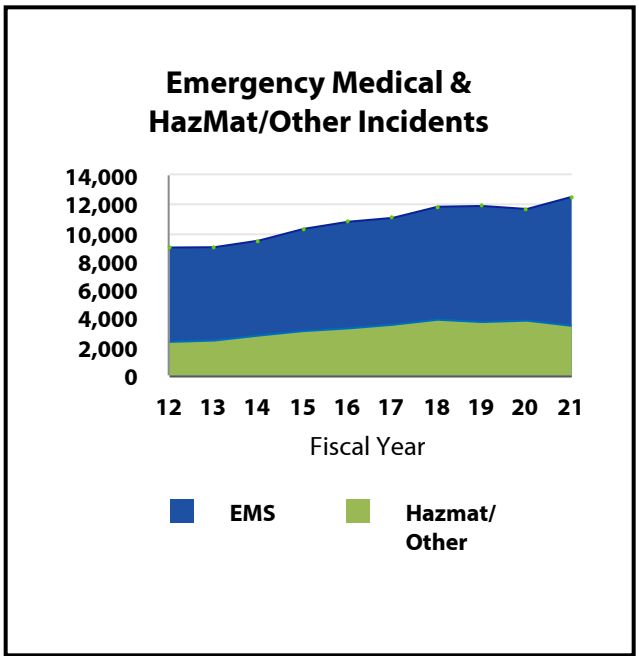
	2022/23 Full Time	2022/23 Part Time
Fire Administration	8	2
Fire Extinguishment	96	0
Fire Prevention	6	3
Total Department	110	5

FUNDING LEVEL SUMMARY

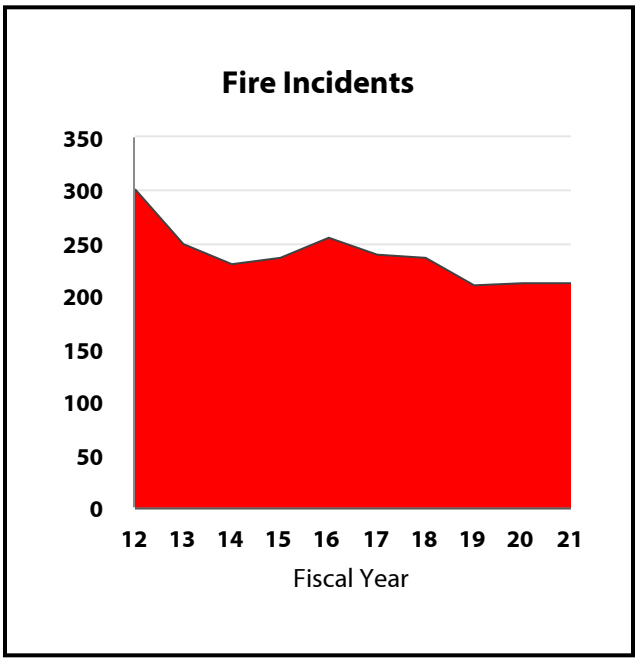
	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget	% Change From 21/22
Fire Administration	$1,723,910	$1,892,100	$1,981,930	$1,905,760	-3.8%
Fire Extinguishment	17,938,890	19,841,870	20,085,350	20,773,760	3.4%
Fire Prevention	1,296,470	1,537,890	1,401,640	1,583,170	13.0%
Total Department	$20,959,270	$23,271,860	$23,468,920	$24,262,690	3.4%
Personnel Services	$19,742,810	$21,749,190	$22,071,230	$22,889,770	3.7%
Supplies	270,000	354,280	367,190	388,100	5.7%
Other Charges	0	173,950	0	0	0.0%
Capital Outlay	946,460	994,440	1,030,500	984,820	-4.4%
Total Department	$20,959,270	$23,271,860	$23,468,920	$24,262,690	3.4%

KEY DEPARTMENTAL TRENDS

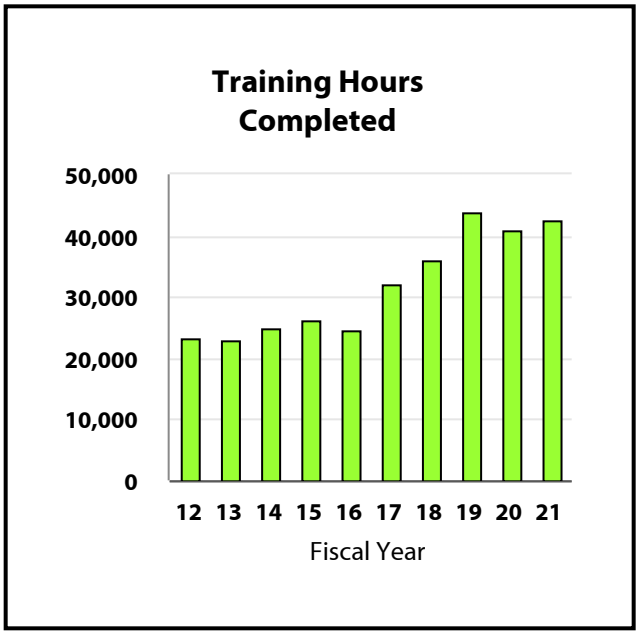
Fire Department



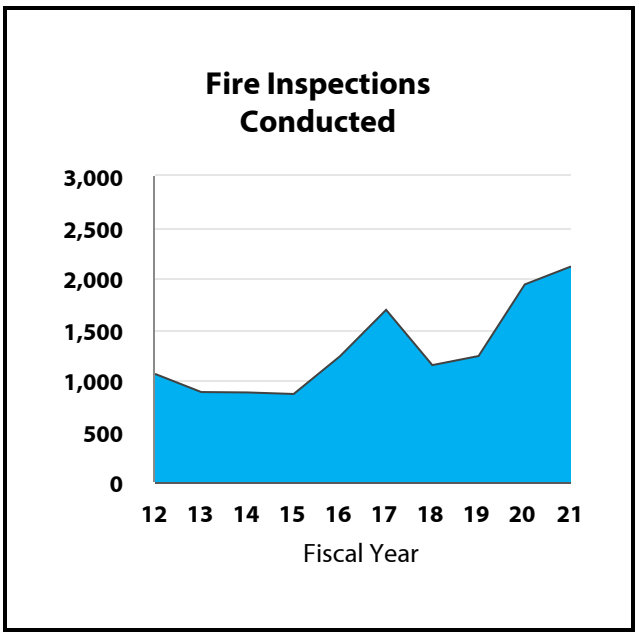
There has been an overall increase in the number of emergency medical runs and other incidents over the past ten years. The City's medical rescue services continue to receive high marks from patients and the survival rate of heart attack victims is one of the best in the nation.



Over the past 10 years, the number of fires has declined by 24%, to the current count of 212 in 2021. 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 in 2020 due to COVID-19 restrictions, but are returning to previous levels.



Fire inspections declined due to a decrease in the number of Fire Inspectors. In 2016, two additional Fire Inspectors were added which increased inspections by 43%. The number of inspections continue to increase due to improved processes and more trained personnel. The 2023 proposed budget includes the additional of part-time Fire Inspectors which should increase the number of annual inspections even further.

Fire Administration

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

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.***

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. 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. 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.

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…
…the Fire Department is one of only two in the county capable of training its firefighters under live fire conditions?

Fire Administration

2022/23 PERFORMANCE OBJECTIVES *(Administration)*

1. To develop a five-year strategic plan based on the accreditation process, to align with best practices. *(City Goal 1, 2, 3, 6, 8, 9, 10, 11, 12)*

2. To assess incident 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)*

3. To review and update emergency management ordinances and procedures for the Management Support Team (MST) and the Emergency Services Operations Group (ESOG). *(City Goal 1, 9, 10, 11, 14)*

4. To continue a 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)*

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

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Incident Reports Reviewed for Quality	15,795	15,683	16,170	16,700	17,000	17,000
	Employee Evaluations Conducted/Tracked	319	449	257	400	400	400
	APPO's and Standard Operating Guidelines Reviewed	251	249	273	320	300	300
	Freedom of Information Act Requests	74	99	110	100	100	100
	Staff/Battalion Meetings Conducted	6	56	95	24	25	50
	Presentations to Civic Groups/Organizations	26	47	23	30	30	30
	Employee/Civilian Citations Processed	44	62	0	40	40	40
	Service Complaints Processed	3	10	9	10	10	10
	Safety-Suggestions Processed	16	34	15	20	20	20
	EOC Activations/Emerg. Responses/Train. Exercises	2	16	1	2	2	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	$155	$159	$176	$177	$181	$183
	Division Expenditures as % of General Fund	1.44 %	1.62 %	1.66 %	1.74 %	1.80 %	1.63 %

Fire Administration

2022/23 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)*

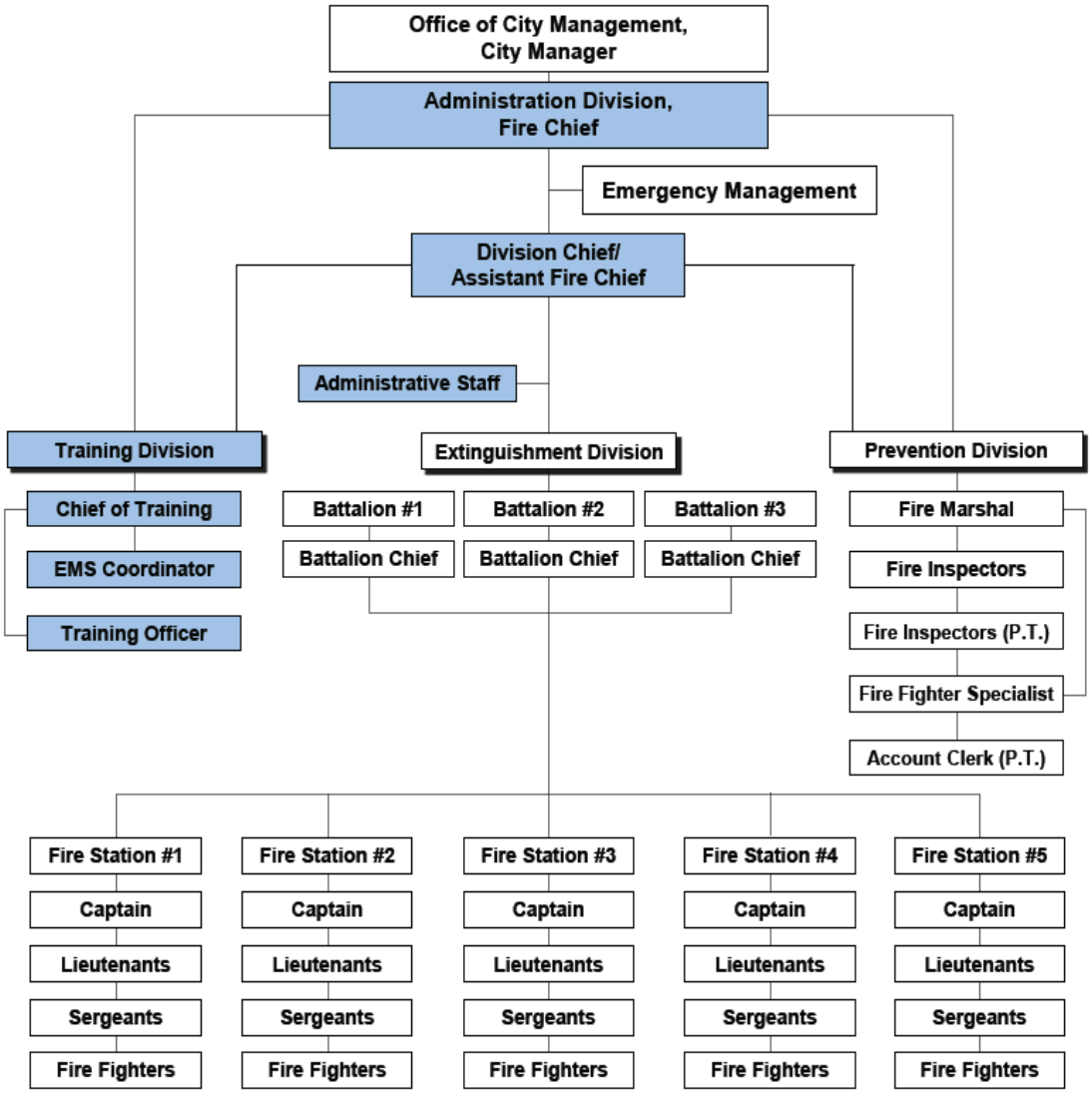
2. To develop and implement in-house officer academies for the sergeant and lieutenant ranks that address City specific policies and expectations in order to prepare members for leadership positions. *(City Goal 1, 2, 4)*

3. To create an instructor cadre capable of conducting live-burn exercises on-site, and to develop policies and guidelines that outline the objectives and expectations for live-fire training. (*City Goal 9, 10)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Total Formal Training Hours Coordinated	43,780	40,687	42,538	41,500	41,500	41,950
	Hours of Fire Officer Training	4,295	10,088	10,901	11,000	11,000	11,000
	Hours of EMS Training	5,632	5,742	5,052	5,800	5,800	5,800
	Hours of Fire Suppression Training	12,512	7,072	3,846	3,500	3,500	3,850
	Hours of Hazardous Materials Training	568	350	606	400	400	500
	Hours of Professional Development Training	1,553	2,540	3,512	4,000	4,000	4,000
	Hours of Physical Training	11,970	10,811	9,943	11,000	11,000	11,000
	Hours of Technical Rescue Training	997	457	1,328	1,200	1,200	1,200
	Hours of All Other Training	6,253	3,627	3,944	4,600	4,600	4,600
	Residents Receiving Formal Public Education	2,173	1,353	90	700	700	700
	Students Receiving Fire Safety Tours	4,425	3,293	0	3,500	3,500	3,500
	Individuals Receiving CPR Instruction	521	201	187	150	120	120
	Paramedic/EMT License Applications Processed	37	29	27	35	37	35
	Procedures Developed and Updated	55	55	54	40	40	40
Efficiency	Days of Work Lost Due to Injury	525	78	278	50	50	50
	% of Right-to-Know Training Completed	100%	100%	100%	100%	100%	100%
	Avg. Training Hrs. per Budgeted Sworn Personnel	438	407	421	388	388	392
	Training Division Cost per Fire Fighter	$3,284	$3,309	$3,388	*	*	*

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

Fire Administration



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Fire Chief	1	1	1
Division Chief/Assistant Fire Chief	1	1	1
Chief of Training	1	1	1
EMS Coordinator	1	1	1
Fire Instructor	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 – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

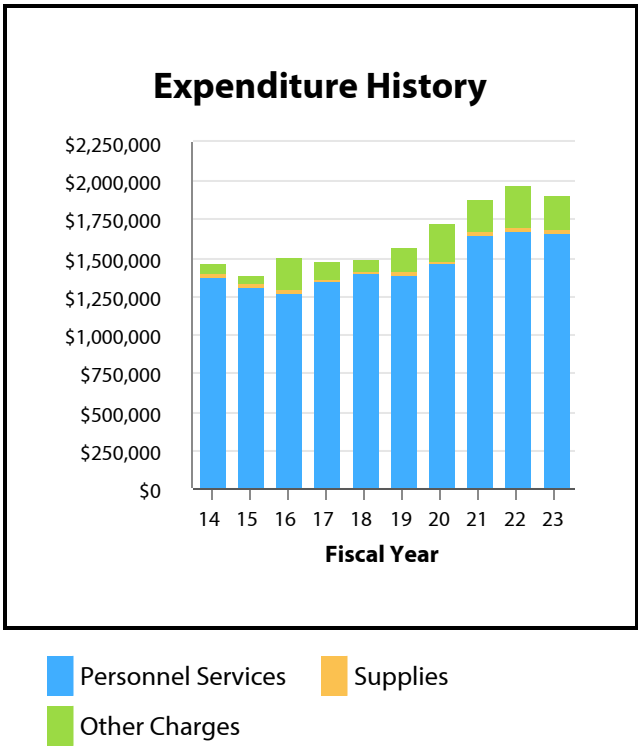
The total budget decreased by 3.8%.

Personnel Services - Total Decrease $8,770 or 0.5%

- Savings of $14,610 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $29,570 due to less required reserves for potential retirements, partially offset by:
- $31,970 for contractual wage adjustments
- $6,650 due to increased health insurance costs

Supplies - Total Supplies increased $520 or 1.9% primarily due to an inflationary cost increase for office supplies. The budget continues funding the purchase of updated Fire Code books for Inspectors, once the new codes are adopted.

Other Charges - Total Other Charges decreased $67,920 or 24.6%. Medical services fell $164,490 due to grant-funded Firefighter physicals in the prior year. Contracted services increased $25,210 primarily for the cost of a consultant to develop a strategic plan for the department. The training budget increased $33,830 for Blue Card Incident Command training and National Fire Protection Association (NFPA) Officer Training. Increased funding is also included for new Fire Inspector training and continuing education classes. Building maintenance costs increased $23,970 for the one-time cost to paint the walls and replace the carpet at Station #1. $14,160 was added for the Mobile Eyes Inspection Software annual support fee and a Zoom Interface plan for the recently upgraded department conferencing system.



Capital - Total Capital of $101,200 is proposed. $55,000 is for a Plymovent Diesel Exhaust System to be installed in all ambulance apparatus bays. $10,200 is for a Respiratory Fit Testing System. $36,000 is to replace a 2011 administrative vehicle with over 120,000 miles.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$1,653,410	$1,678,420	$1,722,140	$1,669,650	$1,669,650
Supplies	17,990	27,040	26,900	27,560	27,560
Other Charges	220,700	276,470	275,630	208,550	208,550
Total	$1,892,100	$1,981,930	$2,024,670	$1,905,760	$1,905,760

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.***

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.***

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, emergency medical equipment, as well as maintaining the five fire stations.

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

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



Did you know…
…the Fire Extinguishment Division has been recognized for the third year for its efforts in patient care and cardiac treatment by the American Heart Association and St. John Macomb Hospital?

Fire Extinguishment

2022/23 PERFORMANCE OBJECTIVES

1. 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)*

2. To assess incident 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)*

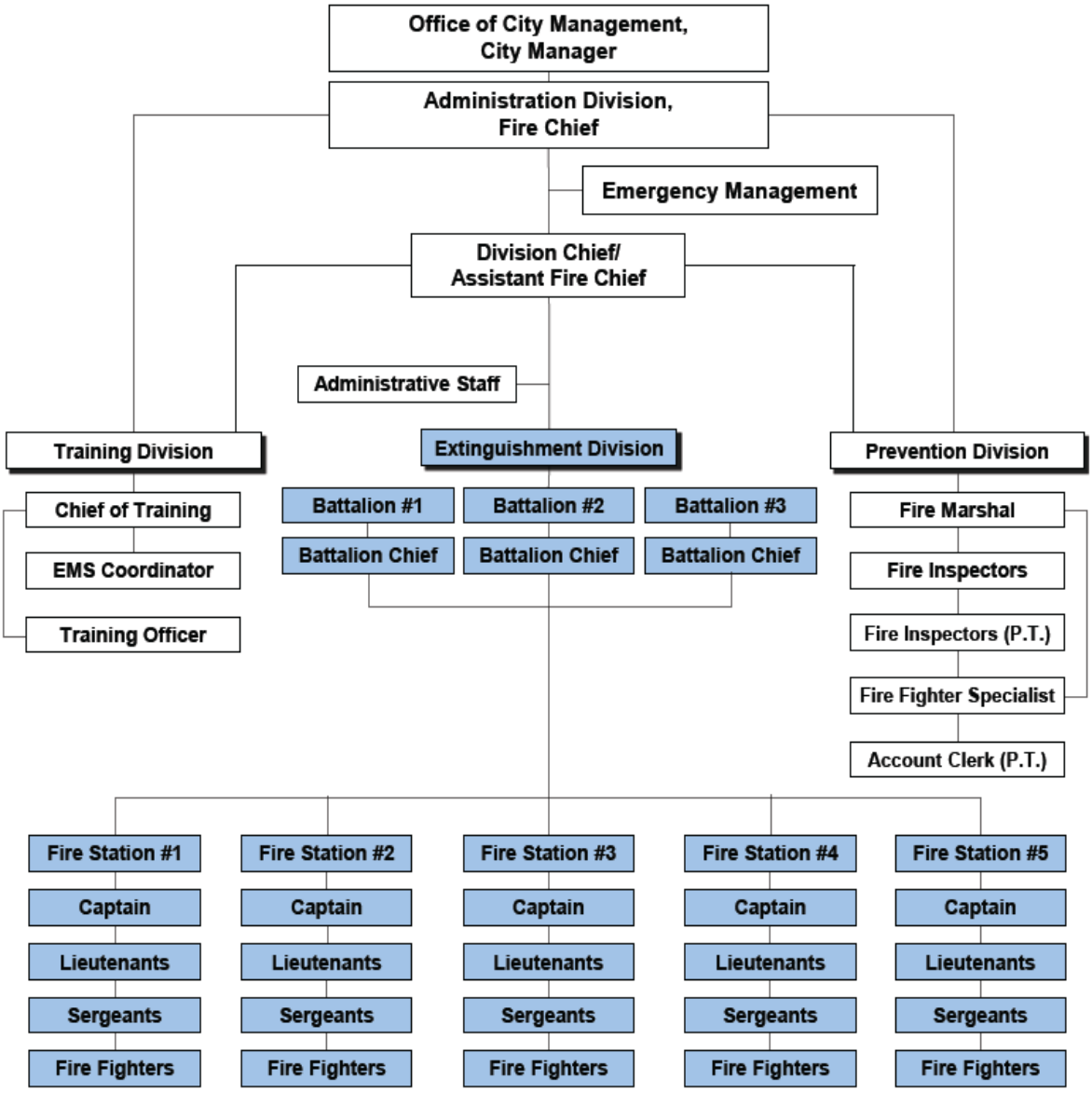
3. To continue succession planning to prepare the Fire Extinguishment Division for anticipated vacancies due to the retirement of senior personnel. *(City Goal 1, 2, 9, 10, 11, 14)*

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

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Total Fire Department Incidents	15,795	15,683	16,170	16,700	17,000	17,000
	Fire Incidents	210	212	212	220	200	200
	Hazardous Material Incidents	106	119	165	120	120	120
	EMS-Related Incidents	11,856	11,644	12,493	12,500	12,500	12,500
	All Other Incidents	3,623	3,708	3,300	3,860	4,180	4,180
	Total Patients Transported to Hospitals	9,872	8,901	9,527	10,000	10,000	10,000
	Priority 1 Patients	543	484	469	500	500	500
	Priority 2 Patients	4,486	4,010	4,148	4,500	4,500	4,500
	Priority 3 Patients	4,843	4,407	4,910	5,000	5,000	5,000
	Ambulance Only Runs	1,464	2,194	2,624	3,000	3,000	3,000
	Collection Recovery Rate/Avg. recovery per incident	88%/$370	93%/$390	88%/$368	88%/$380	88%/$365	88%/$370
	Transports handled by another agency	94	27	44	30	30	30
	Mutual Aid Provided/Received (Man Hours)	76/414	60/483	66/53	30/40	30/40	30/40
Efficiency & Effectiveness	Average Scene Time (Hours) per Fire/ALS Incident	.79/.24	.85/.23	1.10/.22	.90/.25	.90/.25	.90/.25
	Fire Fighter Injuries/Deaths	45/0	43/0	80/0	0/0	50/0	0/0
	Civilian Fire Related Injuries/Deaths	15/1	9/2	13/3	0/0	5/0	0/0
	% of Emg. Incidents Responded w/i 5 Min. Fire/EMS	82%/72%	84%/71%	74%/67%	80%/70%	80%/70%	80%/70%
	Average EMS Response Time - Minutes	4.9	4.8	5.1	4.9	4.9	4.9
	Division Expenditures as % of General Fund	16.00 %	16.82 %	17.09 %	17.66 %	18.25 %	17.73 %

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

Fire Extinguishment



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Battalion Chief	3	3	3
Captain-Advanced Life Support	4	4	4
Captain	2	2	2
Lieutenant-Advanced Life Support	15	15	15
Sergeant - Fire Engine Operator	9	9	9
Fire Fighter-Advanced Life Support	45	51	51
Fire Fighter-Fire Engine Operator	12	12	12
Total	90	96	96

Fire Extinguishment

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

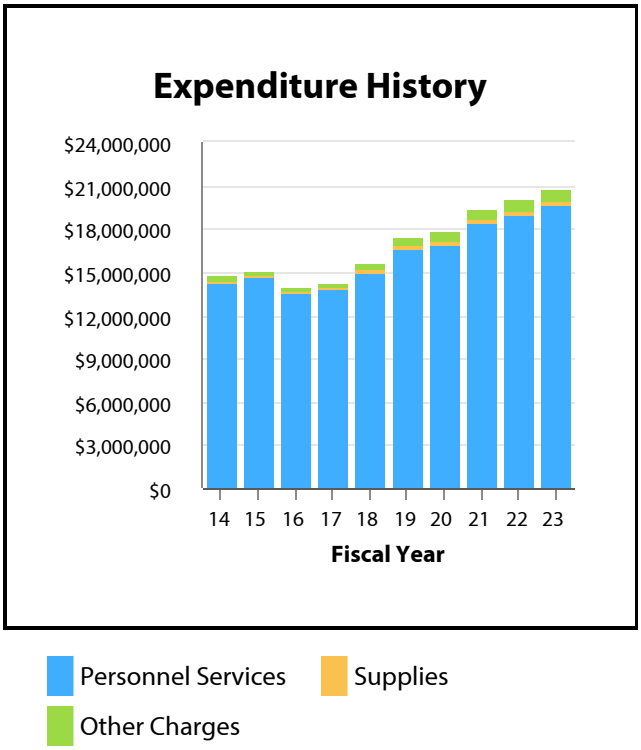
The total budget increased by 3.4%.

Personnel Services - Total Increase $645,780 or 3.4%

- $591,510 due to contractual wage adjustments
- $114,340 for additional sick bank buy- backs
- $65,680 for increased health insurance costs
- $76,610 for anticipated additional overtime
- $71,870 due to additional reserves for anticipated retirements, partially offset by:
- Savings of $147,310 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $143,600 due to lower wages resulting from staff turnover

Supplies - Total Supplies increased $20,390 or 6.0%. Fuel costs increased $9,660 due to expected inflationary price increases. Operating supply costs increased $10,730 due to a one-time prior year necessary transfer and inflationary cost increases. $2,020 was added for higher fuel costs.

Other Charges - Total Other Charges increased $22,240 or 2.9%. Utility costs increased $30,600 based on expected inflationary price increases. Fire hydrant rental costs rose $3,580. $3,070 was added for increased medical billing costs and State radio fees for three additional radios. Software support fees decreased $14,900 due to unspent carryover funding and the one-time receipt of grant funds in the prior year, offset by an increase for vehicle and inventory management software support costs.



Capital - Total Capital of $1,254,100 is proposed. $675,700 is for a Fire Pumper to replace a 25-year old Fire Engine. $170,000 is for the replacement of two Ambulance Chassis. $97,600 is for 16 Self-Contained Breathing Apparatus Units. $39,000 is for a replacement Cardiac Monitor/Defibrillator. $4,000 is for a Fire Remote Monitor. $26,000 is to replace 10 sets of Turnout Gear. HVAC replacement at Station #5 is funded for $241,800.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$18,417,360	$18,991,170	$19,452,450	$19,636,950	$19,636,950
Supplies	313,540	340,150	338,520	360,540	360,540
Other Charges	690,510	754,030	788,100	776,270	776,270
Total	$19,421,410	$20,085,350	$20,579,070	$20,773,760	$20,773,760

Fire Prevention

MISSION STATEMENT: ***To ensure structures are built and maintained in accordance with the adopted fire prevention code, and to reduce and ultimately eliminate fire and life safety hazards through diligent code enforcement and public fire education.***

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 is responsible inspections of existing buildings, new buildings, fire systems, and hazardous homes.

The division also reviews all site plans, building plans and fire systems to ensure compliance with fire codes.

Investigations into suspicious fires can include photography, State/Federal Reporting, arson follow-up, and evidence preservation.

The Fire Investigations division performs D.S.S. Fire System Acceptance Test Inspections of adult foster care, child day care, and child foster care facilities. The division also performs State inspections of clinics, health care facilities, and schools.

Public fire education is conducted at health care facilities, and for senior citizens, industrial personnel, and commercial & mercantile personnel. Child fire safety programs are conducted in all schools and include 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.

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…
…the Fire Prevention Division performed over 750 illicit marijuana grow property inspections last fiscal year, and removed over 600 illegal operations?

Fire Prevention

2022/23 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 the businesses to register with the City. *(City Goal 6, 9, 13)*

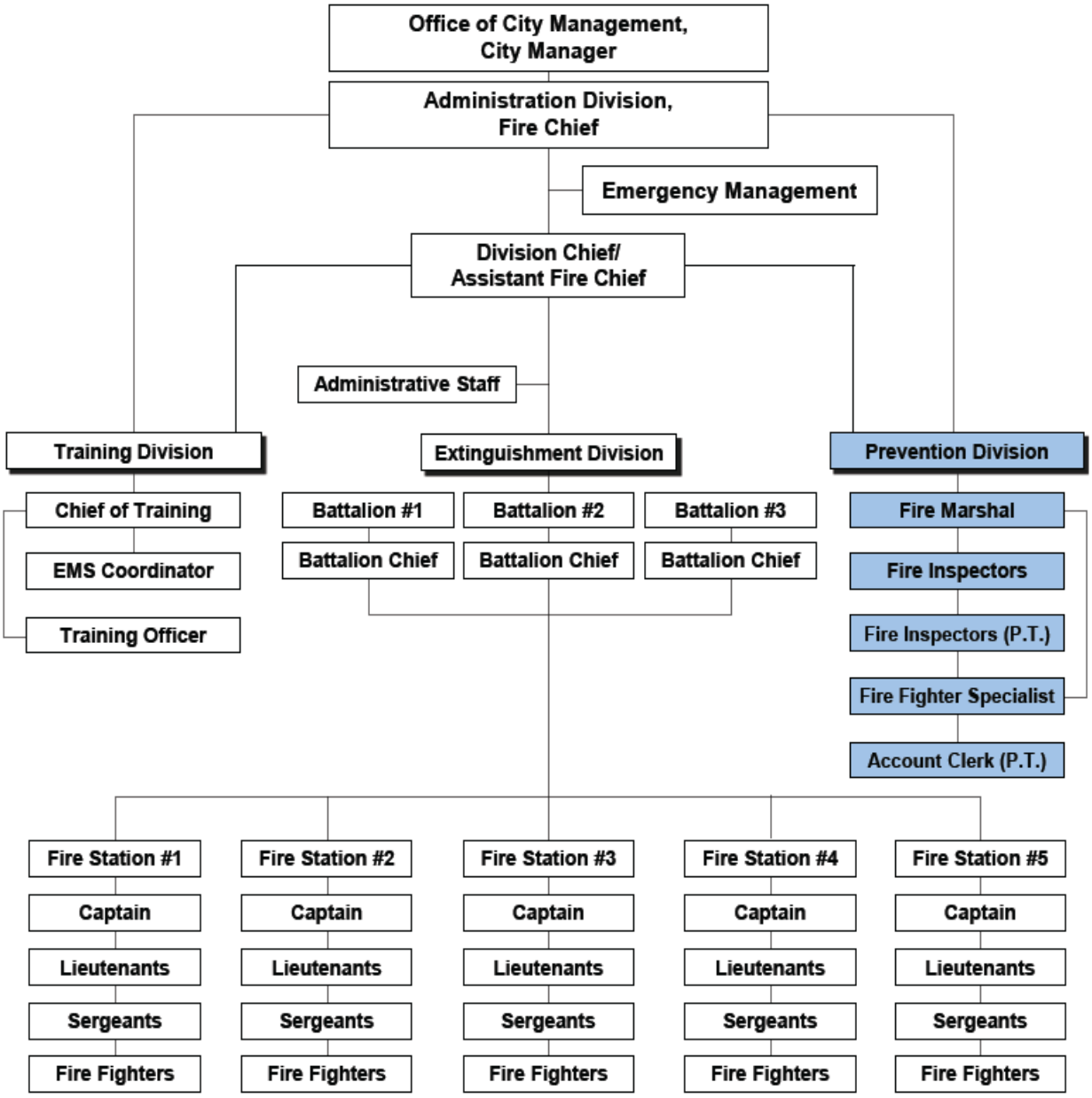
3. To continue to track building deficiencies in IROL, and to clear deficiencies within 45 days of the inspection report. *(City Goal 9, 13, 14)*

4. To work with other City departments to verify and validate all commercial, industrial, and multifamily occupancies that should be inspected. *(City Goal 9, 10, 13)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Total Inspections Conducted	1,235	1,937	2,113	2,100	2,100	2,900
	Use Permit, Bldg. Permit & General Inspections	449	595	621	850	850	1,650
	Specialty License & Hazardous Bldg. Inspections	214	807	800	500	500	500
	Witnessed Acceptance Test Inspections	174	140	149	150	150	150
	Reinspections of Violations	217	256	524	400	400	400
	Citizen Assistance Inspections	0	79	19	100	100	100
	In-Service Company Inspections	181	60	0	100	100	100
	High Risk & Complex Code Enf. Issues/Total Hours	51/358	70/950	138/919	75/1,100	75/1,100	75/1,100
	IROL's Submitted & Reviewed	2,121	2,149	1,940	2,000	2,000	2,000
	Violations Discovered and Issued	2,319	3,050	3,483	3,200	3,200	3,200
	Investigations (Fire and Other)/Total Hours	44/578	54/840	103/675	55/800	55/800	55/800
	Plan Reviews (sites, buildings, alarms)	166	317	314	250	250	250
Efficiency & Effectiveness	% Bus. Receiving Violations during Inspections	93%	92%	93%	95%	95%	95%
	Value of Non-Residential Fire Loss	$3,751,356	$27,847,080	$1,057,000	$3,000,000	$3,000,000	$3,000,000
	Value of Residential Fire Loss	N/A	$2,115,570	$4,209,000	$2,500,000	$2,500,000	$2,500,000
	% of Solicited Inspections Performed w/i 1 Day	98%	95%	92%	95%	95%	95%
	% of Inspectable Occupancies Experiencing Fires	0.12%	0.05%	0.04%	0.25%	0.15%	0.15%
	Inspections Conducted Per Inspector*	301	536	604	571	571	620
	% of Site Plans Reviewed within 20 Days	100%	100%	91%	100%	100%	100%
	Division Expenditures as % of General Fund	1.18%	1.22%	1.35%	1.23%	1.26%	1.35%

**Excludes In-Service Company Inspections*

Fire Prevention



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Fire Marshal	1	1	1
Fire Inspector	4	4	4
Fire Inspector (P.T.)	0	0	2
Fire Fighter Specialist	1	1	1
Account Clerk (P.T.)	0	0	1
Total	6	6	9

Fire Prevention

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 13.0%.

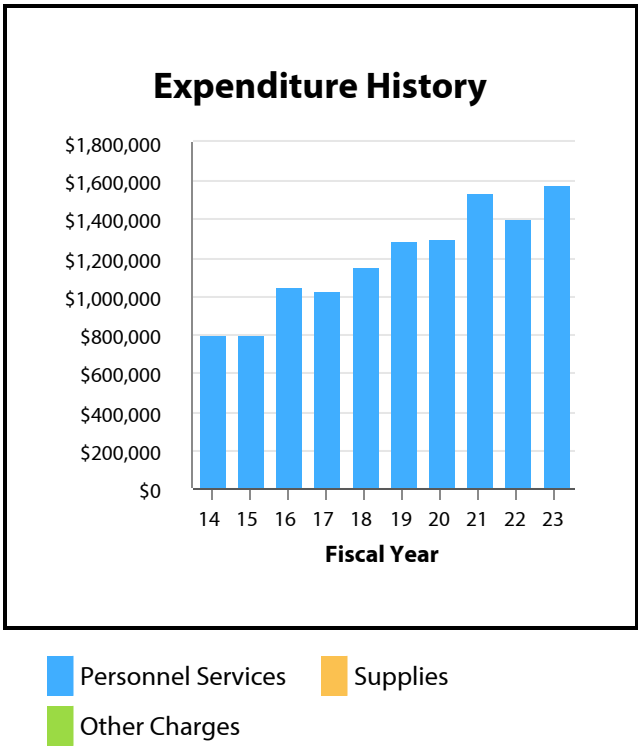
Personnel Services - Total Increase $181,530 or 13.0%

- $142,410 due to the addition of two part-time Fire Inspectors and a part-time Account Clerk
- $16,400 due to contractual wage adjustments
- $18,900 due to reserve for potential retirements
- $8,000 due to additional anticipated overtime
- $8,590 due to additional health insurance costs , partially offset by:
- Savings of $10,980 due to a decrease in the required contributions to pension and retiree medical systems

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 $72,000 is proposed to replace a high-mileage Inspector vehicle and a Utility vehicle utilized by the Fire Marshal.



FUNDING LEVEL SUMMARY

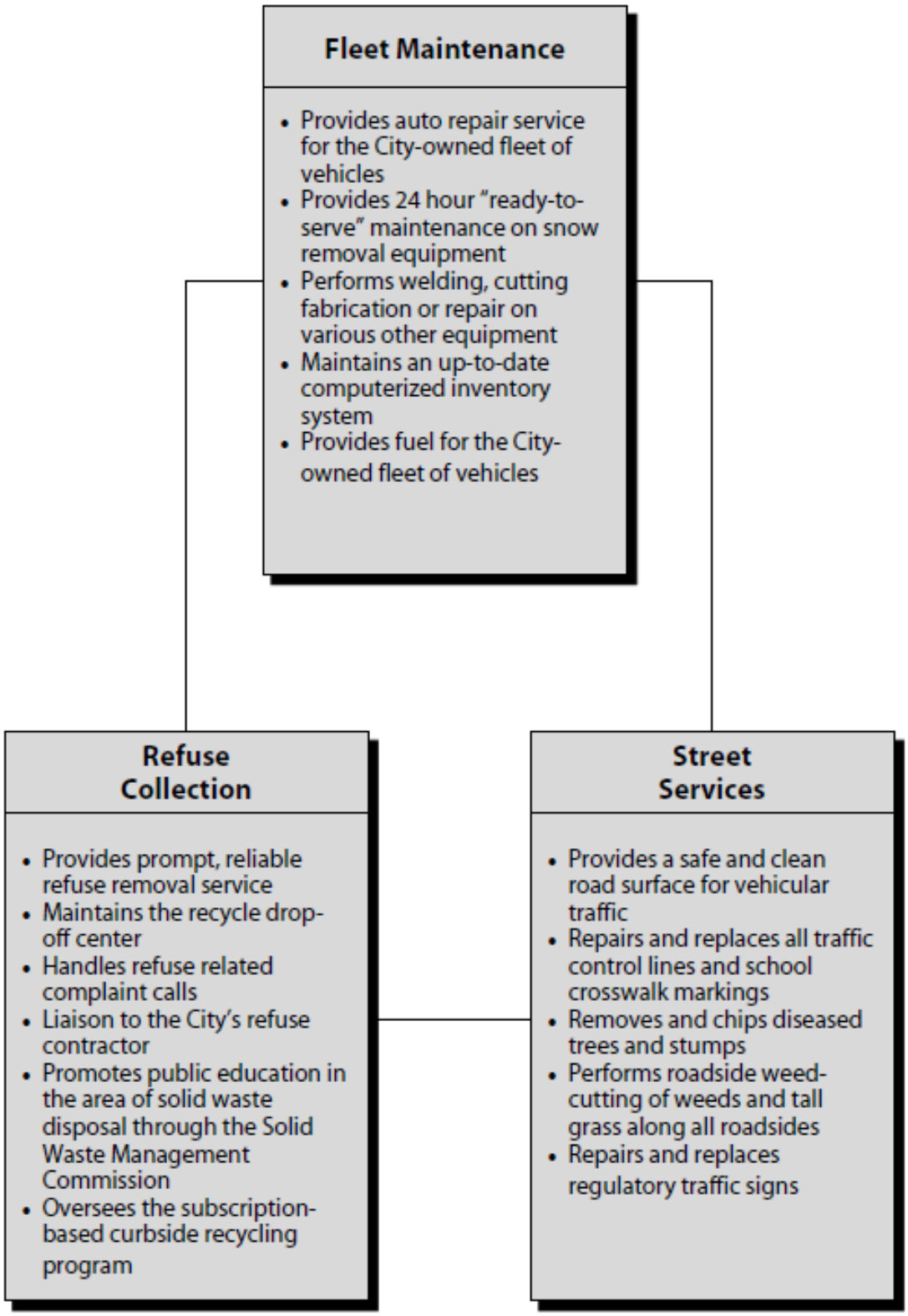
	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$1,537,890	$1,401,640	$1,426,070	$1,583,170	$1,583,170
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Total	$1,537,890	$1,401,640	$1,426,070	$1,583,170	$1,583,170

Public Works Department



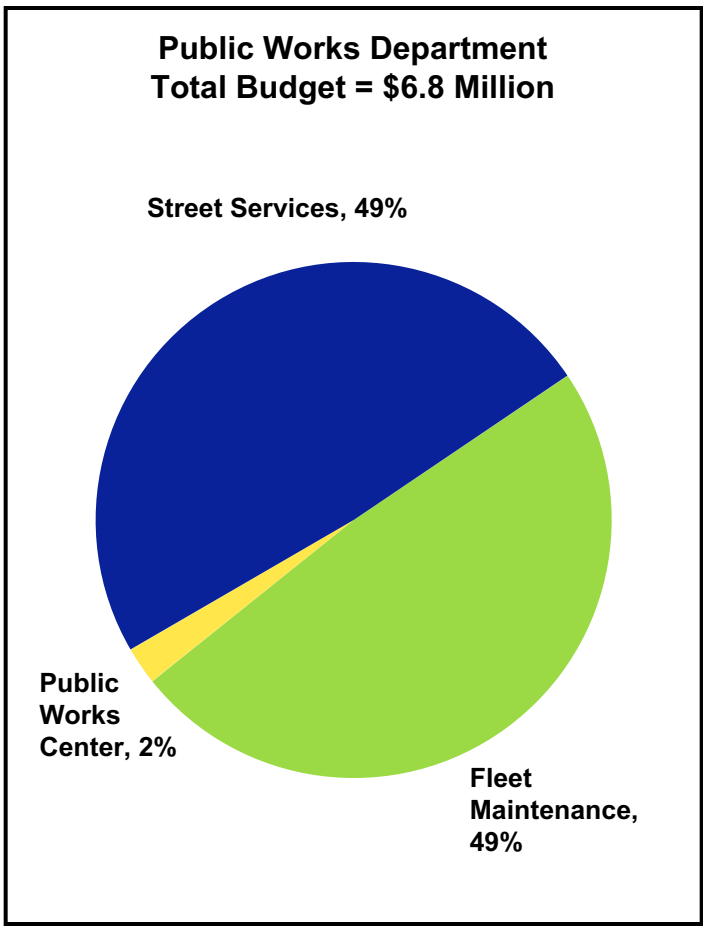
FUNCTIONAL ORGANIZATION CHART

Public Works Department



DEPARTMENT AT A GLANCE

Public Works Department





PERSONNEL SUMMARY

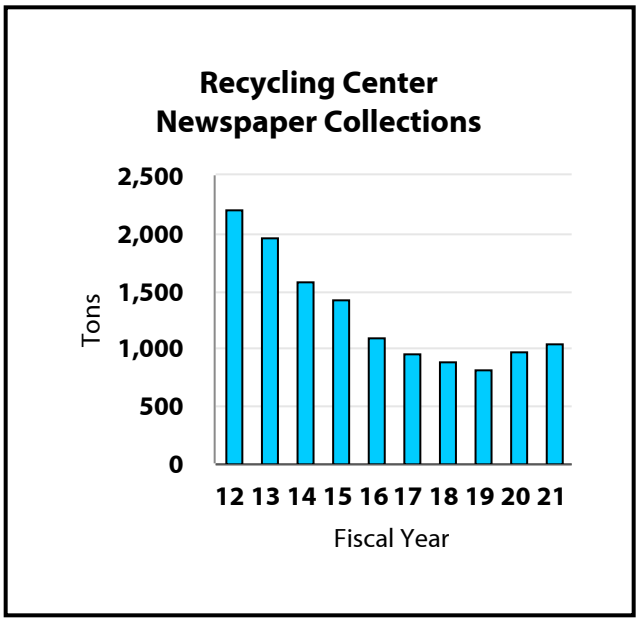
	2022/23 Full Time	2022/23 Part Time
Fleet Maintenance	13	2
Public Works Center	0	5
Street Services	21	10
Total Department	34	17

FUNDING LEVEL SUMMARY

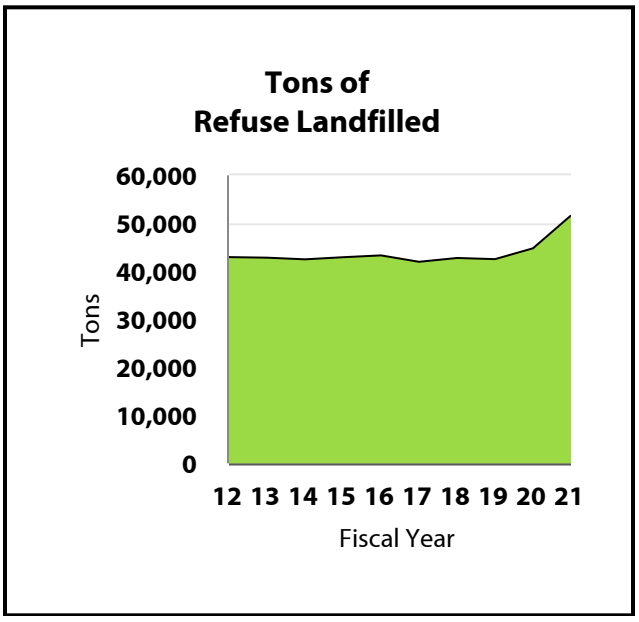
	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget	% Change From 21/22
Fleet Maintenance	$2,998,690	$2,727,510	$3,069,300	$3,332,980	8.6%
Public Works Center	263,870	115,460	171,250	162,400	-5.2%
Street Services	2,795,450	3,067,880	3,449,960	3,347,560	-3.0%
Total Department	$6,058,010	$5,910,850	$6,690,510	$6,842,940	2.3%
Personnel Services	$4,166,730	$4,298,450	$4,757,060	$4,701,290	-1.2%
Supplies	1,442,390	1,088,050	1,325,950	1,567,270	18.2%
Other Charges	448,890	524,350	607,500	574,380	-5.5%
Total Department	$6,058,010	$5,910,850	$6,690,510	$6,842,940	2.3%

KEY DEPARTMENTAL TRENDS

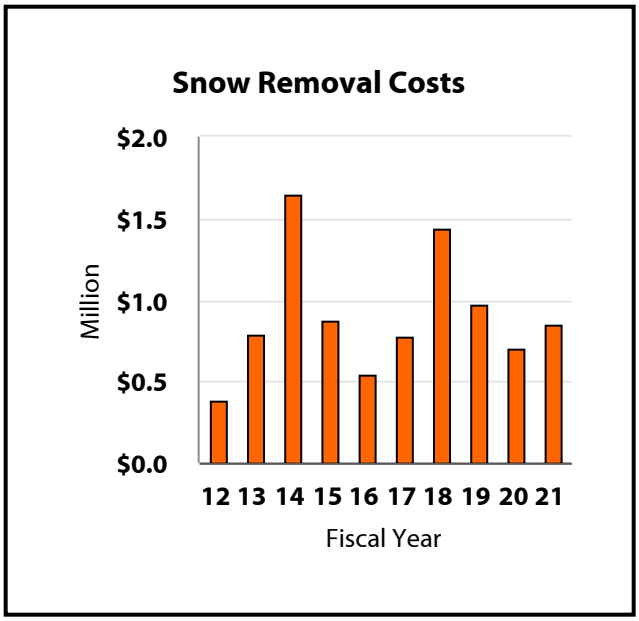
Public Works Department



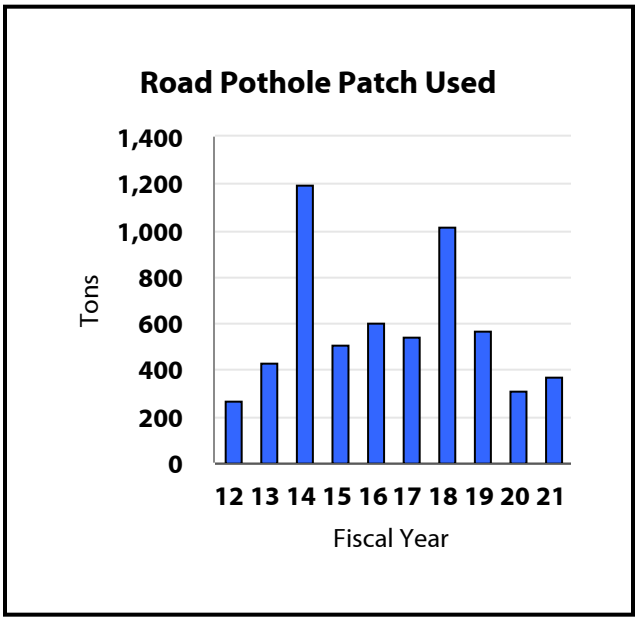
The amount of newspaper recycled at the drop-off recycling centers has declined due to the growth in the number of non-city newspaper recycling sites and the subscription based curbside recycling program initiated in 2013. The average homeowner pays only $81 per year for trash pickup, which is much lower than most communities.



Tons of refuse land filled has been declining over the past decade, but an increase was seen in 2020 and continued in 2021 to 51,648 tons. The increase seems to correlate with more residents working from home 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. 2021 saw an average snowfall and costs were $847,000.



The City had to increase the amount of road patch needed since 2007 in order to repair City roads due to the loss of State gas tax revenues, which has limited the City's ability to reconstruct major roads. Road patch use decreased beginning in 2019 due to the large investment in major road reconstruction and milder winters.

Fleet Maintenance

MISSION STATEMENT: ***To efficiently and economically maintain the City-owned fleet of vehicles and equipment in a safe and properly functioning condition.***

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.***

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 72 pieces of heavy equipment, 421 pieces of various equipment ranging from chainsaws to tractors, and 261 cars and light trucks are repaired. Preventative maintenance is performed on over 754 heavy and light vehicles. Also included is the repair and preventative maintenance of 37 Fire Department emergency vehicles. Fleet Maintenance provides road call service to vehicles in the field to minimize down time. Fleet Maintenance performs welding, cutting, fabrication, repair of park gates, play apparatus, bike racks, bleachers, retention pond gates, pumping stations, and many other repair projects. This Division repairs heating-cooling and exhaust systems, bridges, and guardrails. This involves the planning and designing of modifications performed on various pieces of equipment.

Another responsibility of Fleet Maintenance is to maintain an up-to-date inventory of frequently used parts and a computerized inventory system. This inventory system ensures that a sufficient quantity of proper parts, tools, and materials are stocked. This Division also distributes parts and tools as necessary.

Fleet Maintenance maintains its own records and files. On a daily basis, a record of fuel being dispensed from the pumping facilities is maintained to ensure sufficient availability.

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



Did you know…
…that Fleet Maintenance utilizes over 100 different vendors to provide parts and services for city-owned vehicles?

Fleet Maintenance

2022/23 PERFORMANCE OBJECTIVES

1. To implement minimum utilization standards for all Fleet assets, and require a utilization review as part of the capital request process. *(City Goal 1, 2, 3, 4)*

2. To determine best management practices for assigning work to mechanics, including scheduled, drive-in, and emergency road repairs. *(City Goal 1)*

3. To research the feasibility of using alternative fuel vehicles in the City fleet. *(City Goal 1, 4)*

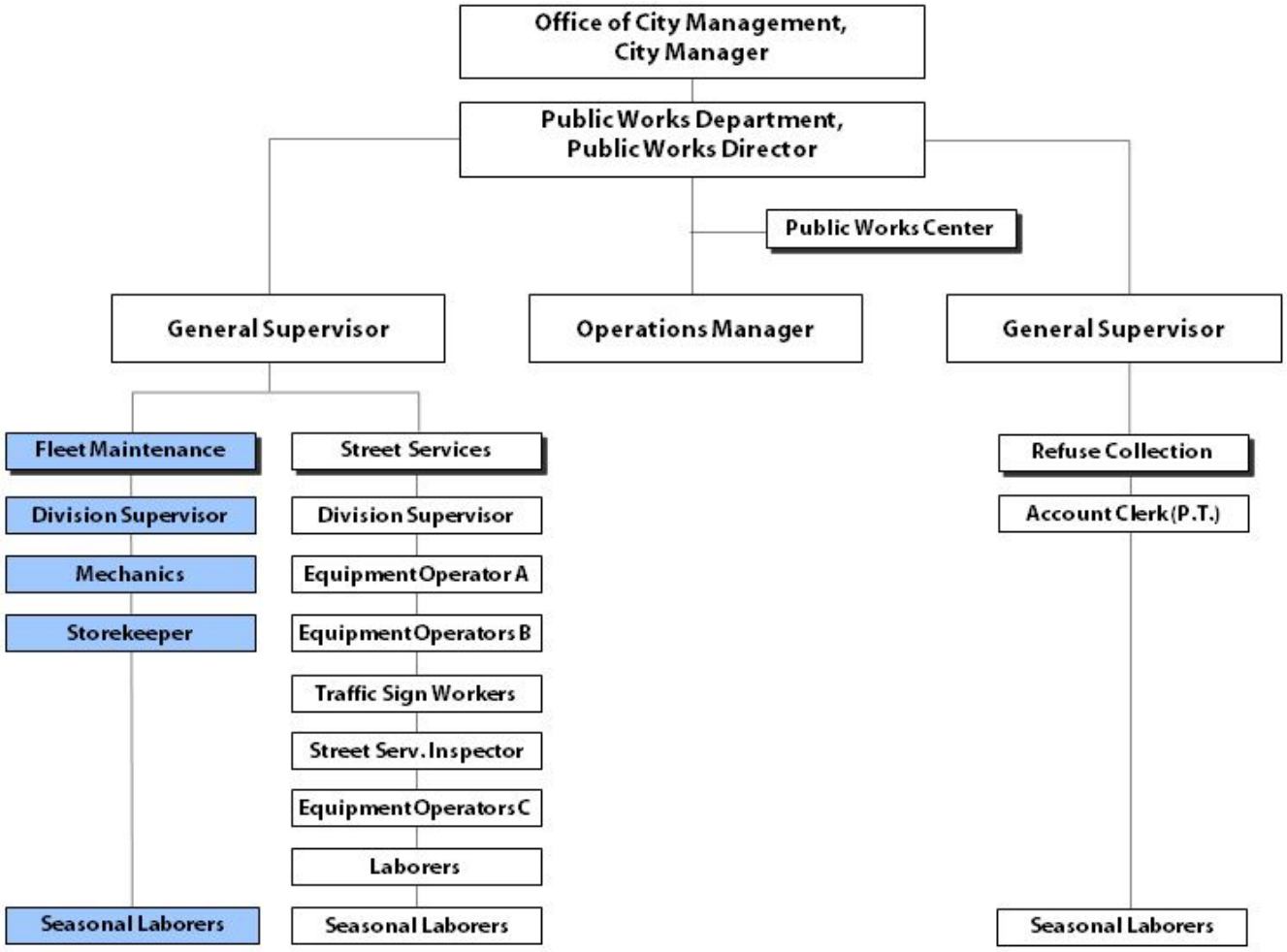
4. To explore the benefits of using wireless maintenance monitoring technology in the City's fleet of vehicles. *(City Goal 1, 2, 4, 12, 23)*

5. To improve coordination with City departments to communicate better when repairs are complete. *(City Goal 1, 2)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Full Service Preventive Maintenances Performed	353	360	417	410	400	410
	Total # of Work Orders Completed	978	1,058	1,101	950	950	950
	Gallons of Fuel Used	278,900	252,837	295,000	280,000	295,000	295,000
	Safety Inspections Conducted on Hoists	12	12	16	16	16	16
	Total # of Vehicles in Inventory	N/A	N/A	328	325	330	325
	Total # of Vehicles with Over 100,000 Miles	N/A	N/A	65	60	60	55
	Total # of Vehicles Over 10 Years Old	N/A	N/A	83	80	88	80
Efficiency & Effectiveness	% of Preventive Maint. Performed on Schedule	85%	85%	90%	90%	90%	90%
	Avg. # of Days Vehicle is Out of Service	N/A	N/A	1	1	1	1
	Average Cost of Repair	$804	$935	$900	$950	$1,000	$1,100
	Average Age of Police Vehicles (Years)	4.0	5.0	5.0	5.0	5.0	4.0
	Average Age of Fire Engines (Years)	13.0	12.0	13.0	12.0	13.0	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%	98%
	Cost of a Passenger Car Oil Change	$27.22	$28.00	$29.50	*	*	*
	Preventive Maintenance Cost of a Passenger Car	$63.03	$62.99	$63.95	*	*	*
	Activity Expenditures as % of General Fund	2.70%	2.81%	2.40%	2.70%	2.92%	2.84%

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

Fleet Maintenance



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Division Supervisor	1	1	1
Mechanic	11	11	11
Storekeeper	1	1	1
Seasonal Laborer (P.T.)	2	2	2
Total	15	15	15

Fleet Maintenance

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

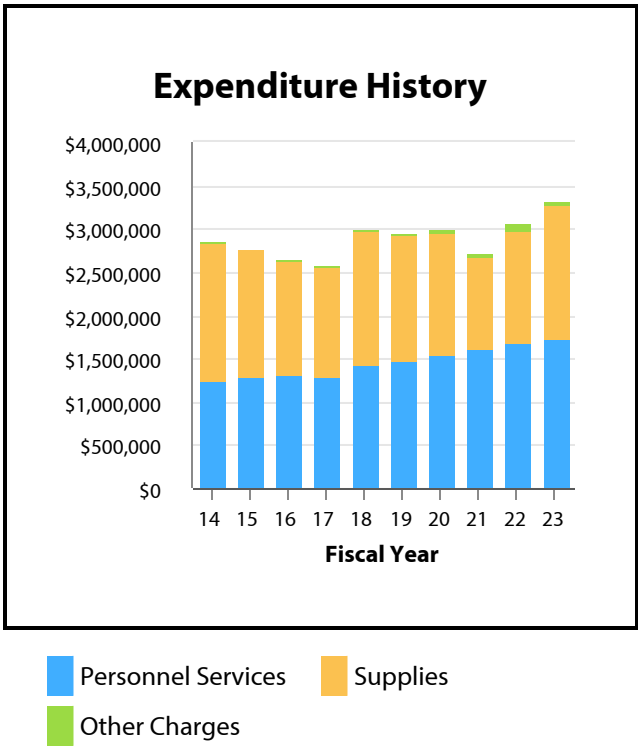
The total budget increased by 8.6%.

Personnel Services - Total Increase $63,040 or 3.8%

- $59,890 due to contractual wage adjustments
- $9,000 due to a contractual increase in the Retiree Health Savings contribution
- $2,910 due to a rate increase for part-time workers
- $11,200 due to an increase in Leader Pay
- $2,400 due to a contractual increase in the clothing allowance; partially offset by:
- Savings of $26,370 due to a decrease in the required contributions to pension and retiree medical systems

Supplies - Total Supplies increased $239,500 or 18.4%. Fuel costs increased $225,000 based on the current year's projected expenditure usage, as fuel prices have greatly increased. $16,000 was added to the budget due to the increased cost of City vehicle and equipment repairs and parts. Operating supply costs can be reduced by $2,000, as fewer small hand tools and fasteners need to be replenished.

Other Charges - Total Other Charges decreased $38,860 or 44.3%. Contracted services decreased $40,000 due to the prior year one-time funding of a comprehensive study of the citywide vehicle fleet.



Rental costs increased $700 for the full-year lease payments on office copiers that are scheduled to be replaced in the current year. Equipment maintenance costs increased slightly by $400.

Capital - There is no Capital proposed for this division.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$1,621,420	$1,679,590	$1,693,870	$1,742,630	$1,742,630
Supplies	1,061,500	1,301,950	1,514,300	1,541,450	1,541,450
Other Charges	44,600	87,760	82,720	48,900	48,900
Total	$2,727,520	$3,069,300	$3,290,890	$3,332,980	$3,332,980

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.***

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.***

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 Facility Maintenance 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.■





Did you know…
…the newly constructed Public Works building includes a heavy truck weight scale and an auto wash bay designed to increase the useful life of the fleet, and reduce vehicle maintenance costs?

Public Works Center

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

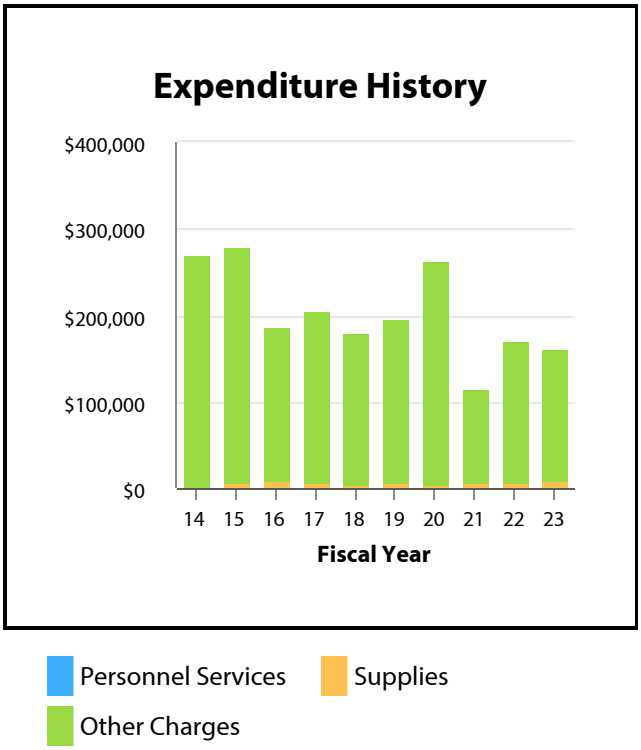
The total budget decreased by 5.2%.

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

Supplies - Total Supplies increased $1,500 or 18.8% as additional cleaning supplies are needed to maintain the larger Public Works facility.

Other Charges - Total Other Charges decreased $10,350 or 6.3%. Utility costs can be reduced by $13,000 based on a revised estimate of electricity, heat, and water expenses for the new facility. $2,250 was added for the use of an electronic library of material safety data sheets and Internet service for two department iPads. Local meeting costs increased $750, as a greater number of training sessions and business meetings with other communities are anticipated to be held in the new facility's meeting space.

Capital - Total Capital of $19,380 is proposed for 31 personal computers to replace the Department's existing 5-year old units.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	6,130	8,000	9,500	9,500	9,500
Other Charges	109,340	163,250	143,900	152,900	152,900
Total	$115,470	$171,250	$153,400	$162,400	$162,400

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.***

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.***

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.

The Commission's responsibility is to continually review and update the City's position regarding solid waste disposal activities.

The City operates one recycle center located on Clinton River Road, adjacent to Farmstead Park and the Parks Maintenance Facility. At this Recycle Center, the City accepts clean metals, such as aluminum, steel, cast iron, and other miscellaneous metals. Glass of all colors, paper, cardboard and plastics are also accepted. These materials are transported to multiple recycling facilities (MRFs), which ultimately reduces landfill volumes. In addition to the recycle center, residents also have an option to sign up for a subscription-based curbside recycling program provided by the City's current waste hauler. The recyclables produced from residents are conveniently collected weekly on their regularly scheduled refuse day for a small fee of about $1 per week or $57 annually.

Clerical support is also provided for tree planting, tree removal, trimming, as well as general information requests.■

Did you know…
…that one ton of recycled paper saves approximately 17 trees? In the past year, Sterling Heights residents saved over 36,346 trees by recycling 2,138 tons of newspapers, magazines, junk mail, cardboard, office paper, and telephone books.

Refuse Collection

2022/23 PERFORMANCE OBJECTIVES

1. To have Recycle Center staff separate high-value metals to help offset the costs associated with departmental operations, and potentially fund capital equipment. *(City Goal 1, 3)*

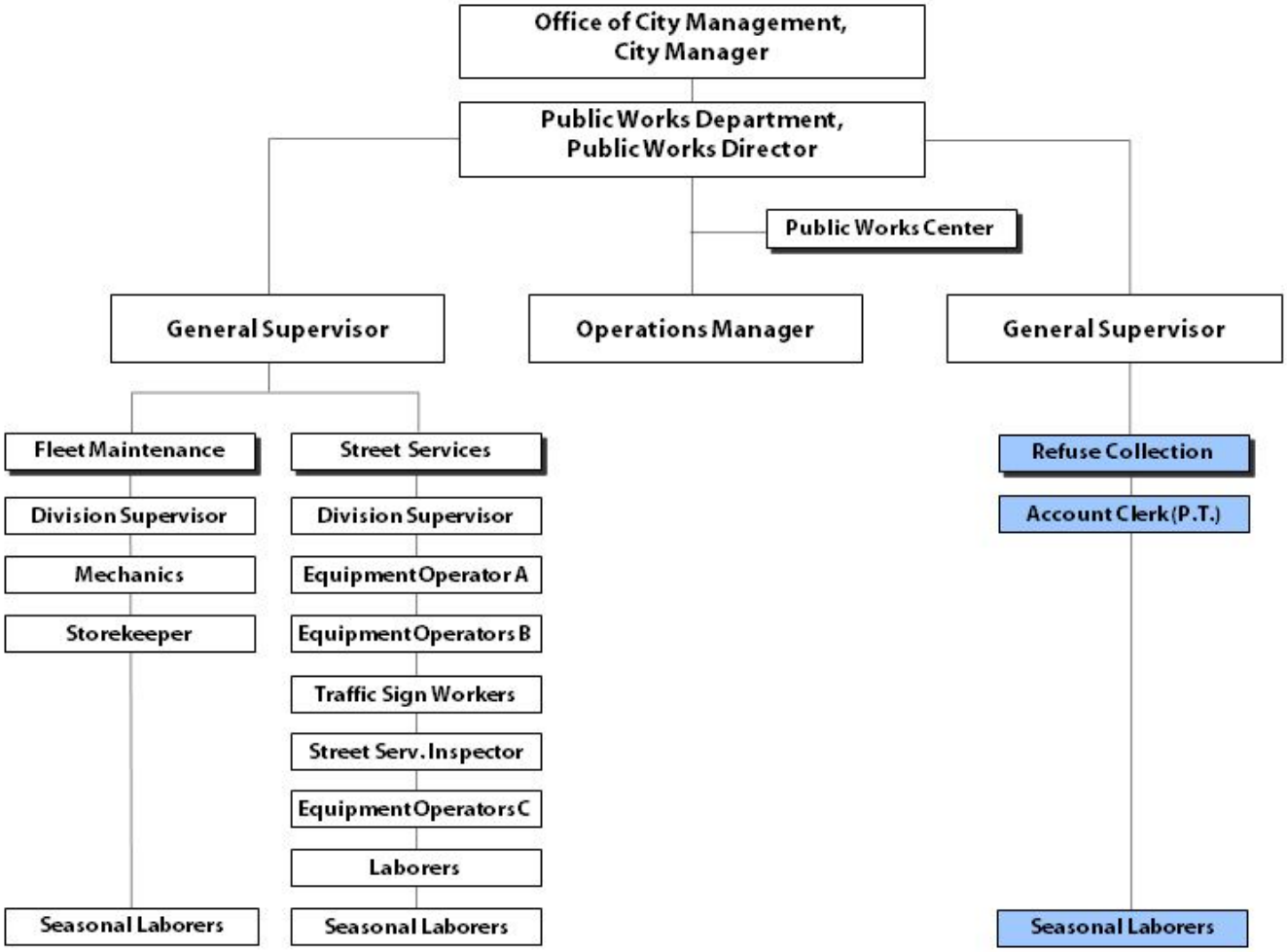
2. To improve refuse placement awareness by implementing a two week initiative launched in the spring, to aggressively monitor residents who place their refuse out early or who place it improperly. *(City Goal 1, 12, 13, 14, 25)*

3. To effectively evaluate dumpster quantities and size for apartments participating in the Refuse Cost Recovery Program. *(City Goal 1, 13, 14)*

4. To eliminate common space non-contained refuse disposal areas in all condominium and apartment complexes. *(City Goal 1, 12, 13,14)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Curbside Refuse Collection Points (Per Week)	39,932	40,835	41,552	42,000	42,500	42,500
	Tons of Refuse Land filled	42,541	44,800	51,648	43,000	46,500	45,000
	Tons of Yard Waste Composted/Diverted	14,663	16,840	11,498	14,000	15,000	15,000
	Christmas Trees Chipped and Composted	843	1,228	890	1,200	1,900	1,000
	Tons of Plastics Recycled (Recycling Center)	N/A	1,880	1,998	1,600	1,400	1,200
	Tons of Paper Recycled (Recycling Center)	814	976	1,050	800	700	600
	Curbside Recycling Subscribers	6,172	9,250	10,768	11,000	11,500	12,000
	Curbside Recycling Volume (tons)	1,920	1,875	2,072	2,000	1,800	2,000
Efficiency & Effectiveness	Refuse Violations Tagged by Contractor	134	246	323	300	350	350
	% of Refuse Collection Stops Making Complaints	0.09%	0.09%	0.09%	0.09%	0.09%	9.00%
	Refuse Collection Costs per Capita	$34.09	$33.95	$34.53	$35.96	$36.24	$35.99
	Refuse Collection Millage Rate	1.04	1.00	0.96	0.99	0.99	0.95
	Refuse Cost for Average Homeowner	$74	$76	$74	$80	$80	$81
	Net Cost to Operate Recycling Center	$179,000	$192,260	$186,000	$150,000	$150,000	$140,000
	Recycling Costs Per Ton Recycled	$38.00	$38.50	$38.50	$38.00	$37.50	$35.00
	Cost to Collect/Dispose of Refuse (1 ton)	$105.58	$100.41	$88.43	$110.79	$103.28	$106.16
	Activity Expenditures as % of General Fund	4.10%	4.22%	4.02%	4.19%	4.26%	4.08%

Refuse Collection



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Account Clerk (P.T.)	1	1	1
Seasonal Laborer (P.T.)	4	4	4
Total	5	5	5

Refuse Collection

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

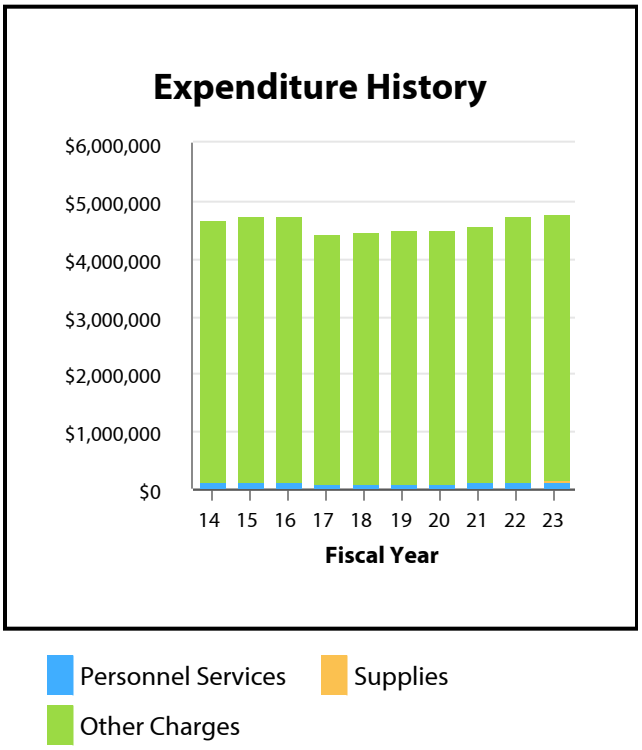
The total budget increased by 0.3%.

Personnel Services - Total Increase $10,310 or 7.4% primarily due to a wage increase for part-time employees.

Supplies - Total Supplies decreased $8,250 or 52.4% due to the prior year one-time funding of a construction trailer to provide employees shelter from inclement weather at the Recycle Center. The decrease was partially offset by an increase for continued costs related to the construction trailer and the increased cost of supplies and small tools needed to operate the Center.

Other Charges - Total Other Charges increased $11,150 or 0.2%. Contracted services increased $40,000 for the higher costs of sorting, transporting, and disposing of increased amounts of hazardous waste generated from the City's annual special collection events. Funding for rubbish removal decreased $28,370, as street sweep hauling is budgeted and expensed in the contracted services account. Interfund service costs decreased $480 due to slightly lower personnel costs for those employees budgeted in the Water & Sewer Fund.

Capital - There is no Capital proposed for this division.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$124,210	$138,850	$137,810	$149,160	$149,160
Supplies	5,340	15,750	15,000	7,500	7,500
Other Charges	4,437,680	4,609,570	4,649,570	4,620,720	4,620,720
Total	$4,567,230	$4,764,170	$4,802,380	$4,777,380	$4,777,380

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.***

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.***

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 pars. 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.

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 oversees sweeping on all roads located in the City? Each road is swept four times every year.

