

2024-2025

ANNUAL BUDGET



2024-2025 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



Mark D. Vanderpool
City Manager

Jennifer L. Varney
Finance & Budget Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Sterling Heights
Michigan**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morill

Executive Director

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, 2023.

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
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Frank Bayer
Robin Palazzolo
Marc D. Kaszubski
Melanie D. Ryska
Jason Castor
Brent S. Bashaw
Jake Parcell
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Kate Baldwin
Steve Deon
Kyle Langlois
Dale Dwojakowski
Tammy L. Turgeon
Michael Moore
Erik Skurda

City Manager
Assistant City Manager
Building Official
City Assessor
City Attorney
City Clerk
City Development Director
City Engineer
City Planner/ City Development Manager
Assistant City Planner
City Treasurer
Community Relations Director
Controller
Facilities Maintenance Manager
Finance & Budget Director
Assistant Finance & Budget Director
Fire Chief
Human Resources & Benefits Manager
Information Technology Director
Parks & Recreation Director
Police Chief
Public Library Director
Public Works Director
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.

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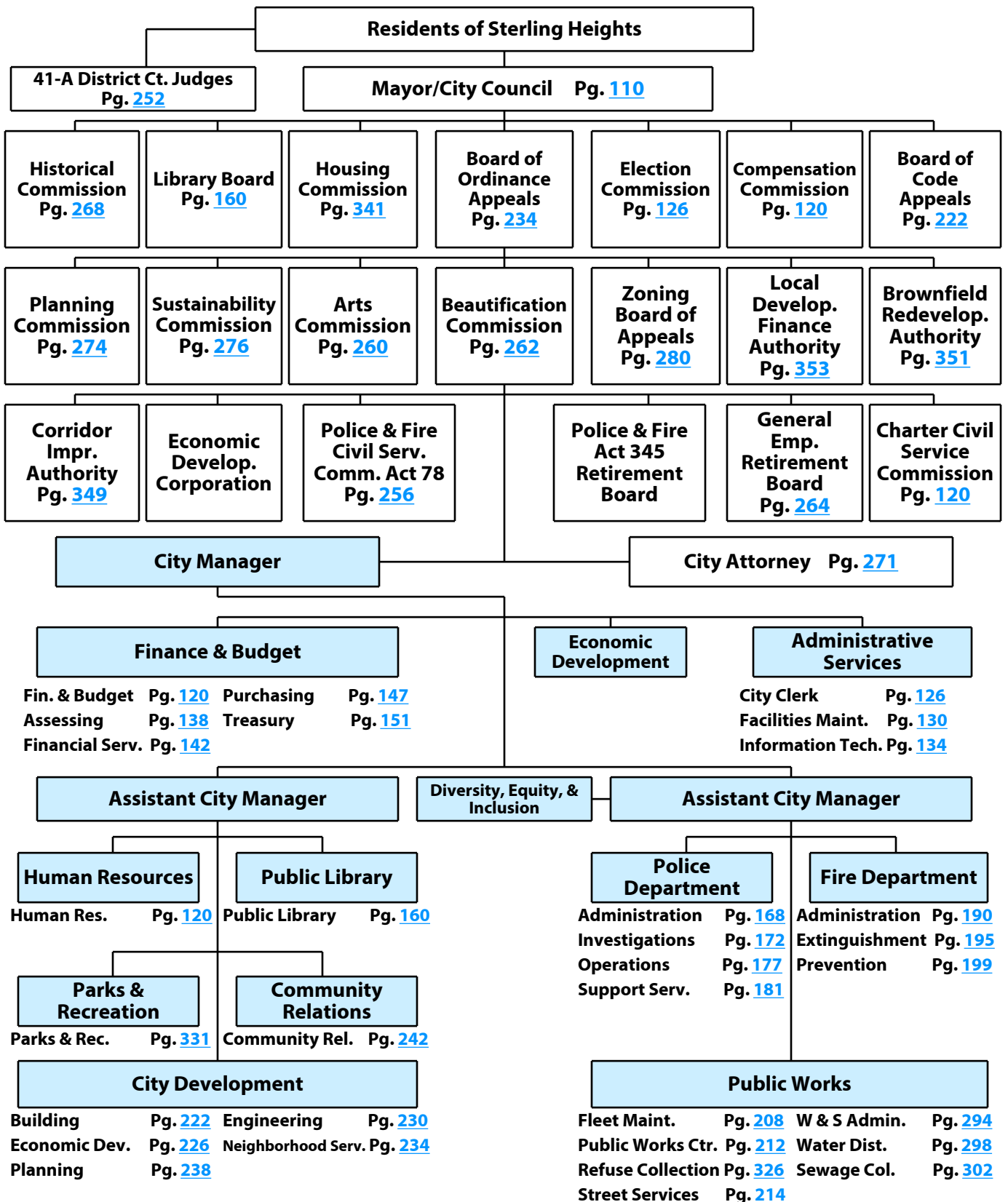
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INTRODUCTION

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 yellow 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: *Line-item detail by account for each office is available from the Office of City Management 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

All governmental funds which include the General Fund, Special Revenue Funds, Capital Projects Funds and Debt Service Funds are budgeted using the Modified Accrual basis of accounting (See definition of Modified Accrual Basis in the Glossary of Key Terms and Concepts section) which is also used for financial reporting purposes in the City's audited Annual Comprehensive Financial Report. There are some expenditures, such as compensated absences that are not recognized for budgetary purposes, but are accrued on the financial statements.

The City's Enterprise Fund (Water & Sewer) is budgeted using the accrual basis of accounting (See definition of Accrual Basis in the Glossary of Key Terms and Concepts section) with the exception of using a cash basis approach for the purchase of capital assets and the budgeting of principal on

long-term debt, and not recognizing depreciation expense in the budget. The full accrual basis of accounting is used for financial reporting purposes in the City's Annual Comprehensive Financial Report.

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.■

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

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 55,316 households in the City and a 41-year old median age. The City's median household income is \$78,049. 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 28 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 Corewell Health.

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 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.■

2040 MISSION:

- *InnovatingLiving*

2040 VISION STATEMENT:

- *An inclusive, vibrant community that is safe, active, and sustainable.*

2040 GUIDING PRINCIPLES:

- **Public Safety:** *Public safety that is equitable, responsive, and proactive.*
- **Sustainability:** *A city that is exceptionally maintained, sustainable, and environmentally responsible.*
- **Enriched Living:** *Educational and recreational opportunities and programming for all ages, abilities, and interests.*
- **Neighborhoods:** *Plentiful and diverse housing and green spaces available for existing and new residents.*
- **Connected:** *A city engaged with residents and businesses through innovative channels and technology.*
- **Business Innovation:** *A destination for entrepreneurs, high-tech and emerging industries.*
- **Distinctive Areas:** *Vibrant and attractive areas with unique offerings and focal points.*
- **Mobility:** *An accessible city that is connected with a robust system of pathways and trails.*

2040 CORE VALUES:

- *Integrity, Welcoming, Excellence, Proactive, Responsive, Fun!, & Collaborative.*

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 2024/25 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.
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 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.
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. ~



<u>Policy Benchmark</u>	<u>Status</u>
<i>Financial Policy</i> Emphasis on areas of long-term importance such as efficiency, effectiveness, employee relations, automation, and technology improvements	Citywide Manpower study to analyze manpower needs across all departments Creation and Updating 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 37 years.
Integrate performance measurement and productivity indicators in the budget	Earned GFOA's "Special Recognition" award for use of performance measures Efficiency & Output Performance Measures required for every Department Department Objectives linked to City Goals
To avoid practices that balance current expenditures at the expense of future years' revenue	No short-term borrowing for operations Balance budgets without Use of Fund Balance Lowest employee ratio per 1,000 residents of our comparable communities
To provide adequate maintenance and orderly replacement of capital facilities and equipment	Annual vehicle replacement plan Annual PC & Equipment replacement plan Annual Retention Pond, Park Trail, and Parking Lot maintenance plans Annual vehicle replacement plan Facilities Condition Assessment in progress for renovation of Fire Station #5 Development of a plan to repurpose the unused jail facility at the Police Department
Maintain adequate level of funding for all retirement systems	General Employees Retirement System 73.7% Funded Police & Fire Retirement System 62.2% Funded Retiree Medical System 73.7% Funded 401 (a) Plan for all new general employees; reduced fixed pension for all existing employees Eliminated Retiree Medical for new hires Consistent Funding of All Plans and annual evaluation and updating of actuarial assumptions
Seek property tax relief	City tax rate lower than 47% of all cities in the State and one of lowest of all Macomb County cities City tax rate is 5.05 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	Average residential market value increased 10.6% in 2024 Over 11,500 code enforcement cases in 2023 Defense Corridor and economic development initiatives SmartZone and North Van Dyke Corridor Improvements Proactive planning for future of Lakeside Mall District

Enhancement of the property tax base (cont'd)	Proactive pursuit of Federal funding for transformational road reconstructions of Mound and Clinton River Roads Highest overall assessed total property value in Macomb
Revenue Policy Maintain a diversified and stable taxable revenue base Maintain sound appraisal procedures and practices to reflect accurate property values Review fees and charges to assure the cost of providing the service is appropriately charged	City Taxable Value is 28% Commercial & Industrial Equalization Factor = 1.0 Use of one and two-year sales studies Assessing Dept received a perfect score from the State of Michigan's Audit of Minimum Assessing Requirements (AMAR) Annual review of rates and fees Higher non-resident fees for parks & recreation services New fees implemented when appropriate, i.e. passport fees, non-emergency medical transport fee Average \$136 monthly City tax bill and \$75 water & sewer bill
Reserve Policy 10% minimum/25% target unreserved/undesignated General Fund Balance 37 days of General Fund operations	30.6% of 2025 budgeted expenditures 112 days of General Fund operations in 24/25 budget
Accounting, Auditing, Financial Reporting Policy Produce comprehensive annual reports in accordance with GAAP	Certificate of Achievement for Excellence in Financial Reporting Award for 36 years Unmodified Audit Opinion for fiscal year 22/23
Investment Policy Analyze market conditions to maximize yields while maintaining the integrity and safety of principal	Maximize Interest on Investment earnings through use of Certificates of Deposits, Commercial Paper, and Savings Accounts Use of third-party Investment Advisor for 401, 457, and RHS plans
Debt Policy Keep average maturity of general obligation bonds at or below 20 years Maintain a sound relationship with all bond rating agencies Maintain a debt ratio below 10% of state equalized value of real and personal property Maintain per capita debt, at or below \$2,500	No current bond issuances over 20-year maturity 73.7% of City debt will be paid off within ten years Consistent excellent bond ratings: AA (S&P/Moody) Aa2 (Fitch) Met with S&P for 2022 bond issuances and received upgraded outlook from "stable" to "positive" Debt ratio at 6/30/23 = 2.3% of State Equalized Value Per capita debt as of 6/30/23 = \$1,757
Capital Improvement Policy Make all capital improvements in accordance with an adopted capital acquisition program Continue to implement a multi-year plan for capital improvements	Multi-year capital replacement plan incorporated into Adopted Budget All City Administrators required to provide five-year capital replacement plan

In 2014, the City of Sterling Heights adopted its 2030 Visioning plan in an effort to plan for a prosperous future. The plan was used as a guide for the past ten years in all short and long-range planning initiatives. Visioning 2030 resulted in transformative changes throughout the City including Parks & Recreation amenities funded through the voter-approved Recreating Recreation millage, the renovation of City Campus building and the construction of a new Public Works building, cleanup of the Clinton River, and investments in major and neighborhood totaling over a half a billion dollars.

Ten years later, the Visioning 2040 team was formed to update the plan for the next decade.

The assembled 26 member city staff team consisted of Directors as well as employees identified as future organizational leaders. The Visioning Team utilized existing resources such as the Visioning 2030 plan, the Citizen Service Satisfaction Survey, as well as SEMCOG data to update the strengths, weaknesses, opportunities and threats analysis.

Next, the team engaged stakeholder groups including businesses, residents, City officials and employees. Stakeholders participated in a series of focus groups and/or completed an online survey. The Visioning Team then consolidated all of the feedback and updated the Mission Statement, Vision Statement, Guiding Principles, and Core Values.

The Mission and Vision Statements 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 focus on sustainability and include increasing the tree canopy, a new refuse contract that includes curbside recycling, an electric vehicle pilot program for city vehicles, and construction of the City's first community garden.

2040 MISSION STATEMENT

Innovating Living

2040 VISION STATEMENT

An inclusive, vibrant community that is safe, active and sustainable.

2040 GUIDING PRINCIPLES

Public Safety: Public safety that is equitable, responsive, and proactive.

Sustainability: A city that is exceptionally maintained, sustainable, and environmentally responsible.

Enriched Living: Educational and recreational opportunities and programming for all ages, abilities, and interests.

Neighborhoods: Plentiful and diverse housing and green spaces available for existing and new residents.

Connected: A city engaged with residents and businesses through innovative channels and technology.

Business Innovation: A destination for entrepreneurs, high-tech and emerging industries.

Distinctive Areas: Vibrant and attractive areas with unique offerings and focal points.

Mobility: An accessible city that is connected with a robust system of pathways and trails.

2040 CORE VALUES

Integrity, Welcoming, Excellence, Proactive, Responsive, Fun!, & Collaborative.

To view the complete 2024 City of Sterling Heights Strategic Planning document, 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.	Lansing	\$3,882
2.	Ann Arbor	3,330
3.	Grand Rapids	2,735
4.	Dearborn	2,588
5.	Southfield	2,588
6.	Livonia	1,937
7.	Warren	1,761
8.	Sterling Heights	1,725
9.	Farmington Hills	1,679
10.	Troy	1,593

Tax Revenue Per Resident

1.	Southfield	\$1,044
2.	Grand Rapids	1,011
3.	Ann Arbor	894
4.	Lansing	854
5.	Dearborn	805
6.	Warren	782
7.	Farmington Hills	775
8.	Troy	650
9.	Livonia	645
10.	Sterling Heights	603

State Revenue Sharing Per Resident

1.	Lansing	\$155
2.	Grand Rapids	138
3.	Warren	129
4.	Dearborn	123
5.	Ann Arbor	123
6.	Southfield	122
7.	Livonia	119
8.	Sterling Heights	116
9.	Farmington Hills	113
10.	Troy	113

Gas Tax (Act 51) Revenue Per Resident

1.	Lansing	\$148
2.	Grand Rapids	146
3.	Southfield	138
4.	Farmington Hills	134
5.	Livonia	131
6.	Ann Arbor	128
7.	Dearborn	127
8.	Warren	125
9.	Troy	125
10.	Sterling Heights	114

Comparable City Benchmarks

City Expenditures

Total Expenditures Per Resident

1.	Lansing	\$3,614
2.	Ann Arbor	3,031
3.	Southfield	2,603
4.	Grand Rapids	2,479
5.	Dearborn	2,370
6.	Livonia	1,804
7.	Troy	1,690
8.	Sterling Heights	1,682
9.	Warren	1,611
10.	Farmington Hills	1,585

Police Expenditures Per Resident

1.	Dearborn	\$568
2.	Lansing	452
3.	Southfield	381
4.	Troy	347
5.	Warren	347
6.	Grand Rapids	320
7.	Sterling Heights	283
8.	Livonia	271
9.	Ann Arbor	262
10.	Farmington Hills	257

Fire Expenditures Per Resident

1.	Lansing	\$350
2.	Southfield	327
3.	Dearborn	290
4.	Warren	202
5.	Grand Rapids	191
6.	Sterling Heights	179
7.	Livonia	167
8.	Farmington Hills	152
9.	Ann Arbor	144
10.	Troy	72

Public Works Expenditures Per Resident

1.	Farmington Hills	\$256
2.	Lansing	217
3.	Warren	213
4.	Livonia	210
5.	Ann Arbor	164
6.	Dearborn	149
7.	Grand Rapids	144
8.	Sterling Heights	124
9.	Southfield	119
10.	Troy	85

Comparable City Benchmarks

City Expenditures (continued)

Refuse Expenditures Per Resident

1.	Ann Arbor	\$130
2.	Livonia	125
3.	Grand Rapids	77
4.	Dearborn	70
5.	Troy	65
6.	Warren	61
7.	Farmington Hills	50
8.	Southfield	40
9.	Sterling Heights	34
10.	Lansing	28

Library Expenditures Per Resident

1.	Southfield	\$64
2.	Grand Rapids	59
3.	Dearborn	51
4.	Troy	45
5.	Livonia	42
6.	Warren	32
7.	Sterling Heights	21
8.	Ann Arbor*	0
9.	Farmington Hills*	0
10.	Lansing*	0

*District Library

Parks & Recreation Expenditures Per Resident

1.	Farmington Hills	\$148
2.	Ann Arbor	128
3.	Dearborn	116
4.	Troy	116
5.	Livonia	95
6.	Grand Rapids	82
7.	Lansing	81
8.	Southfield	71
9.	Sterling Heights	39
10.	Warren	31

2022 Revenues Over (Under) Expenditures Per Resident

1.	Ann Arbor	\$299
2.	Lansing	268
3.	Grand Rapids	256
4.	Dearborn	218
5.	Warren	150
6.	Livonia	133
7.	Farmington Hills	94
8.	Sterling Heights	43
9.	Southfield	(15)
10.	Troy	(97)

Comparable City Benchmarks

Financial Benchmarks

2023 (Tax Year) State Equalized Value (Billions)

1.	Ann Arbor	\$10.0
2.	Grand Rapids	9.8
3.	Troy	8.1
4.	Sterling Heights	7.3
5.	Livonia	6.5
6.	Warren	5.9
7.	Farmington Hills	5.7
8.	Dearborn	5.2
9.	Southfield	4.3
10.	Lansing	3.4

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.	Lansing	A+
10.	Dearborn	NR

NR = Not Rated

General Fund Reserves Per Resident

1.	Southfield	\$727
2.	Warren	609
3.	Farmington Hills	555
4.	Grand Rapids	492
5.	Troy	339
6.	Dearborn	328
7.	Ann Arbor	273
8.	Sterling Heights	237
9.	Lansing	201
10.	Livonia	173

2022 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.	Troy	0
9.	Dearborn	1
10.	Lansing	2

Comparable City Benchmarks

City Pension Plans

Annual Required Contribution Per Resident

1.	Lansing	\$275
2.	Dearborn	196
3.	Southfield	179
4.	Warren	153
5.	Sterling Heights	136
6.	Ann Arbor	130
7.	Grand Rapids	124
8.	Farmington Hills	85
9.	Livonia	43
10.	Troy	20

Police & Fire Plan

% Funded (PA 202 Report - FY 2022)

1.	Troy*	123.6
2.	Ann Arbor*	89.8
3.	Livonia	89.1
4.	Grand Rapids	86.2
5.	Warren	78.6
6.	Dearborn*	78.0
7.	Farmington Hills*	73.7
8.	Southfield	64.4
9.	Sterling Heights	57.9
10.	Lansing	57.6

**Includes general employees*

General Employees Plan

% Funded (PA 202 Report - FY 2022)

1.	Troy*	123.6
2.	Ann Arbor*	89.8
3.	Livonia	87.3
4.	Grand Rapids	86.9
5.	Warren	84.2
6.	Dearborn	78.0
7.	Farmington Hills*	73.7
8.	Sterling Heights	66.7
9.	Southfield	65.3
10.	Lansing	49.2

**Includes police & fire employees*

Unfunded Pension Liability

Per Resident

1.	Lansing	\$3,302
2.	Southfield	2,170
3.	Sterling Heights	1,562
4.	Dearborn	1,329
5.	Warren	883
6.	Grand Rapids	809
7.	Farmington Hills	705
8.	Ann Arbor	526
9.	Livonia	315
10.	Troy	(283)

Comparable City Benchmarks

Retiree Health Benefit Plans

Annual Required Contribution Per Resident

1.	Lansing	\$180
2.	Southfield	156
3.	Dearborn	146
4.	Warren	138
5.	Ann Arbor	105
6.	Sterling Heights	62
7.	Troy	36
8.	Livonia	32
9.	Grand Rapids	11
10.	Farmington Hills	4

Retiree Health Plan % Funded (PA 202 Report - FY 2022)

1.	Farmington Hills	108.1
2.	Grand Rapids	85.7
3.	Troy	76.6
4.	Ann Arbor	76.2
5.	Southfield	68.2
6.	Sterling Heights	64.0
7.	Dearborn	56.0
8.	Livonia	55.8
9.	Warren	54.6
10.	Lansing	31.0

Unfunded Health Liability Per Resident

1.	Lansing	\$2,204
2.	Warren	1,042
3.	Livonia	1,011
4.	Dearborn	988
5.	Southfield	612
6.	Sterling Heights	583
7.	Ann Arbor	572
8.	Troy	352
9.	Grand Rapids	76
10.	Farmington Hills	(78)

Retirement Health Benefit Recipients Per 1,000 Residents

1.	Lansing	14.7
2.	Ann Arbor	8.5
3.	Southfield	8.3
4.	Warren	8.3
5.	Dearborn	7.6
6.	Livonia	7.2
7.	Sterling Heights	4.8
8.	Troy	3.8
9.	Farmington Hills	2.4
10.	Grand Rapids	2.1

Comparable City Benchmarks

Miscellaneous Benchmarks

Full-Time Employees Per 1,000 Residents

1.	Lansing	8.2
2.	Grand Rapids	8.1
3.	Southfield	7.8
4.	Dearborn	7.1
5.	Ann Arbor	6.5
6.	Livonia	6.3
7.	Warren	5.4
8.	Farmington Hills	4.6
9.	Troy	4.4
10.	Sterling Heights	4.0

Government Debt Per Resident

1.	Ann Arbor	\$3,022
2.	Grand Rapids	2,738
3.	Dearborn	2,165
4.	Southfield	1,879
5.	Sterling Heights	1,757
6.	Lansing	1,548
7.	Warren	1,164
8.	Farmington Hills	688
9.	Livonia	435
10.	Troy	65

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

1.	Lansing	\$455
2.	Dearborn	342
3.	Southfield	335
4.	Warren	291
5.	Ann Arbor	235
6.	Sterling Heights	198
7.	Grand Rapids	135
8.	Farmington Hills	89
9.	Livonia	75
10.	Troy	56

Average Residential Monthly Water & Sewer Bill (FY 2023/24)

1.	Lansing	\$116
2.	Southfield	108
3.	Ann Arbor	85
4.	Grand Rapids	82
5.	Dearborn	80
6.	Farmington Hills	77
7.	Sterling Heights	72
8.	Livonia	70
9.	Warren	69
10.	Troy	61

It's clearly a budget. It's got a lot of numbers in it.

~ George W. Bush ~



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

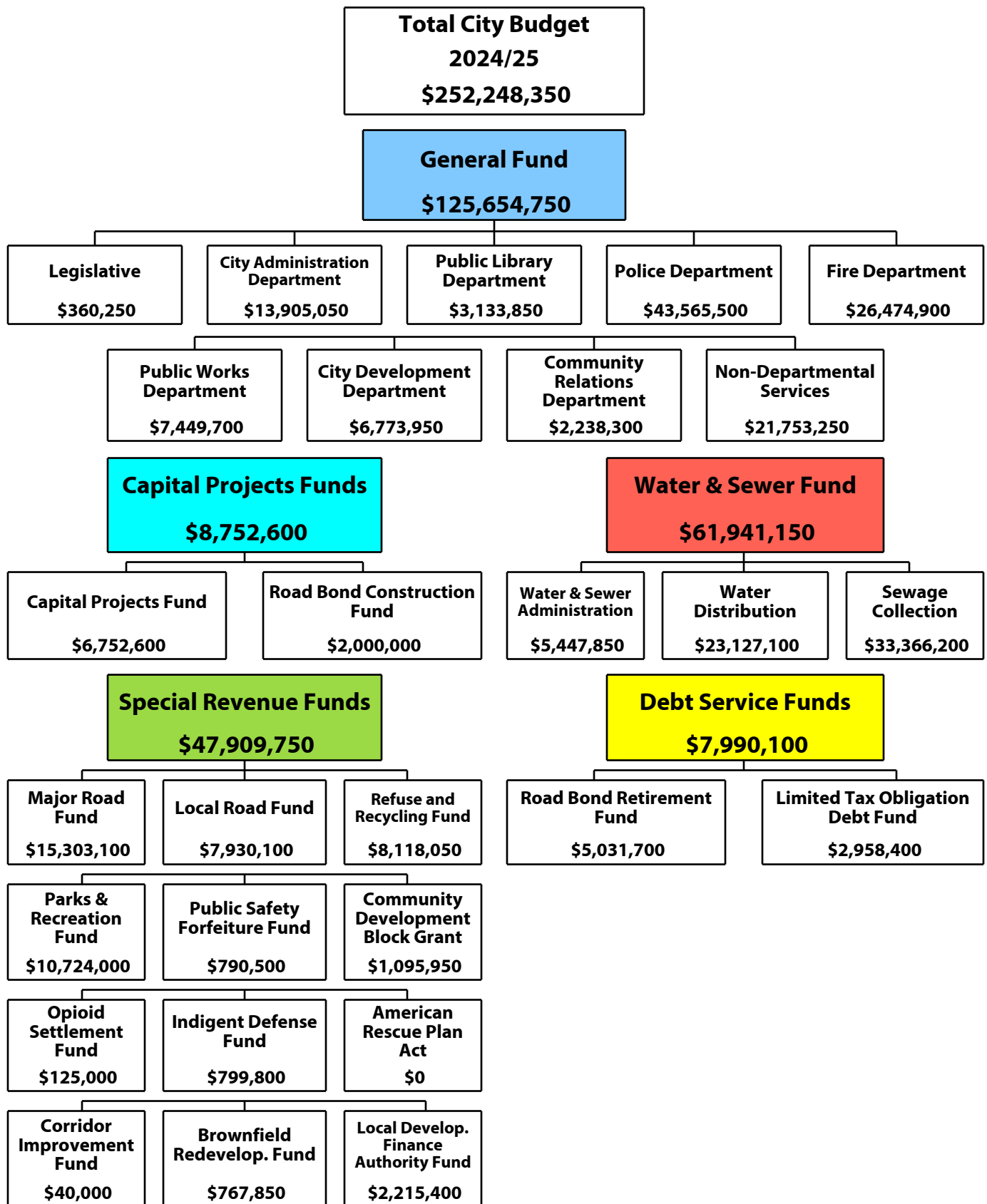


Chart figures correspond to budget tabs and include transfers.

July 1, 2024

**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 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.

**An inclusive, vibrant community
that is safe, active, and sustainable.**

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. The projects and initiatives set forth in the proposed budget are the result of months of work. Throughout the months leading up to the budget submittal, the community and City Council have had the chance to champion causes through the strategic planning process, public forums, City Council meetings, surveys, and other opportunities for feedback. Many of the projects and initiatives proposed for funding are outlined in multi-year plans that have been painstakingly developed in collaboration with stakeholders including residents and businesses. It is in this spirit that City Administration submits the proposed fiscal year 2024/25 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 full-time positions in the proposed budget, the city will still have 104 fewer positions than in 2008.

The proposed FY 2025 General Fund budget revenues of \$125.74 million exceed expenditures of \$125.65 million by \$88,700. As a percent of General Fund Expenditures, fund balance will remain healthy at approximately 30%. Thanks to diligent financial planning the City has achieved unprecedented financial stability as reflected in a superior bond rating, strong fund balance, low taxes along with low water and sewer rates. At the same time, the City has been able to provide above average pay and benefits to ensure employee morale remains strong and performance remains high.

A strong financial position is directly correlated to countless successes over the past year, not the least of which include the following.

YEAR IN REVIEW AND PREVIEW

The **Look No Further** campaign was launched to highlight the entrepreneurial business climate in the City and the high quality of life offered to residents. Business retention and expansion is critical to economic vitality long-term. Likewise, continued population growth is required for long-term prosperity, a considerable challenge when population growth in the State of Michigan is stagnant. Individuals are making important decisions every day on where to buy their first home, where to raise their family, where to look for high paying jobs, where to find great schools, and most importantly where to find places where they will be safe. The City's Look No Further Campaign is targeted toward these businesses and individuals throughout the region and beyond.

LOOK NO FURTHER



In a world where climate change is having a dramatic effect on weather patterns, practices necessary to stabilize and potentially reverse this dangerous phenomenon are being implemented by cities worldwide. Collectively, cities are making a difference. Sterling Heights is playing a role by implementing its award-winning Sustainability Plan, which includes, in part:

- Increasing the City's below average tree canopy.
- Providing funding for the City's first ever Community Garden.
- Increasing pathways across the city.
- Providing home energy conservation grants and low interest loans.
- Installing Electric Vehicle (EV) charging stations across the City
- Implementing a City Fleet EV Pilot program.
- Implementing the online WaterSmart program so residents can monitor daily water usage and make more informed decisions regarding conservation measures.
- Completion of Green House Gas emission assessment to determine how best to reduce GHGs.
- Enhanced storm drainage for new developments representing best practices in storm water management.
- Implementation of a Universal Curbside Recycling program to eliminate reusable material from the waste stream consuming and contaminating landfills.



The City is continuing massive investments in infrastructure including water and sewer improvements, along with major road improvements. Over a seven-year period over a half of billion dollars in road improvements have been completed. Major road improvements have included M-59, Mound, and Van Dyke to name just a few. This past year, funding was secured to resurface Moravian and reconstruct Clinton River Road between Hayes and Canal. Engineering for

this \$10 million Clinton River Road project will be completed this year. While significant road improvement projects will continue for the foreseeable future, the City also launched a major City-wide traffic calming study mainly focused on neighborhood roadways. The City is doing all that it can to slow traffic to ensure roadways are safe for motorists and pedestrians.

Sterling Heights continues to be ranked as one of the safest cities in the country due in large part to superior Police and Fire services. The City's community-oriented policing practices have helped keep crime rates low. In addition, the City is continuing to implement best in class Emergency Medical Services by becoming the first community in Macomb County to pilot Medical Priority Dispatching. This service will protect short response times for life threatening medical 911 calls through the categorization and prioritization of EMS incidents.



The proposed budget also includes funding for a Mobile Integrated EMS Health Coordinator to help manage the growing emergency medical response needs due in large part to an aging society. In addition, the budget includes funding for a Community Risk Reduction Officer in Fire Prevention to supplement the four inspectors in the Fire Prevention Division. The position will develop and oversee best practices to ensure building inspections are occurring according to National Fire Protection Association (NFPA) standards while utilizing technology and collaborative efforts with other inspecting disciplines.



Having a safe community also requires having model programs to address homelessness, food poverty, drug and alcohol abuse, hoarding, and other mental illnesses. Sterling Heights has been on the cutting edge with award winning programs like our Quick Response Team, Sobriety Court, Drug Free Coalition, Hope Not Handcuffs, and the Safe Homes Task Force.

The City's expanding social worker positions have proven to be invaluable to these proactive programs. While these efforts are impressive, they are not enough to address the overwhelming need in the community. As such, the City Council approved funding for a comprehensive Community Mental Wellness Strategic Plan. This plan will better identify long-term trends and outline additional resources needed to address the challenges.



Sterling Heights has earned a reputation as a welcoming community where diversity is championed. Over the past year the city was awarded an A+ scorecard from the Human Rights Campaign which was the highest score obtained in the history of this independent reporting for the City. Likewise, the City was recognized by the Michigan Municipal Executives for having a best in class Diversity, Equity and Inclusion program for employees.

Having a diverse workforce ensures the city can attract and retain top talent. But that alone is not enough in today's highly competitive workforce where labor shortages are proving to be an ongoing challenge. The City's enhanced Internship

program has helped increase awareness of local government career opportunities while providing access to rising stars as prospects for employment in Sterling Heights. The City's program included 20 interns across many departmental disciplines last year and we plan to continue this successful program in the upcoming budget year.



Long term planning has played an important role in the City's commitment to prosperity. The five-year Master Plan underway will ensure that future development is harmonious with surrounding property while addressing changing market conditions, vacancies and blight. Longer range plans like Visioning 2040 will enable the residents to determine the community they would like to see in the future. Visioning 2030, developed ten years ago, has resulted in transformative changes in the City and Visioning 2040 has the potential to continue this unprecedented prosperity for the next ten years and beyond.

The Proposed FY 2025 budget will ensure another year of success and is centered on financial excellence.



PROPOSED BUDGET OVERVIEW

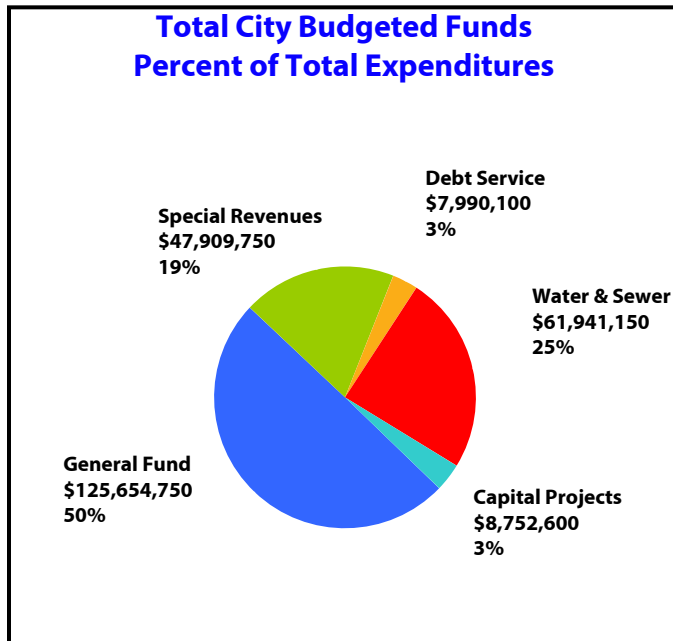


Figure 1

**Total City Expenditures of \$252,248,350
(including transfers)**

The City establishes a budget for 17 separate funds or accounting divisions. These 17 funds can be further grouped into five major fund categories as detailed in *Figure 1*. The largest is the General Fund, which provides \$125.7 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 \$61.9 million in funding for the water distribution and sewage disposal services purchased from the Great Lakes Water Authority and Macomb County. Both the General and Water & Sewer Funds will be discussed in depth later in this Executive Summary.

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

As pictured in *Figure 1*, the 2024/25 Budget for all City Funds totals \$252.2 million - a decrease of \$34.5 million or 12.0% over the prior year. The changes by fund can be broken down as follows:

	Dollar Change	Percentage Change
General Fund	\$5,596,180	4.7%
Major Roads	(8,574,430)	-35.9%
Local Roads	(1,713,610)	-17.8%
Refuse & Recycling	1,851,780	29.6%
Parks & Recreation	300,870	2.9%
Public Safety Forf.	(765,170)	-49.2%
CDBG	(389,430)	-26.2%
Amer. Rescue Plan	(13,401,620)	-100.0%
LDFA	(1,038,360)	-31.9%
Capital Projects	(5,950,810)	-46.8%
Road Bond Const.	(10,972,020)	-84.6%
Water & Sewer	584,260	1.0%
Other Funds	(70,820)	-0.1%
Total	(\$34,543,180)	-12.0%

General Fund expenditures increased \$5.6 million or 4.7%, primarily due to higher personnel and insurance costs. The cost of wages and benefits increased 5.1%, or \$4.5 million, due to increases in contractual wages and benefits and a net increase in full-time positions. Wage and benefit increases include higher health insurance costs of \$586,150 due to a 8.5% rate increase and an \$836,000 increase to the required contribution to the Police & Fire Retirement System. Reductions to personnel costs include a lower recommended contribution to the Retiree Medical System. Consistent funding of this plan over the last decade has resulted in savings in the proposed budget of \$1.2 million in annual contributions. Higher insurance claim activity has increased expenditures \$1.1 million and the change to LED street lighting has resulted in a savings of \$320,000.