Street Services

2022/23 PERFORMANCE OBJECTIVES

1. To improve dirt road conditions by identifying and correcting poorly pitched road crown and ditches. *(City Goal 16, 18)*

2. To utilize awarded grant funding to increase existing tree health and identify new tree planting areas that will improve the tree canopy throughout the City. *(City Goal 4, 18)*

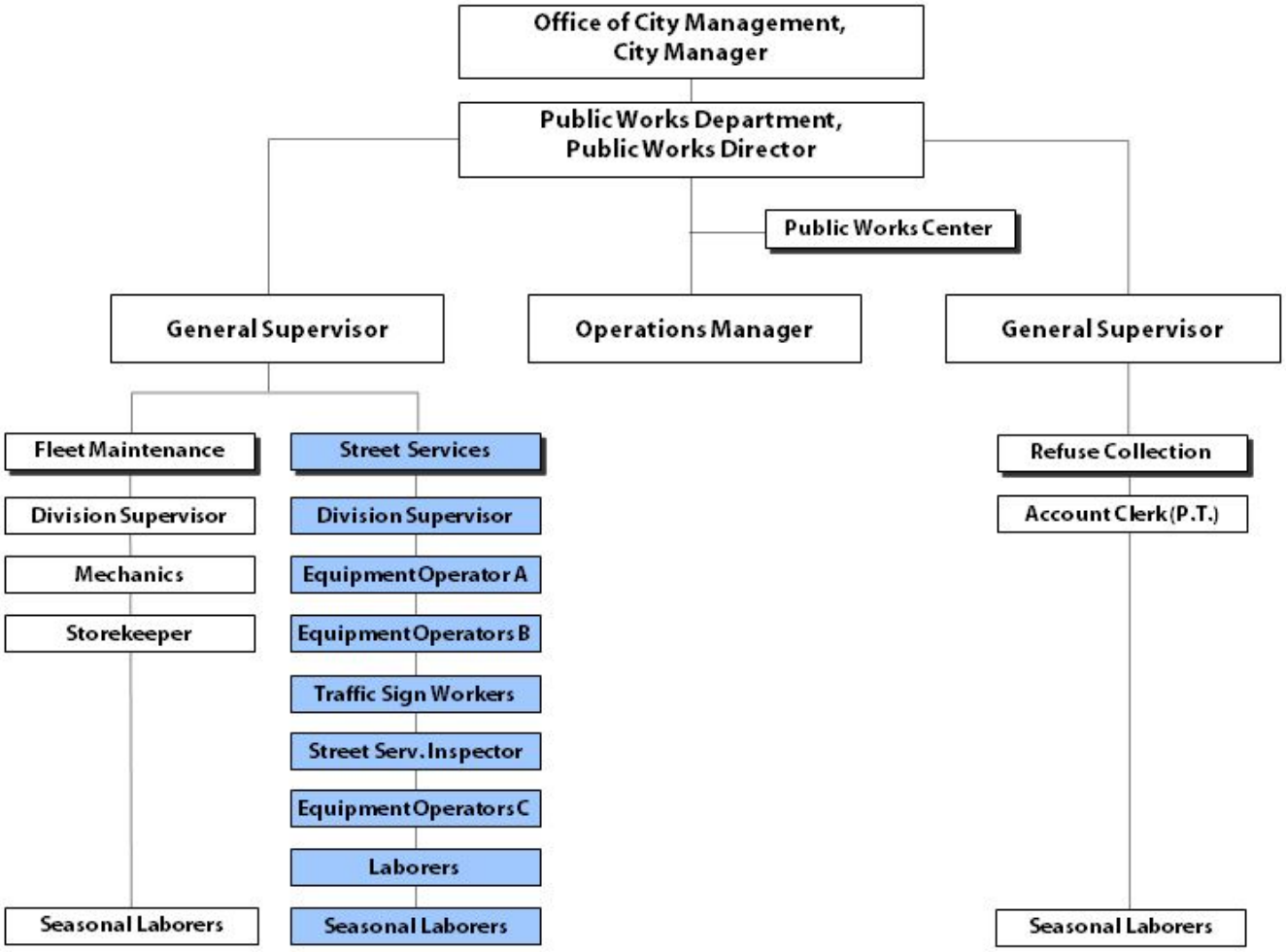
3. To work with City Development to inventory city trees and incorporate them into GIS maps. *(City Goal 4, 18)*

4. To collaborate with Engineering to identify road milling and asphalting opportunities, creating long-term, temporary improvements. *(City Goal 16)*

5. To investigate the feasibility of an interlocal agreement with school districts to share snowplows. *(City Goal 1, 4)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	After Hours Snow Removal Occurrences	33	25	27	25	25	25
	Tons of Road Salt Used	7,123	5,542	6,762	6,500	7,000	7,000
	Pothole Patching - Tons of Patch Used	567	307	366	300	250	300
	Street Sweeping Rotations - Local Roads	4	4	4	4	4	4
	Street Sweeping Rotations - Major Roads	4	5	5	4	5	5
	Storm Catch Basin Cleaning-Number of Locations	863	149	951	1,200	900	1,200
	Street Trees Removed	123	113	118	100	157	175
	Street Trees Planted	466	389	122	200	150	200
	Street Trees Pruned	2,964	2,877	4,101	4,000	2,331	3,000
	Homeowner Tree Inquiries/Inspection Responses	865	732	733	750	950	800
	Traffic Sign Repairs or Replacements	179	132	178	200	125	150
	Gravel Roads - Rotations	15	16	15	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	$850	$400	$350	$500	$500	$500
	Street Services Cost Per Capita	$20.04	$20.79	$23.20	$26.04	$24.08	$25.22
	Hours to Complete Snow Emergencies	48	48	48	48	48	48
	Activity Expenditures as % of General Fund	2.41%	2.62%	2.70%	3.03%	2.83%	2.86%

Street Services



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Division Supervisor	1	1	1
Equipment Operator A	1	1	1
Equipment Operator B	6	7	7
Traffic Sign Worker	2	2	2
Street Services Inspector	1	1	1
Equipment Operator C	6	5	5
Laborer	4	4	4
Seasonal Laborer (P.T.)	10	10	10
Total	31	31	31

Street Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

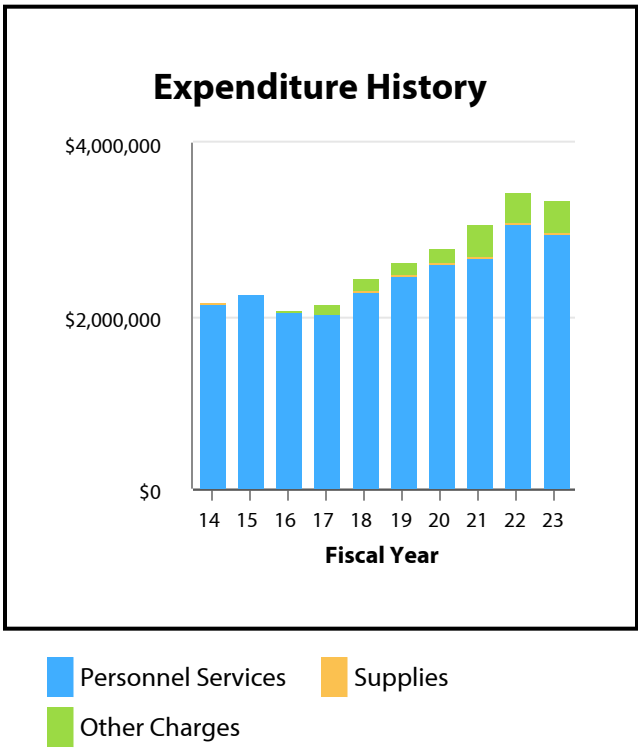
The total budget decreased by 3.0%.

Personnel Services - Total Decrease $118,810 or 3.9%

- Savings of $48,030 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $132,460 due to a reduction in part-time labor and overtime based on recent trends, partially offset by:
- $62,610 due to contractual wage increases
- $11,000 due to a contractual increase in the Retiree Health Savings contribution
- $2,400 due to a contractual increase in the clothing allowance

Supplies - Total Supplies increased $320 or 2.0% due to an inflationary cost increase for small hand-held equipment and personal protective gear.

Other Charges - Total Other Charges increased $16,090 or 4.5%. Water costs increased $10,000 due to increased irrigation in city medians and rights-of-way and contracted services rose $5,000 due to increased irrigation maintenance activity. $500 was added for Sign Shop equipment maintenance and repairs. $250 was added for the printing of mailbox guideline flyers and door hanger notices.



Capital - Total Capital of $485,000 is proposed. $80,000 is to replace a 20-year old Chipper that lacks dependability. $260,000 is for a Tandem Axle Dump Truck with Plow to replace a 22-year old truck used for snow removal, road grading, paving projects, and other road maintenance duties. $126,000 is for three 4x4 Pickup Trucks with Plows to replace high-mileage vehicles utilized in daily operations. $19,000 is for a replacement Printer with updated Software for the Sign Shop.

FUNDING LEVEL SUMMARY

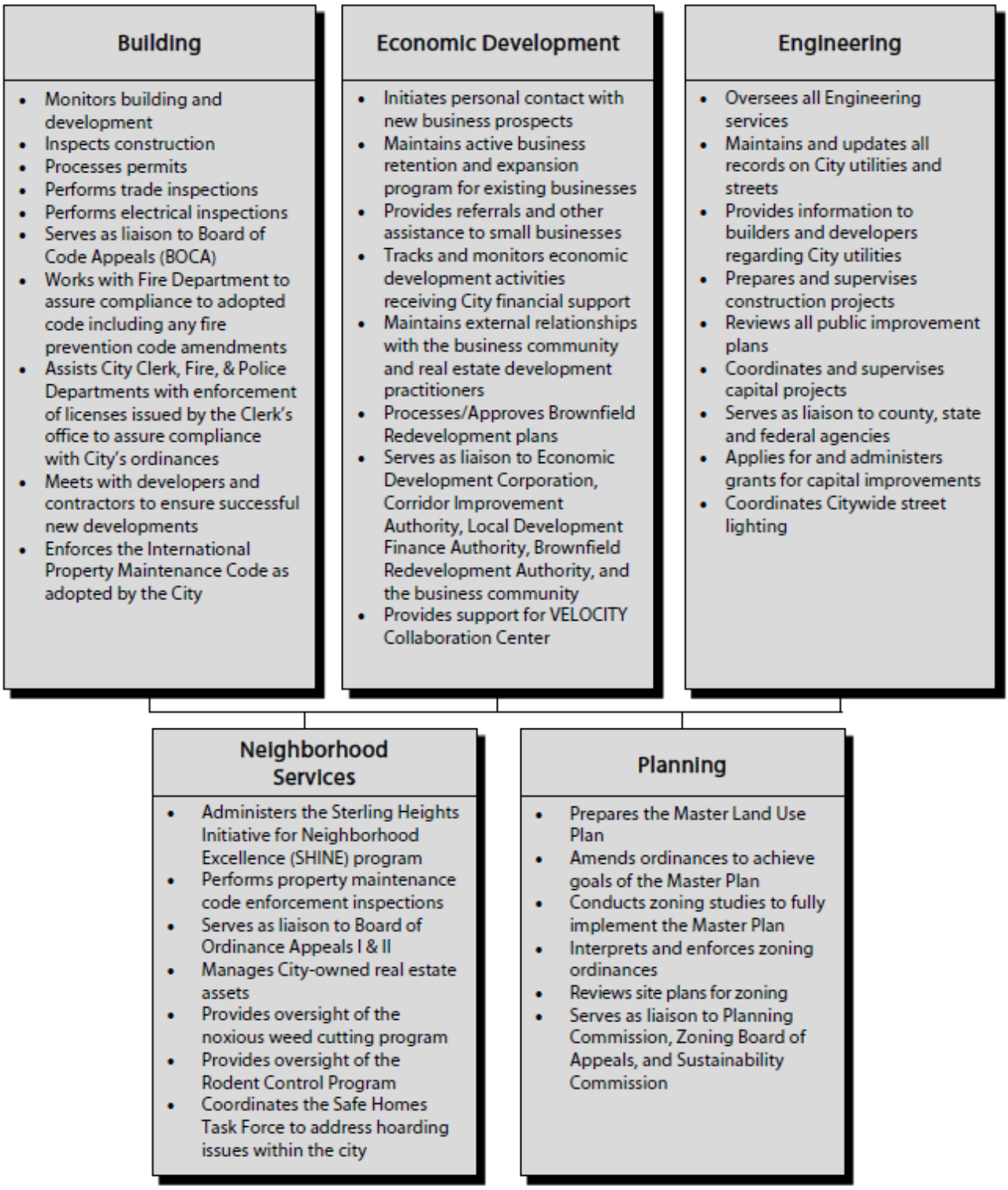
	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$2,677,040	$3,077,470	$2,814,230	$2,958,660	$2,958,660
Supplies	20,430	16,000	16,000	16,320	16,320
Other Charges	370,420	356,490	359,750	372,580	372,580
Total	$3,067,890	$3,449,960	$3,189,980	$3,347,560	$3,347,560

City Development Department



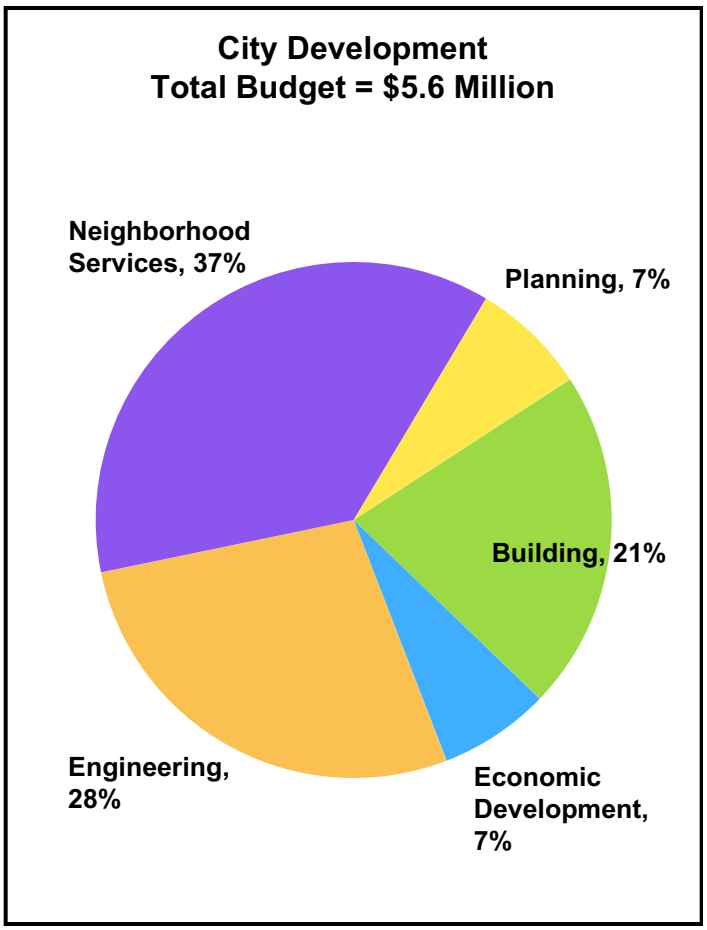
FUNCTIONAL ORGANIZATION CHART

City Development Department



DEPARTMENT AT A GLANCE

City Development Department





PERSONNEL SUMMARY

	2022/23 Full Time	2022/23 Part Time
Building	7	1
Economic Development	1	0
Engineering	9	1
Neighborhood Services	8	16
Planning	3	0
Total Department	28	18

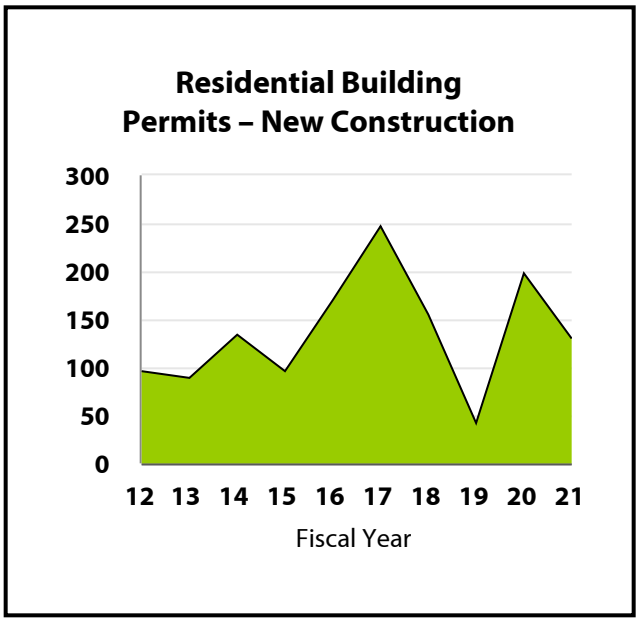
FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget	% Change From 21/22
Building	$1,118,730	$1,148,210	$1,203,200	$1,193,220	-0.8%
Economic Development	362,260	352,350	384,000	389,890	1.5%
Engineering	1,419,400	1,408,770	1,550,070	1,543,070	-0.5%
Neighborhood Services	1,810,100	1,956,950	1,980,970	2,059,710	4.0%
Planning	284,360	302,140	433,210	404,930	-6.5%
Total Department	$4,994,850	$5,168,420	$5,551,450	$5,590,820	0.7%
Personnel Services	$4,602,350	$4,755,480	$5,101,630	$5,153,210	1.0%
Supplies	19,160	15,940	26,600	25,490	-4.2%
Other Charges	373,340	397,000	423,220	412,120	-2.6%
Total Department	$4,994,850	$5,168,420	$5,551,450	$5,590,820	0.7%

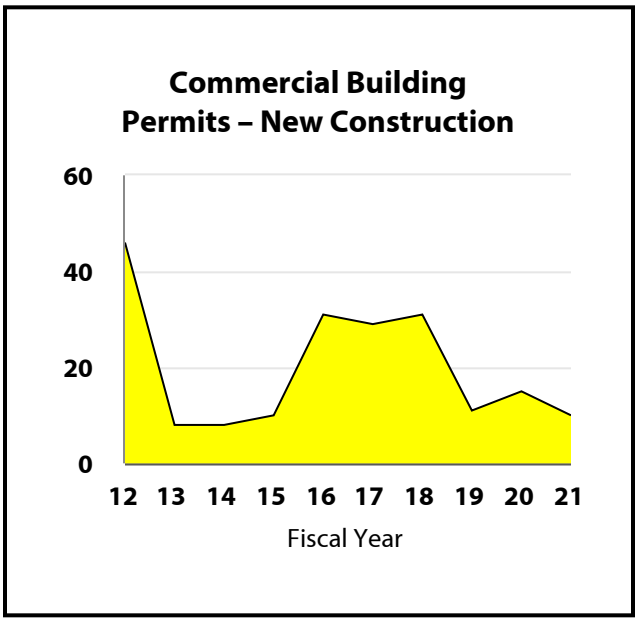
Excludes Boards and Commissions.

KEY DEPARTMENTAL TRENDS

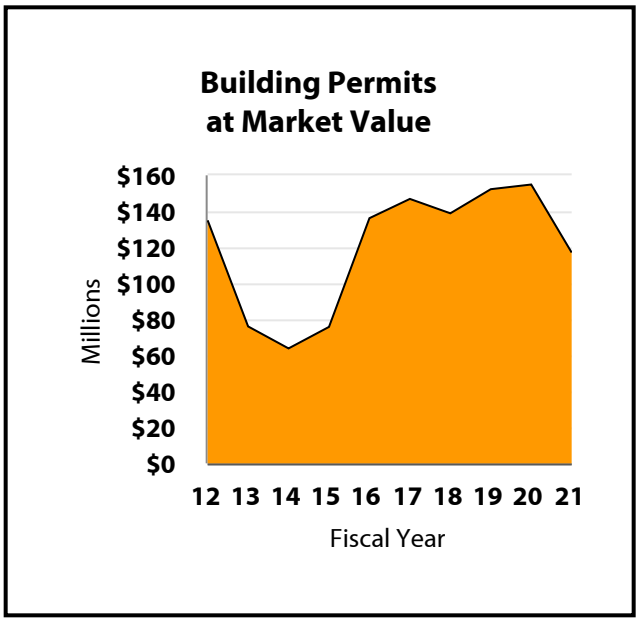
City Development Department



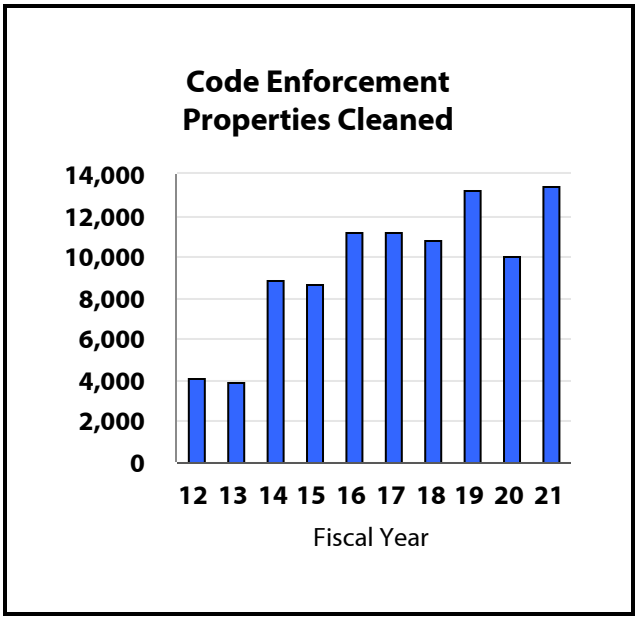
The number of residential building permits varies annually based on the number of new subdivisions constructed. For 2021, 130 residential building permits were issued.



The number of commercial building permits varies annually based on the number of new buildings constructed. As Sterling Heights is a relatively mature community, new commercial structure construction is minimal. For 2021, 10 commercial building permits were issued.



Although the number of commercial building permits has been declining due to the maturation of the community, the value of these permits has continued to remain high. In 2021, commercial permits with a value of $117.1 million were issued.



The City continues to prioritize this effort to strengthen and vigorously maintain property values by eliminating blighting influences. The number of properties cleaned fell slightly in 2020 due to the COVID-19 pandemic, but has returned to normal levels in 2021. 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.***

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.***

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. The Building Official 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.■



Did you know…
…that in addition to mandatory licensing, inspection staff must also have experience in their field to meet state inspector registration requirements?

Building

2022/23 PERFORMANCE OBJECTIVES

1. To create an in-house training program for building inspectors (open to fire inspectors as well) that is specific to the needs of the community. *(City Goal 2, 5)*

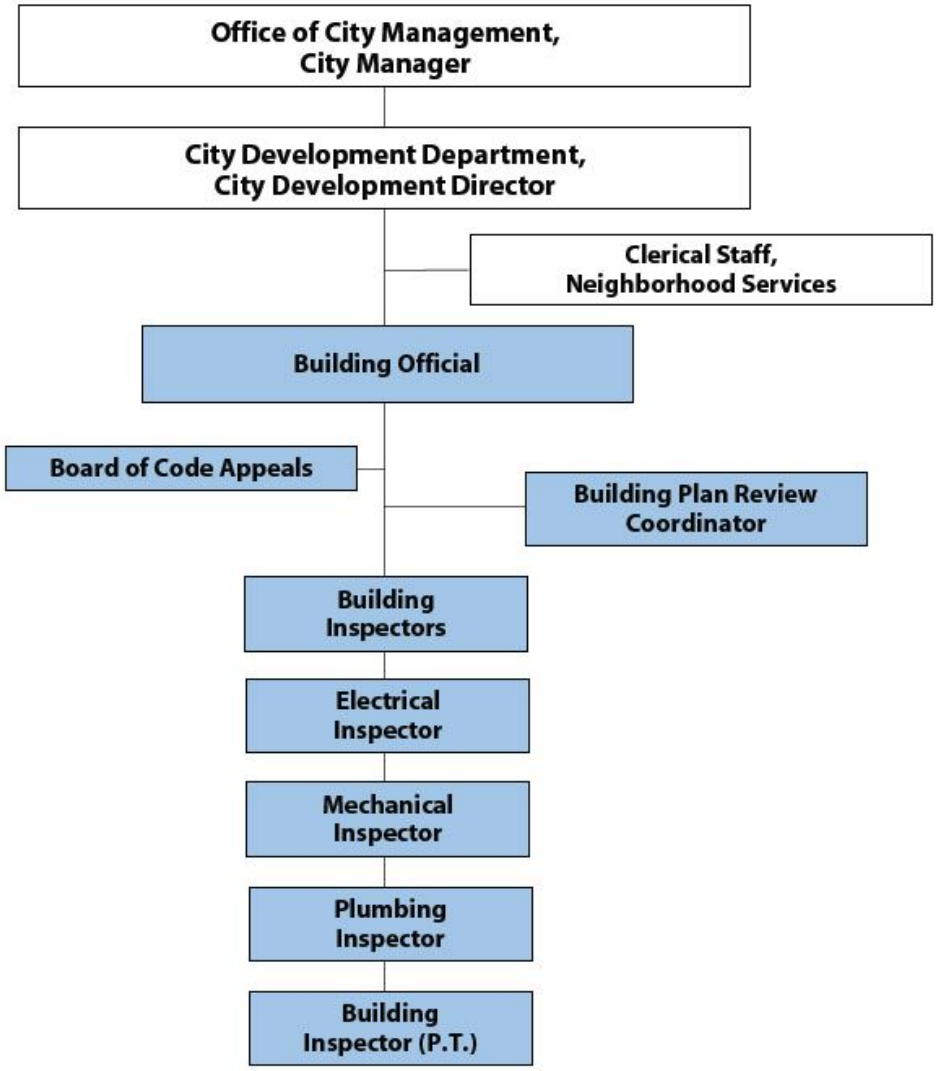
2. To create and communicate information to residents regarding hiring a contractor, permit requirements, and homeowner permits. *(City Goal 1)*

3. To collaborate with all City departments to create a Business Development Guide detailing requirements for new businesses. *(City Goal 1, 6, 21)*

4. To create an appointment system for homeowners to meet with a building inspector to assist them with completing their permits for sheds, decks, concrete work, and pools. *(City Goal 1, 2)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Total Permits Issued	6,656	6,244	7,622	7,230	7,430	8,560
	Building Permits Issued	1,883	1,548	2,211	2,200	2,200	3,000
	Mechanical Permits Issued	1,624	1,672	2,012	1,850	1,800	2,100
	Plumbing Permits Issued	832	887	735	900	775	750
	Electrical Permits Issued	1,141	1,152	1,401	1,300	1,380	1,400
	Special Inspection Permits Issued	267	161	253	150	550	550
	Fence Permits Issued	372	330	554	400	375	400
	Fire Alarm Permits Issued	67	39	55	60	66	60
	Fire Suppression Permits Issued	80	55	45	70	64	60
	Sign Permits Issued	390	400	291	300	220	240
	Permits Issued via City's Website	791	1,618	3,075	3,000	3,200	3,100
	Total Inspections Performed	24,418	20,160	17,494	24,200	20,000	19,800
	Building Inspections	9,153	6,650	7,832	10,000	9,400	9,500
	Mechanical Inspections	3,593	2,877	3,595	4,000	3,700	3,600
	Plumbing/Fence Inspections	3,467	2,898	2,038	2,000	2,500	2,100
	Electrical Inspections	2,805	2,335	2,899	3,000	3,200	3,000
	Other Insp. (Fence, Liquor License, Amusement Devices, Etc.)	3,700	3,700	1,535	3,200	1,200	1,600
	# of Follow-Up Inspection Communications	1,700	1,700	1,700	2,000	N/A	N/A
	# of Virtual Inspections	N/A	N/A	63	50	20	25
	Ordinance Complaint Tickets Issued	11	0	2	0	1	5
	Board of Code Appeals Applications	4	4	1	4	4	4
Efficiency	Insurance Service Office (ISO) Rating	3	3	3	3	3	4
	% of Inspections Performed on Schedule	98%	95%	95%	98%	98%	98%
	% of Commercial Plans Reviewed w/i 20 days	95%	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	3,757	3,102	2,691	3,720	3,077	3,050
	Market Value of Building Permits (Millions)	$152.3	$154.9	$117.1	$150.0	$102.0	$108.0
	Activity Expenditures as % of General Fund	0.98 %	1.05 %	1.01 %	1.06 %	0.99%	1.02%

Building



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
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 – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

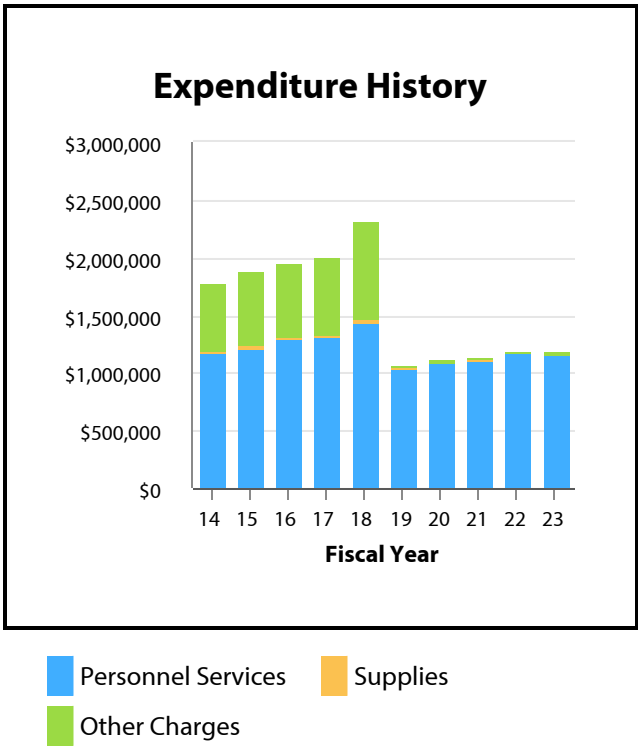
The total budget decreased by 0.8%.

Personnel Services - Total Decrease $14,330 or 1.2%

- Savings of $15,650 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $20,050 due to lower salaries resulting from staff turnover
- Savings of $11,930 due to less required reserves for potential retirements, partially offset by:
- $35,570 increase due to contractual wage adjustments

Supplies - Total Supplies increased $40 or 0.4%. Publication costs increased $40 for the cost of required updated code books next year.

Other Charges - Total Other Charges increased $4,310 or 20.5%. $4,600 was added for an increase in BS&A software support fees, including increased funding for the Online Permit application quarterly fees, which are higher than previously projected. $1,000 was added for contractual maintenance costs for the Safe Homes Task Force. Membership costs decreased $1,310 due to the prior year funding of Inspector recertification, which is required every three years.



Capital - Total Capital of $26,000 is proposed for an all-wheel drive Utility Vehicle to replace a high-mileage vehicle used by the Inspectors.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$1,116,440	$1,172,880	$1,081,300	$1,158,550	$1,158,550
Supplies	5,060	9,310	5,000	9,350	9,350
Other Charges	26,690	21,010	25,030	25,320	25,320
Total	$1,148,190	$1,203,200	$1,111,330	$1,193,220	$1,193,220

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.***

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 to support the VELOCITY collaborative center that serves as a hub for business incubation and collaboration.***

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. 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 and Macomb County 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.■



Did you know…
…that in the past five years, the Economic Development Department has coordinated projects totaling $177 million dollars in new investments, creating 745 new jobs and generating $11 million in new property taxes?

Economic Development

2022/23 PERFORMANCE OBJECTIVES

1. To implement the Sterling Innovation District branding campaign. *(City Goal 20)*

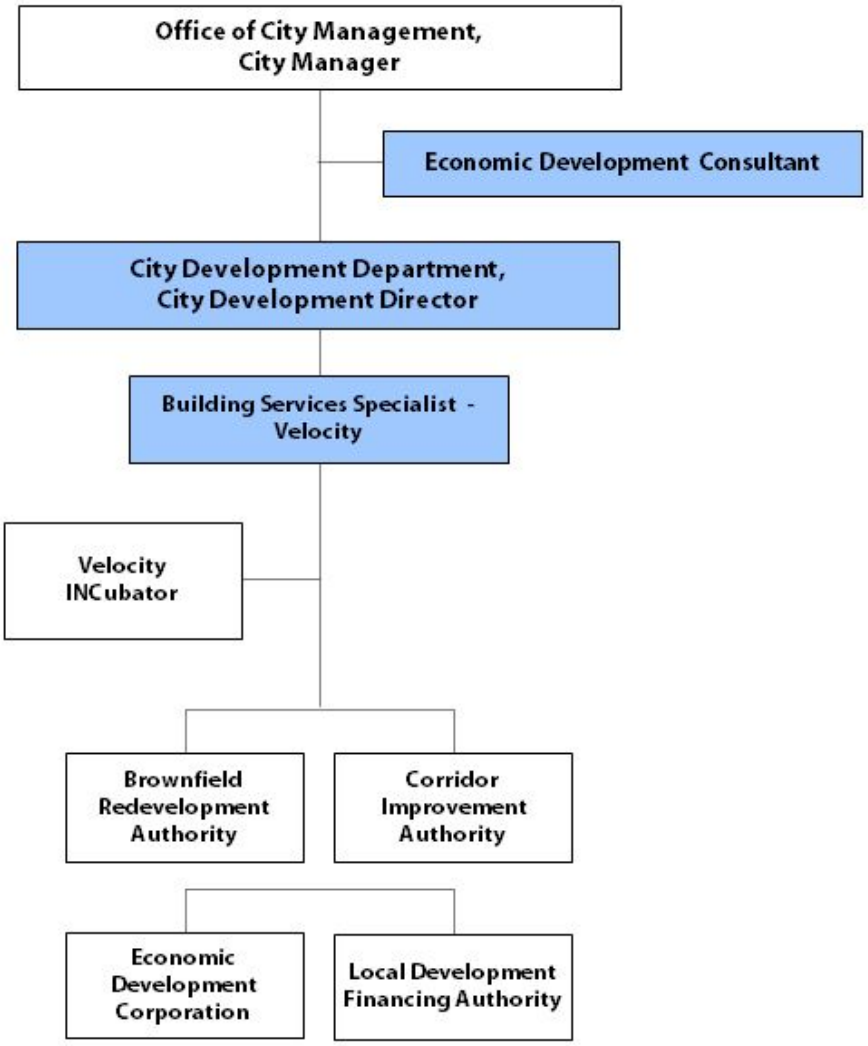
2. To work with the Senior Advisor for Entrepreneurship and Innovation on the implementation of a new strategic plan for the Velocity Center. *(City Goal 20, 21)*

3. To continue to work with the owners of Lakeside Shopping Center on successfully implementing a redevelopment strategy. *(City Goal 20, 21, 22)*

4. To facilitate the acquisition of properties in the Corridor Improvement Authority. *(City Goal 20, 22)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Business Retention/Attraction Contacts Made	138	124	84	95	84	85
	State & Federal Legislative Contacts Made	19	9	17	10	10	10
	Banking & Real Estate Contacts Made	48	64	103	30	90	75
	LDFA Meetings Held	7	8	7	8	7	8
	Meetings with Chambers of Commerce	14	33	33	35	15	15
	Targeted Industry Events Attended	21	14	7	15	15	15
	Velocity Partner Meetings Held	20	25	54	25	25	25
	Economic Development Partner Meetings	42	50	51	45	30	30
	Velocity Events & Meetings Held	77	74	57	50	45	60
	Business Awards Presented	5	0	0	5	5	5
	Hits on City's Website	1,619	1,127	1,658	1,500	1,100	1,200
Efficiency & Effectiveness	Velocity Center Number of Businesses	17	17	15	16	15	18
	Velocity Center Occupancy Rate	100%	100%	92%	100%	85%	92%
	Businesses and/or Participants at Velocity Events	2,931	2,701	1,363	1,500	1,800	2,500
	Value of Redevelop. Projects & New Investments	$104M	$92M	$51M	$50M	$75M	$50M
	Industrial Vacancy Rate	1.40%	3.60%	1.40%	2.50%	1.20%	1.50%
	Retail Vacancy Rate	4.30%	4.20%	6.20%	6.50%	7.30%	7.00%
	City Unemployment Rate (April)	4.2%	17.5%	4.3%	5.0%	4.1%	5.0%
	Activity Expenditures as % of General Fund	0.30%	0.34%	0.31%	0.34%	0.33%	0.33%

Economic Development



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Building Services Specialist - Velocity	1	1	1
Total	1	1	1

Economic Development

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

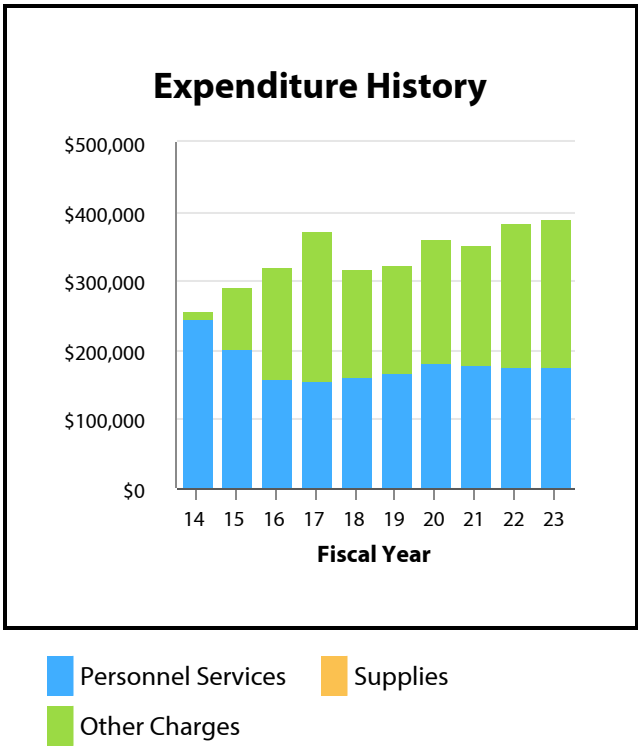
The total budget increased by 1.5%.

Personnel Services - Total Increase $1,040 or 0.6%, primarily due to contractual wage adjustments partially offset by savings of $4,470 due to less required reserves for potential retirements.

Supplies - Total Supplies is proposed to remain the same at $200. There are no proposed changes to the postage and operating supply accounts.

Other Charges - Total Other Charges increased $4,850 or 2.3%. $30,000 was added for the contractual services of a consultant to develop a strategic plan to support the City's application for Redevelopment Ready Certification with the Michigan Economic Development Corporation. The budget decreased $25,000, as less funding is required for City development marketing and advertising campaigns next year. Local meeting costs fell $150, as funding can be reduced and brought more in line with recent expenditure levels.

Capital - There is no Capital proposed for this office.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$178,610	$176,050	$169,480	$177,090	$177,090
Supplies	20	200	120	200	200
Other Charges	173,720	207,750	206,600	212,600	212,600
Total	$352,350	$384,000	$376,200	$389,890	$389,890

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.***

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.***

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.

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 is responsible for eleven vehicular bridges? All are in good/fair condition with the exception of the 17 Mile Road bridge over the Plumbrook Drain, which the City secured grant funding to reconstruct in 2023.

Engineering

2022/23 PERFORMANCE OBJECTIVES

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

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

3. To improve communication provided to the public on local road and major road construction projects, including but not limited to real time blast updates. *(City Goal 24)*

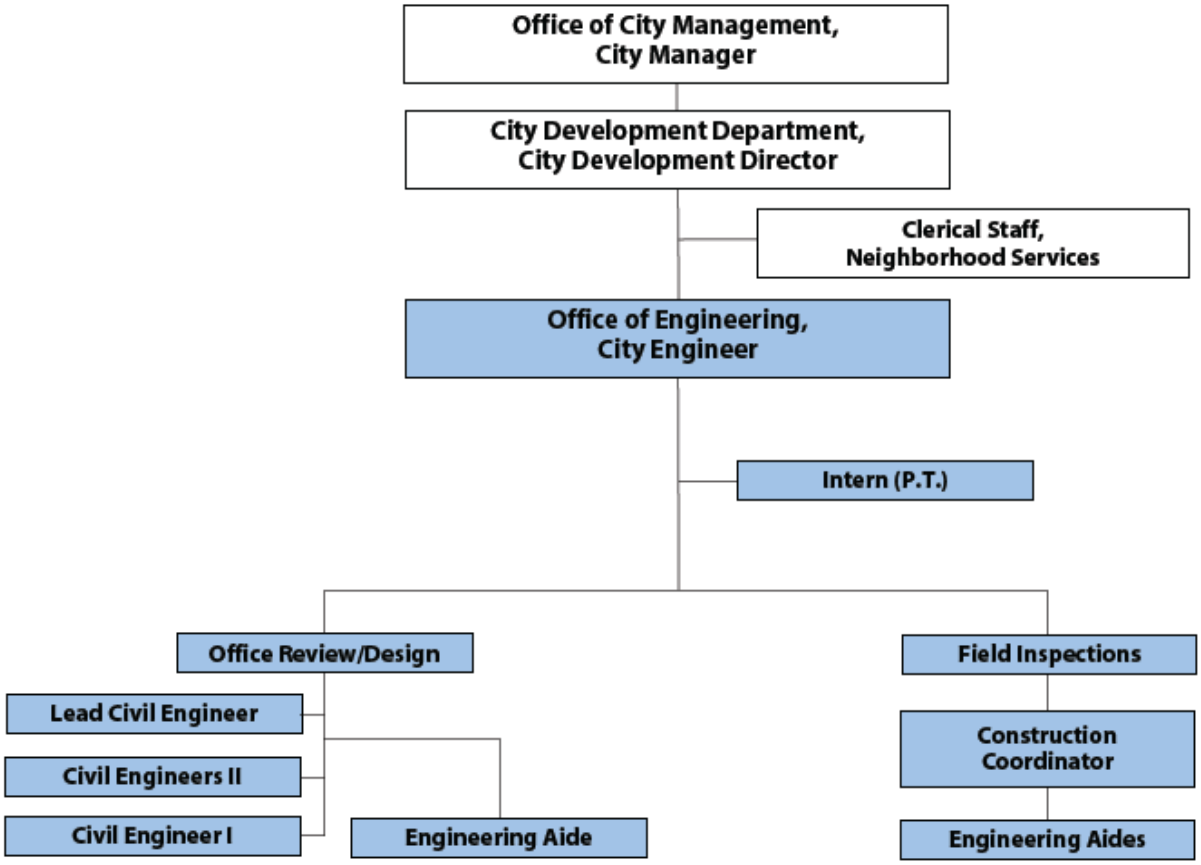
4. To implement the 5-year road plan, and continue to look for ways to improve and build upon the current plan. *(City Goal 16, 17, 18)*

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 manage and provide quality, innovative, and efficient site plan reviews for large scale development and redevelopment projects. *(City Goal 20, 23)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Site Plans Approved	22	21	24	30	20	25
	Land Divisions Reviewed	18	26	11	20	15	18
	Plot Plans/Grading Plans Approved	70	13	12	55	30	25
	Utility Company Permits Issued	96	109	71	75	80	100
	SESC Permits Issued	71	125	142	100	100	120
	Value of Const. Contracts Awarded & Supervised	$12.3M	$15.5M	$5.6M	$7.8M	$12.3M	$9.7M
	Sidewalk Gap Installation (Linear Feet)	9,980	7,760	6,864	5,000	3,300	16,000
	Neighborhood Road Improvement (Miles)	5.81	7.19	4.70	4.50	4.65	4.50
	Miles of Sidewalks in City	625	625	626	627	628	631
	Miles of Roads in City (Major & Local)	351	351	352	353	353	354
	Service Requests Processed	342	312	316	550	350	350
Efficiency & Effectiveness	% of First Site Plans Reviewed w/i 4-6 weeks	73%	81%	90%	90%	90%	90%
	% of Utility Company Permits Reviewed w/i 15 days	90%	100%	100%	90%	90%	90%
	% of Plot or Grading Plans Reviewed w/i 10 days	90%	100%	100%	90%	90%	90%
	% of Capital Projects Completed w/i 5% of Bid Costs	100%	80%	100%	90%	90%	90%
	Visual Rd. Surface (PASER) Rating - Good, Fair, Poor	16%,75%,9%	18%,75%,7%	10%,72%,8%	21%,72%,7%	21%,72%,7%	22%,71%,7%
	Eng. Inspection Hrs. Required to Meet Demand	6,545	5,688	5,299	6,000	4,000	5,700
	Activity Expenditures as % of General Fund	1.24%	1.33%	1.24%	1.36%	1.28%	1.32%

Engineering



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
City Engineer	1	1	1
Lead Civil Engineer	1	1	1
Civil Engineer II	1	2	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	0	0
Total	10	10	10

Engineering

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

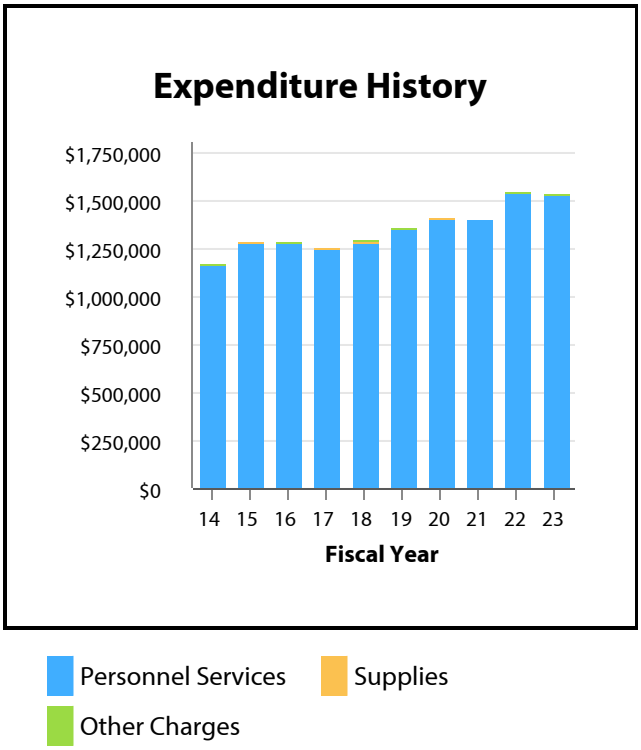
The total budget decreased by 0.5%.

Personnel Services - Total Decrease $8,010 or 0.5%

- Savings of $27,520 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $31,100 due to staff turnover
- Savings of $9,140 due to less required reserve for potential retirements
- Savings of $7,040 due a decrease in required overtime, partially offset by:
- $26,020 due to contractual wage adjustments
- $41,130 due to the full-year cost of a Civil Engineer I
- $2,440 due to higher health insurance rates

Supplies - Total Supplies decreased $2,250 or 28.9%. Funding for operating supplies decreased $2,290 as fewer supplies and small tools need to be replenished. Postage costs increased slightly by $40 as a result of the recent postal rate increase.

Other Charges - Total Other Charges increased $3,260 or 46.7%. $3,000 was added for annual digitization of documents. Rental costs increased $460, as office copiers are scheduled to be replaced in the current year and full-year lease payments will resume. Telephone costs fell $200 based on recent expenditure trends.



Capital - Total Capital of $6,250 is proposed for ten personal computers to replace the existing 5-year old units.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$1,403,370	$1,535,300	$1,417,280	$1,527,290	$1,527,290
Supplies	2,290	7,790	4,500	5,540	5,540
Other Charges	3,100	6,980	26,100	10,240	10,240
Total	$1,408,760	$1,550,070	$1,447,880	$1,543,070	$1,543,070

Neighborhood Services

MISSION STATEMENT: ***To protect a property owner's investment by enhancing the quality of life in our neighborhoods, educating residents, and performing neighborhood outreach, as well as encouraging economic development through the promotion of energy efficiency and water-related tourism.***

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.***

Neighborhood Services is the office in the City Development Department responsible for code enforcement, as well as economic development programs related to energy efficiency and technology, and the Blue Economy (promotion of water resources).

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 Board of Ordinance Appeals (BOA) is to consider appeals and requests for variances from City ordinances as authorized by the City Council. The Board of Ordinance Appeals (BOA) also reviews dangerous and potentially dangerous dog cases. The City Development Director is the staff liaison to the Board of Ordinance Appeals (BOA).

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.■



Did you know…
…that last year, our Code Enforcement Officers performed over 26,700 inspections, addressing over 12,500 property maintenance violations?

Neighborhood Services

2022/23 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 continue coordinated inspections, and to 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 1, 6, 10, 12, 13, 14)*

3. 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)*

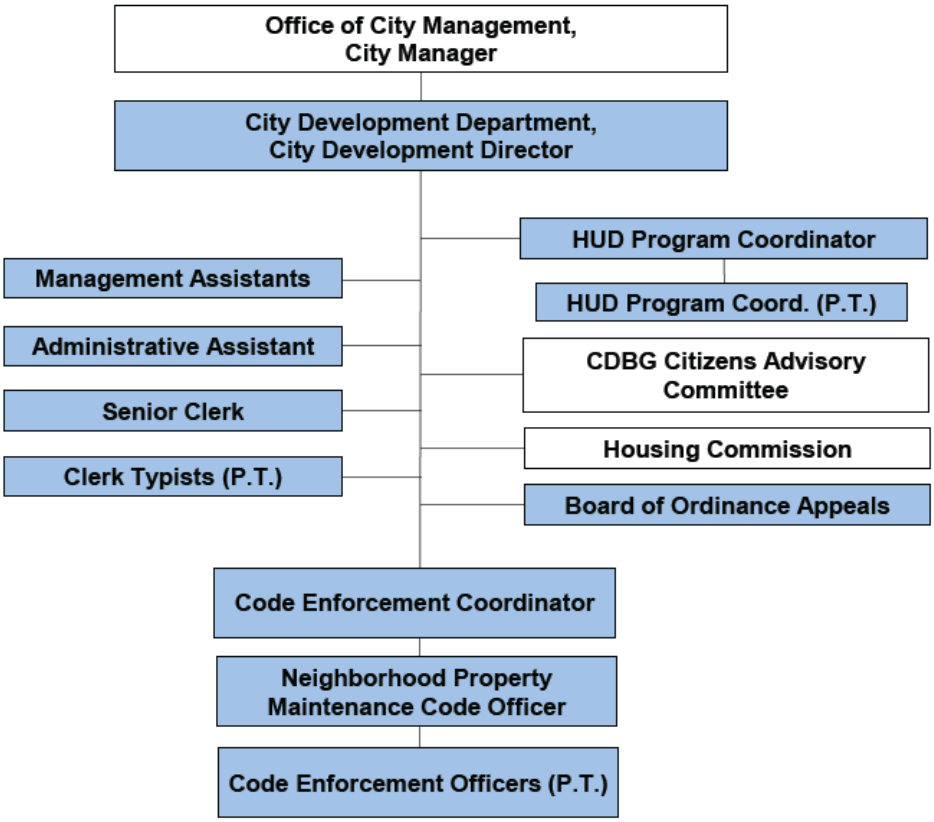
4. To continue an interdepartmental approach to the Safe Homes Task Force through Building Services, Social Work, and Code Enforcement. *(City Goal 1, 2, 5, 6, 13, 14)*

5. To enhance Code Enforcement throughout the City with innovative solutions to challenging issues, while maintaining open communication with property owners. *(City Goal 1, 2, 3, 6, 12, 13, 14)*

6. To maintain relationships with the Clinton River Watershed Council and the Clinton River Canoe and Kayak company, and to keep the Clinton River safe, portage free and the landings maintained. *(City Goal 1, 11, 18, 19, 25)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Total Inspections Performed	25,095	21,902	26,252	23,000	24,400	23,000
	Total Code Enforcement Cases/Properties Cleaned	13,205	10,041	13,435	11,500	12,230	11,500
	# of Proactive Code Enforcements (City Observed)	10,407	7,494	10,172	8,700	9,360	8,700
	# of Code Complaints Received	2,798	2,547	3,263	2,800	2,870	2,800
	Vacant Parcels Cut - Tall Grass/Weed Program	167	192	175	200	180	200
	Parcels Cut - Occupied Res. Homes/Businesses	486	285	405	400	395	400
	Board of Ordinance Appeals Hearings	21	15	21	22	19	22
	Ordinance Board Cases Prepared - Nuisances	403	307	245	350	320	350
	Civil Infraction & Misdemeanor Tickets Issued	49	35	16	50	30	50
	# of Snow Emerg. Vehicle Tickets Issued (incl. Police)	690	638	334	600	550	600
	# of Snow Sidewalk Tags Issued	714	392	437	500	515	500
	# of Illegal Signs Removed from ROW	2,382	1,980	2,414	2,200	2,260	2,200
	# of Homes Addressed by Safe Homes Task Force	N/A	5	8	5	7	8
	# of SHINE Tags Issued	251	319	324	400	300	400
	CDBG-CV Grants Awarded/Applications Received	N/A	N/A	45/99	20/20	7/7	2/2
	# of CDBG Home Rehab Applications Received	4	6	0	8	13	10
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	10	10	10	10	10
	% of Violations Corrected Prior to City Action	98%	98%	98%	98%	98%	98%
	Inspections Performed Per Inspector (FTE's)	3,137	2,577	3,088	2,420	2,568	2,420
	Code Enforcement Cases Per Inspector (FTE's)	1,650	1,181	1,581	1,210	1,287	1,210
	Code Enforcement Cases Per 1,000 Residents	100.2	76.1	101.6	86.8	90.3	86.6
	Activity Expenditures as % of General Fund	1.50%	1.70%	1.72%	1.74%	1.77%	1.76%

Neighborhood Services



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
City Development Director	1	1	1
Code Enforcement Coordinator	1	1	1
HUD Program Coordinator	1	1	1
HUD Program Coordinator (P.T.)	0	0	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	12	12
Clerk Typist (P.T.)	2	3	3
CDBG Intern (P.T.)	1	1	0
Total	21	24	24

Neighborhood Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES –2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

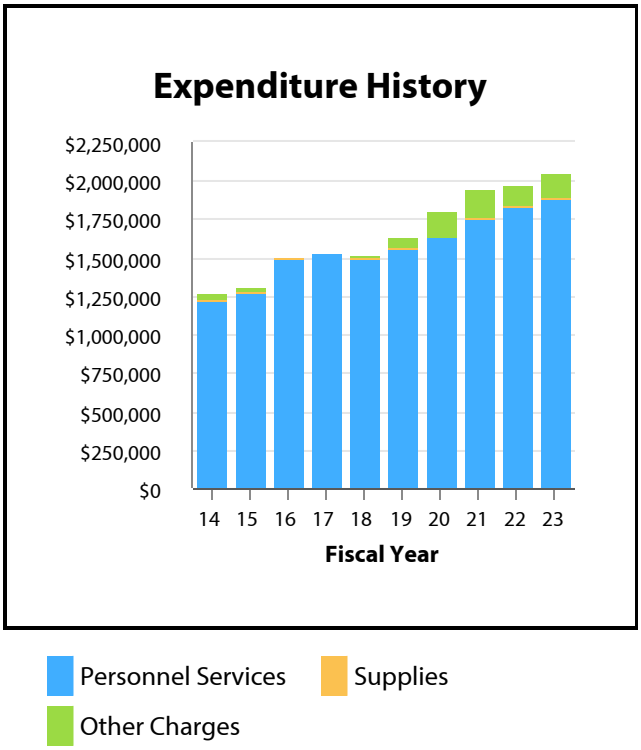
The total budget increased by 4.0%.

Personnel Services - Total Increase $57,480 or 3.1%

- $32,920 due to the addition of a part-time HUD Coordinator in place of an Intern
- $42,600 due to contractual wage adjustments
- $5,100 due to an increase in health insurance rates, partially offset by:
- Savings of $26,970 due to a decrease in the required contributions to pension and retiree medical systems

Supplies - Total Supplies increased $1,000 or 11.2%, primarily due to additional supplies for the SHINE program.

Other Charges - Total Other Charges increased $20,260 or 14.5%. Contracted service costs increased $22,200 as the Clinton River annual assessment fees will now be budgeted in this office. Additional funding for aerial spraying services is also included. The training budget increased $500 for one additional staff member to attend the annual Michigan Association of Code Enforcement Officers (MACEO) Conference. Funding for office copier fees can be reduced, saving $1,540. Telephone costs decreased $1,000 based on recent expenditure trends.



Capital - This office is scheduled to receive one replacement personal computer for $620.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$1,756,410	$1,832,630	$1,829,770	$1,890,110	$1,890,110
Supplies	8,520	8,900	8,900	9,900	9,900
Other Charges	192,010	139,440	162,000	159,700	159,700
Total	$1,956,940	$1,980,970	$2,000,670	$2,059,710	$2,059,710

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.***

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.***

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 ordinance, tree preservation ordinance, and other regulatory ordinances. Certain annual inspections such as review of outdoor patio licenses, banquet licenses, and 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. 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 collaborated with the Community Development Department and the Corridor Improvement Authority to develop the North Van Dyke Master Land Use Plan in 2021?

Planning

2022/23 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. *(City Goal 2, 5, 6)*

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

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

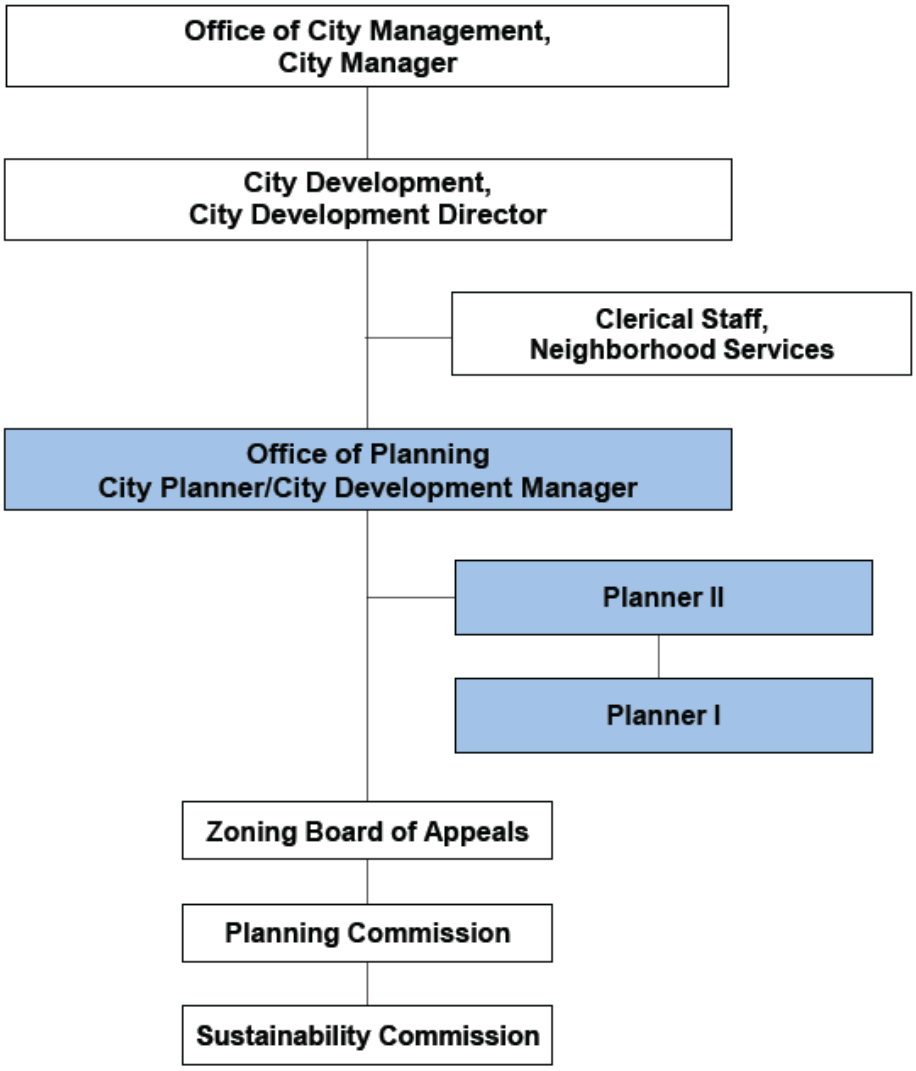
5. To assist the City Council, Planning Commission, and Corridor Improvement Authority with implementation of the recommendations of the Van Dyke Corridor Master Plan. *(City Goal 13, 20)*

6. To assist in the implementation and coordination of the necessary steps to certify the City as Redevelopment Ready. *(City Goal 1, 3, 5, 6, 7)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Pre-Preliminary Site Plan Reviews	9	26	20	36	30	30
	Preliminary Site Plan Reviews	43	31	28	25	15	25
	Final Site Plan Reviews	50	43	11	25	15	25
	Rezoning Petitions Processed	3	13	2	4	2	4
	Single-Family Residential Developments	4	1	2	5	3	3
	Multi-Family Residential Developments	0	1	5	5	5	5
	Special Approval Land Uses Processed	23	16	26	20	24	20
	Planned Unit Developments Reviewed	2	2	2	4	8	5
	Site Inspections Conducted	166	100	87	100	85	100
	Planning Commission Cases Prepared	36	27	33	30	28	30
	Planning Commission Meetings Attended	11	10	12	12	12	12
	Zoning Board of Appeals Cases Prepared	50	36	39	36	34	35
	Zoning Board of Appeals Meetings Held	13	10	12	12	12	12
	Council Agenda Items Prepared	16	11	14	10	8	12
	Temporary Uses Reviewed	50	38	40	30	32	30
	Use Permits Reviewed	249	248	273	150	350	350
	Lot Combination/Lot Split Applications Reviewed	8	12	2	6	8	8
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	$955	$966	$984	*	*	*
	Activity Expenditures as % of General Fund	0.23%	0.27%	0.27%	0.38%	0.35%	0.35%

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

Planning



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
City Planner/City Development Manager	1	1	1
Planner II	1	1	1
Planner I	0	1	1
Total	2	3	3

Planning

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

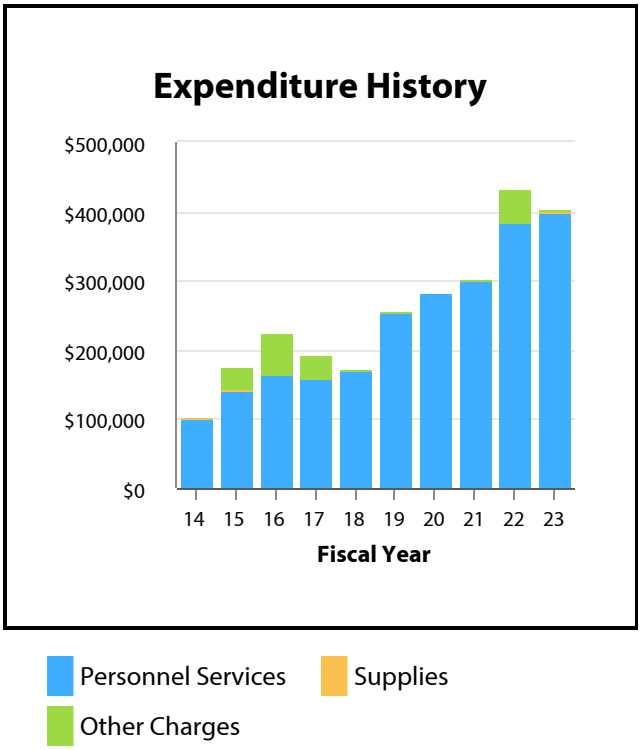
The total budget decreased by 6.5%.

Personnel Services - Total Increase $15,400 or 4.0%

- $11,880 due to contractual wage adjustments
- $2,630 due to additional anticipated overtime
- $2,330 due to an increase in the health insurance rates, partially offset by:
- Savings of $2,450 due to a decrease in the required contributions to pension and retiree medical systems

Supplies - Total Supplies is proposed to increase $100 or 25.0% as a one-time transfer of funds for cellular service was necessary in the prior year.

Other Charges - Total Other Charges decreased $43,780 or 91.1%. Contracted services decreased $45,000 due to the prior year one-time funding for the development of an Urban Forestry Management Plan and the allocation of grant funds to develop an electric vehicle infrastructure master plan. $860 was added to the budget for Internet services for two surface tablets that are utilized in the field for site inspections. Membership fees to the American Planning Association (APA) increased $350.



Capital - This office is scheduled to receive one replacement personal computer for $620.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$300,620	$384,770	$347,330	$400,170	$400,170
Supplies	50	400	300	500	500
Other Charges	1,460	48,040	48,260	4,260	4,260
Total	$302,130	$433,210	$395,890	$404,930	$404,930

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

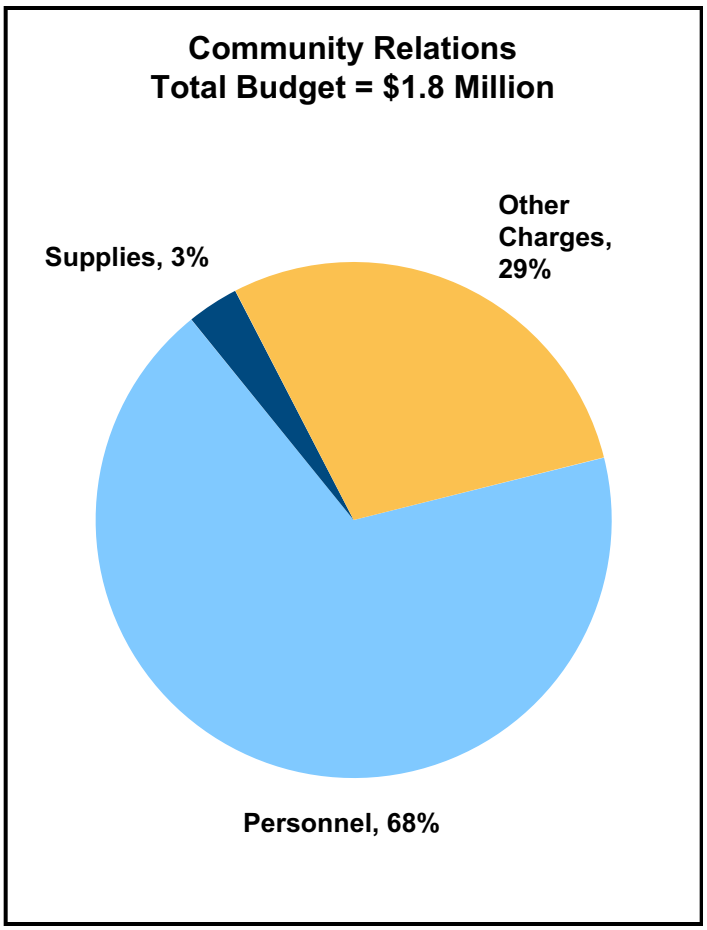
- Staffs and maintains the "Citizen Contact Center"
- Prepares all official City press releases & publications and media kits
- Serves as City liaison for a variety of homeowners' groups, civic organizations, church groups, and municipal focus groups
- Coordinates and produces City's social media websites
- 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





PERSONNEL SUMMARY

	2022/23 Full Time	2022/23 Part Time
Community Relations	8	2
Total Department	8	2

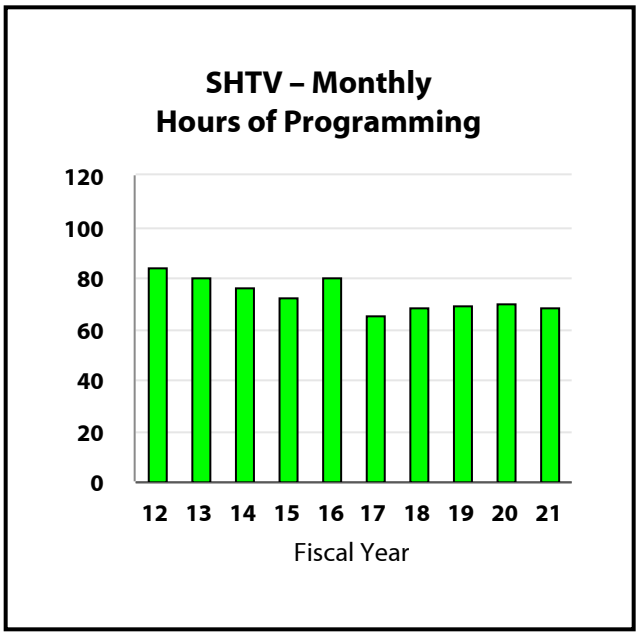
FUNDING LEVEL SUMMARY

	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget	% Change From 21/22
Community Relations	$1,528,780	$1,268,930	$1,684,520	$1,784,670	5.9%
Total Department	$1,528,780	$1,268,930	$1,684,520	$1,784,670	5.9%
Personnel Services	$1,050,470	$1,092,990	$1,207,950	$1,214,660	0.6%
Supplies	41,020	34,540	55,880	58,070	3.9%
Other Charges	437,290	141,400	420,690	511,940	21.7%
Total Department	$1,528,780	$1,268,930	$1,684,520	$1,784,670	5.9%

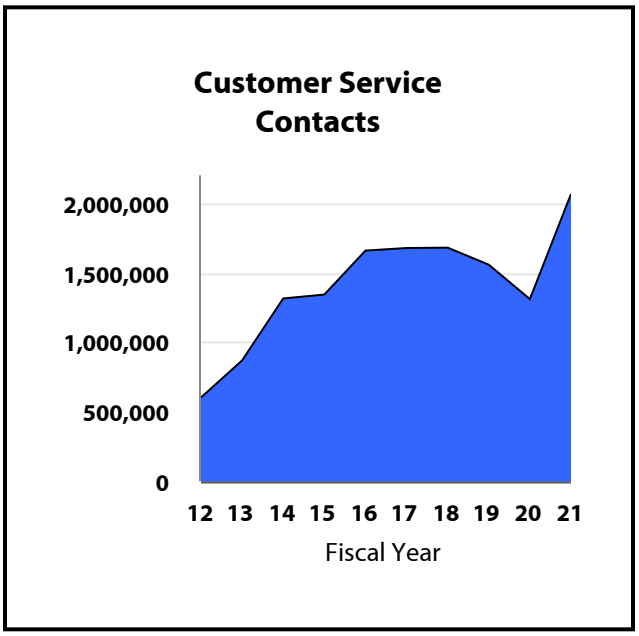
Excludes Boards and Commissions.

KEY DEPARTMENTAL TRENDS

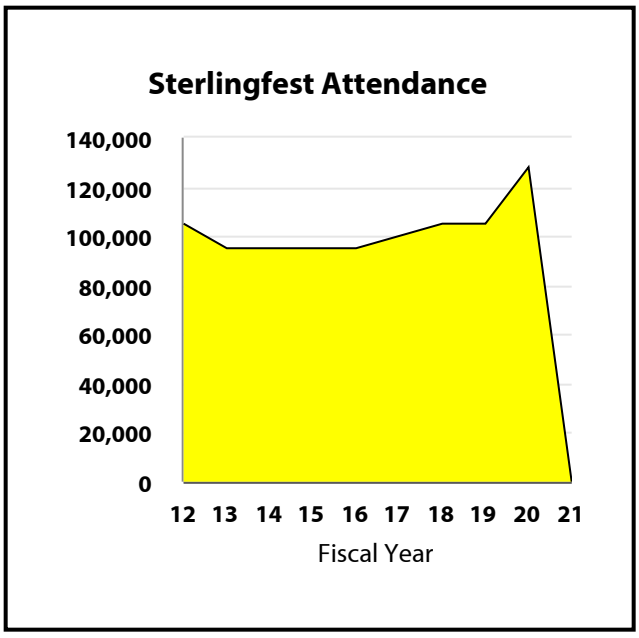
Community Relations Department



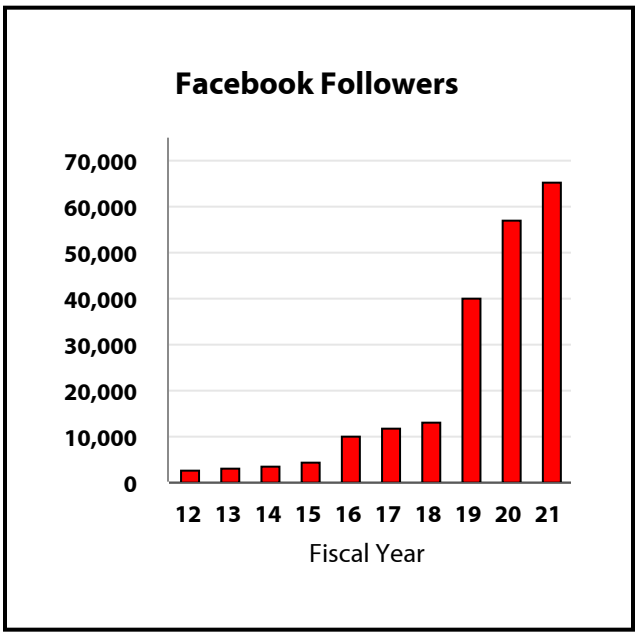
Sterling Heights Television programming hours remain relatively stable, focusing primarily on televising City Council meetings and programming for seniors.



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, restaurant vendors, a beer tent, concerts, art and jazzfest areas during the three-day event. Sterlingfest was canceled in 2021 due to the COVID-19 pandemic. For fiscal year 2022, a scaled down version (Oktoberfest) was held in the fall and the full festival is expected to return in the summer of 2022.



The number of Facebook followers of City pages continues to increase due to a continued 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.***

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 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, and press conferences.

A Citizen Services Specialist is always 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 Division is responsible for the City Hall and Library public access channels. This division also compiles multi-media productions for broadcast on the Internet and YouTube Channel SHTV1.

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 spearheaded the first-ever Oktoberfest event, featuring German food and beverages, along with two main stage headline acts?

Community Relations

2022/23 PERFORMANCE OBJECTIVES

1. To complete a redesign of the City Magazine, and create a professional media kit to upsell advertising as an add-on with other event sponsorships, or as a stand-alone. *(City Goal 24, 25)*

2. To create a series of "Snapshot" videos (1 to 1-1/2 minutes long) at least twice a month that feature recaps and exciting future activities for residents, and to look into the potential for podcasts. *(City Goal 24, 25)*

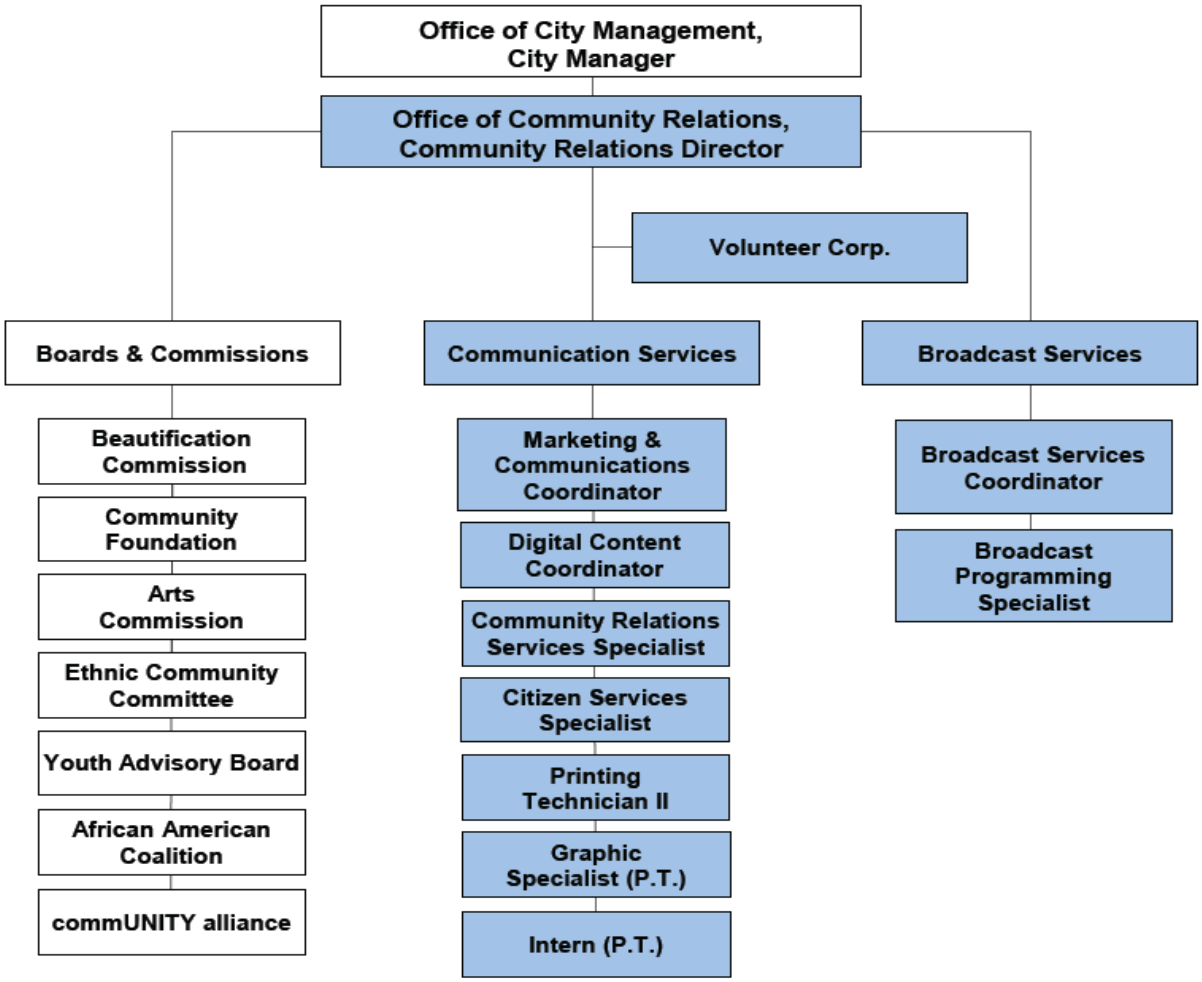
3. To audit City events and amenities for inclusivity and welcoming appeal, and make recommendations for any necessary adjustments. *(City Goal 24, 25, 26)*

4. To complete a redesign of the City website that is more modern and allows for an improved user experience. *(City Goal 24, 25)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Citizen Action Center Calls/Walk-ins (est.)	10,100	19,500	19,500	20,000	20,000	20,000
	Citizen E-Mail Requests (est.)	3,000	2,740	1,645	2,500	2,500	2,500
	Citizen Tickets Submitted Through See Click Fix	2,049	2,109	3,006	2,500	2,500	2,750
	Sterling Heights Website Home Page Views	1,542,300	1,286,074	2,041,723	1,750,000	1,750,000	1,800,000
	Total Customer Service Contacts (est.)	1,557,449	1,310,423	2,065,874	1,775,000	1,775,000	1,825,250
	Total Tapings & Programs Aired	260	399	332	350	350	350
	SHTV Hours of Programming (Monthly)	69	70	68	70	70	70
	City Council, Board & Commission Live Broadcasts	73	63	73	80	75	75
	Press Releases Produced	62	101	108	85	85	90
	Resident Newsletters Distributed	5	0	61	24	60	65
	City Magazine/Brochures Produced	50	30	4	30	30	30
	Graphic Design Projects	340	254	234	275	275	275
	Print Requests Completed	310	209	210	200	200	200
	Facebook Followers	39,966	57,303	65,361	61,000	61,000	62,000
	Twitter Followers	3,550	3,742	3,639	3,800	3,800	3,850
	Instagram Followers	N/A	N/A	7,237	7,500	7,500	7,600
	Sterlingfest/Oktoberfest/Parade Attend. (est.)	110,000	135,000	200	15,000	75,000	125,000
	Neighborhood Clean Up Events Scheduled (SHINE)	8	8	5	8	8	8
	Beautification Awards Presented	58	46	53	52	52	53
	Public Art Projects Completed	N/A	N/A	3	5	5	5
	News Stories Resulting from Releases (Local/Nat'l)	N/A	N/A	264	190	190	200
	# of Resident Email Addresses Secured	N/A	N/A	22,721	23,000	23,000	25,000
	Avg. Reach Per Facebook Post (Monthly)	39,307	50,000	75,889	60,000	60,000	65,000
	Avg. Engagement Per Facebook Post (Monthly)	N/A	N/A	18,615	65,000	65,000	66,000
	# of Homes Cleaned-Up through SHINE	88	70	65	90	90	90
	Volunteers Recruited to Volunteer Corps	630	730	630	750	750	775
Efficiency	Avg. See Click Fix Tickets Acknowledged w/i 24 hrs.	2,049/100%	2,109/100%	3,006/100%	2,500/100%	2,500/100%	2,750/100%
	Avg. See Click Fix Tickets Closed w/i One Week	2,049/100%	2,109/100%	3,006/100%	2,500/100%	2,500/100%	2,750/100%
	Activity Expenditures as % of General Fund	1.30 %	1.43 %	1.12 %	1.48 %	1.43 %	1.52 %

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

Community Relations



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Community Relations Director	1	1	1
Broadcast Services Coordinator	1	1	1
Broadcast Programming Specialist	1	1	1
Marketing and Communications Coordinator	0	0	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	10

Community Relations

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

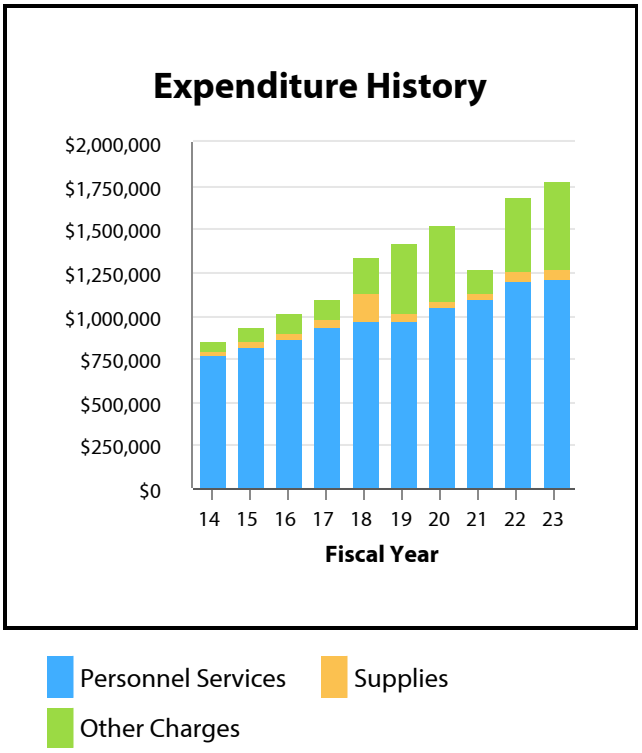
The total budget increased by 5.9%.

Personnel Services - Total Increase $6,710 or 0.6%

- $25,990 due to contractual wage adjustments
- $4,220 due to increased hours for the Intern, offset by:
- Savings of $25,430 due to a decrease in the required contributions to pension and retiree medical systems

Supplies - Total Supplies increased $2,190 or 3.9%. Operating supply costs increased $460 and includes one-time funding for supplies needed to create a Podcast Studio in the SHTV editing room to improve resident engagement. The increase was offset by a decrease due to the one-time purchases of a replacement drone, a teleprompter, and name plates, all in the prior year. Postage increased $1,730 due to a recent postal rate increase.

Other Charges - Total Other Charges increased $91,250 or 21.7%. $98,940 was added for increased Sterlingfest costs. Revenues from Sterlingfest are budgeted in the General Fund and offset these costs. A later Oktoberfest event was held in place of Sterlingfest in the prior year due to the COVID-19 pandemic. Printing costs rose $5,550 primarily due to an increase in paper pricing for the City Magazine. $4,260 was added for the higher costs of hosting City and community engagement events. Software maintenance costs increased $4,000 to expand emergency text alert services. Contracted service costs decreased $21,020 due to the one-time funding of consulting services and photographer costs in the prior year. The decrease was offset by added funding for billboard advertising and public relations contractual support to enhance the City's marketing efforts.



Capital - Total Capital of $102,300 is proposed. $100,000 is for the maintenance, cleaning, and commissioning of public art. $2,300 is to replace a 7-year old MAC Computer.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$1,092,970	$1,207,950	$1,164,760	$1,214,660	$1,214,660
Supplies	34,540	55,880	55,880	58,070	58,070
Other Charges	141,390	420,690	391,630	511,940	511,940
Total	$1,268,900	$1,684,520	$1,612,270	$1,784,670	$1,784,670

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.***

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.***

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.■



Did you know…
…the 41-A District Court partnered with the State Court Administrative Office and the Office of Highway Safety Planning to introduce the Driving While Intoxicated (DWI) Sobriety Court? The Court will focus on alcohol traffic safety and impaired driving prevention.

41-A District Court

2022/23 PERFORMANCE OBJECTIVES

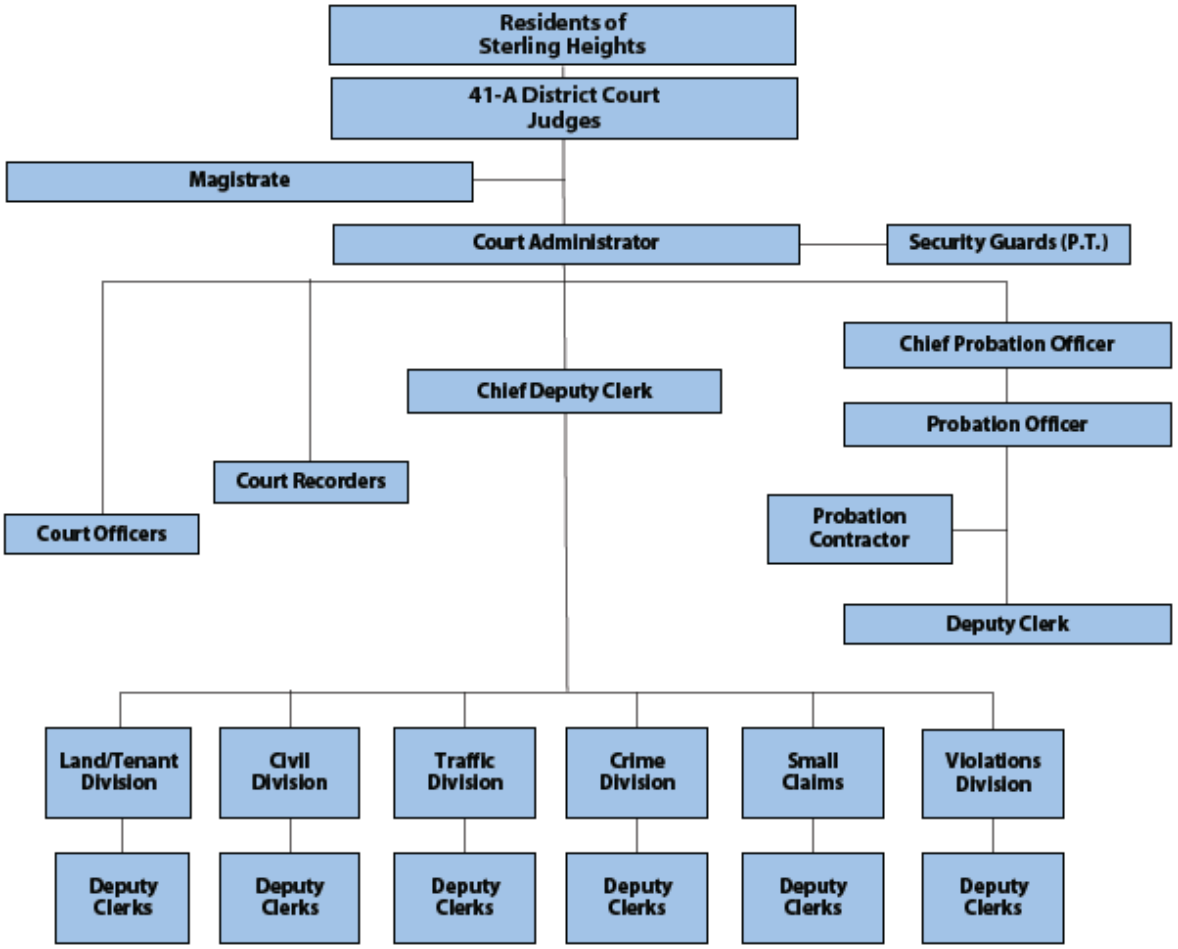
1. To finalize the formation of the 41-A District Drug/Sobriety Court. *(City Goal 1)*

2. To continue the development of remote informal hearings for traffic dockets using Zoom technology. *(City Goal 1, 4, 23)*

3. To continue to improve court safety with improved technology offerings. *(City Goal 2, 4, 23)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Total Active Caseload	39,528	41,092	42,421	41,000	41,000	42,000
	Total New Cases	36,994	25,804	20,521	33,000	25,000	25,700
	Traffic Cases	25,531	16,926	12,392	23,000	17,000	18,000
	Parking Cases	1,819	1,641	1,025	1,600	1,000	1,000
	Misdemeanor Cases	3,547	2,655	2,554	3,500	2,500	2,400
	Felony Cases	471	402	672	500	600	500
	General Civil Cases	3,180	2,467	2,709	2,500	2,700	2,600
	Small Claims Cases	282	175	100	300	100	100
	Landlord/Tenant Cases	2,164	1,538	1,069	2,200	1,100	1,100
	Magistrate Dispositions	10,626	6,728	4,511	11,000	5,000	5,500
	Jury/Bench Verdicts	9,171	5,461	3,337	8,000	3,000	3,200
	Guilty/Admissions/Default - By Party	17,036	10,618	7,520	16,000	7,000	7,100
	Dismissals - By Court or Party	9,374	6,520	7,011	9,200	6,500	6,500
	Probation Caseload (includes Shelby)	1,166	485	593	500	200	250
Efficiency	Total Court Expenditures Per Capita	$26.02	$26.23	$25.42	$29.16	$28.40	$28.99
	Cost per Active Case	$87	$85	$79	$94	$92	$92
	# of Active Cases per FT Employee	1,275	1,284	1,326	1,240	1,240	1,270
	Activity Expenditures as % of General Fund	3.13 %	3.26 %	2.96 %	3.40 %	3.34 %	3.29 %

41-A District Court



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Judge	3	3	3
Court Administrator/Magistrate	1	0	0
Magistrate	0	1	1
Court Administrator	0	1	1
Chief Probation Officer	1	1	1
Chief Deputy Clerk	1	1	1
Court Recorder	3	3	3
Court Officer	3	3	3
Probation Officer	1	1	1
Deputy Clerk	19	19	19
Deputy Clerk (P.T.)	6	6	6
Security Guard (P.T.)	5	5	5
Total	43	44	44

41-A District Court

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

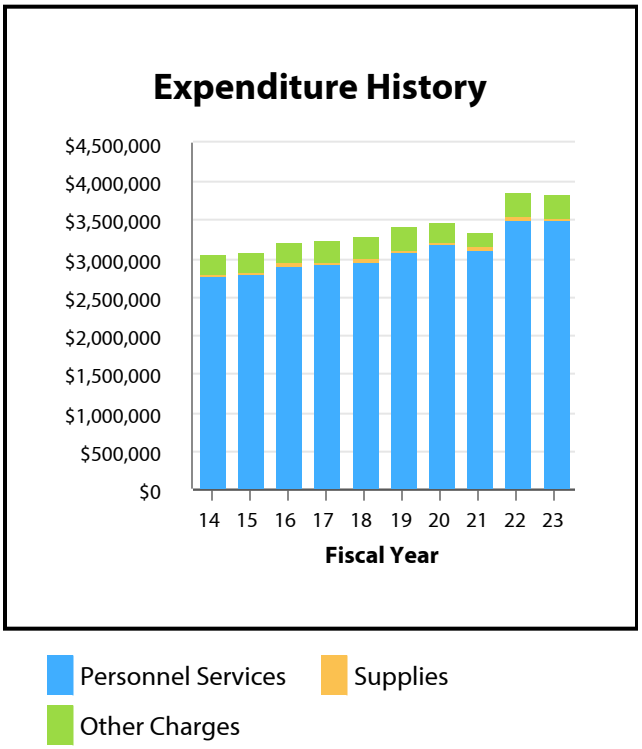
The total budget decreased by 0.4%.

Personnel Services - Total Decrease $17,400 or 0.5%

- Savings of $51,120 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $7,960 due to changes in health insurance coverages, partially offset by a health insurance rate increase,
- An offsetting increase of $40,740 due to contractual wage adjustments

Supplies - Total Supplies increased $3,680 or 8.5% Postage costs rose $540 due to a recent postal rate increase. $3,000 was added for the increased cost of legal publications. $140 was added for an inflationary increase in supply costs.

Other Charges - Total Other Charges decreased $1,210 or 0.4%. Credit card fees decreased $3,000 based on recent expenditure levels. Utility costs can be reduced $700 based on the current year's projected expenditure usage. Rental costs rose $820, as office copiers are scheduled to be replaced in the current year and full-year lease payments will resume. $500 was added due to higher State computer software maintenance and support fees. $600 was added for the Court Administrator to attend the Michigan Court Managers Conference. Printing costs increased $240 to convert all case files to a smaller folder size.



Capital - Total Capital of $100,000 is proposed. $97,500 is to replace the outdated and unreliable Audio Systems in all four courtrooms at the Court building. Four replacement personal computers are funded for $2,500.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$3,117,330	$3,518,000	$3,444,470	$3,500,600	$3,500,600
Supplies	49,090	43,500	46,500	47,180	47,180
Other Charges	195,720	302,320	271,700	301,110	301,110
Total	$3,362,140	$3,863,820	$3,762,670	$3,848,890	$3,848,890

Act 78 – Civil Service Commission

MISSION STATEMENT: ***To govern the testing for appointment, employment, and promotion of Police and Fire personnel.***

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.***





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.■

Did you know…
…the purpose of the Act 78 Civil Service Commission is to ensure police officer and firefighter recruitments utilize merit-based, non-discriminatory selection procedures?

Act 78 – Civil Service Commission

2022/23 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	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Minutes of Act 78 Meetings Recorded	5	3	7	3	6	5
	Police Officer Eligibility List Applications	290	0	34	50	76	50
	Firefighter Eligibility List Applications	71	28	16	25	25	25
	Written Tests - Police Officer Eligibility List	23	0	34	50	76	50
	Written Tests - Firefighter Eligibility List	71	28	16	25	25	25
	Oral Interviews - Police Officer Eligibility List	23	0	22	25	76	25
	Oral Interviews - Firefighter Eligibility List	43	28	16	25	25	25
	Physical/Psychological Test - Police/Fire Candidates	25	37	38	25	25	25
Effectiveness	# of Appeals by Candidates/ Terminated Employees	0	0	2	0	0	0
	Activity Expenditures as % of General Fund	0.03%	0.02%	0.03%	0.03%	0.03%	0.04%

Act 78 – Civil Service Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

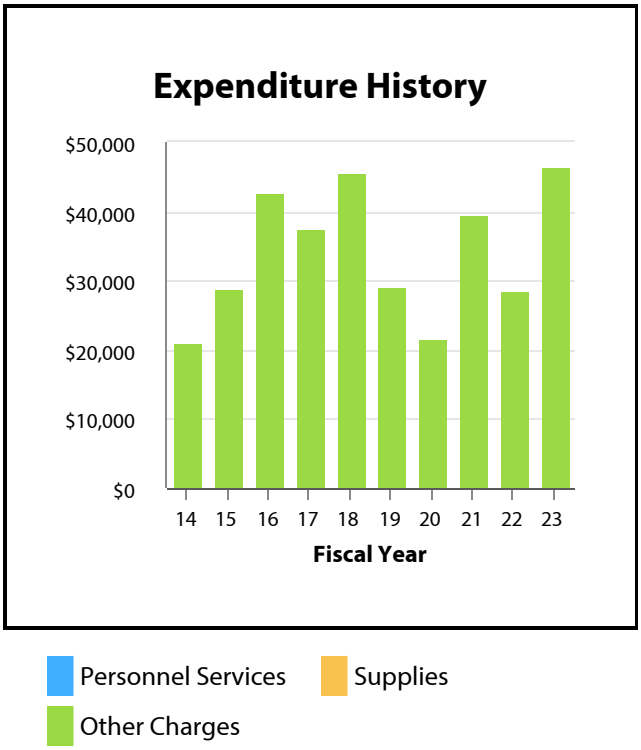
The total budget increased by 62.8%.

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

Supplies - Total Supplies decreased $70 or 41.2% as funding for postage and operating supplies can be reduced based on recent expenditure levels.

Other Charges - Total Other Charges increased $18,000 or 63.4% for the additional cost of an outside assessment center for anticipated promotions within the Police Department. Only professional services and testing for Police Officer and Firefighter were budgeted in the current year.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	0	170	100	100	100
Other Charges	39,640	28,400	28,200	46,400	46,400
Total	$39,640	$28,570	$28,300	$46,500	$46,500

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 Citywide art programs.***

KEY GOALS

- ***To sponsor City events, such as Sterlingfest, that showcase various forms of the performing and visual arts and encourage 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.***
- ***To maintain the City's outdoor publicly-owned sculptures to preserve them for future generations.***

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.■



Did you know…
…that in 2021, the Arts Commission helped create the nation's first public mural with an augmented reality (AR) feature that includes movement, audio and even an interactive video game for a totally immersive art experience for residents?

Arts Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

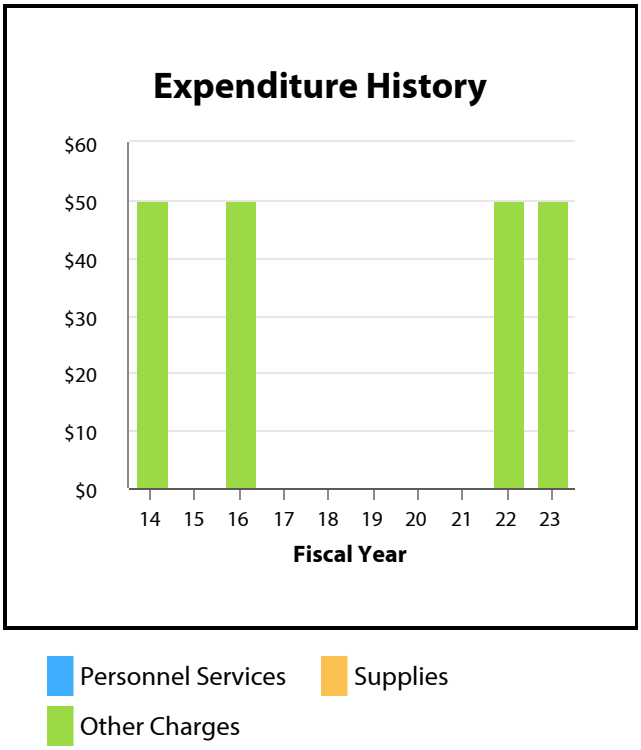
The total budget increased by 0.0%.

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

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 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.***

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.***

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 Citywide 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.■



Did you know…
…the Beautification Commission honored 57 property owners for outstanding landscaping this year?

Beautification Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

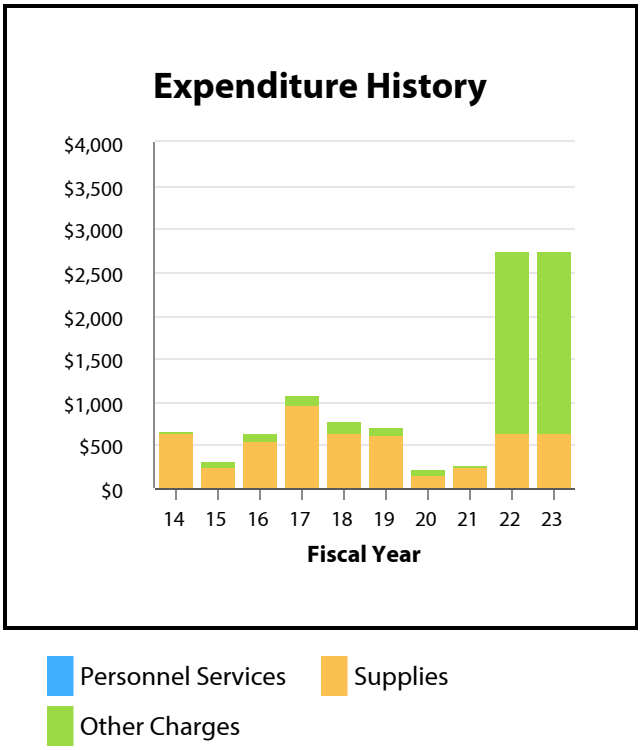
The total budget increased by 0.4%.

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

Supplies - Total Supplies increased $10 or 1.6% due to a slight inflationary cost increase for beautification award certificates and plaques.

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, which is hosted on a rotating basis approximately every seven years and was cancelled in the prior two years.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	250	640	640	650	650
Other Charges	30	2,110	1,560	2,110	2,110
Total	$280	$2,750	$2,200	$2,760	$2,760

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.***

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.***

The General Employees Retirement (GERS) 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 GERS 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.

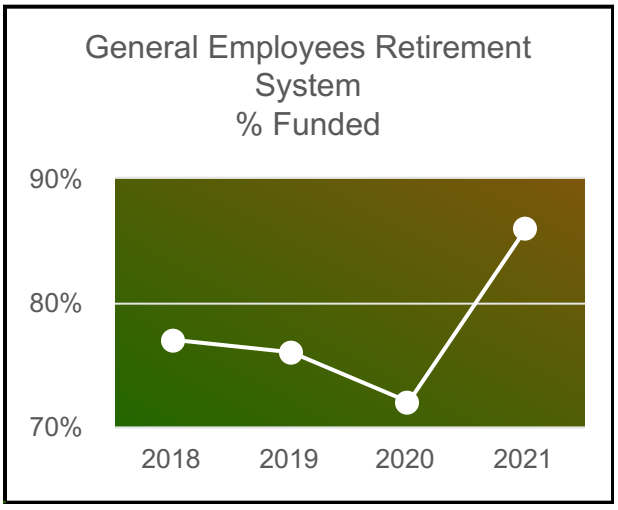
Assets in the fund as of June 30, 2021 total a market value of $125,747,503, while the City's contribution for the 2022/23 fiscal year will be $4,048,369. The fund is now 86% funded.

The Board has established the following asset allocation guidelines:

Large cap equities	23 %
Small Midcap equities	10.5 %
International equities	27.5 %
Fixed Income	20 %
Real Estate Investment Trust	3 %
Infrastructure	5 %
Alternative Investments	11 %
Cash	0 %

There are currently 357 retirees receiving benefits from the fund and 71 active members of the system. As of June 30, 2018, all active members were vested.

Five members serve on the GERS Board. The officers include the Finance & Budget Director as the Board Secretary and the City Treasurer as the Treasurer of the retirement system and asset custodian. A resident is appointed by City Council to serve on the Board while two employee representatives are elected for staggered three-year terms by members of the General Employees Retirement System. An attorney designated by the Board acts as legal advisor while the Pension Administrator serves as the pension board liaison.■



Did you know…
…the General Employees Retirement System is over 86% funded?

General Employees Retirement Board

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

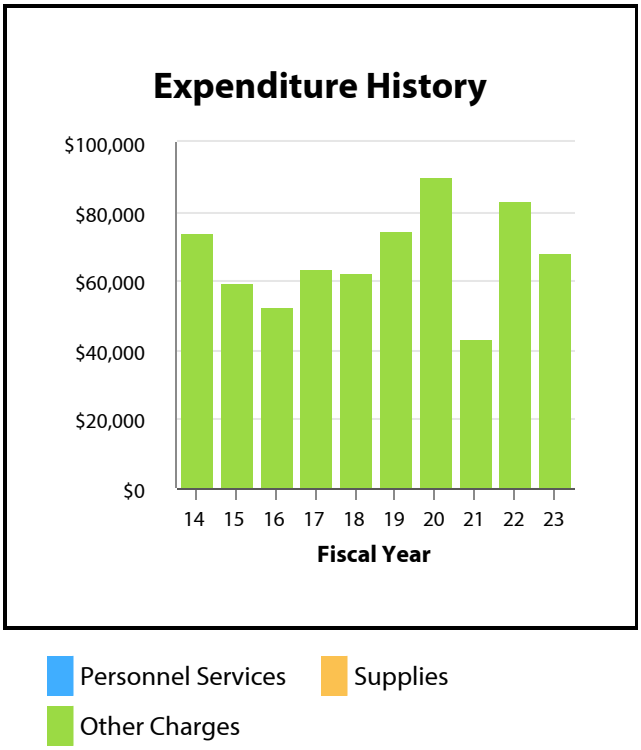
The total budget decreased by 18.3%.

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

Supplies - Total Supplies increased $10 or 3.7%, as funding for postage rose due to a recent postal rate increase.

Other Charges - Total Other Charges decreased $15,180 or 18.3%. The decrease is primarily due to the prior year one-time cost of an actuarial experience study that is required to be conducted every five years. A software license for an electronic data lookup service can be eliminated as other free data sources are available, saving $1,000. $1,400 was added for two new Board members to attend an annual MAPERS conference.

Capital - There is no Capital proposed for this board.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	230	270	280	280	280
Other Charges	42,870	82,820	85,340	67,640	67,640
Total	$43,100	$83,090	$85,620	$67,920	$67,920

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

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.***

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.■



Did you know…
…the City is in the process of converting to LED streetlights, which will reduce electricity costs by 25%?

General Expenditures

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

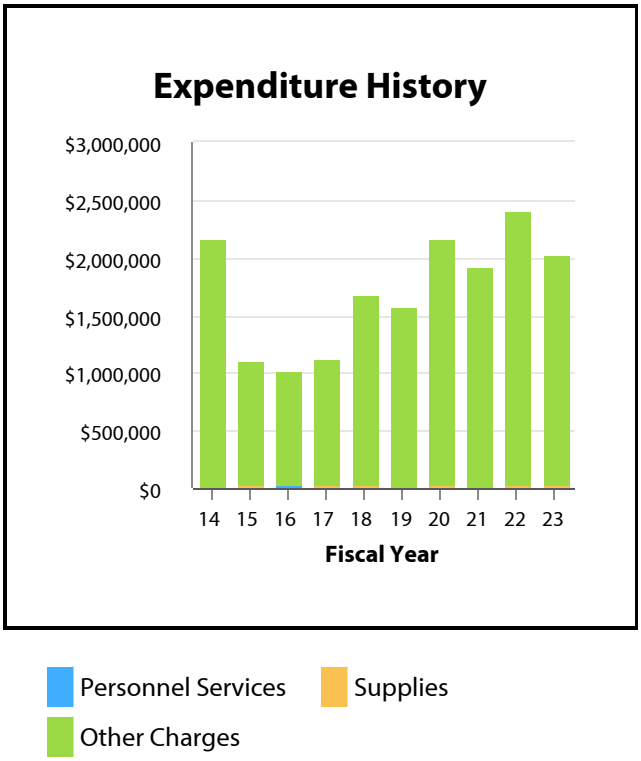
The total budget decreased by 15.6%.

Personnel Services - Total Personnel Services decreased $5,000 or 33.3% due to an expected drop in unemployment claims.

Supplies - Total Supplies increased $2,760 or 13.8% for the increased cost and use of citywide copy paper.

Other Charges - Total Other Charges decreased $373,550 or 15.8%. Street lighting costs decreased $628,740 due to the one-time cost of converting the City's public street lights to LED fixtures in the prior year and a revised estimate of savings in annual energy and maintenance costs resulting from the conversion. Contracted services increased $28,800, primarily for a professional consultant to assist with the development of the City's 2040 Visioning Plan and Initiatives. Existing membership fees increased slightly by $820. $500 was added for increased copier print fees for the City's large copy machine. This activity also includes a reserve for additional city-wide costs increases resulting from the current high inflationary environment.

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



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$10,390	$15,000	$10,000	$10,000	$10,000
Supplies	8,120	20,000	17,460	22,760	22,760
Other Charges	1,913,800	2,368,450	2,388,850	1,994,900	1,994,900
Total	$1,932,310	$2,403,450	$2,416,310	$2,027,660	$2,027,660

Historical Commission

MISSION STATEMENT: ***To foster an understanding and appreciation of local history and to identify the heritage of our City.***

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 Museum and the Library.***
- ***To promote cooperation and resource sharing with local, state, and national preservation organizations.***

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 Museum. 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. Most recently, the Commission 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 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 City's Historical Commission created a short audio tour that is accessible using a QR code that is posted on the display board outside of the museum?

Historical Commission

2022/23 PERFORMANCE OBJECTIVES

1. To develop and implement an educational program involving the history of the City's cemeteries. *(City Goal 19)*

2. To increase the number of visitors to the Upton House Museum by providing increased hours of operation. *(City Goal 19)*

3. To develop and implement a full audio tour of the Upton House Museum for those not able to visit the museum in-person. *(City Goal 19)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Meetings Held	5	5	6	6	6	6
	Museum Hours Open	N/A	N/A	96	180	180	180
	Programs/Lectures on Local History Topics	1	1	2	3	3	3
	Professional Memberships	3	3	3	3	3	3
	Historic Photographs and Memorabilia Collected	15	20	30	20	20	20
	Program/ Museum Attendance	930	760	271	800	400	500

Historical Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

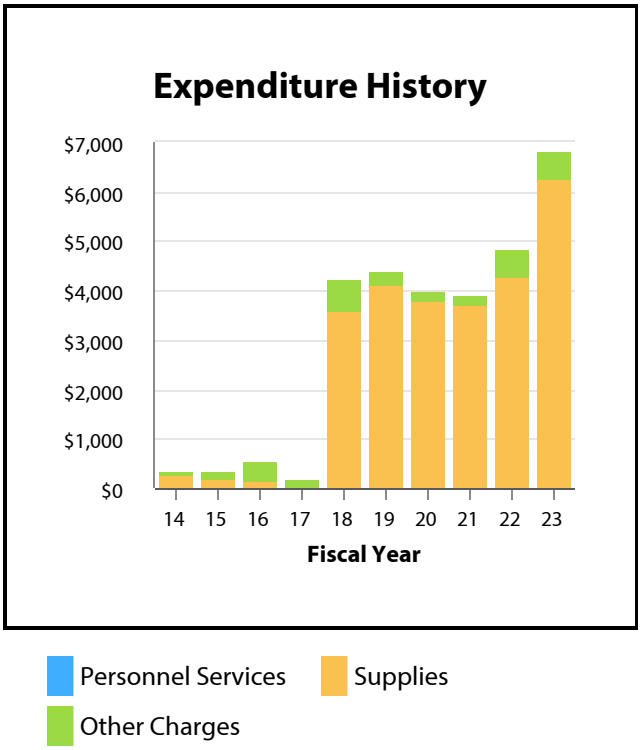
The total budget increased by 40.8%.

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

Supplies - Total Supplies increased $2,000 or 46.8% for materials and supplies to update the kitchen in the Upton House Museum.

Other Charges - Total Other Charges decreased $20 or 3.4%, as membership fees are slightly lower than anticipated.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	3,710	4,270	4,270	6,270	6,270
Other Charges	230	580	560	560	560
Total	$3,940	$4,850	$4,830	$6,830	$6,830

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.***

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.***

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.■



Did you know…
…the City Attorney's Office prosecutes over 9,000 district court cases each year?

Legal

2022/23 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 identify and inform City Council and City Administration of changes in state and federal legislation impacting the City. *(City Goal 7)*

4. 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)*

5. 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	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	District Court Cases	11,843	6,543	6,764	8,500	9,000	9,000
	Legal Opinions Rendered	10	5	4	10	10	10
	Ordinances and Amendments Prepared	4	9	6	10	8	10
	Commission Meetings Attended	33	31	39	30	34	30
	Council Meetings Attended	24	25	27	26	26	26
	Number of Open Lawsuits	9	9	19	25	30	25
	Number of Closed Lawsuits	9	9	67	45	83	50
	Number of Files Opened	62	36	155	50	79	55
	Number of Files Closed	26	29	79	30	127	50
	Legislative Issues Reviewed	75	165	110	75	75	75
	Number of Illegal Grow Operations Shut Down	N/A	N/A	722	400	400	350
	Number of Illegal Grow Operation Lawsuits Filed	N/A	N/A	73	50	55	45
	Hours Spent on City Business	7,598	7,494	9,403	8,500	9,395	8,750
Efficiency	% Opinions Replied to on Agreed Schedule	100%	100%	100%	100%	100%	100%
	% Resolutions Drafted on Agreed Schedule	100%	100%	100%	100%	100%	100%
	% Contracts Drafted on Agreed Schedule	100%	100%	100%	100%	100%	100%
	Activity Expenditures as % of General Fund	0.79%	0.81%	0.98%	0.78%	0.93%	0.90%

Legal

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

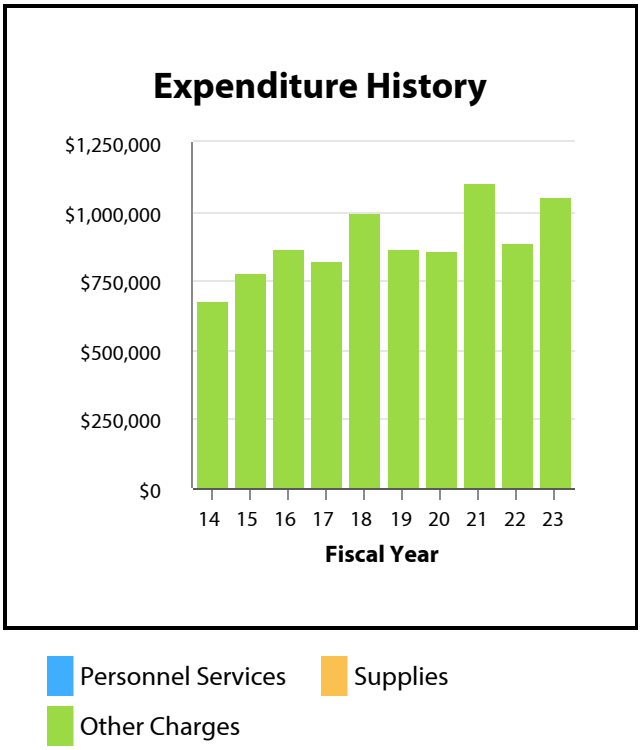
The total budget increased by 18.2%.

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

Supplies - There is no Supplies budget for this cost center.

Other Charges - Total Other Charges increased $161,600 or 18.2%. Funding for City Attorney legal services increased $149,600 to bring the budget more in line with recent expenditure levels, which reflect an increase in litigation activity. Funding for the City's labor attorney and visiting judges increased $12,000 based on the current year's projected expenditure usage, which also reflects a higher level of activity. 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

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	0	0	0	0	0
Other Charges	1,108,980	890,000	1,049,670	1,051,600	1,051,600
Total	$1,108,980	$890,000	$1,049,670	$1,051,600	$1,051,600

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.***

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.***

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.

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 City's Planning Commission heard 30 cases during the 2021 calendar year? The Commission held the first six meetings of the year virtually, and returned to in-person meetings in July.

Planning Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

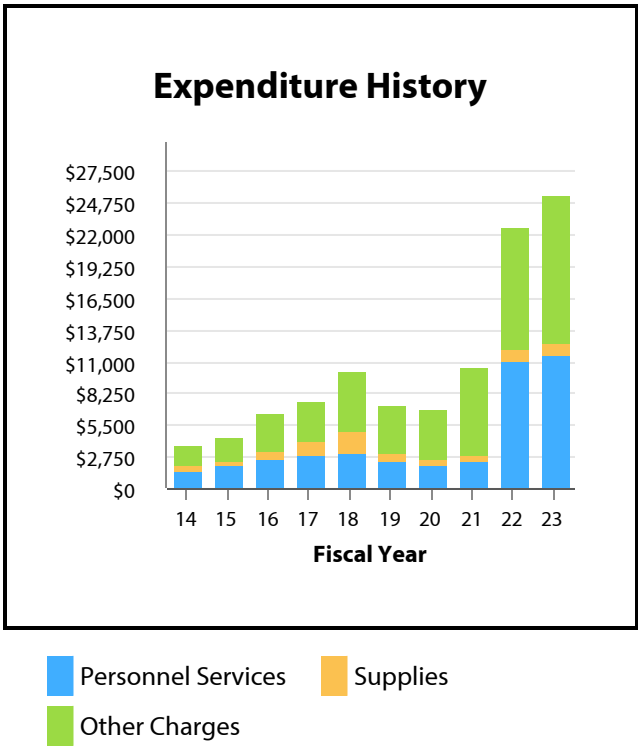
The total budget increased by 12.5%.

Personnel Services - Total Increase of $560 or 5.1% due to additional budgeted social security taxes.

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 $2,280 or 21.4%. $1,800 was added for Internet service for the Planning Commissioners' recently updated iPads, allowing for the downloading of large documents and usage during site inspections. Funding for Commission members to attend a Citizen Planner Program increased $280. Publishing costs rose $200 based on a projected increase in the number of required newspaper notices with lengthier agendas.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$2,370	$11,070	$11,630	$11,630	$11,630
Supplies	610	1,000	1,000	1,000	1,000
Other Charges	7,600	10,640	11,470	12,920	12,920
Total	$10,580	$22,710	$24,100	$25,550	$25,550

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.***

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.***

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

The Sustainability Commission developed the City's first Sustainability Plan that was adopted in 2021. The Sustainability Plan is designed to guide the City moving forward in all aspects of sustainability including, but not limited to, natural assets, sustainable mobility, sustainable development and land use, and environmental stewardship.

The Sustainability Commission is tasked with providing input to any Board or Commission that is seeking consultation on sustainable best practices relative to their subject matter. In addition, the Commission will also proactively provide recommendations on implementing sustainable practices to City Administration and other Boards and Commissions, for their consideration.

The Sustainability Commission is made up of five members appointed by the City Council. This Commission is also unique in that its structure allows for additional liaisons from regional and county planning authorities. The Commission members serve without compensation. The City liaison to the Commission is the City Planner.■

Did you know…
…the City's Sustainability Commission adopted the City's first-ever comprehensive Sustainability Plan on June 16, 2021?

Sustainability Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

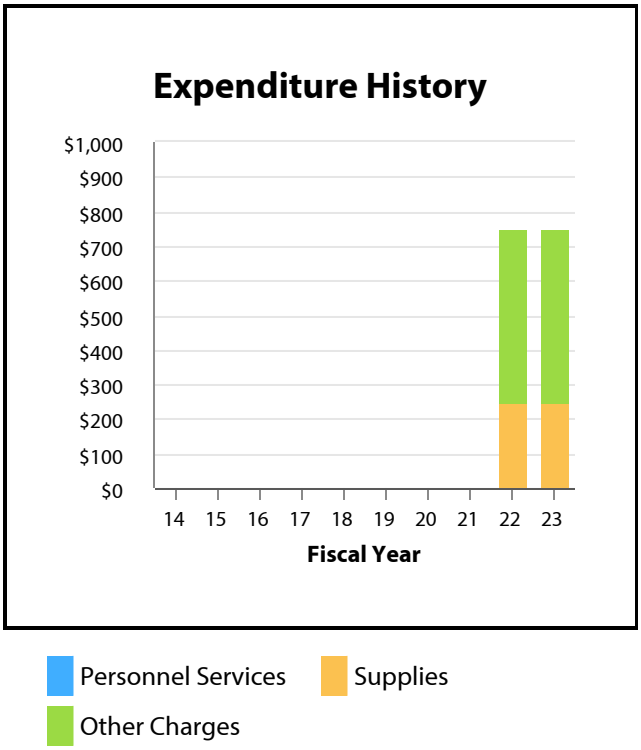
The total budget increased by 0.0%.

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

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	0	250	250	250	250
Other Charges	0	500	500	500	500
Total	$0	$750	$750	$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.***

KEY GOALS

- ***To provide a system to track monies out of one fund and into another.***
- ***To accurately transfer out monies in order to provide the appropriate level of funding to allow the receiver fund to pay its obligations.***

The 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 $11,448,170. 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 $5,244,630 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 $2,962,360 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 $2,741,180 General Fund transfer to the Parks & Recreation Fund will 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. 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 $500,000, and allows for additional investments in emergency major road repair.■

Did you know…
…the transfer to the Capital Projects Fund is used to fund replacement vehicles and equipment, as well as facility improvements?

Transfers Out

SUMMARY OF BUDGET CHANGES

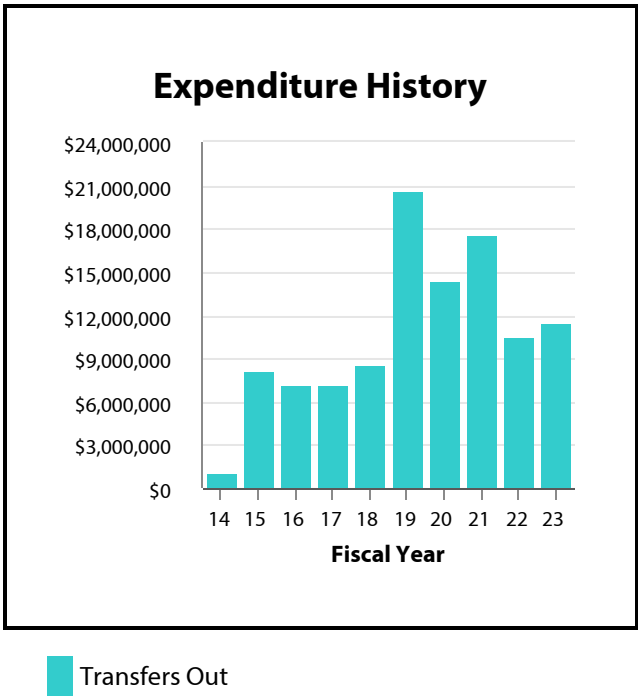
SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 9.2%.

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 $11,448,170. Transfers to the Capital Projects Fund total $5,244,630 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 $2,962,360. 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 $2,741,180 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 $500,000 for additional funding that will be utilized for major road projects.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	0	0	0	0	0
Transfer Out	17,550,810	10,484,780	10,484,780	11,448,170	11,448,170
Total	$17,550,810	$10,484,780	$10,484,780	$11,448,170	$11,448,170

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.***

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 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.

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 City's Zoning Board of Appeals heard 33 cases during the 2021 calendar year? The Commission held the first six meetings of the year virtually, and returned to in-person meetings in July.

Zoning Board of Appeals

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

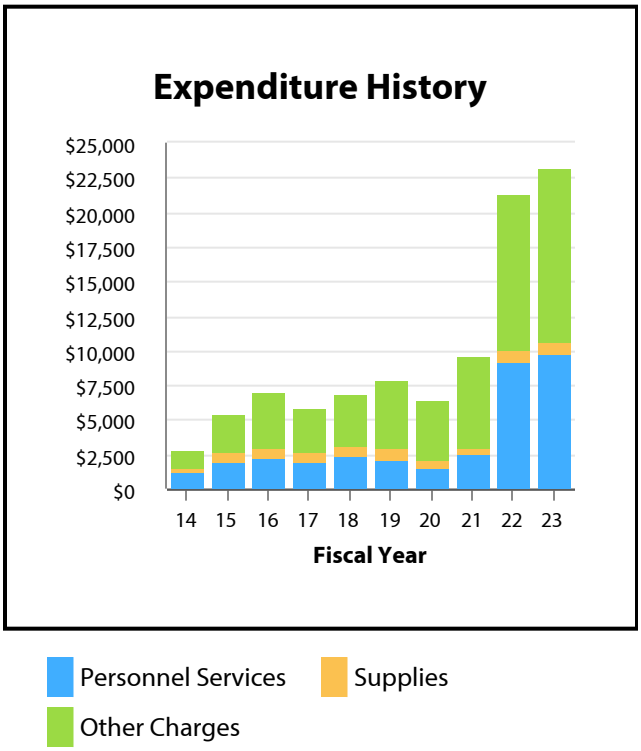
The total budget increased by 8.8%.

Personnel Services - Total increase of $500 or 5.4% due to additional budgeted social security taxes.

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 $1,380 or 12.4%. $1,610 was added for Internet service for the Board members' recently updated iPads, allowing for the downloading of large documents and usage during site inspections. $40 was added due to an increase in the Michigan Association of Planning membership fee. Funding for Board members to attend a Citizen Planner Program decreased $270, as the allocation for one Board member, who also serves as a Planning Commissioner, is included in the Planning Commission's budget.

Capital - There is no Capital proposed for this board.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$2,550	$9,320	$9,820	$9,820	$9,820
Supplies	460	850	650	850	850
Other Charges	6,650	11,150	11,890	12,530	12,530
Total	$9,660	$21,320	$22,360	$23,200	$23,200

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.

WATER & SEWER SYSTEM
OPERATING FUND REVENUES & EXPENSES

Budgetary Centers	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Budget
REVENUES						
Water & Sewer Service	$48,077,010	$55,971,010	$55,687,530	$52,077,790	$58,073,860	**$58,073,860**
Penalties & Interest	742,920	602,550	850,000	600,000	650,000	**650,000**
Hydrant Rental	172,920	176,380	176,000	178,850	182,430	**182,430**
Interfund Service	103,460	105,100	115,890	115,890	115,410	**115,410**
Tap and Meter Revenue	542,420	556,300	165,000	310,000	310,000	**310,000**
Repair and Service	102,630	48,190	110,000	70,000	75,000	**75,000**
Inspection Fees	14,190	18,360	12,000	12,000	12,000	**12,000**
Turn-On Charge	13,750	13,730	15,000	10,000	10,000	**10,000**
Ind./Pollution Surcharge	381,770	381,410	375,000	387,000	387,000	**387,000**
Sale of Fixed Assets	5,140	16,070	0	0	0	**0**
Miscellaneous	254,220	(12,490)	130,000	131,150	130,000	**130,000**
Interest on Investments	279,830	94,460	108,000	100,600	107,000	**107,000**
Federal/State Grants	875,240	0	0	0	0	**0**
Total Revenues	**$51,565,500**	**$57,971,070**	**$57,744,420**	**$53,993,280**	**$60,052,700**	**$60,052,700**
EXPENDITURES						
WATER & SEWER ADMIN.						
Personnel Services	$1,460,250	$955,200	$1,475,930	$1,393,990	$1,499,450	**$1,499,450**
Supplies	8,920	10,290	11,700	9,200	12,340	**12,340**
Other Charges	9,607,990	9,479,260	3,225,110	3,242,160	3,446,720	**3,446,720**
Capital Outlay	0	0	0	0	0	**0**
Total Expenses	**11,077,160**	**10,444,750**	**4,712,740**	**4,645,350**	**4,958,510**	**4,958,510**
WATER DISTRIBUTION						
Personnel Services	$1,868,550	$1,460,840	$1,907,680	$1,997,610	$1,991,880	**$1,991,880**
Supplies	385,950	424,940	300,000	242,000	240,440	**240,440**
Other Charges	16,238,490	17,524,060	17,048,590	17,048,470	17,851,460	**17,851,460**
Capital Outlay	0	6,500	30,000	33,220	140,000	**140,000**
Debt Service	0	0	478,850	495,750	1,288,960	**1,288,960**
Total Expenses	**18,492,990**	**19,416,340**	**19,765,120**	**19,817,050**	**21,512,740**	**21,512,740**
SEWAGE COLLECTION						
Personnel Services	$2,231,010	$1,734,700	$2,146,340	$2,222,740	$2,233,420	**$2,233,420**
Supplies	48,950	54,910	51,720	51,700	52,770	**52,770**
Other Charges	22,445,150	20,858,430	22,196,650	22,235,310	22,933,570	**22,933,570**
Capital Outlay	1,630	2,600	731,000	719,990	486,000	**486,000**
Debt Service	2,232,160	2,398,960	7,297,460	7,225,280	7,122,190	**7,122,190**
Total Expenses	**26,958,900**	**25,049,600**	**32,423,170**	**32,455,020**	**32,827,950**	**32,827,950**
Total Operating Expenses	**$56,529,050**	**$54,910,690**	**$56,901,030**	**$56,917,420**	**$59,299,200**	**$59,299,200**

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 2022/23, 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 2022/23 Budget, Charges for Services revenue represents 99.6% of total revenue sources, an increase of $2,309,280.

The average residential customer will pay approximately $68 per month for water & sewer services, assuming some summer irrigation.

In 2022/23, the Great Lakes Water Authority's rates to the City will increase by 3.4% and Macomb County's will increase by 2.2%. To continue its strive to offer quality service at a good value to its customers, the City has recently made 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 previous fixed charges, the elimination of the minimum billed amount, and the use of the Average Winter Consumption method for sewer charges, thereby eliminating the previous summer discount. These rate changes were a result of the water and sewer rate study that was conducted by Raftelis Financial Consultants in the 2020/21 fiscal year. Based on these adjustments, the average residential customer will pay approximately $68 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 2022/23 Budget, Other Revenues represents 0.4% of total revenue sources, a decrease of $1,000. This decrease is due to a reduction in interest and penalties on delinquent water and sewer accounts.

CONTRIBUTION TO (USE OF) NET ASSETS

In the 2022/23 Budget, revenues exceed expenses by $753,500, 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	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
	STATE & LOCAL RETURNS						
539002	State Grants	$0	0.00	$0	0.00	**$0**	**0.00**
	Total State & Local Returns	**0**	**0.00**	**0**	**0.00**	**0**	**0.00**
	CHARGES FOR SERVICES						
627531	Administrative Services - Refuse	105,100	0.18	115,890	0.20	**115,410**	**0.19**
629001	Labor Services - Roads	19,500	0.03	50,000	0.09	**25,000**	**0.04**
633001	Water Tap Fees	128,190	0.22	125,000	0.22	**125,000**	**0.21**
633002	Sewer Tap Fees	34,100	0.06	40,000	0.07	**35,000**	**0.06**
633003	Meter Charges	394,010	0.66	0	0.00	**150,000**	**0.25**
633004	Inspection	18,360	0.03	12,000	0.02	**12,000**	**0.02**
633005	Water & Sewer Services	28,690	0.05	60,000	0.10	**50,000**	**0.08**
633006	Hydrant Rental - Fire Department	176,380	0.30	176,000	0.30	**182,430**	**0.30**
633009	Turn-On Charge	13,730	0.02	15,000	0.03	**10,000**	**0.02**
643000	Water Services	22,241,990	37.39	16,310,410	28.25	**17,545,250**	**29.22**
643001	Fixed Charges - Water	0	0.00	5,681,830	9.84	**5,162,010**	**8.60**
644000	Collections - Sewer	33,729,020	56.70	30,833,510	53.40	**32,385,900**	**53.93**
644001	Fixed Charges - Sewer	0	0.00	2,861,780	4.96	**2,980,700**	**4.96**
645000	Penalties - Water & Sewer	602,550	1.01	850,000	1.47	**650,000**	**1.08**
646000	Industrial & Pollution Surcharge	381,410	0.64	375,000	0.65	**387,000**	**0.64**
	Total Charges for Services	**57,873,030**	**97.29**	**57,506,420**	**99.59**	**59,815,700**	**99.61**
	OTHER REVENUE						
665000	Interest on Investments	76,320	0.13	90,000	0.16	**90,000**	**0.15**
665001	Interest on Bond Proceeds	2,500	0.00	0	0.00	**0**	**0.00**
665445	Interest & Penalties - Tax Roll	15,640	0.03	18,000	0.03	**17,000**	**0.03**
673000	Sale of Fixed Assets	16,070	0.03	0	0.00	**0**	**0.00**
676000	Reimbursements	23,560	0.04	30,000	0.05	**30,000**	**0.05**
677008	Unrealized Gain/Loss	(52,680)	(0.09)	0	0.00	**0**	**0.00**
685000	Miscellaneous Revenue	16,630	1.83	100,000	0.17	**100,000**	**0.17**
	Total Other Revenue	**98,040**	**2.71**	**238,000**	**0.41**	**237,000**	**0.39**
	Total Water & Sewer Fund	**$57,971,070**	**100.00**	**$57,744,420**	**100.00**	**$60,052,700**	**100.00**

Note: The 2020-2021 Actual Column is rounded to the nearest $10.

WATER & SEWER FUND
EXPENDITURE SUMMARY BY ACCOUNT

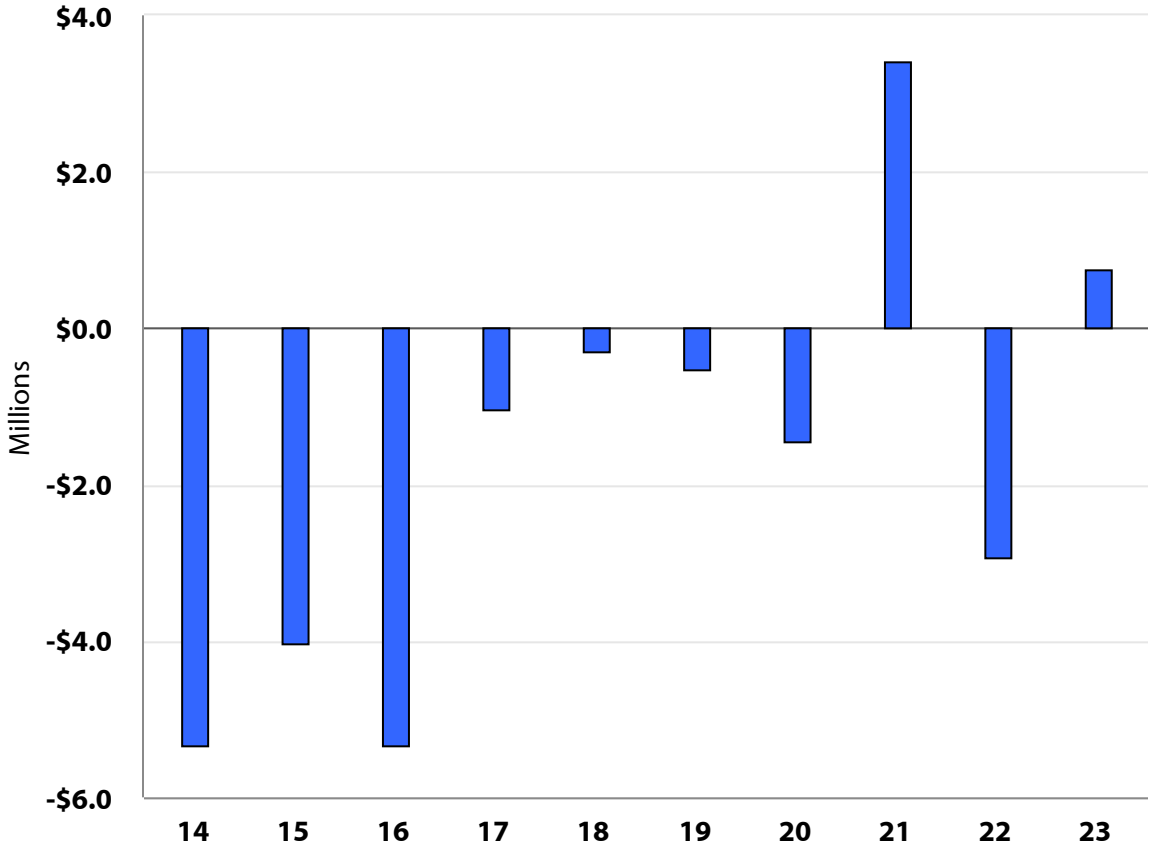
Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
	PERSONNEL SERVICES						
704000	Wages & Salaries - Permanent	$2,320,470	4.23	$2,600,940	4.57	**$2,777,750**	**4.68**
704001	Sick Time Buy Back	22,920	0.04	21,280	0.04	**22,690**	**0.04**
704721	Health Insurance Allowance	22,250	0.04	27,000	0.05	**18,000**	**0.03**
705000	Wages-Salaries - Temp/Part-Time	181,550	0.33	210,660	0.37	**257,220**	**0.43**
708000	Overtime	369,400	0.67	377,000	0.66	**361,000**	**0.61**
708001	Compensation Time Buy Back	9,640	0.02	9,880	0.02	**10,130**	**0.02**
709000	Union Contract Reimbursements	10,170	0.02	11,400	0.02	**16,100**	**0.03**
710000	Longevity	49,570	0.09	56,730	0.10	**64,300**	**0.11**
715000	Clothing Allowance	7,790	0.01	8,000	0.01	**8,700**	**0.01**
717000	FICA	222,910	0.41	254,200	0.45	**270,500**	**0.46**
718000	Worker's Compensation	25,850	0.05	29,530	0.05	**28,460**	**0.05**
720000	Pension - General Emp Retirement	507,470	0.92	877,170	1.54	**783,360**	**1.32**
720002	Defined Contribution - Employer	38,600	0.07	41,750	0.07	**60,200**	**0.10**
721000	Health Insurance	333,800	0.61	413,570	0.73	**452,140**	**0.76**
721001	Health Insurance - Retirees	(46,170)	(0.08)	508,670	0.89	**492,260**	**0.83**
721003	Retiree Health Savings - City	15,730	0.03	17,000	0.03	**36,000**	**0.06**
722000	Dental Insurance	29,680	0.05	31,470	0.06	**30,970**	**0.05**
723000	Life Insurance	5,830	0.01	7,060	0.01	**7,510**	**0.01**
724000	Eye Care Insurance	3,080	0.01	3,710	0.01	**3,150**	**0.01**
725000	Disability Insurance - Long Term	4,770	0.01	5,560	0.01	**5,910**	**0.01**
725355	Disability Insurance - Short Term	15,430	0.03	17,370	0.03	**18,400**	**0.03**
	Total Personnel Services	**4,150,740**	**7.57**	**5,529,950**	**9.72**	**5,724,750**	**9.65**
	SUPPLIES						
729000	Postage	1,750	0.00	2,000	0.00	**2,040**	**0.00**
750000	Fuels & Lubricants	67,970	0.12	60,000	0.11	**61,100**	**0.10**
751000	Operating Supplies	49,910	0.09	48,420	0.09	**49,410**	**0.08**
770000	Water Meters - Assembled	216,610	0.39	100,000	0.18	**100,000**	**0.17**
771000	Fire Hydrant Parts	12,440	0.02	23,000	0.04	**23,000**	**0.04**
772000	Tap-In Materials - Water	74,760	0.14	50,000	0.09	**50,000**	**0.08**
774000	Water Meter Parts	66,700	0.12	80,000	0.14	**20,000**	**0.03**
	Total Supplies	**490,140**	**0.89**	**363,420**	**0.64**	**305,550**	**0.52**
	OTHER CHARGES						
802000	Audit & Accounting Services	43,670	0.08	44,490	0.08	**44,540**	**0.08**
806000	Legal Services - Other	1,310	0.00	0	0.00	**0**	**0.00**
806001	Legal Services - City Attorney	1,680	0.00	4,000	0.01	**4,000**	**0.01**
807000	Medical Services	2,170	0.00	1,900	0.00	**1,940**	**0.00**
810000	Other Fees	392,210	0.71	190,700	0.34	**190,700**	**0.32**
824000	Water Tap Installation - Contractor	62,800	0.11	45,000	0.08	**45,000**	**0.08**
826000	Other Contracted Services	452,090	0.82	841,800	1.48	**835,950**	**1.41**
827000	Interfund Services	2,261,680	4.12	2,231,580	3.92	**2,470,100**	**4.17**
832000	Building Maintenance	310	0.00	1,250	0.00	**1,270**	**0.00**

WATER & SEWER FUND
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
833000	Equipment Maintenance	16,890	0.03	56,000	0.10	**56,000**	**0.09**
835000	Vehicle Maintenance	136,760	0.25	134,400	0.24	**137,500**	**0.23**
840000	Water Main Repair	471,070	0.86	400,000	0.70	**400,000**	**0.67**
841000	Distribution Line Repair	300,460	0.55	235,000	0.41	**238,300**	**0.40**
842000	Sewer Main Repair	880	0.00	195,000	0.34	**102,000**	**0.17**
903000	Printing	200	0.00	2,900	0.01	**2,910**	**0.00**
913000	Liability Insurance	135,000	0.25	135,000	0.24	**135,000**	**0.23**
915000	Other Insurance	2,460	0.00	2,460	0.00	**2,460**	**0.00**
921000	Electric	26,530	0.05	30,600	0.05	**26,880**	**0.05**
922000	Telephone	3,650	0.01	3,550	0.01	**5,900**	**0.01**
923000	Gas - Fuel - Oil	2,530	0.00	2,750	0.00	**3,100**	**0.01**
931000	Water Purchased	16,375,730	29.82	16,092,920	28.28	**16,789,400**	**28.31**
932000	Sewage Disposal Services	20,077,750	36.56	20,798,200	36.55	**21,608,140**	**36.44**
933000	Software Maintenance	90,980	0.17	153,190	0.27	**245,200**	**0.41**
934000	Industrial & Pollution Surcharge	373,200	0.68	375,000	0.66	**387,000**	**0.65**
945000	Other Rental	182,640	0.33	450,260	0.79	**453,680**	**0.77**
956000	Local Meetings	0	0.00	200	0.00	**1,100**	**0.00**
957000	Memberships & Dues	940	0.00	2,100	0.00	**3,580**	**0.01**
959000	Education & Training	11,630	0.02	25,100	0.04	**25,100**	**0.04**
964000	Refunds & Rebates	8,430	0.02	15,000	0.03	**15,000**	**0.03**
968000	Depreciation	6,426,100	11.70	0	0.00	**0**	**0.00**
	Total Other Charges	**47,861,750**	**87.16**	**42,470,350**	**74.63**	**44,231,750**	**74.59**
	CAPITAL OUTLAY						
982000	Machinery & Equipment	9,120	0.02	115,000	0.20	**110,000**	**0.19**
984000	Vehicles	(20)	0.00	646,000	1.14	**516,000**	**0.87**
	Total Capital Outlay	**9,100**	**0.02**	**761,000**	**1.34**	**626,000**	**1.06**
	DEBT SERVICE						
992000	Principal	0	0.00	3,959,620	6.96	**3,806,830**	**6.42**
992001	Principal - Capital Bonds	0	0.00	645,000	1.13	**1,175,000**	**1.98**
993000	Interest - Capital Bonds	75,980	0.14	241,760	0.43	**537,130**	**0.91**
993001	Interest - Oakland-Macomb Intcpt.	835,270	1.52	1,028,940	1.81	**1,077,270**	**1.82**
993002	Interest - Macomb Interceptor	1,148,400	2.09	1,596,520	2.81	**1,531,010**	**2.58**
993003	Interest - North Gratiot Interceptor	95,000	0.17	74,170	0.13	**71,620**	**0.12**
993005	Interest - Clintondale Pump Station	244,310	0.44	230,300	0.40	**212,290**	**0.36**
	Total Debt Service	**2,398,960**	**4.36**	**7,131,310**	**13.67**	**8,411,150**	**14.18**
	Total Water & Sewer Fund	**$54,910,690**	**100.00**	**$56,901,030**	**100.00**	**$59,299,200**	**100.00**

Note: The 2020-2021 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.

Water & Sewer Fund

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 2022/23, the GLWA is increasing its commodity and fixed charges by 3.4%, while the costs of sewage treatment and sewer debt charges passed on from Macomb County are increasing by 2.2%. The City's debt service is also proposed to increase $825,370 to fund the water and sewer main replacement under Mound Road and the new water meter program.

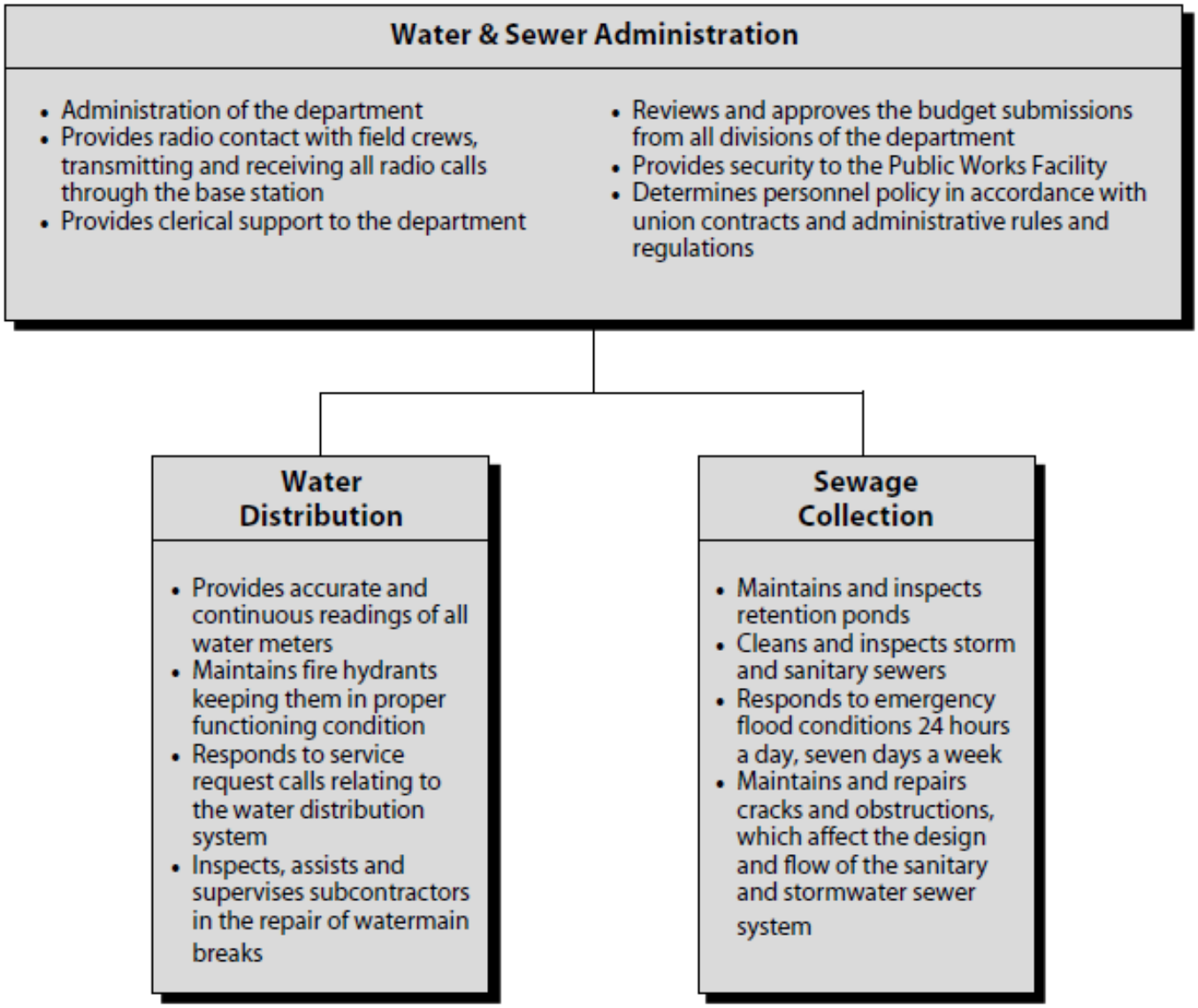
To ensure the City is utilizing a rate structure that offers quality service at a good value for its customers, the City recently contracted with Raftelis Financial Consultants to perform a comprehensive water & sewer rate study. Based on their recommendations, the City changed its rate structure in 2021/22 to include a fixed residential meter charge and increased fixed meter charges for commercial customers, in lieu of the previous fixed charges. The minimum billed amount was also eliminated. The City has begun using the Average Winter Consumption method for sewer charges and has eliminated 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 $68 per month, assuming some summer irrigation use.■

Did you know…
…that residential water and sewer bills will be issued monthly instead of quarterly beginning with the August 1, 2022 bill? This transition will result in smaller, more manageable bills and align more closely with household budgets.