Proposed expenditures in the **Major Road Fund** decreased \$8.6 million or 35.9% primarily due to the timing of construction projects. The proposed budget includes \$7.8 million in new major road projects.

Local Road Fund expenditures decreased \$1.7 million or 17.8% primarily due to a grant funded traffic calming study and grant funded tree plantings in the prior year. The proposed budget includes funding for new local road repair and reconstruction programs totaling \$5.5 million.

The **Refuse & Recycling Fund** was created in the proposed budget to separate and better track revenues and expenditures related to refuse collection and curbside recycling. Activity was previously recorded in the General Fund in a separate refuse activity. Expenditures in the Refuse & Recycling Fund increased \$1.8 million, or 30%, over the prior year. A new waste contract will begin in May 2024 and includes uniform cart collection, as well as universal curbside recycling. Priority Waste was awarded the refuse hauling contract at a savings of 20% over the next lowest bidder. Annual hazardous waste, electronics recycling, and shredding events are also included in the contracted rate.

Expenditures in the **Parks & Recreation Fund** increased by \$300,870 or 2.9% in the proposed budget. Personnel costs increased \$343,760 due to contractual wage adjustments and the addition of two Parks Maintenance Mechanics as part of a plan for Parks & Recreation staff to assume some of the services previously performed by outside contractors. Other Charges decreased by \$166,410 primarily due to the assumption of some contracted services by staff, specifically athletic field maintenance, trail snow removal, and other smaller tasks.

Proposed expenditures using funds received from **Public Safety Forfeitures** decreased \$765,170, or 49.2%. The prior year includes a \$600,000 allocation to purchase a mobile command center to be used by public safety staff when responding to active criminal or emergency situations. 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.

Funding for the **Community Development Block Grant (CDBG) Fund** decreased \$389,430 primarily due to the exhaustion of additional CARES Act funding received in the prior year.

The **American Rescue Plan Act (ARPA) Fund** accounts for the expenditures funded through COVID-19 relief provided to the City through the federal American Rescue Plan Act. The original ARPA Action Plan was proposed and approved by City Council at the April 19, 2022 City Council meeting. Modifications have been made to the original plan since approval and were solidified through the appropriation of all remaining funds at the December 2023 budget amendment for fiscal year 2023/24. As such, there are no expenditures in the proposed 2024/25 budget, and a decrease of \$13.4 million over the prior year is shown.

The **Local Development Finance Authority (LDFA)** uses tax increment financing to provide incentives and support to high tech and other eligible business through the Velocity Collaboration Center. Expenditures in this fund decreased \$1 million, or 31.9%, in the proposed budget primarily due to two large capital projects financed in the prior year - the reconstruction of the Velocity Center parking lot and the reconstruction of Brentwood Drive.

The **Capital Projects Fund** decreased \$6.0 million in the proposed budget primarily due to the carry forward of \$5.7 million in approved capital projects in the prior year.

Expenditures in the **Road Bond Construction Fund** decreased \$11.0 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, an allocation from the State of Michigan, as well as cost sharing by Macomb County and the cities of Warren and Sterling Heights. The Sterling Heights share totals \$39 million and was financed through two Michigan Transportation Fund bonds. The final \$2 million for this project is included in the current budget based on the most recent estimates from the Michigan Department of Transportation.



The cost to operate the [Water & Sewer Fund](#) increased \$584,260 or 1.0%. The cost of water from the Great Lakes Water Authority increased 3.06% and sewage treatment and sewer debt costs passed on from Macomb County Public Works are estimated to increase 3%. Personnel costs increased \$141,000, or 2.3%, primarily due to contractual wage adjustments.

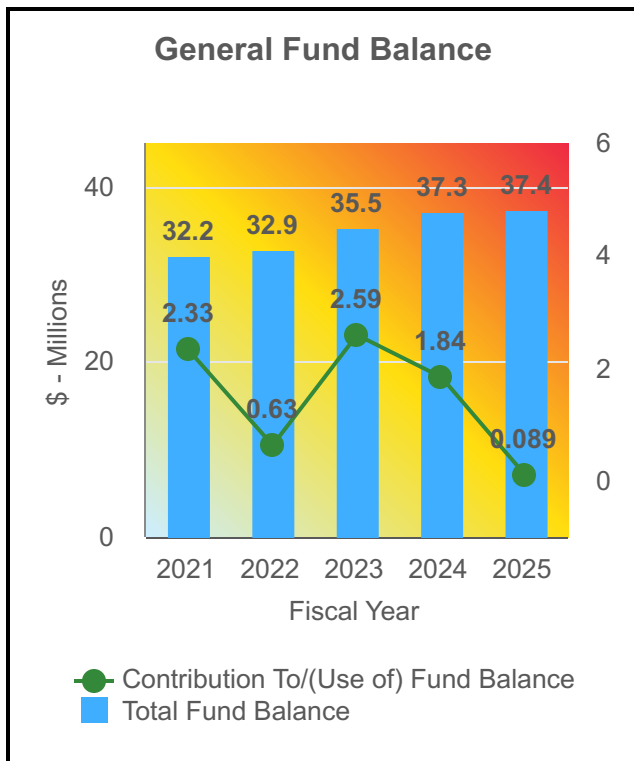


Figure 2

GENERAL FUND

The General Fund revenues of \$125.74 million exceed proposed General Fund expenditures of \$125.65 million by \$88,700. As shown in *Figure 2*, General Fund reserves now total 30% of General Fund expenditures. Maintaining a 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 estimated at \$125.7 million, which is an increase of \$6.4 million compared to the prior year. The General Fund derives its revenue from a variety of sources as shown in *Figure 3*.

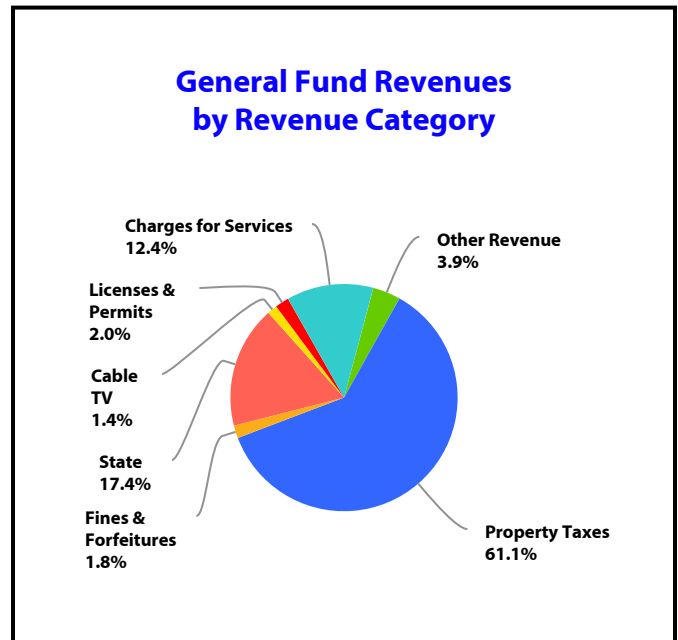


Figure 3

Total General Fund Revenue of \$125,743,450

The largest source is from property taxes. The City's tax rate of 16.5823 mills will provide \$76.8 million or 61.1% of the total General Fund budget. Taxes are levied for General Operations, Safe Streets, Recreating Recreation, Refuse Collection, and the Police & Fire Retirement fund.

CITY MILLAGE RATES	2023/24 Adopted	2024/25 Proposed	Increase/ (Decrease)
City Operating	9.4940	9.4940	0.0000
Safe Streets	2.3859	2.3694	-0.0165
Recreating Recreation	0.9260	0.9196	-0.0064
Refuse Collection	1.1632	1.3558	0.1926
Police & Fire Retirement	2.4109	2.4435	0.0326
Total City Millage	16.3800	16.5823	0.2023

Figure 4

The City's total millage rate of 16.5823 mills is broken down in *Figure 4*. The total millage rate increase 0.2023 mill consists of increases to the Refuse Collection millage and the Police & Fire Retirement millage. A small Headlee rollback decreased the Safe Streets and Recreating Recreation millages slightly.

The Refuse Collection millage will increase by 0.1926 mill due to the expiration of the eight-year refuse contract in April 2024. The new waste hauling service will include automated cart collection and universal curbside recycling. These additional services plus inflationary increases, resulted in a 30% increase over the prior contract costs. The millage adjustment reflects the increased cost of the service.

The increase in the Police & Fire millage is due to a higher required contribution to the Police & Fire Retirement System of \$836,000. As of the 6/30/23 actuarial valuation, the Police & Fire Retirement system is 62.2% funded on an actuarial basis. There are 411 members currently receiving an average annual pension of \$56,113. The City is committed to fully funding its pension obligations.

Macomb City Tax Rates (2023)

1. Roseville	28.77
2. Center Line	28.27
3. Warren	27.09
4. Eastpointe	24.47
5. St. Clair Shores	23.62
6. Fraser	22.06
7. Mount Clemens	21.31
8. Utica	19.25
9. Memphis	18.26
10. STERLING HEIGHTS	16.38
11. Richmond	15.66
12. New Baltimore	11.97

Macomb Average: 21.43 mills

Figure 5

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 2023 tax year, the City's tax rate was 5.05 mills lower than the average tax rate of all Macomb County cities.

The City's total taxable value in 2024 increased by 7.2%. Proposal A allowed a 5.0% inflationary adjustment, which is the maximum allowed under the law and is lower than the actual inflation rate of 5.1%. The additional 2.2% increase is due to increased investment in our community and the uncapping of taxable values on homes that were sold during the year.

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 \$6.4 million over last year. Significant changes from the prior year budget in General Fund revenue sources include:

- A net increase of \$5.0 million in **Property Tax** revenue due to a 7.2% increase in taxable value.
- **State Revenue Sharing** estimates from the State of Michigan project an increase of \$247,870 or 1.6%.
- **Charges for Services** increased \$940,960 primarily due to increases in the Property Tax Administration Fee and revenue received from transporting patients to hospitals via ambulance.
- **Other Revenues** increased \$1,093,950 primarily due higher investment returns. Recent investments have been realizing returns of 4 - 5% and it is expected that higher that average rates will continue into the next fiscal year.
- **Federal Grant Revenue** decreased \$584,120 primarily due to non-recurring grants received in the prior year. Grant revenue estimates are updated throughout the year as grants are received.

- Revenue received from [Cable Television](#) PEG fees continues to decline as less households subscribe to cable television. Revenues are projected to fall \$144,000 this year to \$1.8 million - a 31% decrease from the high of \$2.6 million received in 2016.

Expenditures by Category

The \$125.7 million General Fund budget represents a \$5.6 million or 4.7% increase compared to the prior year.

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

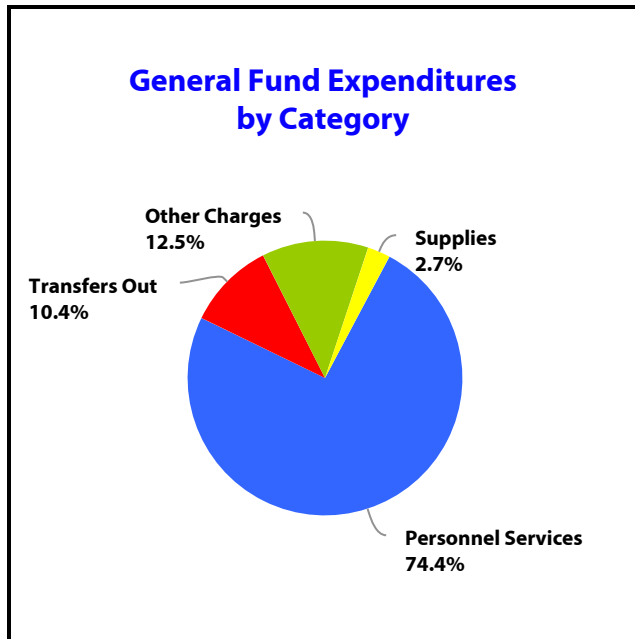


Figure 6

Total General Fund Budget of \$125,654,750

The largest category is Personnel Services, which is made up of wages and fringe benefit costs and comprises 74.4% 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 2.7% of the budget.

Other Charges totals 12.5% of the budget and is primarily for dispatch, custodial contract costs, utility bills, street lighting, and legal costs.

Transfers to other City funds total 10.4% of the General Fund budget.

The total \$5,596,180 increase in General Fund expenditures is detailed below:

	Dollar Change	Percentage Change
Personnel Services	\$4,548,090	5.1%
Supplies	13,350	0.4%
Other Charges	832,770	5.6%
Transfers Out	201,970	1.6%
Total	\$5,596,180	4.7%

Personnel Services increased by \$4,548,090 or 5.1%. Wages for full-time employees increased \$3,817,560 or 9.4% primarily due to contractual wage increases for all employees and employee wage-step increases. Additional positions are also proposed as detailed in *Figure 7*.

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 pension liabilities will increase by a net of \$771,900 or 4.4% next year. The required contribution to the Police & Fire Retirement System increased by \$836,000, while the required contribution to the General Employees' System decreased slightly by \$64,100. The Police and Fire pension is funded through a dedicated millage which increased this year by 0.0326 to 2.4435 in order to fund the contribution.

Offsetting these increases is a reduction to the Retiree Medical contribution of \$1,235,750. Consistent funding of this plan over and above the recommended contribution has resulted in nearly doubling plan assets over the past decade. The earnings on this higher asset level allows for a reduction in the annual recommended contribution.

The budget (across all funds) includes funding for 545 full-time positions, which is a net increase of fourteen full-time positions. *Figure 7* summarizes the position changes compared to the 2023/24 original Adopted Budget.

Position	Cost Center	FTE
<u>New Positions</u>		
Asst. City Manager/DEI	City Management	1
Animal Control Asst.	Police Support	1
Community Risk Red. Officer	Fire Prevention	1
Mobile Integ. EMS Health Coord.	Fire Prevention	1
Marketing Specialist	Community Rel.	1
Lead Parks Maint. Mechanic	P&R	1
Parks Maint. Mechanic	P&R	1
Marketing Specialist	P&R	1
<u>Previously Approved Positions</u>		
Police Lieutenant	Police Admin.	1
Asst. Fire Chief	Fire Admin.	1
<u>Temporary (Succession Planning)</u>		
Inspector	Building	2
Deputy City Clerk	City Clerk	1
<u>Part-time to Full-time Conversions</u>		
Facilities Maint. Mechanic	Facilities	2
Account Clerk	Fire Prevention	1
Deputy Clerk	Court	1
<u>Eliminated Positions</u>		
DEI Officer	City Management	(1)
Printer Technician II	Community Rel.	(1)
Recreation Supervisor	P&R	(1)
<u>Net Increase Full-Time Positions - All Funds</u>		14

Figure 7

Eleven of the fourteen positions are either fully funded through the elimination of other positions or contracted services, previously approved by City Council, or temporary in nature as part of succession planning.

Even with this increase to full-time staffing, the City still has 104 less full-time positions than in 2008, which saves an estimated \$10.5 million annually. Including these new positions, the City's employee per resident ratio is 4.0 employees for every 1,000 residents - still the ***lowest*** among our comparable communities (See *Figure 8*).

The total number of part-time positions in the proposed budget decreased by nine positions. Six part-time positions were eliminated and converted to a total of four full-time positions and five Seasonal Laborer positions were eliminated in Street Services. New part-time positions include a Printer Technician and a Library Programming Specialist.

Full-Time Employees Per 1,000 Residents	
1. Lansing	8.2
2. Grand Rapids	8.1
3. Southfield	7.8
4. Dearborn	7.1
5. Ann Arbor	6.5
6. Livonia	6.3
7. Warren	5.4
8. Farmington Hills	4.6
9. Troy	4.4
10. Sterling Heights	4.0

Figure 8

Supplies increased \$13,350 or 0.4% primarily due to increases in fuel prices and postage rates, partially offset by savings in Police Administration Operating Supplies as less replacement vests are needed this year.

Other Charges increased \$832,770 or 5.6%. Liability and Other Insurance increased by \$1.1 million due to an increase in the number of claims. This is partially offset by savings of \$320,000 in

street lighting costs, resulting from the completion of the conversion of all street lights to LED.

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 total \$13,010,500. Transfers to the Capital Projects Fund total \$5,804,200 for the funding of equipment, vehicles, information technology capital items, and capital projects.

Transfers to the Limited Tax General Obligation Debt Service Fund total \$2,958,400. 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 \$3,247,900 to fund parks & recreation expenditures not funded through the Recreating Recreation millage.

Finally, a transfer to the Major Road Fund is budgeted for \$1,000,000 for additional funding that will be utilized for major road projects.

Expenditures by Budgetary Center

The General Fund can be further broken down into the departmental or budgetary center level. These centers are comprised of the eight City operating departments as well as other ancillary expenditure cost centers. As you will note in *Figure 9*, nearly 56% the budget is used to fund the two largest City departments - Police and Fire.

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

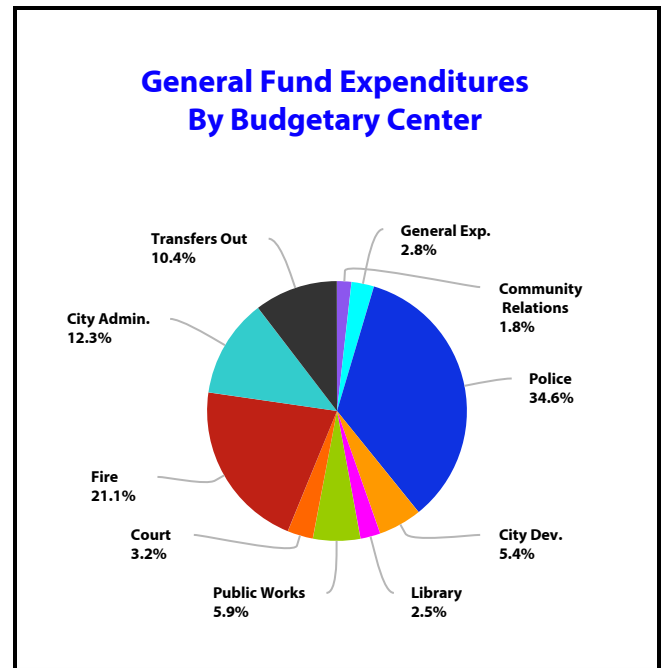


Figure 9

Total General Fund Budget of \$125,654,750

The Special Revenue Funds provide a total of \$47.9 million for expenditures that are legally restricted for specific purposes, such as major and local road maintenance and construction, refuse & recycling costs, Recreating Recreation expenditures, and public safety drug forfeiture purchases. A summary of Special Revenue expenditures by fund can be found in *Figure 10*.

Several notable items in the Special Revenue Funds budget include:

- Refuse & Recycling funding of \$8.1 million for the weekly curbside collection of refuse, yard waste, and recycling at over 40,000 homes and businesses
- CDBG funding to remodel the kitchen at the Senior Center, to reconstruct Doncaster Drive, 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 replace the HVAC controls at the Velocity building

- 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:

- The reconstruction of Clinton River Road - a \$10.6 million transformation that will be financed through a \$7.4 million Federal grant and City matching funds of \$3 million
- The resurfacing of 18 Mile Road from Plumbrook Drain to Utica Road
- The resurfacing of 17 Mile Road from Mound Road to Van Dyke Avenue

In addition, \$5.5 million will be invested into neighborhood roads, including both sectional repairs and full reconstruction of 23 local streets. ***Please see the Capital Projects section of this document for a complete list of every Major and Local Road project planned for 2024/25.***

The Capital Project Funds total \$8.8 million. These funds are used for 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.

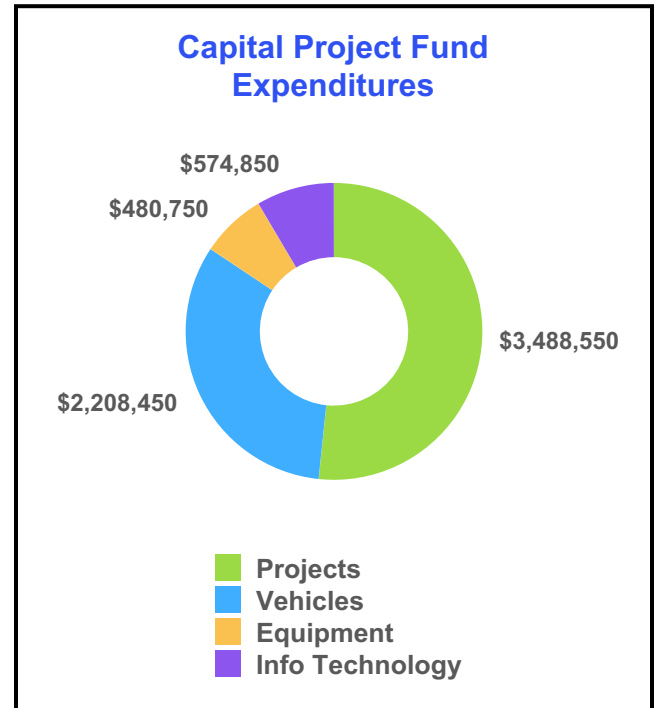


Figure 11

Total Capital Project Fund Expenditures = \$6,752,600

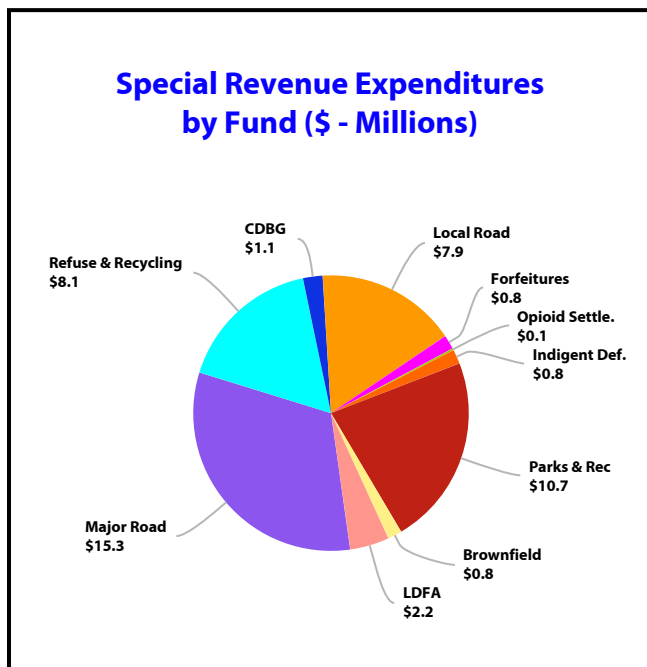


Figure 10

Total Special Revenue Fund Budget of \$47,909,750

Total Capital Project expenditures are summarized in Figure 11. Notable capital projects include:

- \$2.2 million for new and replacement vehicles, including nine police vehicles, an ambulance, two tandem-axle dump trucks w/plows, a chipper truck w/bucket, and 10 high mileage vehicles for various City departments as part of the annual replacement plan
- \$574,850 for new and replacement equipment including additional seating and an interactive play table for the Library, tactical vests for Police Investigations, a Zodiac Rescue Boat, an EMS Gator vehicle, and replacement fire hose for the Fire Department, and continued investment in public art
- \$480,750 for technology upgrades including wireless internet access at Dodge Park and 138

replacement personal computers as part of the annual five-year replacement plan

- \$3.5 million in other Capital Improvements including restroom renovations and door replacements at City Hall, a replacement generator for Fire Station #4, the continuation of the Trail Replacement Plan, repairs to the Nature Center bridge, and repairs to parking lots at Baumgartner Park

Finally, the **Debt Service Funds** total \$8 million. The Limited Tax General Obligation (LTGO) Fund provides funding for debt service on the bonds issued for City Campus facility renovations and for the new Public Works building. This debt is the only City debt funded through the General Fund and represents only 2.9% of General Fund expenditures. The Road Bond Debt Fund provides funding for debt related to road construction. The Major Road Fund (using funds received from the State of Michigan) is the predominant funding source. Total debt service remained relatively unchanged from the prior year. See *Figure 12*.

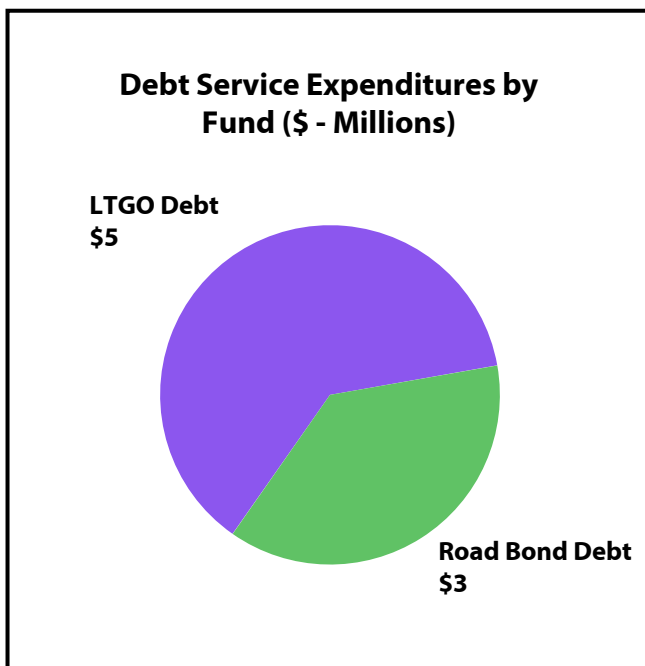


Figure 12

Total Debt Service Fund Budget of \$7,990,100

WATER & SEWER FUND

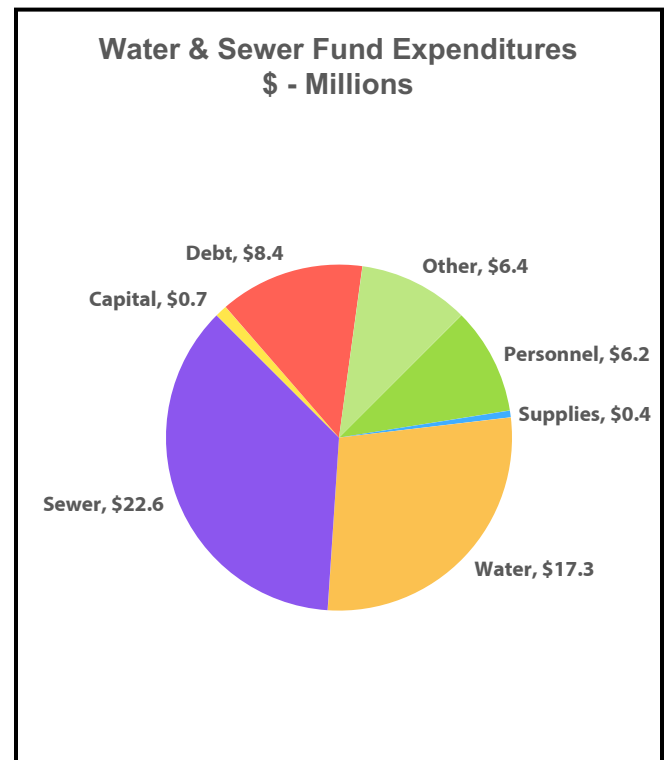


Figure 13

Total Water & Sewer Fund Budget of \$61,941,150

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.

Sterling Heights purchases its water and sewage services from the Great Lakes Water Authority (GLWA) and the Macomb County Public Works office. **Over 75%** of the total expenditures in the Water & Sewer Fund are directly related to the costs passed on to the City from these two entities. Effective July 1, 2024, the GLWA water rates will increase 3.06%. In addition, Macomb County sewer charges and debt service costs are increasing 3.0%.

The City also incurs costs for system maintenance and delivery. The City is committed to controlling costs, while still providing clean, reliable services to the community.



Personnel costs will increase \$141,300 or 2.3% this year, primarily due to contractual wage adjustments. Supplies increased \$18,030 or 4.3% due to inflationary price increases. Other Charges increased \$1,074,790 due to cost increases from the GLWA and Macomb County. Capital Outlay includes the replacement of a backhoe loader, a water service worker truck, and a tandem-axle dump truck, Debt Service decreased \$432,430 or 4.9% based on amortization schedules for current debt.

**Average Macomb County Residential
Monthly Water & Sewer Bill
Fiscal Year 2023/24**

1. Fraser	\$145
2. Eastpointe	131
3. Utica	115
4. Mount Clemens	112
5. St. Clair Shores	106
6. Clinton Township	93
7. Center Line	86
8. Shelby Township	83
9. Roseville	83
10. Macomb Township	78
11. Sterling Heights	72
12. Warren	69

Rates are current, using 9,000 cf.

Figure 14

Proposed Water & Sewer rates for the 2024/25 budget include a 5.9% increase to cover system cost increases as detailed above. The City of Sterling Heights strives to provide excellent service at a great value for all Water & Sewer customers. The WaterSmart portal allows customers to monitor their water usage an real time and save money by offering the ability to set alerts for unusual usage and offering water conservation tips. A monthly bill credit for all customers who enroll in e-billing and automatic payments saves residents \$60 per year.

Sterling Heights' residents continue to receive a great value for water & sewer services. *Figure 14* compares the average monthly water & sewer cost

for Sterling Heights to our surrounding communities. We continue to have one of the lowest rates in Macomb County. The proposed rate changes will result in a monthly water & sewer cost for the average residential user of \$71 per month, assuming receipt of the \$5 monthly auto-pay and e-bill credit.

CHANGES IN THE ADOPTED BUDGET

No amendments were approved for inclusion in the proposed budget. Some millage rates were reduced slightly due to a late order by the State Tax Commission regarding the calculation of the millage reduction fraction which reduced the maximum allowable millage rates. The revised millage rates are reflected in *Figure 4* on page 37 of this document.

CONCLUSION

In closing, I would like to acknowledge the exemplary leadership of the City's Finance and Budget Director Jennifer Varney and team members Breanna Koliba and Lauren Moore 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 outstanding services resulting in high marks from residents and businesses alike. 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 numerous accomplishments.

Respectfully submitted,

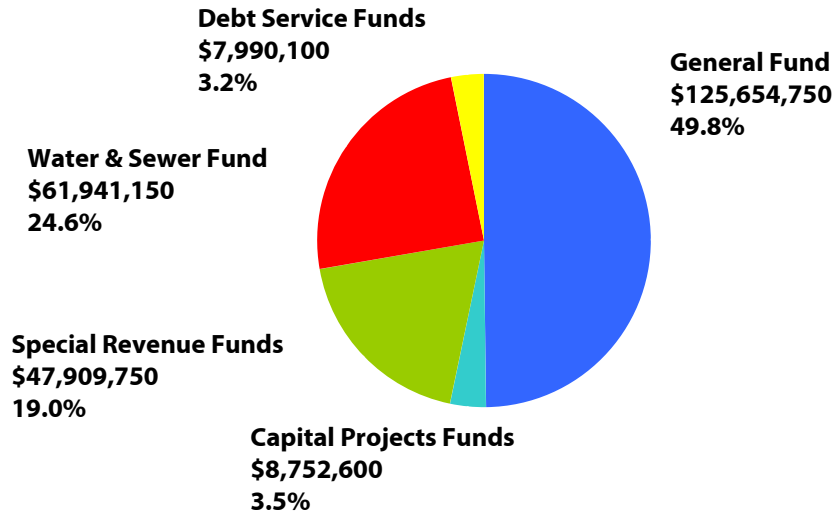
Mark D. Vanderpool/City Manager

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

~ Leslie Tayne ~



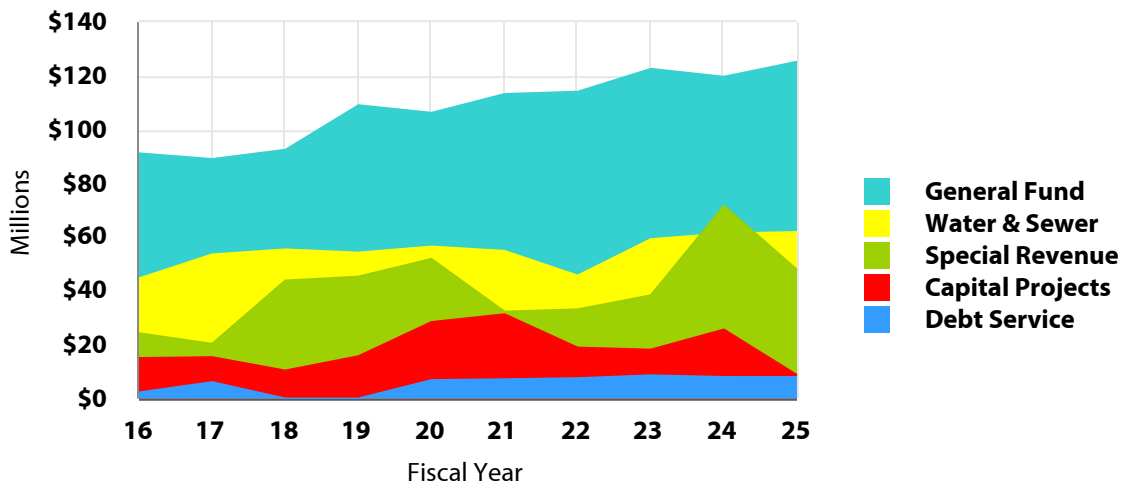
Total City Budgeted Funds Percent of Total Expenditures



**Total City Expenditures of \$252,248,350
(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.

2024/25 ALL FUNDS – COMBINED BUDGET SUMMARY OF REVENUES, EXPENDITURES AND FUND BALANCE

	General	Water & Sewer	Special Revenue	Debt Service	Capital Projects	Total Budget
<u>REVENUES BY SOURCE</u>						
City Property Taxes	\$76,817,000	\$0	\$9,580,000	(\$100)	\$0	\$86,396,900
City Refuse Tax	0	0	7,667,000	0	0	\$7,667,000
Water & Sewer Service	0	60,305,800	0	0	0	60,305,800
Charges for Services	15,551,900	1,738,150	1,454,250	0	0	18,744,300
Interfund Transfers In	2,500	0	4,247,900	7,758,400	5,804,200	17,813,000
Highway & Street Grants	0	0	15,668,850	0	0	15,668,850
State Revenue Sharing	16,098,450	0	0	0	0	16,098,450
Federal State & Local Grants	543,600	0	3,365,550	0	0	3,909,150
Personal Property Tax Reimb.	5,232,200	0	1,103,300	0	0	6,335,500
Miscellaneous Revenue	3,165,300	180,000	803,800	144,200	1,334,000	5,627,300
Licenses & Permits	2,477,000	0	0	0	0	2,477,000
TIF/LDFA-SmartZone Capture	0	0	3,042,900	0	0	3,042,900
Cable Revenue	1,800,000	0	0	0	0	1,800,000
Fines & Forfeitures	2,255,500	0	0	0	0	2,255,500
Interest on Investments	1,800,000	525,000	736,550	18,350	365,800	3,445,700
Proceeds - Long-Term Debt	0	0	0	0	0	0
Total Revenues	125,743,450	62,748,950	47,670,100	7,920,850	7,504,000	251,587,350
<u>EXPENDITURES BY OBJECT</u>						
Personnel Services	93,524,600	6,174,050	4,353,300	0	0	104,051,950
Other Charges	15,750,550	43,631,350	7,244,800	3,850	0	66,630,550
Capital Improvement Projects	0	0	14,490,550	0	5,488,550	19,979,100
Interfund Transfers Out	13,010,500	0	4,802,500	0	0	17,813,000
Principal Payments	0	5,197,950	1,860,000	5,445,000	0	12,502,950
Interest Payments	0	3,163,250	1,138,350	2,541,250	0	6,842,850
Other Services	0	0	4,856,800	0	0	4,856,800
Refuse Collection	0	0	7,851,800	0	0	7,851,800
Supplies	3,369,100	433,000	533,100	0	0	4,335,200
Capital Vehicles	0	521,000	374,500	0	2,208,450	3,103,950
Interfund Services	0	2,645,550	166,500	0	0	2,812,050
Capital Equipment	0	175,000	237,550	0	1,055,600	1,468,150
Total Expenditures	125,654,750	61,941,150	47,909,750	7,990,100	8,752,600	252,248,350
Excess of Revenues Over (Under) Expenditures	88,700	*	(239,650)	(69,250)	(1,248,600)	(1,468,800)
Beginning Fund Balance	37,309,040	*	14,024,930	319,240	5,044,140	56,697,350
Ending Fund Balance	\$37,397,740	*	\$13,785,280	\$ 249,990	\$ 3,795,540	\$55,228,550