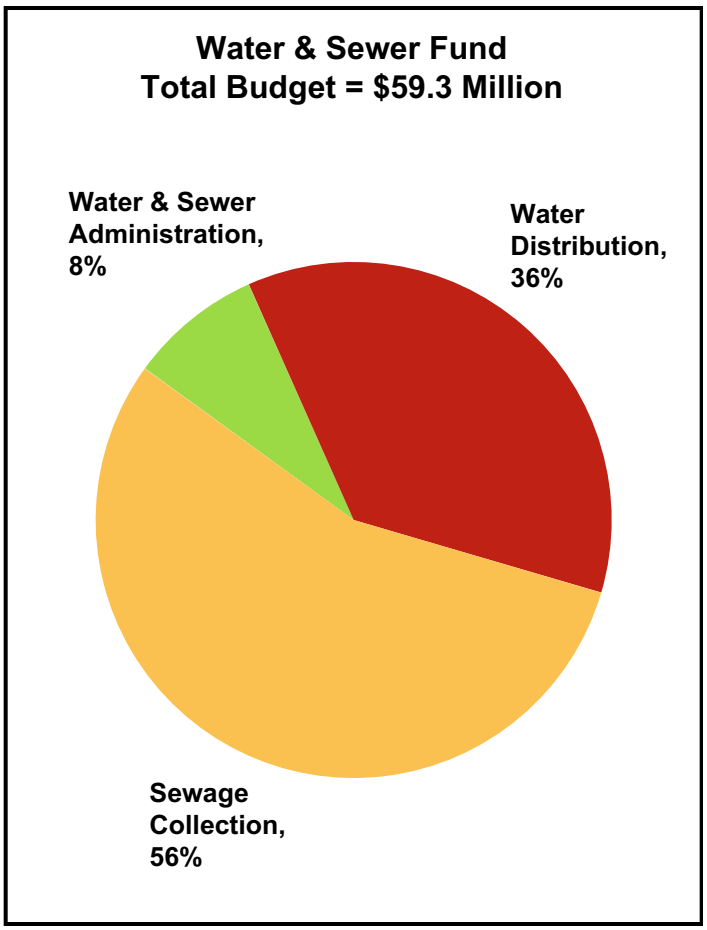
FUNCTIONAL ORGANIZATION CHART

Water & Sewer Fund
(Public Works Department)



DEPARTMENT AT A GLANCE

Water & Sewer Fund





PERSONNEL SUMMARY

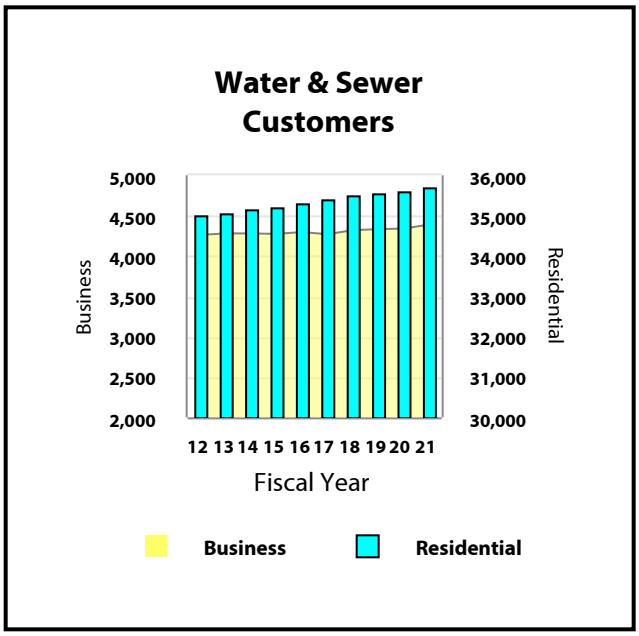
	2022/23 Full Time	2022/23 Part Time
Water & Sewer Admin.	8	1
Water Distribution	14	5
Sewage Collection	17	4
Total Department	39	10

FUNDING LEVEL SUMMARY

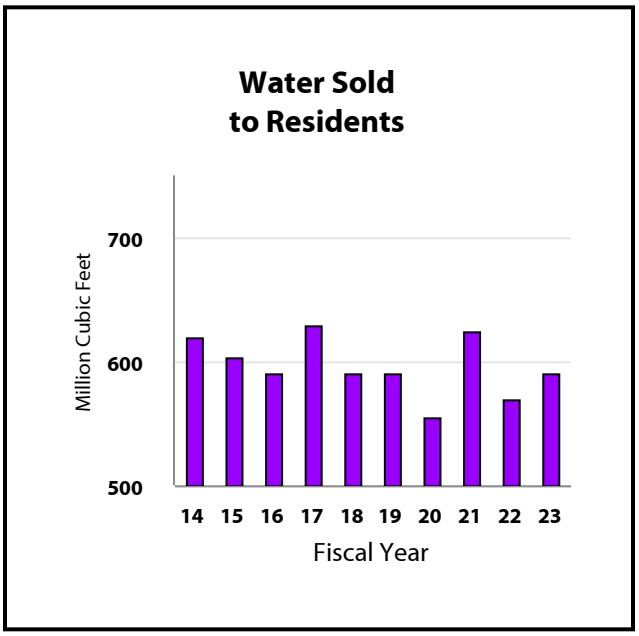
	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget	% Change From 21/22
Water & Sewer Admin.	$11,077,160	$10,444,750	$4,712,740	$4,958,510	5.2%
Water Distribution	18,492,990	19,416,340	19,765,120	21,512,740	8.8%
Sewage Collection	26,958,900	25,049,600	32,423,170	32,827,950	1.2%
Total Department	$56,529,050	$54,910,690	$56,901,030	$59,299,200	4.2%
Personnel Services	$5,559,810	$4,150,740	$5,529,950	$5,724,750	3.5%
Supplies	443,820	490,140	363,420	305,550	-15.9%
Other Charges	48,291,630	47,861,750	42,470,350	44,231,750	4.1%
Capital Outlay	1,630	9,100	761,000	626,000	-17.7%
Debt Service	2,232,160	2,398,960	7,776,310	8,411,150	8.2%
Total Department	$56,529,050	$54,910,690	$56,901,030	$59,299,200	4.2%

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.

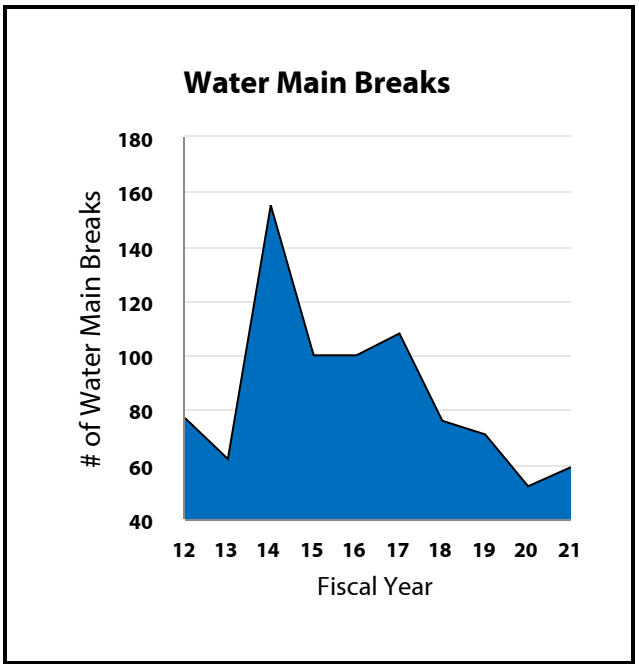
Average Macomb County Residential Monthly Water & Sewer Bill

Fiscal Year 2021/22

1.	Fraser	$145
2.	Eastpointe	122
3.	Utica	107
4.	St. Clair Shores	98
5.	Clinton Township	90
6.	Mount Clemens	82
7.	Shelby Township	79
8.	Roseville	75
9.	Macomb Township	73
10.	Warren	72
11.	Center Line	68
12.	**Sterling Heights**	**65**

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 $65 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.***

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.***

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 recycling. Services provided are continually monitored and analyzed in an effort to provide the best possible service in the most cost efficient manner. Reports, correspondence, and responses to residents and users concerning activities of the 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'. 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 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.■



Did you know…
…that an Environmental Safety Supervisor was recently hired and assigned to Water & Sewer Administration ?

Water & Sewer Administration

2022/23 PERFORMANCE OBJECTIVES

1. To develop departmental Standard Operating Guidelines with a focus on safety, training, and succession. *(City Goal 2, 3, 5, 16)*

2. To collaborate with highly regarded professional organizations, such as MIOSHA and APWA to create an educational hub within the redesigned DPW facility. *(City Goal 3, 5, 6, 22)*

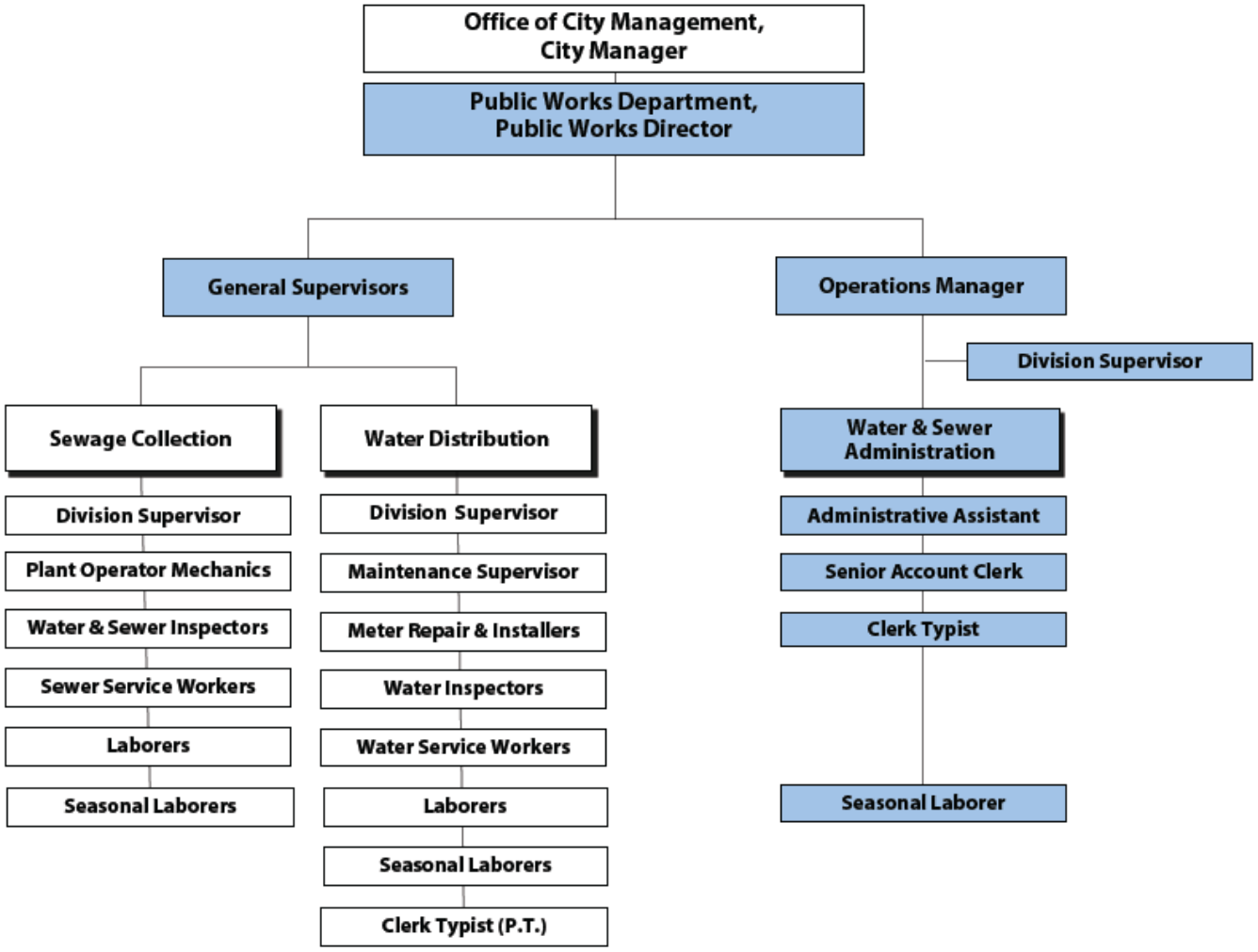
3. To substantially complete the water distribution system material inventory report required by EGLE. *(City Goal 7, 16)*

4. To integrate both Miss Dig and water meter service requests, to be generated automatically through customer request portals. *(City Goal 1, 2, 3, 6, 16, 23)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Water & Sewer Customers	39,872	39,964	40,925	41,000	41,000	41,500
	Customer Service Requests	11,033	10,572	10,292	11,250	10,000	10,500
	Departmental Policies Created/Reviewed	N/A	N/A	4	10	10	10
	Backflow Preventer Testing Compliance Letters	1,514	1,982	2,782	1,700	2,400	2,000
	Site Plans Reviewed	29	33	28	30	30	30
	Vehicles/Equipment Specifications Prepared	11	15	12	13	20	20
	Materials/Supplies/Services Specifications Prepared	40	34	32	35	25	25
	Hours of Safety Training	968	975	450	1,000	750	1,000
	Outfalls Inspected	60	60	60	60	280	280
	Landscape Median Mowing - Revolutions	34	33	34	32	33	33
Efficiency	Ratio of FT Employees to Workers Comp. Claims	8:1	56:1	16:1	28:1	28:1	28:1
	% Water Samples Meeting Federal/State Standards	100%	100%	100%	100%	100%	100%
	Annual Residential Water & Sewer Bill (9,000 cfs)*	$924	$965	$766	$780	$780	$818
	Monthly Residential Water & Sewer Bill (9,000 cfs)*	$77	$80	$64	$65	$65	$68
	City's Fixed Charge as a % of Total W&S Bill	5.3%	5.6%	5.3%	15.3%	14.5%	14.0%

**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 2020/21	Budget 2021/22	Budget 2022/23
Public Works Director	1	1	1
Operations Manager	1	1	1
General Supervisor	2	2	2
Environmental & Safety Supervisor	0	1	1
Administrative Assistant	0	1	1
Senior Account Clerk	1	1	1
Clerk Typist	1	1	1
Seasonal Laborer (P.T.)	1	1	1
Total	7	9	9

Water & Sewer Administration

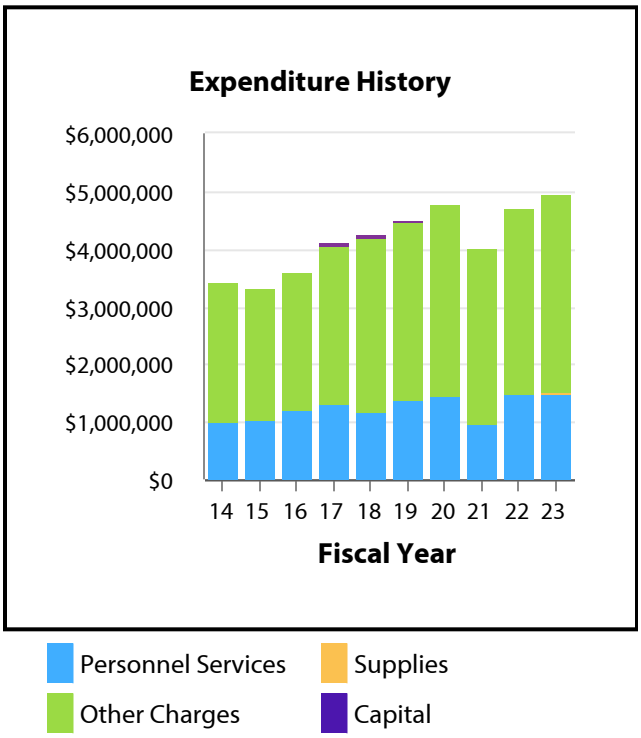
SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 5.2%.

Personnel Services – Total Increase $23,520 or 1.6%

- $36,770 due to contractual wage adjustments
- $9.190 a higher annual rate for the Environmental Safety Supervisor
- $5,890 due to an increase in health insurance rates
- $2,000 due to a contractual increase in the Retiree Health Savings contribution
- $4,840 due to a wage increase for Seasonal Laborers, partially offset by:
- Savings of $34,980 due to a decrease in the required contributions to pension and retiree medical systems



Supplies – Total Supplies increased $640 or 5.5%. Funding for fuel and lubricants increased $500 and $100 was added for an inflationary increase in supply costs. Postage costs rose slightly by $40.

Other Charges – Total Other Charges increased $221,610 or 6.9%. Interfund service costs rose $238,520 based on higher General Fund administrative costs for time spent on water and sewer related functions. $3,420 was added for facility rental cross-charges due to higher General Fund operational costs, and for the full-year lease payments on office copiers that are scheduled to be replaced in the current year. Telephone costs rose $2,350 due to the addition of two smartphones and wireless phone upgrades made in the prior year. Software maintenance costs decreased $17,900 primarily due to a transfer of funds for the ESRI GIS annual support costs to the IT department.

Capital - There is no Capital proposed for this division.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$955,200	$1,475,930	$1,393,990	$1,499,450	$1,499,450
Supplies	10,290	11,700	9,200	12,340	12,340
Other Charges*	9,479,260	3,225,110	3,242,160	3,446,720	3,446,720
Capital Outlay	0	0	0	0	0
Total	$10,444,750	$4,712,740	$4,645,350	$4,958,510	$4,958,510

*Graph excludes depreciation.

Water Distribution

MISSION STATEMENT: ***To provide a clean, reliable and reasonably priced water supply to our residents and corporate customers.***

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 firefighting 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.***

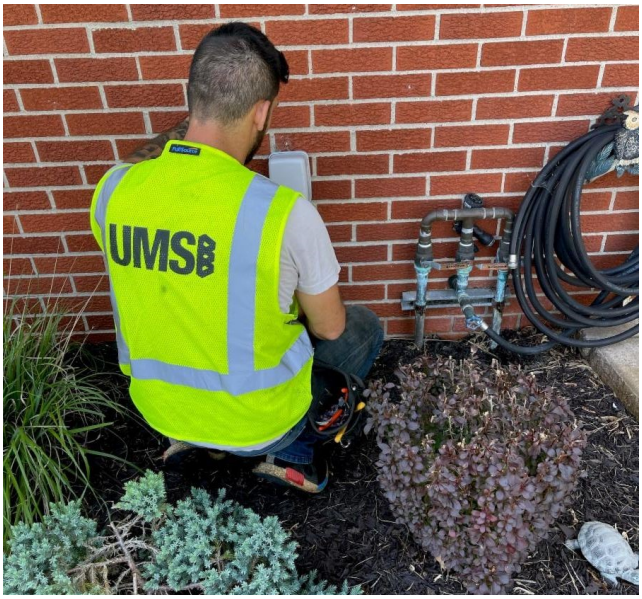
The Water Distribution Division ensures the accurate and continuous reading of residential, commercial, and industrial water meters, and the maintenance and service of water meters.

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.

All water meters are read on a monthly basis via a fixed network radio meter reading system. 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.■



Did you know…
…the Water Distribution Division maintains nearly 700 miles of water main that if laid in a straight line could reach Charleston, South Carolina?

Water Distribution

2022/23 PERFORMANCE OBJECTIVES

1. To utilize Water Smart software, in conjunction with upgraded water meters, to empower residents to better monitor their own water consumption and identify leaks to help prevent inflated water bills. *(City Goal 1, 2, 23)*

2. To work with city and county contractors to replace aging water infrastructure as part of the Innovate Mound Project, ensuring future system reliability for some of our most critical customers. *(City Goal 1, 16)*

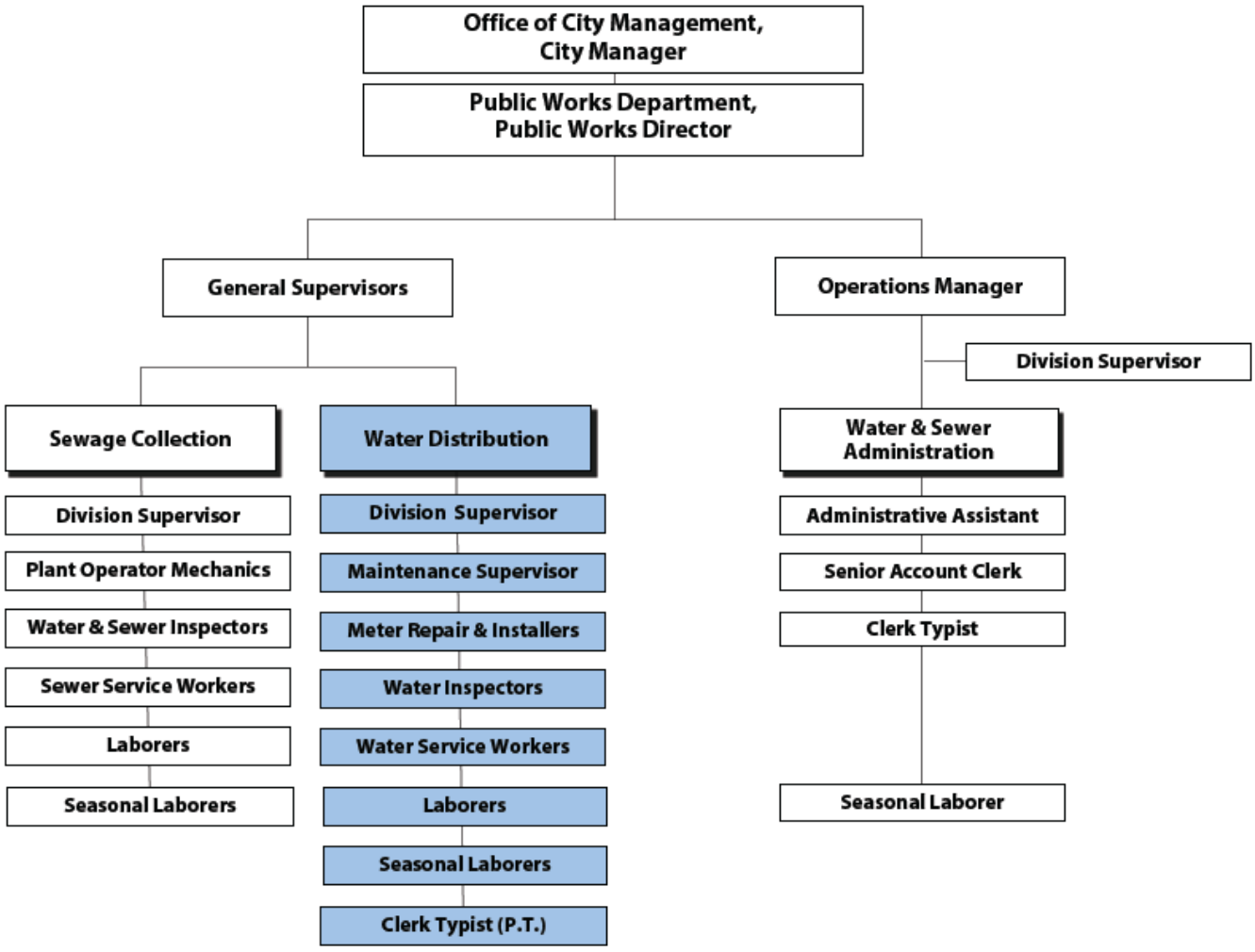
3. To complete the Water Meter Replacement Program by replacing all 35,826 residential water meters, and to utilize Advanced Metering Infrastructure (AMI) to obtain accurate daily reads on every water account. *(City Goal 1, 2, 23)*

4. To utilize existing training programs and EGLE resources to educate and certify our existing Water Division personnel to better serve the community and its drinking water customers. *(City Goal 1, 2, 23)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Miles of Water Mains in City	667	667	667	667	667	667
	Accounts on Automatic Meter Reading System	N/A	N/A	5,428	3,000	40,415	40,495
	# of Residential Customers	35,539	35,599	35,720	35,750	35,826	35,900
	# of Commercial Customers	4,333	4,340	4,389	4,590	4,589	4,595
	Water Main Breaks	71	52	59	100	68	100
	Miss Dig Stakeouts of Utilities Performed	8,880	8,264	9,604	11,000	11,150	11,200
	Water Meters Replaced	723	702	426	1,500	17,500	21,620
	Water Taps Installed	47	92	120	100	90	100
	Cross Connection Inspections	173	121	105	175	170	175
	Meters Tested	140	150	72	200	30	50
	Gate Valves Repaired	300	600	506	500	500	500
	Businesses Monitored - Backflow Compliance	1,514	3,375	3,430	3,400	3,450	3,450
	Fire Hydrants Replaced	21	29	26	40	25	40
	Fire Hydrants Painted	970	940	25	800	430	800
Efficiency	Miles of Water Main Maint. per FT Employee	60.6	55.6	55.6	47.6	47.6	47.6
	Water Purchased from GLWA (1,000 cubic feet)	584,634	571,373	657,886	578,000	578,000	591,100
	Highland Park Bad Debt Adjustment (Water)	$280,940	$51,100	$51,100	$52,800	$52,800	$54,800
	Cost of 1,000 Cubic Feet of Water from GLWA	$9.79*	$10.38*	10.69*	$11.14*	$11.14*	$11.36*
	GLWA Water Fixed Charge	$8,920,800	$9.314.700	$9,366,000	$9,654,000	$9,654,000	$10,074,000
	Water Fixed Charge as a % of Total Costs	60.9%	61.1%	57.2%	60.0%	60.0%	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 2020/21	Budget 2021/22	Budget 2022/23
Division Supervisor	1	1	1
Maintenance Supervisor	0	1	1
Water Inspector	2	2	2
Water Service Worker	5	5	5
Meter Repair/Installer	2	3	3
Laborer	2	2	2
Clerk Typist (P.T.)	1	1	1
Seasonal Laborer (P.T.)	5	5	4
Total	18	20	19

Water Distribution

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

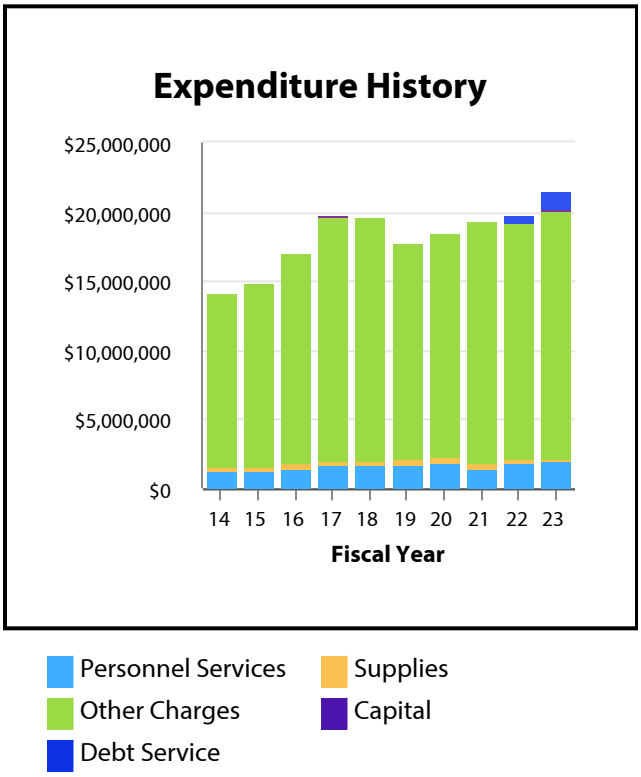
The total budget increased by 8.8%.

Personnel Services – Total Increase $84,200 or 4.4%

- $74,420 due to contractual wage adjustments
- $18,100 due to the replacement of two Summer Seasonal positions with a year-round Seasonal Laborer
- $6,000 due to a contractual increase in the Retiree Health Savings contribution
- $11,980 increase in health insurance due to higher rates and changes in coverages
- $6,460 due to an increase in required overtime
- $2,400 due to a contractual increase in the clothing allowance
- Savings of $35,040 due to a decrease in the required contributions to pension and retiree medical systems

Supplies – Total Supplies decreased $59,560 or 19.9%, as the new water meter program has reduced the need for meter repair parts and transmitters.

Other Charges – Total Other Charges increased $802,870 or 4.7%. The cost of water purchased from the GLWA increased $696,480 due to a 3.4% rate increase. $108,790 was added for the Water Smart and Neptune 360 annual software support agreements related to the new meter program.



Capital – Total Capital of $140,000 is proposed. $110,000 is to replace a 23-year old Backhoe Loader that is used for excavation and turf restorations. $30,000 is for a Transit Van to replace a high-mileage vehicle used in daily operations.

Debt Service - Total Debt Service of $1,288,960 includes $496,760 for the debt payment on the 2021 Capital bond issued in the Spring of 2021. $792,200 is for the anticipated issuance of a 2022 Capital bond for the new water meter program.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$1,460,840	$1,907,680	$1,997,610	$1,991,880	$1,991,880
Supplies	424,940	300,000	242,000	240,440	240,440
Other Charges	17,524,060	17,048,590	17,048,470	17,851,460	17,851,460
Capital Outlay	6,500	30,000	33,220	140,000	140,000
Debt Service	0	478,850	495,750	1,288,960	1,288,960
Total	$19,416,340	$19,765,120	$19,817,050	$21,512,740	$21,512,740

Sewage Collection

MISSION STATEMENT: ***To maintain the sanitary and storm sewer systems to ensure that they are properly functioning in accordance with designed capacities.***

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.***

The Sewage Collection Division is responsible for maintaining designed sewerage flows through maintenance of the City-owned sanitary and storm sewer systems to ensure proper functioning.

Staff conducts thorough and responsible sewer and utility inspections. Crews of this Division continually repair and restore damaged utility structures, sewer lines, and replace the concrete required by these repairs. Included among the duties of this Division is the maintenance of retention ponds to assure proper functioning for the temporary retention of storm water drainage.

A three-year preventative maintenance program cleans a third of the sanitary system each year. Specific trouble spots in the sanitary sewer system are cleaned on a quarterly basis to avoid unnecessary problems. Debris is removed from the system to prevent blockages. Cracked or broken pipes, roots or other problems are located and resolved.

This Division responds to calls regarding sewer back-ups and/or blockages. Blockages are investigated, located, and relieved through sewer cleaning. If internal plumbing problems or sump pump malfunction is the cause, advice and assistance is provided. Residential and commercial sewer tap installations and utility structures (sanitary manholes, storm manholes, and gatewells) are inspected prior to the issuance of final occupancy permits.

Sanitary, water, and storm structures are rebuilt or repaired on a priority basis. Repairs to sanitary and storm sewers are initiated as required. Sewage Collection personnel also resod or reseed areas due to utility structure repair, water main breaks, and snow/ice control activities.

Emergency flooding conditions are responded to 24 hours a day, seven days a week. Known sanitary sewer system and lift station problem areas are checked for surcharging and proper operation during heavy rainfall.

Sanitary sewer pumping stations are inspected three times per week. All retention pond sites both privately and City-owned are inspected monthly for proper operation, hazardous conditions and appearance. Grass and weeds in retention ponds are cut and trimmed on a scheduled basis. The City's retention pond wet wells are cleaned annually by removing sand and sediment. This Division also performs bank stabilization, erosion, and fence repairs.■

Did you know…
…the two most common causes for sewage blockages are grease generated from cooking and personal hygiene products? Grease and personal hygiene products should be disposed of with regular refuse.

Sewage Collection

2022/23 PERFORMANCE OBJECTIVES

1. To identify trouble spots within the underground sewer system, and to develop a cleaning and televising program. *(City Goal 16)*

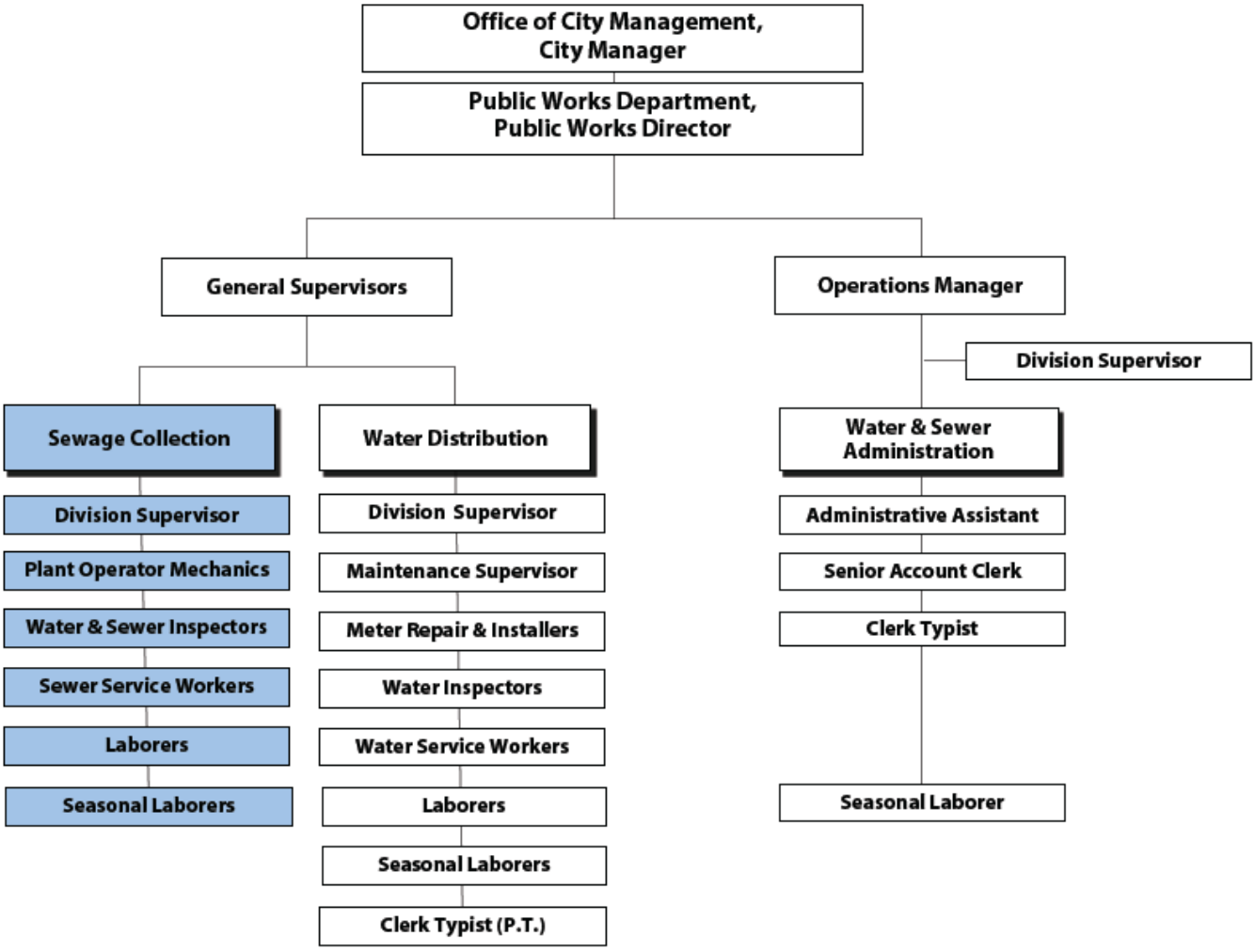
2. To divert staff from the utility structure rehabilitation program to the maintenance and oversight of sanitary cleaning and televising, and to increase the amount of structures assigned to a contractor. *(City Goal 16)*

3. To heavily enforce commercial grease trap compliance to reduce the number of sanitary blockages. *(City Goal 14)*

4. To implement electrical panel and pump reconditioning training for maintenance staff in order to reduce pump and panel failure. *(City Goal 2)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Miles of Sanitary Sewers in City	475	475	475	475	475	475
	Sewer Inquiries Received & Resolved	5,525	3,022	5,870	4,000	5,000	4,000
	Sewer Inspections	190	311	371	250	250	250
	Water Inspections	40	71	135	50	50	50
	Certificate of Occupancy Inspections	253	29	22	50	40	50
	Sanitary Sewer Cleaned - Feet	525,312	409,402	534,048	600,000	400,000	600,000
	Utility Structures Restored	212	194	219	225	181	225
	Flags of Sidewalk Replaced	71	82	81	75	57	75
	Sections of Street/Approaches Replaced	379/80	514/86	524/81	475/50	471/48	475/50
	Sod Replaced - Yards	90	216	55	0	0	0
	Retention Basin Inspections Performed	983	1,018	1,857	800	1,888	1,000
	Retention Basin Wet Wells Cleaned	12	2	4	15	6	10
	Grease Trap Program Inspections	282	66	146	100	75	100
Efficiency & Effectiveness	Sewer Main Blockages	31	28	22	15	29	20
	% 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	29.7	29.7	27.9	27.9	27.9	27.9
	Sewage Fixed Charge as a % of Total Cost	100%	100%	100%	100%	100%	100%
	Highland Park Bad Debt Expense (Sewer only)	N/A	N/A	N/A	N/A	N/A	$289,810
	MCPW Fixed Charges	$19,966,660	$20,506,720	$20,077,750	$20,798,200	$20,824,880	$21,608,140
	Total MC Debt Service (Principal & Interest)	$5,626,580	$5,504,400	$7,210,110	$6,889,550	$6,818,460	$6,699,020

Sewage Collection



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Division Supervisor	1	1	1
Plant Operator/Mechanic	3	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	4
Total	22	22	21

Sewage Collection

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

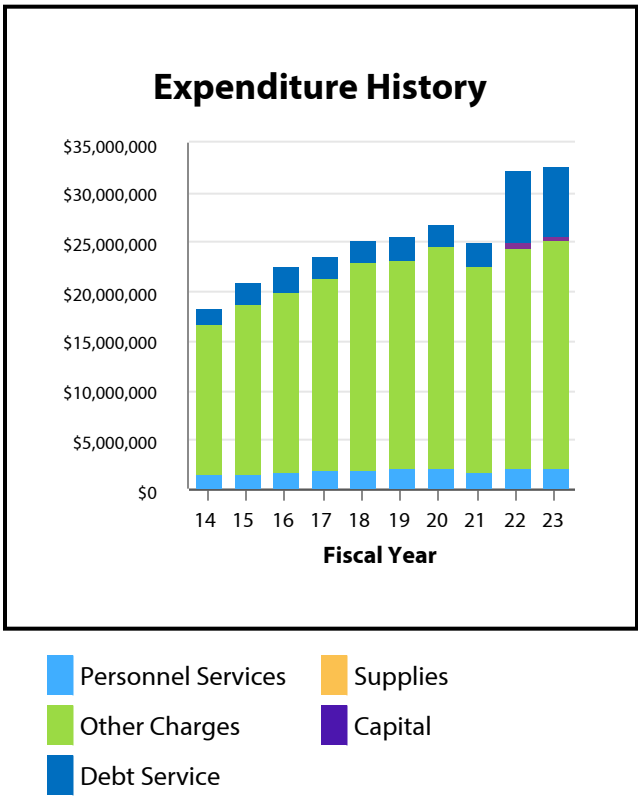
The total budget increased by 1.2%.

Personnel Services – Total Increase $87,080 or 4.1%

- $100,810 for contractual wage adjustments
- $10,000 due to a contractual increase in the Retiree Health Savings contribution
- $11,700 increase in health insurance due to higher rates and changes in coverages
- $27,180 increase in part-time wages due to a rate increase and the replacement of two Summer Seasonal positions with a year-round Seasonal Laborer
- $3,200 due to a contractual increase in the clothing allowance, partially offset by:
- Savings of $40,200 due to a decrease in the required contributions to pension and retiree medical systems
- Savings of $26,910 due to a decrease in required overtime
-

Supplies – Total Supplies increased $1,050 or 2.0% for personal protective gear and small hand tools.

Other Charges – Total Other Charges increased $736,920 or 3.3%. Sewage disposal costs from Macomb County increased $809,940, while the City's share of the District's debt is decreasing by $190,530, for a combined 2.2% increase. The budget decreased $93,000 due to a one-time carryover of funding for repairs to storm and sanitary lines in the prior year.



Capital - Total Capital of $486,000 is proposed and includes $126,000 for 3 replacement 4x4 Pickup Trucks with Plows, $260,000 to replace a 20-year old Tandem-Axle Dump Truck with Plow, $75,000 for a replacement Stake Truck, and $25,000 for a Toro Dingo Power Buggy.

Debt Service – Total Debt Service decreased $175,270 or 2.4% primarily due to the City's share of the District's sewer rehabilitation payments.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$1,734,700	$2,146,340	$2,222,740	$2,233,420	$2,233,420
Supplies	54,910	51,720	51,700	52,770	52,770
Other Charges	20,858,430	22,196,650	22,235,310	22,933,570	22,933,570
Capital Outlay	2,600	731,000	719,990	486,000	486,000
Debt Service	2,398,960	7,297,460	7,225,280	7,122,190	7,122,190
Total	$25,049,600	$32,423,170	$32,455,020	$32,827,950	$32,827,950

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	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Budget
MAJOR ROAD FUND						
REVENUES						
Federal & State Grants	$0	$12,990	$0	$0	$0	**$0**
Gas & Weight Tax	9,021,130	9,924,670	10,148,990	10,665,500	10,785,050	**10,785,050**
Metro Act	319,300	332,290	300,000	325,000	325,000	**325,000**
Other Revenue	411,630	326,520	313,000	333,800	335,000	**335,000**
Transfer from General Fund	1,000,000	2,000,000	250,000	250,000	500,000	**500,000**
Total Revenues	**10,752,060**	**12,596,470**	**11,011,990**	**11,574,300**	**11,945,050**	**11,945,050**
EXPENDITURES						
Administration	96,650	112,120	136,290	111,240	111,290	**111,290**
Major Street Maintenance	2,504,200	2,440,710	2,504,750	2,562,840	2,510,040	**2,510,040**
Major Street Improvements	11,025,110	6,116,900	6,838,620	8,556,420	6,800,000	**6,800,000**
Tfr. to Road Bond Debt Fund	3,100,190	2,389,260	4,017,700	4,017,700	4,447,940	**4,447,940**
Total Expenditures	**16,726,150**	**11,058,990**	**13,497,360**	**15,248,200**	**13,869,270**	**13,869,270**
Excess of Revenues Over (Under) Expenditures	**(5,974,090)**	**1,537,480**	**(2,485,370)**	**(3,673,900)**	**(1,924,220)**	**(1,924,220)**
Beginning Fund Balance	**11,603,710**	**5,629,620**	**7,167,100**	**7,167,100**	**3,493,200**	**3,493,200**
Ending Fund Balance	**$5,629,620**	**$7,167,100**	**$4,681,730**	**$3,493,200**	**$1,568,980**	**$1,568,980**
LOCAL ROAD FUND						
REVENUES						
Property Taxes	$3,479,550	$3,563,510	$3,730,550	$3,719,130	$3,793,820	**$3,793,820**
Federal Grants	17,200	0	0	0	$0	**0**
State Grants	3,000	0	0	2,730	$250,000	**250,000**
Gas & Weight Tax	3,347,970	3,685,900	3,753,740	3,952,550	$3,988,990	**3,988,990**
Metro Act	118,100	122,900	110,000	120,000	$120,000	**120,000**
Personal Property Tax Reimb.	230,140	268,900	270,560	243,100	$278,170	**278,170**
Charges for Services	38,460	76,370	45,000	60,000	$50,000	**50,000**
Other Revenue	70,310	21,540	7,440	5,110	$4,250	**4,250**
Total Revenues	**7,304,730**	**7,739,120**	**7,917,290**	**8,102,620**	**8,485,230**	**8,485,230**
EXPENDITURES						
Administration	104,830	136,050	130,080	130,080	$130,080	**130,080**
Local Street Maintenance	1,978,810	2,428,760	2,225,000	2,213,500	$2,463,500	**2,463,500**
Local Street Improvements	6,305,680	4,771,340	6,366,860	6,366,860	$5,200,000	**5,200,000**
Total Expenditures	**8,389,320**	**7,336,150**	**8,721,940**	**8,710,440**	**7,793,580**	**7,793,580**
Excess of Revenues Over (Under) Expenditures	**(1,084,590)**	**402,970**	**(804,650)**	**(607,820)**	**691,650**	**691,650**
Beginning Fund Balance	**2,183,200**	**1,098,610**	**1,501,580**	**1,501,580**	**893,760**	**893,760**
Ending Fund Balance	**$1,098,610**	**$1,501,580**	**$696,930**	**$893,760**	**$1,585,410**	**$1,585,410**

SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2021/22 Proposed	2022/23 Budget
LAND & WATER FUND						
REVENUES						
Other Revenue	$2,590	$40	$0	$0	$0	**$0**
Total Revenues	**2,590**	**40**	**0**	**0**	**0**	**0**
EXPENDITURES						
Other Charges	4,000	0	0	0	0	**0**
Land Acquisition & Improve.	600	128,660	0	0	0	**0**
Total Expenditures	**4,600**	**128,660**	**0**	**0**	**0**	**0**
Rev. Over (Under) Expend.	**(2,010)**	**(128,620)**	**0**	**0**	**0**	**0**
Beginning Fund Balance	**161,910**	**159,900**	**31,280**	**31,280**	**31,280**	**31,280**
Ending Fund Balance	**$159,900**	**$31,280**	**$31,280**	**$31,280**	**$31,280**	**$31,280**
PARKS & RECREATION FUND						
REVENUES						
Property Taxes	$4,228,070	$4,325,530	$4,437,570	$4,451,750	$4,606,560	**$4,606,560**
Federal/State/Local Returns	566,210	548,710	634,480	550,180	570,710	**570,710**
Charges for Services	519,370	473,370	1,086,470	1,047,070	1,253,790	**1,253,790**
Other Revenue	209,700	79,100	77,230	78,320	61,000	**61,000**
Transfer from General Fund	5,550,000	3,486,350	2,525,970	2,525,970	2,741,180	**2,741,180**
Total Revenues	**11,073,350**	**8,913,060**	**8,761,720**	**8,653,290**	**9,233,240**	**9,233,240**
EXPENDITURES						
Personnel Services	2,593,720	2,498,830	3,192,930	3,177,850	3,445,780	**3,445,780**
Supplies	193,530	197,820	305,350	301,870	310,440	**310,440**
Other Charges	1,654,000	1,837,440	2,292,970	2,255,870	2,329,170	**2,329,170**
Capital Outlay	15,894,500	1,829,110	410,000	410,000	0	**0**
Debt Service	3,001,590	2,998,590	3,002,090	3,002,090	3,001,590	**3,001,590**
Total Expenditures	**23,337,340**	**9,361,790**	**9,203,340**	**9,147,680**	**9,086,980**	**9,086,980**
Rev. Over (Under) Expend.	**(12,263,990)**	**(448,730)**	**(441,620)**	**(494,390)**	**146,260**	**146,260**
Beginning Fund Balance	**13,469,560**	**1,205,570**	**756,840**	**756,840**	**262,450**	**262,450**
Ending Fund Balance	**$1,205,570**	**$756,840**	**$315,220**	**$262,450**	**$408,710**	**$408,710**
PUBLIC SAFETY FORF. FUND						
REVENUES						
Federal Forfeitures & Income	$130,270	$188,440	$3,380	$3,380	$0	**$0**
Treasury Forfeitures & Income	0	0	0	0	0	**0**
State Forfeitures & Income	268,380	361,970	159,390	665,650	0	**0**
OWI Forfeitures	7,980	3,150	0	0	0	**0**
Gambling Forfeitures	20,000	220,670	109,700	109,700	0	**0**
Act 302 Training Funds	23,830	16,730	16,800	16,800	16,800	**16,800**
Other Revenue	11,450	730	860	200	0	**0**
Total Revenue	**461,910**	**791,690**	**290,130**	**795,730**	**16,800**	**16,800**
EXPENDITURES						
Federal Forfeiture Expenditures	93,890	152,380	82,440	82,110	80,910	**80,910**
Treasury Forf. Expenditures	0	0	0	0	0	**0**
State Forfeiture Expenditures	437,840	448,690	503,200	573,610	419,250	**419,250**
Gambling Forf. Expenditures	0	0	0	0	0	**0**
OWI Forfeiture Expenditures	8,400	1,580	11,000	7,000	11,000	**11,000**
Act 302 Training Funds	30,190	23,800	28,800	28,800	28,800	**28,800**
Total Expenditures	**570,320**	**626,450**	**625,440**	**691,520**	**539,960**	**539,960**
Rev. Over (Under) Expend.	**(108,410)**	**165,240**	**(335,310)**	**104,210**	**(523,160)**	**(523,160)**
Beginning Fund Balance	**834,920**	**726,510**	**891,750**	**891,750**	**995,960**	**995,960**
Ending Fund Balance	**$726,510**	**$891,750**	**$556,440**	**$995,960**	**$472,800**	**$472,800**

SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Budget
COMM. DEV. BLOCK GRANT FUND						
REVENUES						
Federal Grants	$870,670	$739,740	$1,295,140	$1,095,140	$1,270,720	**$1,270,720**
CDBG-CV Grant	2,970	495,570	571,630	571,630	0	**0**
Revenue Direct Loans	74,110	94,520	100,000	100,000	100,000	**100,000**
Total Revenues	**947,750**	**1,329,830**	**1,966,770**	**1,766,770**	**1,370,720**	**1,370,720**
EXPENDITURES						
Community Development	947,750	1,329,830	1,966,770	1,766,770	1,370,720	**1,370,720**
Total Expenditures	**947,750**	**1,329,830**	**1,966,770**	**1,766,770**	**1,370,720**	**1,370,720**
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	$405,890	$0	$259,610	$259,660	$360,350	**$360,350**
Interest on Investments	2,190	80	50	0	0	**0**
Transfer from General Fund	(26,430)	0	0	0	0	**0**
Total Revenues	**381,650**	**80**	**259,660**	**259,660**	**360,350**	**360,350**
EXPENDITURES						
Supplies	0	0	500	500	500	**500**
Other Charges	170,800	136,000	359,850	359,850	359,850	**359,850**
Capital Outlay	1,150	0	0	0	0	**0**
Total Expenditures	**171,950**	**136,000**	**360,350**	**360,350**	**360,350**	**360,350**
Rev. Over (Under) Expend.	**209,700**	**(135,920)**	**(100,690)**	**(100,690)**	**0**	**0**
Beginning Fund Balance	**112,020**	**321,720**	**185,800**	**185,800**	**85,110**	**85,110**
Ending Fund Balance	**$321,720**	**$185,800**	**$85,110**	**$85,110**	**$85,110**	**$85,110**
AMERICAN RESCUE PLAN ACT						
REVENUES						
Federal Grants	$0	$0	$781,250	$786,790	$6,000,000	**$6,000,000**
Other Revenue	0	0	0	5,120	0	**0**
Total Revenues	**0**	**0**	**781,250**	**791,910**	**6,000,000**	**6,000,000**
EXPENDITURES						
Personnel Services	0	0	500,000	505,310	0	0
Other Charges	0	0	281,250	281,480	144,000	144,000
Other Services	0	0	0	0	356,000	356,000
Capital Outlay	0	0	0	0	5,500,000	5,500,000
Total Expenditures	**0**	**0**	**781,250**	**786,790**	**6,000,000**	**6,000,000**
Rev. Over (Under) Expend.	**0**	**0**	**0**	**5,120**	**0**	**0**
Beginning Fund Balance	**0**	**0**	**0**	**0**	**5,120**	**5,120**
Ending Fund Balance	**$0**	**$0**	**$0**	**$5,120**	**$5,120**	**$5,120**
NEIGHBORHOOD STABILIZATION FUND						
REVENUES						
Federal Grants	$5,920	$0	$0	$0	$0	**$0**
Total Revenues	**5,920**	**0**	**0**	**0**	**0**	**0**
EXPENDITURES						
Administration Costs	5,920	0	0	0	0	**0**
Total Expenditures	**5,920**	**0**	**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**

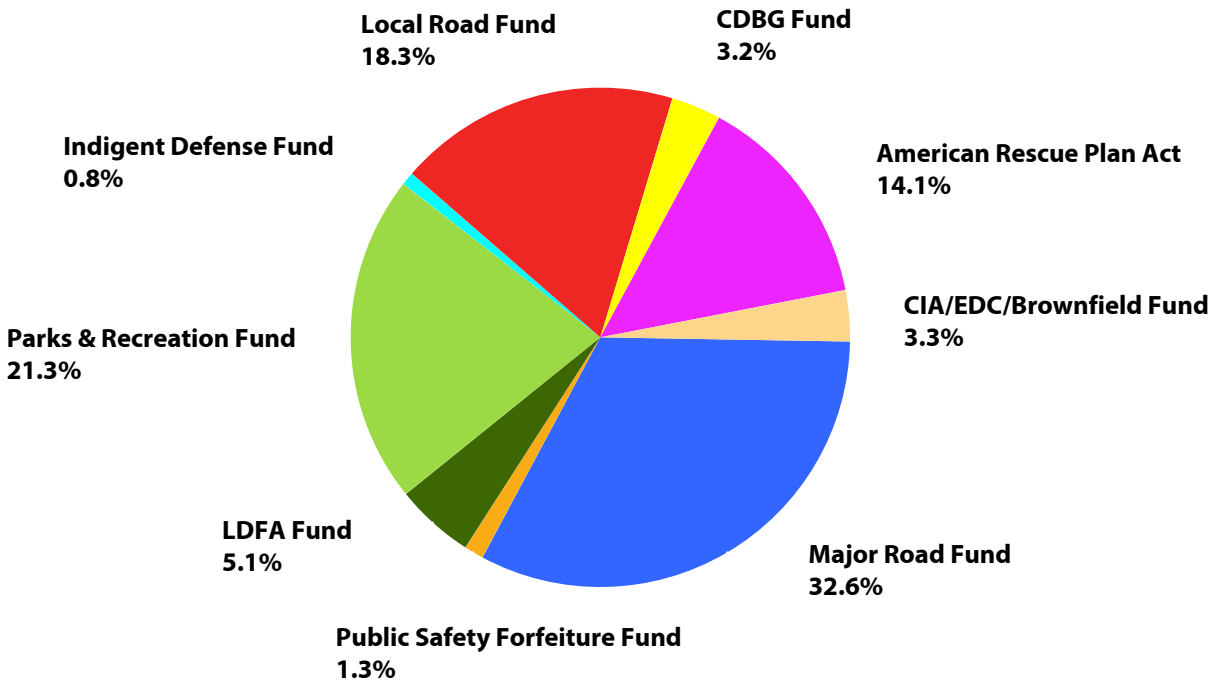
SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Budget
CORR. IMPROVE. AUTH. FUND						
REVENUES						
Property Taxes	$223,730	$230,610	$252,200	$253,900	$275,380	**$275,380**
Federal/State/Local Returns	200,000	0	0	0	0	**0**
Other Revenue	4,410	150	200	0	0	**0**
Total Revenues	**428,140**	**230,760**	**252,400**	**253,900**	**275,380**	**275,380**
EXPENDITURES						
Other Charges	0	161,800	36,550	42,000	100,000	**100,000**
Capital Outlay	150	0	96,280	96,270	500,000	**500,000**
Total Expenditures	**150**	**161,800**	**132,830**	**138,270**	**600,000**	**600,000**
Excess of Revenues Over (Under) Expenditures	**427,990**	**68,960**	**119,570**	**115,630**	**(324,620)**	**(324,620)**
Beginning Fund Balance	**398,380**	**826,370**	**895,330**	**895,330**	**1,010,960**	**1,010,960**
Ending Fund Balance	**$826,370**	**$895,330**	**$1,014,900**	**$1,010,960**	**$686,340**	**$686,340**
ECONOMIC DEVELOPMENT CORPORATION FUND						
REVENUES						
Funding from General Gov't	$0	$0	$0	$0	$0	**$0**
Other Revenue	4,760	70	0	0	0	**0**
Total Revenues	**4,760**	**70**	**0**	**0**	**0**	**0**
EXPENDITURES						
Other Charges	73,250	77,900	77,900	77,900	77,900	**77,900**
Total Expenditures	**73,250**	**77,900**	**77,900**	**77,900**	**77,900**	**77,900**
Excess of Revenues Over (Under) Expenditures	**(68,490)**	**(77,830)**	**(77,900)**	**(77,900)**	**(77,900)**	**(77,900)**
Beginning Fund Balance	**338,980**	**270,490**	**192,660**	**192,660**	**114,760**	**114,760**
Ending Fund Balance	**$270,490**	**$192,660**	**$114,760**	**$114,760**	**$36,860**	**$36,860**
BROWNFIELD REDEVELOPMENT AUTHORITY FUND						
REVENUES						
Property Taxes - TIF	$243,510	$627,280	$643,400	$706,550	$729,780	**$729,780**
Other Revenue	2,080	70	200	0	0	**0**
Total Revenues	**245,590**	**627,350**	**643,600**	**706,550**	**729,780**	**729,780**
EXPENDITURES						
Other Charges	243,510	627,280	643,600	706,550	729,780	**729,780**
Total Expenditures	**243,510**	**627,280**	**643,600**	**706,550**	**729,780**	**729,780**
Excess of Revenues Over (Under) Expenditures	**2,080**	**70**	**0**	**0**	**0**	**0**
Beginning Fund Balance	**0**	**2,080**	**2,150**	**2,150**	**2,150**	**2,150**
Ending Fund Balance	**$2,080**	**$2,150**	**$2,150**	**$2,150**	**$2,150**	**$2,150**

SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Budget
LOCAL DEVELOPMENT FINANCE AUTHORITY FUND						
REVENUES						
LDFA General Capture	$650,760	$687,160	$771,850	$768,320	$789,190	**$789,190**
LDFA SmartZone Capture	612,630	696,070	756,510	754,790	783,710	**783,710**
Federal Grants	29,000	0	0	0	0	**0**
Other Revenue	211,860	198,330	205,450	195,000	195,000	**195,000**
Transfer from EDC Fund	0	0	0	0	0	**0**
Total Revenues	**1,504,250**	**1,581,560**	**1,733,810**	**1,718,110**	**1,767,900**	**1,767,900**
EXPENDITURES						
Incubator Operations	780,910	1,065,000	1,748,430	1,784,440	1,330,420	**1,330,420**
Miscellaneous Expense	0	0	0	0	0	**0**
SmartZone Improvements	694,290	412,920	319,800	319,800	848,000	**848,000**
Total Expenditures	**1,475,200**	**1,477,920**	**2,068,230**	**2,104,240**	**2,178,420**	**2,178,420**
Excess of Revenues Over (Under) Expenditures	**29,050**	**103,640**	**(334,420)**	**(386,130)**	**(410,520)**	**(410,520)**
Beginning Fund Balance	**759,840**	**788,890**	**892,530**	**892,530**	**506,400**	**506,400**
Ending Fund Balance	**$788,890**	**$892,530**	**$558,110**	**$506,400**	**$95,880**	**$95,880**

Special Revenue Funds
Percent of Total Expenditures



This graph illustrates expenditures for each Special Revenue Fund as a percent of the total $42,606,960 Special Revenue Funds budget.

Special Revenue Funds Revenues

TAXES

This revenue source is largely generated by the Safe Streets millage renewed by the voters in November 2019 and the *Re*creating Recreation millage approved by the voters in November 2016, as well as from tax increment financing (TIF) revenues resulting from the Local Development Authority and the Brownfield Redevelopment Authority. A total of $10,978,440 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 2022/23 Budget, State and Local Return revenues represent 59.9% of total Special Revenue sources, an increase of $5,551,120. The increase is primarily due to the one-time receipt of direct federal aid from the Coronavirus State and Local Fiscal Recovery Funds provided under the American Rescue Plan Act, and higher ACT 51 funds for the Major and Local Road Funds. The increase was offset by decreases in Public Safety Forfeiture revenues, as the budget does not take into consideration the revenue from future anticipated receipts, and Community Development Block Grant (CDBG) revenues due to the one-time allocation of CARES Act grant funding in the prior fiscal year.

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 2022/23, revenues generated from Other Financing Sources represent 8.1% of total Special Revenue sources, an increase of $465,210. The General Fund transfer to Major Roads increased 100% as more funding is needed for major road projects. The General Fund transfer to the Parks & Recreation Fund also increased, 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 2022/23 Budget, Charges for Services represents 3.2% of total Special Revenue sources, an increase of $172,320. This increase is primarily due to an increase in the Parks & Recreation fees, which had still been impacted by the COVID-19 pandemic in the prior year. The proposed budget reflects the continued 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 2022/23, Other Revenues represent 1.5% of total Special Revenue sources, a decrease of $9,180. The decrease is due to lower interest on investments and a decrease in business incubator rental income.

EXCESS REVENUE OVER (UNDER) EXPENDITURES

A Use of Fund Balance exists when expenditures exceed revenues, provided that fund balance is available.

In the 2022/23 Budget, expenditures exceed revenues by $2,422,510. A draw down of funds is planned primarily in the Major Road Fund for road maintenance and construction. Additional funding is also needed in the Local Development Finance Authority Fund for SmartZone improvements and in the Corridor Improvement Authority Fund for land acquisition costs as part of the Van Dyke Avenue Master Plan. Also, funding for the Public Safety Forfeiture Fund does not take into consideration the revenue from future anticipated receipts. ■

SPECIAL REVENUE FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
	TAXES						
404001	Property Tax Refunds	($20,750)	(0.06)	($40,000)	(0.12)	**($40,000)**	**(0.10)**
407000	Safe Streets Tax	3,567,420	10.55	3,739,550	11.12	**3,805,320**	**9.47**
408000	Recreating Recreation Tax	4,322,190	12.78	4,446,070	13.23	**4,615,560**	**11.49**
415000	Delinquent Personal Property Tax	7,560	0.02	9,000	0.03	**7,500**	**0.02**
420000	Property Taxes - TIF	493,350	1.46	525,300	1.56	**603,720**	**1.50**
422000	LDFA - SmartZone Capture	696,070	2.05	756,510	2.24	**783,710**	**1.95**
423000	LDFA - General Capture	687,160	2.03	771,850	2.30	**789,190**	**1.96**
424000	BRA - School Capture	364,530	1.08	370,300	1.10	**401,440**	**1.00**
445000	Penalties and Interest	12,630	0.04	13,500	0.04	**12,000**	**0.03**
	Total Taxes	**10,130,160**	**29.95**	**10,592,080**	**31.50**	**10,978,440**	**27.32**
	STATE & LOCAL RETURNS						
529000	Federal Grant - Other	790,920	2.34	2,077,890	6.18	**7,270,720**	**18.09**
529003	Revenue Direct Loans	94,520	0.28	100,000	0.30	**100,000**	**0.25**
529100	Federal Forfeiture Grants	183,350	0.54	3,380	0.01	**0**	**0.00**
529101	Federal Forfeiture Program Income	5,100	0.02	0	0.00	**0**	**0.00**
529201	Treasury Forfeiture Program Income	0	0.00	0	0.00	**0**	**0.00**
529389	CDBG COVID-19	495,570	1.47	571,630	1.70	**0**	**0.00**
539002	State Grants	0	0.00	264,610	0.79	**610,350**	**1.52**
539200	State Forfeiture Grants	329,800	0.98	151,780	0.45	**0**	**0.00**
539201	State Forfeiture Program Income	32,170	0.10	7,610	0.02	**0**	**0.00**
539300	Gambling Forfeitures	220,670	0.65	109,700	0.33	**0**	**0.00**
539348	Metro Act	455,190	1.35	410,000	1.22	**445,000**	**1.11**
539400	OWI Forfeitures	3,150	0.01	0	0.00	**0**	**0.00**
539401	OWI Program Income	0	0.00	0	0.00	**0**	**0.00**
539500	Act 302 Training Funds	16,730	0.05	16,800	0.05	**16,800**	**0.04**
546000	Highway & Street Grants	13,610,560	40.25	13,902,730	41.34	**14,774,040**	**36.77**
549000	County & Other Local Grants	0	0.00	0	0.00	**0**	**0.00**
549101	Funding from General Gov't	0	0.00	0	0.00	**0**	**0.00**
573386	Personal Property Tax Reimbursement	593,230	1.75	598,540	1.78	**608,880**	**1.52**
581001	Municipal Credit Transportation	186,200	0.55	300,000	0.89	**240,000**	**0.60**
	Total State & Local Returns	**17,017,160**	**50.34**	**18,514,670**	**55.06**	**24,065,790**	**59.89**
	OTHER FINANCING SOURCES						
699101	Transfer from General Fund	5,486,350	16.23	2,775,970	8.26	**3,241,180**	**8.07**
	Total Other Financing Sources	**5,486,350**	**16.23**	**2,775,970**	**8.26**	**3,241,180**	**8.07**
	CHARGES FOR SERVICES						
637001	Copies & Forms	10	0.00	400	0.00	**20**	**0.00**
639001	Parks & Recreation Fees	367,790	1.09	959,020	2.85	**1,126,720**	**2.80**
639002	Baseball Registration Fees	105,570	0.31	127,050	0.38	**127,050**	**0.32**
640004	Tree Sales & Planting	76,370	0.23	45,000	0.13	**50,000**	**0.12**
	Total Charges for Services	**549,740**	**1.63**	**1,131,470**	**3.37**	**1,303,790**	**3.24**
	OTHER REVENUE						
665000	Interest on Investments	12,390	0.04	9,500	0.03	**2,150**	**0.01**
665100	Interest Income - Federal Forfeiture	290	0.00	350	0.00	**0**	**0.00**
665130	Interest Income - Treas. Forfeiture	10	0.00	0	0.00	**0**	**0.00**
665200	Interest Income - State Forfeiture	340	0.00	420	0.00	**0**	**0.00**
665300	Interest Income - Gamble Forf	30	0.00	20	0.00	**0**	**0.00**
665400	Interest Income - OWI Forfeitures	40	0.00	60	0.00	**0**	**0.00**
665500	Interest Income - Act 302 Training	20	0.00	10	0.00	**0**	**0.00**
667716	Rental Income Smart Incubator	198,170	0.58	205,000	0.61	**195,000**	**0.48**

SPECIAL REVENUE FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
672000	Special Assessment Revenue	9,050	0.03	2,790	0.01	**2,380**	**0.01**
672445	SA Delinquent Interest & Penalties	0	0.00	0	0.00	**0**	**0.00**
672665	Special Assessment Interest	1,920	0.01	2,050	0.01	**1,720**	**0.00**
675001	Donations - Parks & Recreation	20,830	0.06	33,000	0.10	**35,000**	**0.09**
676000	Reimbursements	336,980	1.00	325,000	0.97	**350,000**	**0.87**
677008	Unrealized Gain/Loss	28,720	0.08	0	0.00	**0**	**0.00**
679752	Parks & Recreation Retail Sale	80	0.00	300	0.00	**0**	**0.00**
685000	Miscellaneous Revenue	17,750	0.05	25,930	0.08	**9,000**	**0.02**
	Total Other Revenue	**626,620**	**1.85**	**604,430**	**1.81**	**595,250**	**1.48**
	Total Special Revenue Funds	**$33,810,030**	**100.00**	**$33,618,620**	**100.00**	**$40,184,450**	**100.00**

Note: The 2020-2021 Actual Column is rounded to the nearest $10.

SPECIAL REVENUE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
	PERSONNEL SERVICES						
704000	Wages - Salaries - Permanent	$875,540	2.71	$1,470,810	3.86	**$1,107,100**	**2.60**
704001	Sick/Personal Buy Back	6,980	0.02	3,600	0.01	**6,980**	**0.02**
704721	Health Insurance Allowance	10,750	0.03	15,000	0.04	**12,000**	**0.03**
705000	Wages - Salaries - Temp/Part-time	818,720	2.53	1,319,430	3.46	**1,385,740**	**3.25**
708000	Overtime	37,600	0.12	55,000	0.14	**57,590**	**0.14**
708001	Comp Time Buy Back	21,130	0.07	25,000	0.07	**24,440**	**0.06**
709000	Other Benefits/Reimbursements	5,000	0.02	6,600	0.02	**4,200**	**0.01**
710000	Longevity	17,550	0.05	17,550	0.05	**20,250**	**0.05**
715000	Clothing Allowance	200	0.00	250	0.00	**11,750**	**0.03**
717000	FICA	135,910	0.42	186,530	0.49	**201,210**	**0.47**
718000	Worker's Compensation	9,670	0.03	12,400	0.03	**10,500**	**0.02**
720000	Pension - General Employees	162,590	0.50	182,910	0.48	**163,340**	**0.38**
720002	Defined Contribution	30,500	0.09	35,290	0.09	**36,690**	**0.09**
721000	Health Insurance	161,430	0.50	172,840	0.45	**214,080**	**0.50**
721001	Health Insurance - Retirees	168,000	0.52	148,800	0.39	**144,000**	**0.34**
721003	Retiree Health Savings	11,750	0.04	12,300	0.03	**14,300**	**0.03**
722000	Dental Insurance	13,430	0.04	15,000	0.04	**16,090**	**0.04**
723000	Life Insurance	3,090	0.01	3,080	0.01	**3,930**	**0.01**
724000	Eye Care Insurance	1,670	0.01	1,980	0.01	**2,130**	**0.00**
725000	Disability Insurance - Long-term	1,820	0.01	2,170	0.01	**2,400**	**0.01**
725355	Disability Insurance - Short-term	5,510	0.02	6,390	0.02	**7,060**	**0.02**
	Total Personnel Services	**2,498,840**	**7.73**	**3,692,930**	**9.70**	**3,445,780**	**8.09**
	SUPPLIES						
729000	Postage	3,010	0.01	4,300	0.01	**4,300**	**0.01**
730000	Publications	0	0.00	0	0.00	**250**	**0.00**
741000	Ammunition	2,750	0.01	2,800	0.01	**2,800**	**0.01**
751000	Operating Supplies	54,370	0.17	88,610	0.23	**81,870**	**0.19**
761000	Program Activity Supplies	136,500	0.42	219,390	0.58	**224,110**	**0.53**
762000	Seniors Program Supplies	13,440	0.04	21,700	0.06	**27,860**	**0.07**
785000	Books	5,970	0.02	6,160	0.02	**5,000**	**0.01**
	Total Supplies	**216,040**	**0.67**	**342,960**	**0.90**	**346,190**	**0.81**
	OTHER CHARGES						
802000	Audit & Accounting Services	1,340	0.00	1,370	0.00	**1,370**	**0.00**
805000	Administrative Services	624,880	1.93	608,550	1.60	**607,380**	**1.43**
805100	Management Services	375,000	1.16	450,000	1.18	**450,000**	**1.06**
806000	Legal Services - Other	148,830	0.46	300,850	0.79	**300,850**	**0.71**
806001	Legal Services - City Attorney	260	0.00	500	0.00	**500**	**0.00**
807000	Medical Services	690	0.00	600	0.00	**600**	**0.00**
810000	Other Fees	8,970	0.03	16,500	0.04	**16,500**	**0.04**
826000	Other Contracted Services	1,548,630	4.79	2,247,190	5.90	**2,677,300**	**6.28**
826900	Sub recipient Funding	63,280	0.20	96,940	0.25	**91,720**	**0.22**
827000	Interfund Services	103,150	0.32	104,310	0.27	**110,250**	**0.26**
832000	Building Maintenance	62,480	0.19	80,000	0.21	**80,600**	**0.19**
833000	Equipment Maintenance	117,110	0.36	52,500	0.14	**51,500**	**0.12**
880000	Community Promotion	0	0.00	1,000	0.00	**0**	**0.00**
902000	Publishing	4,200	0.01	6,850	0.02	**6,850**	**0.02**
903000	Printing	960	0.00	3,960	0.01	**3,960**	**0.01**
913000	Liability Insurance	8,250	0.03	12,470	0.03	**12,500**	**0.03**
915000	Other Insurance	0	0.00	840	0.00	**840**	**0.00**

SPECIAL REVENUE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
921000	Electric	267,170	0.83	280,000	0.74	**334,600**	**0.79**
922000	Telephone	80,940	0.25	79,520	0.21	**84,460**	**0.20**
923000	Gas - Fuel - Oil	80,240	0.25	76,000	0.20	**92,000**	**0.22**
925000	Water	179,930	0.56	235,720	0.62	**213,750**	**0.50**
933000	Software Maintenance	17,510	0.05	17,210	0.05	**19,820**	**0.05**
942000	Building Rent	17,310	0.05	20,000	0.05	**20,000**	**0.05**
945000	Other Rental	16,270	0.05	77,360	0.20	**91,680**	**0.22**
952000	Investigators & Experts	0	0.00	10,000	0.03	**10,000**	**0.02**
956000	Local Meetings	30	0.00	390	0.00	**390**	**0.00**
957000	Memberships & Dues	7,910	0.02	9,140	0.02	**10,100**	**0.02**
959000	Education & Training	21,920	0.00	39,880	0.10	**42,470**	**0.10**
962000	Miscellaneous Expense	636,030	1.97	901,900	2.37	**738,080**	**1.73**
962003	Miscellaneous - Public Health	47,760	0.15	4,830	0.01	**0**	**0.00**
962004	Miscellaneous - Household Assistance	0	0.00	250,000	0.66	**0**	**0.00**
962200	Miscellaneous Expense - Investigations	35,460	0.11	25,000	0.07	**25,000**	**0.06**
963000	Miscellaneous Programs	0	0.00	351,960	0.92	**0**	**0.00**
963716	Miscellaneous - Micro Loan Program	40,000	0.12	79,480	0.21	**0**	**0.00**
963717	Miscellaneous - Job Retention Grant	350,000	1.08	44,360	0.12	**0**	**0.00**
	Total Other Charges	**4,866,510**	**15.06**	**6,487,180**	**17.04**	**6,095,070**	**14.31**
	OTHER SERVICES						
886162	Access Road Maintenance	61,030	0.19	75,000	0.20	**75,000**	**0.18**
887000	Bridge Maintenance	19,480	0.06	10,000	0.03	**10,000**	**0.02**
888000	Surface Maintenance	596,690	1.85	700,000	1.84	**700,000**	**1.64**
888001	Surface Maintenance - County	0	0.00	2,000	0.01	**2,000**	**0.00**
888353	2019 Joint Sealing Program	90	0.00	0	0.00	**0**	**0.00**
888372	2020 Joint Sealing Program	134,610	0.42	0	0.00	**0**	**0.00**
889000	Shoulder Maintenance	7,360	0.02	24,500	0.06	**23,000**	**0.05**
889001	Shoulder Maintenance - County	1,250	0.00	500	0.00	**500**	**0.00**
890000	Sweeping & Flushing	601,580	1.86	410,000	1.08	**360,000**	**0.84**
890001	Sweeping & Flushing - County	68,300	0.21	60,000	0.16	**65,000**	**0.15**
890002	Sweeping & Flushing - State	12,580	0.04	14,000	0.04	**17,540**	**0.04**
891000	Grass & Weed Control	357,060	1.10	340,000	0.89	**346,500**	**0.81**
891001	Grass & Weed Control - County	156,700	0.48	325,000	0.85	**250,000**	**0.59**
891002	Grass & Weed Control - State	265,540	0.82	300,000	0.79	**275,000**	**0.65**
892000	Roadside Cleanup	51,150	0.16	75,500	0.20	**30,500**	**0.07**
892001	Roadside Cleanup - County	31,340	0.10	21,300	0.06	**35,400**	**0.08**
892002	Roadside Cleanup - State	51,450	0.16	60,850	0.16	**62,000**	**0.15**
893000	Curb & Gutter Maintenance	3,160	0.01	5,000	0.01	**5,000**	**0.01**
894000	Storm Drain Maintenance	520,770	1.61	505,000	1.33	**505,000**	**1.19**
894001	Storm Drain Maintenance - County	1,690	0.01	0	0.00	**0**	**0.00**
895000	Tree & Shrub Maintenance	756,460	2.34	595,600	1.56	**1,201,600**	**2.82**
895001	Tree & Shrub Maintenance - County	45,600	0.14	30,500	0.08	**30,500**	**0.07**
895002	Tree & Shrub Maintenance - State	19,430	0.06	40,000	0.11	**40,000**	**0.09**
897000	Snow & Ice Removal	846,650	2.62	1,000,000	2.63	**1,000,000**	**2.35**
898000	Traffic Signs & Signals	216,470	0.67	65,000	0.17	**225,000**	**0.53**
898001	Traffic Signs & Signals - County	1,440	0.00	3,000	0.01	**3,000**	**0.01**
899000	Pavement Markings	41,590	0.13	67,000	0.18	**67,000**	**0.16**
	Total Other Services	**4,869,470**	**15.07**	**4,729,750**	**12.42**	**5,329,540**	**12.51**
	CAPITAL OUTLAY						
971000	Land Acquisition	128,660	0.40	96,280	0.25	**500,000**	**1.17**
972350	Dodge Park Improvements	800	0.00	0	0.00	**0**	**0.00**

SPECIAL REVENUE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
972351	Community Center	437,490	1.35	0	0.00	**0**	**0.00**
972795	Park Improvements	1,390,830	4.30	410,000	1.08	**0**	**0.00**
975000	Buildings & Improvements	468,830	1.45	1,150,700	3.02	**291,500**	**0.68**
975060	Schoenherr Towers	378,000	1.17	141,750	0.37	**0**	**0.00**
975070	Senior Center Improvements	0	0.00	7,340	0.02	**0**	**0.00**
979000	Computer Equipment	3,590	0.01	50,810	0.13	**0**	**0.00**
981000	Electronic Equipment	30,710	0.10	0	0.00	**0**	**0.00**
982000	Machinery & Equipment	197,490	0.61	160,730	0.42	**79,150**	**0.19**
984000	Vehicles	264,990	0.82	233,490	0.61	**210,000**	**0.49**
985000	Weapons & Protective Gear	0	0.00	9,230	0.02	**0**	**0.00**
988000	Construction	71,410	0.22	2,009,950	5.28	**7,565,200**	**17.76**
988257	Gardner Street East	8,970	0.03	334,860	0.88	**0**	**0.00**
988280	Smartzone District Improvements	16,090	0.05	34,460	0.09	**790,000**	**1.85**
988295	LDFA Improvements - Phase I	820	0.00	0	0.00	**0**	**0.00**
988318	Schoenherr - 15 Mile to Metro Pkwy	6,780	0.02	0	0.00	**0**	**0.00**
988329	LDFA Phase II	124,220	0.38	10,000	0.03	**5,000**	**0.01**
988337	19 Mile - Schoenherr to Hayes	930	0.00	0	0.00	**0**	**0.00**
988340	2019 Asphalt Resurfacing	28,300	0.09	0	0.00	**0**	**0.00**
988341	2019 Concrete Replacement	5,750	0.02	0	0.00	**0**	**0.00**
988343	Mound Road Joint Repairs	330	0.00	0	0.00	**0**	**0.00**
988345	Merrill Road - 18 1/2 to Dobry	17,210	0.05	22,950	0.06	**0**	**0.00**
988351	Schoenherr - 19 to Clinton River	28,600	0.09	21,400	0.06	**0**	**0.00**
988356	M59 Sidewalk Feasibility Study	19,130	0.06	109,880	0.29	**900,000**	**2.11**
988358	Schoenherr - Plumbrook to Clinton River	324,000	1.00	800,870	2.10	**0**	**0.00**
988360	Hamilton Dr East Reconstruction	153,300	0.47	0	0.00	**0**	**0.00**
988362	2020 Local Road Reconstruction	3,308,810	10.24	0	0.00	**0**	**0.00**
988363	2020 Concrete Sectional Repair	1,460,140	4.52	79,930	0.21	**0**	**0.00**
988364	Saal Rd Resurf - Clinton River to 19 Mile Rd	2,286,800	7.07	12,280	0.03	**0**	**0.00**
988365	Pondview - 18 to 19 Mile Road	438,220	1.36	0	0.00	**0**	**0.00**
988366	19 Mile - Schoenherr to Clinton River Rd	1,488,070	4.60	0	0.00	**0**	**0.00**
988370	Hayes Resurfacing - 14 Mile to Moravian	76,970	0.24	18,230	0.05	**0**	**0.00**
988371	Schoenherr/Moravian Signals	50,500	0.16	2,170	0.01	**0**	**0.00**
988373	18 Mile and Utica Road	1,242,540	3.84	905,400	2.38	**0**	**0.00**
988376	19 Mile Rd - Dequindre to Ryan	4,970	0.02	950,000	2.49	**0**	**0.00**
988377	Sanford Drive Reconstruction	0	0.00	125,000	0.33	**0**	**0.00**
988378	2021 Concrete Sectional Replacement	0	0.00	1,700,000	4.46	**1,700,000**	**3.99**
988379	2021 Local Road Reconstruction	320	0.00	4,700,000	12.34	**3,900,000**	**9.15**
988382	Metro Parkway - Andrew to Dodge Park	19,490	0.06	1,708,690	4.49	**0**	**0.00**
988393	Plumbrook Rd Resurf - Van Dyke to Utica	0	0.00	0	0.00	**4,000,000**	**9.39**
	Total Capital Outlay	**14,484,060**	**44.82**	**15,806,400**	**41.51**	**19,940,850**	**46.80**
	DEBT SERVICE						
992000	Principal	1,530,000	4.73	1,610,000	4.23	**1,690,000**	**3.97**
993000	Interest	1,468,590	4.54	1,392,090	3.66	**1,311,590**	**3.08**
	Total Debt Service	**2,998,590**	**9.27**	**3,002,090**	**7.88**	**3,001,590**	**7.04**
	TRANSFERS OUT						
999327	Transfer to Road Bond Debt Fund	2,389,260	7.39	4,017,700	10.55	**4,447,940**	**10.44**
	Total Transfers Out	**2,389,260**	**7.39**	**4,017,700**	**10.55**	**4,447,940**	**10.44**
	Total Special Revenue Funds	**$32,322,770**	**100.00**	**$38,079,010**	**100.00**	**$42,606,960**	**100.00**

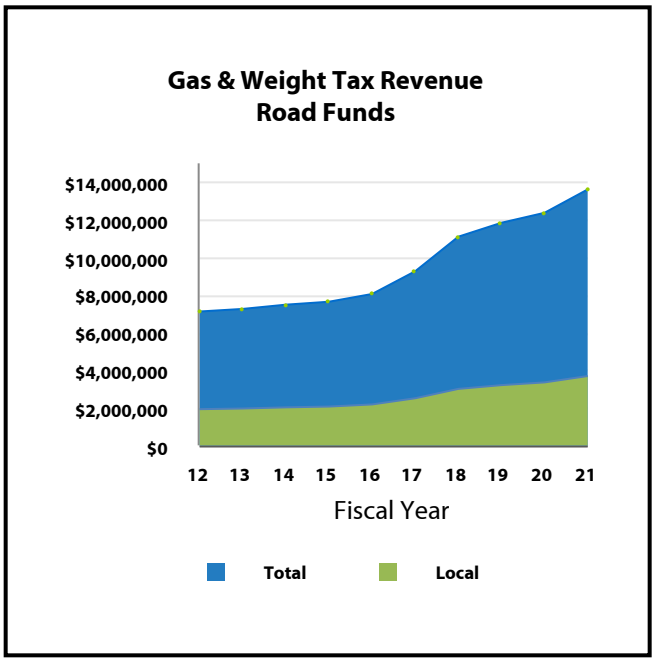
Note: The 2020-2021 Actual Column is rounded to the nearest $10.

It's clearly a budget. It's got a lot of numbers in it.

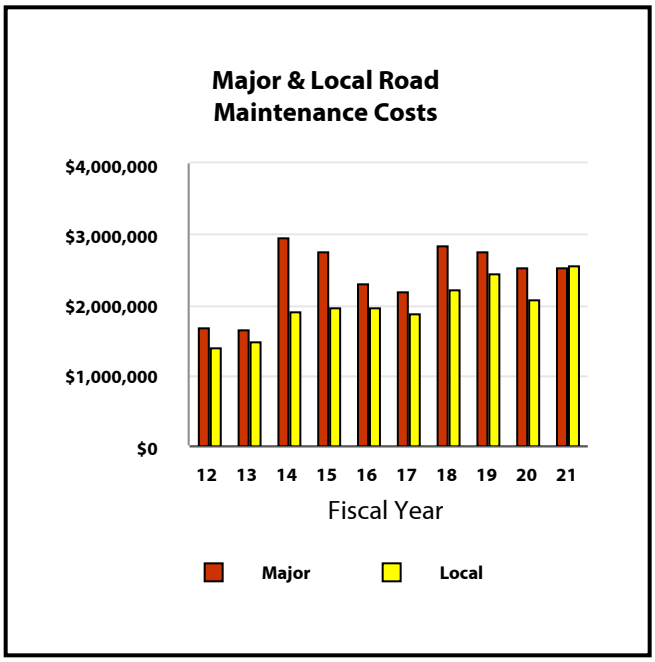
~ George W. Bush ~

KEY FUND TRENDS

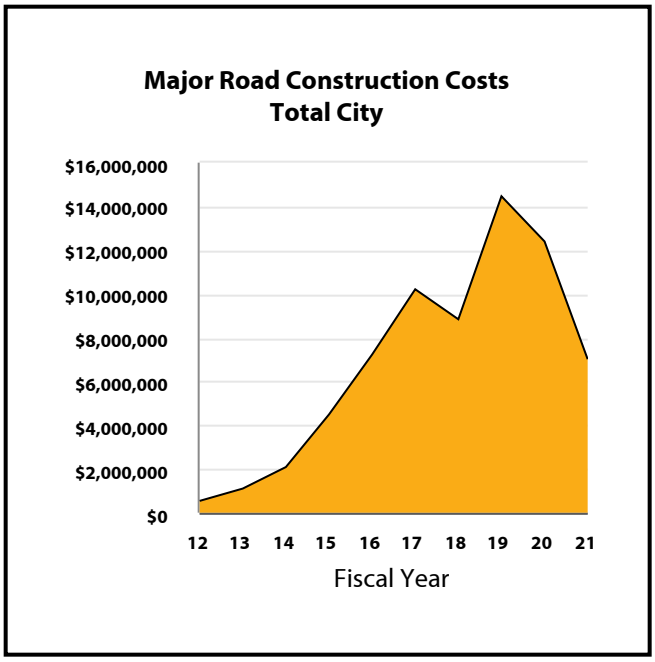
Special Revenue Funds



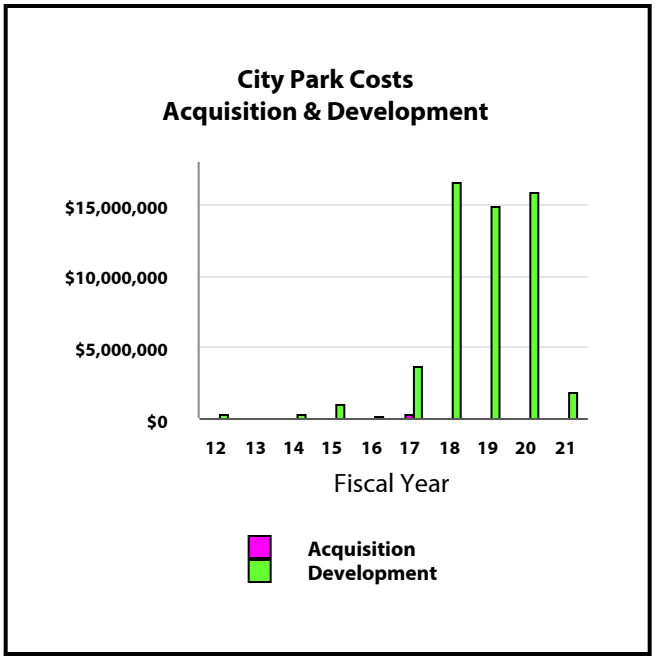
Gas tax revenues fell from 2008 to 2010 due to the economy, higher gas prices and the use of more fuel-efficient vehicles, which lessened gas consumption. Gas tax revenue increased beginning in 2017 due to an increase in the gas tax and vehicle registration fees that was effective January 1, 2017. Since 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 five years. By the end of 2022, nearly every Major Road in the City will have been improved. The $233 million total reconstruction of Mound Road began 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 resulted 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.

$111,290 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 $2,510,040, which is primarily used for major road maintenance, snow removal, and grass and weed control.

The 2022/23 Capital Outlay budget includes:

- Resurfacing of 14 Mile Road from Hayes to Maple Lane ($1,800,000)
- Resurfacing of Ryan Road from Metro Parkway to 18 Mile Road ($1,400,000)
- Resurfacing of Schoenherr Road from 19 Mile Road to M-59 ($1,200,000)
- Rehabilitation of 17 Mile Road Bridge over Plumbrook Drain ($1,000,000)
- M59 Trail Project/Fencing ($900,000)
- Concrete Sectional Replacement Program ($400,000)
- Miscellaneous Traffic Control Safety Improvements ($100,000)

In fiscal year 2022/23, $4,447,940 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 19 Mile Road reconstruction project was one of the first projects in the State to utilize the newly developed Michigan Local Agency Warranty Bond provision? This program holds contractors accountable for workmanship.

Major Road Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

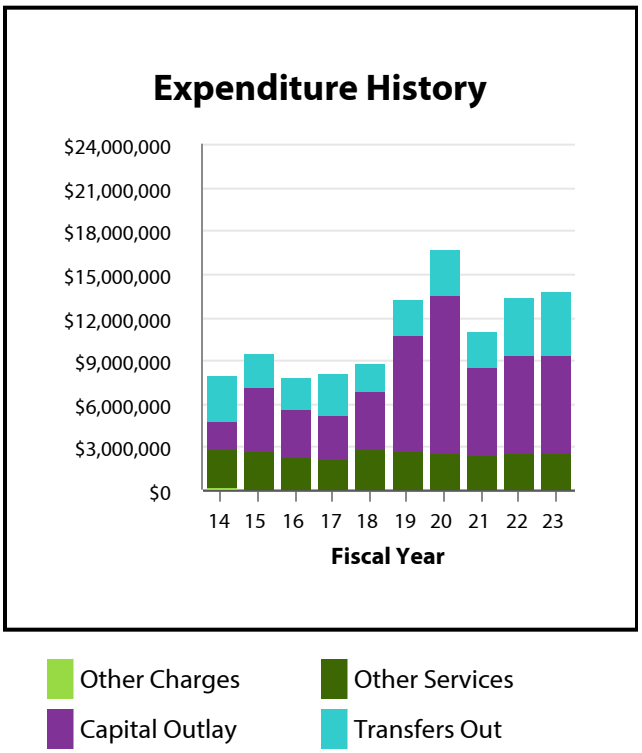
The total budget increased by 2.8%.

Other Charges – Total Other Charges decreased $25,000 or 18.3% due to lower General Fund administrative costs for time spent on Major Road projects.

Other Services – Total Other Services increased $5,290 or 0.2%. The budget increased $170,000, as more funding is needed for traffic signs and signals. Funding decreased $93,500 for grass and weed cutting and $29,750 for roadside cleanup, both based on the current year's projected expenditure use. Less funding is needed for street sweeping, saving $41,460.

Capital – Proposed projects totaling $6,800,000 include:

- Resurfacing of 14 Mile Road from Hayes to Maple Lane ($1,800,000)
- Resurfacing of Ryan Road from Metro Parkway to 18 Mile Road ($1,400,000)
- Resurfacing of Schoenherr Road from 19 Mile Road to M-59 ($1,200,000)
- Rehabilitation of 17 Mile Road Bridge over Plumbrook Drain ($1,000,000)
- M59 Trail Project/Fencing ($900,000)
- Concrete Sectional Replacement Program ($400,000)
- 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 $4,447,940 for the debt payments on existing road bonds and the new $16.85 million road bond sold in Spring 2022 for the second portion of the total Mound Road reconstruction.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Other Charges	$112,120	$136,290	$111,240	$111,290	$111,290
Other Services	2,440,710	2,504,750	2,562,840	2,510,040	2,510,040
Capital Outlay	6,116,900	6,838,620	8,556,420	6,800,000	6,800,000
Transfers Out	2,389,260	4,017,700	4,017,700	4,447,940	4,447,940
Total	$11,058,990	$13,497,360	$15,248,200	$13,869,270	$13,869,270

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 $3.9 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 $2,463,500 and are allocated primarily for local road maintenance, snow removal, storm drain maintenance, and tree and shrub maintenance.

In fiscal year 2022/23, $5,200,000 is budgeted for capital outlay. $3,900,000 is funded for the concrete reconstruction on Barcroft Way, Ashburton Place, Mint Court, and Mill Pond, Red Oak, Woodford, Fordwich, Cooper, Rockingham, Torrington, Lancaster, Colfax, De Grove, Mandale, Sleigh, Steede, and Tulane Drives. These neighborhood road repair projects are funded by the Safe Streets millage renewed by the voters in November 2019. $1,300,000 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…
…the City maintains a robust Asset Management System for local roads, which includes the annual inspection records and ratings of all 290 miles of roadway?

Local Road Fund

SUMMARY OF BUDGET CHANGES

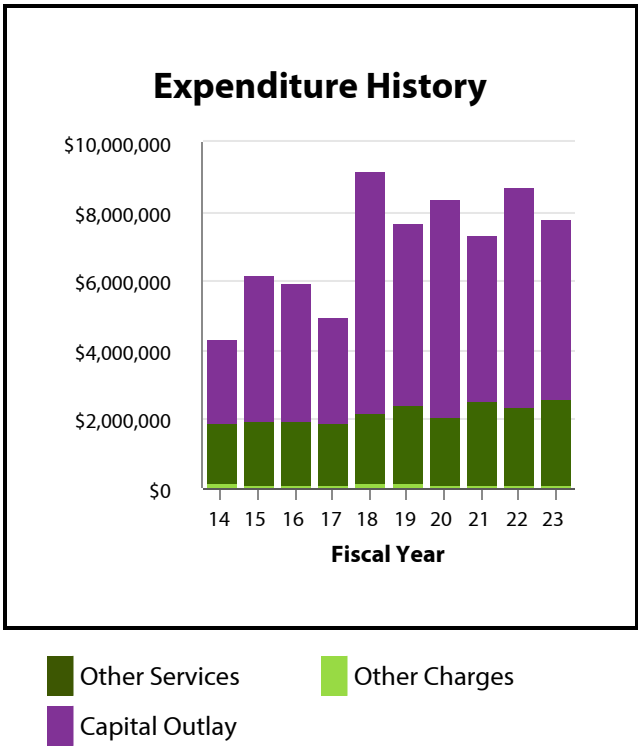
SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 10.6%.

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 increased $238,500 or 10.7%. The budget increased $250,000, as more funding is needed for tree and shrub maintenance. Funding for traffic signs and signals decreased $10,000 and shoulder maintenance decreased $1,500, both based on recent actual expenditure levels.

Capital - Total Capital of $5,200,000 is proposed. $3,900,000 is budgeted for Concrete Reconstruction on Barcroft Way, Ashburton Place, Mint Court, and Mill Pond, Red Oak, Woodford, Fordwich, Cooper, Rockingham, Torrington, Lancaster, Colfax, De Grove, Mandale, Sleigh, Steede, and Tulane Drives. $1,300,000 is funded for Concrete Sectional Repairs on Mac Rae, Streamview, Suffield, Kurch, Rowe, Lodge, Chene, Iroqouis, and Sebastian Drives, Marksway Court, and Picket Ridge Road.

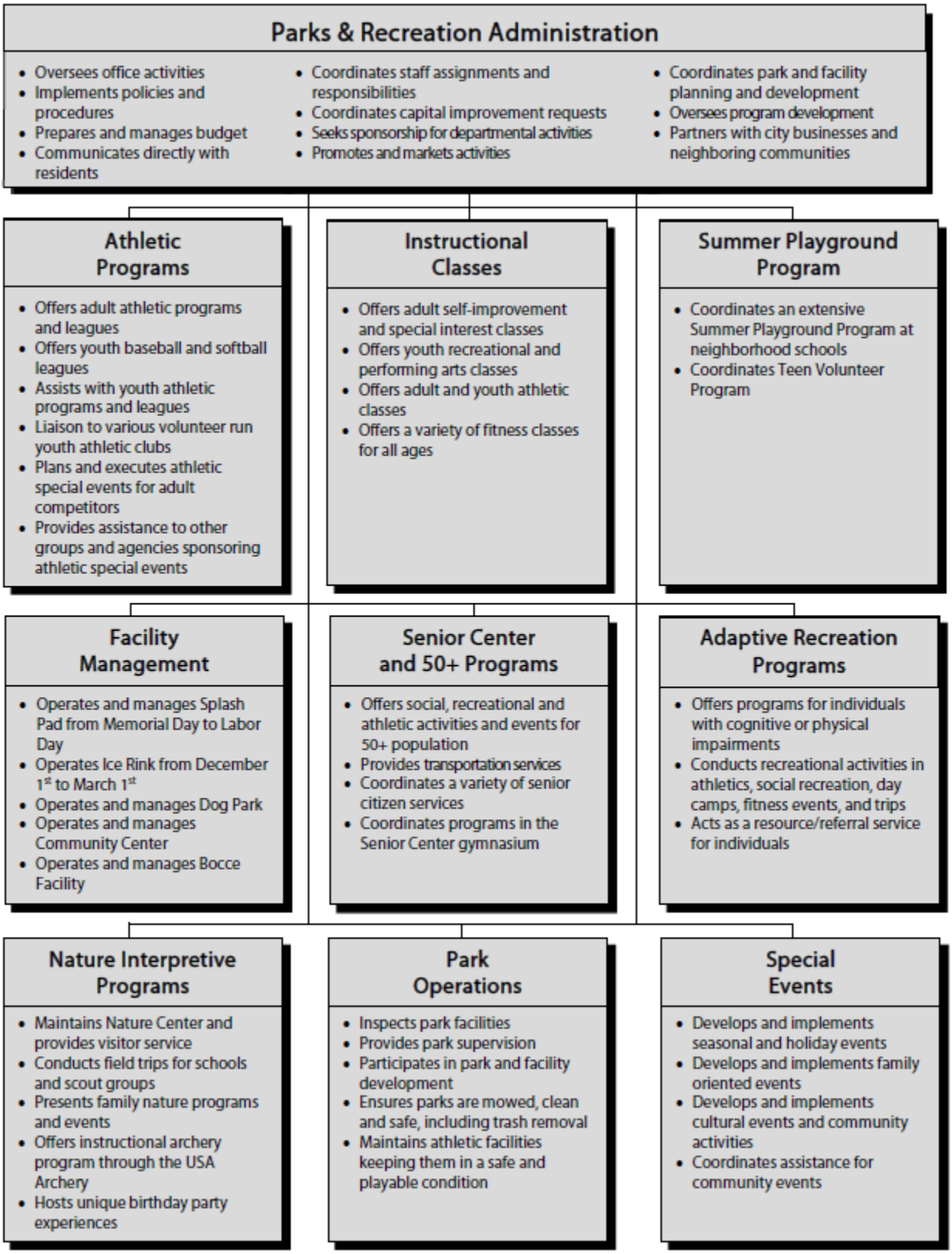


FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Other Charges	$136,050	$130,080	$130,080	$130,080	$130,080
Other Services	2,428,760	2,225,000	2,213,500	2,463,500	2,463,500
Capital Outlay	4,771,340	6,366,860	6,366,860	5,200,000	5,200,000
Total	$7,336,150	$8,721,940	$8,710,440	$7,793,580	$7,793,580

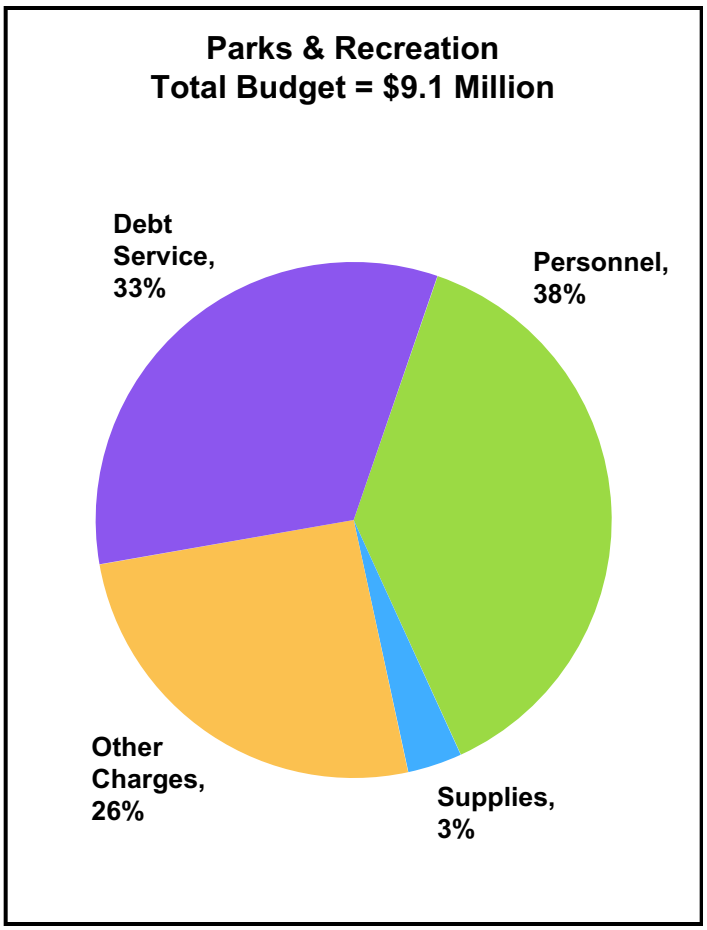
FUNCTIONAL ORGANIZATION CHART

Parks & Recreation Fund



DEPARTMENT AT A GLANCE

Parks & Recreation Fund





PERSONNEL SUMMARY

	2022/23 Full Time	2022/23 Part Time
Parks & Recreation	16	2
Total Department	16	2

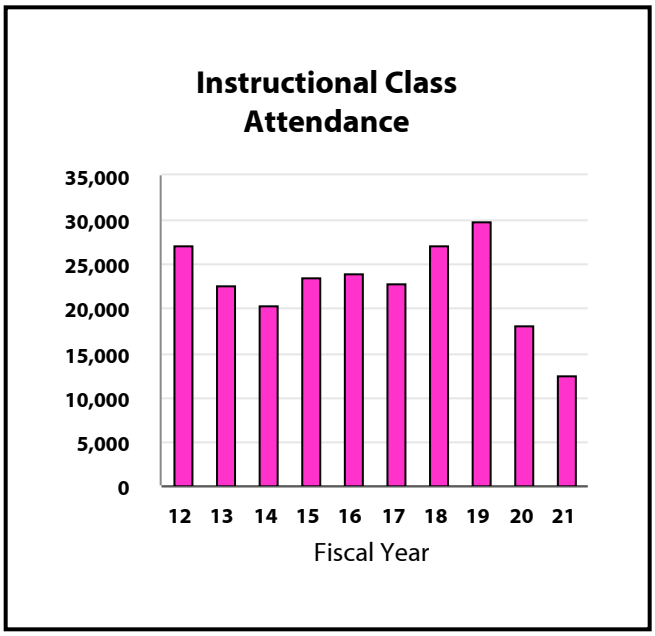


FUNDING LEVEL SUMMARY

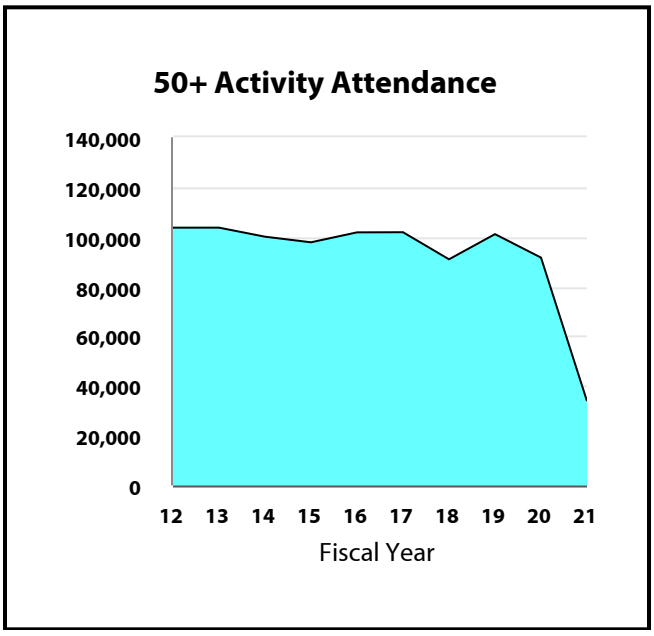
	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget	% Change From 21/22
Parks & Recreation	$23,337,340	$9,361,790	$9,203,340	$9,086,980	-1.3%
Total Department	$23,337,340	$9,361,790	$9,203,340	$9,086,980	-1.3%
Personnel Services	$2,593,720	$2,498,830	$3,192,930	$3,445,780	7.9%
Supplies	193,530	197,820	305,350	310,440	1.7%
Other Charges	1,654,000	1,837,440	2,292,970	2,329,170	1.6%
Capital Outlay	15,894,500	1,829,110	410,000	0	-100.0%
Debt Service	3,001,590	2,998,590	3,002,090	3,001,590	0.0%
Total Department	$23,337,340	$9,361,790	$9,203,340	$9,086,980	-1.3%

KEY DEPARTMENTAL TRENDS

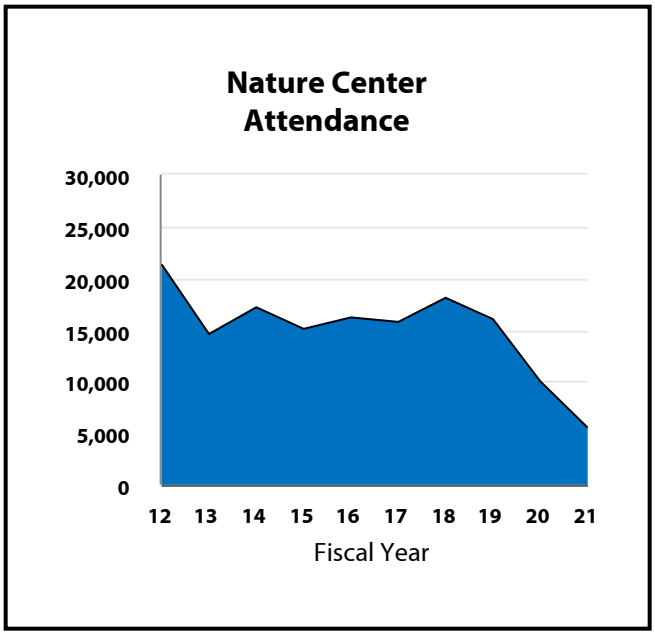
Parks & Recreation Fund



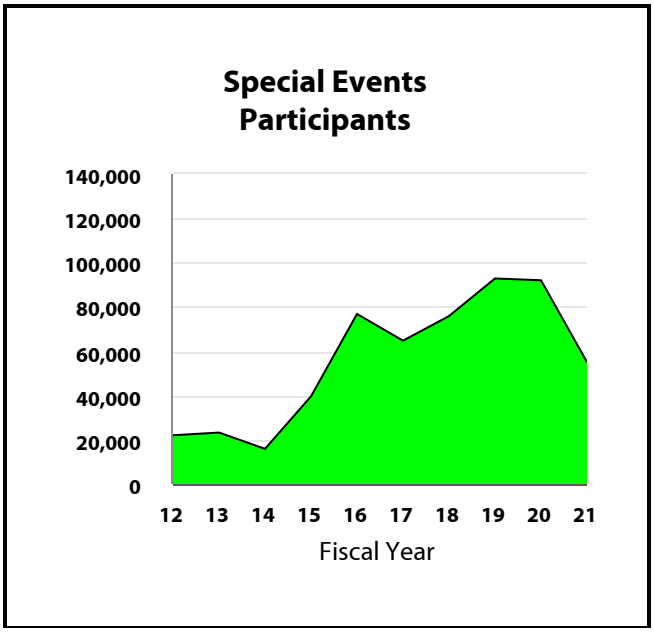
Instructional class attendance has been growing in recent years and is expected to continue to grow due to the opening of the new Community Center. 2020 attendance was reduced due to COVID-19 restrictions, and the pandemic continued to affect 2021 attendance. Attendance is anticipated to increase as 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, and the pandemic continued to impact 2021 attendance.



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, and continued to be impacted by the pandemic in 2021.



Special events participation increased significantly in 2015 due to the addition of the Dodge Park Farmers Market. 2021 attendance declines significantly due to a decrease in the number of special events offered due to COVID-19 restrictions.

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.***

KEY GOALS

- ***To offer high quality, value-driven recreation services and programs to our residents that benefit their overall physical and mental 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.***

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
- A fully enclosed three-season bocce ball facility

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.

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…
…the Parks & Recreation Department's fully enclosed Bocce Barn opened this past spring, marking the completion of all Recreating Recreation construction projects?

Parks & Recreation Fund

2022/23 PERFORMANCE OBJECTIVES

1. To coordinate and implement at least two new programs/ways to utilize the new Bocce Barn facility. *(City Goal 19)*

2. To collaborate with the Public Works Department and Macomb County for an annual scheduled maintenance plan in order to clear and maintain natural waterways and drains in city parks. *(City Goal 18)*

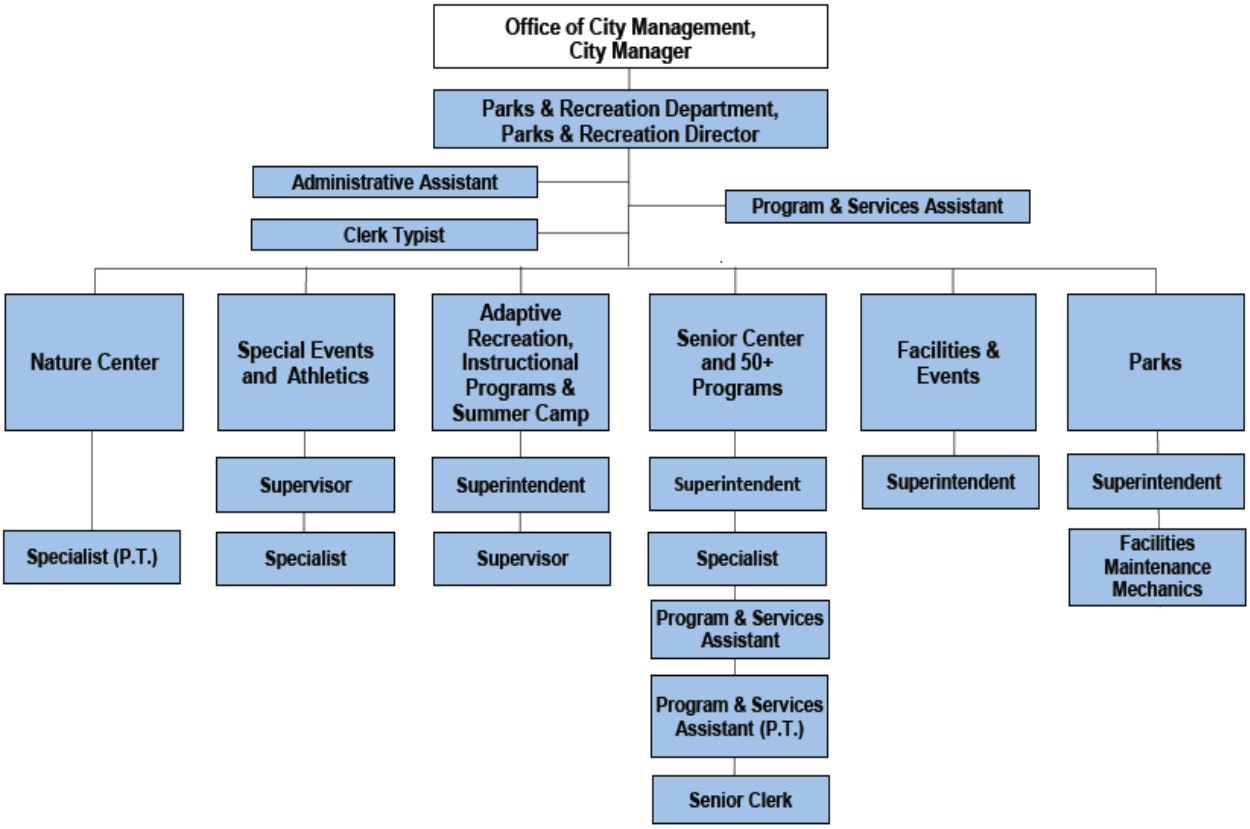
3. To begin utilization of the cricket pitch at Delia Park, including instructional lessons and field rentals. *(City Goal 19)*

4. To establish one natural planting area in a city park to help minimize an area of standing water and mosquito infestation. *(City Goal 18)*

	Performance Indicators	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Budget
Output	Instructional Class Attendance	29,802	17,980	12,506	28,000	28,100	29,000
	Spec. Event Participation (Incl. Farm. Mkt.)	92,820	92,013	55,071	100,000	162,000	140,000
	Adaptive Recreation Program Attendance	7,135	4,990	2,355	7,100	4,000	7,100
	Adult & Youth Athletic Attendance	23,530	18,942	13,865	30,000	23,000	30,000
	Nature Center Attendance	16,020	9,999	5,521	16,000	6,800	11,000
	Pavilion Rentals	283	190	120	280	334	330
	Number of Internet Registrations	2,954	2,760	12,316	3,000	7,200	6,000
	Summer Playground Registrations	533	25	431	690	600	640
	Splash Pad & Ice Rink Attendance	91,810	55,372	15,872	80,000	65,000	80,000
	50+ Activity Attendance	101,055	91,615	33,880	101,000	80,000	101,000
	Transport. Riders (Incl. Sterlingfest/Special Activities)	32,977	33,462	5,090	33,000	13,000	33,000
	Ball Diamond Groomings (Incl. UCS & WCS Fields)	718	1,294	592	1,200	800	1,200
	Soccer/Football Field Linings	286	420	88	270	270	270
	Times Sprayed for Mosquitos (All Parks)	27	37	41	32	32	32
	Park Tree Trimmings	0	38	0	16	0	16
	Cleaning of Park Restroom Facilities (Subcontracted)	1,224	1,833	2,253	1,900	1,900	1,900
	Field Rental Dates Booked	209	75	66	200	70	200
	Community Center Drop-in Attendance	N/A	3,344	12,065	40,000	25,000	40,000
	Community Center Other Use	N/A	50	1,006	3,000	1,600	3,000
Efficiency	P & R Revenue Earned per Capita	$6.16	$6.18	$3.74	$8.45	$8.16	$9.71
	% of Refunds Due to Dissatisfaction	0.02%	0.02%	0.01%	0.50%	0.01%	0.50%
	FTE's per 100,000 Pop.	35	36	37	39	39	40
	Nature Center Cost per Visitor	$8.18	$7.79	$6.65	*	*	*
	Transportation Cost per Rider	$13.75	$14.31	$14.77	*	*	*

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

Parks & Recreation Fund



STAFFING SUMMARY

Position	Budget 2020/21	Budget 2021/22	Budget 2022/23
Parks & Recreation Director	1	1	1
Recreation Superintendent	2	3	4
Recreation Supervisor	4	3	2
Recreation Specialist	0	1	2
Recreation Specialist (P.T.)	3	2	1
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	0
Facilities Maintenance Mechanic	0	1	2
Senior Clerk	1	1	1
Clerk Typist	0	1	1
Clerk Typist (P.T.)	1	0	0
Total	17	18	18

Parks & Recreation Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 1.3%.

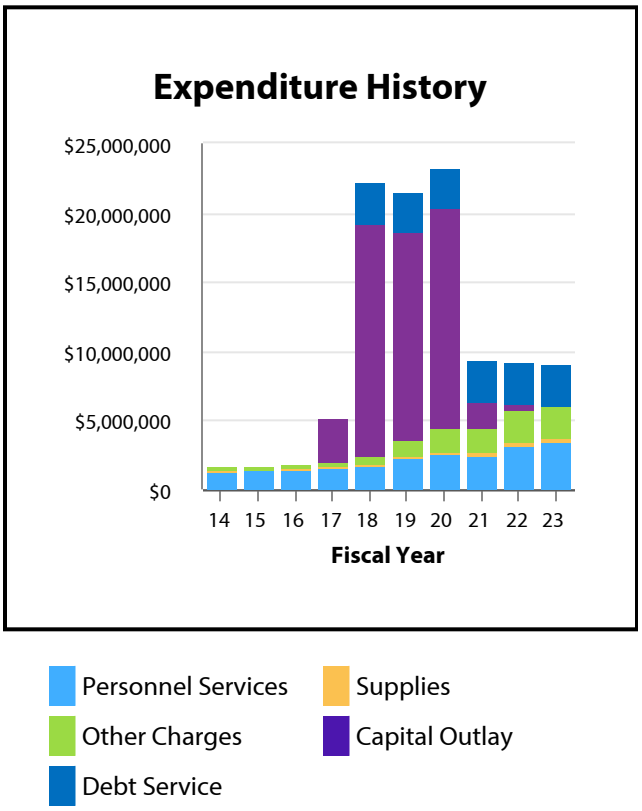
Personnel Services – Total Increase $252,850 or 7.9%

- $51,240 due to contractual wage adjustments
- $17,010 due to a part-time to full-time conversion of a Recreation Specialist
- $26,910 due to less full-time wages in the prior year resulting from unfilled positions
- $9,280 due to an upgraded position
- $119,860 for increased part-time wages for new programming and park maintenance
- $11,500 for a part-time clothing allowance
- $38,240 for Health Insurance due to a rate increase and changes in coverages
- Savings of $24,370 in required contributions to pension and retiree medical systems

Supplies – Total Supplies increased $5,090 or 1.7% due to the higher cost of supplies for new and existing programs and events, and to purchase supplies to maintain the new Red Run Trail.

Other Charges – Total Other Charges increased $36,200 or 1.6%. $39,880 was added for increased utility costs. Rental costs rose $14,320 for public storage rental to house park maintenance items and to fund restroom trailers at Music in the Park. $5,000 was added for staff scheduling software. $3,810 was added for staff to attend the National Recreation and Parks Association (NRPA) conference. Contracted services fell $27,810 due to carry forward funding for park maintenance costs in the prior year, slightly offset by new contractual programming costs.

Capital – Total Capital of $690,740 is proposed and



includes $34,000 for a Bobcat Tractor, $60,000 for a replacement Utility Vehicle and 4x4 Pickup Truck, $175,000 for a new Nature Center roofing system, $50,000 for Community Center HVAC Controls, $300,000 for asphalt replacement of the Delia Park south parking lot, $33,670 for Baumgartner Park ball field reconstruction, and $30,000 for Magnolia Park tennis court resurfacing.

Debt Service – Total Debt Service of $3,001,590 funds the Park improvements financed through the voter-approved *Re*creating Recreation millage.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$2,498,840	$3,192,930	$3,177,850	$3,445,780	$3,445,780
Supplies	197,820	305,350	301,870	310,440	310,440
Other Charges	1,837,440	2,292,970	2,255,870	2,329,170	2,329,170
Capital Outlay	1,829,120	410,000	410,000	0	0
Debt Service	2,998,590	3,002,090	3,002,090	3,001,590	3,001,590
Total	$9,361,810	$9,203,340	$9,147,680	$9,086,980	$9,086,980

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 2022/23, a total of $539,960 is budgeted for this fund. $80,910 is included for Federal Forfeiture related expenditures, $419,250 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…
…the Crime Suppression Unit (CSU) infiltrated a retail fraud ring that was using a local pawn shop to sell stolen items?

Public Safety Forfeiture Fund

SUMMARY OF BUDGET CHANGES

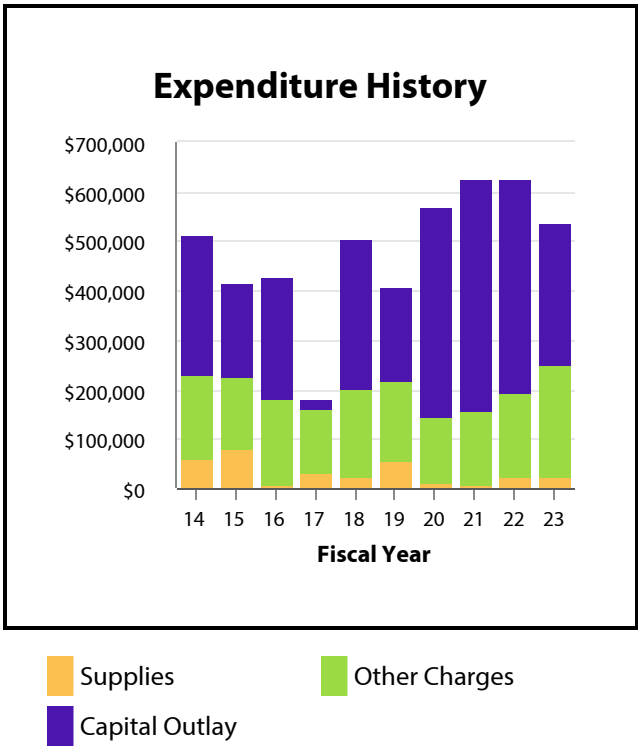
SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 13.7%.

Supplies - Total Supplies decreased $950 or 3.8% primarily due to the prior year one-time purchase of monitors and soundbars, offset by an increase due to a prior year one-time transfer of funds necessary to purchase a replacement drone.

Other Charges - Total Other Charges increased $56,580 or 33.3%. Contracted service costs increased $58,970 primarily due to the initial setup and first-year of support costs for a Flock automatic license plate reader system. Software maintenance fees decreased $2,390, due to the transfer of funding for the CaseGuard video redaction subscription fees to Police Administration, partially offset by an inflationary increase in other investigative software support costs.

Capital - Total Capital of $289,150 is proposed. $210,000 is budgeted to replace seven high-mileage investigative vehicles. $30,900 is funded for a TruNarc Narcotics Analyzer. Twenty replacement Taser Guns with Accessories are budgeted for $30,500. $17,750 is included for a handheld portable Alternate Light Source (ALS).



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Supplies	$7,900	$25,150	$38,250	$24,200	$24,200
Other Charges	150,590	170,030	165,230	226,610	226,610
Capital Outlay	467,950	430,260	488,040	289,150	289,150
Total	$626,440	$625,440	$691,520	$539,960	$539,960

The Community Development Block Grant Fund serves many facets of the Sterling Heights community. In 1974, the Congress of the United States initiated the C.D.B.G. program. This program was designed to replace existing categorical programs identified with city development or redevelopment, namely: Urban Renewal and Neighborhood Development Programs, Model Cities Program, Neighborhood Facilities Programs, Open Space Acquisition, and Rehabilitation Loans.

One of the primary functions of the Community Development Act is to allow local communities the opportunity to structure the program to their own specific needs. This concept was unique at the time and offered local communities far greater flexibility than was present in the categorical programs.

Monies under this program may be spent on activities which are directed to fulfilling specific objectives: elimination of slums and blight, elimination of conditions which are detrimental to health, safety, and public welfare through code enforcement, conservation and expansion of the nation's housing stock in order to provide a decent home for all persons, expansion and improvement of community services principally for persons of low and moderate income, provide a more rational use of land, develop and improve neighborhoods, restore and preserve properties with historical value, and economically develop activities which aid in the revitalization of the community.

Block Grant funds also provide library books for low and moderate-income seniors at senior housing units. These book collections include large-print and audio books.

When funding allows, the City of Sterling Heights uses Block Grant funds to defer 100% of the special assessments that would be levied against a property within the neighborhood where these improvements occur. Households meeting the low and moderate income criteria may qualify for a total relief of the special assessments because program rules require that when capital improvements are made to a neighborhood, low and moderate income families may not be negatively impacted. The Housing Commission administers this program on behalf of the City Council.

Examples of activities undertaken in past years include the Upton House purchase and renovation, improvements to Nelson and Beaver Creek Parks, SMART Bus Stop Improvements along north Van Dyke, housing rehabilitation, Minor Home Repair Program, Adapted Recreation Program, the Home Chore Program, and meeting the federally mandated Americans With Disabilities Act requirements.

In fiscal year 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 in the past two fiscal years to primarily fund the Small Business Relief Grant program, which provided relief to eligible small businesses affected by the coronavirus pandemic, and the purchase of personal protection equipment and subsistence payments for qualifying individuals. In March 2022, a portion of this funding remained unspent and was reallocated to fund Senior Center AV Equipment ($45,000), to support Families Against Narcotics ($50,000), and to install a Senior Center Outdoor fitness center ($355,000).

The fiscal year 2022/23 budget includes $219,000 for Senior Center restroom renovations and $72,500 for the second phase of the LED lighting replacement project at the Senior Center. $375,200 is budgeted for the concrete reconstruction of Malibu Drive. The replacement of concrete on Bonneville Road is included for $190,000.■

Did you know…
…the Community Development Block Grant guidelines allow up to 15% of allocated grant funds to be used for public services each program year?

Community Development Block Grant Fund

SUMMARY OF BUDGET CHANGES

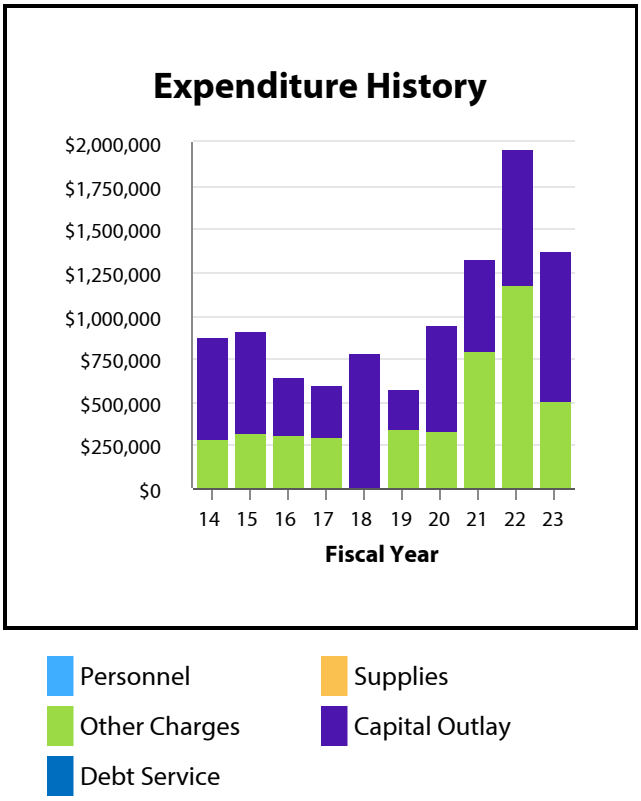
SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 30.3%.

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

Supplies – Total Supplies decreased by $1,160 or 16.7%, as less funding is allocated to provide books to home bound and physically challenged residents.

Other Charges – Total Other Charges decreased $668,370 or 56.8%, primarily due to a second allocation of CARES Act grant funding of $589,750 in the prior year, which was primarily used for the Small Business Relief Grant Program and for the purchase of personal protection equipment and subsistence payments for qualifying individuals. Housing Rehabilitation decreased $174,910 due to a greater budgeted use of unspent carryover funding in the prior year and the one-time allocation of CARES Act grant funding. $30,000 is allocated again for Minor Home Repair and $25,000 is included for the Adaptive Recreation Program, an increase of $4,840. $124,190 is budgeted to reimburse the costs of City personnel administering the CDBG program and $33,190 is included for a part-time employee to replace an Intern position. Code Enforcement funding is no longer needed as a result of less activity in recent years.



Capital – Total Capital of $856,700 is proposed for this fund. $219,000 is budgeted for Senior Center Restroom Renovations, $72,500 is for Phase II of the LED Lighting Replacement project at the Senior Center, and $375,200 is for the Concrete Reconstruction of Malibu Drive. Concrete replacement on Bonneville Road is budgeted for $190,000.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Supplies	6,370	6,960	6,960	5,800	5,800
Other Charges	792,160	1,176,590	976,590	508,220	508,220
Capital Outlay	531,300	783,220	783,220	856,700	856,700
Total	$1,329,830	$1,966,770	$1,766,770	$1,370,720	$1,370,720

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 related 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 2022/23, total expenditures of $360,350 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…
…the City recently hired a Managed Assigned Counsel Coordinator (MACC) who will be responsible for coordinating indigent legal services at the 41-A District Court?

Indigent Defense Fund

SUMMARY OF BUDGET CHANGES

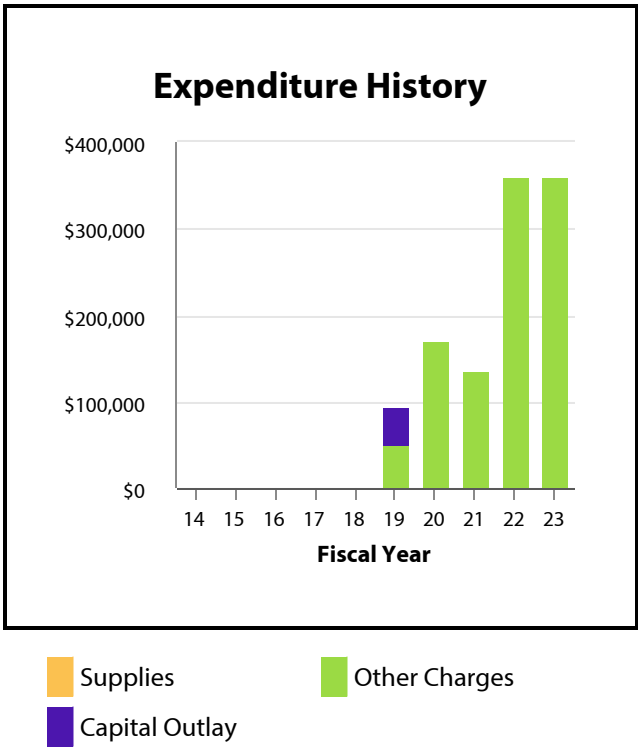
SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 0.0%.

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 is proposed to remain the same at $359,850. Funding remains sufficient for defense counsel fees, 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

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Supplies	$0	$500	$500	$500	$500
Other Charges	136,000	359,850	359,850	359,850	359,850
Capital Outlay	0	0	0	0	0
Total	$136,000	$360,350	$360,350	$360,350	$360,350

American Rescue Plan Act

The American Rescue Plan Act (ARPA) of 2021 was signed by the President on March 11, 2021. As part of the Act, approximately $130 billion was allocated to Local Fiscal Recovery. Approximately $45 billion of that was allocated to metropolitan cities. The City of Sterling Heights will receive $19.8 million over a two year period. The funds must be obligated by the end of calendar year 2024 and spent by the end of calendar year 2026.

The funds can be used in four broad categories:

1. In response to the public health emergency or its negative impacts
2. Premium pay for essential workers
3. For government services to the extent of lost revenue
4. For investments in water, sewer or broadband infrastructure

There are two prohibited uses. The funds cannot be used for contributions to any pension fund or to pay down debt.

Based on current calculations, the City will be able to show revenue losses of nearly the entire amount of our allocation which will allow for the use of funds on a broad range of governmental services.

Based on input from City staff and City Council and resident feedback from community forums and through the website, as well as additional feedback provided at the Strategic Planning Session held in January 2022, an ARPA Action Plan was proposed and approved by City Council at the April 19, 2022 City Council meeting. The projects approved in the plan will be further researched and presented again to City Council for final approval before proceeding.

Projects totaling $6 million are scheduled to be completed in the 2022/23 fiscal year and are included in the proposed budget:

- Concrete repairs to Ryan Road from 14 Mile to Metro Parkway
- Resurfacing of Plumbrook Road from Utica Road to Van Dyke Avenue
- Additional neighborhood street tree planting

The additional projects approved in the ARPA Action Plan include:

- Construction of a multi-use path along the ITC Corridor
- Land acquisition for Riverland Park improvements
- Land acquisition for a park in the south end of the City
- An enhanced sidewalk gap program
- The development of a Community Garden
- The planting of Micro Forest(s) throughout the City
- Retention pond improvements
- A comprehensive traffic calming study
- Direct household assistance for low to moderate-income households
- Job training scholarships for unemployed workers
- Premium pay for essential City workers
- Funding for temporary code enforcement officers



Click here For a complete summary of the Proposed ARPA Action Plan approved by City Council.

Did you know…
…the American Rescue Plan provided funding to municipalities to replace revenue lost due to the COVID-19 pandemic?

American Rescue Plan Act

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

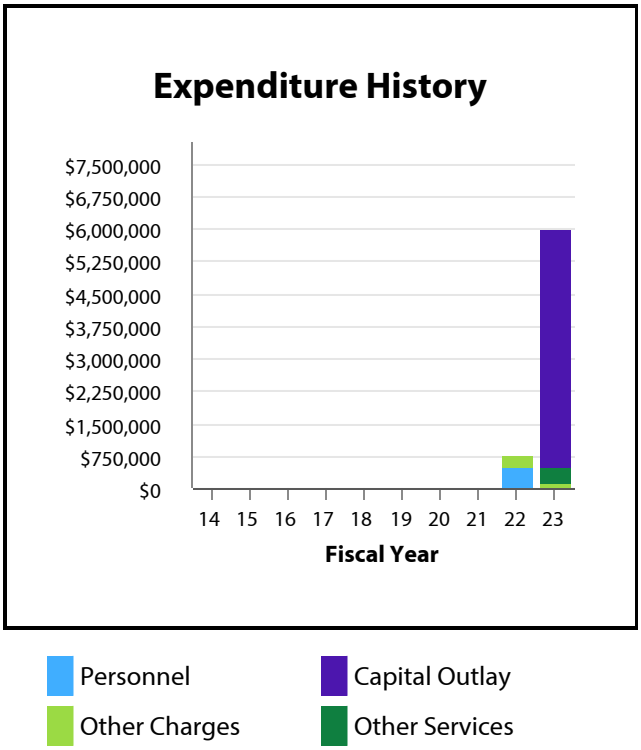
The total budget increased by 668.0%.

Personnel Services - There is no Personnel budget proposed. Personnel Services totaling $505,310 were included in the prior year for hazard pay for essential City workers, who each received a maximum of $1,000 for providing essential labor throughout the Coronavirus pandemic.

Supplies - There is no Supplies budget for this fund.

Other Charges - Total Other Charges decreased $137,250 or 48.8%. $250,000 was included in the prior year to fund household assistance payments of up to $2,000 per household for residents that experienced negative economic impacts due to the pandemic. The current budget includes $144,000 to fund a citywide tree inventory.

Other Services - Total Other Services of $356,000 is proposed for the planting of up to 2,000 trees in residential neighborhoods to continue to enhance the tree canopy.



Capital - Total Capital of $5,500,000 is proposed. $1,500,000 is allocated for concrete repairs on Ryan Road from 14 Mile Road to Metropolitan Parkway. $4,000,000 is allocated for the resurfacing of Plumbrook Road from Utica Road to Van Dyke Avenue.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel	$0	$500,000	$505,310	$0	$0
Supplies	0	0	0	0	0
Other Charges	0	281,250	281,480	144,000	144,000
Other Services	0	0	0	356,000	356,000
Capital Outlay	0	0	0	5,500,000	5,500,000
Total	$0	$781,250	$786,790	$6,000,000	$6,000,000

Corridor Improvement Authority Fund

The Corridor Improvement Authority (CIA) Fund is a Special Revenue Fund of the City of Sterling Heights. Established in 2006, the Authority allows the City to identify commercial districts in the City and utilize tax incrementing financing to make public improvements and offer development incentives in order to increase economic vitality within these districts.

The CIA currently includes one District located in the north central portion of Sterling Heights. The District consists of properties bordering Van Dyke Avenue between 18½ Mile Road to the north City limit and along Utica Road between Van Dyke Avenue and Triangle Drive.

The Primary Goals for the District are (1) to enhance the public spaces within the District; (2) to delineate the District by developing a consistent beautification and landscape style along its rights-of-way; (3) to provide a unified building style through the development and redevelopment of properties within the District; and (4) to spur economic growth and increase property values within the District's borders.

As a necessary prerequisite to achieve these goals, both a Development Plan and a Tax Increment Finance Plan have been prepared. The Development Plan outlines the improvements proposed within the District, while the Tax Increment Finance Plan identifies the funding mechanism that will be utilized to finance the proposed improvements.

The Streetscape Design Guidelines prepared for the District include select specifications for paving, decorative lighting, site furnishings, and landscaping. These amenities are intended to be constructed within the Van Dyke Avenue and Utica Road rights-of-way as well as on private property as part of future development and redevelopment within the District.

The Development Plan also includes potential façade improvements with selected styles and material specifications, access management improvements, property acquisition, floodplain/ wetland mitigation, park space improvements, general infrastructure improvements, and a business recruitment and retention program. The CIA Master Plan provides for approximately $20 million worth of improvements in the District over a 20-year period.

The Economic Development Consultant serves as the City's liaison to the Corridor Improvement Authority Board.

For fiscal year 2022/23, $500,000 is budgeted to acquire property that is commensurate with the North Van Dyke Avenue Master Plan. A professional consultant, to assist with the development of a District zoning ordinance and federal grant writing for infrastructure and public improvements, is also funded.■

Did you know…
…the Corridor Improvement Authority adopted a new master plan known as the North Van Dyke Avenue Master Plan, which identifies property acquisition as a strategy for improving public places, and has recently completed the acquisition of property on Riverland Drive for a future Artwalk linear park?

Corridor Improvement Authority Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

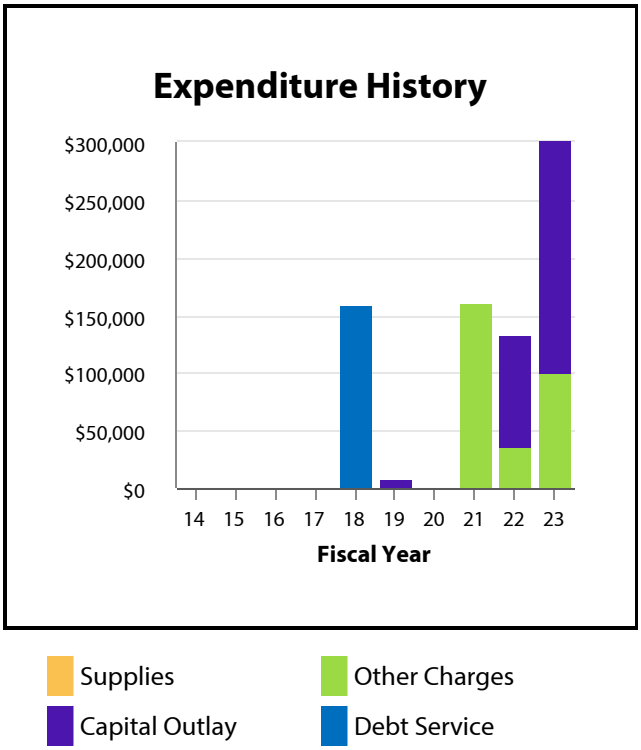
The total budget increased by 351.7%.

Supplies - There is no Supplies budget for this fund.

Other Charges - Total Other Charges increased $63,450 or 173.6% for professional consultant services needed to assist with developing a zoning ordinance for the District and for federal grant writing support for infrastructure and public improvements.

Capital - Total Capital of $500,000 is proposed to acquire property commensurate with the Van Dyke Avenue Master Plan. The current year's budget was amended for $96,280 to purchase land on Riverland Drive.

Debt Service - There is no Debt Service budget for this fund.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Supplies	$0	$0	$0	$0	$0
Other Charges	161,800	36,550	42,000	100,000	100,000
Capital Outlay	0	96,280	96,270	500,000	500,000
Debt Service	0	0	0	0	0
Total	$161,800	$132,830	$138,270	$600,000	$600,000

Economic Development Corporation Fund

The Economic Development Corporation Fund of the City of Sterling Heights has been established and organized, pursuant to Act 388 of the Public Acts of 1974, to achieve essential public objectives of the City. Its objectives are to alleviate and prevent conditions of unemployment, and to assist and retain local industries and commercial enterprise in order to strengthen and revitalize the economy of the City. The Economic Development Corporation also provides the means and methods 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 has funded a marketing program for three consecutive years, and under the direction of Issue Media Group, has produced stories and photography showcasing the City's many quality-of-life attributes and its business community?

Economic Development Corporation Fund

SUMMARY OF BUDGET CHANGES

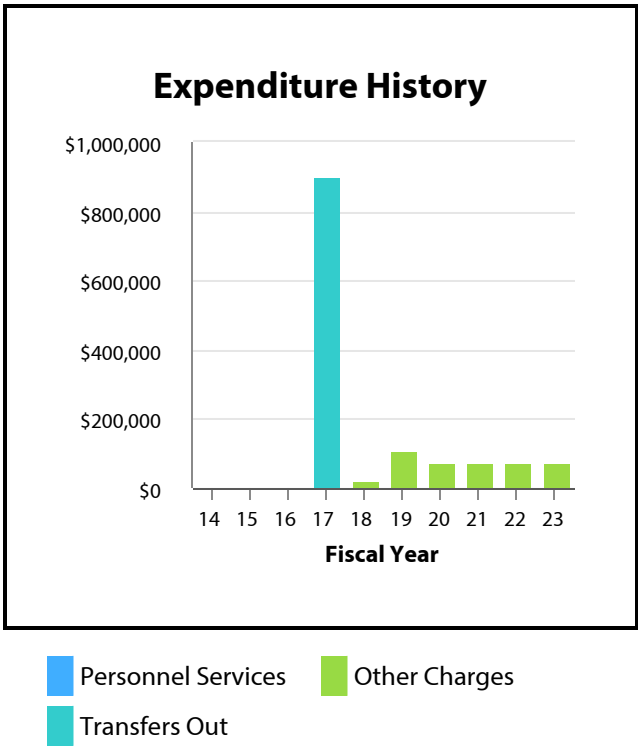
SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 0.0%.

Personnel Services - There is no Personnel budget for this fund. The Economic Development Corporation members serve as volunteers without compensation.

Other Charges - Total Other Charges is proposed to remain the same at $77,900. There are no proposed funding changes for contractual consulting and business marketing services.

Transfers Out - There are no Transfers Out to other City funds proposed for the 2022/23 fiscal year.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	77,900	77,900	77,900	77,900	77,900
Transfers Out	0	0	0	0	0
Total	$77,900	$77,900	$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 available 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 approved a brownfield plan for 40675 Mound Road on behalf of Casadei Steel, which will clean up a contaminated industrial building and allow Casadei to expand, adding 80 jobs over the next 3-5 years?

Brownfield Redevelopment Authority Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

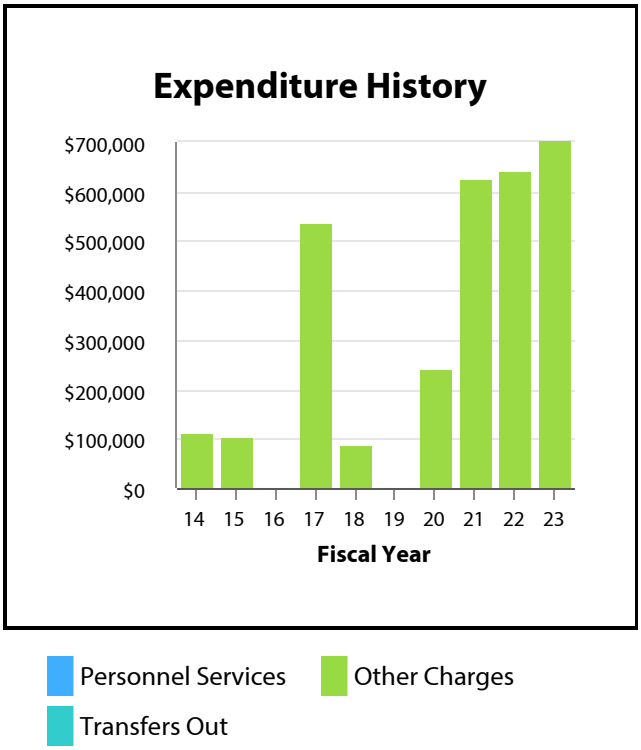
The total budget increased by 13.4%.

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 increased $86,180 or 13.4% for the reimbursement of eligible brownfield project costs now that the Ashley Capital property has been fully developed, resulting in an increase in the property tax increment capture.

Capital - There is no Capital budget for this fund.

Transfers Out - There are no Transfers Out to other City funds proposed for the 2022/23 fiscal year.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	627,280	643,600	706,550	729,780	729,780
Transfers Out	0	0	0	0	0
Total	$627,280	$643,600	$706,550	$729,780	$729,780

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 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 2022/23, $1,330,420 is budgeted for the operational costs associated with the Velocity Collaboration Center, which is funded by LDFA increment financing revenues. $795,000 is budgeted for the reconstruction of Brentwood Drive and District signage on Center Drive and Sterling Ponds Boulevard.■

Did you know…
…the Local Development Finance Authority encompasses six square miles of the newly named Sterling Innovation District, which is home to approximately 27 million square feet of industrial space and 60,000 jobs?

Local Development Finance Authority Fund

SUMMARY OF BUDGET CHANGES

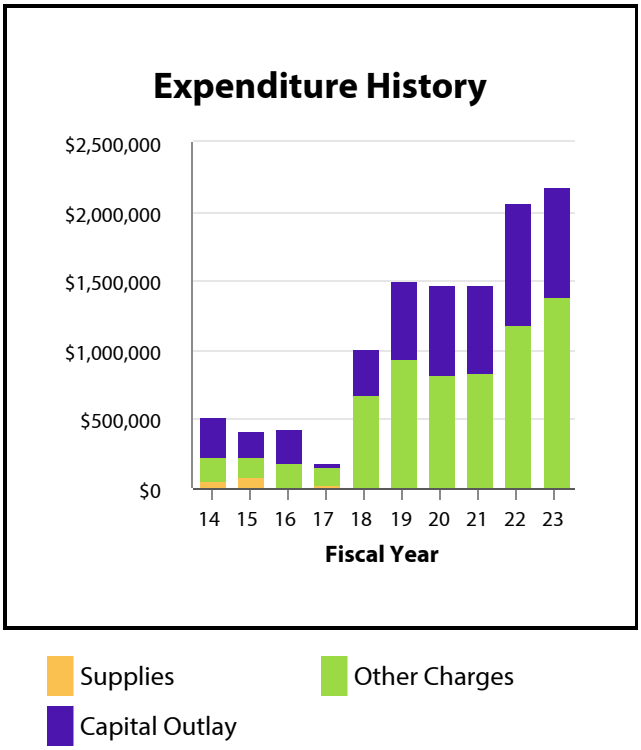
SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 5.3%.