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

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

	2022/23 Actual	2023/24 Estimate	2024/25 Budget
<u>REVENUES BY SOURCE</u>			
City Property Taxes	\$81,474,090	\$87,508,900	\$94,063,900
Water & Sewer Service	55,353,650	56,461,450	60,305,800
Charges for Services	17,744,550	17,988,560	18,744,300
Interfund Transfers In	22,262,550	17,612,460	17,813,000
Highway & Street Grants	15,309,990	15,728,000	15,668,850
State Revenue Sharing	15,867,240	15,765,250	16,098,450
Federal, State & Local Grants	10,207,120	22,401,110	3,909,150
Personal Property Tax Reimbursement	10,657,300	6,338,650	6,335,500
Miscellaneous Revenue	5,338,060	4,524,260	5,627,300
Licenses & Permits	2,443,590	2,482,000	2,477,000
TIF/LDFA - SmartZone Capture	2,515,070	2,732,450	3,042,900
Cable Revenue	1,982,580	1,850,000	1,800,000
Fines & Forfeitures	2,383,370	1,991,500	2,255,500
Interest on Investments	3,018,490	4,354,550	3,445,700
Proceeds - Long-Term Debt	0	0	0
Total Revenues	246,557,650	257,739,140	251,587,350
<u>EXPENDITURES BY OBJECT</u>			
Personnel Services	93,215,120	97,411,780	104,051,950
Other Charges	67,530,990	66,384,180	66,630,550
Capital Improvement Projects	31,115,050	57,828,860	19,979,100
Interfund Transfers Out	22,262,550	17,612,460	17,813,000
Principal Payments	7,464,000	12,424,450	12,502,950
Interest Payments	7,040,870	7,324,250	6,842,850
Other Services	4,489,740	6,113,280	4,856,800
Refuse Collection	4,462,520	5,877,770	7,851,800
Supplies	3,898,650	4,190,600	4,335,200
Capital Vehicles	2,041,580	5,503,990	3,103,950
Interfund Services	2,690,560	2,550,500	2,812,050
Capital Equipment	1,271,030	1,992,950	1,468,150
Total Expenditures	247,482,660	285,215,070	252,248,350
Excess of Revenues Over (Under) Expenditures*	378,550	(26,131,050)	(1,468,800)
Beginning Fund Balance	82,449,850	82,828,400	56,697,350
Ending Fund Balance	\$82,828,400	\$56,697,350	\$55,228,550

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

REVENUE COMPARISON CITY BUDGETED FUNDS

Fund No.	Fund Name	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget	% Change From 23/24
	<u>GENERAL FUND</u>						
101	General Fund	\$115,123,210	\$125,593,130	\$119,378,490	\$121,033,070	\$125,743,450	5.3%
	<u>WATER & SEWER FUND</u>						
579	Water & Sewer Fund - Operations	54,181,640	57,974,180	61,742,180	59,040,100	62,748,950	1.6%
	<u>SPECIAL REVENUE FUNDS</u>						
202	Major Road Fund	12,871,140	15,372,410	12,968,300	13,358,800	13,385,700	3.2%
203	Local Road Fund	8,070,720	9,039,450	9,578,000	9,968,200	9,000,050	-6.0%
226	Refuse and Recycling Fund	0	0	6,686,400	7,886,500	8,151,900	21.9%
244	Land & Water Conservation Fund	0	1,180	0	2,000	1,500	
276	Parks & Recreation Fund	8,478,410	9,412,520	10,476,340	10,502,530	10,616,250	1.3%
277	Public Safety Forfeiture Fund	1,083,160	1,484,740	573,070	1,283,580	144,700	-74.8%
278	Comm. Develop. Block Grant Fund	1,032,080	1,401,090	1,485,380	1,425,270	1,095,950	-26.2%
284	Opioid Settlement Fund	0	615,780	125,000	190,200	142,200	13.8%
285	Indigent Defense Fund	223,090	201,690	799,790	799,790	799,800	0.0%
286	American Rescue Plan Act Fund	2,354,140	4,937,650	13,144,020	13,294,020	120,000	-99.1%
851	Corridor Improvement Auth. Fund	253,930	298,490	320,950	367,950	420,000	30.9%
855	Economic Develop. Corp. Fund	0	1,340	0	850	0	0.0%
856	Brownfield Redevelopment Fund	706,550	698,140	719,390	745,950	784,500	9.1%
867	Local Dev. Finance Authority Fund	1,801,950	1,832,340	2,615,780	2,874,650	3,007,550	15.0%
	Total Special Revenue Funds	36,875,170	45,296,820	59,492,420	62,700,290	47,670,100	-19.9%
	<u>DEBT SERVICE FUNDS</u>						
301	General Drain Fund	620	690	600	750	700	16.7%
305	Voted Gen. Obligation Debt Fund	590,690	599,840	36,950	43,550	950	-97.4%
327	Road Bond Debt Retirement Fund	4,175,000	4,821,130	4,951,460	4,967,930	4,957,400	0.1%
369	Ltd. Tax Gen. Obligation Debt Fund	2,958,360	2,962,370	2,962,360	2,966,610	2,961,800	0.0%
	Total Debt Service Funds	7,724,670	8,384,030	7,951,370	7,978,840	7,920,850	-0.4%
	<u>CAPITAL PROJECT FUNDS</u>						
403	Capital Projects Fund	5,627,000	8,958,870	7,133,770	6,736,840	7,404,000	3.8%
404	Facilities Improvement Fund	298,160	0	0	0	0	0.0%
405	Clinton River Restoration Fund	0	0	0	0	0	0.0%
428	Road Bond Construction Fund	17,731,410	350,620	150,000	250,000	100,000	-33.3%
	Total Capital Project Funds	23,656,570	9,309,490	7,283,770	6,986,840	7,504,000	3.0%
	Total Revenue	237,561,260	246,557,650	255,848,230	257,739,140	251,587,350	-1.7%
	Duplicating Transfers	(17,012,680)	(22,262,550)	(17,612,460)	(17,612,460)	(17,813,000)	1.1%
	Total All Funds	\$220,548,580	\$224,295,100	\$238,235,770	\$240,126,680	\$233,774,350	-1.9%

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

The Refuse and Recycling Fund was created in 2023/24. It was previously recorded under the General Fund.

EXPENDITURE COMPARISON CITY BUDGETED FUNDS

Fund No.	Fund Name	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget	% Change From 23/24
	<u>GENERAL FUND</u>						
101	General Fund	\$114,498,000	\$123,003,920	\$120,058,570	\$119,187,630	\$125,654,750	4.7%
	<u>WATER & SEWER FUND</u>						
579	Water & Sewer Fund - Operations	59,247,500	59,277,840	61,356,890	60,384,890	61,941,150	1.0%
	<u>SPECIAL REVENUE FUNDS</u>						
202	Major Road Fund	9,273,980	11,614,200	23,877,530	23,030,450	15,303,100	-35.9%
203	Local Road Fund	8,946,010	8,236,740	9,643,710	10,764,350	7,930,100	-17.8%
226	Refuse and Recycling Fund	0	0	6,266,270	6,149,670	8,118,050	29.6%
276	Parks & Recreation Fund	8,404,210	9,399,100	10,423,130	10,507,530	10,724,000	2.9%
277	Public Safety Forfeiture Fund	623,250	514,280	1,555,670	1,589,460	790,500	-49.2%
278	Comm. Develop. Block Grant Fund	1,032,080	1,401,090	1,485,380	1,425,270	1,095,950	-26.2%
284	Opioid Settlement Fund	0	0	125,000	72,500	125,000	0.0%
285	Indigent Defense Fund	223,090	302,380	799,790	799,790	799,800	0.0%
286	American Rescue Plan Act Fund	2,325,490	4,517,730	13,401,620	13,401,620	0	-100.0%
851	Corridor Improvement Auth. Fund	136,820	44,420	97,740	198,510	40,000	-59.1%
855	Economic Develop. Corp. Fund	77,900	77,900	36,860	36,860	0	-100.0%
856	Brownfield Redevelopment Fund	706,550	691,370	719,390	722,000	767,850	6.7%
867	Local Dev. Finance Authority Fund	1,429,320	1,583,910	3,253,760	3,019,420	2,215,400	-31.9%
	Total Special Revenue Funds	33,178,700	38,383,120	71,685,850	71,717,430	47,909,750	-33.2%
	<u>DEBT SERVICE FUNDS</u>						
301	General Drain Fund	0	0	0	0	0	0.0%
305	Voted Gen. Obligation Debt Fund	587,170	586,500	0	0	0	0.0%
327	Road Bond Debt Retirement Fund	4,020,580	5,080,350	5,052,430	5,052,450	5,031,700	-0.4%
369	Ltd. Tax Gen. Obligation Debt Fund	2,958,360	2,962,360	2,962,360	2,962,400	2,958,400	-0.1%
	Total Debt Service Funds	7,566,110	8,629,210	8,014,790	8,014,850	7,990,100	-0.3%
	<u>CAPITAL PROJECT FUNDS</u>						
403	Capital Projects Fund	7,653,120	6,334,390	12,703,410	12,938,250	6,752,600	-46.8%
404	Facilities Improvement Fund	867,060	375,630	0	0	0	0.0%
405	Clinton River Restoration Fund	620	4,320	0	0	0	0.0%
428	Road Bond Construction Fund	10,429,180	11,474,230	12,972,020	12,972,020	2,000,000	-84.6%
	Total Capital Project Funds	18,949,980	18,188,570	25,675,430	25,910,270	8,752,600	-65.9%
	Total Expenditures	233,440,290	247,482,660	286,791,530	285,215,070	252,248,350	-12.0%
	Duplicating Transfers	(17,012,680)	(22,262,550)	(17,612,460)	(17,612,460)	(17,813,000)	1.1%
	Total All Funds	\$216,427,610	\$225,220,110	\$269,179,070	\$267,602,610	\$234,435,350	-12.9%

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

The Refuse and Recycling Fund was created in 2023/24. It was previously recorded under the General Fund.

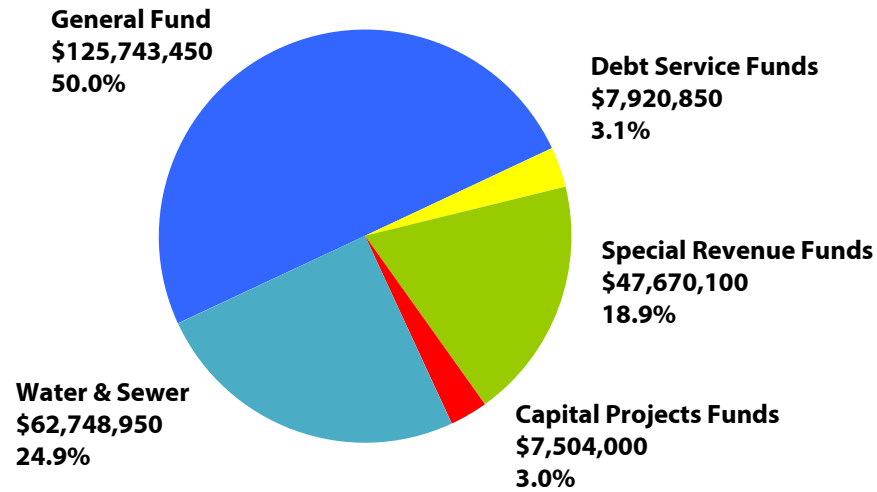
YEAR-END UNAPPROPRIATED FUND BALANCE COMPARISON GOVERNMENTAL FUNDS

Fund No.	Fund Name	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget	% Change From 23/24
	<u>GENERAL FUND</u>						
101	General Fund	\$32,874,390	\$35,463,600	\$34,783,520	\$37,309,040	\$37,397,740	7.5%
	<u>SPECIAL REVENUE FUNDS</u>						
202	Major Road Fund	10,764,260	14,522,470	3,613,240	4,850,820	2,933,420	-18.8%
203	Local Road Fund	626,290	1,429,000	1,363,290	632,850	1,702,800	24.9%
226	Refuse and Recycling Fund	0	0	156,450	1,736,830	1,770,680	1,031.8%
244	Land & Water Conservation Fund	31,280	32,460	32,460	34,460	35,960	10.8%
276	Parks & Recreation Fund	831,040	844,460	897,670	839,460	731,710	-18.5%
277	Public Safety Forfeiture Fund	1,351,660	2,322,120	1,339,520	2,016,240	1,370,440	2.3%
278	Comm. Develop. Block Grant Fund	0	0	0	0	0	0.0%
284	Opioid Settlement Fund	0	615,780	615,780	733,480	750,680	0.0%
285	Indigent Defense Fund	100,690	0	0	0	0	
286	American Rescue Plan Act Fund	28,650	448,560	190,960	340,960	460,960	100.0%
851	Corridor Improvement Auth. Fund	1,012,440	1,266,510	1,489,720	1,435,950	1,815,950	21.9%
855	Economic Develop. Corp. Fund	114,760	38,200	1,340	2,190	2,190	63.4%
856	Brownfield Redevelopment Fund	2,150	8,920	8,920	32,870	49,520	455.2%
867	Local Dev. Finance Authority Fund	1,265,160	1,513,590	875,610	1,368,820	2,160,970	146.8%
	Total Special Revenue Funds	16,128,380	23,042,070	10,584,960	14,024,930	13,785,280	30.2%
	<u>DEBT SERVICE FUNDS</u>						
301	General Drain Fund	2,320	3,010	3,610	3,760	4,460	23.5%
305	Voted Gen. Obligation Debt Fund	6,640	19,980	56,930	63,530	64,480	13.3%
327	Road Bond Debt Retirement Fund	591,170	331,950	230,980	247,430	173,130	-25.0%
369	Ltd. Tax Gen. Obligation Debt Fund	300	310	310	4,520	7,920	2,454.8%
	Total Debt Service Funds	600,430	355,250	291,830	319,240	249,990	-14.3%
	<u>CAPITAL PROJECT FUNDS</u>						
403	Capital Projects Fund	6,602,250	9,226,730	3,657,090	3,025,320	3,676,720	0.5%
404	Facilities Improvement Fund	375,630	0	0	0	0	0.0%
405	Clinton River Restoration Fund	17,240	12,920	12,920	12,920	12,920	0.0%
428	Road Bond Construction Fund	25,851,530	14,727,920	1,905,900	2,005,900	105,900	-94.4%
	Total Capital Project Funds	32,846,650	23,967,570	5,575,910	5,044,140	3,795,540	-31.9%
	Unappropriated Total - All Funds	\$82,449,850	\$82,828,400	\$51,236,220	\$56,697,350	\$55,228,550	7.8%

Totals may not foot due to rounding.

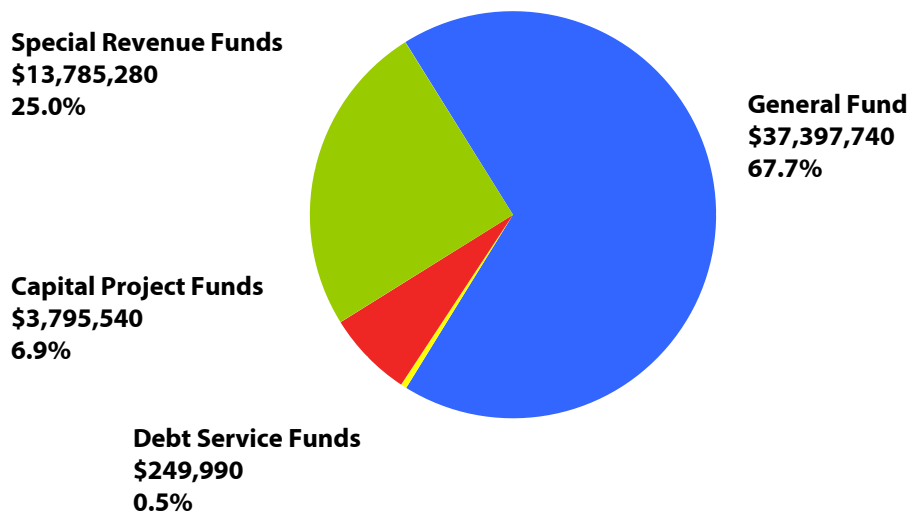
The Refuse and Recycling Fund was previously recorded under the General Fund. It was recorded as a Special Revenue Fund starting in 2023/24.

Total City Budgeted Funds Percent of Total Revenues



Total City Revenues (including transfers) \$251,587,350

Total City Government Funds Percent of Total Reserves



Total Government Fund Reserves of \$55,228,550

TOTAL CITY BUDGETED FUNDS REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<u>CITY TAXES</u>						
404000	City Operating Tax	\$47,185,980	19.14	\$50,461,800	19.72	\$53,857,600	21.41
404001	Property Tax Refunds	(273,960)	(0.11)	(399,000)	(0.16)	(332,000)	(0.13)
405000	City Refuse Tax	4,705,620	1.91	6,266,400	2.45	7,667,000	3.05
406000	Police & Fire Pension Tax	12,556,550	5.09	12,833,100	5.02	13,819,000	5.49
407000	Safe Streets Tax	11,847,230	4.81	12,699,960	4.96	13,534,000	5.38
408000	Recreating Recreation Tax	4,596,010	1.86	4,929,040	1.93	5,252,000	2.09
415000	Delinquent Personal Property Tax	120,590	0.05	83,500	0.03	91,000	0.04
415001	Delinquent Personal Property Tax	15,260	0.01	10,000	0.00	11,000	0.00
419000	Proposal F Debt Levy	551,040	0.22	0	0.00	300	0.00
445000	Penalties & Interest	169,770	0.07	162,500	0.06	164,000	0.07
	Total City Taxes	81,474,090	33.04	87,047,300	34.02	94,063,900	37.39
	<u>IMPROVEMENT TAXES</u>						
420000	Property Taxes - TIF	644,710	0.26	655,210	0.26	795,000	0.32
422000	LDFA - Smartzone Capture	776,820	0.32	826,450	0.32	940,900	0.37
423000	LDFA - General Capture	783,530	0.32	833,150	0.33	961,650	0.38
424000	BRA - School Capture	310,010	0.13	375,130	0.15	345,350	0.14
	Total Improvement Taxes	2,515,070	1.02	2,689,940	1.05	3,042,900	1.21
	<u>LICENSES & PERMITS</u>						
451000	Business Operating License	102,090	0.04	100,000	0.04	100,000	0.04
452000	Mobile / Temporary Vendor	6,810	0.00	2,000	0.00	5,000	0.00
453000	Liquor License	146,750	0.06	120,000	0.05	125,000	0.05
454000	Vending/Amusement Device Fee	260	0.00	4,000	0.00	3,000	0.00
461000	Electrical Registration & Permits	312,250	0.13	365,000	0.14	357,000	0.14
462000	Heating Registration & Permits	462,590	0.19	335,000	0.13	388,000	0.15
463000	Plumbing Registration & Permits	196,220	0.08	217,500	0.09	213,000	0.08
464000	Sign Registration & Permits	43,850	0.02	45,000	0.02	45,000	0.02
470000	Building Registration & Permits	892,900	0.36	1,150,000	0.45	1,000,000	0.40
471000	Fence Permits	19,400	0.01	15,000	0.01	20,000	0.01
477000	Fire Suppression Permits	60,770	0.02	75,000	0.03	60,000	0.02
478000	Animal Permits	50,330	0.02	56,930	0.02	56,000	0.02
479401	Non-Homestead Resident Insp. Fee	110,510	0.04	50,000	0.02	80,000	0.03
479402	Re-Inspection Code Enforcement Fee	38,860	0.02	25,000	0.01	25,000	0.01
	Total Licenses & Permits	2,443,590	0.99	2,560,430	1.00	2,477,000	0.98
	<u>FEDERAL, STATE & LOCAL RETURNS</u>						
529000	Federal Grant - Other	6,656,140	2.70	16,777,050	6.56	1,628,650	0.65
529003	Revenue Direct Loans	111,060	0.05	90,000	0.04	100,000	0.04
529100	Federal Forfeiture Grant	151,000	0.06	65,540	0.03	0	0.00
529101	Federal Forfeiture Program Income	8,750	0.00	0	0.00	0	0.00
529200	Treasury Forfeiture	396,130	0.16	0	0.00	0	0.00
529389	CDBG Revenue - COVID	416,660	0.17	254,160	0.10	10,950	0.00
539002	State Grants	488,300	0.20	981,970	0.38	789,800	0.31
539200	State Forfeiture Grant	277,050	0.11	444,040	0.17	0	0.00
539201	State Forfeiture Program Income	16,340	0.01	2,150	0.00	0	0.00
539300	Gambling Forfeitures	469,830	0.19	1,000	0.00	0	0.00
539348	Act 48 Public Right of Way	511,750	0.21	510,000	0.20	515,000	0.20
539400	OWI Forfeitures	0	0.00	0	0.00	0	0.00
539500	Act 302 Training Funds	34,550	0.01	29,820	0.01	42,800	0.02
544000	Drunk Driving Case Flow Assistance	10,380	0.00	5,650	0.00	6,500	0.00
546000	Highway & Street Grants	15,309,990	6.21	15,315,680	5.99	15,668,850	6.23
549000	County & Other Local Grants	0	0.00	152,830	0.06	120,000	0.05

TOTAL CITY BUDGETED FUNDS REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
567001	State Aid - Library	134,240	0.05	135,280	0.05	135,300	0.05
569001	Judges Salary Stand Payments	137,170	0.06	137,170	0.05	137,150	0.05
573386	Personal Prop. Tax Reimbursement	9,726,980	3.95	5,335,030	2.09	5,403,000	2.15
573486	Personal Prop. Tax Reimbursement	930,320	0.38	929,740	0.36	932,500	0.37
574000	State Revenue Sharing	15,867,240	6.44	15,850,580	6.20	16,098,450	6.40
581001	Municipal Credit Transportation	175,830	0.07	497,000	0.19	200,000	0.08
583000	Macomb Auto Theft Squad - Grant	90,610	0.04	90,000	0.04	100,000	0.04
585000	Drug Enforce. Admin. - Federal	33,380	0.01	35,000	0.01	35,000	0.01
587001	County Contrib. - Library Penal Fines	87,950	0.04	85,000	0.03	88,000	0.03
	Total State & Local Returns	52,041,650	21.11	57,724,690	22.56	42,011,950	16.70
	<u>OTHER FINANCING SOURCES</u>						
699101	Transfer from General Fund	17,236,170	6.99	12,808,530	5.01	13,010,500	5.17
699202	Transfer from Major Road Fund	4,640,750	1.88	4,801,430	1.88	4,800,000	1.91
699404	Transfer from Facilities Fund	375,630	0.15	0	0.00	0	0.00
699856	Transfer from Brownfield Redev.	10,000	0.00	2,500	0.00	2,500	0.00
	Total Other Financing Sources	22,262,550	9.03	17,612,460	6.88	17,813,000	7.08
	<u>FINES & FORFEITURES</u>						
656003	Contempt Court Fines	3,340	0.00	3,000	0.00	3,000	0.00
656004	Ordinance Fines & Costs	2,084,000	0.85	2,000,000	0.78	2,000,000	0.79
656005	Municipal Civil Infractions	19,040	0.01	30,000	0.01	24,000	0.01
657001	Library Fines	21,760	0.01	20,000	0.01	20,000	0.01
658001	Bond Forfeitures	32,920	0.01	36,000	0.01	26,000	0.01
659001	Driver Reinstatement Fee	10,300	0.00	10,000	0.00	10,000	0.00
659002	Default Judgment Fee	183,230	0.07	150,000	0.06	150,000	0.06
659003	Crime Victim Rights Admin. Fee	9,800	0.00	7,500	0.00	7,500	0.00
659004	Forensic Admin. Fee	18,980	0.01	15,000	0.01	15,000	0.01
	Total Fines & Forfeitures	2,383,370	0.97	2,271,500	0.89	2,255,500	0.90
	<u>CHARGES FOR SERVICES</u>						
603000	Court Filing Fee	136,850	0.06	130,000	0.05	130,000	0.05
603001	Jury Demand Fee	800	0.00	2,500	0.00	1,200	0.00
604000	Probation Oversight	64,060	0.03	55,000	0.02	57,000	0.02
604001	Probation Oversight Fee - Grants	8,200	0.00	5,000	0.00	8,500	0.00
605000	Garnishments - Filing Fee	125,480	0.05	125,000	0.05	125,000	0.05
606000	Split/Combination Fee	8,080	0.00	6,960	0.00	12,800	0.01
607000	Fire Permits, Fees, & Inspections	24,640	0.01	20,000	0.01	20,000	0.01
608000	Recording Fees	4,400	0.00	4,000	0.00	4,000	0.00
609000	Mobile Home Tax	9,960	0.00	10,000	0.00	10,000	0.00
610000	Vital Statistics	80,310	0.03	82,000	0.03	82,000	0.03
611000	Attorney Fee Reimbursement	35,310	0.01	40,000	0.02	40,000	0.02
612000	Alcohol Assessment Fee	19,270	0.01	17,000	0.01	16,000	0.01
626000	Services - PTAF	2,236,200	0.91	2,336,100	0.91	2,500,000	0.99
627000	Water & Sewer Activity	1,807,050	0.73	1,636,540	0.64	1,827,850	0.73
627276	Administrative Services - RR	85,250	0.03	79,350	0.03	78,850	0.03
627444	Administrative Services - Roads	226,520	0.09	250,000	0.10	250,000	0.10
627531	Admin Services-Refuse	115,410	0.05	72,200	0.03	69,650	0.03

TOTAL CITY BUDGETED FUNDS REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
627556	Admin Services-Water Distribution	663,050	0.27	742,770	0.29	817,700	0.33
627677	Administrative Services-Self Insurance	378,810	0.15	323,640	0.13	356,650	0.14
627732	Administrative Services-P&F Pension	930	0.00	1,000	0.00	1,000	0.00
628001	Voter Lists	420	0.00	400	0.00	400	0.00
629001	Labor Services - Roads	907,690	0.37	1,000,000	0.39	1,000,000	0.40
629002	Labor Services - Cross Charges	11,240	0.00	15,000	0.01	12,000	0.00
629003	Labor Services - Fleet Maintenance	58,780	0.02	65,000	0.03	58,000	0.02
631001	Police & Fire Services	289,120	0.12	300,000	0.12	325,000	0.13
631002	Towed Vehicle Impound Fee	88,140	0.04	70,000	0.03	70,000	0.03
632001	Inspection Services-Projects-Other	80,910	0.03	140,000	0.05	140,000	0.06
632002	Inspection Services-City Projects	370,560	0.15	400,000	0.16	400,000	0.16
632003	Engineering Review Fee	86,010	0.03	150,000	0.06	150,000	0.06
632004	Engineering & Design - Project	1,160,700	0.47	1,200,000	0.47	1,200,000	0.48
632005	Building Number Assignments	490	0.00	1,000	0.00	500	0.00
632006	SESC Review Fee	17,740	0.01	30,000	0.01	25,000	0.01
632007	SESC Inspection Fee	118,510	0.05	100,000	0.04	100,000	0.04
632008	Easement Vacation	270	0.00	600	0.00	500	0.00
632009	ROW Permit Fees	13,840	0.01	10,000	0.00	10,000	0.00
633001	Water Tap Fees	81,170	0.03	125,000	0.05	100,000	0.04
633002	Sewer Tap Fees	19,120	0.01	30,000	0.01	30,000	0.01
633003	Meter Charges	92,830	0.04	125,000	0.05	100,000	0.04
633004	Inspection	12,600	0.01	15,000	0.01	15,000	0.01
633005	Water & Sewer Services	69,790	0.03	40,000	0.02	40,000	0.02
633006	Hydrant Rental	182,430	0.07	187,900	0.07	193,500	0.08
633009	Turn-On Charge	12,920	0.01	10,000	0.00	10,000	0.00
634003	Supplies & Gasoline Revenue	112,140	0.05	90,000	0.04	90,000	0.04
634004	Parts-Vehicle Maintenance	96,370	0.04	115,000	0.04	115,000	0.05
635000	Municipal Services Fee	158,380	0.06	75,000	0.03	87,800	0.03
635535	Refuse Collection Fees	43,450	0.02	50,000	0.02	35,000	0.01
636000	Plan Review Fee	68,520	0.03	65,000	0.03	65,000	0.03
636001	Building Department Plan Review	302,580	0.12	410,000	0.16	410,000	0.16
636002	Passport Fees	122,990	0.05	75,000	0.03	100,000	0.04
637001	Copies & Forms	12,930	0.01	10,000	0.00	12,000	0.00
637002	Maps	80	0.00	100	0.00	100	0.00
637003	Police Reports	90,120	0.04	85,000	0.03	85,000	0.03
637005	Fire Reports	8,540	0.00	5,000	0.00	7,000	0.00
637006	PBT User Fee	90	0.00	100	0.00	100	0.00
637007	False Alarm Fees	65,650	0.03	50,000	0.02	45,000	0.02
637008	Non-Emergency Cost Recovery Fee	0	0.00	35,000	0.01	100,000	0.04
637009	Transport Fees	4,394,960	1.78	3,916,150	1.53	4,235,150	1.68
637301	Notary Fee	1,270	0.00	1,000	0.00	1,000	0.00
638000	Application Fees	640	0.00	7,230	0.00	3,800	0.00
639001	Parks & Recreation Fees	1,024,040	0.42	1,210,710	0.47	1,205,000	0.48
639002	Baseball Registration Fees	92,640	0.04	127,050	0.05	100,000	0.04
639003	Basketball Registration Fees	0	0.00	0	0.00	54,650	0.02
639004	Community Garden Plot Rental	0	0.00	0	0.00	9,600	0.00
639253	Treasury Transfer & Late Fees	81,530	0.03	60,000	0.02	78,000	0.03
640001	5% Cash Deposit	4,050	0.00	2,500	0.00	3,000	0.00
640002	Weed Cutting	82,560	0.03	50,000	0.02	64,000	0.03
640003	Board of Zoning Appeals Fees	13,480	0.01	10,000	0.00	13,000	0.01
640004	Tree Sales & Planting	58,180	0.02	51,500	0.02	50,000	0.02

TOTAL CITY BUDGETED FUNDS

REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
640005	Ordinance Board of Appeals Fees	81,950	0.03	50,000	0.02	57,000	0.02
641000	Nuisance Abatement Revenue	0	0.00	200,000	0.08	200,000	0.08
643000	Water Services	17,269,600	7.00	18,373,610	7.18	19,231,000	7.64
643001	Fixed Charges - Water	5,415,080	2.20	5,574,260	2.18	5,911,200	2.35
643002	Billing Credits - Auto Pay	(27,230)	(0.01)	0	0.00	(225,000)	(0.09)
644000	Collections - Sewer	29,346,030	11.90	31,891,670	12.47	31,815,700	12.65
644001	Fixed Charges - Sewer	3,350,170	1.36	3,400,540	1.33	3,572,900	1.42
645000	Penalties - Water & Sewer	406,680	0.16	550,000	0.21	400,000	0.16
646000	Industrial & Pollution Surcharge	392,250	0.16	387,000	0.15	400,000	0.16
	Total Charges for Services	72,775,580	29.52	76,882,380	30.05	78,720,100	31.29
	<u>OTHER REVENUE</u>						
656006	Interpreter Fees	19,300	0.01	25,000	0.01	17,000	0.01
665000	Interest on Investments	2,878,700	1.17	1,798,850	0.70	3,343,800	1.33
665001	Interest on Bond Proceeds	64,690	0.03	0	0.00	0	0.00
665003	Interest - Bonds	12,610	0.01	0	0.00	0	0.00
665100	Interest Income - Federal Forfeiture	24,280	0.01	10,540	0.00	34,000	0.01
665130	Interest Income - Treasury Forfeiture	6,030	0.00	4,680	0.00	16,000	0.01
665200	Interest Income - State Forfeiture	13,270	0.01	4,720	0.00	19,000	0.01
665300	Interest Income - Gambling Forfeiture	16,370	0.01	9,600	0.00	29,500	0.01
665400	Interest Income - OWI Forfeiture	1,780	0.00	630	0.00	2,000	0.00
665445	Interest & Penalties - Tax Roll	322,620	0.13	330,000	0.13	330,000	0.00
665500	Interest Income - ACT 302 Training	760	0.00	350	0.00	1,400	0.00
667003	Rental Income - DPS	448,110	0.18	437,490	0.17	459,050	0.18
667005	Rental - DPW - Impound Lot	63,000	0.03	63,000	0.02	63,000	0.03
667009	Rental - Towers	226,970	0.09	174,150	0.07	248,350	0.10
667716	Rental Income Smart Incubator	196,870	0.08	216,180	0.08	291,000	0.12
669001	Rental - Road Equipment	853,530	0.35	1,050,000	0.41	1,000,000	0.40
669002	Rental - Equipment - Cross Charges	8,940	0.00	12,000	0.00	8,000	0.00
672000	Special Assessment Revenue	148,520	0.06	130,710	0.05	145,900	0.06
672445	Special Assessment Delinq. Int.	0	0.00	0	0.00	0	0.00
672665	Special Assessment Interest	38,090	0.02	38,220	0.01	35,900	0.01
673000	Sale of Fixed Assets	56,690	0.02	75,000	0.03	75,000	0.03
675000	Contributions & Donations	35,830	0.01	15,920	0.01	15,000	0.01
675001	Donations - Parks & Recreation	43,060	0.02	50,000	0.02	61,000	0.02
675003	Art Fair Revenue	366,380	0.15	389,740	0.15	390,000	0.16
676000	Reimbursements	1,962,520	0.80	1,765,000	0.69	1,955,000	0.78
676001	Reimbursements - Legal	29,520	0.01	10,000	0.00	25,000	0.01
676002	Reimbursements - Wages	0	0.00	0	0.00	363,550	0.14
677008	Unrealized Gain/Loss	(918,730)	(0.37)	0	0.00	0	0.00
677574	Unrealized Gain/Loss	0	0.00	0	0.00	0	0.00
679000	Police Auction	20	0.00	0	0.00	0	0.00
679752	Parks & Recreation Retail Sales	3,020	0.00	700	0.00	1,000	0.00
679792	Library Book Sales	40	0.00	50	0.00	50	0.00
685000	Miscellaneous Revenue	816,430	0.33	184,000	0.07	183,000	0.07
685010	Opioid Settlement Revenue	607,650	0.25	125,000	0.05	114,200	0.05
685015	Misc. Revenue - MCPWC	113,050	0.05	100,000	0.04	100,000	0.04
685200	Misc Revenue - State Forfeiture	68,600	0.03	0	0.00	0	0.00
685292	Misc Revenue - Comm Relations	870	0.00	0	0.00	0	0.00
685792	Miscellaneous Revenue - Library	10,620	0.00	8,000	0.00	10,000	0.00