Supplies - Total Supplies increased $250 or 5.0%, to include funding for professional publications.

Other Charges - Total Other Charges increased $196,100 or 16.6% largely due to the expected use of contractual services to augment incubator operations, partially offset by a decrease due to a one-time reimbursement of costs for eligible LDFA improvements.

Capital - Total Capital of $795,000 is proposed. $790,000 is budgeted for the reconstruction of Brentwood Drive. $5,000 is funded for district signage on Center Drive and Sterling Ponds Boulevard.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Supplies	$3,950	$5,000	$5,250	$5,250	$5,250
Other Charges	835,160	1,182,070	1,217,830	1,378,170	1,378,170
Capital Outlay	638,790	881,160	881,160	795,000	795,000
Total	$1,477,900	$2,068,230	$2,104,240	$2,178,420	$2,178,420

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 2022 State Equalized Valuation plus the assessed value of abated property is $6,760,163,400. Therefore, the City's debt limit is $676,016,340 or 10% of total valuation. The City's population is 134,346. The outstanding Net Direct Bonded Debt for the City as of June 30, 2022 is shown here as a ratio of debt to state equalized value and debt per capita.

	Debt Out-standing 6/30/22	Debt to Assessed Value	Debt Per Capita
Net Direct Bonded Debt	$98,865,000	1.46%	$736

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. 65.9% 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 = 65.9%

In compliance with the Uniform Budget Act of 1978, a summary of the City's total indebtedness as of June 30, 2022, including the principal and interest payments required for fiscal 2022/23 and the funding sources, is included in this Debt Service section. Total indebtedness is $221,233,790. Total principal payment is $12,600,830 and the interest payment is $7,244,460. 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 2022/23 is $745,000 and the interest payment is $632,360.

In the spring of 2019, a Capital Improvement Bond of $25 million was issued to finance the new Public Works building. The budgeted principal payment for 2022/23 is $855,000 and interest is $729,000.

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. $586,500 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 $48,660,000. The Principal payment is $3,554,000 and interest is $1,074,240.

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 $56,450 is funded through special assessments.

WATER & SEWER FUND

In 2022/23, total principal of $3,806,830 and interest of $2,892,190 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 $72,308,790.

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. $919,930 is budgeted for the debt payment on this bond. A debt payment of $792,200 is also budgeted for the anticipated issuance of a 2022 Capital bond for the new water meter program.

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 2022/23 is $1,690,000 and interest is $1,311,590.■

DEBT SUMMARY

Description of Debt	Funding Sources	Debt Outstanding 6/30/2022	2022/23 Principal	2022/23 Interest	2022/23 Total
LIMITED TAX GENERAL OBLIGATION DEBT FUND					
2018 Facilities Improvement Bonds	Gen Fund	$16,655,000	$745,000	$632,360	**$1,377,360**
2019 Capital Improvement Bonds - DPW	Gen Fund	20,420,000	855,000	729,000	**1,584,000**
Total General Fund Debt Service		**37,075,000**	**1,600,000**	**1,361,360**	**2,961,360**
VOTED TAX GENERAL OBLIGATION DEBT FUND					
2017 Fire Station Impr. Refunding Bonds (F)	VTGO Fund	575,000	575,000	11,500	**586,500**
Total Debt Fund Direct Debt Service		**37,650,000**	**2,175,000**	**1,372,860**	**3,547,860**
ROAD BOND DEBT RETIREMENT FUND					
2016 MI Transportation Bonds	Major Rds	6,280,000	620,000	159,080	**779,080**
2017 MI Transportation Bonds	Major Rds	1,495,000	130,000	43,550	**173,550**
2018 MI Transportation Bonds	Major Rds	6,265,000	500,000	227,880	**727,880**
2020 MI Transportation Refunding Bonds	Major Rds	810,000	209,000	7,620	**216,620**
2021 MI Transportation Bonds	Major Rds	16,960,000	1,060,000	339,200	**1,399,200**
2022 MI Transportation Bonds	Major Rds	16,850,000	1,035,000	296,910	**1,331,910**
2008 Special Assessment Bonds	S/A - RBDF	1,400,000	200,000	56,450	**256,450**
Total Road Bond Debt Service		**50,060,000**	**3,754,000**	**1,130,690**	**4,884,690**
WATER & SEWER FUND					
Sewer District Rehabilitation Bonds (MID/OMID)	W&S Fund	72,308,790	3,806,830	2,892,190	**6,699,020**
2021 Capital Improvement Bonds	W&S Fund	14,385,000	630,000	289,930	**919,930**
2022 Capital Improvement Bonds	W&S Fund	12,275,000	545,000	247,200	**792,200**
Total W&S Debt Service		**98,968,790**	**4,981,830**	**3,429,320**	**8,411,150**
PARKS & RECREATION FUND					
Parks & Recreation Improvement Bonds	P&R Fund	34,555,000	1,690,000	1,311,590	**3,001,590**
Total Debt Service		**$221,233,790**	**$12,600,830**	**$7,244,460**	**$19,845,290**

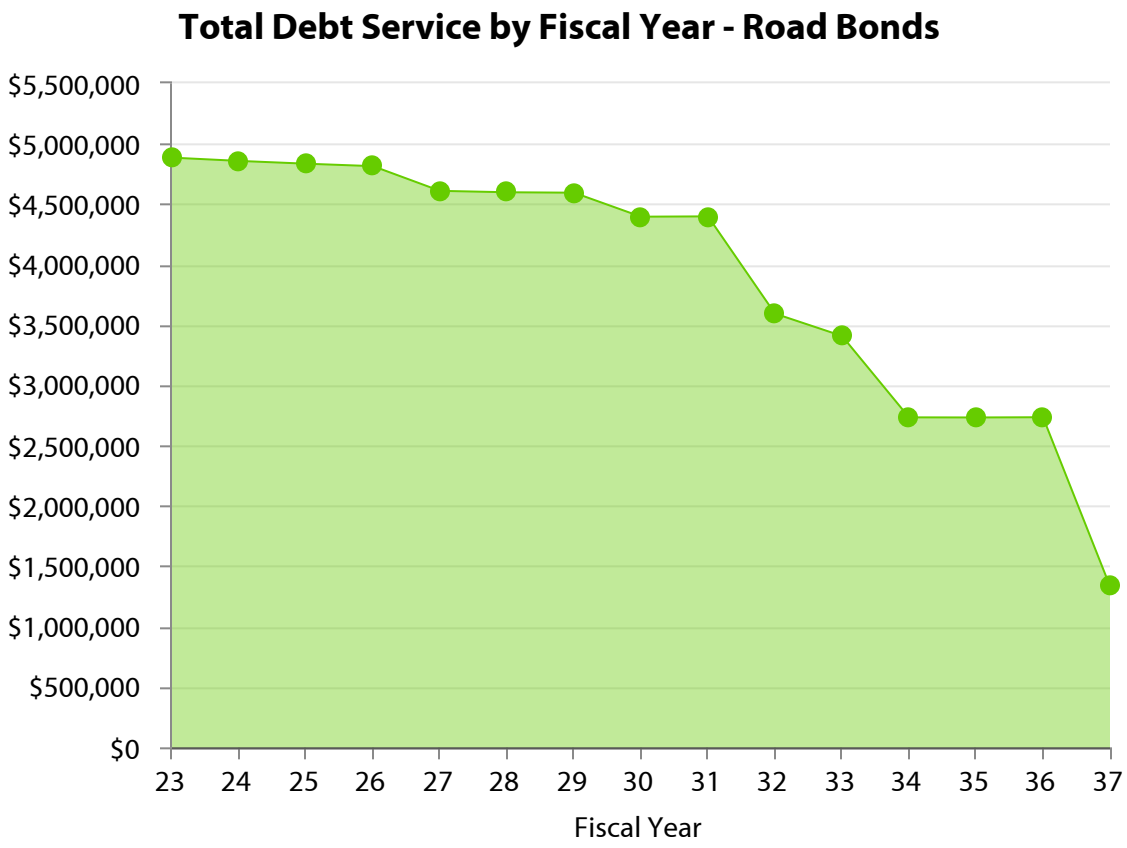
Note: Outstanding Debt Balance does not include unamortized premium

GENERAL FUND & TAX SUPPORTED DEBT SERVICE

Debt Service	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Budget
LIMITED TAX GENERAL OBLIGATION DEBT FUND						
2018 Facilities Improvement Bonds	$1,373,360	$1,371,360	$1,377,860	$1,377,860	$1,377,360	**$1,377,360**
City Center Commons	302,370	0	0	0	0	**0**
2019 Capital Improvement Bonds	1,352,080	1,583,250	1,579,500	1,579,500	1,584,000	**1,584,000**
Total General Fund Debt Service	**3,027,810**	**2,954,610**	**2,957,360**	**2,957,360**	**2,961,360**	**2,961,360**
VOTED TAX GENERAL OBLIGATION DEBT FUND						
2008 Fire Station Improvement Bonds (F)	552,760	585,550	586,670	586,670	586,500	**586,500**
Total VTGO Fund Debt Service	**552,760**	**585,550**	**586,670**	**586,670**	**586,500**	**586,500**
PARKS & RECREATION FUND	3,001,590	2,998,590	3,002,090	3,002,090	3,001,590	**3,001,590**
Total Tax Supported Debt Service	**$6,582,160**	**$6,538,750**	**$6,546,120**	**$6,546,120**	**$6,549,450**	**$6,549,450**

SCHEDULE OF PRINCIPAL & INTEREST
ROAD BOND DEBT RETIREMENT FUND

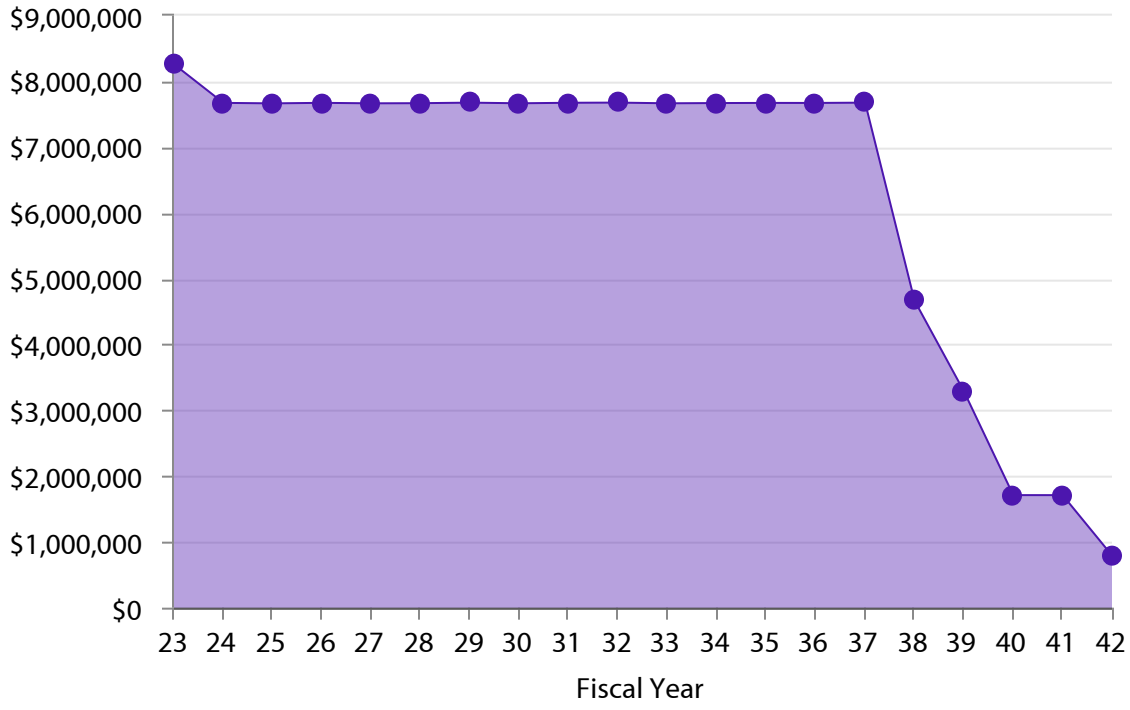
Fiscal Year	2016 M.T.F. Bonds	2017 M.T.F. Bonds	2018 M.T.F. Bonds	2020 M.T.F. Refunding	2021 M.T.F. Bonds	2022 M.T.F. Bonds	2008 S.A.D. Bonds	Total
2022/23	779,070	173,550	727,880	216,620	1,399,200	1,331,920	256,450	4,884,690
2023/24	781,680	170,950	712,880	210,380	1,403,000	1,330,420	248,150	4,857,460
2024/25	788,970	172,050	697,380	203,200	1,401,300	1,331,920	239,650	4,834,470
2025/26	795,880	173,000	686,380	197,060	1,399,200	1,331,500	231,050	4,814,070
2026/27	802,370	173,800	674,630		1,401,700	1,334,600	222,350	4,609,450
2027/28	805,000	174,450	675,190		1,398,700	1,330,920	213,500	4,597,760
2028/29	808,550	174,950	674,650		1,400,300	1,331,210	204,500	4,594,160
2029/30	806,350	180,300	677,250		1,401,400	1,330,160		4,395,460
2030/31	808,550	180,350	674,250		1,402,000	1,332,840		4,397,990
2031/32		180,250	675,800		1,402,100	1,334,340		3,592,490
2032/33			675,960		1,401,700	1,329,970		3,407,630
2033/34					1,400,800	1,332,470		2,733,270
2034/35					1,399,400	1,332,950		2,732,350
2035/36					1,402,500	1,331,830		2,734,330
2036/37						1,334,190		1,334,190
Total	**$7,176,420**	**$1,753,650**	**$7,552,250**	**$827,260**	**$19,613,300**	**$19,981,240**	**$1,615,650**	**$58,519,770**



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)	2022 Capital Improve. Bonds (W&S)	Total
2022/23	586,500	3,001,590	1,377,360	1,584,000	919,930	792,200	8,261,580
2023/24		3,002,090	1,380,110	1,581,250	917,330	793,480	7,674,260
2024/25		2,998,340	1,375,860	1,581,500	919,520	791,530	7,666,750
2025/26		3,000,340	1,379,860	1,579,500	921,420	793,630	7,674,750
2026/27		3,002,590	1,376,610	1,580,250	918,030	789,930	7,667,410
2027/28		2,999,840	1,376,360	1,583,500	919,430	790,410	7,669,540
2028/29		2,998,640	1,388,360	1,579,900	920,520	790,330	7,677,750
2029/30		2,999,030	1,378,360	1,579,700	921,320	789,560	7,667,970
2030/31		2,999,130	1,377,160	1,584,450	921,830	793,150	7,675,720
2031/32		3,002,130	1,380,060	1,583,000	922,030	791,080	7,678,300
2032/33		2,999,790	1,376,910	1,580,500	916,920	793,640	7,667,760
2033/34		3,001,920	1,376,440	1,581,950	921,620	789,480	7,671,410
2034/35		3,001,280	1,379,870	1,582,200	920,930	789,410	7,673,690
2035/36		3,002,880	1,375,550	1,581,250	919,930	793,540	7,673,150
2036/37		3,003,040	1,380,080	1,584,100	918,620	791,770	7,677,610
2037/38			1,376,550	1,580,600	917,020	794,280	4,668,450
2038/39				1,575,900	920,130	794,200	3,290,230
2039/40					917,830	793,270	1,711,100
2040/41					919,120	791,590	1,710,710
2041/42						793,790	793,790
Total	**$586,500**	**$45,012,630**	**$22,055,500**	**$26,883,550**	**$17,473,480**	**$15,840,270**	**$127,851,930**

Total Debt Service by Fiscal Year - Limited and Voted Tax Bonds

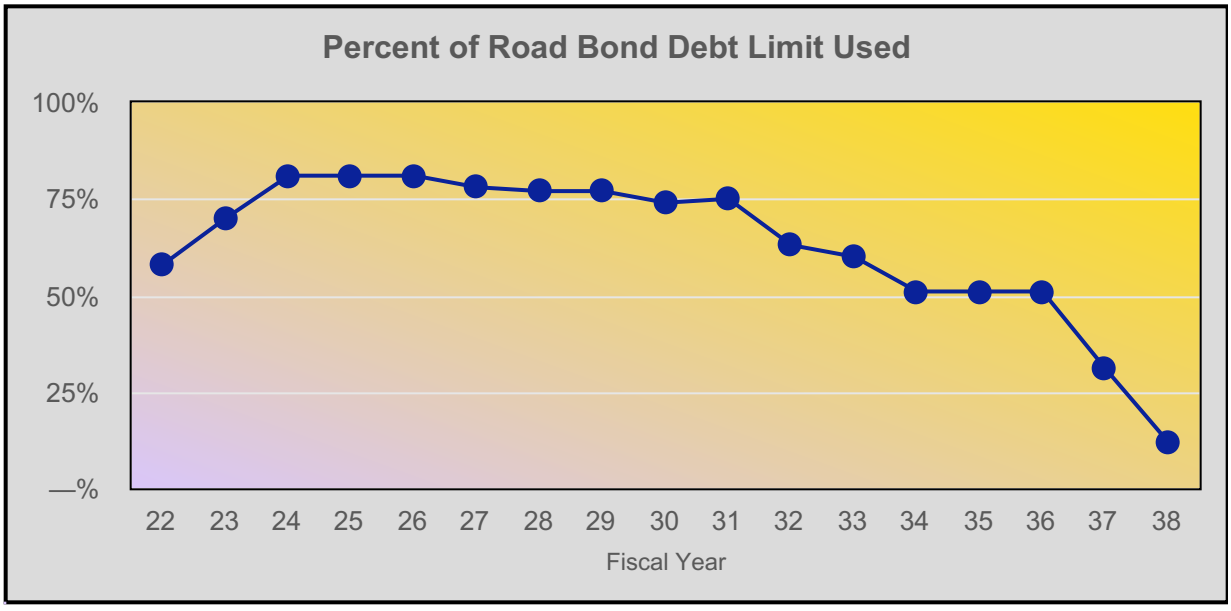


LEGAL DEBT MARGIN					
	2017	2018	2019	2020	2021
State Equalized Value (SEV)	5,013,602,527	5,261,715,125	5,461,624,715	5,851,809,075	6,211,667,616
10% of SEV	501,360,253	526,171,513	546,162,472	585,180,908	621,166,762
Total Debt	115,396,836	137,286,391	129,958,435	157,126,387	199,119,220
Less: Debt not subject to limit					
Michigan Transportation Fund Bonds	16,595,000	23,180,000	20,845,000	19,129,213	36,003,953
Special Assessment Bonds	2,250,000	2,100,000	1,950,000	1,800,000	1,600,000
MID District Special Assessments	2,182,194	2,258,379	1,962,402	1,983,169	1,844,015
OMID District Special Assessments	1,520,333	1,454,232	1,385,851	1,316,331	1,244,530
Net Debt subject to limit	92,849,309	108,293,780	103,815,182	132,897,674	158,426,722
Net Debt subject to limit as % of Debt Limit	18.52 %	20.58 %	19.01 %	22.71 %	25.50 %

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, 2021, City debt totaled 25.5% of the legal limit.

CURRENT YEAR ROAD BOND DEBT LIMIT CALCULATION	
2022 State Road (ACT 51) Revenue	$13,902,730
50% of Revenue	$6,951,365
2022/23 Debt Service	$4,884,690
% of Limit	70%

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 2022/23 is nearly 30% below the allowable levels. The chart below shows the forecasted change in the % of Debt Limit used over time.



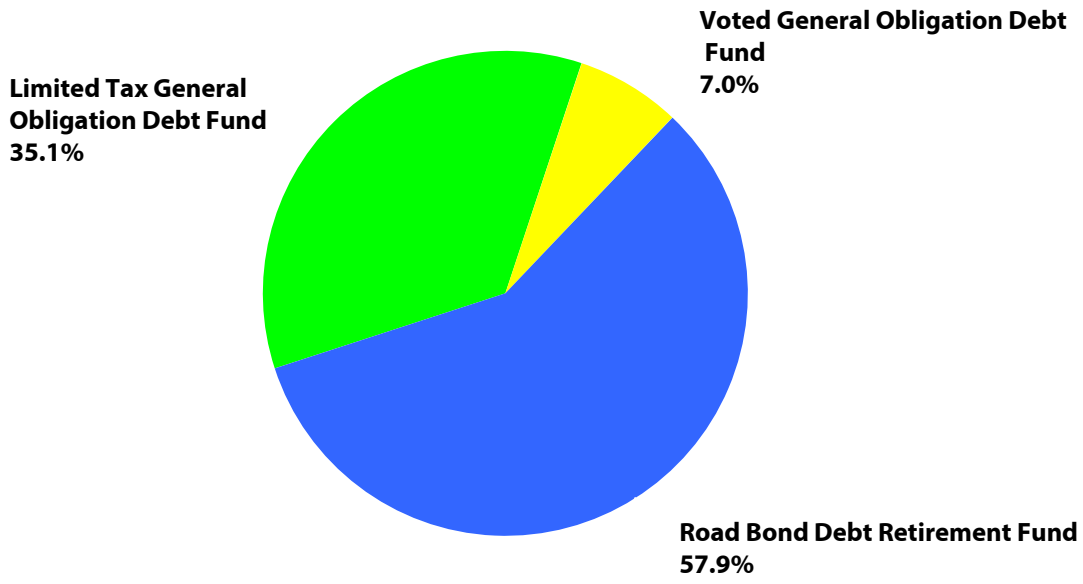
DEBT SERVICE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Budget
GENERAL DRAIN FUND						
REVENUES						
Property Taxes	$630	$600	$0	$600	$600	**$600**
State/Local Returns	0	0	0	0	0	**0**
Interest Income	450	0	0	0	0	**0**
Total Revenues	**1,080**	**600**	**0**	**600**	**600**	**600**
EXPENDITURES						
Principal	0	0	0	0	0	**0**
Interest	0	0	0	0	0	**0**
Transfers Out	43,000	0	0	0	0	**0**
Total Expenditures	**43,000**	**0**	**0**	**0**	**0**	**0**
Excess of Revenues Over (Under) Expenditures	**(41,920)**	**600**	**0**	**600**	**600**	**600**
Beginning Fund Balance	**43,020**	**1,100**	**1,700**	**1,700**	**2,300**	**2,300**
Ending Fund Balance	**$1,100**	**$1,700**	**$1,700**	**$2,300**	**$2,900**	**$2,900**
VOTED TAX GENERAL OBLIGATION DEBT FUND						
REVENUES						
Property Taxes	$492,060	$506,170	$553,400	$552,020	$550,510	**$550,510**
State/Local Returns	28,420	37,690	38,100	33,750	40,540	**40,540**
Interest Income	6,090	260	100	100	100	**100**
Transfer from General Fund	43,000	15,000	0	0	0	**0**
Total Revenues	**569,570**	**559,120**	**591,600**	**585,870**	**591,150**	**591,150**
EXPENDITURES						
Principal	515,000	555,000	565,000	565,000	575,000	**575,000**
Interest	37,760	30,550	21,670	21,670	11,500	**11,500**
Other Charges	500	500	500	500	500	**500**
Total Expenditures	**553,260**	**586,050**	**587,170**	**587,170**	**587,000**	**587,000**
Excess of Revenues Over (Under) Expenditures	**16,310**	**(26,930)**	**4,430**	**(1,300)**	**4,150**	**4,150**
Beginning Fund Balance	**13,740**	**30,050**	**3,120**	**3,120**	**1,820**	**1,820**
Ending Fund Balance	**$30,050**	**$3,120**	**$7,550**	**$1,820**	**$5,970**	**$5,970**

DEBT SERVICE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Budget
ROAD BOND DEBT RETIREMENT FUND						
REVENUES						
Special Assessment Revenue	$171,650	$142,060	$139,610	$165,320	$155,930	**$155,930**
Federal Interest Rebates	27,050	16,150	0	0	0	**0**
Interest Income	4,890	380	500	60	50	**50**
Bond Proceeds	0	973,000	0	0	0	**0**
Transfer from Major Roads Fund	3,100,190	2,389,260	4,017,700	4,017,700	4,447,940	**4,447,940**
Total Revenues	**3,303,780**	**3,520,850**	**4,157,810**	**4,183,080**	**4,603,920**	**4,603,920**
EXPENDITURES						
Principal	2,495,000	2,959,060	3,108,000	3,108,000	3,754,000	**3,754,000**
Interest	737,110	637,080	909,700	909,700	1,130,690	**1,130,690**
Other Charges	2,600	27,880	3,680	2,970	3,470	**3,470**
Total Expenditures	**3,234,710**	**3,624,020**	**4,021,380**	**4,020,670**	**4,888,160**	**4,888,160**
Excess of Revenues Over (Under) Expenditures	**69,070**	**(103,170)**	**136,430**	**162,410**	**(284,240)**	**(284,240)**
Beginning Fund Balance	**470,850**	**539,920**	**436,750**	**436,750**	**599,160**	**599,160**
Ending Fund Balance	**$539,920**	**$436,750**	**$573,180**	**$599,160**	**$314,920**	**$314,920**
LIMITED TAX GENERAL OBLIGATION DEBT FUND						
REVENUES						
Transfer from General Fund	$3,028,820	$2,955,610	$2,958,360	$2,958,360	$2,962,360	**$2,962,360**
Total Revenues	**3,028,820**	**2,955,610**	**2,958,360**	**2,958,360**	**2,962,360**	**2,962,360**
EXPENDITURES						
Principal	1,770,000	1,445,000	1,520,000	1,520,000	1,600,000	**1,600,000**
Interest	1,257,810	1,509,610	1,437,360	1,437,360	1,361,360	**1,361,360**
Other Charges	1,000	1,000	1,000	1,000	1,000	**1,000**
Total Expenditures	**3,028,810**	**2,955,610**	**2,958,360**	**2,958,360**	**2,962,360**	**2,962,360**
Excess of Revenues Over (Under) Expenditures	**10**	**0**	**0**	**0**	**0**	**0**
Beginning Fund Balance	**290**	**300**	**300**	**300**	**300**	**300**
Ending Fund Balance	**$300**	**$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 $8,437,520 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 from 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 2022/23, revenues generated from Other Financing Sources represent 90.8% of total Debt Service revenues, an increase of $434,240. Transfers from the General Fund to the Limited Tax General Obligation Debt Fund increased $4,000 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 $430,240 as a result of the issuance of a new 2022 MTF bond and higher scheduled principal payments on all existing MTF bond issues.

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 2022/23, a total of $40,540 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 2020/21 fiscal year.

OTHER REVENUE

Other Revenue consists of revenue from Interest on Investments and Special Assessment revenue. In the 2022/23 Budget, Other Revenues represent 1.9% of total Debt Service revenues, an increase of $15,870. This increase is primarily due to 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 2022/23, the millage rate is 0.1096 mills, a decrease of 0.0054 mills.

In 2022/23, Public Improvement Tax revenue represents 6.8% of total Debt Service revenues, a decrease of $1,990. This decrease is due to a lower debt payment 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 2022/23 Budget, expenditures exceed revenues by $279,490. A drawdown of funds is planned for debt payments in the Road Bond Debt Retirement Fund.■

DEBT SERVICE FUNDS
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
	TAXES						
404000	City Operating Tax	$600	0.01	$0	0.00	**$600**	**0.01**
404001	Property Tax Refunds	(3,260)	(0.05)	(2,800)	(0.04)	**(3,500)**	**(0.04)**
415000	Delinquent Personal Property Tax	500	0.01	500	0.01	**500**	**0.01**
445000	Penalties & Interest	810	0.01	700	0.01	**500**	**0.01**
	Total Taxes	**(1,350)**	**(0.02)**	**(1,600)**	**(0.02)**	**(1,900)**	**(0.01)**
	OTHER FINANCING SOURCES						
698100	Bond Proceeds - Refunding Issue	973,000	13.83	0	0.00	**0**	**0.00**
699101	Transfer From General Fund	2,970,610	42.21	2,958,360	38.38	**2,962,360**	**36.31**
699202	Transfer From Major Road Fund	2,389,260	33.96	4,017,700	52.13	**4,447,940**	**54.52**
	Total Other Financing Sources	**6,332,870**	**90.00**	**6,976,060**	**90.51**	**7,410,300**	**90.83**
	STATE & LOCAL RETURNS						
529004	Federal - Interest Rebates	16,150	0.23	0	0.00	**0**	**0.00**
573386	Personal Property Tax Reimbursement	37,700	0.54	38,100	0.49	**40,540**	**0.50**
	Total State & Local Returns	**53,850**	**0.77**	**38,100**	**0.49**	**40,540**	**0.50**
	OTHER REVENUE						
665000	Interest on Investments	640	0.01	600	0.01	**150**	**0.00**
672000	Special Assessment Revenue	99,700	1.42	102,680	1.33	**114,680**	**1.41**
672665	Special Assessment Interest	42,340	0.60	36,930	0.48	**41,250**	**0.50**
	Total Other Revenue	**142,680**	**2.03**	**140,210**	**1.82**	**156,080**	**1.91**
	PUBLIC IMPROVEMENTS TAX						
419000	Proposal F Debt Levy	508,130	7.22	555,000	7.20	**553,010**	**6.77**
	Total Public Improvements Tax	**508,130**	**7.22**	**555,000**	**7.20**	**553,010**	**6.77**
	Total Debt Service Funds	**$7,036,180**	**100.00**	**$7,707,770**	**100.00**	**$8,158,030**	**100.00**

Note: The 2020-2021 Actual Column is rounded to the nearest $10.

DEBT SERVICE FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
	OTHER CHARGES						
810000	Other Fees	$29,380	0.41	$5,180	0.07	**$4,970**	**0.06**
	Total Other Charges	**29,380**	**0.41**	**5,180**	**0.07**	**4,970**	**0.06**
	DEBT SERVICE						
992000	Principal	4,005,000	55.90	5,193,000	68.63	**5,929,000**	**70.27**
992100	Principal - Refunded Escrow Agent	954,050	13.31	0	0.00	**0**	**0.00**
993000	Interest	2,170,040	30.28	2,368,730	31.30	**2,503,550**	**29.67**
993100	Interest - Paid to Ref Escrow	7,210	0.10	0	0.00	**0**	**0.00**
	Total Debt Service	**7,136,300**	**99.59**	**7,561,730**	**99.93**	**8,432,550**	**99.94**
	Total Debt Service Funds	**$7,165,680**	**100.00**	**$7,566,910**	**100.00**	**$8,437,520**	**100.00**

Note: The 2020-2021 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+

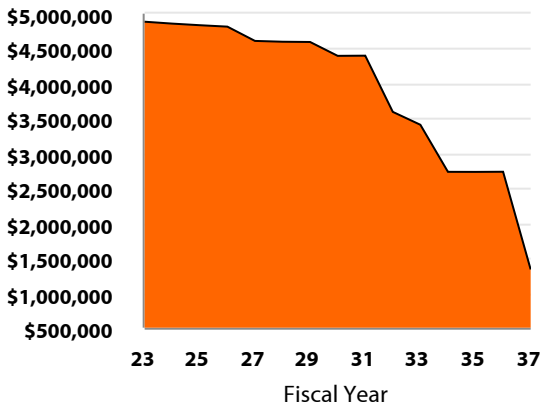
Only three of our comparable communities have a higher bond rating than Sterling Heights. Sterling Heights maintains a high Aa2 rating from Moody's and an AA rating from Fitch Investor's Rating Service due to the City's low costs and proactive response to changing economic conditions. Two recent bond 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.	Grand Rapids	$3,029
2.	Dearborn	$2,508
3.	Ann Arbor	$2,343
4.	Southfield	$1,900
5.	Lansing	$1,366
6.	**STERLING HEIGHTS**	**$1,325**
7.	Warren	$1,148
8.	Farmington Hills	$794
9.	Livonia	$394
10.	Troy	$274

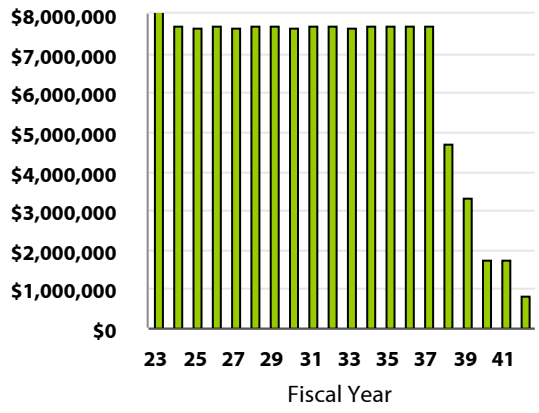
City debt per capita increased due to the issuance of an $18 million MTF bond to fund phase I of the Mound Road reconstruction and a $15 million Capital Improvement bond to fund the water and sewer infrastructure under Mound Road. However, the City is still at only 25.5% of the legal debt limit.

Annual Debt Payments Road Bonds



Road Bond Debt payments will increase in 2023 due to the issuance of the second MTF Bond to cover the City's share of the Mound Road total reconstruction. The 2022 MTF bond is scheduled to be retired in 2037.

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. General Obligation Debt will increase in 2023 due to the issuance of a $12 million Capital Improvement bond to fund replacement water meters for all customers.

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 fiscal year 2022/23, principal and interest payments for Proposal F total $586,500. This will be the last payment on this debt issuance, which will be retired at the end of the fiscal year.■

Did you know…
…the 2008 Proposal F bond is the last remaining voter approved millage and will be retired in the 2022/23 fiscal year, eliminating this millage?

Voted Tax General Obligation Debt Fund

SUMMARY OF BUDGET CHANGES

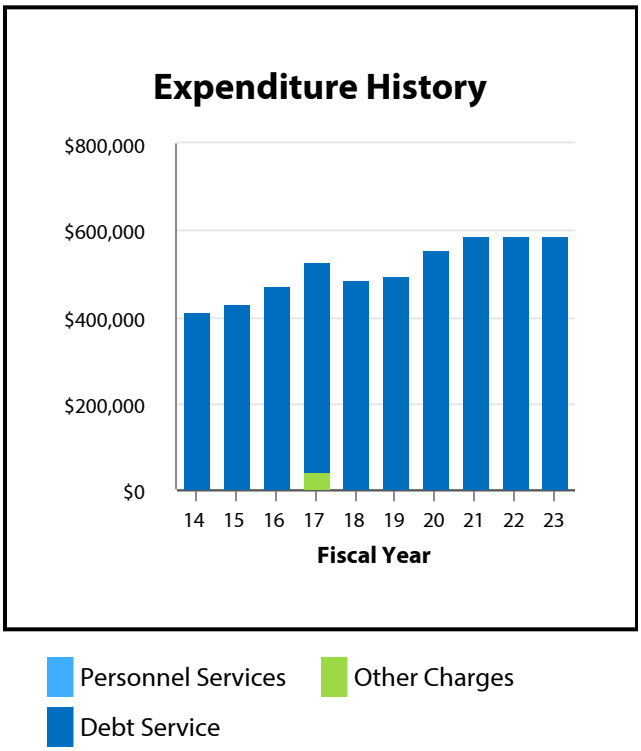
SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 0.0%.

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 decreased $170 or 0.03% due to a slightly lower payment on the 2017 Fire Station Improvements refunding bond. This will be the final payment on this debt which is scheduled to be retired in fiscal year 2022/23.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	500	500	500	500	500
Debt Service	585,550	586,670	586,670	586,500	586,500
Total	$586,050	$587,170	$587,170	$587,000	$587,000

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 2022/23, 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 2022/23 totals $4,884,690, which is comprised of $3,754,000 toward principal and $1,130,690 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 second of two bonds to finance the City's portion of the total Mound Road Reconstruction is scheduled to be sold in the spring of 2022. The debt service related to this bond is included in the 2022/23 fiscal year budget.

The final principal and interest payment to retire the 2013 MTF refunding bond was made in the 2021/22 fiscal year.

The principal and interest payments for road bond projects are amortized based on the estimated total cost of the project times the interest rate for a fixed period of time - usually 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 is issuing the second of two road bonds in the spring of 2022 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

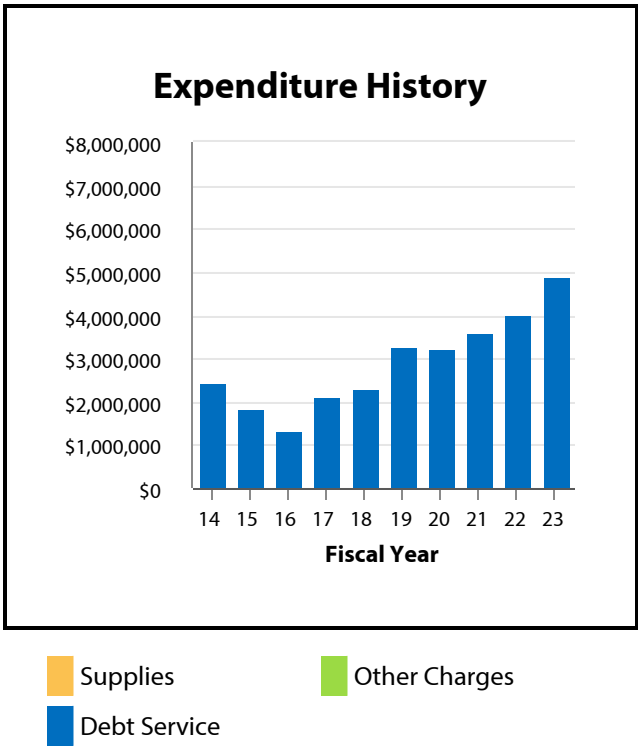
SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 21.6%.

Supplies - There is no Supplies budget for this fund.

Other Charges - Total Other Charges decreased $210 or 5.7% due to a drop in bond paying agent fees, as one MTF bond was retired in the prior year. The decrease was partially offset by an increase due to the anticipated issuance of a $16.85 million 2022 MTF bond for the Mound Road total reconstruction in the spring of 2022.

Debt Service - Total Debt Service increased $866,990 or 21.6%. Total principal payments increased $646,000 as a result of the new 2022 MTF bond and higher principal payments on all existing MTF bond issues. The increase was partially offset by a decrease due to the retirement of the 2013 MTF bond. Total interest payments increased $220,990 also due to the new 2022 MTF bond issue. The increase was partially offset by lower interest payments on all existing bonds.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Supplies	$0	$0	$0	$0	$0
Other Charges	27,880	3,680	2,970	3,470	3,470
Debt Service	3,596,130	4,017,700	4,017,700	4,884,690	4,884,690
Total	$3,624,010	$4,021,380	$4,020,670	$4,888,160	$4,888,160

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 2022/23 fiscal year total $1,377,360.

In the spring of 2019, a $25 million Capital Improvement Bond was issued to finance the construction of a new Department of Public Works facility. This debt is scheduled to be retired in fiscal year 2038/39. Debt payments in the 2022/23 fiscal year total $1,584,000. ■

Did you know…
…the bonds issued to finance the facilities improvements and the DPW Building are the only bonds that are paid using the General Fund? All other City debt has a dedicated funding source.

Limited Tax General Obligation Fund

SUMMARY OF BUDGET CHANGES

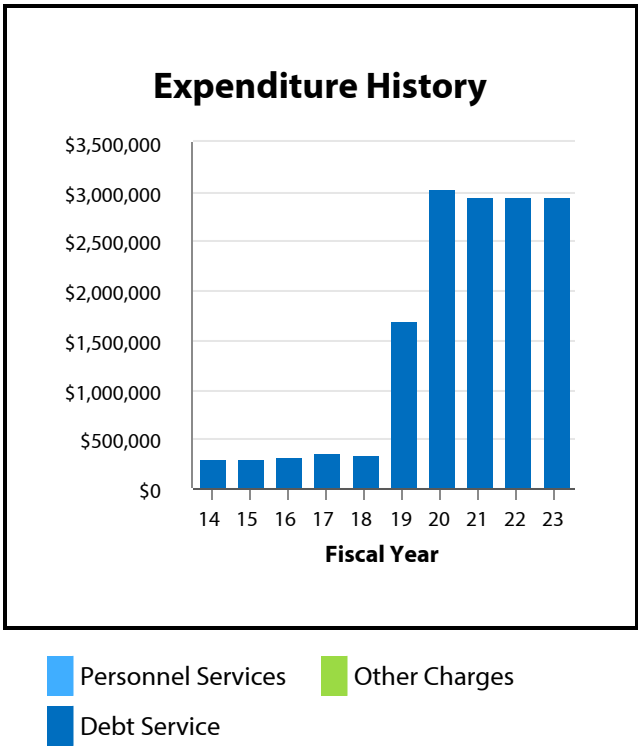
SIGNIFICANT NOTES – 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

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 $4,000 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

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	1,000	1,000	1,000	1,000	1,000
Debt Service	2,954,610	2,957,360	2,957,360	2,961,360	2,961,360
Total	$2,955,610	$2,958,360	$2,958,360	$2,962,360	$2,962,360

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	2019/20 Actual	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Budget
CAPITAL PROJECTS FUND						
REVENUES						
State & Local Returns	$462,960	$701,520	$15,000	$15,000	$110,000	**$110,000**
Other Revenue	2,620,040	1,241,560	912,170	1,242,450	770,430	**770,430**
Proceeds Long-Term Debt	24,919,320	0	0	0	0	**0**
Transfer from General Fund	4,878,840	5,338,130	4,510,450	4,510,450	5,244,630	**5,244,630**
Total Revenues	**32,881,160**	**7,281,210**	**5,437,620**	**5,767,900**	**6,125,060**	**6,125,060**
EXPENDITURES						
Capital Equipment	805,530	688,170	1,383,700	1,369,220	616,400	**616,400**
Capital Equipment - IT	519,430	1,691,060	293,950	293,950	541,160	**541,160**
Capital Vehicles	1,598,870	1,492,880	2,017,570	2,034,570	2,069,700	**2,069,700**
Capital Projects	17,699,940	11,277,550	7,514,410	8,124,290	2,882,370	**2,882,370**
Other Charges	222,520	0	0	0	0	**0**
Total Expenditures	**20,846,290**	**15,149,660**	**11,209,630**	**11,822,030**	**6,109,630**	**6,109,630**
Rev. Over (Under) Expend.	**12,034,870**	**(7,868,450)**	**(5,772,010)**	**(6,054,130)**	**15,430**	**15,430**
Beginning Fund Balance	**4,461,940**	**16,496,810**	**8,628,360**	**8,628,360**	**2,574,230**	**2,574,230**
Ending Fund Balance	**$16,496,810**	**$8,628,360**	**$2,856,350**	**$2,574,230**	**$2,589,660**	**$2,589,660**
FACILITIES IMPROVE. FUND						
REVENUES						
Federal & Other Rev Sources	$401,310	$3,896,400	$297,560	$298,070	$0	**$0**
Total Revenues	**401,310**	**3,896,400**	**297,560**	**298,070**	**0**	**0**
EXPENDITURES						
Other Charges	13,610	53,180	0	0	0	**0**
Capital Improvements	6,300,610	15,064,170	1,240,830	1,240,830	0	**0**
Total Expenditures	**6,314,220**	**15,117,350**	**1,240,830**	**1,240,830**	**0**	**0**
Rev. Over (Under) Expend.	**(5,912,910)**	**(11,220,950)**	**(943,270)**	**(942,760)**	**0**	**0**
Beginning Fund Balance	**18,078,390**	**12,165,480**	**944,530**	**944,530**	**1,770**	**1,770**
Ending Fund Balance	**$12,165,480**	**$944,530**	**$1,260**	**$1,770**	**$1,770**	**$1,770**
CLINTON RIVER REST. FUND						
REVENUES						
Transfer from General Fund	$0	$80,000	$0	$0	$0	**0**
Total Revenues	**0**	**80,000**	**0**	**0**	**0**	**0**
EXPENDITURES						
Other Charges	0	10,340	10,000	7,000	0	**0**
Capital Projects	0	51,800	0	0	0	**0**
Total Expenditures	**0**	**62,140**	**10,000**	**7,000**	**0**	**0**
Rev. Over (Under) Expend.	**0**	**17,860**	**(10,000)**	**(7,000)**	**0**	**0**
Beginning Fund Balance	**0**	**0**	**17,860**	**17,860**	**10,860**	**10,860**
Ending Fund Balance	**$0**	**$17,860**	**$7,860**	**$10,860**	**$10,860**	**$10,860**
ROAD BOND CONSTR. FUND						
REVENUES						
Other Revenue	$11,590	($3,530)	$30,000	$10,320	$10,000	**$10,000**
Proceeds Long-Term Debt	0	18,000,000	0	16,500,000	0	**0**
Bond Premiums	0	702,900	0	0	0	**0**
Total Revenues	**11,590**	**18,699,370**	**30,000**	**16,510,320**	**10,000**	**10,000**
EXPENDITURES						
Capital Improvements	1,293,260	862,120	14,637,930	14,637,930	18,000,000	**18,000,000**
Other Charges	0	163,040	0	0	0	**0**
Total Expenditures	**1,293,260**	**1,025,160**	**14,637,930**	**14,637,930**	**18,000,000**	**18,000,000**
Rev. Over (Under) Expend.	**(1,281,670)**	**17,674,210**	**(14,607,930)**	**1,872,390**	**(17,990,000)**	**(17,990,000)**
Beginning Fund Balance	**2,156,760**	**875,090**	**18,549,300**	**18,549,300**	**20,421,690**	**20,421,690**
Ending Fund Balance	**$875,090**	**$18,549,300**	**$3,941,370**	**$20,421,690**	**$2,431,690**	**$2,431,690**

STATE & LOCAL RETURNS

Revenue from Federal, State, and/or County grants is included in State and Local Returns. In fiscal year 2022/23, $110,000 is budgeted for an MEDC Election Enhancement grant to purchase election equipment and supplies, including security cameras for election drop boxes and a press printer for the printing of absentee ballots.

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 2022/23 Budget, revenues generated from Other Financing Sources represent 85.5% of total revenue sources, an increase of $494,180. The increase is due to a larger transfer from the General Fund to the Capital Projects Fund for the replacement of capital vehicles, equipment, and needed facility repairs.

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 2022/23 Budget, Other Revenues represent 12.7% of total revenue sources, a decrease of $219,300. This decrease is primarily due to a decrease in Reimbursements from the City's Sidewalk Gap and Replacement Programs, lower Interest on Investments, and the one-time allocation of DTE Energy rebates received in the prior 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 2022/23 Budget, use of fund balance as a revenue source totals $17,974,570. This is primarily due to a planned drawdown of reserves to fund the second portion of the Mound Road reconstruction project for which bond proceeds were received in the prior fiscal year.

Fund balance reserves across all Capital Project Funds total $5,033,980 and consist of $2,431,690 in the Road Bond Construction Fund for future year expenditures and $2,589,660 in the Capital Projects Fund, $1.3 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	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
	STATE & LOCAL RETURNS						
528000	Federal Revenue - Other	$633,460	2.11	$0	0.00	**$0**	**0.00**
529000	Federal Grant - Other	18,060	0.06	0	0.00	**0**	**0.00**
539002	State Grants	0	0.00	0	0.00	**110,000**	**1.79**
549000	County & Other Local Grants	50,000	0.17	15,000	0.26	**0**	**0.00**
	Total State & Local Returns	**701,520**	**2.34**	**15,000**	**0.26**	**110,000**	**1.79**
	OTHER FINANCING SOURCES						
698000	Proceeds Long-Term Debt	18,000,000	60.08	0	0.00	**0**	**0.00**
698001	Bond Premiums	702,900	2.35	0	0.00	**0**	**0.00**
699101	Transfer from General Fund	9,093,850	30.36	4,750,450	82.40	**5,244,630**	**85.49**
	Total Other Financing Sources	**27,796,750**	**92.79**	**4,750,450**	**82.40**	**5,244,630**	**85.49**
	OTHER REVENUE						
665000	Interest on Investments	198,540	0.66	40,000	0.70	**12,500**	**0.20**
665003	Interest - Bonds	13,450	0.04	0	0.00	**0**	**0.00**
665445	Interest & Penalties - Tax Roll	40	0.00	0	0.00	**0**	**0.00**
672000	Special Assessment Revenue	10,650	0.04	1,940	0.03	**14,000**	**0.23**
672665	Special Assessment Interest	340	0.00	230	0.00	**13,930**	**0.23**
676000	Reimbursements	740,980	2.47	800,000	13.88	**640,000**	**10.43**
677008	Unrealized Gain/Loss	116,610	0.39	0	0.00	**0**	**0.00**
685015	Miscellaneous Revenue - MCPWC	343,580	1.15	100,000	1.73	**100,000**	**1.63**
687000	Refunds & Rebates	34,520	0.12	57,560	1.00	**0**	**0.00**
	Total Other Revenue	**1,458,710**	**4.87**	**999,730**	**17.34**	**780,430**	**12.72**
	Total Capital Projects Funds	**$29,956,980**	**100.00**	**$5,765,180**	**100.00**	**$6,135,060**	**100.00**

Note: The 2020-2021 Actual Column is rounded to the nearest $10.

CAPITAL PROJECT FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual Dollars	%	2021-2022 Budget Dollars	%	2022-2023 Budget Dollars	%
	OTHER CHARGES						
810000	Other Fees	$163,040	0.52	$0	0.00	**$0**	**0.00**
826000	Contracted Services	17,660	0.06	10,000	0.04	**0**	**0.00**
945000	Other Rental	45,870	0.15	0	0.00	**0**	**0.00**
	Total Other Charges	**226,570**	**0.73**	**10,000**	**0.04**	**0**	**0.00**
	CAPITAL OUTLAY						
975000	Building & Improvements	17,625,320	56.21	1,631,490	6.02	**320,000**	**1.39**
975010	Municipal Building Modernization	0	0.00	345,590	1.28	**110,000**	**0.48**
975020	Library Renovations	0	0.00	0	0.00	**43,900**	**0.19**
975030	DPW Building	7,796,660	24.87	3,841,590	14.18	**0**	**0.00**
975040	DPW Storage Facilities	6,000	0.02	109,000	0.40	**0**	**0.00**
975210	Fire Station Renovations	21,570	0.07	97,500	0.36	**0**	**0.00**
975220	Misc. Fire Station Improvements	73,900	0.24	202,000	0.75	**241,800**	**1.05**
979000	Computer Equipment	994,450	3.17	136,260	0.50	**400,000**	**1.73**
979100	Financial System - Software	549,360	1.75	0	0.00	**0**	**0.00**
979150	Financial System - Hardware	188,200	0.60	54,000	0.20	**52,300**	**0.23**
979305	Police Department - Equipment	0	0.00	10,600	0.04	**0**	**0.00**
979320	Police Department - Car Computers	65,190	0.21	85,970	0.32	**88,860**	**1.27**
979800	Fire Department - Software	15,940	0.05	7,120	0.03	**0**	**0.00**
981000	Electronic Equipment	0	0.00	28,450	0.10	**0**	**0.00**
981001	Electronic Equipment - Grant	16,960	0.05	0	0.00	**0**	**0.00**
982000	Machinery & Equipment	597,240	1.90	977,840	3.61	**516,400**	**2.24**
982001	Machinery & Equipment - Grant	3,870	0.01	135,800	0.50	**0**	**0.00**
984000	Vehicles	47,490	0.15	24,500	0.09	**36,000**	**0.16**
984265	Vehicles - Facilities Maintenance	0	0.00	72,000	0.27	**50,000**	**0.22**
984315	Vehicles - Police Operations	298,820	0.95	1,007,090	3.72	**558,000**	**2.42**
984337	Vehicles - Fire Administration	0	0.00	32,370	0.12	**36,000**	**0.16**
984338	Vehicles - Fire Transport	0	0.00	199,800	0.74	**170,000**	**0.74**
984339	Vehicles - Fire Extinguishment	659,850	2.10	0	0.00	**675,700**	**2.93**
984341	Vehicles - Fire Prevention	23,750	0.08	32,310	0.12	**72,000**	**0.31**
984412	Vehicles - Building	0	0.00	0	0.00	**26,000**	**0.11**
984417	Vehicles - Neighborhood Services	0	0.00	24,500	0.09	**0**	**0.00**
984444	Vehicles - Street Services	357,630	1.14	576,000	2.13	**386,000**	**2.95**
984447	Vehicles - Engineering	0	0.00	24,500	0.09	**0**	**0.00**
984553	Vehicles - Fleet Maintenance	24,500	0.08	0	0.00	**0**	**0.00**
984752	Vehicles - Parks & Recreation	80,830	0.26	24,500	0.09	**60,000**	**0.26**
986000	Major Drain Improvements	393,140	1.25	539,900	1.99	**110,000**	**0.48**
987000	Public Art	70,100	0.22	241,610	0.89	**100,000**	**0.43**
988000	Construction	101,060	0.32	1,939,140	7.15	**2,056,670**	**8.91**
988278	Clinton River Restoration	51,800	0.17	0	0.00	**0**	**0.00**
988291	M59 Regional Median Improvements	155,660	0.50	19,860	0.07	**0**	**0.00**
988303	2018 Sidewalk Gap Program	11,400	0.04	38,800	0.14	**0**	**0.00**
988326	Mound Resurf - 14 Mile to 18 Mile	13,310	0.04	6,690	0.02	**0**	**0.00**
988335	Sterling Relief Drain	112,920	0.36	0	0.00	**0**	**0.00**
988344	Mound Reconstruction I696 to M59	685,780	2.19	14,598,750	53.86	**18,000,000**	**77.98**
988350	2019 Sidewalk Replacement Program	32,610	0.10	0	0.00	**0**	**0.00**

CAPITAL PROJECT FUNDS
EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2020-2021 Actual		2021-2022 Budget		2022-2023 Budget	
		Dollars	%	Dollars	%	Dollars	%
988354	14 Mile Resurfacing Deq.to Ryan	7,370	0.02	12,630	0.05	**0**	**0.00**
988368	Fire St #3 Parking Lot Reconstruction	36,590	0.12	0	0.00	**0**	**0.00**
988384	Takoma Park Subdivision Pond Study	8,470	0.03	10,230	0.04	**0**	**0.00**
	Total Capital Outlay	**31,127,740**	**99.27**	**27,088,390**	**99.96**	**24,109,630**	**100.00**
	Total Capital Projects Fund	**$31,354,310**	**100.00**	**$27,098,390**	**100.00**	**$24,109,630**	**100.00**

Note: The 2020-2021 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.

Creating a separate fund to account for capital projects, vehicles and equipment, provides 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 2022/23 totals $6,109,630. Of the total, $2,882,370 is to fund the following improvement projects for facilities and/or infrastructure:

- Library Elevator Modernization ($110,000)
- Nature Center Roofing System ($175,000)
- HVAC Replacement at Fire Station #5 ($241,800)
- Installation of HVAC Controls at the Community Center ($50,000)
- Additional Security Gates behind the Police Department ($70,000)
- Library Shelving End-Panel Replacement ($32,400)
- Library Interior Sliding Door ($11,500)
- Carpet Replacement in the City Council Chambers ($25,000)
- Joint Sealing of Municipal Parking Lots ($150,000)
- Retention Pond Fence Replacements and Repairs ($100,000)
- Stormwater Pump Station Repairs ($93,000)
- Delia Park South Parking Lot Replacement ($300,000)
- Magnolia Park Tennis Court Resurfacing ($30,000)
- Baumgartner Ballpark Reconstruction ($33,670)
- Drain Improvements - County ($100,000)
- Drain Improvements - Miscellaneous ($10,000)
- 2022 Sidewalk Gap Program ($450,000)
- 2022 Sidewalk Repair Program ($900,000)

Capital equipment and information technology improvements total $1,157,560 and are detailed in the General Fund activity in which the capital will be utilized. Capital vehicles total $2,069,700 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 proposed capital expenditures include the replacement of a 14-year old Fire Pumper?

Capital Projects Fund

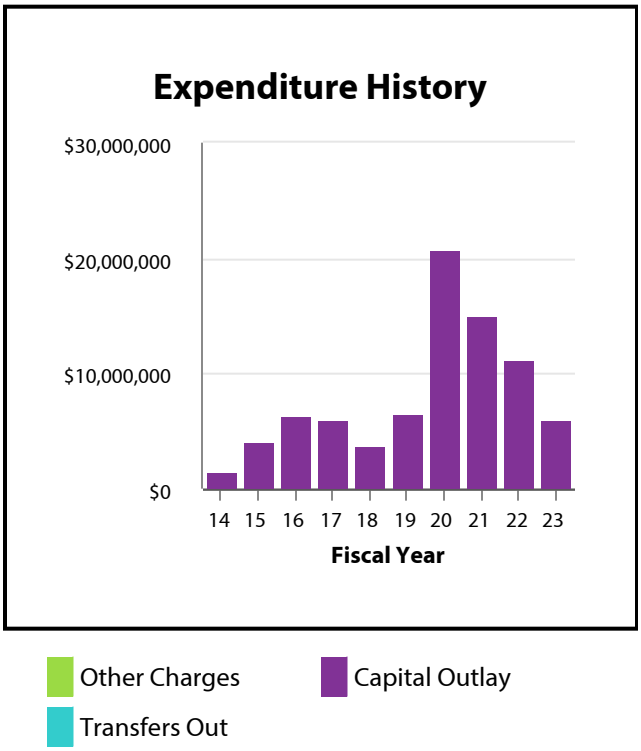
SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES - 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 45.5%.

Capital – Total Capital of $6,109,630 is proposed. $616,400 is for capital equipment, $2,069,700 for capital vehicles, and $541,160 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, eighteen (18) Capital Projects totaling $2,882,370 are proposed:

- Nature Center Roofing System ($175,000)
- Community Center HVAC Controls ($50,000)
- Council Chambers Carpet Replacement ($25,000)
- Additional Security Gates behind Police Department ($70,000)
- Library Elevator Modernization ($110,000)
- Library Shelving End Panel Replacement ($32,400)
- Library Interior Sliding Door ($11,500)
- Fire Station #5 HVAC Replacement ($241,800)
- Retention Pond Fence Replacements and Repairs ($100,000)
- Stormwater Pump Station Repairs ($93,000)
- Delia Park South Parking Lot Replacement ($300,000)
- Magnolia Park Tennis Court Resurfacing ($30,000)



- Baumgartner Ballpark Reconstruction ($33,670)
- Municipal Parking Lot Sealing ($150,000)
- 2022 Sidewalk Gap Program ($450,000)
- 2022 Sidewalk Repair Program ($900,000)
- Drain Improvements - County ($100,000)
- Drain Improvements - Miscellaneous ($10,000)

For a list of all Capital Equipment, Vehicles, and Projects, please refer to the schedules on the following pages.

FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Other Charges	$0	$0	$0	$0	$0
Capital Outlay	15,149,640	11,209,630	11,822,030	6,109,630	6,109,630
Transfers Out	0	0	0	0	0
Total	$15,149,640	$11,209,630	$11,822,030	$6,109,630	$6,109,630

Facilities Improvement Fund

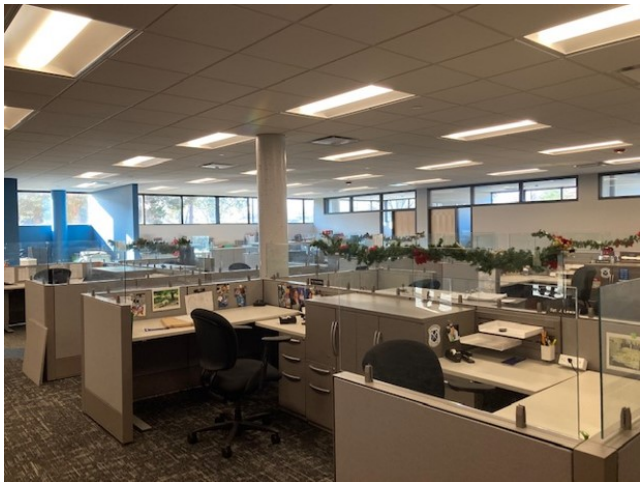
The Facilities Improvement Fund is a temporary fund to account for the proceeds and expenditures of a $20 million Capital Improvement Bond issued in the Spring of 2018 to finance facilities infrastructure improvements for City Hall, the 41-A District Court, the Public Library and the Police Department.

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 2021/22 fiscal year. After which, this fund will be closed.■











Did you know…
…the City held an open house in August 2021 to showcase the facility improvements?

Facilities Improvement Fund

SUMMARY OF BUDGET CHANGES

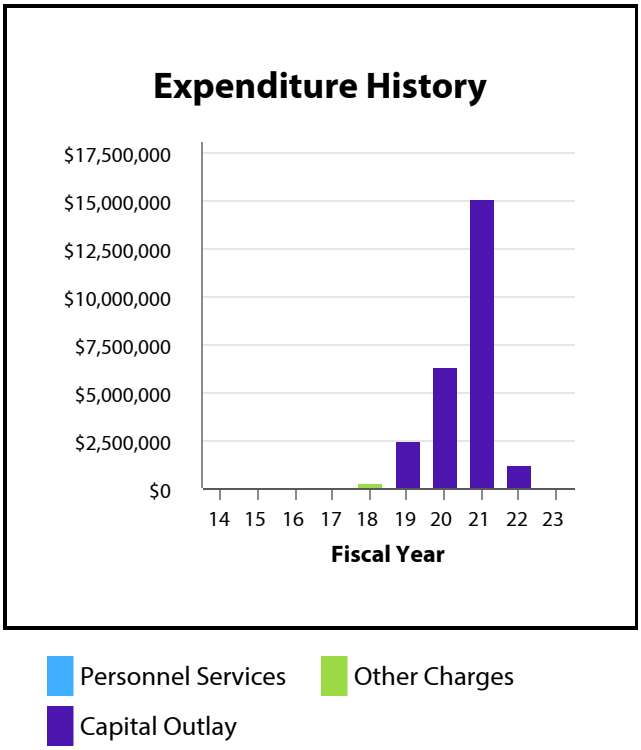
SIGNIFICANT NOTES - 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

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 proposed for this fund. The current year budget includes $1,240,830 for the final project costs of the facilities infrastructure improvements at City Hall, the 41-A District Court, Public Library, and Police Department. 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. Information technology improvements were completed in the 2020/21 fiscal year and all infrastructure improvements are anticipated to be completed in the 2021/22 fiscal year.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	53,180	0	0	0	0
Capital Outlay	15,064,170	1,240,830	1,240,830	0	0
Total	$15,117,350	$1,240,830	$1,240,830	$0	$0

Clinton River Restoration Fund

SUMMARY OF BUDGET CHANGES

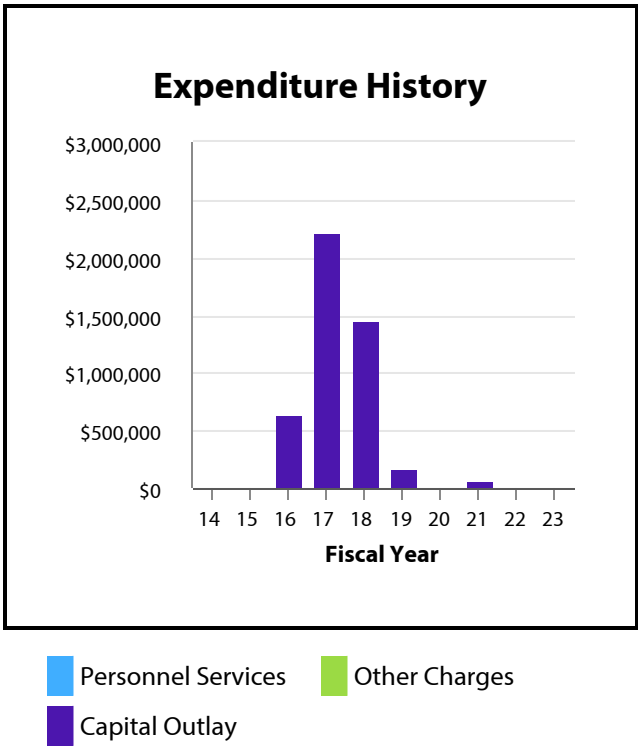
SIGNIFICANT NOTES - 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 100.0%.

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

Other Charges - Total Other Charges decreased $10,000 or 100%, as the current year budget was amended to reappropriate $10,000 for the completion of a Clinton River assessment to identify future improvement projects. Future annual river assessments are now funded in the Neighborhood Services Office.

Capital - There is no Capital proposed for this fund.



FUNDING LEVEL SUMMARY

	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Personnel Services	$0	$0	$0	$0	$0
Other Charges	10,340	10,000	7,000	0	0
Capital Outlay	51,800	0	0	0	0
Total	$62,140	$10,000	$7,000	$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.

INNOVATE MOUND
Developing a State-of-the-Art Corridor

In fiscal year 2022/23, $18,000,000 is funded for the continuation 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 was sold in the spring of 2021 to begin funding the City's share. A second bond will be sold in the spring of 2022.

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 paving for the Mound Road Reconstruction project is scheduled to be completed over two construction seasons in 2022 and 2023? The phase line is north of 15 Mile Road and paving will progress north to south from M-59 to I-696. Additional information on this project can be found at www.innovatemound.org.

Road Bond Construction Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES - 2022/23 BUDGET COMPARED TO PRIOR YEAR BUDGET

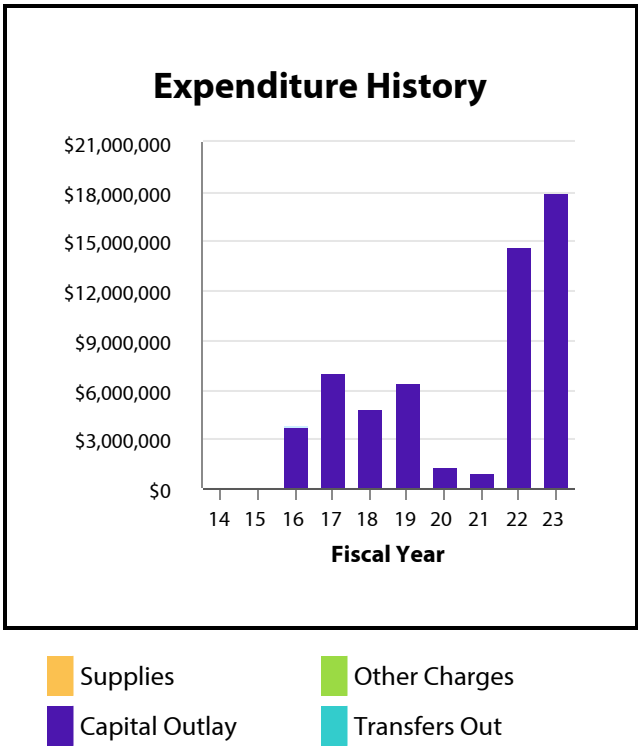
The total budget increased by 23.0%.

Supplies – There is no Supplies budget for this fund.

Other Charges – There is no Other Charges budget for this fund.

Capital - Total Capital of $18,000,000 is proposed for this fund. The entire amount is for the continuation 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

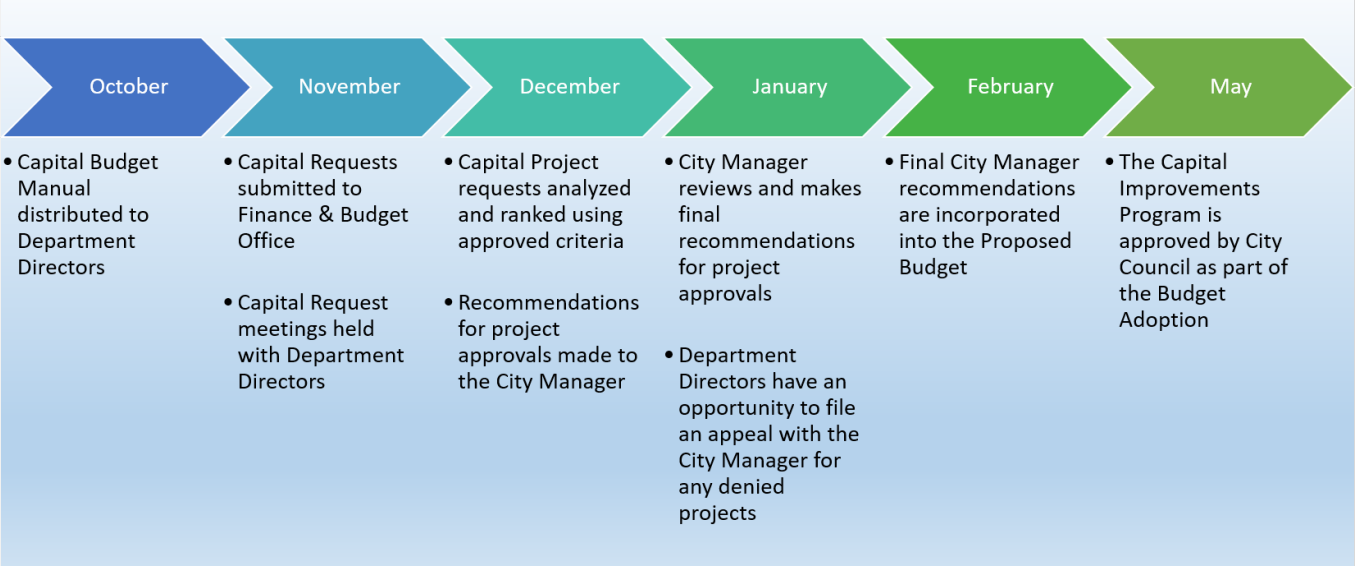
	2020/21 Actual	2021/22 Budget	2021/22 Estimate	2022/23 Proposed	2022/23 Approved
Supplies	$0	$0	$0	$0	$0
Other Charges	163,040	0	0	0	0
Capital Outlay	862,120	14,637,930	14,637,930	18,000,000	18,000,000
Transfers Out	0	0	0	0	0
Total	$1,025,160	$14,637,930	$14,637,930	$18,000,000	$18,000,000

Capital Improvements Program

Since Sterling Heights was incorporated as a city on July 1, 1968, it has proudly followed its motto "To Strive on Behalf of All". Its 36.8 square miles makes Sterling Heights the third largest city in Michigan geographically. Fifty-four (54) years after its incorporation, the City has matured into a community serving approximately 134.346 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.

Based on the five-year financial forecast previously 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 reviews all submissions and makes final recommendations in December for inclusion



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. in the following year's proposed budget document. City Council then approves the Capital program as part of the annual budget adoption in May.

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 Plan.
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 2022/23, the City's total capital funding is $44,676,480. Of the total, $40,534,070 is budgeted for improvements, $805,550 is for equipment, $2,795,700 is for vehicles, and $541,160 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 2022/23 is $2,882,370.

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 2022/23, as all remaining 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. There are no planned projects in 2022/23. Future annual river assessments are now funded in the Neighborhood Services Office.

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 2022/23, the budgeted expenditures total $18,000,000.

Gas & Weight tax revenue received in the Major Road Fund is used for construction, maintenance and other operations pertaining to all streets classified as "major" within the City. These revenues are generated by the tax on gasoline & vehicle sales. Funds are distributed to each community based on population, miles, and classification of road types and are commonly referred to as Act 51 Funds. Major Road Fund street improvements totaling $6,800,000 are budgeted for fiscal year 2022/23.

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 $5,200,000 are budgeted for fiscal year 2022/23.

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 2022/23, there are no improvement projects budgeted in this fund.

The Community Development Block Grant Fund has been used in constructive ways in prior years for the development of the community. In 2022/23, $856,700 is budgeted for Senior Center restroom renovations, phase II of the LED lighting replacement project at the Senior Center, concrete reconstruction of Malibu Drive, and concrete replacement on Bonneville Road.

The American Rescue Plan Act Fund is a temporary fund created to account for the funds received from the American Rescue Plan and the expenditures for projects approved under the City's ARPA Action Plan. In 2022/23, $5,500,000 is allocated for the resurfacing of Plumbrook Road from Utica Road to Van Dyke Avenue and concrete repairs on Ryan Road from 14 Mile Road to Metropolitan Parkway.

The Corridor Improvement Authority Fund is used to account for public improvements that are made utilizing tax increment financing. For 2022/23, $500,000 is budgeted for the acquisition of property commensurate with the Van Dyke Avenue Master Plan.

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 2022/23, $795,000 is budgeted for the reconstruction of Brentwood Drive and district signage on Center Drive and Sterling Ponds Boulevard.