TOTAL CITY BUDGETED FUNDS REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
687000	Refunds & Rebates	38,340	0.02	36,000	0.01	16,300	0.01
690000	O.U.I.L. Recovery	25,130	0.01	25,000	0.01	25,000	0.01
695000	Insurance Recovery & Subrogation	75,690	0.03	25,000	0.01	25,000	0.01
	Total Other Revenue	8,679,170	3.52	7,115,530	2.78	9,403,000	3.61
680000	Cable TV Revenue	1,982,580	0.80	1,944,000	0.76	1,800,000	0.72
	Total City Budgeted Funds	\$246,557,650	100.00	\$255,848,230	100.00	\$251,587,350	100.00

Note: The 2022-2023 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	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<u>PERSONNEL SERVICES</u>						
703000	Wages-Elected & Appointed	\$263,420	0.11	\$280,950	0.10	\$297,800	0.12
704000	Wages & Salaries-Permanent	40,892,550	16.52	44,761,990	15.61	48,861,550	19.37
704001	Sick Time Buy Back	588,650	0.24	473,750	0.17	477,050	0.19
704721	Health Insurance Allowance	201,250	0.08	192,000	0.07	189,000	0.07
705000	Wages-Salaries - Temp/Part Time	3,910,200	1.58	4,468,210	1.56	4,792,450	1.90
706000	Wages-Salaries - Occasional	174,440	0.07	75,000	0.03	175,000	0.07
708000	Overtime	4,025,110	1.63	3,624,110	1.26	3,610,000	1.43
708001	Compensatory Time Buy Back	1,903,650	0.77	1,753,850	0.61	1,617,150	0.64
708795	Overtime - F.L.S.A.	103,680	0.04	19,000	0.01	85,000	0.03
709000	Other Benefits/Reimbursements	144,880	0.06	146,800	0.05	158,150	0.06
710000	Longevity	873,100	0.35	927,850	0.32	899,950	0.36
711000	Holiday Pay	1,334,170	0.54	1,422,100	0.50	1,542,800	0.61
713500	Car Allowance	4,000	0.00	5,000	0.00	5,000	0.00
714000	Food Allowance	119,900	0.05	120,000	0.04	120,000	0.05
715000	Clothing Allowance	414,010	0.17	411,740	0.14	413,000	0.16
717000	FICA	2,176,090	0.88	2,467,800	0.86	2,599,150	1.03
718000	Worker's Compensation	450,280	0.18	451,600	0.16	516,300	0.20
719000	Unemployment Compensation	19,250	0.01	10,000	0.00	10,000	0.00
720000	Pension-General Emp Retirement	4,013,260	1.62	4,570,650	1.59	4,486,600	1.78
720001	Pension-Police and Fire Retirement	13,520,250	5.46	13,918,000	4.85	14,754,000	5.85
720002	Defined Contribution - Employer	617,550	0.25	1,009,950	0.35	1,082,800	0.43
721000	Health Insurance	7,055,400	2.85	7,566,850	2.64	8,119,350	3.22
721001	Health Insurance - Retirees	8,642,710	3.49	8,500,650	2.96	7,166,400	2.84
721003	Retiree Health Savings - City	836,480	0.34	882,050	0.31	1,020,400	0.40
722000	Dental Insurance	472,140	0.19	498,650	0.17	503,800	0.20
723000	Life Insurance	100,000	0.04	108,650	0.04	115,300	0.05
724000	Eye Care Insurance	41,610	0.02	47,100	0.02	46,900	0.02
725000	Disability Insurance - Long Term	85,220	0.03	96,700	0.03	106,200	0.04
725355	Disability Insurance - Short Term	231,870	0.09	254,600	0.09	280,850	0.11
	Total Personnel Services	93,215,120	37.67	99,065,600	34.54	104,051,950	41.25
	<u>SUPPLIES</u>						
729000	Postage	472,330	0.19	428,520	0.15	469,600	0.19
730000	Publications	34,510	0.01	38,480	0.01	38,600	0.02
741000	Ammunition	73,160	0.03	78,400	0.03	80,700	0.03
742000	Dog Care Supplies	7,070	0.00	13,280	0.00	13,400	0.01
750000	Fuels & Lubricants	969,810	0.39	928,000	0.32	942,500	0.37
750001	Fuel & Lubricant Inventory	25,260	0.01	25,900	0.01	26,400	0.01
751000	Operating Supplies	806,900	0.33	1,097,240	0.38	1,017,650	0.40
751001	Operating Supplies - Federal Funds	89,680	0.04	1,210	0.00	1,200	0.00
752002	Operating Supplies - Non Fed. Funds	480	0.00	50,000	0.02	50,000	0.02
751290	Supplies - School Programs	13,270	0.01	11,270	0.00	11,600	0.00
758000	Computer Software	380	0.00	1,500	0.00	1,500	0.00
759000	Parts & Sublet Services	778,320	0.31	840,000	0.29	850,000	0.34
761000	Program Activity Supplies	205,970	0.08	238,330	0.08	289,950	0.11
762000	Seniors Program Supplies	15,970	0.01	42,000	0.01	35,600	0.01
769000	Audio Visual Media	38,160	0.02	0	0.00	0	0.00
770000	Water Meters - Assembled	90,450	0.04	103,000	0.04	105,000	0.04
771000	Fire Hydrant Parts	24,470	0.01	35,000	0.01	35,000	0.01

TOTAL CITY BUDGETED FUNDS

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
772000	Tap-In Materials - Water	51,220	0.02	101,500	0.04	110,000	0.04
774000	Water Meter Parts	17,090	0.01	20,600	0.01	21,000	0.01
785000	Books	184,150	0.07	228,860	0.08	235,500	0.09
	Total Supplies	3,898,650	1.58	4,283,090	1.49	4,335,200	1.72
	OTHER CHARGES						
802000	Audit & Accounting Services	133,170	0.05	140,580	0.05	137,800	0.05
803000	Computer Consultant Services	3,160	0.00	2,000	0.00	6,000	0.00
805000	Administrative Services	570,830	0.23	696,010	0.24	721,900	0.29
805100	Management Services	150,000	0.06	150,000	0.05	150,000	0.06
806000	Legal Services - Other	337,170	0.14	843,160	0.29	838,150	0.33
806001	Legal Services - City Attorney	1,011,400	0.41	1,025,100	0.36	1,022,500	0.41
806002	Legal Services - Judges	13,590	0.01	12,000	0.00	10,000	0.00
807000	Medical Services	42,690	0.02	43,880	0.02	41,350	0.02
807001	Medical Services - Grant	121,020	0.05	169,930	0.06	0	0.00
808000	Reporting Services	24,900	0.01	26,000	0.01	27,000	0.01
810000	Other Fees	433,200	0.18	448,710	0.16	531,600	0.21
820000	Tree/Weed Cutting	46,640	0.02	50,000	0.02	50,000	0.02
822000	Rubbish Removal	4,462,520	1.80	5,877,770	2.05	7,851,800	3.11
824000	Water Tap Install - Contractor	60,310	0.02	75,000	0.03	75,000	0.03
825000	Animal Collection	28,420	0.01	42,290	0.01	70,000	0.03
826000	Other Contracted Services	7,372,020	2.98	9,466,460	3.30	8,186,300	3.25
826001	Other Contracts	40,660	0.02	149,000	0.05	114,400	0.05
826002	Marketing	59,190	0.02	122,600	0.04	179,600	0.07
826003	Contracted Services - Safe Home	150	0.00	10,000	0.00	10,000	0.00
826004	Other Contracted Services - Grant	40,580	0.02	626,250	0.22	117,000	0.05
826005	Programs	165,400	0.07	406,400	0.14	413,000	0.16
826006	Provided Marketing and Cons. Serv	0	0.00	20,000	0.01	0	0.00
826410	Nuisance Abatement Expense	0	0.00	200,000	0.07	200,000	0.08
826412	Nuisance Abatements	6,150	0.00	0	0.00	0	0.00
826900	Sub recipient Funding	87,820	0.04	191,810	0.07	153,250	0.06
827000	Interfund Services	2,690,560	1.09	2,550,510	0.89	2,812,050	1.11
829000	Hazardous Waste Disposal	1,510	0.00	2,850	0.00	2,900	0.00
830000	Recruiting Costs	38,970	0.02	56,500	0.02	40,500	0.02
832000	Building Maintenance	508,290	0.21	608,140	0.21	596,750	0.24
833000	Equipment Maintenance	235,390	0.10	443,580	0.15	414,900	0.16
835000	Vehicle Maintenance	182,630	0.07	209,950	0.07	196,300	0.08
836000	Radio Maintenance	10,920	0.00	8,240	0.00	8,400	0.00
837000	Retention Pond Maintenance	124,270	0.05	112,120	0.04	125,000	0.05
838000	Parks & Grounds Maintenance	0	0.00	0	0.00	140,700	0.06
840000	Water Main Repair	437,670	0.18	612,000	0.21	525,000	0.21
841000	Distribution Line Repair	177,930	0.07	245,400	0.09	225,000	0.09
842000	Sewer Main Repair	33,210	0.01	105,000	0.04	50,000	0.02
850000	Lakeside Development	26,400	0.01	60,000	0.02	50,000	0.02
880000	Community Promotion	4,140	0.00	43,540	0.02	80,400	0.03
902000	Publishing	24,600	0.01	24,730	0.01	29,250	0.01
903000	Printing	155,240	0.06	168,840	0.06	171,500	0.07
913000	Liability Insurance	1,654,390	0.67	1,268,400	0.44	1,770,450	0.70
915000	Other Insurance	21,420	0.01	850	0.00	600,850	0.24
921000	Electric	748,550	0.30	781,270	0.27	867,200	0.34
922000	Telephone	143,570	0.06	156,830	0.05	158,900	0.06
922001	Fiber Optic Lease Charges	65,860	0.03	66,570	0.02	66,600	0.03

TOTAL CITY BUDGETED FUNDS

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
923000	Gas - Fuel - Oil	255,330	0.10	232,600	0.08	272,500	0.11
924000	Street Lighting	854,760	0.35	1,200,000	0.42	880,000	0.35
925000	Water	480,730	0.19	533,750	0.19	540,300	0.21
931000	Water Purchased	16,661,860	6.73	16,921,000	5.90	17,272,600	6.85
932000	Sewage Disposal	20,937,720	8.46	21,908,270	7.64	22,565,500	8.95
933000	Software Maintenance Fees	1,394,010	0.56	1,756,970	0.61	1,853,600	0.73
934000	Industrial & Pollution Surcharge	391,110	0.16	387,000	0.13	400,000	0.16
942000	Building Rental	10,650	0.00	18,000	0.01	28,000	0.01
944000	Hydrant Rental	182,430	0.07	187,900	0.07	193,500	0.08
945000	Other Rental	788,920	0.32	854,760	0.30	935,750	0.37
949000	Interpreter Fees	61,020	0.02	60,000	0.02	61,800	0.02
950000	Witness Fees	130	0.00	1,000	0.00	500	0.00
951000	Juror Fees	3,580	0.00	7,000	0.00	5,000	0.00
952000	Investigators & Experts	0	0.00	12,500	0.00	12,500	0.00
954000	Mileage	660	0.00	900	0.00	900	0.00
956000	Local Meetings	19,850	0.01	22,650	0.01	26,450	0.01
956002	Special Events	13,240	0.01	58,100	0.02	96,100	0.04
956003	Art Fair	307,920	0.12	395,000	0.14	390,000	0.15
957000	Memberships & Dues	170,600	0.07	209,800	0.07	221,550	0.09
959000	Education & Training	314,140	0.13	524,540	0.18	636,450	0.25
959001	Education & Training - Grant	109,870	0.04	19,870	0.01	14,900	0.01
959305	Tuition Reimbursement - Police	0	0.00	5,000	0.00	5,000	0.00
959337	Tuition Reimbursement - Fire	0	0.00	0	0.00	12,000	0.00
960000	Donation Expense Non-Capital	14,120	0.01	8,600	0.00	4,000	0.00
962000	Miscellaneous Expense	833,220	0.34	899,140	0.31	972,600	0.39
962001	Misc Exp - Cash - Short/Over	(120)	0.00	0	0.00	0	0.00
962004	Miscellaneous - Household Assistance	100,450	0.00	36,860	0.01	0	0.00
962005	Home Improvement Assistance	875,350	0.35	275,830	0.10	0	0.00
962200	Misc. Expense - Investigations	26,840	0.01	25,000	0.01	42,000	0.02
963000	Miscellaneous Programs	77,920	0.03	157,030	0.05	0	0.00
963717	Miscellaneous - Job Retention Grant	3,440	0.00	0	0.00	5,100	0.00
964000	Refunds & Rebates	4,800	0.00	5,000	0.00	6,500	0.00
968000	Depreciation	7,293,010	2.95	0	0.00	0	0.00
	Total Other Charges	74,684,070	30.14	75,044,340	26.17	77,294,400	30.64
	OTHER SERVICES						
886162	Access Road Maintenance	59,100	0.02	77,250	0.03	78,800	0.03
887000	Bridge Maintenance	61,010	0.02	20,000	0.01	20,000	0.01
888000	Surface Maintenance	667,890	0.27	700,000	0.24	655,000	0.26
888001	Surface Maintenance - County	220	0.00	2,000	0.00	2,000	0.00
888372	2020 Joint Sealing Program	0	0.00	130,000	0.05	160,000	0.06
889000	Shoulder Maintenance	4,780	0.00	23,000	0.01	11,000	0.00
889001	Shoulder Maintenance - County	0	0.00	500	0.00	500	0.00
890000	Sweeping & Flushing	326,130	0.13	370,800	0.13	382,000	0.15
890001	Sweeping & Flushing - County	45,880	0.02	66,950	0.02	65,000	0.03
890002	Sweeping & Flushing - State	13,330	0.01	18,070	0.01	18,500	0.01
891000	Grass & Weed Control	369,630	0.15	356,500	0.12	358,000	0.14
891001	Grass & Weed Control - County	112,400	0.05	275,000	0.10	150,000	0.06
891002	Grass & Weed Control - State	267,650	0.11	275,000	0.10	280,500	0.11
892000	Roadside Cleanup	30,370	0.01	30,500	0.01	32,500	0.01
892001	Roadside Cleanup - County	24,400	0.01	36,500	0.01	36,500	0.01
892002	Roadside Cleanup - State	82,430	0.03	62,000	0.02	65,000	0.03

TOTAL CITY BUDGETED FUNDS

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
893000	Curb & Gutter Maintenance	4,070	0.00	5,000	0.00	3,500	0.00
894000	Storm Drain Maintenance	524,430	0.21	515,000	0.18	512,500	0.20
895000	Tree & Shrub Maintenance	720,130	0.29	969,000	0.34	618,000	0.24
895001	Tree & Shrub Maint. - County	68,090	0.03	30,500	0.01	30,500	0.01
895002	Tree & Shrub Maintenance - State	10,650	0.00	40,000	0.01	20,000	0.01
895003	Tree & Shrub Maintenance - Grant	0	0.00	1,046,300	0.36	0	0.00
897000	Snow & Ice Removal	731,650	0.30	1,000,000	0.35	1,015,000	0.40
898000	Traffic Signs/Signals	308,450	0.12	225,750	0.08	275,000	0.11
898001	Traffic Signs/Signals - County	0	0.00	3,000	0.00	0	0.00
899000	Pavement Markings	57,050	0.02	67,000	0.02	67,000	0.03
	Total Other Services	4,489,740	1.81	6,345,620	2.21	4,856,800	1.93
	<u>CAPITAL OUTLAY</u>						
971000	Land Acquisition	668,650	0.27	3,875,060	1.35	0	0.00
972350	Dodge Park Improvements	0	0.00	30,000	0.01	0	0.00
972795	Park Improvements	276,550	0.11	87,830	0.03	213,000	0.08
975000	Buildings & Improvements	769,620	0.31	929,780	0.32	863,300	0.34
975010	Municipal Bldg Modernization	171,520	0.07	407,540	0.14	256,500	0.10
975020	Library Renovations	44,010	0.00	37,580	0.00	120,000	0.05
975030	DPW Building	227,210	0.09	816,060	0.28	0	0.00
975040	DPW Storage Facilities	0	0.00	10,000	0.00	0	0.00
975060	Schoenherr Towers Expansion	1,950	0.00	0	0.00	0	0.00
975070	Senior Center Improvements	315,840	0.00	75,630	0.03	0	0.00
975220	Misc. Fire Station Improvements	0	0.00	700,000	0.24	425,000	0.17
975388	Delia Park Parking Lot Improvement	872,490	0.35	0	0.00	0	0.00
979000	Computer Equipment	230,290	0.09	454,090	0.16	250,600	0.10
979150	Financial System - Hardware	69,880	0.03	68,700	0.02	148,500	0.06
979320	Police Department - Car Computers	86,080	0.03	0	0.00	0	0.00
979330	Police Department - Software	0	0.00	0	0.00	17,000	0.01
979850	Fire Department - Hardware	0	0.00	58,720	0.02	77,500	0.03
981000	Electronic Equipment	0	0.00	0	0.00	0	0.00
982000	Machinery & Equipment	790,440	0.32	882,770	0.31	874,550	0.35
982001	Machinery & Equipment - Grant	94,340	0.04	516,040	0.18	0	0.00
984000	Vehicles	714,520	0.29	2,041,690	0.71	927,500	0.37
984265	Vehicles - Facilities Maintenance	96,870	0.04	0	0.00	0	0.00
984315	Vehicles - Police Operations	580,060	0.23	572,420	0.20	406,350	0.16
984316	Vehicles - Police Upfitting	0	0.00	230,000	0.08	189,000	0.07
984337	Vehicles - Fire Administration	66,750	0.03	120,520	0.04	0	0.00
984338	Vehicles - Fire Transport	247,620	0.10	361,030	0.13	366,100	0.15
984339	Vehicles - Fire Extinguishment	0	0.00	528,000	0.18	64,000	0.03
984341	Vehicles - Fire Prevention	68,750	0.03	0	0.00	0	0.00
984412	Vehicles - Building	26,630	0.01	28,900	0.01	32,000	0.01
984444	Vehicles - DPW Street	213,750	0.09	1,431,710	0.50	928,000	0.37
984447	Vehicles - Engineering	0	0.00	43,890	0.02	0	0.00
984553	Vehicles - Fleet Maintenance	0	0.00	77,530	0.03	109,000	0.04
984752	Vehicles - Parks & Recreation	26,630	0.01	48,420	0.02	82,000	0.03
986000	Major Drain Improvement	133,820	0.05	319,670	0.11	200,000	0.08
987000	Public Art	93,860	0.04	287,670	0.10	100,000	0.04
988000	Construction	300,630	0.12	6,044,970	2.11	15,901,300	6.30
988256	Velocity Parking Lot Repairs	0	0.00	513,190	0.18	0	0.00
988257	Gardner Street East	1,120	0.00	329,370	0.11	0	0.00
988280	Smartzone District Improvements	14,030	0.01	11,060	0.00	0	0.00

TOTAL CITY BUDGETED FUNDS

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
988291	M-59 Regional Median Improvements	51,920	0.02	0	0.00	0	0.00
988303	2018 Sidewalk Gap Program	3,580	0.00	0	0.00	0	0.00
988329	LDFA - Phase II	4,150	0.00	6,080	0.00	0	0.00
988342	Dodge Park Rd and Clinton River	11,020	0.00	0	0.00	0	0.00
988344	Mound Rd Reconst. I-696 to M-59	11,422,310	4.62	12,972,020	4.52	2,000,000	0.79
988345	Merrill Rd - 18-1/2 Mile to Dobry	0	0.00	300	0.00	0	0.00
988348	Gibson Drain Ch21 Drain	1,320	0.00	18,690	0.01	0	0.00
988356	M59 Sidewalk Feasibility Study	36,510	0.01	0	0.00	0	0.00
988358	Schoenherr - Plumbrook to Clinton Rvr	1,160	0.00	0	0.00	0	0.00
988360	Hamilton Dr. East Reconstruction	30	0.00	0	0.00	0	0.00
988363	2020 Concrete Sectional Repair	50,040	0.02	0	0.00	0	0.00
988366	19 Mile - Schoenherr to Clinton Rvr	1,610	0.00	0	0.00	0	0.00
988370	Hayes Resurfacing - 14 Mile to Moravian	300	0.00	0	0.00	0	0.00
988377	Sanford Drive Reconstruction	30	0.00	0	0.00	0	0.00
988378	2021 Sectional Concrete Replacement	300	0.00	0	0.00	0	0.00
988381	Sidewalk Repairs 14 Mile	128,390	0.05	2,080,800	0.73	0	0.00
988382	Metro Pkwy - Andrew to Dodge Park	267,830	0.11	810,980	0.28	0	0.00
988383	Traffic Signal Upgrades	257,150	0.10	52,850	0.02	0	0.00
988384	Takoma Sub Pond Study	4,990	0.00	3,010	0.00	0	0.00
988385	2022 Sidewalk Replacement Program	1,548,160	0.63	123,840	0.04	0	0.00
988386	Asphalt Resurfacing Fire Station	194,160	0.08	3,960	0.00	0	0.00
988387	Orban Drive Reconstruction	147,940	0.06	23,190	0.01	0	0.00
988389	Metro Pkwy - Ryan to Dequindre	1,146,590	0.46	404,020	0.14	0	0.00
988390	Ryan Road Resurfacing - Metro Pkwy	36,730	0.00	1,463,270	0.51	0	0.00
988391	2022 Concrete Sectional Replacement	1,595,080	0.64	15,600	0.01	0	0.00
988392	2022 Local Road Concrete Reconstr.	3,318,460	1.34	8,280	0.00	0	0.00
988393	Plumbrook Road Resurfacing	2,379,750	0.96	3,070,250	1.07	0	0.00
988394	Malibu Drive Reconstruction	349,020	0.14	34,140	0.01	0	0.00
988396	Ryan Road Concrete Repairs	628,520	0.25	0	0.00	0	0.00
988397	Hayes Resurfacing - 18 Mile Rd to M59	274,000	0.11	209,330	0.07	0	0.00
988399	ITC Corr. Edison Court to Hall Road	9,290	0.00	2,494,730	0.87	0	0.00
988400	2022 Transportation Asset Mgmt Prgm	9,850	0.00	22,150	0.01	0	0.00
988401	14M & Van Dyke Innovation/Def Dist.	9,900	0.00	0	0.00	0	0.00
988402	Dobry Road and Ryan Road Signal	18,160	0.01	21,840	0.01	0	0.00
988406	2023 Concrete Sectional Repair Prog.	0	0.00	2,105,520	0.73	0	0.00
988407	2023 Concrete Replacement Program	1,211,990	0.49	3,143,020	1.10	0	0.00
988408	Schoenherr Rd Resurfacing - 19 Mile Rd	711,340	0.29	1,526,200	0.53	0	0.00
988409	14 Mile Road Resurfacing - Hayes	608,730	0.25	1,531,250	0.53	0	0.00
988410	Metro Pkwy Resurfacing - Mound Rd	20,930	0.01	2,539,070	0.89	0	0.00
988411	Bonneville Drive Reconstruction	0	0.00	180,660	0.06	0	0.00
988412	Maple Lane Drive Developments	0	0.00	1,280,820	0.45	0	0.00
988413	17 Mile Bridge Replacement	160,640	0.06	839,370	0.29	0	0.00
988414	Brentwood Drive Reconstruction	386,370	0.16	438,310	0.15	0	0.00
988415	Metro Pkwy Study Mound to Van Dyke	13,130	0.01	99,870	0.03	0	0.00
988416	Pondview Drive Reconstruction	0	0.00	900,000	0.31	0	0.00
988417	2023 Pedestrian Improvements	1,890	0.00	98,100	0.03	0	0.00
988418	City Hall West Parking Lot Impr.	0	0.00	30,000	0.01	0	0.00
988419	Metro Parkway Concrete	172,790	0.07	333,410	0.12	0	0.00
988421	M59 Shared Trail Dequindre - Van Dyke	25,290	0.01	930,990	0.32	0	0.00
988422	M59 Rail Installation Dequindre	0	0.00	628,000	0.22	0	0.00
988423	Edison Court	0	0.00	750,000	0.26	0	0.00

TOTAL CITY BUDGETED FUNDS EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
988425	Lakeside Island Bridge	2,400	0.00	1,500,000	0.52	0	0.00
	Total Capital Outlay	34,427,660	13.75	64,633,760	22.52	24,551,200	9.73
	DEBT SERVICE						
992000	Principal	7,464,000	3.02	11,384,450	3.97	11,427,950	4.53
992001	Principal - Capital Bonds	0	0.00	1,040,000	0.36	1,075,000	0.43
993000	Interest	4,888,660	1.98	4,752,280	1.66	4,431,050	1.76
993001	Interest - OMID	846,260	0.34	0	0.00	0	0.00
993002	Interest - MID	1,020,790	0.41	2,629,930	0.92	2,411,800	0.96
993003	Interest - N. Gratiot	75,950	0.03	0	0.00	0	0.00
993005	Interest - Clintondale Pump	209,210	0.08	0	0.00	0	0.00
	Total Debt Service	14,504,870	5.86	19,806,660	6.91	19,345,800	7.67
	TRANSFERS OUT						
999101	Transfer to General Fund	10,000	0.00	2,500	0.00	2,500	0.00
999202	Transfer to Major Road Fund	3,500,000	1.41	1,000,000	0.35	1,000,000	0.40
999203	Transfer to Local Road Fund	500,000	0.20	0	0.00	0	0.00
999276	Transfer to P&R Fund	3,029,180	1.22	3,256,170	1.14	3,247,900	1.29
999327	Transfer to Road Bond Debt	4,640,750	1.88	4,801,430	1.67	4,800,000	1.90
999369	Transfer to LTGO Debt Fund	2,962,360	1.20	2,962,360	1.03	2,958,400	1.17
999403	Transfer to Capital Projects Fund	7,620,260	3.08	5,590,000	1.95	5,804,200	2.30
999867	Transfer to LDFA Fund						
	Total Transfers Out	22,262,550	9.00	17,612,460	6.14	17,813,000	7.06
	Total City Budgeted Funds	\$247,482,660	100.00	\$286,791,530	100.00	\$252,248,350	100.00

Note: The 2022-2023 Actual Column is rounded to the nearest \$10.

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

Fund No.	Fund Name	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Actual
	PROPRIETARY FUNDS					
	<u>ENTERPRISE FUND</u>					
579	Water & Sewer Fund	\$14,656,468	\$13,145,167	\$14,763,753	\$12,591,003	\$12,537,662
	<u>INTERNAL SERVICE FUND</u>					
677	Self-Insurance Fund	8,114,663	6,231,018	5,022,857	4,080,328	2,676,434
	Total Proprietary Funds	22,771,131	19,376,185	19,786,610	16,671,331	15,214,096
	FIDUCIARY FUNDS					
	<u>TRUST FUNDS</u>					
701	Retiree Medical Benefits Fund	119,986,687	123,037,940	165,342,379	139,306,439	156,402,366
737	General Employees Retirement System	108,944,501	102,783,780	125,747,503	101,257,884	104,544,764
738	Police & Fire Retirement System	210,069,689	207,375,720	267,892,453	219,710,351	236,079,647
	Total Fiduciary Funds	439,000,877	433,197,440	558,982,335	460,274,674	497,026,777
	Total All Non-Budgetary Funds	\$461,772,008	\$452,573,625	\$578,768,945	\$476,946,005	\$512,240,873

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.

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

~ Dave Ramsey ~



General Fund

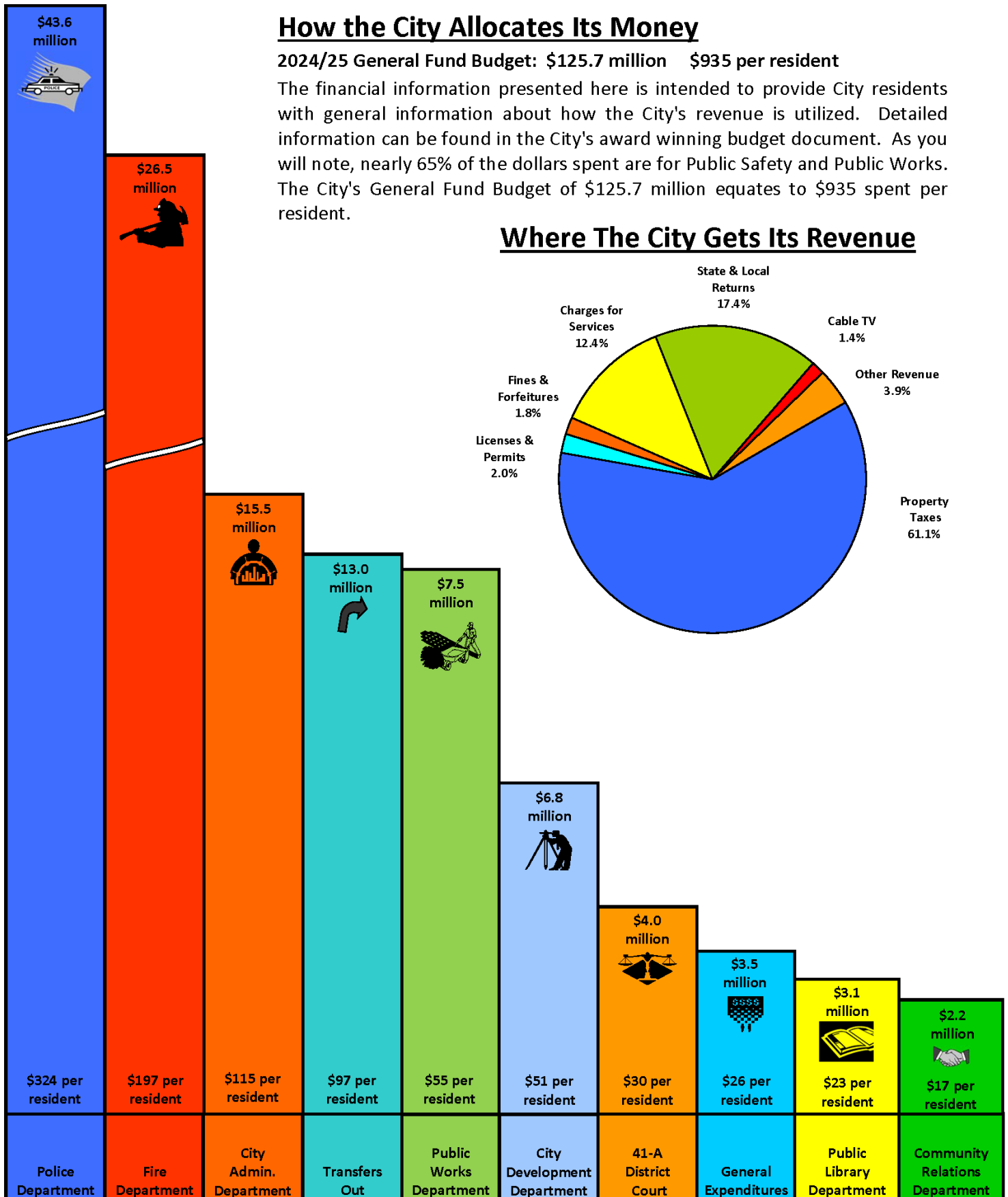


The General Fund is the City's major operating fund, providing the majority of the services available to our residents.

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 Police and Fire Pensions. Revenue to cover this expenditure is generated by taxes levied exclusively for this purpose.



Trends & Summaries



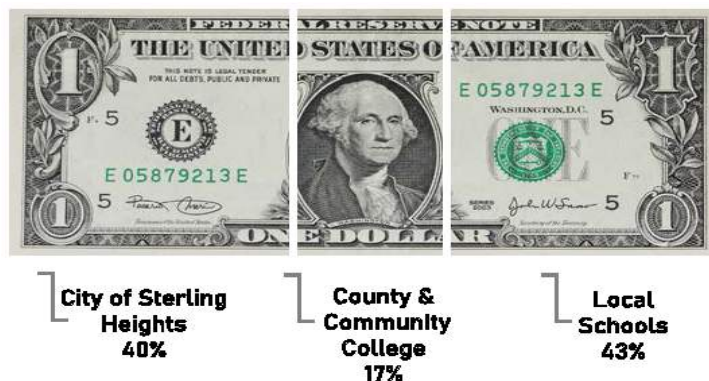
The Trends & Summaries section presents a concise synopsis of the General Fund's historical trends. Included is a wealth of useful information, both financial and demographic in nature, which should answer any questions the reader may have regarding the history behind the numbers. This history allows 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.

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 \$3,776 for those in the Utica Community School district and \$4,245 for those in the Warren Consolidated School district. Of this amount, the City receives 40%, or \$1,631, to fund all local City services such as police and fire protection, refuse collection, and snow plowing services. The average homeowner pays \$136 per month in City taxes.

	Utica Schools	Warren Schools
Average Residential Total Property Tax Bill: <i>(based on home with a market value of \$284,000 and taxable value of \$98,340)</i>	\$3,776	\$4,245
Average Residential Property Tax (City Portion Only):	\$1,631	\$1,631



The City of Sterling Heights spends an average of \$3,481 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	\$1,044	30 %	\$488
Fire Department	\$627	18 %	\$293
City Administration Department	\$384	11 %	\$180
Parks & Recreation	\$243	7 %	\$114
General Expenditures & Transfers	\$243	7 %	\$114
Refuse	\$209	6 %	\$98
Public Works	\$174	5 %	\$82
City Development Department	\$174	5 %	\$82
41-A District Court	\$104	3 %	\$49
Local Roads	\$104	3 %	\$49
Debt Service	\$70	2 %	\$33
Public Library Department	\$70	2 %	\$33
Community Relations Department	\$35	1 %	\$16
Total Per Parcel	\$3,481	100 %	\$1,631

Because the average amount of residential property tax the City receives is only \$1,631, 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	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Tax Rate Shown in Mills							
Utica Community Schools	9.760	9.500	9.500	9.500	9.500	9.500	9.500
Macomb County	4.498	4.459	4.415	4.372	4.320	4.320	4.320
Macomb Community College	1.464	1.453	1.439	1.425	1.408	1.408	1.408
Macomb Intermediate School District	2.895	2.874	4.730	4.685	4.630	4.710	4.710
Huron Clinton Metro Authority	0.213	0.212	0.210	0.209	0.207	0.207	0.207
S.M.A.R.T.	1.000	0.993	0.983	0.973	0.950	0.950	0.950
County Zoo/Veterans/DIA/Medical	0.365	0.360	0.356	0.353	0.355	0.359	0.359
Property Tax Administration Fee	0.374	0.361	0.478	0.382	0.378	0.378	0.378
STERLING HEIGHTS	17.180	16.207	16.207	16.674	16.380	16.380	16.582
Total Millage Rates	37.748	36.419	38.318	38.573	38.128	38.212	38.414
Average Residential Taxable Value	\$71,460	\$75,500	\$76,930	\$80,990	\$85,660	\$91,930	\$98,340
Average Tax Rates Shown in Dollars							
Utica Community Schools	\$697	\$717	\$731	\$769	\$814	\$873	\$934
Macomb County Government	321	337	340	354	370	397	425
Macomb Community College	105	110	111	115	121	129	138
Macomb Intermediate School District	207	217	364	379	397	433	463
Huron Clinton Metro Authority	15	16	16	17	18	19	20
S.M.A.R.T.	71	75	76	79	81	87	93
County Zoo/Veterans/DIA	26	27	35	29	30	33	35
Property Tax Administration Fee	27	27	29	31	32	35	37
STERLING HEIGHTS	1,228	1,224	1,247	1,350	1,403	1,506	1,631
Total Tax Bill	\$2,697	\$2,750	\$2,949	\$3,123	\$3,266	\$3,512	\$3,776

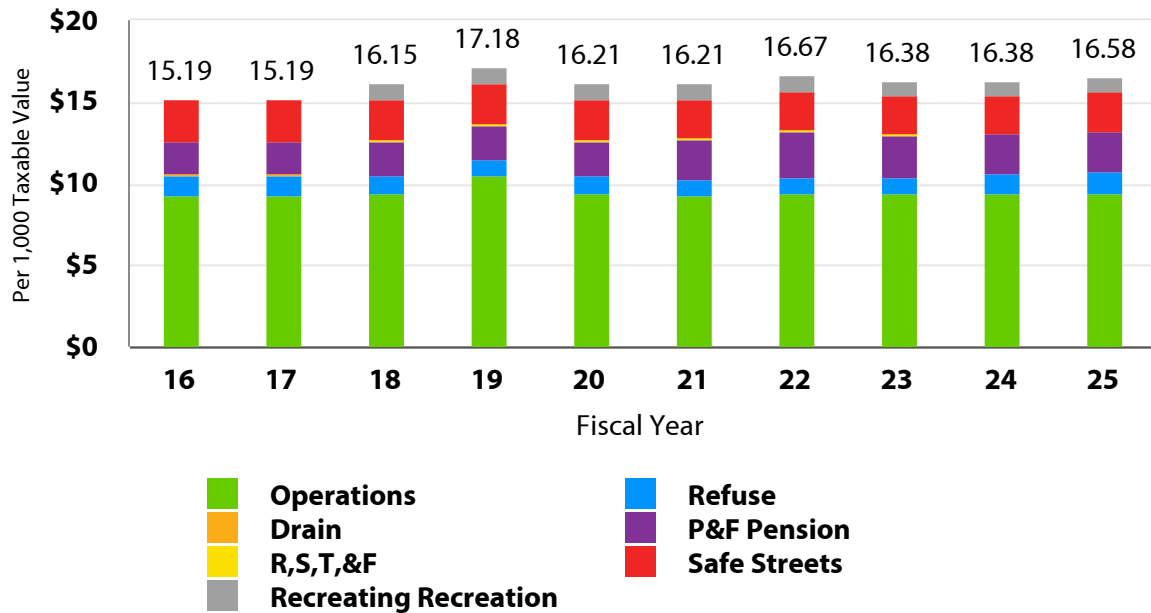
(WARREN CONSOLIDATED SCHOOLS)

Taxing Entity	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Tax Rate Shown in Mills							
Warren Consolidated Schools	16.948	16.573	16.138	15.845	13.462	14.226	14.226
Macomb County	4.498	4.459	4.415	4.372	4.320	4.320	4.320
Macomb Community College	1.464	1.453	1.439	1.425	1.408	1.408	1.408
Macomb Intermediate School District	2.895	2.874	4.730	4.685	4.630	4.710	4.710
Huron Clinton Metro Authority	0.213	0.212	0.210	0.209	0.207	0.207	0.207
S.M.A.R.T.	1.000	0.993	0.983	0.973	0.950	0.950	0.950
County Zoo/Veterans/DIA	0.365	0.360	0.455	0.353	0.355	0.359	0.359
Property Tax Administration Fee	0.446	0.431	0.446	0.445	0.417	0.417	0.417
STERLING HEIGHTS	17.180	16.207	16.207	16.674	16.380	16.380	16.582
Total Millage Rates	45.008	43.562	45.023	44.981	42.129	42.977	43.179
Average Residential Taxable Value	\$71,460	\$75,500	\$76,930	\$80,990	\$85,660	\$91,930	\$98,340
Average Tax Rates Shown in Dollars							
Warren Consolidated Schools	\$1,211	\$1,251	\$1,241	\$1,283	\$1,153	\$1,308	\$1,399
Macomb County Government	321	337	340	354	370	397	425
Macomb Community College	105	110	111	115	121	129	138
Macomb Intermediate School District	207	217	364	379	397	433	463
Huron Clinton Metro Authority	15	16	16	17	18	19	20
S.M.A.R.T.	71	75	76	79	81	87	93
County Zoo/Veterans/DIA	26	27	35	29	30	33	35
Property Tax Administration Fee	32	33	34	36	36	38	41
STERLING HEIGHTS	1,228	1,224	1,247	1,350	1,403	1,506	1,631
Total Tax Bill	\$3,216	\$3,290	\$3,464	\$3,642	\$3,609	\$3,950	\$4,245

Average Total Tax Bill	\$2,957	\$3,020	\$3,207	\$3,383	\$3,438	\$3,731	\$4,011

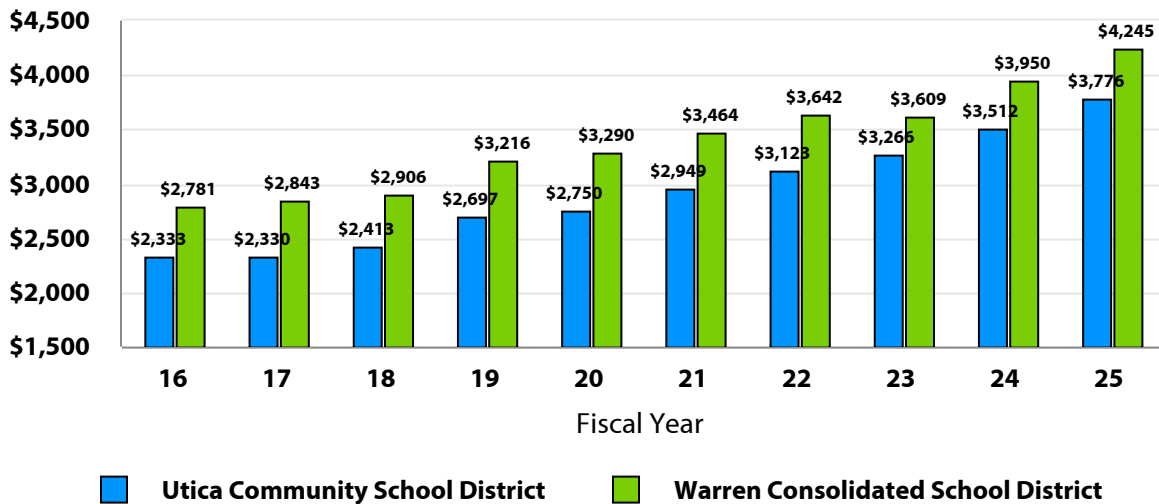
Non-City tax rates are estimated. School rates are for principal residences. Totals may not foot due to rounding.

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.

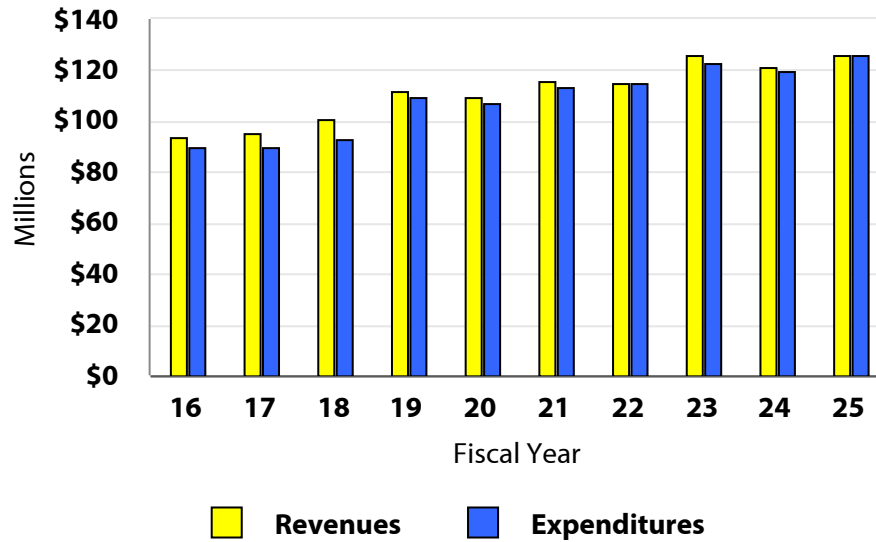
GENERAL FUND

REVENUES, EXPENSES & FUND BALANCE

Budgetary Centers	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Adopted	2025/26 Projected	2026/27 Projected	2027/28 Projected
REVENUES									
City Operating Taxes	\$44,561,890	\$47,196,590	\$50,331,200	\$50,578,000	\$53,784,000	\$53,784,000	\$55,935,400	\$58,172,800	\$60,499,700
Refuse Tax	4,654,350	4,705,620	0	0	0	0	0	0	0
Police & Fire Pension Tax	12,866,280	12,556,550	12,833,100	12,883,000	13,819,000	13,819,000	13,819,000	13,819,000	13,819,000
Safe Streets Tax	7,748,830	8,071,380	8,645,900	8,679,000	9,214,000	9,214,000	9,490,400	9,775,100	10,068,400
Licenses & Permits	2,572,200	2,443,590	2,560,430	2,482,000	2,477,000	2,477,000	2,526,500	2,577,000	2,628,500
Federal/State/Local Returns	24,536,260	27,496,830	22,307,570	22,565,150	21,874,250	21,874,250	22,311,700	22,757,900	23,213,100
Fines & Forfeitures	1,568,850	2,383,370	2,271,500	1,991,500	2,255,500	2,255,500	2,300,600	2,346,600	2,393,500
Charges For Services	13,648,100	14,822,750	14,610,940	14,906,460	15,551,900	15,551,900	15,862,900	16,180,200	16,503,800
Other Revenue	851,960	3,923,870	3,871,350	5,095,460	4,965,300	4,965,300	5,064,600	5,165,900	5,269,200
Cable Revenue	2,114,490	1,982,580	1,944,000	1,850,000	1,800,000	1,800,000	1,764,000	1,728,700	1,694,100
Transfers In	0	10,000	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Total Revenues	115,123,210	125,593,130	119,378,490	121,033,070	125,743,450	125,743,450	129,077,600	132,525,700	136,091,800
EXPENDITURES									
City Administration Dept.	\$11,719,860	\$13,286,640	\$14,792,860	\$14,091,820	\$15,477,900	\$15,477,900	\$16,253,400	\$16,876,500	\$17,214,000
Public Library Department	2,798,030	2,870,910	3,097,740	3,072,300	3,139,000	3,139,000	3,265,100	3,415,700	3,484,000
Police Department	37,826,330	39,208,120	41,054,260	40,228,110	43,565,500	43,565,500	43,507,500	44,611,400	45,503,600
Fire Department	24,048,330	25,096,020	25,596,400	25,885,900	26,474,900	26,474,900	27,593,900	28,011,700	28,571,900
Public Works Department	6,650,560	6,760,760	7,171,370	7,035,600	7,449,700	7,449,700	7,582,300	7,810,600	7,966,800
Refuse Collection	4,618,500	4,846,810	0	0	0	0	0	0	0
City Development Dept.	5,254,330	5,598,550	6,671,330	6,600,510	6,826,250	6,826,250	7,232,100	7,359,800	7,507,000
Community Relations Dept.	1,553,450	1,748,640	2,228,150	2,203,460	2,240,850	2,240,850	2,324,600	2,441,900	2,490,700
41-A District Court	3,626,600	3,654,420	4,044,980	3,912,600	4,004,100	4,004,100	4,211,400	4,263,400	4,348,700
General Expenditures	3,407,230	2,696,880	2,592,950	3,348,800	3,466,050	3,466,050	3,535,400	3,606,100	3,678,200
Transfers Out	12,994,780	17,236,170	12,808,530	12,808,530	13,010,500	13,010,500	13,348,000	13,695,300	14,059,000
Total Expenditures	\$114,498,000	\$123,003,920	\$120,058,570	\$119,187,630	\$125,654,750	\$125,654,750	\$128,853,700	\$132,092,400	\$134,823,900
Change in Fund Balance	625,210	2,589,210	(680,080)	1,845,440	88,700	88,700	223,900	433,300	1,267,900
Beginning Fund Balance	32,249,180	32,874,390	35,463,600	35,463,600	37,309,040	37,309,040	37,397,740	37,621,640	38,054,940
Ending Fund Balance	\$32,874,390	\$35,463,600	\$34,783,520	\$37,309,040	\$37,397,740	\$37,397,740	\$37,621,640	\$38,054,940	\$39,322,840

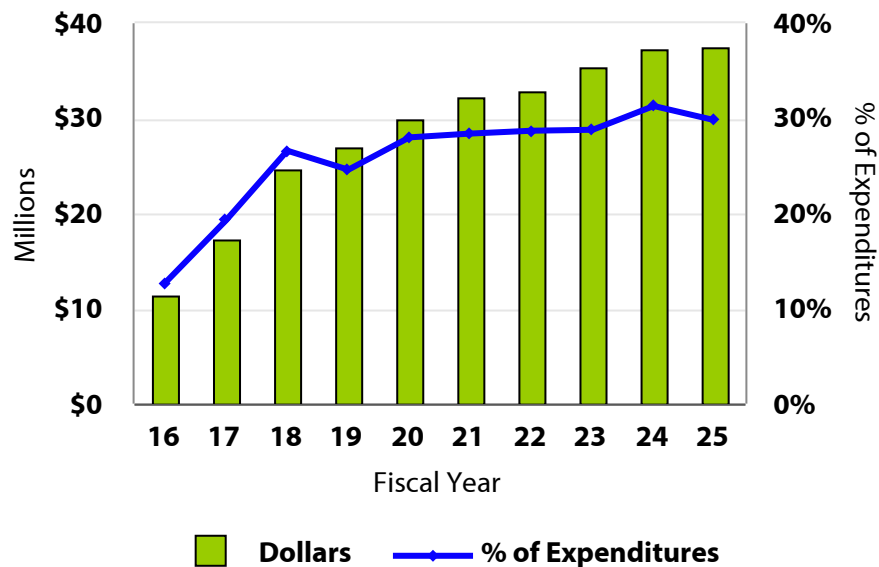
Note: The Refuse Collection department was converted to a Special Revenue Fund in the 2023-2024 fiscal year.

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.

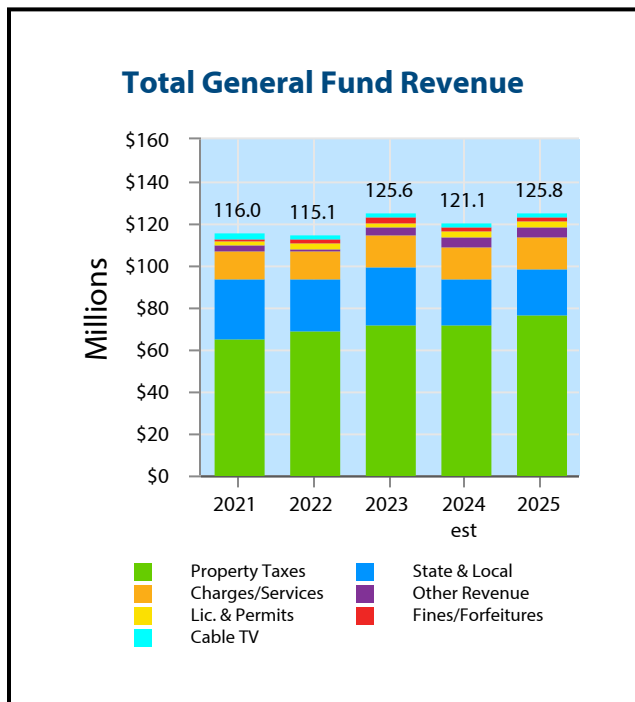


Figure 1R (Note: 2021-2023 Includes Refuse Tax Revenue)

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 five individual tax levies - the largest is for Operations. Over the past ten years, Operating Tax revenues have generally increased, primarily due to increases in taxable values. As a percent of total General Fund revenues, Operating Taxes have remained relatively stable over the last decade, hovering at around 40% of total revenues.

CITY MILLAGE RATES	2023/24 Adopted	2024/25 Proposed	Increase/ (Decrease)
City Operating	9.4940	9.4940	0.0000
Safe Streets	2.3859	2.3694	-0.0165
Recreating Recreation	0.9260	0.9196	-0.0064
Refuse Collection	1.1632	1.3558	0.1926
Police & Fire Retirement	2.4109	2.4435	0.0326
Total City Millage	16.3800	16.5823	0.2023

City-wide taxable values declined significantly from 2008 to 2017 due to the Great Recession, as well as the elimination of personal property tax on most manufacturing equipment. Values began to rise in 2018 and now, seventeen years later, have finally exceeded 2008 levels. (See *Figure 2R*.)

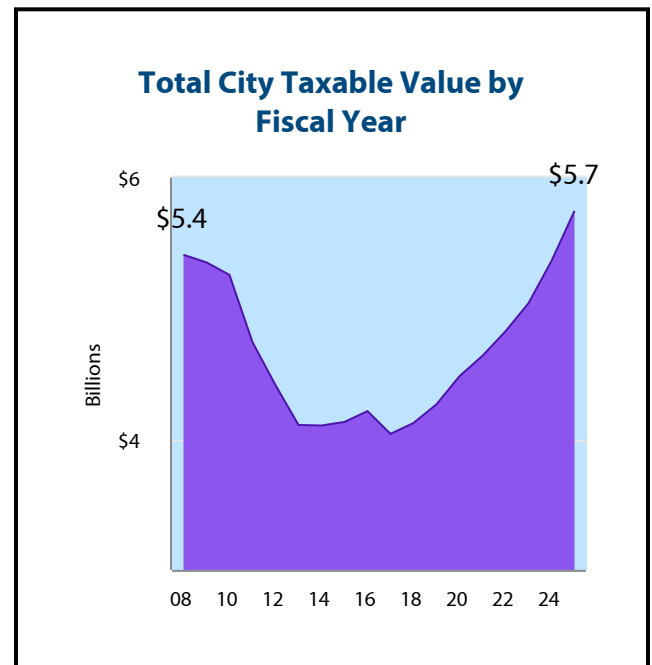


Figure 2R

As shown in *Figure 3R*, the 2024/25 budgeted Operating Tax revenue represents 42.8% of total General Fund revenues, a \$3.2 million, or 6.3% increase from the amount to be collected in 2024. The increase is the result of a 7.2% overall rise in the City's taxable value. There is no change to the General Operating Millage rate.

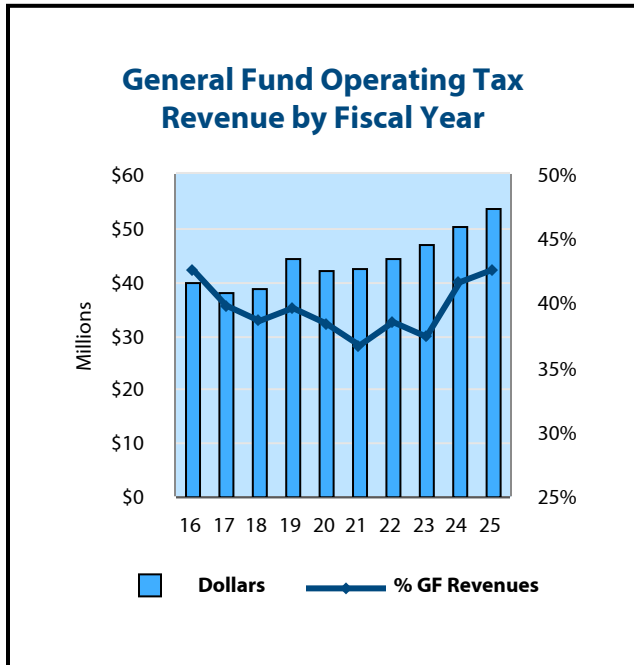


Figure 3R

The City's maximum allowable tax levy has been reduced again this year due to a Headlee rollback and now equals 10.2804. The elimination of personal property tax has had the unintended consequence of rollbacks to the tax rate for seven out of the past eight years, minimizing the City's ability to capture revenue from taxable value growth. Although Operating Tax revenue is currently not affected because the current millage rate is below the Headlee maximum, as shown in in *Figure 4R*, that gap has become smaller over time and could eventually decrease the amount of Operating Tax revenue collected. The Safe Streets millage and the Recreating Recreation millage have already been affected and are now being collected at rates below the voter approved maximums.

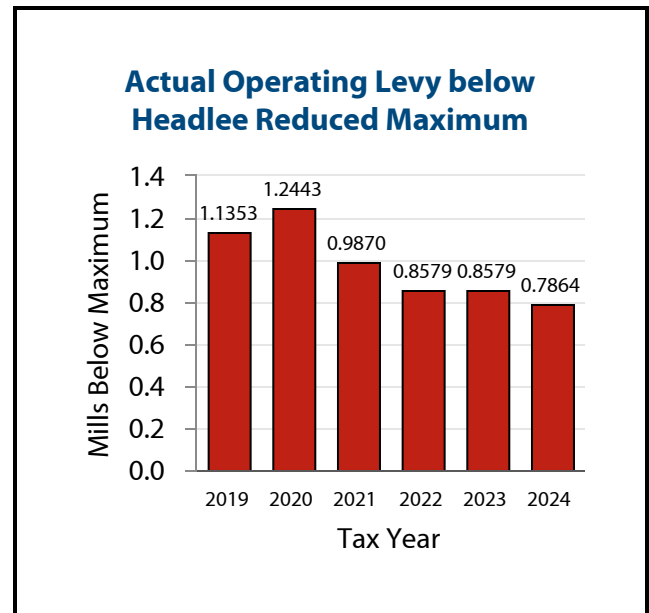


Figure 4R

The proposed Operations tax rate for 2024/25 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 0.7864 mills below the reduced maximum levy. The City's total millage rate continues to be lower than half of cities in the State and is one of the lowest of any city in Macomb County.

The City's total taxable value for 2024/25 increased by 7.2% due to new construction, property turnover leading to the uncapping of assessments, and a 5.0% inflationary adjustment on all existing properties. The inflationary adjustment of 5.0% is the maximum allowable by law and is slightly lower than the actual inflation rate for the period, which was 5.1%.

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 5R*. Permit revenue has remained relatively stable since 2017, generating around \$2.7 million annually.

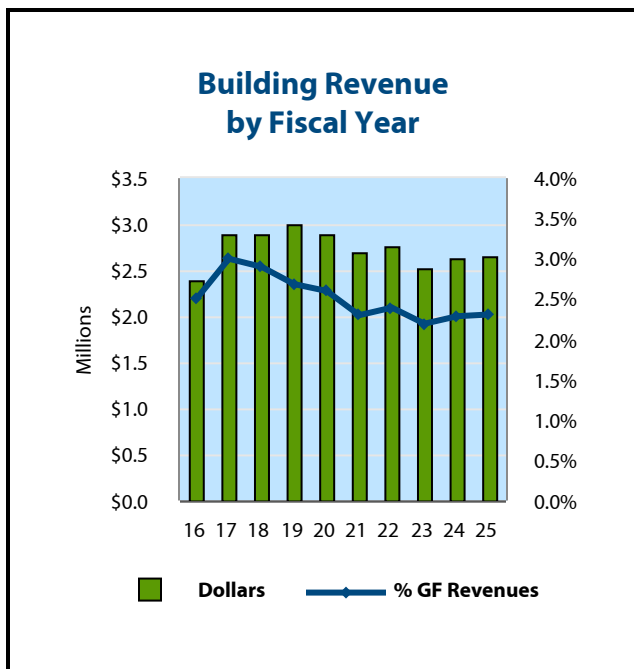


Figure 5R

For the current year building revenue is expected to continue to remain stable due to continued development activity, including:

- The redevelopment of the former Wyndham hotel into market rate apartments and a new Radisson hotel;
- Ryan Pointe - a fifty-five unit residential apartment building with 17,830 square feet of outdoor recreation space;
- Stonehill - a twenty unit, single-family detached condominium development;
- The Flats - a thirty-two unit development consisting of four two-story buildings
- Petsuites – an overnight pet “hotel”
- Site One Landscaping – a redevelopment of a vacant building on Mound Road

- Continued construction on the Chaldean Community Center mixed use development on North Van Dyke

In the 2024/25 Budget, License and Permit revenues represent 2.0% of total General Fund revenue sources, a \$5,000 or 0.2% decrease from 2024 estimated collections. The 2024/25 budget assumes stable activity across all categories including Building Permit revenue, Business License fees, and Animal Licenses.

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.

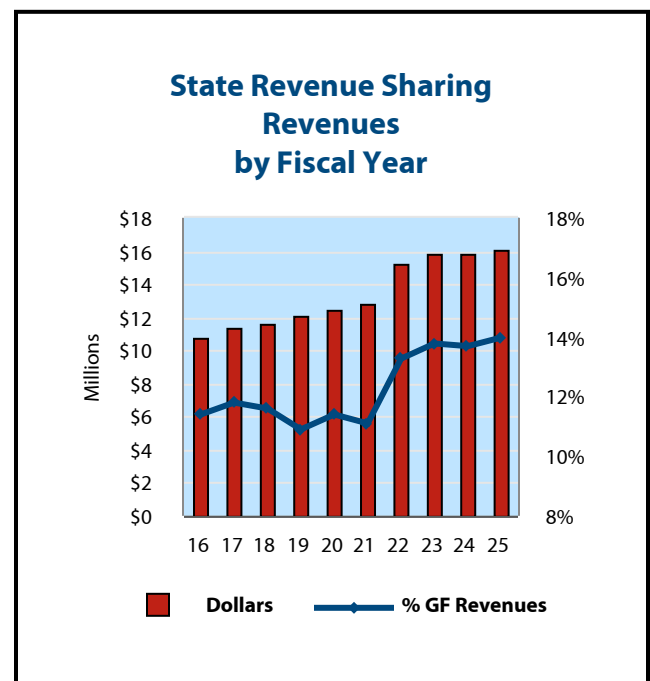


Figure 6R

In 2024/25, based on estimates received from the State of Michigan, the City will receive \$16.1 million in State Revenue Sharing, an increase of \$333,200 or 2.1% over what is estimated to be received in 2024. As shown in *Figure 6R*, State Revenue Sharing has been steadily increasing over the past decade. The estimate for 2024 is \$250,000 more than originally budgeted due to higher than expected sales tax returns. The State projection for 2025 includes an overall 2.5% increase to revenue sharing as proposed by the Governor.

Despite these increases, the State has not been fully funding revenue sharing to municipalities for over 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 \$137 million cumulatively since 2002 and the current annual payments are nearly \$8.4 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 12.8% 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 2024/25, State reimbursement for lost personal property tax is expected to be \$5.2 million. This estimate is based on a taxable value loss calculation from the City Assessor of over \$417 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 1.408 mills less than the adopted tax rate. As such, the City is losing nearly \$600,000 of property tax revenue annually over what is reimbursed from the State of Michigan.

In the 2024/25 Budget, total State & Local Return revenues represent 17.4% of General Fund revenue sources, a decrease of \$690,900 or 3.1% below 2024

estimated receipts. The decrease is primarily due to a decrease in expected Federal Grant Revenue as the Staffing for Adequate Fire and Emergency Response (SAFER) grant, which reimburses the City for the cost of six firefighter/paramedics, comes to an end. Federal and State Grant Revenue expectations are amended throughout the year, as grants are awarded and obligated.

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. Nearly 98% 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.

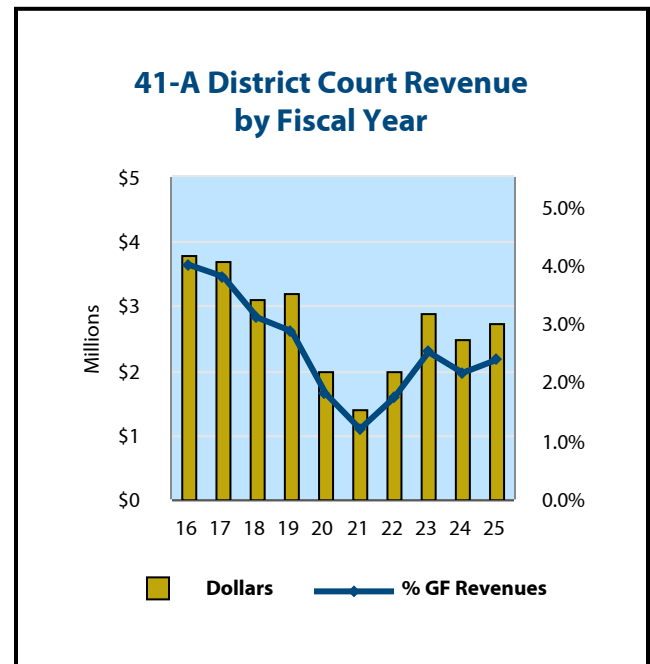


Figure 7R

Historical trends (*Figure 7R*) 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 to 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 continue to increase in 2025 due to the formation of the directed patrol unit, which focuses on proactive policing and traffic enforcement.

Overall, Court revenues have declined from 5.1% of total General Fund revenues in 2010 to 2.4% in 2025. In total, Fines & Forfeiture revenues represent 1.8% of General Fund revenues.

CHARGES FOR SERVICES

Charges for Services consist of revenues received from individuals, businesses, and cross-charges from other City Funds. These monies reimburse the General Fund for services provided by General Fund employees. The revenue accounts within this revenue center include Property Tax Administration fees, revenue from EMS transport services, Water & Sewer and Road Fund cross-charges, False Alarm fees, Engineering inspection and design charges, and Building review fees.

Revenue from EMS Transport (*Figure 8R*) 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 2024/25, EMS revenue is estimated at \$4.2 million, a \$124,150 or 3.0% increase over estimated collections in the current year. This increase is based on a steady increase in the numbers of runs and a consistent collection rate - currently at 85%.

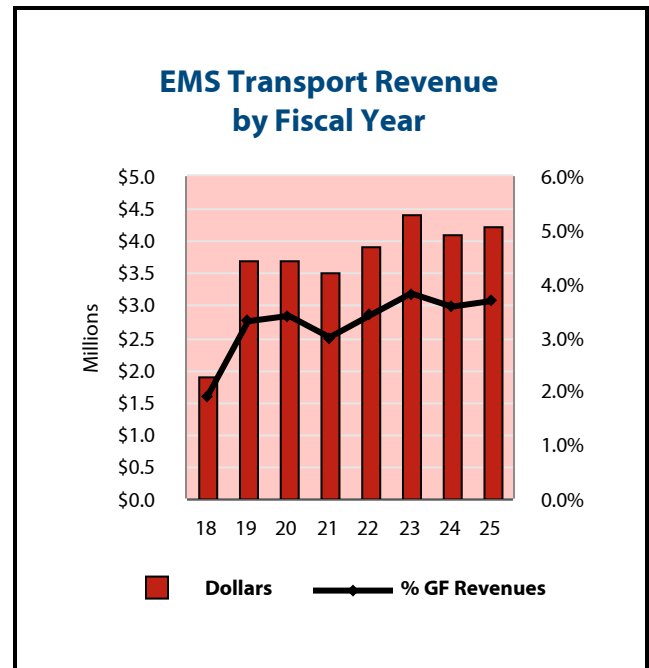


Figure 8R

Engineering revenues make up another large source of Charges for Services revenues. As shown in *Figure 9R*, Engineering revenues have remained relatively consistent since the passage of the Safe Streets proposal 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 2024/25, Engineering Revenue is expected to increase by \$90,000 or 4.6% due to the funding of several large road projects, including the Mound Road total reconstruction and the reconstruction of Clinton River Road.

In the 2024/25 Budget, Charges for Services revenues represent 12.4% of General Fund revenue sources, an increase of \$645,440 or 4.3% above 2024 estimated receipts. This increase is primarily due to higher anticipated EMS revenue and an increase in revenue received from the property tax administration fee due to higher taxable values.

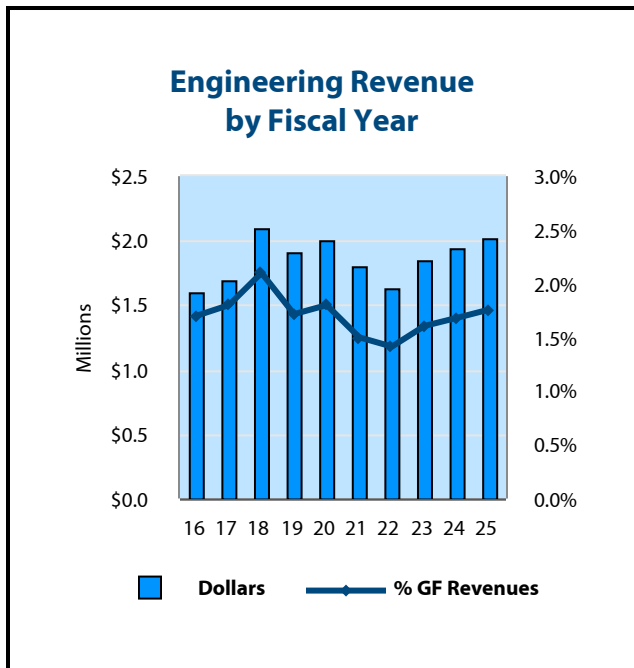


Figure 9R

OTHER REVENUE

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

Due to interest rate cuts by the Federal Reserve starting in 2008 and declining fund balance reserves, Interest on Investments had fallen for many years. The Federal Reserve began to increase interest rates in 2017 and continued with two more rate increases in 2018. These increases in interest rates, coupled with higher General Fund Reserves, increased Interest Revenue to over \$1.3 million in 2019 (See *Figure 10R*). Interest rate cuts due to the COVID-19 pandemic decreased Interest Revenue significantly for the next two years. In fiscal year 2022/23, in order to combat high inflation, the Federal Reserve raised interest rates to their highest level since 2007. These high interest rates have continued into the current fiscal year. As such, Investment Income for fiscal year 2023/24 is

estimated to be \$2 million and fall just slightly,, as the Fed begins to cut interest rates, in the proposed budget to total \$1,800,000 for the General Fund.

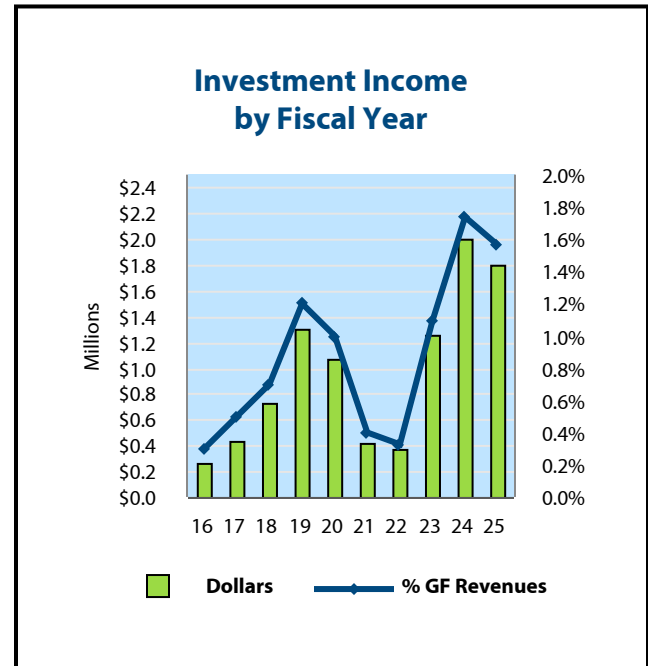


Figure 10R

In the 2024/25 Budget, Other Revenue represents 3.9% of General Fund revenue sources, a decrease of \$130,160 or 2.6% from 2024 estimates. This is primarily due an expected reduction in interest rates.