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. In the current fiscal year, bond proceeds will fund projects totaling $25,896,430. There are no new projects budgeted for fiscal year 2022/23.■

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 2021/22	Estimate 2021/22	Qty.	Proposed Budget 2022/23	Qty.	Approved Budget 2022/23	Dept. Request 2023/24	Dept. Request 2024/25	Dept. Request 2025/26
City Administration Department												
City Clerk (403.170.216)												
Extra High Capacity Letter Opener (Grant funded)	982.000	Machinery & Equip.				2	9,000	2	9,000			
Xante En/Press Printer (Grant funded)	982.000	Machinery & Equip.				1	23,000	1	23,000			
Security Cameras for Election Drop Boxes and C/R Storage (Grant funded)	982.000	Machinery & Equip.				1	50,000	1	50,000			
Election Center Printer (Grant funded)	982.000	Machinery & Equip.				1	4,000	1	4,000			
ADA Ballot Containers (Grant funded)	982.000	Machinery & Equip.				60	12,000	60	12,000			
Total City Administration Department			**0**	**$0**	**$0**	**65**	**$98,000**	**65**	**$98,000**	**$0**	**$0**	**$0**
Public Library Department (403.780.792)												
3D Printer	982.000	Machinery & Equip.	1	2,800	2,800							
Total Public Library Department			**1**	**$2,800**	**$2,800**	**0**	**$0**	**0**	**$0**	**$0**	**$0**	**$0**
Police Department												
Police Investigations (403.301.310)												
Binoculars	982.000	Machinery & Equip.	15	6,450	6,450							
Total Police Investigations			***15***	***$6,450***	***$6,450***	***0***	***$0***	***0***	***$0***	***$0***	***$0***	***$0***
Police Operations (403.301.315)												
800 mhz Radios	982.000	Machinery & Equip.		4,890	4,890							
Stalker RLR Lidar handheld speed measuring	982.000	Machinery & Equip.	10	29,030	29,030	10	27,450	10	27,450			
Red Dot Sight System (50% of Cost)	982.000	Machinery & Equip.		5,070	5,070							
NOPTIC Camera	982.000	Machinery & Equip.	3	9,800	9,800							
SRT Charging Stations/Batteries (Grant Funded)	982.001	Machinery & Equip.	4	7,100	7,100							
Vehicle Insert for Temp K9 Car	982.001	Machinery & Equip.	1	3,700	3,700							
Watch Guard In-Car Cameras + Body Cams	982.000	Machinery & Equip.	50	251,390	251,390							
Watch Guard In-Car Cameras + Body Cams (Grant)	982.001	Machinery & Equip.	50	125,000	125,000							
Night Vision Monocular	982.000	Machinery & Equip.	3	3,800	3,800							
Ballistic Helmet w/Riot Face Shield	982.000	Machinery & Equip.	81	24,500	24,240	71	21,500	71	21,500			
Cellebrite Digital Forensic License	982.000	Machinery & Equip.				1	10,100	1	10,100			
Sniper Rifle - SRT	982.000	Machinery & Equip.				1	7,350	1	7,350			
Total Police Operations			***202***	***$464,280***	***$464,020***	***83***	***$66,400***	***83***	***$66,400***	***$0***	***$0***	***$0***
Total Police Department			**217**	**$470,730**	**$470,470**	**83**	**$66,400**	**83**	**$66,400**	**$0**	**$0**	**$0**

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2021/22	Estimate 2021/22	Qty.	Proposed Budget 2022/23	Qty.	Approved Budget 2022/23	Dept. Request 2023/24	Dept. Request 2024/25	Dept. Request 2025/26
Fire Department												
Fire Administration (403.336.337)												
LifePak Batteries	982.000	Machinery & Equip.	15	6,100	6,100							
Water Rescue Craft	982.000	Machinery & Equip.	1	4,900	4,900							
LifePak CR2 AED	982.000	Machinery & Equip.	8	16,000	16,730							
Plymovent Diesel Exhaust System	982.000	Machinery & Equip.	4	20,000	20,000	5	55,000	5	55,000			
Quantifit 2 Respiratory Fit Testing System	982.000	Machinery & Equip.				1	10,200	1	10,200			
Total Fire Administration			*28*	*$47,000*	*$47,730*	*6*	*$65,200*	*6*	*$65,200*	*$0*	*$0*	*$0*
Fire Transport (403.336.338)												
Stryker Power Load System (Transport)	982.000	Machinery & Equip.	7	167,570	167,570							
Total Fire Transport			*7*	*$167,570*	*$167,570*	*0*	*$0*	*0*	*$0*	*$0*	*$0*	*$0*
Fire Extinguishment (403.336.339)												
Emergency Vehicle Preemption System	982.000	Machinery & Equip.	18	64,800	64,800							
SCBA Air Packs	982.000	Machinery & Equip.	16	107,600	107,600	16	97,600	16	97,600	14,000		
SCBA Bottles	982.000	Machinery & Equip.	1	4,130	4,130							
SCBA Air Cylinders	982.000	Machinery & Equip.	12	9,600	9,600							
Argus Thermal Imaging Camera	982.000	Machinery & Equip.	6	32,870	32,870							
LifePak 15 Cardiac Monitor/Defibrillator	982.000	Machinery & Equip.	1	32,800	31,960	1	39,000	1	39,000	39,000	41,000	
Blitz-Fire Remote Monitors	982.000	Machinery & Equip.	1	4,000	4,000	1	4,000	1	4,000			
Blow Hard Battery/AC/DC PPV Fans	982.000	Machinery & Equip.	5	25,000	21,480							
Ready-Rack Mobile Fire Hose Dryer	982.000	Machinery & Equip.										
Mobile Workbench	982.000	Machinery & Equip.										
Turnout Gear Replacement	982.000	Machinery & Equip.				10	26,000	10	26,000	26,000	30,000	34,000
Lucas CPR Device	982.000	Machinery & Equip.									20,000	
Stryker Cots	982.000	Machinery & Equip.								21,000	22,000	22,600
Total Fire Extinguishment			*60*	*$280,800*	*$276,440*	*28*	*$166,600*	*28*	*$166,600*	*$100,000*	*$113,000*	*$56,600*
Fire Prevention (403.336.341)												
OSCR 360 Camera	982.000	Machinery & Equip.	1	9,900	9,900							
Total Fire Prevention			*1*	*$9,900*	*$9,900*	*0*	*$0*	*0*	*$0*	*$0*	*$0*	*$0*
Total Fire Department			**96**	**$505,270**	**$501,640**	**34**	**$231,800**	**34**	**$231,800**	**$100,000**	**$113,000**	**$56,600**

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2021/22	Estimate 2021/22	Qty.	Proposed Budget 2022/23	Qty.	Approved Budget 2022/23	Dept. Request 2023/24	Dept. Request 2024/25	Dept. Request 2025/26
Public Works Department												
Street Services (403.440.444)												
Walk Behind Floor Sweeper	982.000	Machinery & Equip.	1	23,000	19,850							
Chipper	982.000	Machinery & Equip.				1	80,000	1	80,000	85,000		
Excavator	982.000	Machinery & Equip.								240,000		
Back Hoe	982.000	Machinery & Equip.									145,000	
Drill Press	982.000	Machinery & Equip.								5,000		
Kubota w/plow	982.000	Machinery & Equip.								30,000		
Stump Grinder	982.000	Machinery & Equip.									80,000	
Total Street Services			***1***	***$23,000***	***$19,850***	***1***	***$80,000***	***1***	***$80,000***	***$360,000***	***$225,000***	***$0***
Fleet Maintenance (403.440.553)												
Robinar Recovery & Service Machine	982.000	Machinery & Equip.	1	8,000	6,230							
Total Fleet Maintenance			***1***	***$8,000***	***$6,230***	***0***	***$0***	***0***	***$0***	***$0***	***$0***	***$0***
Total Public Works Department			**2**	**$31,000**	**$26,080**	**1**	**$80,000**	**1**	**$80,000**	**$360,000**	**$225,000**	**$0**
Community Relations Dept. (403.289.292)												
SHTV Video Cameras & Support Equipment	982.000	Machinery & Equip.	2	29,200	29,260							
SHTV Tripod Replacement	982.000	Machinery & Equip.	2	3,500	3,500							
Public Art	987.000	Public Art		241,610	241,610		100,000		100,000			
Total Community Relations Department			**4**	**$274,310**	**$274,370**	**0**	**$100,000**	**0**	**$100,000**	**$0**	**$0**	**$0**
41-A District Court (403.136.136)												
X-Ray Machine	982.000	Machinery & Equip.	1	28,450	23,940							
Total 41-A District Court			**1**	**$28,450**	**$23,940**	**0**	**$0**	**0**	**$0**	**$0**	**$0**	**$0**
Parks & Recreation Department (403.750.752)												
Farmstead Park Playground Refurbishment	982.000	Machinery & Equip.	1	4,790	4,790							
Cushman Transportation Cart	982.000	Machinery & Equip.	1	15,000	13,780							
Esports Arena	982.000	Machinery & Equip.	1	51,350	51,350							
Bobcat Tractor	982.000	Machinery & Equip.				1	34,000	1	34,000			
Recumbent Elliptical Machine	982.000	Machinery & Equip.				1	6,200	1	6,200			
Total Parks & Recreation Department			**3**	**$71,140**	**$69,920**	**2**	**$40,200**	**2**	**$40,200**	**$0**	**$0**	**$0**
Total Capital Projects Fund			**324**	**$1,383,700**	**$1,369,220**	**185**	**$616,400**	**185**	**$616,400**	**$460,000**	**$338,000**	**$56,600**

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2021/22	Estimate 2021/22	Qty.	Proposed Budget 2022/23	Qty.	Approved Budget 2022/23	Dept. Request 2023/24	Dept. Request 2024/25	Dept. Request 2025/26
Public Safety Forfeiture Fund												
Federal Justice Forfeitures (277.310.320)												
Drone Replacement	982.000	Machinery & Equip.	1	7,000	6,970							
Total Federal Justice Forfeitures			*1*	*$7,000*	*$6,970*	*0*	*$0*	*0*	*$0*	*$0*	*$0*	*$0*
State Forfeitures (277.320.322)												
K-9 Training Equipment	982.000	Machinery & Equip.	1	25,350	25,350							
Life Fitness Equipment	982.000	Machinery & Equip.	1	73,880	73,880							
Tasers w/Accessories	982.000	Machinery & Equip.	20	30,500	30,500	20	30,500	20	30,500			
Vehicle Radios & Radar Cables	982.000	Machinery & Equip.	5		28,510							
Handheld/Portable Alternate Light Source (Rofin Flare)	982.000	Machinery & Equip.				1	17,750	1	17,750			
TruNarc Narcotics Analyzer	982.000	Machinery & Equip.				1	30,900	1	30,900			
Weapons & Protective Gear	985.000	Weapons & Prot. Gear			18,430							
Total State Forfeitures			*27*	*$129,730*	*$176,670*	*22*	*$79,150*	*22*	*$79,150*	*$0*	*$0*	*$0*
Total Public Safety Forfeiture Fund			**28**	**$136,730**	**$183,640**	**22**	**$79,150**	**22**	**$79,150**	**$0**	**$0**	**$0**
Water & Sewer Fund												
Water Distribution (579.556.556)												
Backhoe Loader	982.000	Machinery & Equip.				1	110,000	1	110,000			
Total Water Distribution			*0*	*$0*	*$0*	*1*	*$110,000*	*1*	*$110,000*	*$0*	*$0*	*$0*
Sewage Collection (579.558.558)												
KISM Scada Sanitary Lift Stations	982.000	Machinery & Equip.	1	25,000	25,000							
Lift Station Pumps	982.000	Machinery & Equip.	2	90,000	90,000							
Cement Mixer	982.000	Machinery & Equip.								6,000		6,000
Mortar Mixer	982.000	Machinery & Equip.									8,000	
Power key	982.000	Machinery & Equip.								8,000	8,000	
Wheeled Excavator	982.000	Machinery & Equip.								275,000		
Hydro Seeder	982.000	Machinery & Equip.								10,000		
Total Sewage Collection			*3*	*$115,000*	*$115,000*	*0*	*$0*	*0*	*$0*	*$299,000*	*$16,000*	*$6,000*
Total Water & Sewer Fund			**3**	**$115,000**	**$115,000**	**1**	**$110,000**	**1**	**$110,000**	**$299,000**	**$16,000**	**$6,000**
Local Dev. Finance Auth. Fund (867.070.716)												
IT Hardware	982.000	Machinery & Equip.	1	24,000	24,000							
Total LDFA Fund			**1**	**$24,000**	**$24,000**	**0**	**$0**	**0**	**$0**	**$0**	**$0**	**$0**
Total City Equipment			**356**	**$1,659,430**	**$1,691,860**	**208**	**$805,550**	**208**	**$805,550**	**$759,000**	**$354,000**	**$62,600**

INFORMATION TECHNOLOGY CAPITAL PROGRAM

Activity Name	Acct.	Item Description	CURRENT CAPITAL BUDGET						FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2021/22	Estimate 2021/22	Qty.	Proposed Budget 2022/23	Approved Budget 2022/23	Dept. Request 2023/24	Dept. Request 2024/25	Dept. Request 2025/26
CAPITAL PROJECTS FUND											
Information Technology (403.170.258)											
Various	979.000	Phones for New Employees	16	1,600	1,600						
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						
41A District Court	979.000	Forms Printer	1	1,650	1,650						
Information Technology	979.000	Data Closet Upgrades	2	40,000	40,000	1	20,000	20,000			
Planning & Zoning	979.000	iPads Planning Commission & ZBA	17	27,230	27,230						
Parks & Recreation	979.000	Security Camera System - Dodge Park	1	38,000	38,000						
Information Technology	979.000	City Hall Firewall Replacement				1	131,500	131,500			
Information Technology	979.000	VSAN SSD Disks				32	120,000	120,000			
Information Technology	979.000	Network Switch Replacement							200,000		
Information Technology	979.000	VSAN Hardware Replacement								400,000	
Information Technology	979.000	Backup Storage									200,000
41A District Court	979.000	Replace Courtroom Audio				1	97,500	97,500			
Street Services	979.000	Sign Shop Printer & Software				1	19,000	19,000			
City Clerk	979.000	Election Inspector Management Software				1	12,000	12,000			
Various	979.150	Replacement Personal Computer	30	33,000	33,000	80	50,000	50,000	50,000	50,000	50,000
Various	979.150	Personal Computers/Laptops for New Employees	24	21,000	21,000						
Community Relations	979.150	Mac Computer Replacement				1	2,300	2,300			
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)	29	85,970	85,970	20	88,860	88,860			
Fire Prevention	979.800	MobileEyes Fire Inspection Software/Hardware	1	7,120	7,120						
Total Capital Projects Fund			**129**	**$293,950**	**$293,950**	**138**	**$541,160**	**$541,160**	**$250,000**	**$450,000**	**$250,000**
Public Safety Forfeiture Fund											
State Forfeitures (277.320.322)											
Police Operations	979.000	Dell Workstations & Case Cracker System	1	44,710	44,490						
Police Department	979.000	Dell Latitude Rugged Laptops	2	6,100	6,060						
Police Department	979.000	Computers and Modems (In-car)	5		24,850						
Total Public Safety Forf. Fund			**8**	**$50,810**	**$75,400**	**0**	**$0**	**$0**	**$0**	**$0**	**$0**

INFORMATION TECHNOLOGY CAPITAL PROGRAM

Activity Name	Acct.	Item Description	CURRENT CAPITAL BUDGET						FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2021/22	Estimate 2021/22	Qty.	Proposed Budget 2022/23	Approved Budget 2022/23	Dept. Request 2023/24	Dept. Request 2024/25	Dept. Request 2025/26
Water & Sewer Fund											
Water Distribution	979.000	Booster Station Surveillance Cameras	1		3,260						
Total Water & Sewer Fund			**1**	**$0**	**$3,260**	**0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total City Info. Technology			**138**	**$344,760**	**$372,610**	**138**	**$541,160**	**$541,160**	**$250,000**	**$450,000**	**$250,000**

CAPITAL VEHICLES

Vehicle Description	Acct. No.	Responsible Activity	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2021/22	Estimate 2021/22	Qty.	Proposed Budget 2022/23	Qty.	Approved Budget 2022/23	Dept. Request 2023/24	Dept. Request 2024/25	Dept. Request 2025/26
CAPITAL PROJECTS FUND (403.901.901)												
Ford Escape AWD (Replacement)	984.000	Assessing	1	24,500	23,490					30,000	55,000	50,000
Ford F-350 Pickup w/Plow (New)	984.265	Facilities Maintenance	1	42,000	41,880							
Ford Transit Van (Replacement)	984.265	Facilities Maintenance	1	30,000	30,050							
Dodge Durango	984.315	Police Operations	1		41,670							
Vehicle Replacement Plan	984.315	Police Operations	11	392,950	392,950	10	350,000	10	350,000	367,500	385,880	405,170
Vehicles for New Officers	984.315	Police Operations	5	160,000	152,800							
Upfitting for Police Vehicles	984.315	Police Operations	22	454,140	454,140	10	208,000	10	208,000	218,400	229,320	240,790
Ford F-250 (Replacement)	984.337	Fire Administration	1	32,370	32,370							
Ambulance	984.338	Fire Transport	1	199,800	199,800							
Ford Explorer (Replacement)	984.341	Fire Prevention	1	30,000	32,300							
Ford Escape AWD	984.341	Fire Prevention		2,310	0							
Ford Escape AWD (Replacement)	984.417	Neighborhood Services	1	24,500	23,490							
Ford F-250 w/plow (Replacement)	984.444	DPW Street Services	1	126,000	113,280	3	126,000	3	126,000	84,000	86,520	89,120
Tandem-Axle Dump Truck w/Plow	984.444	DPW Street Services	2	450,000	448,360	1	260,000	1	260,000	270,000	283,500	297,680
Single-Axle Truck w/Plow	984.444	DPW Street Services								210,000	210,000	220,000
Boom Chipper Truck	984.444	DPW Street Services								150,000		
Frond End Loader	984.444	DPW Street Services									300,000	
Sign Truck	984.444	DPW Street Services									175,000	
Street Sweeper	984.444	DPW Street Services										315,000
Vactor Truck	984.444	DPW Street Services								500,000		
Ford Escape AWD (Replacement)	984.447	Engineering	1	24,500	23,490							
Ford E-350 Box Truck	984.265	Facilities Maintenance				1	50,000	1	50,000			
Fire Pumper	984.339	Fire Extinguishment				1	675,700	1	675,700		700,000	
Ambulance Chassis	984.338	Fire Transport				2	170,000	2	170,000	238,000	180,000	250,000
Ford Interceptor (Replacement)	984.337	Fire Administration				1	36,000	1	36,000			
Ford Interceptor (Replacement)	984.341	Fire Prevention				2	72,000	2	72,000			
Ford Escape AWD (Replacement)	984.412	Building				1	26,000	1	26,000			
Ford Explorer (Replacement)	984.000	City Management				1	36,000	1	36,000			
Ford Escape AWD (Replacement)	984.752	Parks & Recreation	1	24,500	24,500	1	26,000	1	26,000			
Ford F-250	984.752	Parks & Recreation				1	34,000	1	34,000			
Annual Vehicle Replacement Plan	984.000	Various								425,000	450,000	475,000
Total Capital Projects Fund Vehicles			**51**	**$2,017,570**	**$2,034,570**	**35**	**$2,069,700**	**35**	**$2,069,700**	**$2,492,900**	**$3,055,220**	**$2,342,760**
PUBLIC SAFETY FORFEITURE FUND												
State Forfeitures (277.320.322)												
Vehicle Replacement Plan	984.000	Police Investigations	7	210,000	205,510	7	210,000	7	210,000	220,500	231,530	243,110
Vehicle - Social Worker	984.000	Police Administration	1	23,490	23,490							
Total Public Safety Forf. Fund Vehicles			**8**	**$233,490**	**$229,000**	**7**	**$210,000**	**7**	**$210,000**	**$220,500**	**$231,530**	**$243,110**

CAPITAL VEHICLES

Vehicle Description	Acct. No.	Responsible Activity	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS		
			Qty.	Budget 2021/22	Estimate 2021/22	Qty.	Proposed Budget 2022/23	Qty.	Approved Budget 2022/23	Dept. Request 2023/24	Dept. Request 2024/25	Dept. Request 2025/26
WATER & SEWER FUND												
Water Distribution (579.556.556)												
Water Service Worker Truck	984.000	Water Distribution								65,000		
Ford Transit Van (Replacement)	984.000	Water Distribution	1	30,000	29,960	1	30,000	1	30,000		30,000	
Sewage Collection (579.558.558)												
Ford F-250 w/Plow	984.000	Sewage Collection	3	126,000	115,240	3	126,000	3	126,000	42,000	43,260	44,560
Tandem-Axle Dump Truck w/Plow	984.000	Sewage Collection				1	260,000	1	260,000	267,800	275,830	284,100
Combo Jet Vactor Truck	984.000	Sewage Collection	1	490,000	489,750						500,000	
Ford F-550 Stake Truck	984.000	Sewage Collection				1	75,000	1	75,000			
Toro Dingo Power Buggy	984.000	Sewage Collection				1	25,000	1	25,000			
Total Water & Sewer Fund Vehicles			**4**	**$646,000**	**$634,950**	**6**	**$516,000**	**6**	**$516,000**	**$374,800**	**$849,090**	**$328,660**
Total City Vehicles			**63**	**$2,897,060**	**$2,898,520**	**48**	**$2,795,700**	**48**	**$2,795,700**	**$3,088,200**	**$4,135,840**	**$2,914,530**

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 2021/22	Estimate 2021/22	Proposed Budget 2022/23	Approved Budget 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26		Est. Curr. Yr. 2021/22	Budget Year 2022/23	Future Years 2023/24	Future Years 2024/25	Future Years 2025/26
	CAPITAL PROJECTS FUND (403.070.700)														
975.000	EIFS Replacement: Police Department, Library, City Hall	1,400,000	157,920	157,920						GF	0	0	0	0	0
975.000	Install Sidewalk at Police Department	9,750	9,750	9,750						GF	0	0	0	0	0
975.000	Repair Garage Floor at Police Department	35,000	30,820	30,820						GF	0	0	0	0	0
975.000	Diesel Fuel Tank for Emergency Generator at Police Department	15,000	15,000	15,000						GF	0	0	0	0	0
975.000	Pump Replacements at Police Department and City Hall	75,950	70,000	75,950						GF	0	0	0	0	0
975.000	Nature Center Roof	282,170	107,170	107,170	175,000	175,000				GF	0	0	0	0	0
975.000	Community Center HVAC Controls	50,000			50,000	50,000				GF	0	0	0	0	0
975.000	Council Chambers Carpet Replacement	25,000			25,000	25,000				GF	0	0	0	0	0
975.000	Additional Security Gates behind Police Department	70,000			70,000	70,000				GF	0	0	0	0	0
975.010	Elevator Pump Replacements - Police Station	120,000	120,000	113,550						GF	0	500	500	500	500
975.010	Modernize City Campus Elevators (City Hall-Year 1/Library - Year 2)	400,000	100,000	144,770	110,000	110,000	113,300	116,700	120,200	GF	0	0	500	500	500
975.010	Secure Gun Room - Police Department	28,000	28,000	28,000						GF	0	0	0	0	0
975.010	Carpet Tiles for Community Center Gym Floor	48,990	42,590	48,990						GF	0	0	0	0	0
975.010	Police Station Pump Pit	16,500					16,500			GF	0	0	0	0	0
975.010	Police Station Skylight Replacement	38,000					38,000			GF	0	0	0	0	0
975.010	Library Skylight Replacement	20,000					20,000			GF	0	0	0	0	0
975.010	Workstations for new employees	55,000	55,000	55,000						GF	0	0	0	0	0
975.020	Library Shelving End Panel Replacement	32,400			32,400	32,400				GF	0	0	0	0	0
975.020	Library Interior Sliding Door	11,500			11,500	11,500				GF	0	0	0	0	0
975.030	DPW Building	24,102,740	3,841,590	3,841,590						GF	1,579,500	1,584,000	1,581,250	1,581,500	1,579,500
975.040	DPW Storage Facilities	300,000	109,000	109,000						GF	0	0	0	0	0
975.210	Fire Training Tower Repair	100,000	97,500	97,500						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 2021/22	Estimate 2021/22	Proposed Budget 2022/23	Approved Budget 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26		Est. Curr. Yr. 2021/22	Budget Year 2022/23	Future Years 2023/24	Future Years 2024/25	Future Years 2025/26
975.220	Fire Station #1 HVAC Controls	35,000	35,000	35,000						GF	0	0	0	0	0
975.220	Fire Station #5 HVAC Replacement	241,800			241,800	241,800				GF	0	0	0	0	0
975.220	Asphalt Resurfacing - Fire Station #4	167,000	167,000	167,000						GF	0	0	0	0	0
986.000	Drain Improvements - Macomb County	200,000	100,000	100,000	100,000	100,000				GF	0	0	0	0	0
986.000	Drain Improvements - Miscellaneous	16,250		6,250	10,000	10,000				GF	0	0	0	0	0
986.000	Red Run Drain Improvements	350,000	439,900	342,860						GF	0	0	0	0	0
988.000	Gibson Drain Erosion/Sediment Study	20,000	20,000	20,000						GF	0	0	0	0	0
988.000	Stormwater Pond Study	30,000	11,300	11,300						GF	0	0	0	0	0
988.000	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
988.000	Parking Lot Study	25,000	23,940	23,940						GF	0	0	0	0	0
988.000	Plumbrook Nature Trail Repairs	17,400	17,400	17,400						GF	0	0	0	0	0
988.000	Stormwater Pump Station Repairs	341,000	93,500	93,500	93,000	93,000	154,500			GF	0	0	0	0	0
988.000	Delia Park South Parking Lot Replacement	600,000	300,000	300,000	300,000	300,000				GF	0	0	0	0	0
988.000	Magnolia Park Athletic Court Resurfacing	23,000	23,000	23,000						GF	0	0	0	0	0
988.000	Magnolia Park Tennis Court Resurfacing	30,000			30,000	30,000				GF	0	0	0	0	0
988.000	Baumgartner Park Ballpark Reconstruction	33,670			33,670	33,670	23,650			GF	0	0	0	0	0
988.000	Municipal Parking Lot Sealing	150,000			150,000	150,000	750,000	750,000	60,000	GF	0	0	0	0	0
988.000	Sidewalk Gap Program: 2021	250,000	250,000	250,000						GF	0	0	0	0	0
988.000	Sidewalk Gap Program: 2021 - SAD	200,000	200,000	200,000						SAD	0	0	0	0	0
988.000	Sidewalk Repair Program: 2021	350,000	300,000	350,000						GF	0	0	0	0	0
988.000	Sidewalk Repair Program: 2021 - SAD	1,200,000	600,000	1,200,000						SAD	0	0	0	0	0
988.000	Sidewalk Gap Program: 2022	250,000			250,000	250,000	250,000	250,000	250,000	GF	0	0	0	0	0
988.000	Sidewalk Gap Program: 2022 - SAD	200,000			200,000	200,000	200,000	200,000	200,000	SAD	0	0	0	0	0
988.000	Sidewalk Repair Program: 2022	300,000			300,000	300,000	300,000	300,000	300,000	GF	0	0	0	0	0
988.000	Sidewalk Repair Program: 2022 - SAD	600,000			600,000	600,000	600,000	600,000	600,000	SAD	0	0	0	0	0
988.303	Sidewalk Gap Program: 18 Mile Road	217,650	38,800	38,800						GF	0	0	0	0	0
988.303	Sidewalk Gap Program: 18 Mile Road - SAD	150,000	0							SAD	0	0	0	0	0
988.384	Takoma Sub Pond Study	18,700	10,230	10,230											
	Total Capital Improvements	**$33,552,470**	**$7,514,410**	**$8,124,290**	**$2,882,370**	**$2,882,370**	**$2,565,950**	**$2,316,700**	**$1,630,200**		**$1,579,500**	**$1,584,500**	**$1,582,250**	**$1,582,500**	**$1,580,500**

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 2021/22	Estimate 2021/22	Proposed Budget 2022/23	Approved Budget 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26		Est. Curr. Yr. 2021/22	Budget Year 2022/23	Future Years 2023/24	Future Years 2024/25	Future Years 2025/26
	Total Information Technology Projects	**N/A**	**$293,950**	**$293,950**	**$541,160**	**$541,160**	**$250,000**	**$450,000**	**$250,000**						
	Total Vehicles	**N/A**	**$2,017,570**	**$2,034,570**	**$2,069,700**	**$2,069,700**	**$2,492,900**	**$3,055,220**	**$2,342,760**						
	Total Equipment	**N/A**	**$1,383,700**	**$1,369,220**	**$616,400**	**$616,400**	**$460,000**	**$338,000**	**$56,600**						
	Total Capital Projects Fund	**$33,552,470**	**$11,209,630**	**$11,822,030**	**$6,109,630**	**$6,109,630**	**$5,768,850**	**$6,159,920**	**$4,279,560**		**$1,579,500**	**$1,584,500**	**$1,582,250**	**$1,582,500**	**$1,580,500**
	FACILITIES IMPROVEMENT FUND (404.070.700)														
975.000	Facility Renovations: City Hall, Police Department, Library, Court	23,923,020	1,240,830	1,240,830						GF	1,377,860	1,377,360	1,380,110	1,375,860	1,379,860
	Total Facilities Improvement Fund	**$23,923,020**	**$1,240,830**	**$1,240,830**	**$0**	**$0**	**$0**	**$0**	**$0**		**$1,377,860**	**$1,377,360**	**$1,380,110**	**$1,375,860**	**$1,379,860**
	ROAD BOND CONSTRUCTION FUND														
988.291	M59 Regional Median Improvements (MTF17)	1,200,000	19,860	19,860						MRF	171,050	173,550	170,950	172,050	173,000
988.326	Mound Road Emergency Resurfacing - 14 Mile Road to 18 Mile Road (MTF18)	2,100,000	6,690	6,690						MRF	742,380	727,880	712,880	697,380	686,380
988.344	Mound Road Total Reconstruction (MTF21)	43,500,000	14,598,750	14,598,750	18,000,000	18,000,000	8,300,000	1,700,000		MRF	1,344,600	1,348,360	1,346,660	1,344,370	1,346,460
988.354	14 Mile Road Asphalt Resurfacing - Dequindre Road to Ryan Road (MTF18)	500,000	12,630	12,630						MRF	0	0	0	0	0
	Total Road Bond Construction Fund	**$47,300,000**	**$14,637,930**	**$14,637,930**	**$18,000,000**	**$18,000,000**	**$8,300,000**	**$1,700,000**	**$0**		**$2,258,030**	**$2,249,790**	**$2,230,490**	**$2,213,800**	**$2,205,840**
	MAJOR ROAD FUND (202.070.700)														
	STATE/COUNTY ROADS														
988.000	Metro Parkway Resurfacing - Dequindre Road to Ryan Road	2,600,000	671,820	2,600,000						MRF	0	0	0	0	0
988.000	Metro Parkway Resurfacing - Mound Road to Ryan Road	1,200,000					1,200,000			MRF	0	0	0	0	0
988.000	14 Mile Road Resurfacing - Hayes Road to Maple Lane	1,800,000	950,000	0	1,800,000	1,800,000				MRF	0	0	0	0	0
988.000	14 Mile Road Resurfacing - Van Dyke Avenue to Maple Lane	400,000						400,000		MRF	0	0	0	0	0
988.000	Hayes Road Resurfacing - 18 Mile Road to M59	483,320	300,000	483,320						MRF	0	0	0	0	0
988.000	18 Mile Road Resurfacing - Plumbrook Drain to Utica Road	1,300,000						1,300,000		MRF	0	0	0	0	0
988.246	Van Dyke Streetscape Design			3,720						MRF	0	0	0	0	0
988.276	2017 Bridge Repair Program			7,700						MRF	0	0	0	0	0
988.351	Schoenherr Road - 19 Mile Road to Clinton River Road	1,807,000	21,400	21,400						MRF	0	0	0	0	0
988.356	M59 Sidewalk Feasibility Study	35,000	9,880	9,880						MRF	0	0	0	0	0
988.356	M59 Trail Project/Fencing	1,000,000	100,000	100,000	900,000	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 2021/22	Estimate 2021/22	Proposed Budget 2022/23	Approved Budget 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26		Est. Curr. Yr. 2021/22	Budget Year 2022/23	Future Years 2023/24	Future Years 2024/25	Future Years 2025/26
988.358	Schoenherr Road Resurfacing - Plumbrook Drain to 18 Mile Road	1,200,000	800,870	800,870						MRF	0	0	0	0	0
988.370	Hayes Road Resurfacing - 14 Mile Road to 15 Mile Road		18,230	18,230						MRF	0	0	0	0	0
988.373	18 Mile Road Asphalt Resurfacing - Dequindre Road to Ryan Road/Utica Road Resurfacing - Hayes Road to Schoenherr Road	2,147,940	905,400	905,400						MRF	0	0	0	0	0
988.382	Metro Parkway Rehabilitation - Andrew Drive to Dodge Park Road	1,708,690	1,108,690	1,708,690						MRF	0	0	0	0	0
	Total State/County Roads	**$15,681,950**	**$4,886,290**	**$6,659,210**	**$2,700,000**	**$2,700,000**	**$1,200,000**	**$1,700,000**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	CITY ROADS														
988.000	15 Mile Road Repair at Dodge Park Road	200,000								MRF	0	0	0	0	0
988.000	15 Mile Road Reconstruction - Mound Road to Van Dyke Avenue	1,200,000					1,200,000			MRF	0	0	0	0	0
988.000	15 Mile Road Resurfacing - Van Dyke Avenue to Maple Lane	1,200,000							1,200,000	MRF	0	0	0	0	0
988.000	Ryan Road Resurfacing - Metro Parkway to 18 Mile Road	1,400,000			1,400,000	1,400,000				MRF	0	0	0	0	0
988.000	17 Mile Bridge over Plumbrook Drain	1,000,000			1,000,000	1,000,000				MRF	0	0	0	0	0
988.000	17 Mile Road Resurfacing - Mound Road to Van Dyke Avenue	1,000,000						1,000,000		MRF	0	0	0	0	0
988.000	Schoenherr Road Resurfacing - 19 Mile Road to M59	1,200,000			1,200,000	1,200,000				MRF	0	0	0	0	0
988.000	Moravian Road Resurfacing - Schoenherr Road to Hayes Road	1,500,000					1,500,000			MRF	0	0	0	0	0
988.000	Dobry Drive Resurfacing - Ryan Road east to crossover	1,000,000						1,000,000		MRF	0	0	0	0	0
988.000	Shoreline Drive Resurfacing - Lakeside Circle to Hayes Road	900,000							900,000	MRF	0	0	0	0	0
988.000	Maple Lane Resurfacing - 14 Mile Road to Volpe	1,800,000							1,800,000	MRF	0	0	0	0	0
988.345	Merrill Road Rehabilitation - 18 1/2 Mile Road to M59	3,877,000	22,950	22,950						MRF	0	0	0	0	0
988.363	Concrete Sectional Repair	1,300,000	79,930	79,930						MRF	0	0	0	0	0
988.364	Saal Road Resurfacing- Clinton River Road to 19 Mile Road	2,300,000	12,280	12,280						MRF	0	0	0	0	0
988.365	Pondview - 18 Mile Road to 19 Mile Road			30						MRF	0	0	0	0	0
988.366	19 Mile - Schoenherr Road to Clinton River Road			21,890						MRF	0	0	0	0	0
988.376	19 Mile Road Resurfacing - Ryan Road to Dequindre Road	950,000	950,000	950,000						MRF	0	0	0	0	0
988.378	2021 Concrete Sectional Replacement Program	402,350	400,000	402,350	400,000	400,000	300,000	300,000	300,000	MRF	0	0	0	0	0

CAPITAL IMPROVEMENTS

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	TRAFFIC CONTROLS														
988.000	Miscellaneous Locations/Safety Improvements	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	MRF	0	0	0	0	0
988.000	Signal Upgrades - 12 Locations	387,000	310,000	310,000						MRF	0	0	0	0	0
988.000	Dequindre Road & Maple Road	75,000	75,000	75,000						MRF	0	0	0	0	0
988.311	Metro & Mound Traffic Signal Refund			(80,000)						MRF	0	0	0	0	0
988.371	Moravian Drive/Schoenherr Drive Signal	60,000	2,170	2,780						MRF	0	0	0	0	0
	Total City Major Road	**$21,851,350**	**$1,952,330**	**$1,897,210**	**$4,100,000**	**$4,100,000**	**$3,100,000**	**$2,400,000**	**$4,300,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Major Road Fund	**$37,533,300**	**$6,838,620**	**$8,556,420**	**$6,800,000**	**$6,800,000**	**$4,300,000**	**$4,100,000**	**$4,300,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	LOCAL ROAD FUND (203.070.700)														
988.000	City Roadway Asset Management Plan	32,000	32,000	32,000						LRF	0	0	0	0	0
988.257	Gardner Street East - Paving	375,000	76,990	76,990						LRF	0	0	0	0	0
			257,870	257,870						SAD	0	0	0	0	0
988.378	2021 Local Road Sectional Repair Program: Corriander, Arcola, Monterey, Littlefield, Elmcrest, Shell and Danforth	4,950,000	1,300,000	1,300,000						LRF	0	0	0	0	0
988.000	2022 Local Road Sectional Repair Program: Mac Rae, Streamview, Suffield, Kurch, Rowe, Lodge, Chene, Iroqouis, Sebastian, Marksway Court, and Picket Ridge	1,550,000			1,550,000	1,550,000	1,581,000	1,612,620	1,644,870	LRF	0	0	0	0	0
	Neighborhood Road Repairs - Safe Streets														
988.379	2021 Local Road Reconstruction Program: Karola, Lake Forest, Poterek, Chris, Pompano, Independence, Matlock, Kirkton, Donna, Erin, Fulton, Vassar, Ajanta and Lana Lane	4,700,000	4,700,000	4,700,000						SS	0	0	0	0	0
988.000	2022 Local Road Reconstruction Program: Mill Pond, Red Oak, Woodford, Fordwich, Cooper, De Grove, Barcroft Way, Rockingham, Torrington, Ashburton, Lancaster, Colfax, Mint Court, Mandale, Sleigh, Steede and Tulane	3,650,000			3,650,000	3,650,000	3,723,000	3,797,460	3,873,410	SS	0	0	0	0	0
	Total Local Road Fund	**$15,257,000**	**$6,366,860**	**$6,366,860**	**$5,200,000**	**$5,200,000**	**$5,304,000**	**$5,410,080**	**$5,518,280**		**$0**	**$0**	**$0**	**$0**	**$0**
	PARKS & RECREATION FUND - *RE*CREATING RECREATION (276.750.753)														
972.795	Park Improvements	15,765,990	410,000	410,000						RR	3,002,090	3,001,590	3,002,090	2,998,340	3,000,340
	Total Parks & Recreation Improvements	**$15,765,990**	**$410,000**	**$410,000**	**$0**	**$0**	**$0**	**$0**	**$0**		**$3,002,090**	**$3,001,590**	**$3,002,090**	**$2,998,340**	**$3,000,340**
	Total Vehicles	**N/A**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**

CAPITAL IMPROVEMENTS

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			Budget 2021/22	Estimate 2021/22	Proposed Budget 2022/23	Approved Budget 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26		Est. Curr. Yr. 2021/22	Budget Year 2022/23	Future Years 2023/24	Future Years 2024/25	Future Years 2025/26
	Total Parks & Recreation Fund	**$15,765,990**	**$410,000**	**$410,000**	**$0**	**$0**	**$0**	**$0**	**$0**		**$3,002,090**	**$3,001,590**	**$3,002,090**	**$2,998,340**	**$3,000,340**
	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**	**$50,810**	**$75,400**	**$0**	**$0**	**$0**	**$0**	**$0**						
	Total Vehicles	**N/A**	**$233,490**	**$229,000**	**$210,000**	**$210,000**	**$220,500**	**$231,530**	**$243,110**						
	Total Equipment	**N/A**	**$136,730**	**$183,640**	**$79,150**	**$79,150**	**$0**	**$0**	**$0**						
	Total Public Safety Forfeiture Fund	**$0**	**$421,030**	**$488,040**	**$289,150**	**$289,150**	**$220,500**	**$231,530**	**$243,110**		**$0**	**$0**	**$0**	**$0**	**$0**
	COMMUNITY DEVELOPMENT BLOCK GRANT FUND (278.070.700)														
975.000	Senior Center Roofing Phase III	300,000	300,000	300,000						CDBG	0	0	0	0	0
975.000	Senior Center Lighting	9,000	9,000	9,000						CDBG	0	0	0	0	0
975.000	Senior Center Fitness Room	29,000	29,000	29,000						CDBG	0	0	0	0	0
975.000	Senior Center LED Upgrade	72,500			72,500	72,500				CDBG	0	0	0	0	0
975.000	Senior Center Restroom Renovations	219,000			219,000	219,000				CDBG	0	0	0	0	0
975.060	Schoenherr Towers Generator	410,000	141,750	141,750						CDBG	0	0	0	0	0
975.070	Senior Center Improvements	7,340	7,340	7,340						CDBG	0	0	0	0	0
988.377	Sanford Drive	62,500	125,000	125,000						CDBG	0	0	0	0	0
988.000	Orban Drive	197,140	171,130	171,130						CDBG	0	0	0	0	0
988.000	Malibu Drive Concrete Reconstruction	392,500			375,200	375,200				CDBG	0	0	0	0	0
988.000	Bonneville Drive Concrete Replacement	190,000			190,000	190,000				CDBG	0	0	0	0	0
	Total C.D.B.G. Fund	**$1,888,980**	**$783,220**	**$783,220**	**$856,700**	**$856,700**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	AMERICAN RESCUE PLAN ACT FUND														
988.000	Ryan Road Concrete Repairs - 14 Mile Road to Metropolitan Parkway	1,500,000			1,500,000	1,500,000				ARPA	0	0	0	0	0
988.393	Plumbrook Road Resurfacing - Utica Road to Van Dyke Avenue	4,000,000			4,000,000	4,000,000				ARPA	0	0	0	0	0
	Total ARPA Fund Improvements	**$5,500,000**	**$0**	**$0**	**$5,500,000**	**$5,500,000**	**$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 2021/22	Estimate 2021/22	Proposed Budget 2022/23	Approved Budget 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26		Est. Curr. Yr. 2021/22	Budget Year 2022/23	Future Years 2023/24	Future Years 2024/25	Future Years 2025/26
	Total American Rescue Plan Act Fund	**$5,500,000**	**$0**	**$0**	**$5,500,000**	**$5,500,000**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	CORRIDOR IMPROVEMENT AUTHORITY														
971.000	Purchase of 8300 Riverland Drive	96,280	96,280	96,270						CIA	0	0	0	0	0
971.000	Land Acquisition	500,000			500,000	500,000				CIA	0	0	0	0	0
	Total CIA Fund Improvements	**$596,280**	**$96,280**	**$96,270**	**$500,000**	**$500,000**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Corridor Improvement Authority Fund	**$596,280**	**$96,280**	**$96,270**	**$500,000**	**$500,000**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	LOCAL DEVELOPMENT FINANCING AUTH.														
	Velocity (867.070.716)														
975.000	Velocity Remodeling	900,000	710,250	710,250						LDFA	0	0	0	0	0
975.000	Replace Boilers	102,450	102,450	102,450						LDFA	0	0	0	0	0
988.280	Replacement Flooring - Velocity	50,550	34,460	34,460						LDFA	0	0	0	0	0
	Total Velocity	**$1,053,000**	**$847,160**	**$847,160**	**$0**	**$0**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	Other LDFA (867.070.718)														
988.280	Brentwood Drive Reconstruction	790,000			790,000	790,000				LDFA	0	0	0	0	0
988.329	LDFA District Improvements - Signage-Center Drive/Sterling Ponds Blvd.	400,000	10,000	10,000	5,000	5,000				LDFA	0	0	0	0	0
	Total LDFA General	**$1,190,000**	**$10,000**	**$10,000**	**$795,000**	**$795,000**	**$0**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total LDFA Improvements	**$2,243,000**	**$857,160**	**$857,160**	**$795,000**	**$795,000**	**$0**	**$0**	**$0**						
	Total Equipment	**N/A**	**$24,000**	**$24,000**	**$0**	**$0**	**$299,000**	**$0**	**$0**						
	Total L.D.F.A. Fund	**$2,243,000**	**$881,160**	**$881,160**	**$795,000**	**$795,000**	**$299,000**	**$0**	**$0**		**$0**	**$0**	**$0**	**$0**	**$0**
	WATER & SEWER FUND														
	SEWER MAINS/OTHER														
988.000	Sanitary Manhole Rehabilitation				0	0	75,000	$75,000	$75,000	W&S		0	0	0	0
	Total Water & Sewer Fund Improvements	**$0**	**$0**	**$0**	**$0**	**$0**	**$75,000**	**$75,000**	**$75,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Information Technology Projects	**N/A**	**$0**	**$3,260**	**$0**	**$0**	**$0**	**$0**	**$0**						
	Total Vehicles	**N/A**	**$646,000**	**$634,950**	**$516,000**	**$516,000**	**$374,800**	**$849,090**	**$328,660**						
	Total Equipment	**N/A**	**$115,000**	**$115,000**	**$110,000**	**$110,000**	**$299,000**	**$16,000**	**$6,000**						
	Total Water & Sewer Fund (Budgeted)	**$0**	**$761,000**	**$753,210**	**$626,000**	**$626,000**	**$748,800**	**$940,090**	**$409,660**		**$0**	**$0**	**$0**	**$0**	**$0**

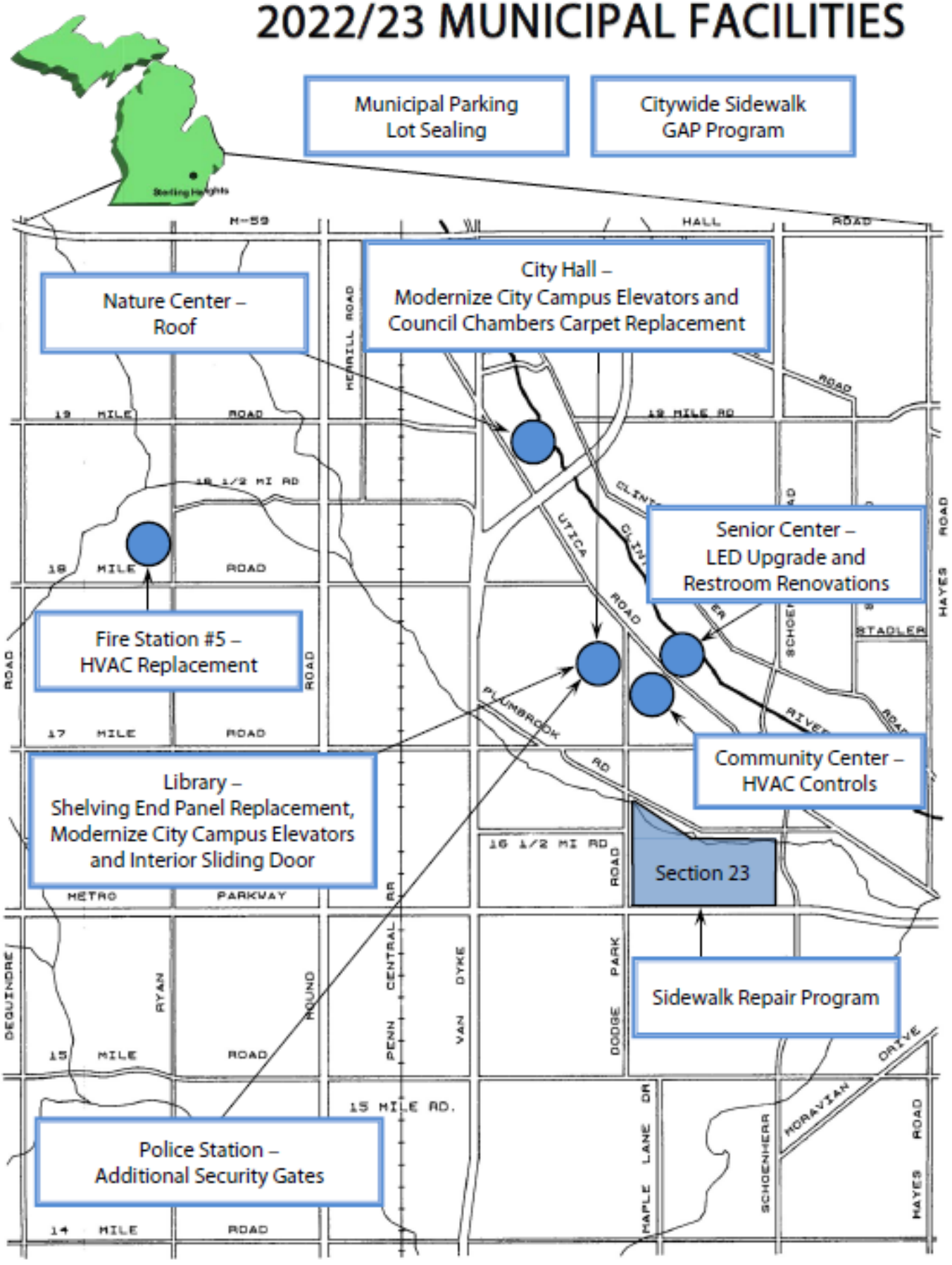
CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS			Fund. Source	Estimated Ann'l Operating Costs (Incl. Debt Repayment)				
			Budget 2021/22	Estimate 2021/22	Proposed Budget 2022/23	Approved Budget 2022/23	Dept. Requests 2023/24	Dept. Requests 2024/25	Dept. Requests 2025/26		Est. Curr. Yr. 2021/22	Budget Year 2022/23	Future Years 2023/24	Future Years 2024/25	Future Years 2025/26
	Total Capital Improvements	**$183,560,040**	**$38,745,310**	**$41,072,980**	**$40,534,070**	**$40,534,070**	**$20,544,950**	**$13,601,780**	**$11,523,480**		**$8,217,480**	**$8,213,240**	**$8,194,940**	**$8,170,500**	**$8,166,540**
	Total Information Technology Projects	**N/A**	**$344,760**	**$372,610**	**$541,160**	**$541,160**	**$250,000**	**$450,000**	**$250,000**						
	Total Vehicles	**N/A**	**$2,897,060**	**$2,898,520**	**$2,795,700**	**$2,795,700**	**$3,088,200**	**$4,135,840**	**$2,914,530**						
	Total Equipment	**N/A**	**$1,659,430**	**$1,691,860**	**$805,550**	**$805,550**	**$1,058,000**	**$354,000**	**$62,600**						
	Total Budgeted Capital Expenditures	**$183,560,040**	**$43,646,560**	**$46,035,970**	**$44,676,480**	**$44,676,480**	**$24,941,150**	**$18,541,620**	**$14,750,610**		**$8,217,480**	**$8,213,240**	**$8,194,940**	**$8,170,500**	**$8,166,540**
	WATER & SEWER IMPROVEMENT FUND														
	WATER MAINS														
988334	Water Main Replacement: Medville	355,360	31,990	31,990			500,000	500,000	500,000	W&S	0	0	0	0	0
	Total Water Mains	**$355,360**	**$31,990**	**$31,990**	**$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			$5,000,000	$5,000,000	$5,000,000	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	1,027,160	1,027,160						W&S	0	0	0	0	0
	Total Replacement Items	**$26,506,870**	**$25,864,440**	**$25,864,440**	**$0**	**$0**	**$5,000,000**	**$5,000,000**	**$5,000,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Water & Sewer Fund Improvements (Non-Budgeted)	**$26,862,230**	**$25,896,430**	**$25,896,430**	**$0**	**$0**	**$5,500,000**	**$5,500,000**	**$5,500,000**		**$0**	**$0**	**$0**	**$0**	**$0**
	Total Capital Improvements	**$210,422,270**	**$64,641,740**	**$66,969,410**	**$40,534,070**	**$40,534,070**	**$26,044,950**	**$19,101,780**	**$17,023,480**		**$8,217,480**	**$8,213,240**	**$8,194,940**	**$8,170,500**	**$8,166,540**
	Total Information Technology Projects	**N/A**	**$344,760**	**$372,610**	**$541,160**	**$541,160**	**$250,000**	**$450,000**	**$250,000**						
	Total Vehicles	**N/A**	**$2,897,060**	**$2,898,520**	**$2,795,700**	**$2,795,700**	**$3,088,200**	**$4,135,840**	**$2,914,530**						
	Total Equipment	**N/A**	**$1,659,430**	**$1,691,860**	**$805,550**	**$805,550**	**$1,058,000**	**$354,000**	**$62,600**						
	Total Planned Capital Expenditures	**$210,422,270**	**$69,542,990**	**$71,932,400**	**$44,676,480**	**$44,676,480**	**$30,441,150**	**$24,041,620**	**$20,250,610**		**$8,217,480**	**$8,213,240**	**$8,194,940**	**$8,170,500**	**$8,166,540**

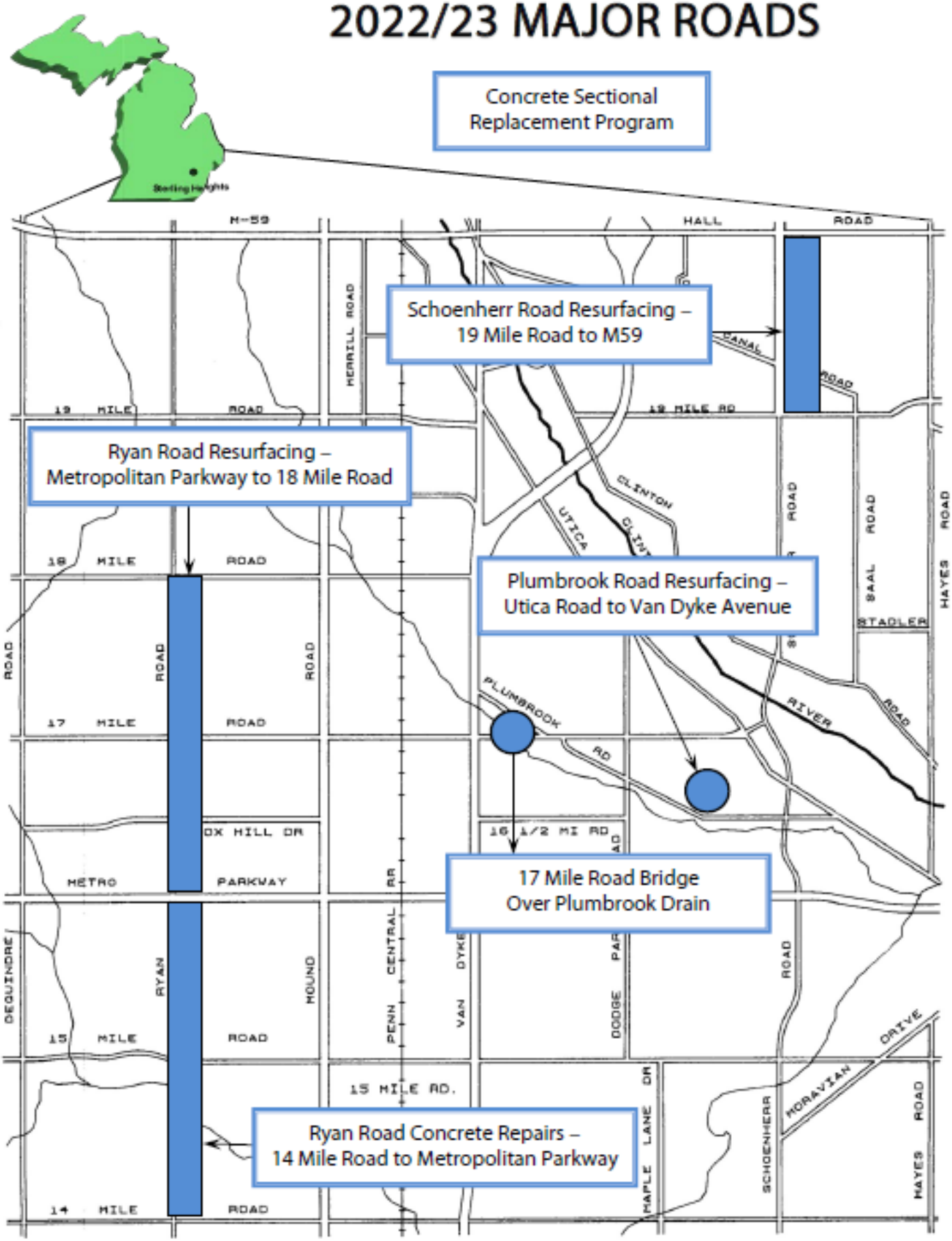
Believe you can and you're halfway there.

~ Theodore Roosevelt ~

2022/23 MUNICIPAL FACILITIES



2022/23 MAJOR ROADS



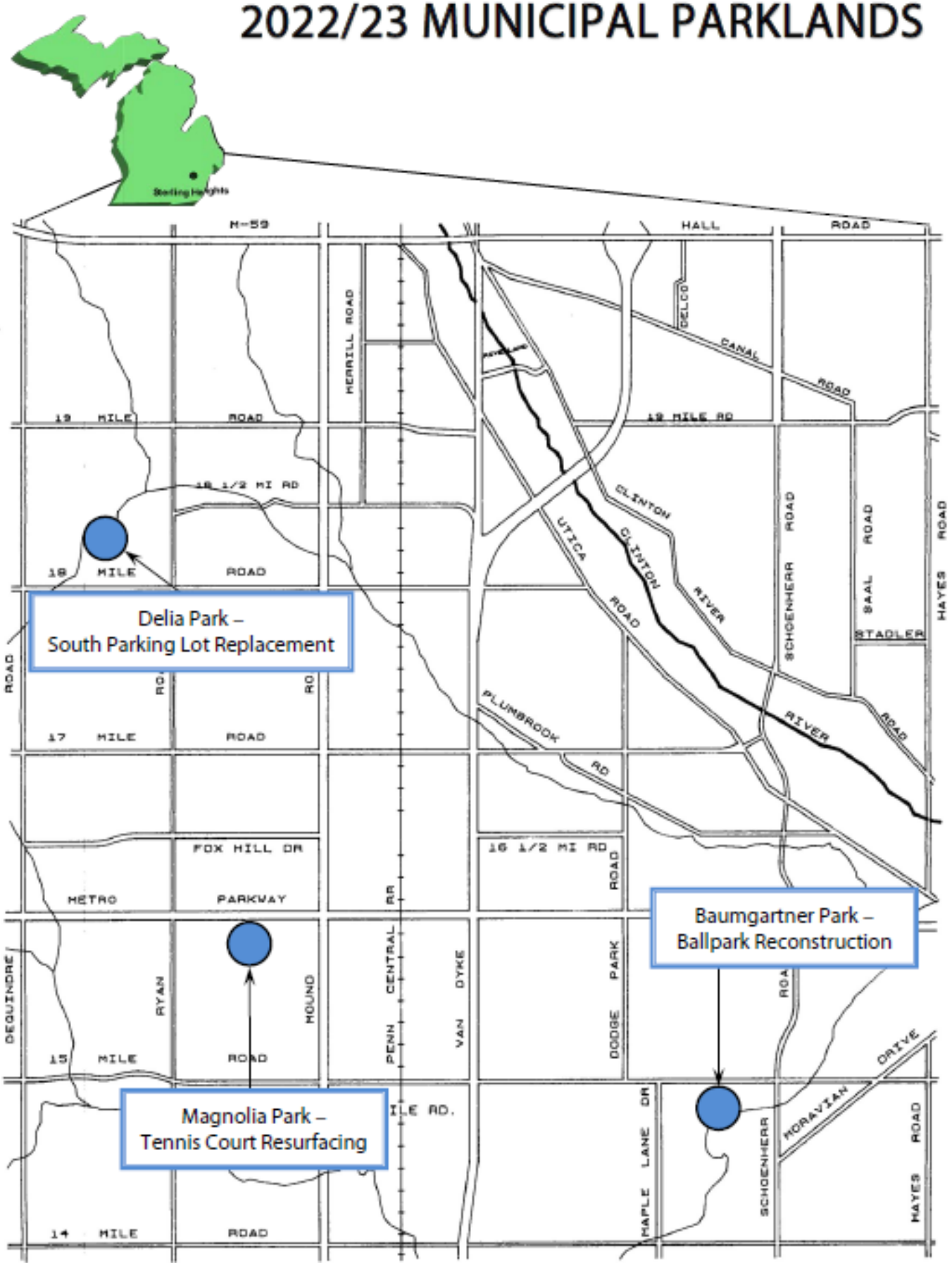
2022/23 COUNTY & STATE ROAD PLANS



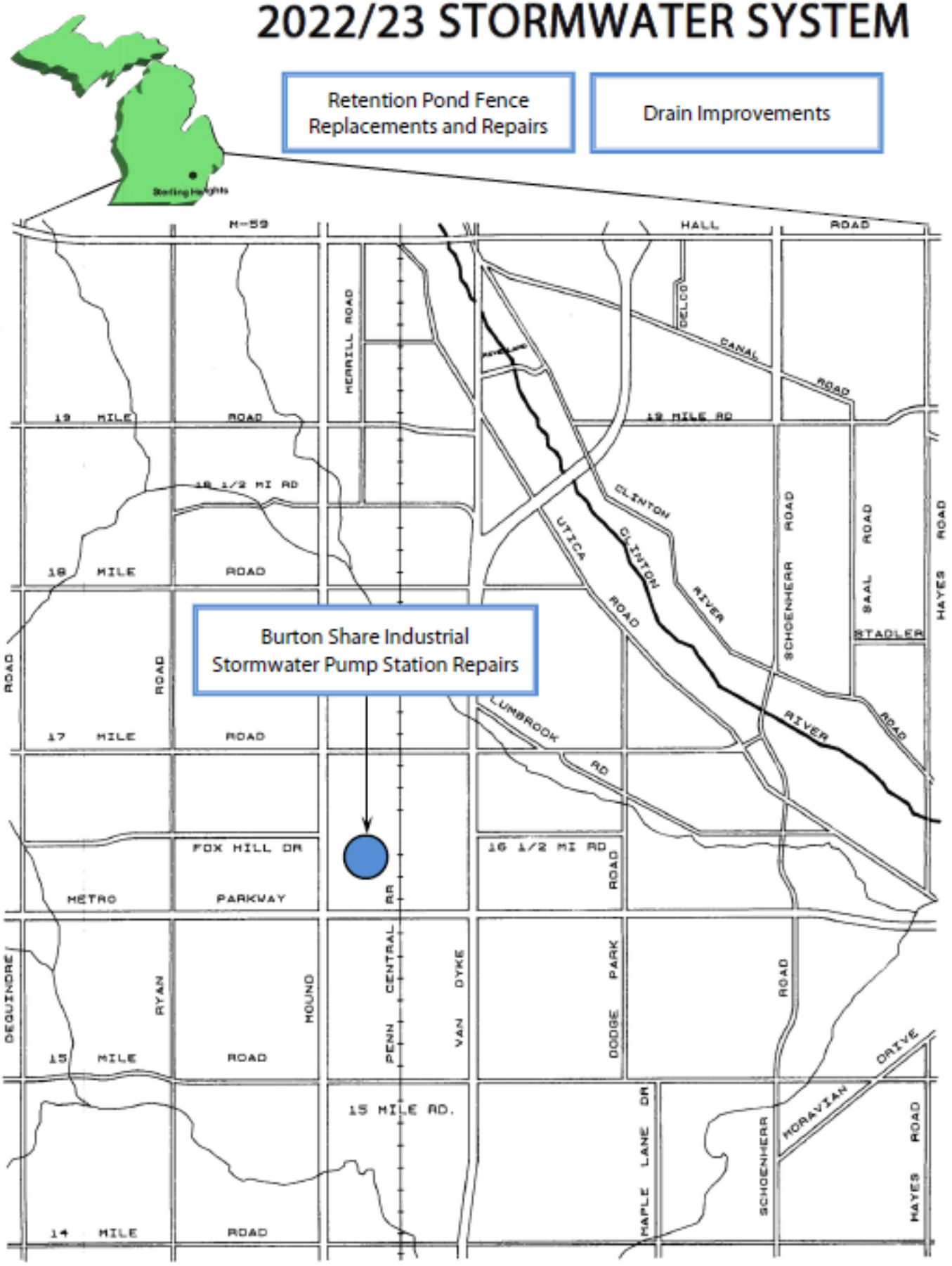
2022/23 LOCAL ROADS



2022/23 MUNICIPAL PARKLANDS



2022/23 STORMWATER SYSTEM



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.

GENERAL FUND
FIVE-YEAR FORECAST

Budgetary Center	2020/21 Actual	2021/22 Estimate	2022/23 Adopted	2023/24 Forecast	2024/25 Forecast	2025/26 Forecast
Revenue						
Property Taxes	$66,001,530	$70,505,060	$72,628,600	$75,198,530	$77,862,740	$80,114,380
Fees & Permits	2,344,500	2,339,600	2,589,510	2,641,300	2,694,130	2,748,010
Federal/State/ Local Sources	28,147,100	21,244,120	20,376,960	20,784,500	21,200,190	21,624,190
Fines & Forfeitures	1,008,420	1,429,500	1,729,500	1,764,090	1,799,370	1,835,360
Charges For Services	13,184,260	13,234,640	14,513,020	14,803,280	15,099,350	15,401,340
Other Revenues	3,074,400	3,184,630	3,420,920	3,489,340	3,559,130	3,630,310
Cable Revenue	2,218,740	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000
Total Revenue	**115,978,950**	**114,137,550**	**117,458,510**	**120,881,040**	**124,414,910**	**127,553,590**
Expenditures						
City Administration	11,484,760	12,305,830	13,711,220	14,122,560	14,546,240	14,982,630
Public Library	2,832,390	2,813,540	2,947,100	3,035,510	3,126,580	3,220,380
Police Department	36,273,970	38,529,640	39,858,420	41,054,170	42,285,800	43,554,370
Fire Department	23,271,860	24,037,080	24,262,690	24,990,570	25,740,290	26,512,500
Public Works	5,910,850	6,634,270	6,842,940	7,048,230	7,259,680	7,477,470
City Development	5,188,690	5,379,180	5,640,320	5,809,530	5,983,820	6,163,330
Refuse Collection	4,567,230	4,802,380	4,777,380	4,920,700	5,068,320	5,220,370
Community Relations	1,269,210	1,614,520	1,787,480	1,841,100	1,896,330	1,953,220
41-A District Court	3,362,130	3,762,670	3,848,890	3,964,360	4,083,290	4,205,790
General Expenditures	1,932,310	2,416,310	2,027,660	2,088,490	2,151,140	2,215,670
Transfers Out	17,550,810	10,484,780	11,448,170	11,686,750	11,929,510	11,935,670
Total Expenditures	**113,644,210**	**112,780,200**	**117,152,270**	**120,561,970**	**124,071,000**	**127,441,400**
Beginning Fund Balance	29,914,520	32,249,260	33,606,610	33,912,850	34,231,920	34,575,830
Net Change in Fund Balance	2,334,740	1,357,350	306,240	319,070	343,910	112,190
Ending Fund Balance	**$32,249,260**	**$33,606,610**	**$33,912,850**	**$34,231,920**	**$34,575,830**	**$34,688,020**
% of General Fund Expenditures	**28.38 %**	**29.80 %**	**28.95 %**	**28.39 %**	**27.87 %**	**27.22 %**

Notes:
(1) Assumes 4% annual increase in taxable value.
(2) Assumes 2% annual inflationary increase in property tax revenues.
(3) Assumes 2% annual increase in other revenues.
(4) Assumes 3% annual increase in labor and other discretionary expenditures.

CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS

Fiscal Year Ended June 30	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Revenue										
Property Taxes	$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	$74,402,654
Fees & Permits	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	2,344,498
Federal Sources	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	8,277,635
State & Local Sources	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	37,924,816
Fines & Forfeitures	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	1,079,803
Charges For Services	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	13,657,617
Investment Income	672,239	58,534	257,632	247,437	426,998	112,450	1,120,683	3,382,059	2,045,963	671,876
Special Assessments	254,977	206,501	314,871	212,828	201,579	199,092	222,250	263,804	126,507	119,427
Rental Income	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	1,640,887
Cable Revenue	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	2,218,739
Other	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	2,426,826
Total Revenue	**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**	**144,764,778**
Expenditures										
General Government	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	12,753,975
41A District Court	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	3,569,512
Public Safety	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	59,704,317
Public Works	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	21,707,991
Recreation & Culture	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	7,153,046
General Expenditures	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	2,922,963
Capital Outlay	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	45,291,490
Debt Service - Principal	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	5,535,000
Debt Service - Interest	1,098,474	1,114,056	744,170	628,563	545,331	700,971	2,025,489	3,109,779	3,574,278	3,638,619
Total Expenditures	**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**	**162,276,913**
Other Financing Sources										
Long-term Financing	3,780,000	3,275,000	0	198,633	9,630,000	47,315,000	27,590,000	0	24,919,316	18,973,000
Sale of Fixed Assets	0	0	0	0	0	80,363	41,655	87,482	17,875	41,899
Bond Premium	274,196	9,311	0	0	254,555	2,902,577	1,302,812	0	0	702,899
Transfers In	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	19,940,070
Transfers Out	(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)	(19,940,070)
Total Other Fin. Sources	**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**	**19,717,798**
Net Change in Fund Balance	**($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)**	**$2,205,663**

GENERAL FUND
EXPENDITURE HISTORY BY ACTIVITY

Activity Name	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget
City Council	$146,460	$151,280	$170,490	$167,750	$178,710	$248,160	**$294,080**
City Management	1,225,850	1,336,800	1,405,260	1,446,560	1,647,550	1,957,660	**2,106,410**
City Clerk	894,110	735,170	823,430	967,040	1,076,550	1,210,650	**1,417,580**
Facilities Maintenance	0	0	1,655,820	2,254,760	2,166,190	1,639,200	**2,308,090**
Information Technology	944,480	1,029,780	1,144,640	1,454,300	1,477,760	1,254,670	**1,955,660**
Assessing	910,020	1,005,050	1,030,810	1,091,280	1,131,540	1,776,020	**1,227,350**
Financial Services	755,550	780,650	855,340	948,270	959,490	485,210	**1,885,210**
Purchasing	319,150	450,380	425,400	458,290	380,940	2,122,410	**423,020**
Treasury	1,085,910	1,180,250	1,181,000	1,196,770	1,274,310	929,460	**927,800**
Act 78 - Civil Service Commission	37,620	45,740	29,180	21,540	39,640	28,570	**46,500**
General Employees Pension Board	63,610	62,170	74,590	90,300	43,100	83,090	**67,920**
Legal	821,950	994,950	864,190	859,830	1,108,980	890,000	**1,051,600**
Total City Administration Dept.	**7,204,710**	**7,772,220**	**9,660,150**	**10,956,690**	**11,484,760**	**12,625,100**	**13,711,220**
Library	2,524,450	2,585,240	2,711,030	2,809,710	2,828,450	3,012,040	**2,940,270**
Historical Commission	200	4,260	4,410	4,000	3,940	4,850	**6,830**
Total Library Department	**2,524,650**	**2,589,500**	**2,715,440**	**2,813,710**	**2,832,390**	**3,016,890**	**2,947,100**
Parks & Recreation	2,016,840	0	0	0	0	0	**0**
Total Parks & Recreation Dept.	**2,016,840**	**0**	**0**	**0**	**0**	**0**	**0**
Police Administration	5,033,940	5,171,590	5,366,080	5,520,240	5,652,570	5,851,520	**5,892,800**
Police Investigations	6,347,830	6,702,800	7,695,970	7,607,950	7,752,700	8,391,010	**8,603,780**
Police Operations	18,701,540	18,201,260	18,988,640	19,592,060	20,819,950	22,683,870	**23,227,550**
Police Support Services	1,531,610	1,646,830	1,772,840	1,831,540	2,048,750	2,174,160	**2,134,290**
Total Police Department	**31,614,920**	**31,722,480**	**33,823,530**	**34,551,790**	**36,273,970**	**39,100,560**	**39,858,420**
Fire Administration	1,487,740	1,498,400	1,579,340	1,723,910	1,892,100	1,981,930	**1,905,760**
Fire Extinguishment	14,347,690	15,735,290	17,517,850	17,938,890	19,841,870	20,085,350	**20,773,760**
Fire Prevention	1,034,960	1,153,310	1,287,980	1,296,470	1,537,890	1,401,640	**1,583,170**
Total Fire Department	**16,870,390**	**18,387,000**	**20,385,170**	**20,959,270**	**23,271,860**	**23,468,920**	**24,262,690**

GENERAL FUND
EXPENDITURE HISTORY BY ACTIVITY

Activity Name	2016/17 Actual	2017/18 Actual	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Budget	2022/23 Budget
Fleet Maintenance	2,593,770	3,012,640	2,958,440	2,998,690	2,727,510	3,069,300	**3,332,980**
Parks & Grounds Maintenance	1,429,620	1,458,050	559,210	0	0	0	**0**
Public Works Center	206,670	179,300	197,120	263,870	115,460	171,250	**162,400**
Street Services	2,151,300	2,440,450	2,639,760	2,795,450	3,067,880	3,449,960	**3,347,560**
Total Public Works Department	**6,381,360**	**7,090,440**	**6,354,530**	**6,058,010**	**5,910,850**	**6,690,510**	**6,842,940**
Refuse Collection	4,437,520	4,462,720	4,491,460	4,500,480	4,567,230	4,764,170	**4,777,380**
Total Refuse Collection	**4,437,520**	**4,462,720**	**4,491,460**	**4,500,480**	**4,567,230**	**4,764,170**	**4,777,380**
Building	2,011,310	2,328,160	1,076,430	1,118,740	1,148,210	1,203,200	**1,193,220**
Economic Development	372,460	318,290	324,800	362,260	352,350	384,000	**389,890**
Engineering	1,260,990	1,300,040	1,361,010	1,419,390	1,408,770	1,550,070	**1,543,070**
Neighborhood Services	1,535,800	1,525,150	1,641,600	1,810,100	1,956,950	1,980,970	**2,059,710**
Planning	193,630	172,070	255,810	284,360	302,140	433,210	**404,930**
Planning Commission	7,640	10,300	7,340	6,960	10,600	22,710	**25,550**
Sustainability Commission	0	0	0	0	0	750	**750**
Zoning Board of Appeals	5,880	6,930	7,990	6,450	9,670	21,320	**23,200**
Component Unit Funding	300,000	300,000	300,000	200,000	0	0	**0**
Total City Development Dept.	**5,687,710**	**5,960,940**	**4,974,980**	**5,208,260**	**5,188,690**	**5,596,230**	**5,640,320**
Community Relations	1,094,230	1,341,190	1,422,420	1,528,780	1,268,930	1,684,520	**1,784,670**
Arts Commission	0	780	710	230	280	2,750	**2,760**
Beautification Commission	1,100	0	0	0	0	50	**50**
Total Community Relations Dept.	**1,095,330**	**1,341,970**	**1,423,130**	**1,529,010**	**1,269,210**	**1,687,320**	**1,787,480**
41-A District Court	3,242,870	3,309,840	3,428,460	3,475,760	3,362,130	3,863,820	**3,848,890**
General Expenditures	1,118,900	1,681,850	1,586,080	2,165,410	1,932,310	2,403,450	**2,027,660**
Transfers Out	7,255,500	8,588,030	20,633,990	14,431,220	17,550,810	10,484,780	**11,448,170**
Total General Fund	**$89,450,700**	**$92,906,990**	**$109,476,920**	**$106,649,610**	**$113,644,210**	**$113,701,750**	**$117,152,270**

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
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%
2021	32,249,173	113,715,596	28.36%

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)
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%
2021	4,427,329,545	282,249,500	4,709,579,045	50%

(1) All taxable values reflect the year in which tax revenue streams were generated. For example, the 2011 TV's (stated above in the 2012 row) were used to generate tax revenue for the year ended June 30, 2012.

(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)

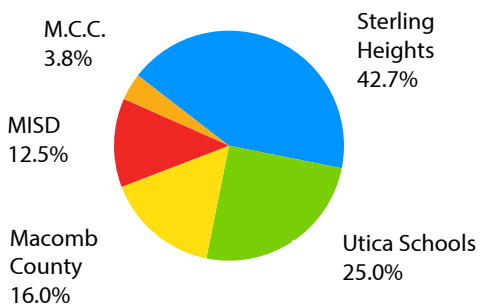
	2013	2014	2015	2016	2017	2018	2019	2020	2021
City of Sterling Heights									
Operating (1)	9.14280	9.47030	9.37010	9.49090	9.48560	9.49400	10.49400	9.49400	**9.31060**
Refuse	1.08380	1.08790	1.12670	1.14240	1.10620	1.08270	1.04200	1.00380	**0.96390**
Police & Fire Pension	2.06690	1.82250	1.92380	1.90260	1.97880	2.01240	2.12790	2.19840	**2.44410**
Public Improvements	0.09030	0.10180	0.10470	0.11220	0.11520	0.11140	0.09710	0.10960	**0.10970**
Drain	0.30200	0.20330	0.16050	0.03770	0.00000	0.00000	0.00000	0.00000	**0.00000**
*R*ecreating Recreation	0.00000	0.00000	0.00000	0.00000	0.00000	0.97000	0.95160	0.95060	**0.94430**
Safe Streets	0.00000	0.00000	2.50000	2.50000	2.50000	2.48530	2.46780	2.45050	**2.43430**
Total City	**12.68580**	**12.68580**	**15.18580**	**15.18580**	**15.18580**	**16.15580**	**17.18040**	**16.20690**	**16.20690**
Overlapping Governments									
Macomb County	4.57350	4.57350	4.57350	4.57350	4.56160	4.52920	4.49750	4.45920	**4.41500**
Utica Comm. Schools	3.85000	3.85000	3.85000	3.85000	3.85000	3.85000	3.76000	3.50000	**3.50000**
Warren Consol. Schools	11.36240	11.38290	10.76030	10.69660	11.66140	11.37910	10.94780	10.57310	**10.13830**
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	1.53120	1.52620	1.53020	1.42120	1.40340	1.46400	1.45310	**1.43870**
M.I.S.D.	2.94300	2.94300	2.94300	2.94300	2.93550	2.91460	2.89450	2.87440	**4.72960**
Huron/Clinton Metro Auth.	0.21460	0.21460	0.21460	0.21460	0.21460	0.21400	0.21290	0.21170	**0.21040**
S.M.A.R.T.	0.59000	0.59000	1.00000	1.00000	0.99740	0.99030	1.00000	0.99260	**0.98270**
County Zoo Authority	0.10000	0.10000	0.10000	0.10000	0.09970	0.09890	0.09850	0.09770	**0.09670**
D.I.A.	0.20000	0.20000	0.20000	0.20000	0.19940	0.19790	0.19650	0.19500	**0.19300**
Med Call	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	**0.09900**
Veterans Operations	0.04000	0.04000	0.04000	0.04000	0.03980	0.06820	0.06760	0.06740	**0.06670**
Total Utica Schools (2)	**32.76810**	**32.72810**	**35.63310**	**35.63710**	**35.50500**	**36.42230**	**37.37190**	**36.05800**	**37.93870**
Total Warren Schools (2)	**40.28050**	**40.26100**	**42.54340**	**42.48370**	**43.31640**	**43.95140**	**44.55970**	**43.13110**	**44.57700**

(1) City general operating tax rate charter limit equals 12.0 mills.

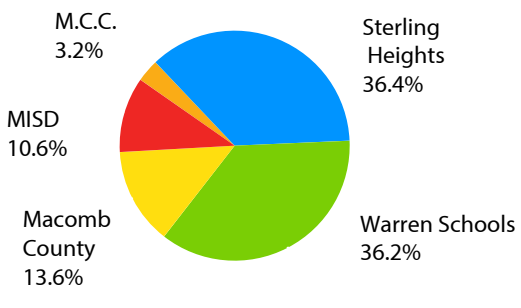
(2) Sterling Heights taxable valuation is based on 62% for Utica Schools and 38% for Warren Consolidated Schools for the year ended June 30, 2021.

City of Sterling Heights
2020/21 Distribution of Homestead Taxes

Utica Community Schools

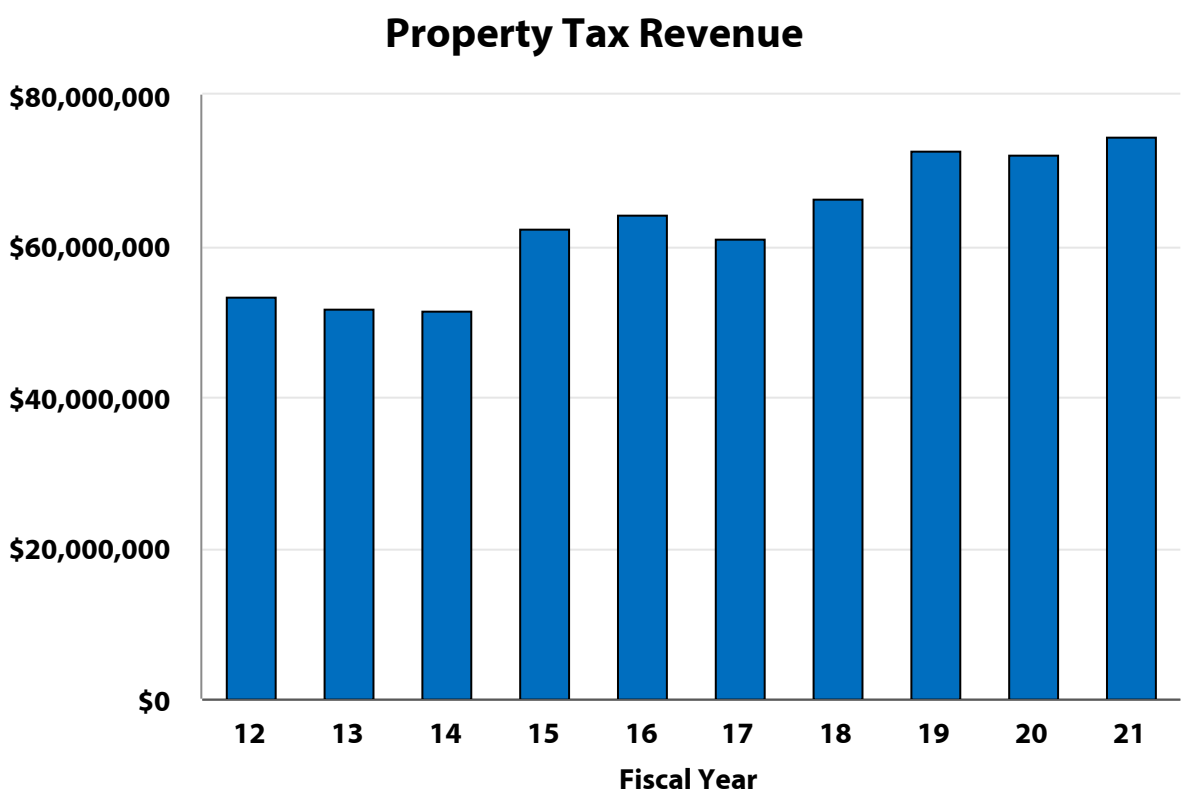


Warren Consolidated Schools



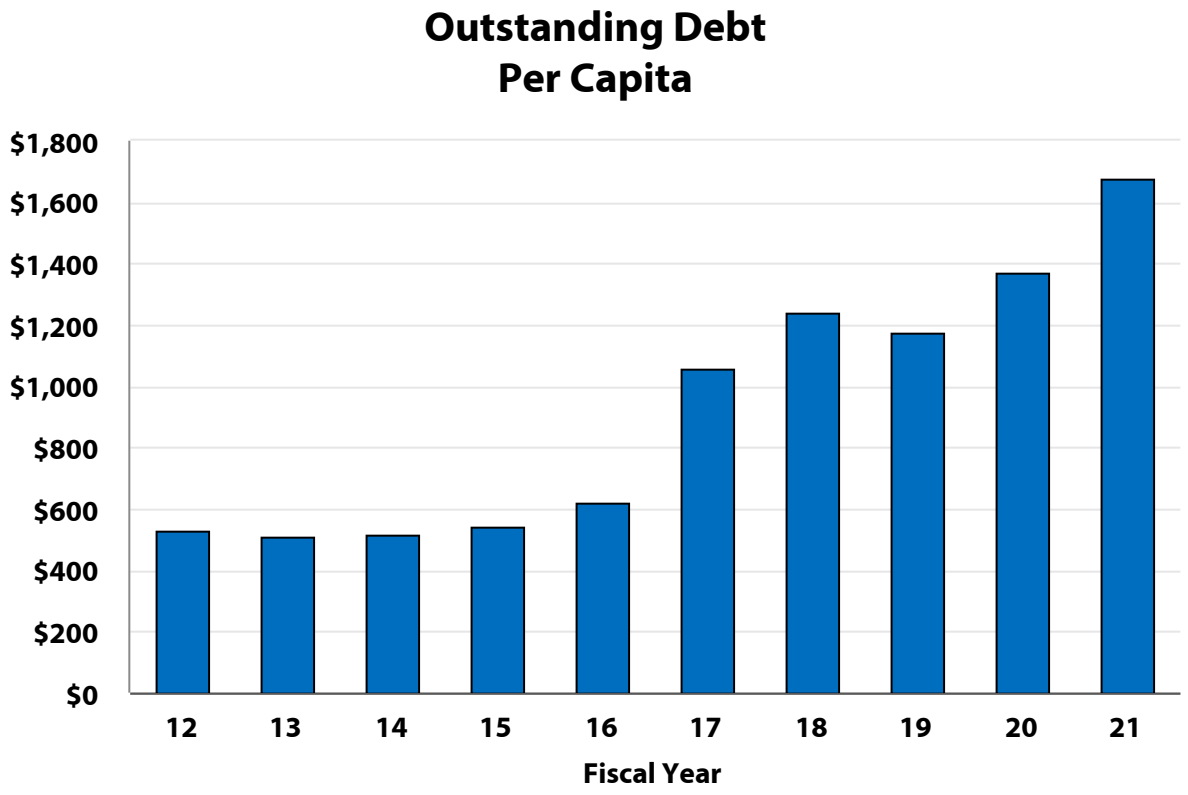
GENERAL GOVERNMENT TAX REVENUES BY SOURCE
LAST TEN FISCAL YEARS

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	
2012	40,120,585	4,376,626	7,157,201	—	51,654,412	—	—	1,150,140	345,161	1,495,301	**53,149,713**
2013	37,142,292	4,403,288	8,529,892	—	50,075,472	—	—	1,224,522	365,934	1,590,456	**51,665,928**
2014	38,262,436	4,400,850	7,444,408	—	50,107,694	—	—	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	—	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	—	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	—	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**
2021	42,775,551	4,416,896	11,220,782	7,588,298	66,001,527	3,563,507	4,325,536	607	506,168	506,775	**74,397,345**



RATIOS OF OUTSTANDING DEBT BY TYPE
LAST TEN FISCAL YEARS

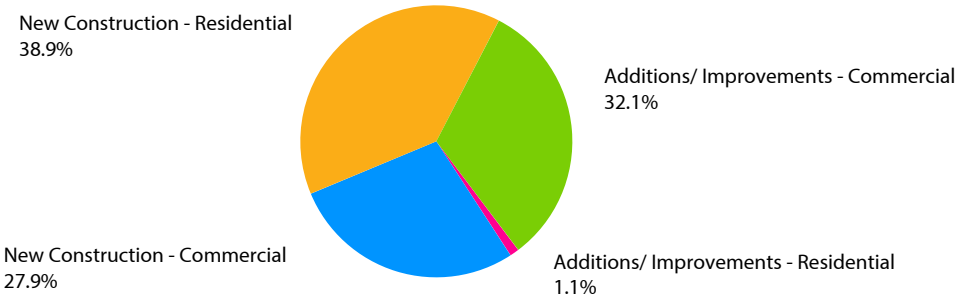
Fiscal Year Ended June 30	Governmental Activities				Business-Type Activities County Issued			Total Primary Gov't.	% of Personal Income	Pop.	Govt. Debt Per Capita
	General Obligation Bonds	Michigan Transp. Bonds	Special Assess. Bonds	County Issued Bonds	General Obligation Bonds	Special Assess. Bonds	Revolving Loan Funds				
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**
2021	80,975,911	36,003,953	1,600,000	—	78,695,341	1,844,015	18,485,696	217,604,916	6.93%	129,699	**1,677.77**



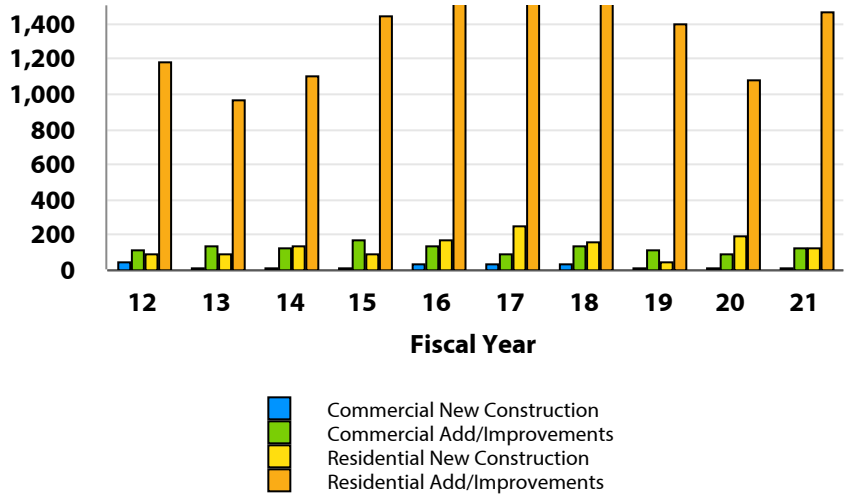
BUILDING PERMITS AT MARKET VALUE
LAST TEN FISCAL YEARS

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	
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
2021	130	45,584,777	1,465	1,241,345	46,826,122	10	32,648,979	120	37,667,034	70,316,013

Market Value of 2021 Building Permits



Building Permits



DEMOGRAPHIC AND ECONOMIC STATISTICS
LAST TEN FISCAL YEARS

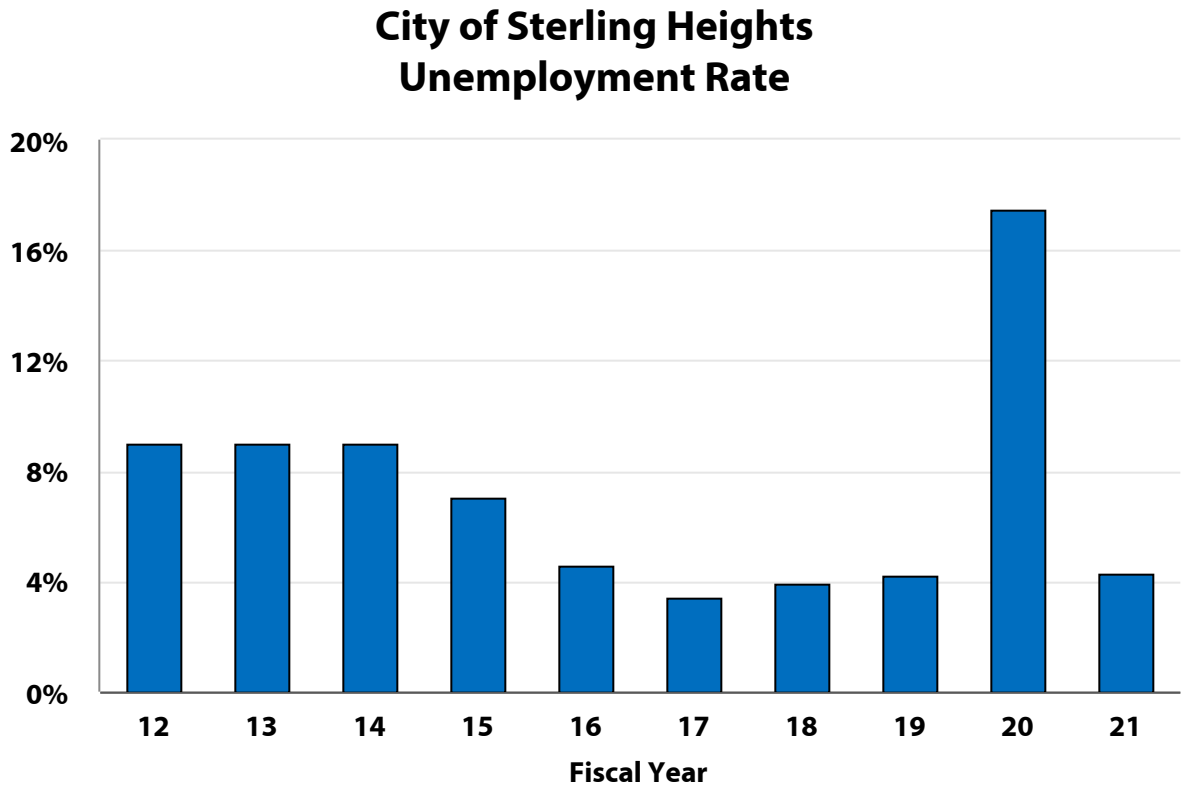
Fiscal Year Ended June 30	Estimated Population	Median Age (2)	Age 25 or Older (2)		Per Capita Income (2)	Income In Thousands	Number of Households (2)	Median Household Income (1)	Sterling Heights Unemployment Rate (3)/(4)
			High School Graduate or Higher	Bachelor's Degree or Higher					
2012	129,699 (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%
2021	134,346 (1)	40-44	87.4%	30.0%	31,335	4,209,732	50,516	66,346	4.3%

Sources:

(1) United States Census Bureau

(2) Southeast Michigan Council of Governments (SEMCOG)

(3) Michigan Department of Career Development, Employment Security Agency, Office of Labor Market Information



2022/23 BUDGET

Activity Name
Police & Fire Pension Board

Activity
2380

Account Number	Account Name	2020/21 Actual	2021/22 Budget	2021/22 To 12/31	2021/22 Estimate	2022/23 Budget
	Supplies					
729.000	Postage	$440	$400	$270	$350	$400
751.000	Operating Supplies	670	400	150	200	400
	Total Supplies	1,110	800	420	550	800
	Other Charges					
802.000	Audit & Accounting Services	21,120	36,640	20,120	36,640	36,640
805.000	Administrative Services	48,280	45,500	24,570	48,500	49,500
806.000	Legal Services	8,840	11,000	(240)	11,000	11,000
807.000	Medical Services	0	2,000	0	0	2,000
809.000	Other Professional Services	0	1,500	1,180	1,500	1,500
810.000	Other Fees	19,250	22,000	4,840	22,000	22,000
826.000	Other Contracted Services	1,395,250	1,533,750	507,460	1,533,750	1,533,750
957.000	Memberships & Dues	200	200	0	200	200
959.000	Education & Training	0	10,000	1,870	5,000	10,000
	Total Other Charges	1,492,940	1,662,590	559,800	1,658,590	1,666,590
	Capital Outlay					
979.000	Computer Equipment	0	0	0	0	0
	Total Capital Outlay	0	0	0	0	0
	Total Activity	**$1,494,050**	**$1,663,390**	**$560,220**	**$1,659,140**	**$1,667,390**

NOTE: The "2020/21 Actual" & "2021/22 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	6/30/2024	123	
Fire Fighters - IAFF Local 1557	6/30/2022	106	
Technical/Office - MAPE	6/30/2022	67	36*
DPW Field - Teamsters Local 214	6/30/2024	60	
Police Command Officers - COA	6/30/2022	35	
Professional & Technical - MAPE	6/30/2023	46	12
Court Clerical - AFSCME Local 1884	6/30/2022	19	6
Police Clerical - MAP	6/30/2023	20	
Supervisory - MAPE	6/30/2025	13	
Executive Group - SHEG	6/30/2025	8	
DPW Supervisors - AFSCME Local 1917	6/30/2024	9	
Total Union Employees		506	54
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)			80
Total Non-Union Employees		16	80
Total All Employees		**522**	**134**

* Includes twelve part-time employees that are excluded from the part-time limit.

Population

Total Population [1]	134,346
Gender [2]	
Male	64,497
Female	67,799
Age [2]	
Under 5 years	7,254
5 to 9 years	7,059
10 to 14 years	6,916
15 to 19 years	7,607
20 to 24 years	9,182
25 to 34 years	19,433
35 to 44 years	14,720
45 to 54 years	18,100
55 to 59 years	9,951
60 to 64 years	9,127
65 to 74 years	12,858
75 to 84 years	6,726
85 years and older	3,363
Racial Makeup [1]	
White	107,043
African American	8,802
American Indian & Alaska Native	254
Asian	10,960
Native Hawaiian & Other Pacific Islander	17
Other Race	1,006
Two or more races	6,264

Housing

Median Housing Value	$230,452
Total Housing Units	54,909
Houses	34,762
Condominiums	6,889
Apartments	11,567
Mobile Homes	1,691

Principal Property Taxpayers

Company/Taxable Value	
FCA US, LLC	$89,744,700
Detroit Edison Company	53,954,936
Consumers Energy Company	49,836,642
Ford Motor Company	32,520,846
Chalk Spade Investments (USA), Inc.	23,314,795
International Transmission	15,648,522
Lakeside OOTB Ventures, LLC	14,934,415
Liberty Park Commerce Center, LLC	14,885,013
GFL Environmental USA, Inc.	14,200,800
General Dynamics Land Systems	13,209,786

Major Employers

Company/Employees	
FCA US, LLC	9,061
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	109,681
In labor force	68,835
Civilian labor force	68,751
Employed	65,331
Unemployed	3,420
Percent of civilian labor force	5
Armed Forces	84
Not in labor force	40,846

Occupation [2]

Employed civilian population 16 yrs. & over	65,331
Management, business, science & arts occupations	24,962
Service occupations	10,581
Sales & office occupations	15,043
Natural resources, construction, & maintenance occupations	3,984
Production, transportation & material moving occupations	10,761

Industry [2]

Agriculture, forestry, fishing and hunting, & mining	110
Construction	2,813
Manufacturing	14,468
Wholesale trade	1,722
Retail trade	9,186
Transportation and warehousing & utilities	3,112
Information	885
Finance, insurance, real estate & rental and leasing	3,255
Professional, scientific, management, administrative & waste management	5,933
Educational, health & social assistance	12,554
Arts, entertainment, recreation, accommodation & food services	6,035
Other services	3,312
Public administration	1,946

School Enrollment [2]

Population 3 yrs. & over enrolled in school	30,168
Nursery school, preschool	1,675
Kindergarten	1,402
Elementary (grades 1-8)	10,915
High School (grades 9-12)	6,409
College or graduate school	9,767

Streets & Sidewalks

Miles of City Streets:	
Primary	63
Secondary	289
Estimated Sidewalks in Miles	639
Bridges	11
Street Lights	2,535

Police Protection

Group A offenses [3]	2,987
Group B offenses [4]	4,515
Injury Accidents	653
Property Damage	2,599
Private Property Damage	193
Total Traffic Violations	10,034
Civil Infractions	9,095
Parking Violations	462
Adult Arrests	1,018
Juvenile Arrests	31
OUIL Arrests	116

Fire Protection

Stations	5
Emergency Alarms Answered	16,170
Medical Emergencies	12,993
Fire Inspections Conducted	2,113
Inspection Violations Issued	3,483
Training Hours Completed	42,538

41-A District Court

Cases Handled:	
Civil	2,709
Criminal	3,226
Traffic	13,417
Landlord & Tenant	1,069
Small Claims	100

Election Data

Registered Voters	98,915
Voters at Polls	29,532
Absentee Ballots	40,672
Percent Voting	70.97%

Parks & Recreation

Acres	821
Developed Parks	28
Adult Athletics Attendance	13,865
Instructional Rec. Attendance	12,506
Nature Program Attendance	5,521
50+ Activity Program Attendance	33,880
Special Event Attendance	55,071
Summer Playground Attendance	1,374
Adaptive Recreation Program Attendance	2,355

Library

Registered Borrowers	65,530
In-House Materials Usage	0
Items Circulated	347,536
Reference Transactions	50,613
Program Attendance	33,198
Library Visits	43,040
Inter Library Loan Requests	71,081
Inter Library Loans - Lent	69,814
Outreach Visits	305
Electronic Database Usage	109,077

Water & Sewer Services

Customers:	
Residential	34,970
Commercial/Industrial	4,358
Miles of Water Mains	667
Miles of Sanitary Sewers	475
Fire Hydrants	7,428
Water (in thousand cubic feet):	
Purchased from Detroit	657,886
Sold to Residents	620,625
Rates:	
100 Cubic Feet (water and sewer)	$7.91
Sewer Only - Per Billing	$93.00

1 Source: U.S. Census Bureau, Census 2020

2 Source: 2020 American Community Survey 5-year estimates. Totals will not foot to Census 2020 population.

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. 481

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 2022/23; TO ADOPT THE FEE SCHEDULE FOR PUBLIC RECORDS AND SERVICES FOR THE FISCAL YEAR 2022/23; AND TO ADOPT WATER AND SEWAGE DISPOSAL RATES FOR THE FISCAL YEAR 2022/23.

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, 2022 through June 30, 2023. The City Council does hereby adopt, by budgetary center, the following General Fund and Special Revenue Funds budgets for 2022/23.

Sec. 2.01

GENERAL FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Net General Tax Revenue	$47,195,590	
Licenses and Permits	2,589,510	
Federal/State/Local Returns	20,376,960	
Fines and Forfeitures	1,729,500	
Charges for Services	14,513,020	
Other Revenue	3,420,920	
Cable Revenue	2,200,000	
Use of Fund Balance	0	
Total General Revenue		92,025,500
Refuse Tax Revenue	4,777,300	
Police & Fire Pension Tax Revenue	12,559,250	
Safe Streets Tax Revenue	8,096,460	
Total Other Tax Revenue		25,433,010
Total Revenues		117,458,510
OTHER FINANCING SOURCES		
Transfers In	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$117,458,510**

and does hereby designate $47,280,590 to be raised by 9.4940 mills tax levied for General Purposes on the assessed valuation of all real and personal property subject to taxation in the City,

and does hereby designate $12,559,250 to be raised by 2.5189 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 $4,777,300 to be raised by 0.9468 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 $8,096,460 to be raised by 1.6218 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	$13,711,220	
Public Library Department	2,947,100	
Police Department	39,858,420	
Fire Department	24,262,690	
Public Works Department	6,842,940	
Refuse Collection	4,777,380	
City Development Department	5,640,320	
Community Relations Department	1,787,480	
41-A District Court	3,848,890	
General Expenditures	2,027,660	
Contribution to Fund Balance	306,240	
Total Expenditures		106,010,340
OTHER FINANCING USES		
Transfers Out	11,448,170	
Total Other Financing Uses		11,448,170
Total General Fund		**$117,458,510**

Sec. 2.02

WATER & SEWER OPERATING FUND:

OPERATING REVENUES		
Operating Revenues	$60,052,700	
Total Operating Revenues		**$60,052,700**
OPERATING EXPENSES		
Administration	$4,958,510	
Water Distribution	21,512,740	
Sewage Collection	32,827,950	
Contribution to Retained Earnings	753,500	
Total Water & Sewer Operating Fund		**$60,052,700**

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, 2022.

WATER RATES

Volume Charges Per Billing Period:	Rate Per 100 Cubic Ft. (CCF)
Residential Volume	
Block 1 (1-30 CCFs)	$2.26
Block 2 (Above 30 CCFs)	$4.15
Commercial Volume (per CCF)	$3.42

Fixed Meter Charge (Monthly):	
5/8"	$ 8.00
3/4"	8.00
1"	18.00
1 ½"	34.00
2"	54.00
3"	116.00
4"	207.00
6"	427.00
8"	918.00
10"	1,376.00
12"	2,554.00

SEWER RATES

Volume Charges Per Billing Period:	Rate Per 100 Cubic Ft. (CCF)
Residential (per CCF)	$6.05
Commercial (per CCF)	$6.05
Fixed Charge (Monthly)	$7.00

BILLING

Bills for water and sewer service shall be rendered periodically as set forth in this article. Beginning August 1, 2022, the billing period for all customers will be 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.

For all single-family residential customers of both water and sewer services from the City, sewer usage will be based on water consumption during the current billing period or one-third of the usage in 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 300 Ccf (cubic feet) per month for any residential customer 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 $95.00 charge per bill for sewer only customers.

Sec. 2.03

MAJOR ROAD FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$1,924,220	
Federal Grants	0	
State Sources	11,110,050	
Other Revenue	335,000	
Total Revenues		13,369,270
OTHER FINANCING SOURCES		
Transfer from General Fund	500,000	
Total Other Financing Sources		500,000
Total Revenues & Other Financing Sources		**$13,869,270**

EXPENDITURES & OTHER FINANCING USES

EXPENDITURES		
Administration Expenses	$111,290	
Major Street Maintenance	2,510,040	
Major Street Improvements	6,800,000	
Contribution to Fund Balance	0	
Total Expenditures		9,421,330
OTHER FINANCING USES		
Transfer to Road Bond Debt Retirement Fund	4,447,940	
Transfer to Local Road Fund	0	
Total Other Financing Uses		4,447,940
Total Major Road Fund		**$13,869,270**

Sec. 2.04

LOCAL ROAD FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
Net Property Taxes	3,793,820	
State Sources	4,637,160	
Charges for Services	50,000	
Other Revenues	4,250	
Total Revenues		8,485,230
OTHER FINANCING SOURCES		
Transfer from General Fund	0	
Transfer from Major Road Fund	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$8,485,230**

and does hereby designate $3,805,320 to be raised by 0.7632 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	2,463,500	
Local Street Improvements	5,200,000	
Contribution to Fund Balance	691,650	
Total Expenditures		8,485,230
OTHER FINANCING USES		
Transfer to Road Bond Debt Retirement Fund	0	
Total Other Financing Uses		0
Total Local Road Fund		**$8,485,230**

Sec. 2.05

PARKS & RECREATION FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
Property Taxes	4,606,560	
State Sources	570,710	
Charges for Services	1,253,790	
Other Revenue	61,000	
Total Revenues		6,492,060
OTHER FINANCING SOURCES		
Transfer from General Fund	2,741,180	
Total Other Financing Sources		2,741,180
Total Revenues & Other Financing Sources		**$9,233,240**

and does hereby designate $4,615,560 to be raised by 0.9257 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	$3,445,780
Supplies	310,440
Other Charges	2,329,170
Capital Outlay	0
Debt Service	3,001,590
Contribution to Fund Balance	146,260
Total Parks & Recreation Fund	**$9,233,240**

Sec. 2.06

PUBLIC SAFETY FORFEITURE FUND BUDGET:

REVENUES		
Fund Balance	$523,160	
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	0	
Total Revenues		**$539,960**
EXPENDITURES		
Federal Forfeitures	$80,910	
Treasury Forfeitures	0	
State Forfeitures	419,250	
Gambling Forfeitures	0	
Operating While Intoxicated Forfeitures	11,000	
Act 302 Training Funds	28,800	
Total Public Safety Forfeiture Fund		**$539,960**

Sec. 2.07

COMMUNITY DEVELOPMENT BLOCK GRANT FUND BUDGET:

REVENUES		
Community Development Block Grant	$1,370,720	
Total Revenues		**$1,370,720**
EXPENDITURES		
Administrative Expenses	$162,300	
Books	5,000	
Single Parent Education Program	10,000	
Minor Home Repair	30,000	
Adaptive Recreation Program	25,000	
Housing Rehabilitation Program	200,000	
Macomb Homeless Coalition - Coordinator	0	
Contributions to Non-Profit Organizations	81,720	
Personal Protection Equip. & Subsistence Pymts.	0	
Small Business Relief Grant Program	0	
Capital & Other Improvements	856,700	
Total Community Development Block Grant Fund		**$1,370,720**

Sec. 2.08

INDIGENT DEFENSE FUND BUDGET:

REVENUES		
Fund Balance	$0	
State Grants	360,350	
Interest on Investments	0	
Total Revenues		**$360,350**

EXPENDITURES		
Supplies	$500	
Other Charges	359,850	
Total Indigent Defense Fund		**$360,350**

Sec. 2.09

AMERICAN RESCUE PLAN ACT FUND BUDGET:

REVENUES		
Fund Balance	$0	
Federal Grants	6,000,000	
Other Revenue	0	
Total Revenues		**$6,000,000**
EXPENDITURES		
Other Charges	$144,000	
Other Services	356,000	
Capital Outlay	5,500,000	
Total Indigent Defense Fund		**$6,000,000**

Sec. 2.10

CORRIDOR IMPROVEMENT AUTHORITY FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$324,620	
Property Taxes	275,380	
Other Revenue	0	
Total Revenues		**$600,000**
EXPENDITURES		
Other Charges	$100,000	
Capital Outlay	500,000	
Contribution to Fund Balance	0	
Total Corridor Improvement Authority Fund		**$600,000**

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	$729,780	
Other Revenue	0	
Total Revenues		**$729,780**
EXPENDITURES		
Other Charges	$729,780	
Total Brownfield Authority Fund		**$729,780**

Sec. 2.13

LOCAL DEVELOPMENT FINANCE AUTHORITY FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$410,520	
Property Taxes	1,572,900	
Other Revenue	195,000	
Total Revenues		2,178,420
OTHER FINANCING SOURCES		
Transfer from Economic Development Fund	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$2,178,420**
EXPENDITURES		
Incubator Renovations	$0	
Incubator Operations	1,330,420	
SmartZone Improvements	848,000	
Contribution to Fund Balance	0	
Total Local Development Finance Authority Fund		**$2,178,420**

Sec. 2.14

VOTED TAX GENERAL OBLIGATION DEBT BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
Other Revenue	100	
Federal & State Sources	40,540	
Net Proposal F Tax Revenue	550,510	
Total Revenues		591,150
OTHER FINANCING SOURCES		
Transfer from General Fund	0	
Total Other Financing Sources		0
Total Revenues & Other Financing Sources		**$591,150**

and does hereby designate $553,010 to be raised by 0.1096 mills tax levied on the assessed valuation of all real and personal property subject to taxation in the City, for the purpose of meeting appropriations for public improvement debt service as authorized by the electors of the City in approving Proposal F in 2006.

EXPENDITURES		
Proposal F Expenditures	$587,000	
Contribution to Fund Balance	4,150	
Total Voted Tax General Obligation Debt Fund		**$591,150**

Sec. 2.15

ROAD BOND DEBT RETIREMENT FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$284,240	
Special Assessment Revenue	155,930	
Interest Income	50	
Federal Interest Rebates	0	
Total Revenues		440,220
OTHER FINANCING SOURCES		
Transfer from Major Road Fund	4,447,940	
Transfer from Road Bond Construction Fund	0	
Total Other Financing Sources		4,447,940
Total Revenues & Other Financing Sources		**$4,888,160**
EXPENDITURES		
Principal	$3,754,000	
Interest	1,130,690	
Other Fees	3,470	
Contribution to Fund Balance	0	
Total Road Bond Debt Retirement Fund		**$4,888,160**

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	2,962,360	
Total Other Financing Sources		2,962,360
Total Revenues & Other Financing Sources		**$2,962,360**
EXPENDITURES		
Principal	$1,600,000	
Interest	1,361,360	
Other Fees	1,000	
Total Limited Tax General Obligation Debt Fund		**$2,962,360**

Sec. 2.17

CAPITAL PROJECTS FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES		
Fund Balance	$0	
State & Local Returns	110,000	
Other Revenue	770,430	
Total Revenues		880,430
OTHER FINANCING SOURCES		
Transfer from General Fund	5,244,630	
Total Other Financing Sources		5,244,630
Total Revenues & Other Financing Sources		**$6,125,060**
EXPENDITURES		
Capital Equipment	$1,157,560	
Capital Vehicles	2,069,700	
Capital Projects	2,882,370	
Contribution to Fund Balance	15,430	
Total Capital Projects Fund		**$6,125,060**

Sec. 2.18

ROAD BOND CONSTRUCTION FUND:

REVENUES & OTHER FINANCING SOURCES

REVENUES	
Fund Balance	$17,990,000
Other Revenue	10,000

Federal Grants	0	
Total Revenues		18,000,000
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		**$18,000,000**
EXPENDITURES & OTHER FINANCING USES		
EXPENDITURES		
Construction	$18,000,000	
Contribution to Fund Balance	0	
Total Road Bond Construction Fund		**$18,000,000**

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, 2022 through June 30, 2023. 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	620.00
Lot Combinations	520.00
Processing Labels (per page)	1.65
Resident Field Sheet Fee	2.20
Apartment Listing (Names/Sidwells/Assessments)	71.00
Shopping Center List	71.00
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	152.00
Custom Assessment Information Report	79.00
IFEC Extension Application Fee	645.00
IFEC Request for Extension to Complete Project Application Fee	645.00
IFEC Request for Revision of Final Project Cost Application Fee	645.00
Application to Establish a Speculative Building Designation Fee	645.00

Tax Hardship Income Limits:	
1 Person	13,590.00
2 Person	18,310.00
3 Person	23,030.00
4 Person	27,750.00
5 Person	32,470.00
6 Person	37,190.00
7 Person	41,910.00
8 Person	46,630.00
Each Additional Person	4,720.00

Sec. 3.02

BUILDING OFFICE:

Fence Permit	43.00
Fence Permit – Masonry, Separation	126.00
Board of Code Appeals	300.00
Reestablish Expired Permit Fee	72.00
Overtime Inspections, Each Hour (3 hour minimum)	99.00
Special Inspections, Each Trade - Residential	56.00
Special Inspections, Each Trade - Commercial under 50,000 sq ft	80.00
Special Inspections, Each Trade - Commercial over 50,000 sq ft	119.00
Special Inspections, Each Trade - illegal Grow Compliance	119.00
Building Code Publication	Cost + 17.00 Administration Fee
Building Moving Permit	327.00
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)	53.00
Miscellaneous	73.00
Permit fee (minimum)	73.00
Electrical Contractor's Registration	31.00
Fire Alarm Contractor's Registration	31.00
Sign Contractor's Registration	31.00
Furnace Wiring	32.00
Air Conditioner Reconnect	32.00
Circuits: Each (new or extended)	26.00
Fixtures: Each 25	26.00
Motors, Power, Heating Units, Furnaces, Transformers:	
Each ¼ to 10 HP	32.00
Each 11 to 30 HP	37.00
Each 31 to 50 HP	42.00
Each 51 to 60 HP	48.00
Each 61 and over	62.00

Feeders (Conduit, Wireways, Bus Ducts, Cables):	
Each 100 ft. (or less)	55.00
Refrigeration Units:	
Air Conditioning (residential)	32.00
Interruptible Service	32.00
Air Conditioning (commercial):	
Up to 5 Tons	37.00
5 to 40 Tons	55.00
Over 40 Tons	83.00
Electric Ranges, Ovens, Dryers, Water Heaters, X-Ray Equipment:	
Each unit of type	32.00
Swimming Pools/Hot Tubs (all)	61.00
Service (Lights, Heat, and Power):	
100 Ampere or less	32.00
101 to 200 Ampere	42.00
201 to 300 Ampere	42.00
301 to 400 Ampere	42.00
401 to 500 Ampere	42.00
501 to 900 Ampere	55.00
901 Ampere or more	67.00
Solar Panels:	
Up to 10 KVA	32.00
11-30 KVA	42.00
31-50 KVA	55.00
51 KVA or more	67.00
Signs: Sign Circuit	48.00
Sign Tag Inspection	70.00
Sign Connection	75.00
General Repair & Alterations (per hour or fraction thereof)	63.00
Generator Connection	55.00
Motion Picture Apparatus	55.00
Special Inspections not specifically covered:	
Festivals	146.00
Carnivals	146.00
Circuses	146.00
Shop Inspection	81.00
Theatrical Road Show	81.00
Christmas Tree Lot	81.00
Temporary Wiring:	
Display Area (Sq. Ft.):	
Up to 100,000 sq. ft.	72.00
Over 100,000 to 200,000 sq. ft.	136.00
Over 200,000 to 300,000 sq. ft.	163.00
Over 300,000 to 400,000 sq. ft.	242.00
Over 400,000 sq. ft.	322.00
Outline Tubing – Connection or Tag Inspection:	
Each 100 feet	81.00
Mobile Home and Trailer Park Inspections (minimum)	73.00
Fire Alarm Inspection (minimum)	76.00
Manual Pull Station	16.00

A/V, Strobe, Voice Speaker	16.00
Water Flow/Tamper Switch	16.00
Heat or Smoke Detector	16.00
Flame, Duct Detector	16.00
Auxiliary Panel	16.00
Electric Door Release	16.00
Elevator Recall Status	16.00
Fire Alarm Circuit	25.00
Alterations to existing system	73.00
Reinspection Fee	73.00
Miscellaneous Fire Alarm Fee	73.00

Plumbing Work

Application Fee (Non-refundable)	53.00
Miscellaneous	73.00
Permit Fee (minimum)	73.00
Plumber's Registration	1.00
Journeyman Plumber's Registration	0.50
Fixture Inspection: (New and Replacement)	
New Installation (minimum)	73.00
New Stack or Stack Alteration	23.00
Air Admittance Valve	23.00
Roof conductor	23.00
Sump or interceptor	23.00
Backflow preventor	23.00
Pump or Water Lift	23.00
Hose connection (sillcocks)	23.00
Water treatment device	23.00
Water closets	23.00
Shower traps	23.00
Baths	23.00
Water heater	37.00
Electric Water Heater Reconnect	37.00
Tankless Water Heater	37.00
Basement Waterproofing	53.00
Radon	121.00
Sinks (any description)	23.00
Lavatories	23.00
Laundry trays	23.00
Floor drains	23.00
Ice Maker	23.00
Back Water Valve	23.00
Thermal Expansion Tank	23.00
Bidet	23.00
Dental Chair	23.00
Grease or Oil Interceptor	23.00
Drinking fountains	23.00
Soda fountains/bars	23.00
Waste opening	23.00
Humidifiers	23.00

Food waste grinders	23.00
Dishwashers	23.00
Urinals	23.00
Whirlpools	42.00
Lawn Sprinkler Systems	73.00
All other fixtures not mentioned	23.00
Reinspection Fee	73.00
Special Equipment (automatic laundry, humidifier, beverage vending machine, vacuum systems, nitrous oxide, oxygen, nitrogen, medical air):	
Automatic Machines (minimum)	37.00
Each additional	23.00
Building Sewer Connection – sump connection	55.00
Drains:	
Storm drains to catch basin for main storm sewer	322.00
Lines less than 4" in diameter	33.00
Lines less than 6" in diameter	38.00
Lines less than 8" in diameter	49.00
Lines less than 10" in diameter	63.00
Lines less than 12" in diameter	81.00
Lines less than 14" in diameter	96.00
Lines less than 16" in diameter	113.00
Lines less than 18" in diameter	129.00
Lines exceeding 18" in diameter (per inch)	21.00
Water Distribution System:	
¾"	27.00
1"	38.00
1 ¼"	43.00
1 ½"	56.00
2"	72.00
2 ½"	106.00
3"	120.00
4"	136.00
Exceeding 4"	162.00
Replace piping, no increase in size	43.00

Mechanical Work

Application Fee (Non-refundable)	53.00
Miscellaneous	73.00
Permit Fee (minimum)	73.00
License/Registration	15.00
Gas-Fired Equipment; Oil Burners; New or Replacement –	
Burners with input:	
up to 75,000	55.00
75,001 to 500,000	62.00
500,001 – 1,000,000	110.00
1,000,001 – 2,000,000	124.00
2,000,001 – 3,000,000	157.00
over 3,000,000	189.00
Air Handlers:	
Up to 2,000 CFM	55.00
Over 2,000 CFM	110.00

Duct Work	55.00
Hydronic Piping	63.00
Gas Piping:	
Mains up to 2"	48.00
Mains 2 ½" to 4"	62.00
Mains over 4"	76.00
Each Opening off of Main	20.00
Factory Built Chimneys:	
Up to 8"	26.00
9" to 12"	37.00
Over 12"	48.00
Pre-Fab Fireplace	62.00
Flue Liner	42.00
Exhaust Fans:	
Up to 400 cfm	21.00
401 cfm to 1,000 cfm	26.00
1,001 cfm to 4,000 cfm	37.00
Over 4,000 cfm	48.00
Dryer Vents	26.00
Furnace Reconnect	37.00
A/C Reconnect	37.00
Kitchen Hood and Duct (UL300/FM200)	73.00
Spray Booth Hood and Duct	73.00
Alterations to existing installations	73.00
Alterations to existing boilers	73.00
Reinspection Fee	73.00
Refrigeration Systems –	
2 Tons or Less, each	48.00
Over 2 to 5 Tons, each	55.00
Alterations to each system	73.00
Remote Systems:	
5 Tons or Less, each	55.00
Over 5 to 50 Tons, each	76.00
Over 50 Tons, each	124.00
Alterations to each system	73.00
Cooling Towers	73.00
Stand Pipes and Fire Suppression:	
Riser pipe up to 4" diameter	49.00
Riser pipe up to 6" diameter	81.00
Riser pipe up to 8" diameter	113.00
Riser pipe 8" or more diameter	241.00
Each suppression opening (each head of the system)	7.50
Alteration to existing system	73.00
Flammable and Bulk Storage Tanks:	
Tanks under 500 Gallons	55.00
Tanks under 5,000 Gallons	70.00
Tanks under 20,000 Gallons	95.00
Tanks under 50,000 Gallons	110.00
Tanks under 200,000 Gallons	124.00
Tanks over 200,000 Gallons	235.00

Buildings

Application Fee (Non-refundable)	53.00
Miscellaneous	73.00
Plan Review Deposits (Non-refundable):	
Single Family Residential	620.00
Commercial Alteration	251.00
New Commercial/Industrial Building	1,240.00
Commercial/Industrial Addition	620.00
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)	580.00
Temporary C/O Refundable Bond	600.00
Multi-Family Bond (5% Retained)	865.00
Commercial Bond - New or Addition (5% Retained)	1,760.00
Industrial Bond - New or Addition (5% Retained)	3,510.00
Mobile Homes	164.00
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	124.00
Additional Expedited Commercial Interior Alteration Plan Review Fee	228.00
Miscellaneous Plan Review	73.00
Misc. Items (concrete, antennas, awnings, sheds, canopies, tents, gazebos, decks, porches, reroofs)	76.00
Pigeon Loft Inspection	76.00
Use Permit (tenant space)	106.00
Fire Repair/Water Repair/Storm Repair	Based on valuation but not less than $294.00
Fire Inspection Fee (New City Businesses)	100.00
Spray Booth	73.00
Solar Panel	147.00
Reinspection Fee	73.00
Demolition:	
Plan review and administration base fee	74.00 + 0.10 per square ft.
Swimming Pools:	
Above Ground	76.00
Below Ground	157.00
Signs:	
Application Fee (non-refundable)	53.00
Plan Review Fee	74.00
Permanent	162.00
Temporary	72.00
Contractor Registration Fee	31.00
Residential Basement Finish	256.00
Residential Interior Finish	256.00
Minor Commercial Alterations under 400 sq. ft.	242.00

Sec. 3.03

CITY ADMINISTRATION:

Amusement Device License (2-year)	795.00
Amusement Device Distributor License (2-year)	265.00
Attorney Services	Attorney fees & costs
Auction Sales License (per day)	25.00
Auctioneer License	64.00
Banquet & Event Facility License	520.00
Renewal Fee	260.00
General Business License Annual Fee	60.00
Carnival/Festival License	82.00 + 6.00 each booth, ride, etc.
Cigarette Vending Machine License	73.00 + 6.00 each additional machine
Commercial Outdoor Patio Space License:	520.00
Renewal Fee	260.00
Renewal Fee with Major Material Modifications	520.00
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	11.00
2-Year License	17.00
3-Year License	23.00
Unaltered Dog:	
1-Year License	24.00
2-Year License	44.00
3-Year License	64.00
Newly Acquired Dog - Nov. 1 to Dec. 31	
Spayed/Neutered Dog:	
1-Year License	6.00
Unaltered Dog:	
1-Year License	12.00
Newly Acquired Dog - Registering later than 30 days after acquisition:	
Additional Late Fee	12.00
License Renewal - After Mar. 31:	
Additional Late Fee	12.00
Senior (60+) Owner	No charge
Service Dog	No charge
Potentially Dangerous Dog Annual License Fee	63.00
Replacement Dog Tag	6.00
Fire Inspection Fee (new City businesses – charged by Building)	100.00
Going Out of Business Sales License	50.00
Renewal Fee	50.00
House Moving License	82.00
Industrial Development District Filing Fee	1,100.00
Industrial Facilities Exemption Certificate Filing Fee	2,360.00
Industrial Facilities Exemption Certificate Application Amendment Fee	1,100.00
Industrial Facilities Exemption Certificate Transfer Fee	1,100.00

New Personal Property Exemption Fee	2,360.00
Junk Yard License	310.00
Medical Marijuana Location Registration Fee	800.00
Mobile Vending License	216.00
Pawnbroker License	500.00
Refuse Collection License	113.00 + 7.00 each truck
Secondhand Goods Merchant Registration Fee	118.00
Snow Removal License	221.00
Solicitor/Peddler License	141.00
Tattoo Permit	640.00
Taxi License (annual fee)	111.00 + 12.00 per vehicle
Massage Establishment License:	730.00
Renewal Fee Massage Establishment License	375.00
Passport Acceptance Fee	35.00
Passport Photo	20.00
Precinct Map	5.50
City Street Map	6.50
Zoning Map	6.50
City Budget	59.00
Capital Improvement Program	39.00
City Financial Audit	39.00
Collective Bargaining Agreement	6.90
Voter and Business Registry Labels (per page)	1.65
Voter and Business Registry Lists (per computer hour)	Payroll + 0.05/page
Voter List	36.00
Liquor License: Class C	2,370.00
Tavern	2,370.00
SDD & SDM	2,370.00
Entertainment and/or Dance Permit	2,370.00
Extended Hours Permit	2,370.00
Shareholder Partial Transfer	1,170.00
Hotel/Motel License:	2,370.00
Renewal Fee Hotel/Motel License	1,170.00
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	795.00
Close Proximity Pyrotechnic Display Permit	795.00
Sterlingfest Art Fair Applications:	250.00
Double Booth Fee	430.00
Corner Booth Additional Charge	36.00
Sterlingfest Art Fair Vendor Jury Fee (Non-Refundable)	19.00
Sterlingfest Booth – Food Cart Vendors	680.00
Sterlingfest Booth - Restaurateurs	1,570.00

DVD Dubs:	
Resident (Non-FOIA)	33.00
Non-Resident (Non-FOIA)	43.00
Gazebo Rental (per event):	
Resident	66.00
Non-Resident	104.00
Gazebo Rental for Photographs Only (per 1 hour rental):	
Resident	39.00
Non-Resident	52.00
Sterling Heights Magazine Advertisement Fees:	
Full Page, Premium (Covers)	1,560.00
Full Page Ad (Two Color)	1,040.00
One-Half Page Ad (Full Color)	624.00
One-Half Page Ad (Two Color)	520.00
One-Fourth Page Ad (Full Color)	312.00
One-Fourth Page Ad (Two Color)	260.00
Business Card Ad (Full Color)	104.00
Business Card Ad (Two Color)	78.00
Three-Edition Ad Commitment (Minimum)	20% Discount
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)	560.00
Tax Increment Plan Annual Administrative Fee	2,750.00

Sec. 3.05

ENGINEERING OFFICE:

Review Fees:	
Site Plan	489.00 + 78.00/acre + 1.3% of site imp.cost
Multiple Developments	489.00 + 78.00/acre + 1.3% of site imp.cost
Cluster Developments	489.00 + 78.00/acre + 1.3% of site imp.cost
Site Condominiums	489.00 + 78.00/acre + 1.3% of site imp.cost
Subdivisions	1.3% of estimated site improvement costs
Plan Revision Review Fee	104.00
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	54.00
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	737.00
Major Road Residential Drive Approach (Review & Inspection)	270.00
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+ 275.00
Easement Encroachments	295.00
Building Number Assignments (per address)	29.00
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	77.00
Underground Private Utility	0.05 linear foot (50.00 minimum)
S.E.S.C. Inspection Fee (per inspection)	52.00
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	117.00
Public Services Agreement Execution Fee	40.00
Recording Fee	50.00
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
Topographic Map 36" x 36" (blueline)	49.00
Planimetric Map 36" x 36" (blueline)	32.00
Overall Watermain Map (blueline)	12.00
Overall Sanitary Sewer Map (blueline)	12.00
Overall Storm Sewer Map (blueline)	12.00
Master Storm Sewer Plan (book form)	56.00
Master Watermain Plan (book form)	44.00
Master Sanitary Sewer Plan (book form)	44.00
Master Road Plan (book form) 1998 HRC	56.00
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)	39.00
8" x 10" Color Print (Non-FOIA)	39.00
8" x 10" Contact Sheet (Non-FOIA)	39.00
Compact Disc (Non-FOIA)	32.00
Burning Permit	235.00
Fireworks Sales Permit	795.00
Fireworks Display Permit	795.00
Close Proximity Pyrotechnic Display Permit	795.00
Board of Code Appeals	300.00
Witnessed Acceptance Test Fee	193.00
Off-Hour Witnessed Acceptance Test Fee (3 hour minimum)	897.00
Each additional hour	299.00
Reinspection Fee for Witnessed Acceptance Test	193.00
Phase I Site Inspection (1 hour minimum)	67.00 + 42.00 per hour
Special Fire Prevention Inspection (festivals, craft shows, carnivals, haunted houses, flea markets):	
Each Inspection	212.00
Each Re-Inspection	212.00

Off-Hour Inspection (3 hour minimum)	299.00
Each Additional Hour	90.00
Off-Hour Re-Inspection (3 hour minimum)	299.00
Each Additional Hour	90.00
Plan Review Fee	182.00
Resubmitted Plan Review Fee	60.00
Explosive Materials Permit Fee	230.00
Requested Fire Services (Schools, Businesses, Hazmat Incidents, etc.)	Cost+30%
Reinspection Fees:	
First Reinspection	27.00
Second and Subsequent Reinspections	129.00
Medical Fees:	
BLS Non-Emergency	485.00
Resident Discounted Fee	435.00
BLS Emergency	600.00
Resident Discounted Fee	550.00
ALS Non-Emergency	635.00
Resident Discounted Fee	585.00
ALS Level I Emergency	725.00
Resident Discounted Fee	650.00
ALS Level II Emergency	900.00
Resident Discounted Fee	800.00
Advanced Life Support Treat No Transport (subject to insurance)	485.00
Resident Discounted Fee	435.00
Oxygen	46.00
Mileage (per patient mile)	16.00
CPR Classes (per person)	73.00
False Alarm Fees: (within a 12 month period)	
First Response	No Fee
Second Response	185.00
Third Response	355.00
Fourth and Subsequent Responses	715.00
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	215.00
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 + 40.00 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% + 65.00
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)	100.00
(Non-Resident)	150.00
Weekend (Resident)	130.00
(Non-Resident)	190.00
Dodge Park 4	
Weekday (Resident)	60.00
(Non-Resident)	90.00
Weekend (Resident)	70.00
(Non-Resident)	105.00
Farmstead & Nelson	
Weekday (Resident)	90.00
(Non-Resident)	135.00
Weekend (Resident)	120.00
(Non-Resident)	180.00
Security Deposit	100.00
Picnic Kits:	
Weekday (Resident)	14.00
(Non-Resident)	21.00
Weekend (Resident)	34.00
(Non-Resident)	51.00
Nature Center Classes:	
School Field Trips (WCS/UCS Schools)	37.00
(All Other Districts per class)	54.00

Children's Nature Classes (3 wk) (Resident)	22.00
(Non-Resident)	32.00
Adult Nature Classes (6 wk) (Resident)	50.00
(Non-Resident)	74.00
Nature Center Archery (Resident)	12.00
(Non-Resident)	15.00
Scout Badge Classes	10.00
Birthday Parties (Resident)	124.00
(Non-Resident)	162.00
Parent & Tot Classes:	
1 Child Per Family (Resident)	57.00
(Non-Resident)	84.00
2 Children Per Family (Resident)	63.00
(Non-Resident)	93.00
Summer Playground:	
Resident	125.00
Non-Resident	187.00
Field Trip Bus Fee (Per Person)	9.00
Adaptive Recreation Dances:	
Preregistered (Resident)	10.00
(Non-Resident)	13.00
Registration at the Door (Resident)	12.00
(Non-Resident)	16.00
Staff Registration	5.00
Prom Dance – Individual (Resident)	23.00
(Non-Resident)	34.50
Adaptive Recreation Playgrounds:	
P.O.H.I. – Individual (Resident)	255.00
(Non-Resident)	382.00
P.O.H.I. – Family (Resident)	459.00
(Non-Resident)	688.00
C.I. – Individual (Resident)	255.00
(Non-Resident)	382.00
C.I. – Family (Resident)	459.00
(Non-Resident)	688.00
Autism Day Camp (Resident)	694.00
(Non-Resident)	902.00
Adaptive Recreation:	
Meal Prep (Resident)	20.00
(Non-Resident)	30.00
Exercise (Resident)	37.00
(Non-Resident)	55.00
Softball – Individual (Resident)	54.00
(Non-Resident)	70.00
Softball – 2nd player - Same Family (Resident)	44.00
(Non-Resident)	59.00
Softball – 3rd player - Same Family (Resident)	34.00
(Non-Resident)	49.00
Basketball (Resident)	48.00
(Non-Resident)	62.00

Christmas Dance (Resident)	20.00
(Non-Resident)	26.00
Farmers Market:	
Advanced Pay-Full Season	345.00
Per-Day Rate	25.00
Electricity (Additional Fee Per Day)	7.00
Vendor Alcohol Permit Per Day	7.00
Vendor Alcohol Permit Full Season	53.00
Food Truck/Vendor (Rate per day)	75.00
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	75.00
Foursome	100.00
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	5.00
Coffeehouse Tickets:	
Advance Tickets (Resident)	18.00
(Non-Resident)	22.00
Subscription (Resident)	28.00
(Non-Resident)	36.00
At the Door Sales (Resident)	18.00
(Non-Resident)	24.00
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	16.00
Non-Resident	21.00
Babysitting:	
Resident	32.00
Non-Resident	41.00
Sporties for Shorties	
Resident	37.00
Non-Resident	48.00
Double Header Softball	940.00

Single Header Softball	610.00
Co-ed Kickball	340.00
Sand Volleyball League	263.00
Ball Field Rental Fees – Seasonal:	
Delia or LWB Park (per field per day):	
MABF Teams/Church Teams	448.00
All Other Users	476.00
All Users – Lighted Fields Additional Fee (per day)	66.00
Additional Teams on Permit (per team)	54.00
Donovan Park (per field per day):	
MABF Teams/Church Teams	385.00
All Other Users	410.00
All Users – Lighted Fields Additional Fee (per day)	46.00
Additional Teams on Permit (per team)	54.00
Ball Field Rental Fees – Daily:	
Delia or LWB Park (per field per day):	
MABF Teams/Church Teams	75.00
All Other Users	86.00
All Users – Lighted Fields Additional Fee (per day)	66.00
Donovan Park (per field per day):	
MABF Teams/Church Teams	67.00
All Other Users	77.00
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	634.00
Seasonal 4-7 days/week	947.00
Camp/Other:	
Weekly (one week only)	225.00
Daily	95.00
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	26.00
Non-Resident per person	33.00
Mother/Son Cookout:	
Resident Couple	21.00
Non-Resident Couple	27.00
Gymnastics:	
45 minute Class (Resident)	52.00
(Non-Resident)	78.00

One Hour Class (Resident)	63.00
(Non-Resident)	96.00
Dance:	
Fall Session (Resident)	60.00
(Non-Resident)	78.00
Winter/Spring Session (Resident)	93.00
(Non-Resident)	121.00
30 Minute Dance Classes:	
Fall Session (Resident)	48.00
(Non-Resident)	60.00
Winter/Spring Session (Resident)	59.00
(Non-Resident)	76.00
Senior Center Activities:	
Arthritis Exercise (Resident)	6.00
(Non-Resident)	8.00
Bowling League (Resident)	17.00
(Non-Resident)	25.00
Exercise (Resident)	6.00
(Non-Resident)	8.00
Line Dance (Resident)	6.00
(Non-Resident)	8.00
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)	6.00
(Non-Resident)	8.00
Pickleball League (Resident)	48.00
(Non-Resident)	62.00
Seasonal Events (Resident)	16.00
(Non-Resident)	20.00
Holiday Party (Resident)	20.00
(Non-Resident)	24.00
Senior Center Annual Membership (Resident)	16.00
(Non-Resident)	32.00
Senior Bus Trip:	
1 day……(Resident)	10.00
(Non-Resident)	15.00
2-4 days....(Resident)	17.00
(Non-Resident)	25.00
Extended..(Resident)	36.00
(Non-Resident)	53.00
SMART Bus Day Trips: (Resident)	5.00
(Non-Resident)	7.00
Parks and Recreation Plan	10.25

Sec. 3.09

PLANNING:

Special Approval Land Use/Planned Unit Development	656.00
Temporary Use Planning Commission	478.00
Temporary Use Administrative Review	290.00
Variances to Subdivision Regulations	490.00
Right-of-Way Vacations	720.00
Rezoning Petition:	
First Acre	2,015.00
Additional Acre	77.00
Revisions to Approved Conditional Rezoning Agreements	amount consistent with original fee
Public Hearing Postponements (Petitioner Requested)	52.00
Ordinance Text Amendment	2,015.00
Subdivision Plat/Site Condominium	1,580.00
Each lot over 100 lots	10.00
Site Plan Review: (incl. Landscape Plan, Inspection and Tree Preservation Administrative Fee)	
First Acre	1,280.00
Additional Acre	208.00
Master Land Use Report	47.00
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)	490.00
Variance (Special Meeting)	950.00
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	20.00
Noncriminal Fingerprint Card	32.00
Photos: 8" x 10" Color (Non-FOIA)	37.00
5" x 7" Color (Non-FOIA)	35.00
8" x 10" Contact Sheet (Non-FOIA)	35.00
Compact Disc (Non-FOIA)	50.00
Administrative Towing Fees: (Charged to Towing Company)	
Inspection of VIN	30.00
Reports on TR-52 Tracking	35.00

Administration and Presence at Auction	660.00
Audio Tape Duplication Fee (Non-FOIA)	46.00
Video Tape, DVD, CD Duplication Fee (Non-FOIA)	50.00
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)	31.00
Booking Photo (Non-FOIA)	14.00
Notary Fee for Gun Permits	10.00
Park Alcohol Permit Fee	41.00
Temporary Liquor License Application Fee:	200.00
Outdoor Service Permit	295.00
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)	42.00
Third Response (Non-Residential)	113.00
Fourth Response (Residential)	74.00
Fourth Response (Non-Residential)	230.00
Fifth and Subsequent Responses (Residential)	153.00
Fifth and Subsequent Responses (Non-Residential)	456.00
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	118.00
Sewer Tap	1,275.00
Sewer Capital - Based on Meter Size:	
5/8"	500.00
¾"	500.00
1"	1,100.00
1 ½"	2,300.00
2"	3,700.00
3"	8,000.00
4"	14,500.00
6"	29,900.00
8"	64,400.00
10"	96,600.00
12"	179,300.00
Sewer Frontage (per front ft.)	77.00
Sewage Disposal Service Only (per billing)	95.00
Residential and Commercial Water Meters:	
¾" Remote	505.00
1" Remote	580.00
1 ½" Remote	860.00
2" Compound Remote	2,240.00
3" Compound Remote	3,970.00
4" Compound Remote	5,570.00
6" Compound Remote	8,260.00
Damaged Meter Fee 5/8" - 3/4"	213.00

Water Inspection	117.00
Water Tap:	
1″	1,210.00
1 ½″	1,670.00
2″	1,960.00
3″	3,920.00
4″	4,290.00
6″	4,860.00
Additional Charge for 86 ft. wide street:	
1″	410.00
1 ½″	460.00
2″	600.00
Additional Charge for 120 ft. wide street:	
1″	750.00
1 ½″	1,010.00
2″	1,270.00
Additional Charge for 204 ft. wide street:	
1″	1,830.00
1 ½″	2,340.00
2″	3,350.00
Water Capital - Based on Meter Size:	
⅝"	500.00
¾″	500.00
1"	1,300.00
1 ½″	2,600.00
2″	4,200.00
3″	9,100.00
4"	16,400.00
6"	33,800.00
8"	72,800.00
10"	109,300.00
12"	202,900.00
Water Frontage (per front ft.)	46.00
Monitor Surcharge	per GLWA Indust. Waste Control Rate Structure
Water Turn On Fee	103.00
Water Service Fee (avoidable & repeat visits)	113.00
Water Service Abandonment Fee:	
Residential	530.00
Commercial	Contract Costs + 1,060.00
Sewer Service Abandonment Fee	117.00
Water Service Re-Use Fee:	
Residential	530.00
Commercial	Contract Costs + 1,060.00
Sewer Service Re-Use Fee	117.00
Water Meter Testing Fee	116.00
Water Meter Rescheduling Fee	103.00
24 Hour and 48 Hour Bacteria Sampling	215.00
Non-Compliance with Service Request	265.00
Non-Compliance with Back Flow Fee	265.00
Water Meter Interface Unit (MIU) Opt-out Enrollment fee (one time)	250.00
Manual Read Fee for MIU Opt-Out Program (monthly)	25.00

Automatic Fixed Network Meter Read Permit	195.00
Final Water Meter Read	41.00
Final Water & Sewer Bill Preparation Fee	19.00
Citizen Water Service Request – after hours	103.00
Public Works Services Provided	Cost+25%
Water Meter Removal/Reinstallation for common area irrigation system (one-time fee/year)	103.00
Landlord/Tenant Affidavit Filing Fee	265.00
Fire Hydrant Rental – Payable by City	29.50
Private Use of Fire Hydrant:	
Per Hydrant	110.00 per month + 390.00 water usage dep.
Bypass Inspection Fee	Back bill + 170.00
Common Area Irrigation System Permit	450.00
Planting of tree in right-of-way	275.00
Culvert installation permit	106.00
Ditch enclosure permit	106.00
Monitoring well installation permit	510.00
Sewer connection to discharge treated ground water	510.00
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 (in-house)	116.00
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	86.00
Subordination of Lien	570.00
Annual Lien Penalty	6% + lien filing costs
O.U.I.L./O.U.I.D.	355.00 + 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, 2022.

BY ORDER OF CITY COUNCIL

ADOPTED: **05/04/2022**

PUBLISHED: **05/25/2022**

EFFECTIVE: **07/01/2022**

Life is like riding a bicycle. To keep your balance, you must keep moving.

~ Albert Einstein ~



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.

AUDIT - An official inspection of an individual's or organization's accounts, typically by an independent body.

B

BALANCED BUDGET **-** A budget in which estimated revenues and use of reserves are equal to or greater than estimated expenditures.

BOND - a certificate issued by a government or a public company promising to repay borrowed money at a fixed rate of interest at a specified time.

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.

GOVERNMENTAL FUND - A monetary resource of the City that is used in financing government projects and expenditures.

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.

MAJOR FUND - A fund whose revenues, expenditures, assets, or liabilities (excluding extraordinary items) are at least 10 percent of corresponding totals for all governmental or enterprise funds and at least 5 percent of the aggregate amount for all governmental and enterprise funds.

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 TRANSFER **-** Transfer 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 OBJECTIVE **-** Desired output oriented accomplishment 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

TRANSFER 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 expenses.

Listing of Acronyms

ADA - Americans with Disabilities Act

ALS - Advanced Life Support

AMAR - Audit of Minimum Assessing Requirements

APPO - Administrative Policies & Procedures Order

ARPA - American Rescue Plan Act

BLS - Basic Life Support

BOA - Board of Ordinance Appeals

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

DEI - Diversity, Equity, and Inclusion

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

ESOG - Emergency Services Operations Group

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 - Geographical 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

MACC - Managed Assigned Counsel Coordinator

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

Index

Click on Page Number to follow link.

A

Acronyms 469
Act 78 – Civil Service Commission 257
All Funds Financial Summary 47
American Rescue Plan Act Fund 341
Arts Commission 261
Appropriations Ordinance 429
Assessing 136

B

Beautification Commission 263
Brownfield Redevelopment Authority Fund 347
Building 224
Budget Calendar 11
Budget Message & Executive Summary 32
Budget Policies 15

C

Capital Equipment 391
Capital Improvement Maps 408
Capital Improvements 399
Capital Projects Fund 379
Capital Project Funds Revenues 374
Capital Vehicles 397
City Clerk 124
City Council 109
City Goals & Objectives 13
City Management 118
Clinton River Restoration Fund 383
Comm. Develop. Block Grant Fund 337
Community Profile 12
Community Relations 248
Comparable City Benchmarks 23
Corridor Improvement Authority Fund 343

D

Debt Management Program 353
Debt Service Funds Revenues 362
Departments At A Glance
- City Administration 115
- City Development 222
- Community Relations 246
- Fire 186
- Parks & Recreation Fund 328
- Police 164
- Public Library 156
- Public Works 204
- Water & Sewer 293

E

Economic Development 228
Economic Development Corporation Fund 345
Engineering 232
Executive Summary 32

F

Facilities Improvement Fund 381
Facilities Maintenance 128
Fee Schedule 429
Financial Services 140
Fund Structure 31
Fire Administration 188
Fire Extinguishment 194
Fire Prevention 198
Fleet Maintenance 206
41-A District Court 253

G

General Employees Retirement Board 265
General Expenditures 267
General Fund Five-Year Forecast 415
General Fund Revenues 72
Glossary 464

H

Historical Commission 269
How The City Allocates Its Money 65

I

Indigent Defense Fund 339
Information Technology 132
Information Technology Capital Program 395

L

Labor Agreements 426
Land & Water Conservation Fund 309
Legal 272
Limited Tax General Obligation Fund 369
Local Develop. Finance Authority Fund 349
Local Road Fund 325

M

Macomb County Comparable Tax Rates 81
Major Road Fund 323
Millage Rates 68

Index

Click on Page Number to follow link.

N

Neighborhood Services 236

O

Ordinance Board of Appeals 236
Organizational Chart ##

P

Parks & Recreation Fund 330
Personnel by Departments 98
Planning 240
Planning Commission 275
Police Administration 166
Police Investigations 170
Police Operations 176
Police Support Services 180
Property Tax Benefit Statement 67
Public Library 158
Public Safety Forfeiture Fund 335
Public Works Center 210
Purchasing 146

R

Readers' Guide 8
Refuse Collection 212
Risk Management 118
Road Bond Construction Fund 385
Road Bond Debt Retirement Fund 367

S

Sewage Collection 304
SHINE 236
Solid Waste Management Commission 212
Special Revenue Funds Revenues 315
Statistical Data 427
Strategic Planning 22
Street Services 216
Supplemental Financial & Demographic Data 416
Sustainability Commission 277

T

Table of Contents 5
Transfers Out 279
Treasury 150

V

Voted Tax General Obligation Fund 365

W

Water & Sewer Administration 296
Water & Sewer Fund Revenues 286
Water & Sewer Rates 429
Water Distribution 300

Z

Zoning Board of Appeals 281