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. Based on recent trends, in 2024/25, Cable Revenue is

estimated to continue to decline an additional 7% to \$1.8 million, or 1.4% of General Fund revenue sources.

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.

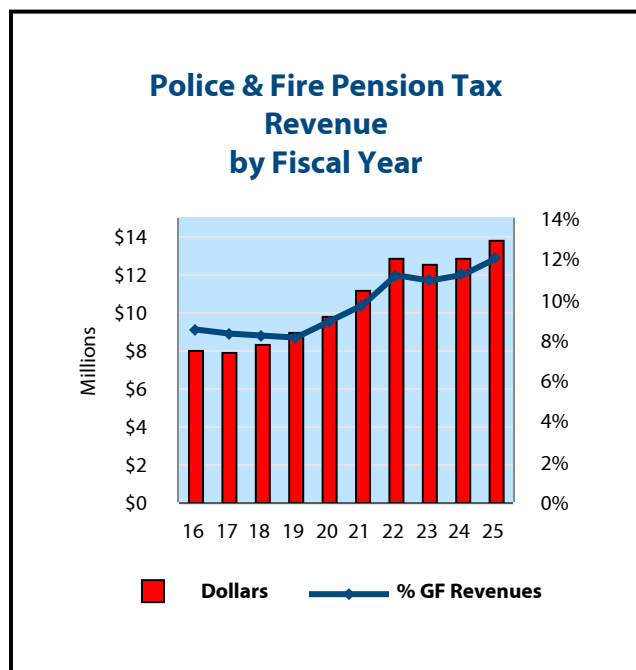


Figure 11R

The required pension contribution increased \$836,000 to \$14.8 million for the 2024/25 fiscal year, (Figure 11R) primarily due to larger pay increases than expected. The millage rate required to collect the required contribution is 2.4435, a slight increase of 0.0326 mill over the prior year's millage rate. Due to higher than expected investment returns for the period ended June 30, 2023, the funding level of the plan increased to 62.2% on an actuarial basis.

The City is committed to fully funding the Police & Fire Pension plan as well as adjusting actuarial assumptions when necessary.

In the 2024/25 Budget, the Police & Fire Pension Tax represents 11.0% of General Fund revenue sources, an increase of \$936,000 or 7.3%.

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 six consecutive Headlee rollbacks, this millage has been reduced to a maximum level of 2.3694 mills. 1.6112 of the 2.3694 mills will generate \$9.2 million in the General Fund to prevent staffing cuts to Police and Fire positions. The remaining 0.7635 mills will generate \$4.3 million in the Local Road Fund for asphalt and concrete repairs to neighborhood streets.

In the 2024/25 Budget, General Fund revenue from the Safe Streets Tax increased by \$534,000 or 6.2% over amounts collected in 2024 due to the increase in City taxable values. Safe Streets Tax revenue represents 7.3% of General Fund revenue sources.

This revenue source has been critical in allowing the City to avoid 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.

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*, the City has regularly contributed to Fund Balance for the past ten years. Estimates for fiscal year 2023/24 include a \$1.8 million contribution to fund balance, approximately \$2.1 million more than the amended budget, primarily due to higher than anticipated Interest Revenue and lower personnel costs due to unanticipated staff turnover.

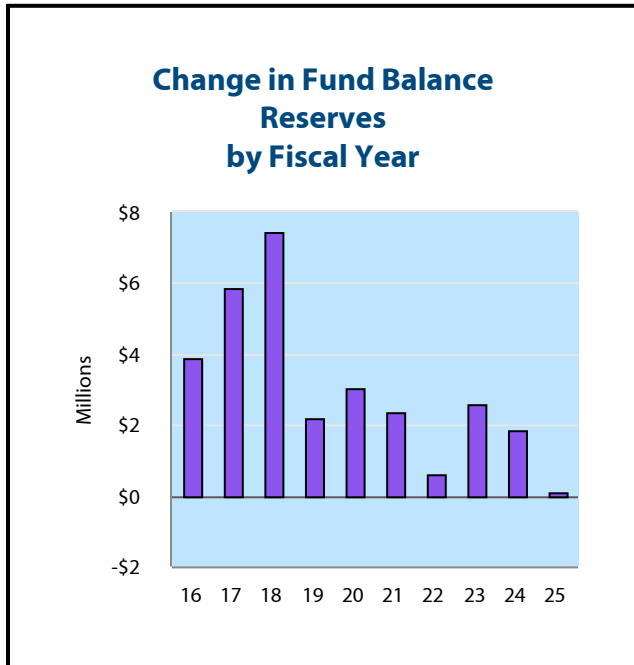


Figure 12R

The proposed 2024/25 budget includes a Contribution to Fund Balance of \$88,700, bringing cumulative fund balance to nearly \$38.4 million or 30.6% 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.

OTHER CITY TAXES

The City's *Refuse Millage* is authorized Michigan Public Act 298 of 2017 and is calculated each year to pay for the collection and removal of all garbage and recycling throughout the City. The refuse collection millage rate is adjusted annually to cover

the projected cost of Refuse Fund expenditures, less any refuse collection fees paid by apartments, mobile home parks and school districts (*Figure 13R*).

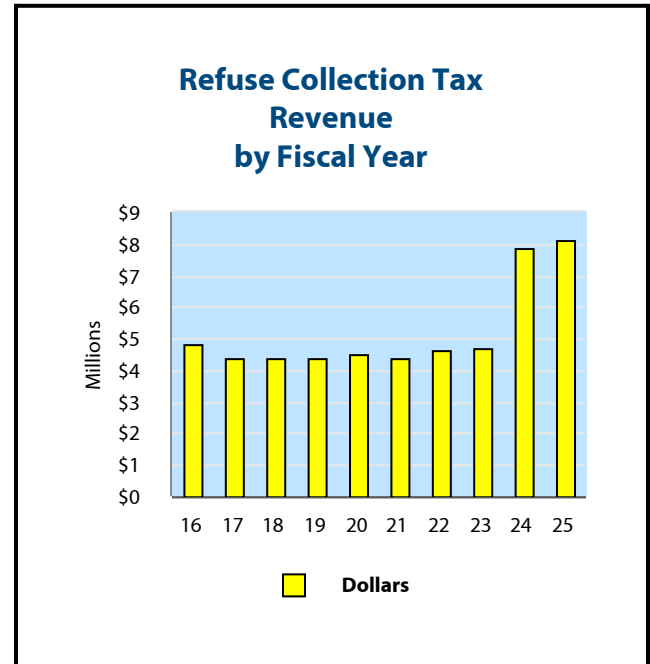


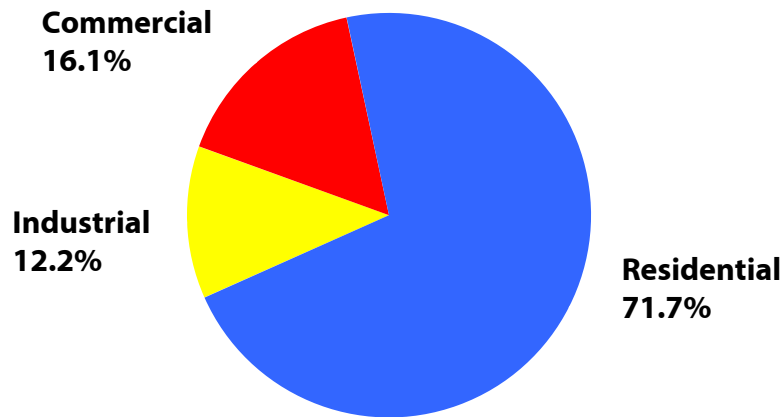
Figure 13R (Note: Prior to fiscal year 23/24, the Refuse Collection Tax was recorded in the General Fund.)

The current refuse contract expires in April 2024. The new waste hauling service will include automated cart collection and universal curbside recycling. These additional services plus inflationary increases, resulted in a 30% increase over the prior contract costs. The refuse millage was increased by 0.1926 mill to 1.3558 to reflect the increased cost of the service.

The Recreating 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 current maximum level for this millage is 0.9196. \$5.3 million will be generated for Parks and Recreation amenities.

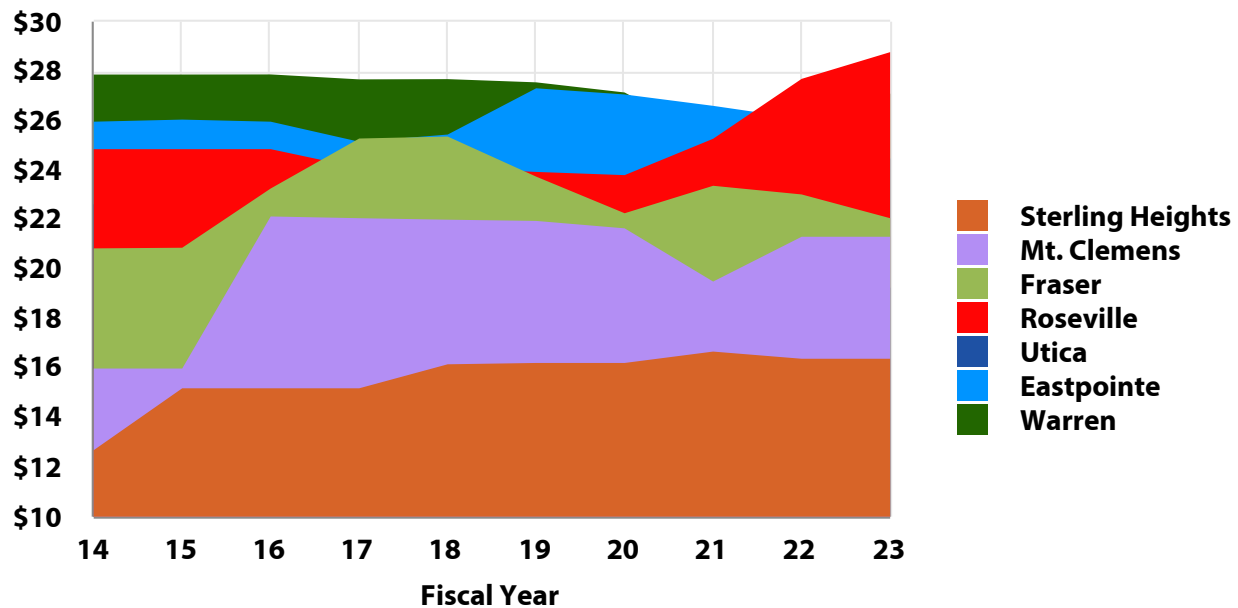
More detail on both the **Refuse & Recycling Fund** and the **Parks & Recreation Fund** can be found in the Special Revenues section of this document. ■

Property Taxes by Customer Class



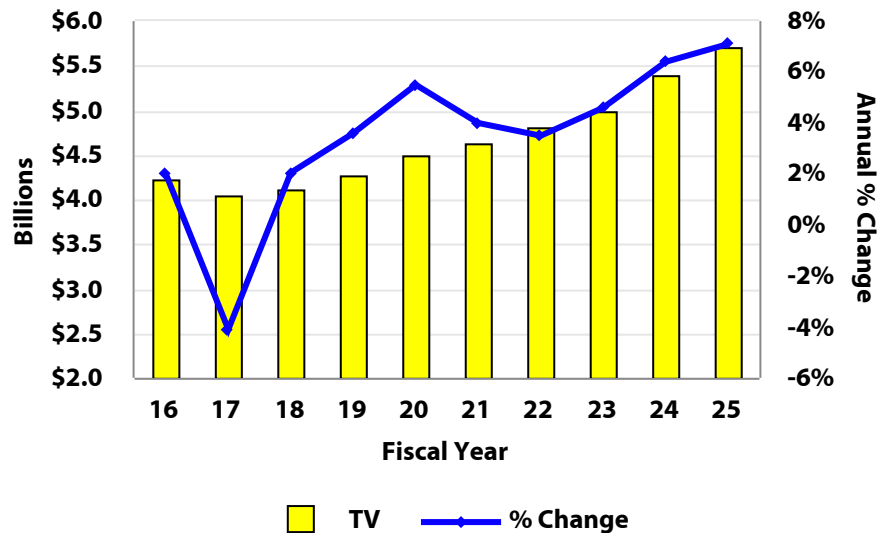
This graph illustrates the taxable value of property in the City as a percent by customer class.

Comparable Tax Rates of Surrounding Macomb County Cities Per \$1,000 TV



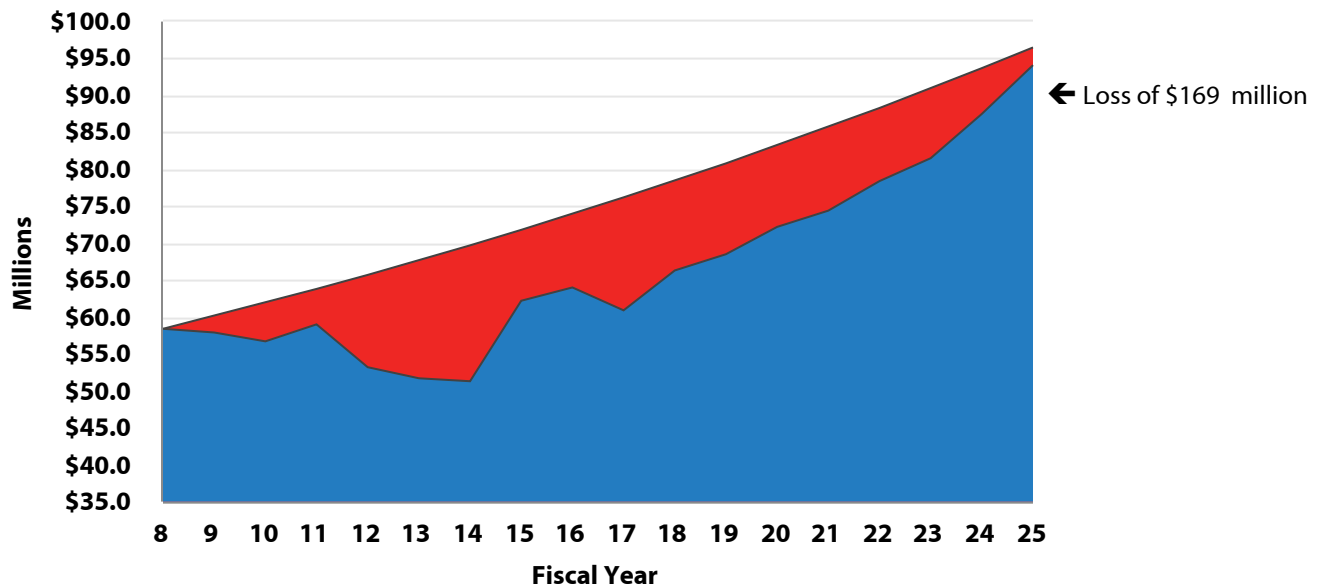
This graph illustrates the taxes levied by selected Macomb County cities for the past 10 years.

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	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<u>CITY OPERATING TAXES</u>						
404000	City Operating Tax	\$47,185,380	37.57	\$50,461,200	42.27	\$53,857,000	42.83
404001	Property Tax Refunds	(246,010)	(0.20)	(350,000)	(0.29)	(300,000)	(0.24)
415000	Delinquent Personal Property Tax	102,090	0.08	70,000	0.06	76,000	0.06
445000	Penalties & Interest	155,130	0.12	150,000	0.13	151,000	0.12
	Total Operating Taxes	47,196,590	37.58	50,331,200	42.16	53,784,000	42.77
	<u>LICENSES & PERMITS</u>						
451000	Business Operating License	102,090	0.08	100,000	0.08	100,000	0.08
452000	Mobile / Temporary Vendor	6,810	0.01	2,000	0.00	5,000	0.00
453000	Liquor License	146,750	0.12	120,000	0.10	125,000	0.10
454000	Vending/Amusement Device Fee	260	0.00	4,000	0.00	3,000	0.00
461000	Electrical Registration & Permits	312,250	0.25	365,000	0.31	357,000	0.28
462000	Heating Registration & Permits	462,590	0.37	335,000	0.28	388,000	0.31
463000	Plumbing Registration & Permits	196,220	0.16	217,500	0.18	213,000	0.17
464000	Sign Registration & Permits	43,850	0.03	45,000	0.04	45,000	0.04
470000	Building Registration & Permits	892,900	0.71	1,150,000	0.96	1,000,000	0.80
471000	Fence Permits	19,400	0.02	15,000	0.01	20,000	0.02
477000	Fire Suppression Permits	60,770	0.05	75,000	0.06	60,000	0.05
478000	Animal Permits	50,330	0.04	56,930	0.05	56,000	0.04
479401	Non-Homestead Resident Insp. Fee	110,510	0.09	50,000	0.04	80,000	0.06
479402	Re-Inspection Code Enforcement Fee	38,860	0.03	25,000	0.02	25,000	0.02
	Total Licenses & Permits	2,443,590	1.95	2,560,430	2.14	2,477,000	1.97
	<u>STATE & LOCAL RETURNS</u>						
529000	Federal Grant - Other	1,050,440	0.84	625,770	0.52	41,650	0.03
539002	State Grants	72,350	0.06	112,180	0.09	0	0.00
544000	Drunk Driving Case Flow Assistance	10,380	0.01	5,650	0.00	6,500	0.01
567001	State Aid - Library	134,240	0.11	135,280	0.11	135,300	0.11
569001	Judges Salary Stand Payments	137,170	0.11	137,170	0.11	137,150	0.11
573386	Personal Prop. Tax Reimbursement	9,082,750	7.23	4,301,200	3.60	4,299,700	3.42
573486	Federal/State/Local Returns	930,320	0.74	929,740	0.78	932,500	0.74
574000	State Revenue Sharing	15,867,240	12.63	15,850,580	13.28	16,098,450	12.80
583000	Macomb Auto Theft Squad - Grant	90,610	0.07	90,000	0.08	100,000	0.08
585000	Drug Enforce. Admin. - Federal	33,380	0.03	35,000	0.03	35,000	0.03
587001	County Contrib. - Library Penal Fines	87,950	0.07	85,000	0.07	88,000	0.07
	Total State & Local Returns	27,496,830	21.89	22,307,570	18.69	21,874,250	17.40
	<u>FINES & FORFEITURES</u>						
656003	Contempt Court Fines	3,340	0.00	3,000	0.00	3,000	0.00
656004	Ordinance Fines & Costs	2,084,000	1.66	2,000,000	1.68	2,000,000	1.59
656005	Municipal Civil Infractions	19,040	0.02	30,000	0.03	24,000	0.02
657001	Library Fines	21,760	0.02	20,000	0.02	20,000	0.02
658001	Bond Forfeitures	32,920	0.03	36,000	0.03	26,000	0.02
659001	Driver Reinstatement Fee	10,300	0.01	10,000	0.01	10,000	0.01
659002	Default Judgment Fee	183,230	0.15	150,000	0.13	150,000	0.12
659003	Crime Victim Rights Admin. Fee	9,800	0.01	7,500	0.01	7,500	0.01
659004	Forensic Admin. Fee	18,980	0.02	15,000	0.01	15,000	0.01
	Total Fines & Forfeitures	2,383,370	1.88	2,271,500	1.89	2,255,500	1.78

GENERAL FUND

REVENUE SUMMARY BY ACCOUNT

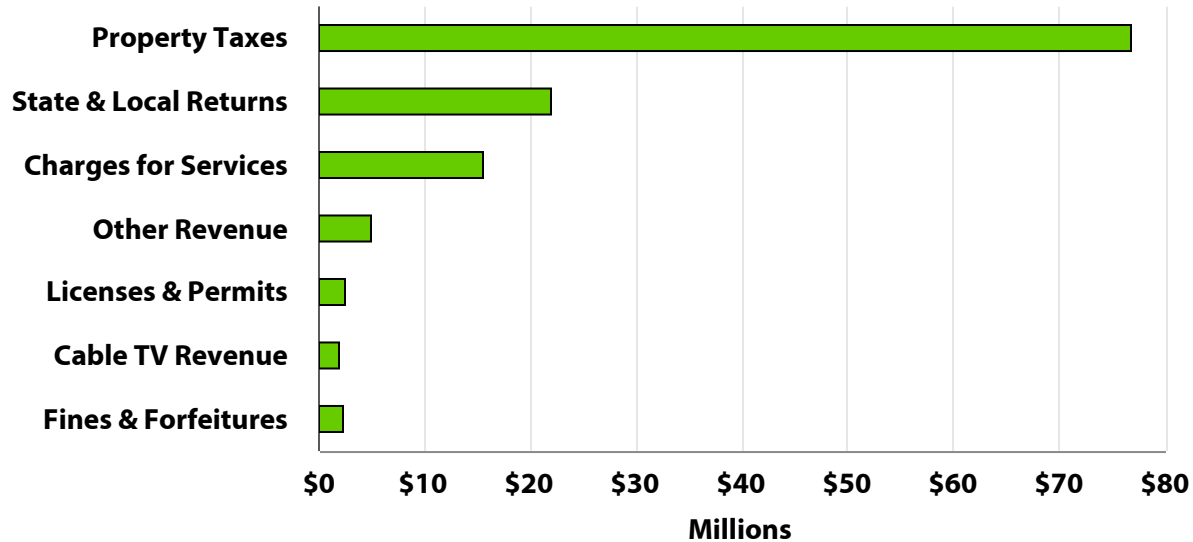
Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<u>CHARGES FOR SERVICES</u>						
603000	Court Filing Fee	136,850	0.11	130,000	0.11	130,000	0.10
603001	Jury Demand Fee	800	0.00	2,500	0.00	1,200	0.00
604000	Probation Oversight	64,060	0.05	55,000	0.05	57,000	0.05
604001	Probation Oversight - Grants	8,200	0.01	5,000	0.00	8,500	0.01
605000	Garnishments - Filing Fee	125,480	0.10	125,000	0.10	125,000	0.10
606000	Split/Combination Fee	8,080	0.01	6,960	0.01	12,800	0.01
607000	Fire Permits, Fees, & Inspections	24,640	0.02	20,000	0.02	20,000	0.02
608000	Recording Fees	4,400	0.00	4,000	0.00	4,000	0.00
609000	Mobile Home Tax	9,960	0.01	10,000	0.01	10,000	0.01
610000	Vital Statistics	80,310	0.06	82,000	0.07	82,000	0.07
611000	Attorney Fee Reimbursement	35,310	0.03	40,000	0.03	40,000	0.03
612000	Alcohol Assessment Fee	19,270	0.02	17,000	0.01	16,000	0.01
626000	Services - PTAF	2,236,200	1.78	2,336,100	1.96	2,500,000	1.99
627000	Water & Sewer Activity	1,807,050	1.44	1,636,540	1.37	1,827,850	1.45
627276	Administrative Services - RR	85,250	0.07	79,350	0.07	78,850	0.06
627444	Administrative Services - Roads	226,520	0.18	250,000	0.21	250,000	0.20
627556	Admin Services-Water Distribution	663,050	0.53	742,770	0.62	817,700	0.65
627677	Administrative Services-Self Insurance	378,810	0.30	323,640	0.27	356,650	0.28
627732	Administrative Services-P&F Pension	930	0.00	1,000	0.00	1,000	0.00
628001	Voter Lists	420	0.00	400	0.00	400	0.00
629001	Labor Services - Roads	868,570	0.69	950,000	0.80	950,000	0.76
629002	Labor Services - Cross Charges	11,240	0.01	15,000	0.01	12,000	0.01
629003	Labor Services - Fleet Maintenance	58,780	0.05	65,000	0.05	58,000	0.05
631001	Police & Fire Services	289,120	0.23	300,000	0.25	325,000	0.26
631002	Towed Vehicle Impound Fee	88,140	0.07	70,000	0.06	70,000	0.06
632001	Inspection Services-Projects-Other	80,910	0.06	140,000	0.12	140,000	0.11
632002	Inspection Services-City Projects	370,560	0.30	400,000	0.34	400,000	0.32
632003	Engineering Review Fee	86,010	0.07	150,000	0.13	150,000	0.12
632004	Engineering & Design - Project	1,160,700	0.92	1,200,000	1.01	1,200,000	0.95
632005	Building Number Assignments	490	0.00	1,000	0.00	500	0.00
632006	SESC Review Fee	17,740	0.01	30,000	0.03	25,000	0.02
632007	SESC Inspection Fee	118,510	0.09	100,000	0.08	100,000	0.08
632008	Easement Vacation	270	0.00	600	0.00	500	0.00
632009	ROW Permit Fees	13,840	0.01	10,000	0.01	10,000	0.01
634003	Supplies & Gasoline Revenue	112,140	0.09	90,000	0.08	90,000	0.07
634004	Parts-Vehicle Maintenance	96,370	0.08	115,000	0.10	115,000	0.09
635000	Municipal Services Fee	158,380	0.13	75,000	0.06	87,800	0.07
635535	Refuse Collection Fees	43,450	0.03	0	0.00	0	0.00
636000	Plan Review Fee	68,520	0.05	65,000	0.05	65,000	0.05
636001	Building Department Plan Review	302,580	0.24	410,000	0.34	410,000	0.33
636002	Passport Fees	122,990	0.10	75,000	0.06	100,000	0.08
637001	Copies & Forms	12,930	0.01	10,000	0.01	12,000	0.01
637002	Maps	80	0.00	100	0.00	100	0.00
637003	Police Reports	90,120	0.07	85,000	0.07	85,000	0.07

GENERAL FUND

REVENUE SUMMARY BY ACCOUNT

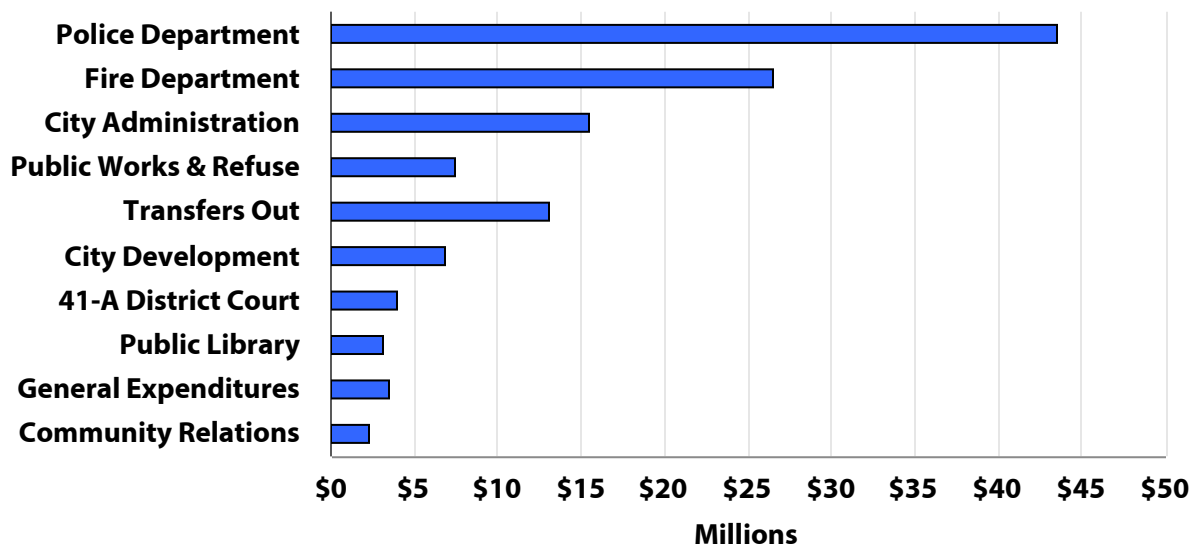
Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
637005	Fire Reports	8,540	0.01	5,000	0.00	7,000	0.01
637006	PBT User Fee	90	0.00	100	0.00	100	0.00
637007	False Alarm Fees	65,650	0.05	50,000	0.04	45,000	0.04
637008	Non-Emergency Cost Recovery Fee	0	0.00	35,000	0.03	100,000	0.08
637009	Transport Fees	4,394,960	3.50	3,916,150	3.28	4,235,150	3.37
637301	Notary Fee	1,270	0.00	1,000	0.00	1,000	0.00
638000	Application Fees	640	0.00	7,230	0.01	3,800	0.00
639253	Treasury Transfer & Late Fees	81,530	0.06	60,000	0.05	78,000	0.06
640001	5% Cash Deposit	4,050	0.00	2,500	0.00	3,000	0.00
640002	Weed Cutting	82,560	0.07	50,000	0.04	64,000	0.05
640003	Board of Zoning Appeals Fees	13,480	0.01	10,000	0.01	13,000	0.01
640005	Ordinance Board of Appeals Fees	81,950	0.07	50,000	0.04	57,000	0.05
641000	Nuisance Abatement Revenue	0	0.00	200,000	0.17	200,000	0.16
	Total Charges for Services	14,822,750	11.80	14,610,940	12.24	15,551,900	12.37
	OTHER REVENUE						
656006	Interpreter Fees	19,300	0.02	25,000	0.02	17,000	0.01
665000	Interest on Investments	1,258,850	1.00	800,000	0.67	1,800,000	1.43
667003	Rental Income - DPS	448,110	0.36	437,490	0.37	459,050	0.37
667005	Rental - DPW - Impound Lot	63,000	0.05	63,000	0.05	63,000	0.05
667009	Rental - Towers	226,970	0.18	174,150	0.15	248,350	0.20
669001	Rental - Road Equipment	818,410	0.65	1,000,000	0.84	950,000	0.76
669002	Rental - Equipment - Cross Charges	8,940	0.01	12,000	0.01	8,000	0.01
673000	Sale of Fixed Assets	123,060	0.10	75,000	0.06	75,000	0.06
675000	Contributions & Donations	14,830	0.01	15,920	0.01	15,000	0.01
675003	Art Fair Revenue	366,380	0.29	389,740	0.33	390,000	0.31
676000	Reimbursements	741,450	0.59	700,000	0.59	400,000	0.32
676001	Reimbursements - Legal	29,520	0.02	10,000	0.01	25,000	0.02
676002	Reimbursements - Wages	0	0.00	0	0.00	363,550	0.29
677008	Unrealized Gain/Loss	(502,400)	(0.40)	0	0.00	0	0.00
679000	Police Auction	20	0.00	0	0.00	0	0.00
679792	Library Book Sales	40	0.00	50	0.00	50	0.00
685000	Miscellaneous Revenue	157,240	0.13	75,000	0.06	75,000	0.06
685292	Misc Revenue - Comm Relations	870	0.00	0	0.00	0	0.00
685792	Miscellaneous Revenue - Library	10,620	0.01	8,000	0.01	10,000	0.01
687000	Refunds & Rebates	37,840	0.03	36,000	0.03	16,300	0.01
690000	O.U.I.L. Recovery	25,130	0.02	25,000	0.02	25,000	0.02
695000	Insurance Recovery & Subrogation	75,690	0.06	25,000	0.02	25,000	0.02
	Total Other Revenue	3,923,870	3.12	3,871,350	3.24	4,965,300	3.95
405000	City Refuse Tax	4,705,620	3.75	0	0.00	0	0.00
406000	P&F Pension Tax	12,556,550	10.00	12,833,100	10.75	13,819,000	10.99
407000	Safe Streets Tax	8,056,120	6.41	8,635,900	7.23	9,203,000	7.32
415001	Del. Personal Prop. Tax - Safe Streets	15,260	0.01	10,000	0.01	11,000	0.01
680000	Cable TV Revenue	1,982,580	1.58	1,944,000	1.63	1,800,000	1.43
699856	Transfer - Brownfield Redevelopment	10,000	0.01	2,500	0.00	2,500	0.00
	Total General Fund Revenue	\$125,593,130	100.00	\$119,378,490	100.00	\$125,743,450	100.00

General Fund Revenues by Revenue Category



This graph illustrates the amount budgeted for each revenue category.

General Fund Expenditures by Budgetary Center



This graph illustrates the amount budgeted for each budgetary center.

GENERAL FUND EXPENDITURES BY BUDGETARY CENTER

Activity Name	Activity No.	2022/23 Actual	2023/24 Budget	2024/25 Budget	% Change From 23/24
<u>LEGISLATIVE</u>					
1. City Council	101	\$294,400	\$333,450	\$360,250	8.0%
<u>CITY ADMINISTRATION DEPARTMENT</u>					
1. City Management	172/270	2,023,260	2,255,120	2,333,500	3.5%
2. City Clerk	216/217	1,356,530	1,301,270	1,622,050	24.7%
3. Information Technology	258	1,729,590	2,248,630	2,316,550	3.0%
4. Assessing	209	1,113,560	1,349,410	1,300,450	-3.6%
5. Financial Services	201/205	1,859,330	2,034,900	2,114,800	3.9%
6. Purchasing	233	411,230	548,650	552,450	0.7%
7. Facilities Maintenance	265	2,469,920	2,532,710	2,690,500	6.2%
8. Treasury	253	834,760	967,730	974,750	0.7%
9. Act 78 - Civil Service Commission	220	48,610	53,500	53,500	0.0%
10. General Employees Pension Board	239	67,160	72,490	64,100	-11.6%
11. Legal	210	1,078,290	1,095,000	1,095,000	0.0%
Total City Administration Department		13,286,640	14,792,860	15,477,900	4.6%
<u>PUBLIC LIBRARY DEPARTMENT</u>					
1. Library	792	2,864,080	3,088,840	3,133,850	1.5%
2. Historical Commission	803	6,830	8,900	5,150	-42.1%
Total Public Library Department		2,870,910	3,097,740	3,139,000	1.3%
<u>POLICE DEPARTMENT</u>					
1. Police Administration	305	6,037,770	6,435,260	6,851,750	6.5%
2. Police Investigations	310	8,667,270	8,722,100	9,498,900	8.9%
3. Police Operations	315	22,403,310	23,570,350	24,831,800	5.4%
4. Police Support Services	326	2,099,770	2,326,550	2,383,050	2.4%
Total Police Department		39,208,120	41,054,260	43,565,500	6.1%
<u>FIRE DEPARTMENT</u>					
1. Fire Administration	337	2,175,560	2,247,720	2,107,450	-6.2%
2. Fire Extinguishment	338/339	21,461,530	21,841,250	22,593,550	3.4%
3. Fire Prevention	341	1,458,930	1,507,430	1,773,900	17.7%
Total Fire Department		25,096,020	25,596,400	26,474,900	3.4%

GENERAL FUND EXPENDITURES BY BUDGETARY CENTER

Activity Name	Activity No.	2022/23 Actual	2023/24 Budget	2024/25 Budget	% Change From 23/24
<u>PUBLIC WORKS DEPARTMENT</u>					
1. Fleet Maintenance	553	3,442,680	3,567,400	3,755,400	5.3%
2. Public Works Center	442	151,420	130,980	141,850	8.3%
3. Street Services	444	3,166,660	3,472,990	3,552,450	2.3%
Total Public Works Department		6,760,760	7,171,370	7,449,700	3.9%
<u>REFUSE COLLECTION</u>					
1. Refuse Collection	535	4,846,810	0	0	
Total Refuse Collection		4,846,810	0	0	
<u>CITY DEVELOPMENT DEPARTMENT</u>					
1. Building	412	1,119,870	1,383,120	1,537,400	11.2%
2. Economic Development	415	358,930	435,690	502,100	15.2%
3. Engineering	447	1,496,280	1,613,710	1,619,400	0.4%
4. Neighborhood Services	417	2,029,400	2,402,350	2,499,800	4.1%
5. Planning	402	557,080	786,160	615,250	-21.7%
6. Planning Commission	403	20,230	25,770	27,350	6.1%
7. Sustainability Commission	807	440	950	1,350	42.1%
8. Zoning Board of Appeals	413	16,320	23,580	23,600	0.1%
Total City Development Department		5,598,550	6,671,330	6,826,250	2.3%
<u>COMMUNITY RELATIONS DEPARTMENT</u>					
1. Community Relations	292	1,746,360	2,225,640	2,238,300	0.6%
2. Arts Commission	793	50	70	100	42.9%
3. Beautification Commission	806	2,230	2,440	2,450	0.4%
Total Community Relations Department		1,748,640	2,228,150	2,240,850	0.6%
41-A DISTRICT COURT	136	3,654,420	4,044,980	4,004,100	-1.0%
GENERAL EXPENDITURES	895	2,696,880	2,592,950	3,466,050	33.7%
TRANSFERS OUT	966	17,236,170	12,808,530	13,010,500	1.6%
Total General Fund Expenditures		\$123,003,920	\$120,058,570	\$125,654,750	4.7%

Note: The 2022-2023 Actual Column is rounded to the nearest \$10.

The Refuse Collection department was converted to a Special Revenue Fund in the 2023-2024 fiscal year.

GENERAL FUND BUDGETARY CENTERS EXPENDITURES BY CATEGORY

Activity Name	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
<u>CITY ADMINISTRATION DEPARTMENT</u>					
Personnel Services	\$7,629,940	\$7,719,200	\$8,309,030	\$9,408,250	\$9,815,300
Supplies	253,830	251,380	499,280	483,840	533,200
Other Charges	3,600,960	3,749,280	4,478,330	4,900,770	5,129,400
Total	11,484,730	11,719,860	13,286,640	14,792,860	15,477,900
<u>PUBLIC LIBRARY DEPARTMENT</u>					
Personnel Services	2,310,670	2,252,110	2,263,580	2,470,080	2,528,500
Supplies	248,460	252,170	275,630	268,060	276,600
Other Charges	273,260	293,750	331,700	359,600	333,900
Total	2,832,390	2,798,030	2,870,910	3,097,740	3,139,000
<u>POLICE DEPARTMENT</u>					
Personnel Services	33,080,820	34,834,440	36,231,990	37,944,850	40,340,950
Supplies	168,930	195,880	250,610	279,870	225,300
Other Charges	3,024,250	2,796,010	2,725,520	2,829,540	2,999,250
Total	36,274,000	37,826,330	39,208,120	41,054,260	43,565,500
<u>FIRE DEPARTMENT</u>					
Personnel Services	21,749,190	22,741,740	23,638,490	23,923,040	24,978,400
Supplies	354,280	359,560	332,310	409,540	409,200
Other Charges	994,440	947,030	1,125,220	1,263,820	1,087,300
Capital Outlay	173,950	0	0	0	0
Total	23,271,860	24,048,330	25,096,020	25,596,400	26,474,900
<u>PUBLIC WORKS DEPARTMENT</u>					
Personnel Services	4,298,460	4,497,270	4,480,400	4,926,800	5,115,400
Supplies	1,088,060	1,632,040	1,687,640	1,719,300	1,750,200
Other Charges	524,360	521,250	592,720	525,270	584,100
Total	5,910,880	6,650,560	6,760,760	7,171,370	7,449,700
<u>REFUSE</u>					
Personnel Services	124,210	143,700	159,460	0	0
Supplies	5,340	14,840	7,190	0	0
Other Charges	4,437,680	4,459,960	4,680,160	0	0
Total	4,567,230	4,618,500	4,846,810	0	0
<u>CITY DEVELOPMENT DEPARTMENT</u>					
Personnel Services	4,760,370	4,873,650	4,970,560	5,492,390	5,877,200
Supplies	17,010	21,660	23,770	27,930	31,550
Other Charges	411,230	359,020	604,220	1,151,010	917,500
Transfers Out	0	0	0	0	0
Total	5,188,610	5,254,330	5,598,550	6,671,330	6,826,250

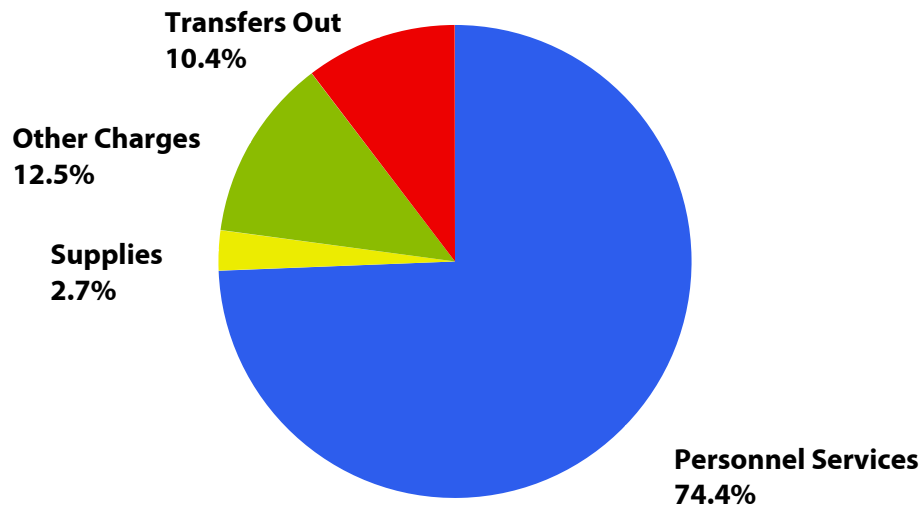
GENERAL FUND BUDGETARY CENTERS EXPENDITURES BY CATEGORY

Activity Name	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
<u>COMMUNITY RELATIONS DEPARTMENT</u>					
Personnel Services	1,092,970	1,124,120	1,173,100	1,271,900	1,313,800
Supplies	34,790	44,250	47,480	61,570	56,700
Other Charges	141,420	385,080	528,060	894,680	870,350
Total	1,269,180	1,553,450	1,748,640	2,228,150	2,240,850
<u>41-A DISTRICT COURT</u>					
Personnel Services	3,117,330	3,330,310	3,269,490	3,529,200	3,545,050
Supplies	49,090	48,670	59,820	82,190	59,700
Other Charges	195,730	247,620	325,110	433,590	399,350
Total	3,362,150	3,626,600	3,654,420	4,044,980	4,004,100
<u>GENERAL EXPENDITURES</u>					
Personnel Services	10,390	230	19,250	10,000	10,000
Supplies	8,120	30,140	25,880	23,450	26,650
Other Charges	1,913,800	3,376,860	2,651,750	2,559,500	3,429,400
Total	1,932,310	3,407,230	2,696,880	2,592,950	3,466,050
<u>TRANSFERS OUT</u>					
Transfers Out	17,550,810	12,994,780	17,236,170	12,808,530	13,010,500
<u>TOTAL EXPENDITURES BY CATEGORY</u>					
Personnel Services	78,174,350	81,516,770	84,515,350	88,976,510	93,524,600
Supplies	2,227,910	2,850,590	3,209,610	3,355,750	3,369,100
Other Charges	15,517,130	17,135,860	18,042,790	14,917,780	15,750,550
Capital Outlay	173,950	0	0	0	0
Transfers Out	17,550,810	12,994,780	17,236,170	12,808,530	13,010,500
Total General Fund	\$113,644,150	\$114,498,000	\$123,003,920	\$120,058,570	\$125,654,750

Note: Actual Columns are rounded to the nearest \$10.

The Refuse Collection department was converted to a Special Revenue Fund in the 2023-2024 fiscal year.

General Fund Expenditures by Expenditure Category



Total General Fund Budget of \$125,654,750

This graph illustrates expenditures by category as a percent of the General Fund. Personnel Services, for example, comprises 74.4% of total General Fund expenditures.

GENERAL FUND

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022/23 Actual		2023/24 Budget		2024/25 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<u>PERSONNEL SERVICES</u>						
703000	Wages-Elected & Appointed	\$263,420	0.21	\$280,950	0.23	\$297,800	0.24
704000	Wages & Salaries-Permanent	37,076,800	30.14	40,681,990	33.89	44,499,550	35.41
704001	Sick Time Buy Back	559,870	0.46	444,950	0.37	453,850	0.36
704721	Health Insurance Allowance	168,750	0.14	171,000	0.14	156,000	0.12
705000	Wages-Salaries - Temp/Part Time	2,245,820	1.83	2,428,710	2.02	2,561,200	2.04
706000	Wages-Salaries - Occasional	174,440	0.14	75,000	0.06	175,000	0.14
708000	Overtime	3,570,420	2.90	3,165,460	2.64	3,124,800	2.49
708001	Compensatory Time Buy Back	1,871,920	1.52	1,720,300	1.43	1,579,850	1.26
708795	Overtime - F.L.S.A.	103,680	0.08	19,000	0.02	85,000	0.07
709000	Other Benefits/Reimbursements	122,990	0.10	123,500	0.10	136,650	0.11
710000	Longevity	793,840	0.65	832,650	0.69	808,050	0.64
711000	Holiday Pay	1,334,170	1.08	1,422,100	1.18	1,542,800	1.23
713500	Car Allowance	4,000	0.00	5,000	0.00	5,000	0.00
714000	Food Allowance	119,900	0.10	120,000	0.10	120,000	0.10
715000	Clothing Allowance	405,750	0.33	402,650	0.34	403,800	0.32
717000	FICA	1,718,570	1.40	1,947,350	1.62	2,043,000	1.63
718000	Worker's Compensation	404,490	0.33	406,450	0.34	470,850	0.37
719000	Unemployment Compensation	19,250	0.02	10,000	0.01	10,000	0.01
720000	Pension - General Emp Retirement	3,102,120	2.52	3,490,800	2.91	3,426,700	2.73
720001	Pension - Police and Fire Retirement	13,520,250	10.99	13,918,000	11.59	14,754,000	11.74
720002	Defined Contribution - Employer	513,610	0.42	841,700	0.70	888,150	0.71
721000	Health Insurance	6,442,930	5.24	6,860,950	5.71	7,447,100	5.93
721001	Health Insurance - Retirees	8,366,060	6.80	7,892,250	6.57	6,656,500	5.30
721003	Retiree Health Savings - City	775,430	0.63	813,100	0.68	930,400	0.74
722000	Dental Insurance	427,080	0.35	449,500	0.37	456,750	0.36
723000	Life Insurance	89,160	0.07	96,500	0.08	102,200	0.08
724000	Eye Care Insurance	36,380	0.03	41,000	0.03	41,150	0.03
725000	Disability Insurance - Long Term	77,450	0.06	87,850	0.07	96,650	0.08
725355	Disability Insurance - Short Term	206,800	0.17	227,800	0.19	251,800	0.20
	Total Personnel Services	84,515,350	68.71	88,976,510	74.11	93,524,600	74.43
	<u>SUPPLIES</u>						
729000	Postage	466,590	0.38	422,180	0.35	463,100	0.37
730000	Publications	34,510	0.03	38,230	0.03	38,350	0.03
741000	Ammunition	73,160	0.06	75,600	0.06	77,900	0.06
742000	Dog Care Supplies	7,070	0.01	13,280	0.01	13,400	0.01
750000	Fuels & Lubricants	857,660	0.70	826,000	0.69	841,000	0.67
750001	Fuel & Lube Inventory	25,260	0.02	25,900	0.02	26,400	0.02
751000	Operating Supplies	644,700	0.52	825,230	0.69	762,650	0.61
751001	Operating Supplies - Federal Funds	89,680	0.07	1,210	0.00	1,200	0.00
751002	Operating Supplies - Non-Federal	480	0.00	50,000	0.04	50,000	0.04
751290	Supplies - School Programs	13,270	0.01	11,270	0.01	11,600	0.01
758000	Computer Software	380	0.00	1,500	0.00	1,500	0.00
759000	Parts & Sublet Services	778,320	0.63	840,000	0.70	850,000	0.68

GENERAL FUND

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022/23 Actual		2023/24 Budget		2024/25 Budget	
		Dollars	%	Dollars	%	Dollars	%
769000	Audio Visual Media	38,160	0.03	0	0.00	0	0.00
785000	Books	180,370	0.15	225,350	0.19	232,000	0.18
	Total Supplies	3,209,610	2.61	3,355,750	2.80	3,369,100	2.68
	OTHER CHARGES						
802000	Audit & Accounting Services	87,260	0.07	93,690	0.08	90,950	0.07
803000	Computer Consultant Services	3,160	0.00	2,000	0.00	6,000	0.00
806000	Legal Services - Other	88,700	0.07	100,000	0.08	95,000	0.08
806001	Legal Services - City Attorney	1,011,270	0.82	1,020,000	0.85	1,020,000	0.81
806002	Legal Services - Judges	13,590	0.01	12,000	0.01	10,000	0.01
807000	Medical Services	38,020	0.03	40,300	0.03	37,700	0.03
807001	Medical Services - Grant	121,020	0.10	169,930	0.14	0	0.00
808000	Reporting Services	24,900	0.02	26,000	0.02	27,000	0.02
810000	Other Fees	108,600	0.09	138,660	0.12	145,050	0.12
820000	Tree/Weed Cutting	46,640	0.04	50,000	0.04	50,000	0.04
822000	Rubbish Removal	4,462,520	3.63	0	0.00	0	0.00
825000	Animal Collection	28,420	0.02	42,290	0.04	70,000	0.06
826000	Other Contracted Services	4,806,690	3.91	5,119,590	4.26	5,002,300	3.98
826003	Contracted Services - Sage Home	150	0.00	10,000	0.01	10,000	0.01
826004	Other Contracted Services - Grant	40,580	0.03	116,160	0.10	117,000	0.09
826410	Nuisance Abatement Expense	0	0.00	200,000	0.17	200,000	0.16
826412	Contracted - Nuisance Abatements	6,150	0.00	0	0.00	0	0.00
827000	Interfund Services	115,410	0.09	0	0.00	0	0.00
829000	Hazardous Waste Disposal	1,510	0.00	2,850	0.00	2,900	0.00
830000	Recruiting Costs	38,970	0.03	56,500	0.05	40,500	0.03
832000	Building Maintenance	450,860	0.37	498,120	0.41	510,000	0.41
833000	Equipment Maintenance	159,290	0.13	321,750	0.27	315,900	0.25
835000	Vehicle Maintenance	46,500	0.04	64,350	0.05	66,300	0.05
836000	Radio Maintenance	10,920	0.01	8,240	0.01	8,400	0.01
837000	Retention Pond Maintenance	124,270	0.10	112,120	0.09	125,000	0.10
850000	Lakeside Development Expenditures	26,400	0.02	60,000	0.05	50,000	0.04
880000	Community Promotion	4,140	0.00	41,040	0.03	77,900	0.06
902000	Publishing	14,000	0.01	17,380	0.01	20,700	0.02
903000	Printing	151,630	0.12	164,130	0.14	166,600	0.13
913000	Liability Insurance	1,506,490	1.22	1,005,900	0.84	1,506,500	1.20
915000	Other Insurance	18,960	0.02	0	0.00	600,000	0.48
921000	Electric	421,760	0.34	429,570	0.36	476,000	0.38
922000	Telephone	66,150	0.05	69,410	0.06	72,600	0.06
922001	Fiber Optic Lease Charges	65,860	0.05	66,570	0.06	66,600	0.05
923000	Gas - Fuel - Oil	159,120	0.13	137,500	0.11	159,000	0.13
924000	Street Lighting	854,760	0.69	1,200,000	1.00	880,000	0.70
925000	Water	279,780	0.23	305,750	0.25	307,300	0.24
933000	Software Services	1,140,080	0.93	1,484,820	1.24	1,544,650	1.23
944000	Hydrant Rental	182,430	0.15	187,900	0.16	193,500	0.15
945000	Other Rental	239,500	0.19	260,820	0.22	289,050	0.23

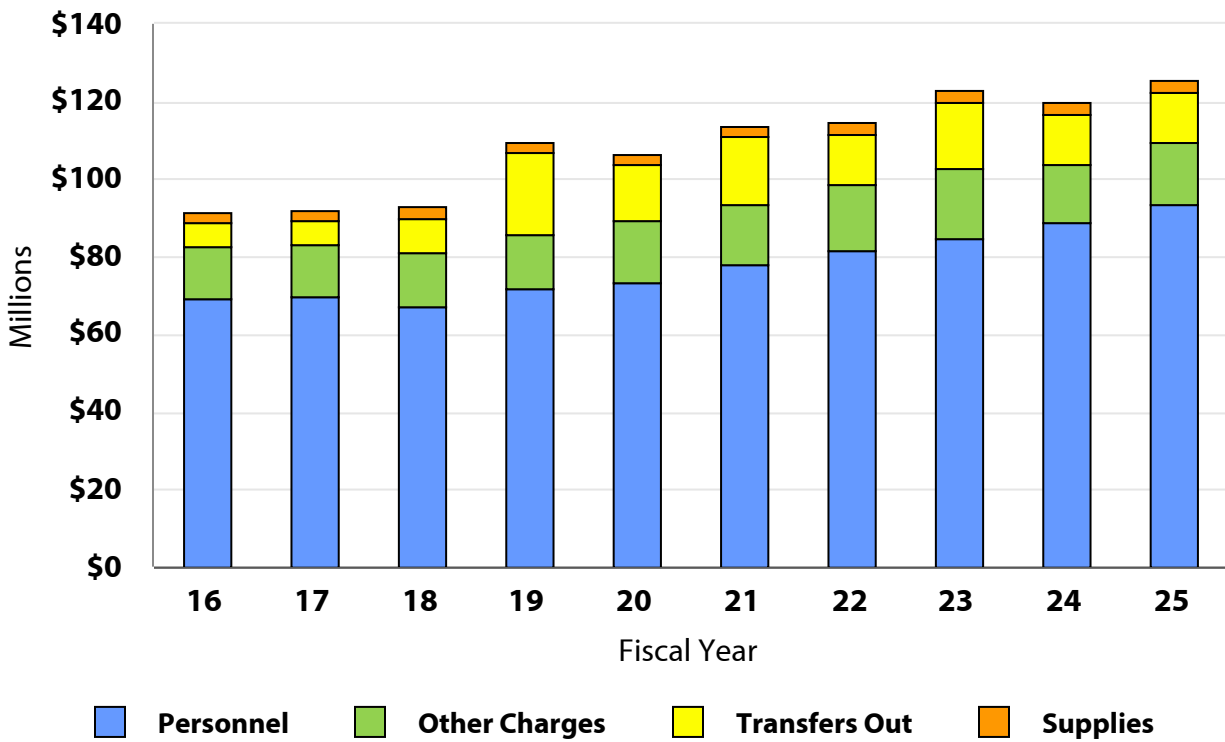
GENERAL FUND

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022/23 Actual		2023/24 Budget		2024/25 Budget	
		Dollars	%	Dollars	%	Dollars	%
949000	Interpreter Fees	61,020	0.05	60,000	0.05	61,800	0.05
950000	Witness Fees	130	0.00	1,000	0.00	500	0.00
951000	Juror Fees	3,580	0.00	7,000	0.01	5,000	0.00
954000	Mileage	660	0.00	900	0.00	900	0.00
956000	Local Meetings	19,340	0.02	21,150	0.02	24,850	0.02
956002	Special Events	250	0.00	9,100	0.01	9,100	0.01
956003	Sterlingfest	307,920	0.25	395,000	0.33	390,000	0.31
957000	Memberships & Dues	161,070	0.13	194,300	0.16	203,750	0.16
959000	Education & Training	254,740	0.21	386,570	0.32	459,400	0.37
959001	Education & Training - Grant	109,870	0.09	19,870	0.02	14,900	0.01
959337	Tuition Reimbursement - Fire Admin.	0	0.00	0	0.00	12,000	0.01
959305	Tuition Reimbursement - Police	0	0.00	5,000	0.00	5,000	0.00
960000	Donation Expense Non-Capital	14,120	0.01	8,600	0.01	4,000	0.00
962000	Miscellaneous Expense	143,750	0.12	173,950	0.14	198,950	0.16
962001	Misc Exp - Cash - Short/Over	(120)	0.00	0	0.00	0	0.00
	Total Other Charges	18,042,790	14.67	14,917,780	12.43	15,750,550	12.53
	TRANSFERS OUT						
999202	Transfer to Major Road Fund	3,500,000	2.85	1,000,000	0.83	1,000,000	0.80
999203	Transfer to Local Road Fund	500,000	0.41	0	0.00	0	0.00
999276	Transfer to P&R Fund	3,029,180	2.46	3,256,170	2.71	3,247,900	2.58
999369	Transfer to LTGO Debt Fund	2,962,360	2.41	2,962,360	2.47	2,958,400	2.35
999403	Transfer to Capital Projects Fund	7,244,630	5.89	5,590,000	4.66	5,804,200	4.62
	Total Transfers Out	17,236,170	14.01	12,808,530	10.67	13,010,500	10.35
	Total General Fund	\$123,003,920	100.00	\$120,058,570	100.00	\$125,654,750	100.00

Note: The 2022-2023 Actual Column is rounded to the nearest \$10.

General Fund Expenditure History



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

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

~ Martin Luther King, Jr. ~

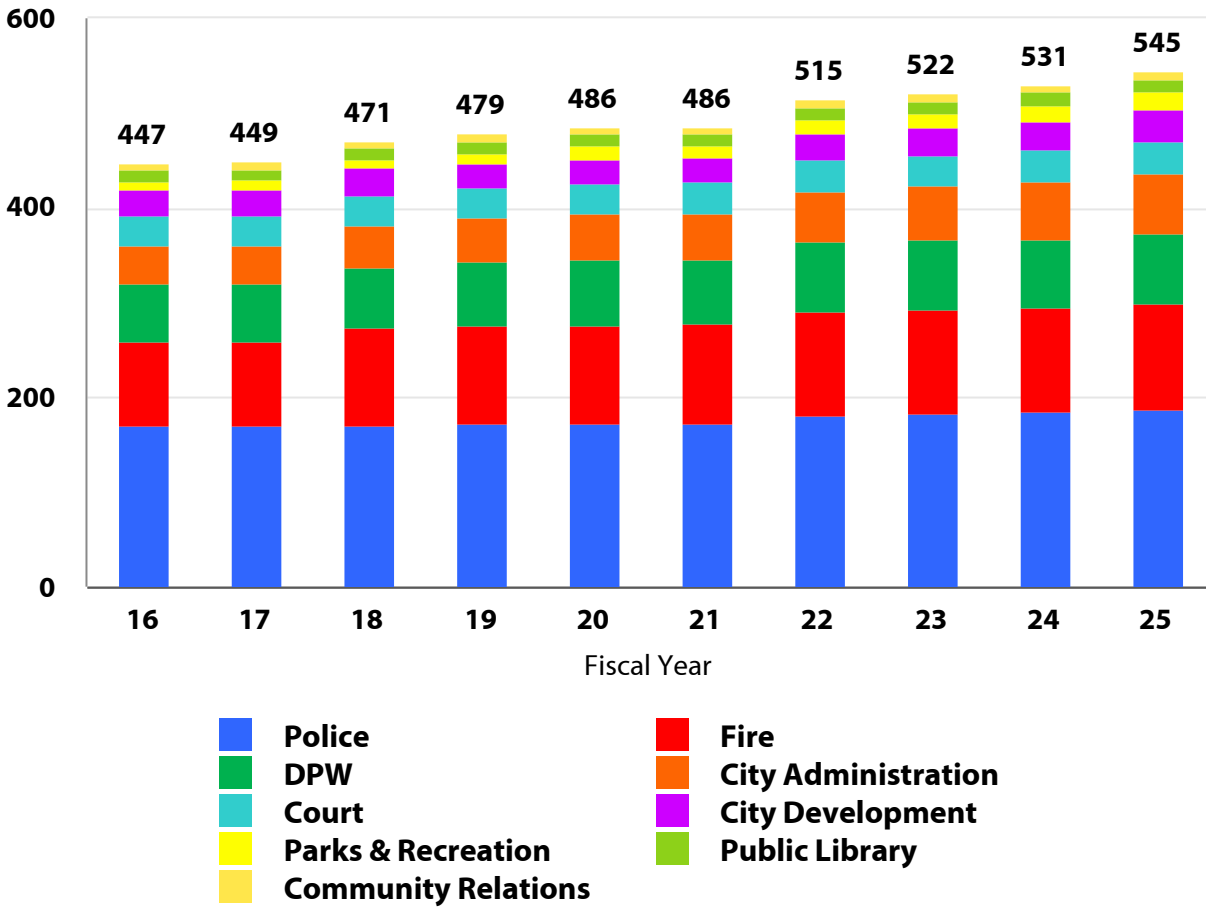


Personnel Summary



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 2022/23		Budget 2023/24		Budget 2024/25	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
<u>CITY ADMINISTRATION DEPARTMENT</u>						
CITY MANAGEMENT	5	2	6	2	6	2
CITY MANAGEMENT - HUMAN RESOURCES	5	1	5	1	5	1
CITY CLERK	7	0	7	1	8	1
FACILITIES MAINTENANCE	5	4	5	4	7	2
INFORMATION TECHNOLOGY	6	1	7	2	7	1
ASSESSING	8	1	8	3	8	3
FINANCIAL SERVICES	7	2	8	2	8	2
UTILITY SERVICES	5	0	5	0	5	0
PURCHASING	3	0	4	0	4	0
TREASURY	6	1	6	1	6	1
TOTAL CITY ADMINISTRATION DEPARTMENT	57	12	61	16	64	13
<u>PUBLIC LIBRARY DEPARTMENT</u>	13	26	14	25	14	26
<u>POLICE DEPARTMENT</u>						
POLICE ADMINISTRATION	18	0	19	2	20	2
POLICE INVESTIGATIONS	43	0	43	0	44	0
POLICE OPERATIONS	108	30	107	30	106	30
POLICE SUPPORT SERVICES	15	1	16	1	17	1
TOTAL POLICE DEPARTMENT	184	31	185	33	187	33
<u>FIRE DEPARTMENT</u>						
FIRE ADMINISTRATION	8	2	8	2	9	1
FIRE EXTINGUISHMENT	96	0	96	0	96	0
FIRE PREVENTION	6	3	6	1	9	0
TOTAL FIRE DEPARTMENT	110	5	110	3	114	1
<u>PUBLIC WORKS DEPARTMENT</u>						
FLEET MAINTENANCE	13	2	13	3	13	3
STREET SERVICES	21	10	21	10	21	5
TOTAL PUBLIC WORKS DEPARTMENT	34	12	34	13	34	8
<u>CITY DEVELOPMENT DEPARTMENT</u>						
BUILDING	7	1	8	0	10	0
ECONOMIC DEVELOPMENT	1	0	1	0	1	0
ENGINEERING	9	1	9	1	9	1
NEIGHBORHOOD SERVICES	8	16	8	16	8	17
PLANNING	3	0	4	2	4	2
TOTAL CITY DEVELOPMENT DEPARTMENT	28	18	30	19	32	20

HEADCOUNT SUMMARY BY DEPARTMENT

OFFICE	Budget 2022/23		Budget 2023/24		Budget 2024/25	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
COMMUNITY RELATIONS DEPARTMENT	8	2	8	3	8	4
41-A DISTRICT COURT	33	11	33	12	34	10
TOTAL GENERAL FUND	467	117	475	124	487	115
REFUSE & RECYCLING	0	5	0	5	0	5
PARKS & RECREATION FUND	16	2	17	3	19	3
<u>WATER & SEWER FUND</u>						
WATER & SEWER ADMINISTRATION	8	1	8	1	8	1
WATER DISTRIBUTION	14	5	14	5	14	5
SEWAGE COLLECTION	17	4	17	4	17	4
TOTAL WATER & SEWER FUND	39	10	39	10	39	10
TOTAL ALL FUNDS	522	134	531	142	545	133

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2022/23		Budget 2023/24		Budget 2024/25	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
	<u>CITY ADMINISTRATION DEPARTMENT</u>						
	<u>CITY MANAGEMENT</u>						
242,685	City Manager	1		1		1	
TBD	Assistant City Manager	0		0		1	
101,522 - 141,946	Finance & Budget Director	1		1		1	
N/A	DEI Officer	0		1		0	
65,782 - 81,810	Budget Management Coordinator	1		1		1	
59,542 - 73,944	Special Projects Coordinator	1		1		2	
N/A	Management Services Specialist	1		1		0	
36,207 - 41,480	Management Services Specialist (P.T.)		1		1		1
16,000	Intern (P.T.)		1		1		1
	Total	5	2	6	2	6	2
	<u>CITY MANAGEMENT - HUMAN RESOURCES</u>						
177,626	Assistant City Manager	1		1		1	
89,531 - 126,421	Human Resources & Benefits Manager	1		1		1	
59,542 - 73,944	Risk Management Coordinator	1		1		1	
59,542 - 73,944	Human Resources Coordinator	2		2		2	
16,000	Intern (P.T.)		1		1		1
	Total	5	1	5	1	5	1
	<u>CITY CLERK</u>						
101,522 - 141,946	City Clerk	1		1		1	
89,531 - 126,421	Deputy City Clerk	0		0		1	
60,229 - 74,788	Clerk Coordinator	1		1		1	
52,953 - 65,761	Management Services Specialist	1		1		1	
48,804 - 63,353	Management Assistant	1		1		1	
47,159 - 61,212	Elections Assistant	1		1		1	
47,159 - 61,212	Administrative Assistant	1		1		1	
42,719 - 55,478	Senior Clerk	1		1		1	
16,000	Intern (P.T.)		0		1		1
	Total	7	0	7	1	8	1
	<u>FACILITIES MAINTENANCE</u>						
N/A	Facilities Maintenance Director	1		1		0	
94,009 - 129,504	Facilities Maintenance Manager	0		0		1	
71,333 - 89,675	Facilities Maintenance Superintendent	1		1		1	
55,139 - 71,376	Lead Facilities Maintenance Mechanic	2		2		2	
50,468 - 65,049	Facilities Maintenance Mechanic	1		1		3	
36,665 - 42,532	Facilities Maintenance Mechanic (P.T.)		3		3		1
27,357 - 36,111	Clerk Typist (P.T.)		1		1		1
	Total	5	4	5	4	7	2
	<u>INFORMATION TECHNOLOGY</u>						
100,886 - 138,981	Information Technology Director	1		1		1	
85,649 - 111,185	Information Technology Coordinator	0		1		1	
74,764 - 97,056	GIS/CAD Coordinator	1		1		1	
61,933 - 77,670	GIS Specialist	0		1		1	
65,059 - 80,796	Senior Systems Analyst	2		1		2	
61,933 - 77,670	Information Technology Specialist	2		2		1	
16,000	Intern (P.T.)		1		2		1
	Total	6	1	7	2	7	1
	<u>ASSESSING</u>						
94,009 - 129,504	City Assessor	1		1		1	
86,066 - 111,727	Assessing Coordinator	1		1		1	
71,760 - 90,895	Appraiser III	1		3		1	
24,534 - 27,831	Appraiser III (P.T.)		1		1		1

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2022/23		Budget 2023/24		Budget 2024/25	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
63,421 - 80,333	Appraiser II	3		1		1	
55,490 - 70,285	Appraiser I	1		2		2	
50,643 - 65,739	Appraiser Aide	1		0		2	
16,000	Intern (P.T.)		0		2		2
	Total	8	1	8	3	8	3
	<u>FINANCIAL SERVICES</u>						
97,204 - 133,905	Assistant Finance & Budget Director	1		1		1	
94,009 - 129,504	Controller	1		1		1	
65,782 - 81,810	Payroll Accountant	1		1		1	
65,782 - 81,810	Accountant	2		2		2	
47,259 - 61,212	Senior Account Clerk	2		3		3	
23,399 - 29,444	Account Clerk (P.T.)		2		1		1
16,000	Intern (P.T.)		0		1		1
	Total	7	2	8	2	8	2
	<u>UTILITY SERVICES</u>						
65,782 - 81,810	Accountant	1		1		1	
48,804 - 63,353	Management Assistant	1		1		1	
47,259 - 61,212	Senior Account Clerk	1		1		1	
39,484 - 55,478	Account Clerk	2		2		2	
	Total	5	0	5	0	5	0
	<u>PURCHASING</u>						
89,531 - 126,421	Purchasing Manager	1		1		1	
69,523 - 87,400	Purchasing Coordinator	0		1		1	
59,542 - 73,944	Purchasing Specialist	1		1		1	
47,159 - 61,212	Administrative Assistant	1		1		1	
	Total	3	0	4	0	4	0
	<u>TREASURY</u>						
94,009 - 129,504	City Treasurer	1		1		1	
69,523 - 87,400	Treasury Services Coordinator	1		1		1	
53,682 - 69,684	Treasury Services Specialist	0		0		1	
N/A	Management Assistant	1		1		0	
47,259 - 61,212	Senior Account Clerk	1		1		1	
39,484 - 55,478	Account Clerk	2		2		2	
26,999 - 33,974	Account Clerk (P.T.)		1		1		1
	Total	6	1	6	1	6	1
	Total City Administration Department	57	12	61	16	64	13
	<u>PUBLIC LIBRARY DEPARTMENT</u>						
100,886 - 138,981	Public Library Director	1		1		1	
66,761 - 84,151	Library Service Area Coordinator	2		2		2	
61,933 - 77,670	Public Relations & Programs Coordinator	1		1		1	
59,464 - 74,208	Librarian	3		4		4	
36,119 - 40,567	Librarian (P.T.)		9		8		8
27,075 - 31,017	Library Programming Specialist (P.T.)		0		0		1
55,490 - 70,285	Circulation Supervisor	1		1		1	
50,643 - 65,739	Library Services Specialist	1		1		1	
49,989 - 64,884	Library Assistant III	0		1		1	
47,159 - 61,212	Library Assistant II	3		2		2	
43,800 - 56,856	Library Assistant I	1		1		1	
17,999 - 26,552	Library Clerk (P.T.)		6		6		6
8,970 - 10,200	Library Page (P.T.)		10		10		10
16,000	Intern (P.T.)		1		1		1
	Total Public Library Department	13	26	14	25	14	26

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2022/23		Budget 2023/24		Budget 2024/25	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
	<u>POLICE DEPARTMENT</u>						
	<u>POLICE ADMINISTRATION</u>						
118,054	Chief of Police	1		1		1	
133,866 - 136,465	Deputy Police Chief	1		1		1	
127,549 - 131,467	Captain	1		1		1	
116,503 - 122,399	Lieutenant	1		1		2	
105,329 - 111,408	Sergeant	3		3		3	
53,139 - 93,090	Police Officer	4		4		4	
56,809 - 71,254	Social Worker	1		2		2	
40,216 - 64,306	Secretary to Chief	1		1		1	
39,146 - 62,368	Administrative Secretary	5		5		5	
16,000	Intern (P.T.)		0		2		2
	Total	18	0	19	2	20	2
	<u>POLICE INVESTIGATIONS</u>						
127,549 - 131,467	Captain	1		1		1	
116,503 - 122,399	Lieutenant	2		2		2	
105,329 - 111,408	Sergeant	5		5		6	
53,139 - 93,090	Police Officer	33		33		33	
39,146 - 62,368	Administrative Secretary	1		1		1	
32,989 - 54,415	Technical Secretary	1		1		1	
	Total	43	0	43	0	44	0
	<u>POLICE OPERATIONS</u>						
127,549 - 131,467	Captain	1		1		1	
116,503 - 122,399	Lieutenant	4		4		4	
105,329 - 111,408	Sergeant	16		16		15	
53,139 - 93,090	Police Officer	85		85		85	
39,146 - 62,368	Administrative Secretary	1		1		1	
N/A	Technical Secretary	1		0		0	
10,800	Crossing Guards (P.T.)		30		30		30
	Total	108	30	107	30	106	30
	<u>POLICE SUPPORT SERVICES</u>						
105,329 - 111,408	Sergeant	1		1		1	
53,139 - 93,090	Police Officer	1		1		1	
42,123 - 49,214	Criminal Investigations Assistant (P.T.)		1		1		1
40,216 - 64,306	Evidence Clerk	1		1		1	
39,146 - 62,368	Administrative Secretary	3		4		4	
39,146 - 62,368	Data Analyst	1		1		1	
46,417 - 58,508	Animal Control Officer	3		3		3	
39,146 - 62,368	Terminal Agency Coordinator	1		1		1	
32,989 - 54,415	Technical Secretary	4		4		4	
32,989 - 54,415	Animal Control Assistant	0		0		1	
	Total	15	1	16	1	17	1
	Total Police Department	184	31	185	33	187	33
	<u>FIRE DEPARTMENT</u>						
	<u>FIRE ADMINISTRATION</u>						
105,808 - 147,568	Fire Chief	1		1		1	
126,212 - 136,919	Division Chief/Assistant Fire Chief	1		1		2	
115,791 - 126,193	Chief of Training	1		1		1	
113,660 - 117,997	EMS Coordinator	1		1		1	
108,301 - 112,535	Fire Instructor	1		1		1	
53,682 - 69,684	Fire Services Specialist	1		1		1	
48,804 - 63,353	Management Assistant	1		1		1	

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2022/23		Budget 2023/24		Budget 2024/25	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
47,159 - 61,212 N/A 16,000	Administrative Assistant Clerk Typist (P.T.) Intern (P.T.) Total	1 8	 1 1 2	1 8	 1 1 2	1 9	0 1 1 1
	<u>FIRE EXTINGUISHMENT</u>						
120,334 - 127,395 109,443 - 115,814 103,249 - 109,259 99,372 - 106,252 93,369 - 95,179 57,273 - 92,392 56,193 - 90,649	Battalion Chief Captain-Advanced Life Support Captain Lieutenant-Advanced Life Support Sergeant - Fire Engine Operator Fire Fighter-Advanced Life Support Fire Fighter-Fire Engine Operator Total	3 4 2 15 9 51 12 96	 0	3 4 2 15 9 51 12 96	 0	3 4 2 15 9 51 12 96	 0
	<u>FIRE PREVENTION</u>						
115,791 - 126,193 108,301 - 112,535 108,301 - 112,535 99,699 56,809 - 71,254 39,484 - 55,478 N/A	Fire Marshal Fire Inspector Community Risk Reduction Officer Fire Prevention Specialist Mobile Integrated EMS Health Coordinator Account Clerk Account Clerk (P.T.) Total	1 4 0 1 0 0 6	 2 1 3	1 4 0 1 0 0 6	 0 0 0 1 1 1 1	1 4 1 1 1 1 9	0 0 0
	Total Fire Department	110	5	110	3	114	1
	<u>PUBLIC WORKS DEPARTMENT</u>						
	<u>FLEET MAINTENANCE</u>						
65,956 - 96,601 51,020 - 73,382 47,916 - 66,834 19,800 - 34,000 16,000	Division Supervisor Mechanic Storekeeper Seasonal Laborer (P.T.) Intern Total	1 11 1 13	 2 0 2	1 11 1 13	 2 1 3	1 11 1 13	 2 1 3
	<u>STREET SERVICES</u>						
65,956 - 96,601 53,394 - 73,382 50,206 - 69,692 50,206 - 69,692 50,206 - 69,692 47,916 - 66,834 34,261 - 64,911 31,000 - 34,000	Division Supervisor Equipment Operator A Equipment Operator B Traffic Sign Worker Street Services Inspector Equipment Operator C Laborer Seasonal Laborer (P.T.) Total	1 1 7 2 1 5 4 21	 10 10	1 1 7 2 1 5 4 21	 10 10	1 1 8 2 1 4 4 21	 5 5
	Total Public Works Department	34	12	34	13	34	8
	<u>CITY DEVELOPMENT DEPARTMENT</u>						
	<u>BUILDING</u>						
89,531 - 126,421 83,915 - 108,202 86,771 - 102,053 74,876 - 92,515 N/A 74,876 - 92,515 74,876 - 92,515 74,876 - 92,515	Building Official Assistant Building Official Building Plan Review Coordinator Building Inspector Building Inspector (P.T.) Electrical Inspector Mechanical Inspector Plumbing Inspector Total	1 0 1 2 1 1 1 7	 1 1	1 1 1 2 1 1 1 8	 0 0 0	1 1 1 2 1 2 2 10	 0 0 0

PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2022/23		Budget 2023/24		Budget 2024/25	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
	<u>ECONOMIC DEVELOPMENT</u>						
58,947 - 73,206	Building Services Specialist - Velocity	1		1		1	
	Total	1	0	1	0	1	0
	<u>ENGINEERING</u>						
100,399 - 138,981	City Engineer	1		1		1	
86,066 - 111,727	Lead Civil Engineer	1		1		1	
75,497 - 98,007	Civil Engineer II	2		2		3	
61,754 - 80,159	Civil Engineer I	1		1		0	
72,337 - 88,349	Construction Coordinator	1		1		1	
52,487 - 83,594	Engineering Aide	3		3		3	
16,000	Intern (P.T.)		1		1		1
	Total	9	1	9	1	9	1
	<u>NEIGHBORHOOD SERVICES</u>						
101,522 - 141,946	City Development Director	1		1		1	
81,348 - 95,675	Code Enforcement Coordinator	1		1		1	
65,059 - 80,796	HUD Program Coordinator	1		1		1	
44,485 - 50,963	HUD Program Coordinator (P.T.)		1		0		1
48,591 - 63,089	Neighborhood Property Maintenance Code Officer	1		1		1	
48,804 - 63,353	Management Assistant	2		3		3	
47,159 - 61,212	Administrative Assistant	1		1		1	
N/A	Senior Clerk	1		0		0	
37,573 - 42,619	Code Enforcement Officer (P.T.)		12		13		13
24,139 - 31,863	Clerk Typist (P.T.)		3		2		2
16,000	Intern (P.T.)		0		1		1
	Total	8	16	8	16	8	17
	<u>PLANNING</u>						
97,204 - 133,905	City Planner/City Development Manager	1		0		1	
N/A	City Planner	0		1		0	
N/A	Asst. City Planner/City Development Manager	0		1		0	
89,531 - 126,421	Assistant City Planner	0		0		1	
65,059 - 80,796	Planner II	1		1		1	
52,953 - 67,076	Planner I	1		1		1	
16,000	Intern		0		2		2
	Total	3	0	4	2	4	2
	Total City Development Department	28	18	30	19	32	20
	<u>COMMUNITY RELATIONS DEPARTMENT</u>						
91,368 - 135,470	Community Relations Director	1		1		1	
68,186 - 85,719	Broadcast Services Coordinator	1		1		1	
66,875 - 84,071	Marketing and Communications Coordinator	1		1		1	
56,809 - 71,254	Marketing Specialist	0		0		1	
56,809 - 71,254	Broadcast Programming Specialist	1		1		1	
56,809 - 71,254	Digital Content Coordinator	1		1		1	
52,953 - 67,076	Community Relations Services Specialist	1		1		1	
51,595 - 64,471	Citizen Services Specialist	1		1		1	
NA	Printing Technician II	1		1		0	
25,567 - 29,867	Printing Technician I (P.T.)		0		0		1
35,133	Graphic Specialist (P.T.)		1		1		1
16,000	Intern (P.T.)		1		2		2
	Total Community Relations Department	8	2	8	3	8	4
	<u>41-A DISTRICT COURT</u>						
45,724	Judge	3		3		3	
129,801	Magistrate	1		1		1	
107,687	Court Administrator	1		1		1	

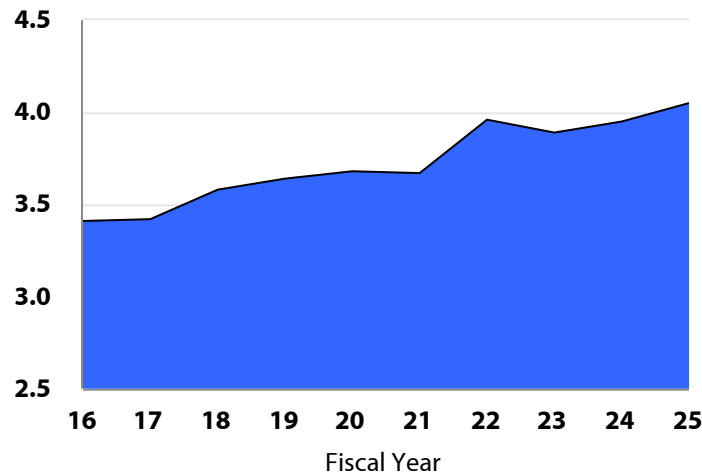
PERSONNEL DETAILED SUMMARY

Current Pay Range	OFFICE	Budget 2022/23		Budget 2023/24		Budget 2024/25	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
84,469	Chief Probation Officer	1		1		1	
78,435	Clerk of the Court	1		1		1	
70,475	Court Recorder	3		3		3	
65,566	Court Officer	3		3		3	
54,301 - 57,318	Probation Officer	1		1		1	
25,465	Probation Officer (P.T.)		0		1		1
36,461 - 53,333	Deputy Clerk	19		19		20	
20,272 - 26,225	Deputy Clerk (P.T.)		6		6		3
13,975 - 18,275	Security Guards (P.T.)		5		5		5
16,000	Intern (P.T.)		0		0		1
	Total 41-A District Court	33	11	33	12	34	10
	Total General Fund	467	117	475	124	487	115
	<u>REFUSE AND RECYCLING FUND</u>						
34,423 - 48,366	Account Clerk (P.T.)		1		1		1
23,250 - 25,000	Seasonal Laborer (P.T.)		4		4		4
	Total Refuse and Recycling Fund	0	5	0	5	0	5
	<u>PARKS & RECREATION FUND</u>						
100,886 - 138,981	Parks & Recreation Director	1		1		1	
71,333 - 89,675	Recreation Superintendent	4		4		4	
61,933 - 77,670	Recreation Supervisor	2		3		2	
56,809 - 71,254	Marketing Specialist	0		0		1	
49,497 - 61,466	Recreation Specialist	2		2		2	
38,357 - 43,941	Recreation Specialist (P.T.)		1		1		1
48,804 - 63,353	Management Assistant	0		0		1	
47,159 - 61,212	Administrative Assistant	1		1		1	
42,719 - 55,478	Program & Services Assistant	2		2		2	
33,104 - 38,503	Program & Services Assistant (P.T.)		1		1		1
55,139 - 71,376	Lead Parks Maintenance Mechanic	0		0		1	
50,468 - 65,049	Parks Maintenance Mechanic	2		2		3	
42,719 - 55,478	Senior Clerk	1		1		1	
N/A	Clerk Typist	1		1		0	
16,000	Intern (P.T.)		0		1		1
	Total Parks & Recreation Fund	16	2	17	3	19	3
	<u>WATER & SEWER FUND</u>						
	<u>WATER & SEWER ADMINISTRATION</u>						
105,808 - 147,568	Public Works Director	1		1		1	
74,698 - 109,467	Operations Manager	1		1		1	
69,166 - 101,323	General Supervisor	2		2		2	
65,956 - 96,601	Environmental & Safety Supervisor	1		1		1	
47,159 - 61,212	Administrative Assistant	1		1		1	
47,259 - 61,212	Senior Account Clerk	1		1		1	
N/A	Clerk Typist	1		1		1	
34,000	Seasonal Laborer (P.T.)		1		1		1
	Total	8	1	8	1	8	1
	<u>WATER DISTRIBUTION</u>						
65,956 - 96,601	Division Supervisor	1		1		1	
58,526 - 82,112	Maintenance Supervisor	1		1		1	
50,206 - 69,692	Water Inspector	2		2		2	
50,206 - 69,692	Water Service Worker	5		5		8	
N/A	Meter Repair/Installer	3		3		0	
34,261 - 64,911	Laborer	2		2		2	
27,804 - 45,360	Clerk Typist (P.T.)		1		1		1

PERSONNEL DETAILED SUMMARY

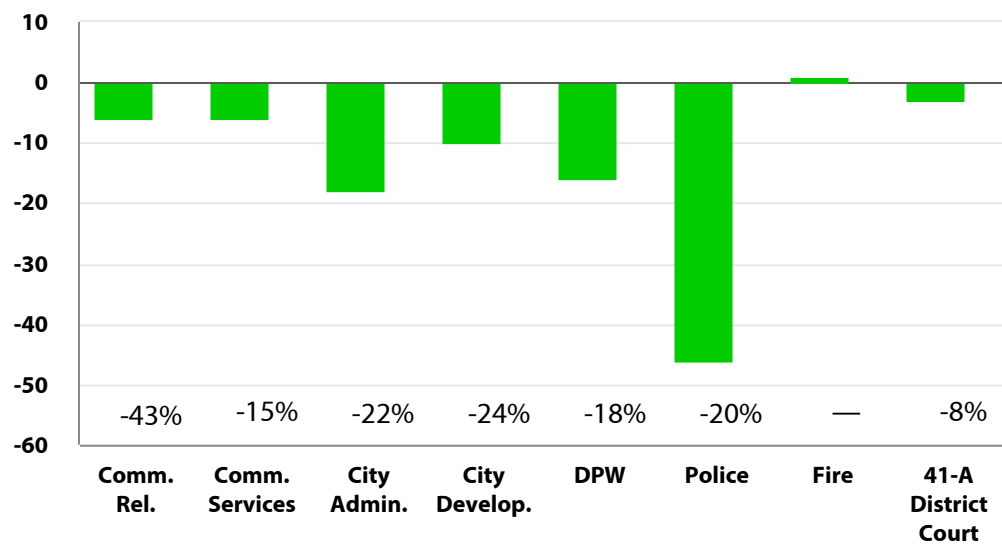
Current Pay Range	OFFICE	Budget 2022/23		Budget 2023/24		Budget 2024/25	
		Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
25,500 - 29,700	Seasonal Laborer (P.T.)		4		4		4
	Total	14	5	14	5	14	5
	<u>SEWAGE COLLECTION</u>						
65,956 - 96,601	Division Supervisor	1		1		1	
51,020 - 70,488	Plant Operator/Mechanic	3		3		3	
50,206 - 69,692	Sewer Service Worker (Clean)	2		2		2	
50,206 - 69,692	Water/Sewage Inspector	3		3		3	
47,916 - 68,146	Sewer Service Worker (Maint.)	1		1		1	
34,261 - 64,911	Laborer	7		7		7	
27,900 - 30,600	Seasonal Laborer (P.T.)		4		4		4
	Total	17	4	17	4	17	4
	Total Water & Sewer Fund	39	10	39	10	39	10
	Total All Funds	522	134	531	142	545	133

Full-time Employees per 1,000 Population



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

Full-time Staffing Reductions By Department Since 2002



Despite recent headcount additions, the City's full-time staffing is still down by 104 positions or 16% since 2002.

Legislative



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

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.

City Council studies the issues, reviews alternatives, and determines the best course of public policy.■



City Council

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Regular City Council Meetings	24	24	24	24	24	24
	Special City Council Meetings	3	6	5	5	4	4
	Public Hearings Held	10	10	13	10	7	10
	Ordinances and Amendments Adopted	11	8	9	12	10	10
	Agenda Items Reviewed and Acted Upon	367	397	371	360	420	425
	City Council Members Attending Training Sessions	7	16	17	15	11	18
	"Nice Neighbor" Awards Presented	6	1	2	6	3	4
Effectiveness	City Council Member Attendance at Council Mtgs.	98%	98%	98%	100%	98%	100%
	% Legislative Items Acted on within 1 Month	100%	100%	100%	100%	100%	100%
	% Diff. from Proposed to Adopted Budget (G.F.)	0.02%	-1.10%	0.00%	1.72%	1.72%	0.00%
	Activity Expenditures as % of General Fund	0.16 %	0.22 %	0.24 %	0.28 %	0.26 %	0.29 %

City Council

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 8.0%.

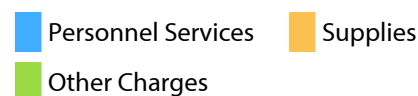
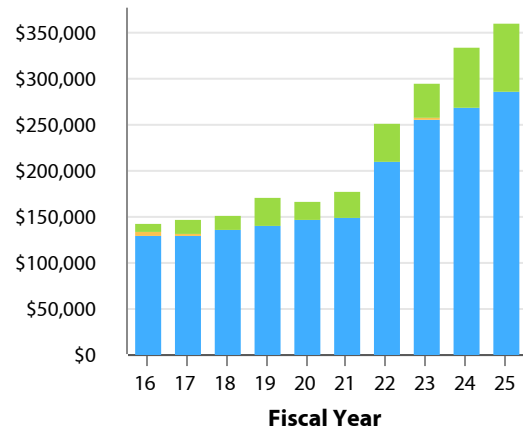
Personnel Services - Total Increase of \$18,000 or 6.7% due wage adjustments as determined by the Elected Officials Compensation Committee at the meeting held on August 16, 2023.

Supplies - Total Supplies increased \$200 or 23.5% to bring budget in line with historical spending levels.

Other Charges - Total Other Charges increased \$8,600 or 13.3% primarily due to a higher cost for all seven City Council members to attend the 2024 Michigan Municipal League Annual Convention. City Council will also join the Michigan Black Caucus of Local Elected Officials for an additional \$400 as part of the City's effort to create a diverse, equitable, and inclusive community.

Capital - There is no Capital proposed for this activity.

Expenditure History



FUNDING LEVEL SUMMARY

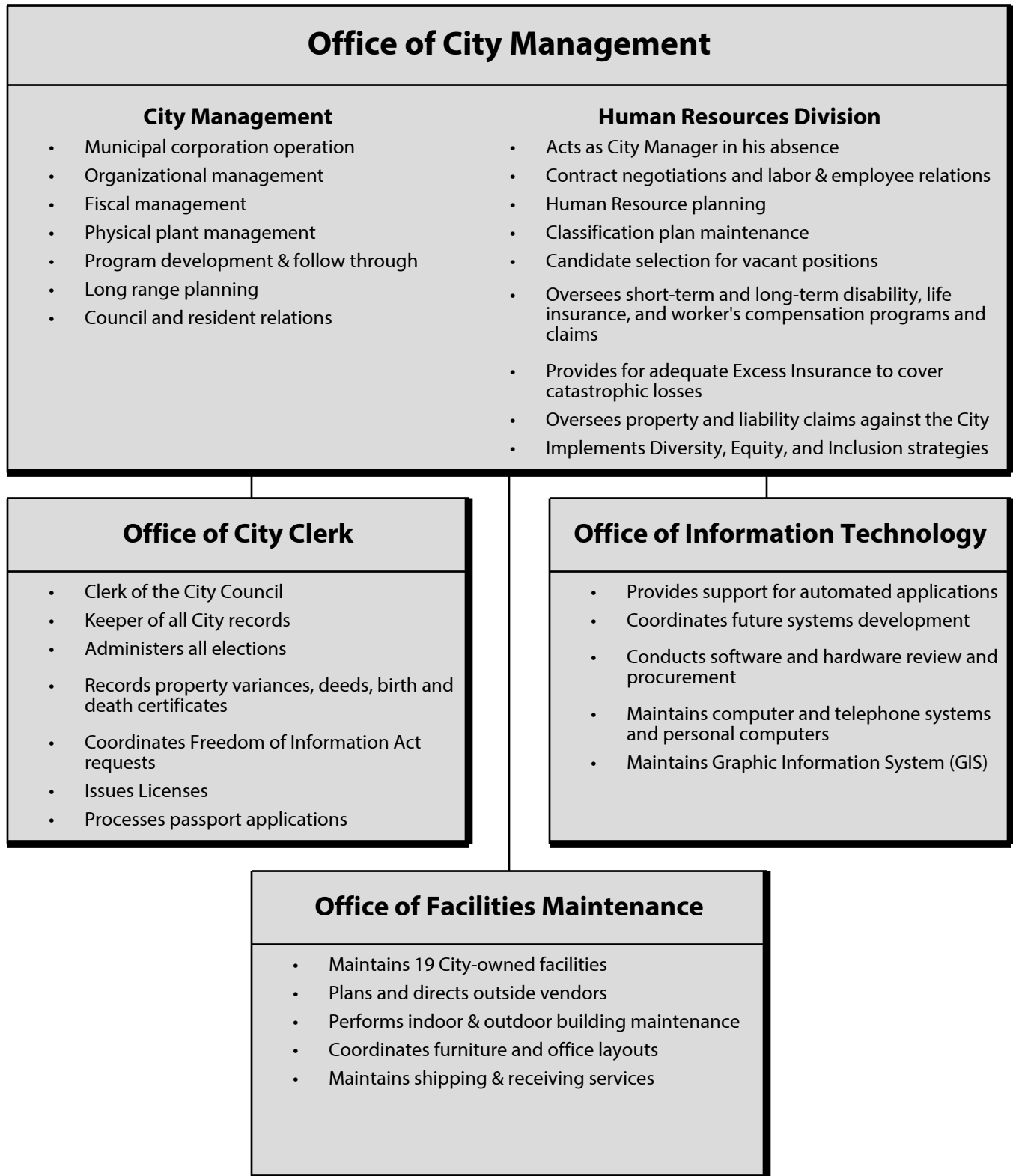
	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$255,020	\$267,750	\$268,350	\$285,750	\$285,750
Supplies	3,280	850	550	1,050	1,050
Other Charges	36,100	64,850	46,650	73,450	73,450
Total	\$294,400	\$333,450	\$315,550	\$360,250	\$360,250

City Administration Department



FUNCTIONAL ORGANIZATION CHART

City Administration Department



FUNCTIONAL ORGANIZATION CHART

City Administration Department

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
- Conducts internal audits
- 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

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
- Process all City payroll and related fringe benefits payments
- Processes all payments for goods and services purchased by the City
- Responsible for debt management including coordination of bond sales
- Implements and coordinates all Government Accounting Standards Boards (GASB) financial reporting changes.

Office of Treasury

- Administers revenue collection, tax, and special assessments programs
- Administers cash management and banking programs
- Coordinates and records the activities of both City pension funds
- Treasurer - Police & Fire and General Employees' retirement systems
- Administers investment policy

Office of Assessing

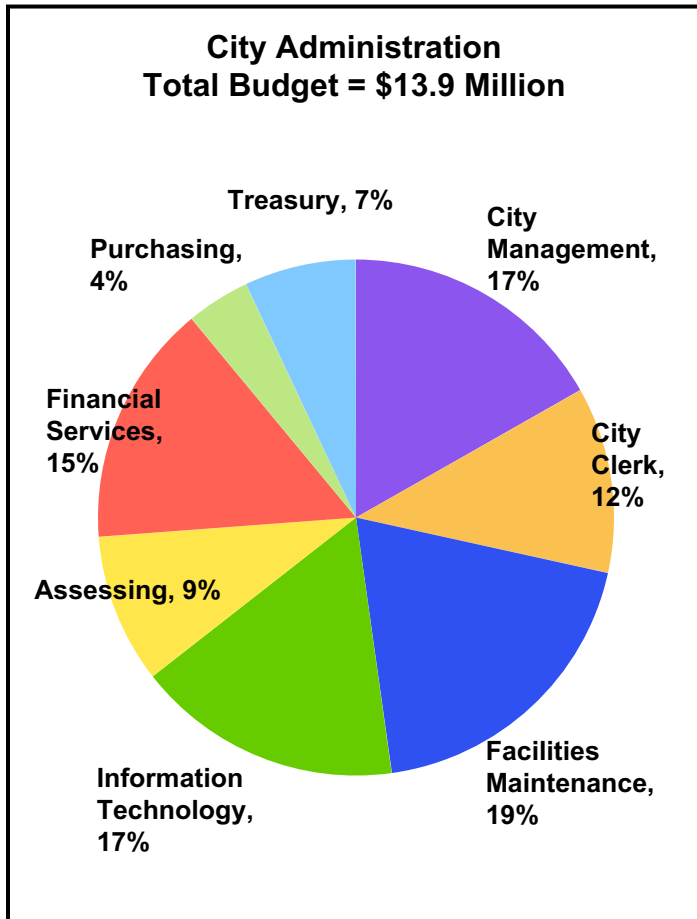
- Ensures equitable assessments
- Maintains assessment roll with current data
- Assesses residential, real and personal commercial, and industrial properties
- Represents City in tribunals
- Maintains field sheets for resident's review
- Processes tax abatements
- Conducts Board of Review hearings

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

	2024/25	
	Full Time	Part Time
City Management	11	3
City Clerk	8	1
Facilities Maintenance	7	2
Information Technology	7	1
Assessing	8	3
Financial Services	13	2
Purchasing	4	0
Treasury	6	1
Total Department	64	13

FUNDING LEVEL SUMMARY

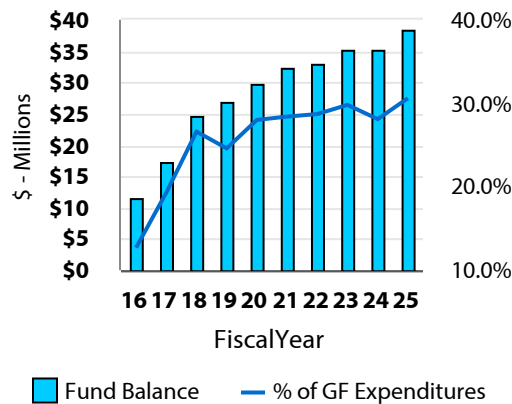
	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget	% Change From 23/24
City Management	\$1,759,620	\$2,023,260	\$2,255,120	\$2,333,500	3.5%
City Clerk	1,116,030	1,356,530	1,301,270	1,622,050	24.7%
Facilities Maintenance	2,156,790	2,469,920	2,532,710	2,690,500	6.2%
Information Technology	1,489,770	1,729,590	2,248,630	2,316,550	3.0%
Assessing	1,063,570	1,113,560	1,349,410	1,300,450	-3.6%
Financial Services	1,515,800	1,859,330	2,034,900	2,114,800	3.9%
Purchasing	476,210	411,230	548,650	552,450	0.7%
Treasury	812,080	834,760	967,730	974,750	0.7%
Total Department	\$10,389,870	\$11,798,180	\$13,238,420	\$13,905,050	5.0%
Personnel Services	\$7,509,200	\$8,054,010	\$9,140,500	\$9,529,550	4.3%
Supplies	250,380	495,560	482,590	531,750	10.2%
Other Charges	2,630,290	3,248,610	3,615,330	3,843,750	6.3%
Total Department	\$10,389,870	\$11,798,180	\$13,238,420	\$13,905,050	5.0%

Excludes Legal Activity and Boards and Commissions.

KEY DEPARTMENTAL TRENDS

City Administration Department

Cumulative General Fund Balance



General Fund Balance has increased for the last ten years to its projected level of \$38.4 million, which is 30.% of General Fund expenditures. A healthy fund balance is critical to the City's ability to weather future economic downturns.

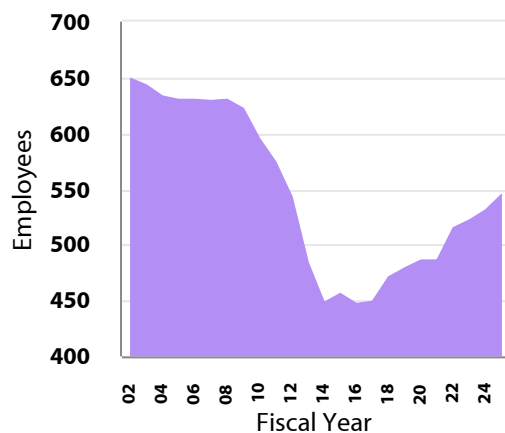
Macomb City Tax Rates (2023)

1.	Roseville	28.77
2.	Center Line	28.27
3.	Warren	27.09
4.	Eastpointe	24.47
5.	St. Clair Shores	23.62
6.	Fraser	22.06
7.	Mount Clemens	21.31
8.	Utica	19.25
9.	Memphis	18.26
10.	STERLING HEIGHTS	16.38
11.	Richmond	15.66
12.	New Baltimore	11.97

Macomb Average: 21.43 mills

The City's property tax rate is lower than 46% of Michigan cities. It is also one of the lowest of any city in Macomb County. The tax rate in Sterling Heights is 5.05 mills below the average of all cities in Macomb County. The tax rate in Warren, for example, is over 10.71 mills or 65% higher than in Sterling Heights.

City's Full-time Staffing



The proposed budget includes 14 new positions, to increase full-time positions to a total of 545. Although we have been able to add key positions in order to continue to provide exceptional service to residents, there are still 104 less full-time employees than the peak level seen in 2002. The City has the lowest full-time employee staffing ratio per 1,000 residents of our comparable communities.

Full-Time Employees Per 1,000 Residents

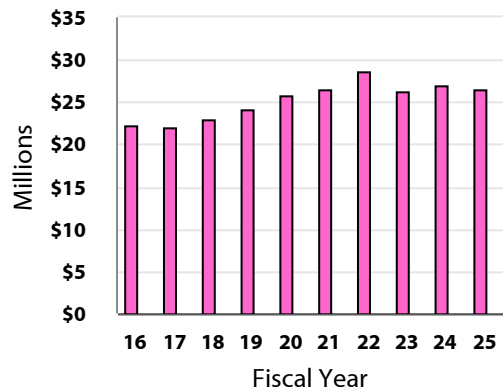
1.	Lansing	8.2
2.	Grand Rapids	8.1
3.	Southfield	7.8
4.	Dearborn	7.1
5.	Ann Arbor	6.5
6.	Livonia	6.3
7.	Warren	5.4
8.	Farmington Hills	4.6
9.	Troy	4.4
10.	Sterling Heights	4.0

Based on proposed staffing data and the 2020 census, Sterling Heights has 4.0 full-time employees per 1,000 residents – the lowest of our benchmark communities. Despite having the fourth largest population, Sterling Heights has the fewest employees.

KEY DEPARTMENTAL TRENDS

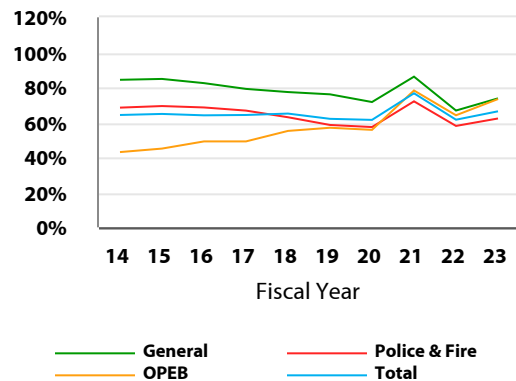
City Administration Department (continued)

Contributions to Fund Retirement Liabilities



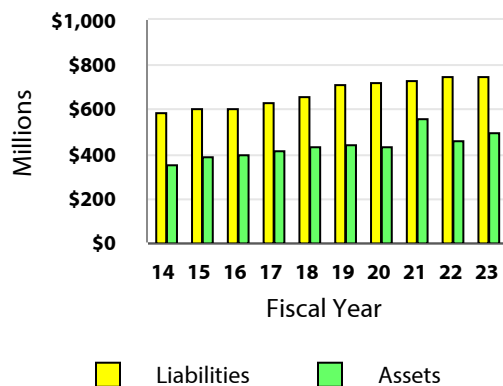
The City annually contributes 100% of the actuarially required funding for all long-term retiree liabilities including police & fire pensions, general employee pensions, and retiree medical.

City Retirement Plans Percent Funded



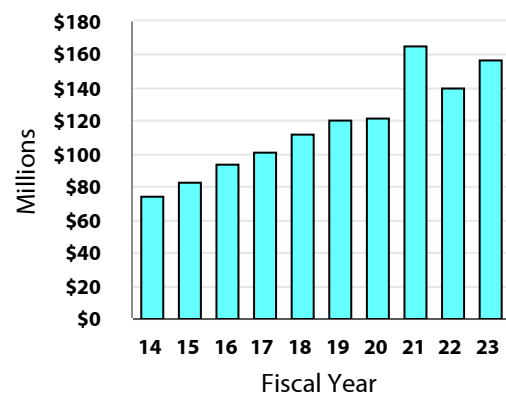
All three plans saw an increase in funding levels as of the 6/30/2023 valuation primarily due to investment gains. The General Employees pension system and retiree medical plans are closed to new members. In addition, all employee pensions and medical benefits have been reduced with new labor contracts.

Long-Term Retirement Assets vs. Liabilities



\$497 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.

Retiree Medical Fund Net Assets



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

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. ■



City Management

2024/25 INTENTION STATEMENTS

(City Management)

1. To provide oversight to the task force created to develop the City's first-ever Community Mental Wellness Strategic Plan. A consultant will help guide the task force's effort and encompass numerous areas of need including but not limited to: Homelessness, Substance Abuse, Hoarding, Food Insecurity, Poverty, Community Paramedicine, and collaboration with various State, County, and local entities.
2. To continue strategy initiatives with the County, State, and regional partners to support and grow the City's major defense investments.
3. To provide input and guidance throughout the Master Plan process to redefine the current mixed-use nodes to address stakeholder concerns while providing a meaningful plan to reimagine the commercial areas in decline.
4. To help lead the City's Vision 2040 Action Plan.
5. To work with the Department of Public Works, Police Department, and City Engineering to implement the initiatives identified in the forthcoming city-wide Traffic Calming Study.
6. To continue ongoing efforts to redevelop the North Van Dyke Master Plan and the Lakeside Town Center master plan.
7. To collaborate further with the Fire Department leadership continuing progress on initiatives to address increasing EMS runs including Emergency Medical Dispatch, Implementation of Ground Emergency Medical Transport, and Community Risk Assessment.

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Admin. Policy & Procedure Orders Reviewed/Updated	5	8	0	6	3	8
	False Alarm Appeals Received	6	6	15	8	20	15
	False Alarm Appeals Completed	13	10	13	8	20	15
	Special Projects Initiated	15	9	13	8	10	12
	Policy Resolutions Presented to Council	6	6	1	4	6	4
	Legislative Issues Monitored	27	35	45	25	30	25
	Interoffice Meetings Facilitated	512	333	323	300	400	350
	Development Project Meetings	83	64	84	60	72	75
	Resident/Business Meetings Facilitated	60	56	55	55	56	55
	Intergovernmental Membership Meetings	107	92	81	80	80	80
	New Programs & Policies Developed	0	2	3	4	3	4
	Residential/Business Inquiry Responses Sent	46	71	83	80	90	80
	Presentations Created	28	24	25	25	20	25
	Weekly City Connect Newsletters Distributed	51	53	52	52	52	52
	Conferences Attended/Business Travel	0	2	4	5	7	7
Efficiency	Activity Expenditures as % of General Fund	1.45 %	1.54 %	1.64 %	1.88 %	1.76 %	1.86 %

City Management

2024/25 PERFORMANCE OBJECTIVES

(Finance & Budget)

1. 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)
2. To continue to analyze the financial impact of the Lakeside development, and advocate for the interest of the City and its residents. (City Goal 4, 12, 13, 15, 20)
3. To collaborate with Utility Services and the Water & Sewer Department to analyze the impact of a Dynamic pricing model for water & sewer rate. (City Goal 1, 3, 16)
4. To investigate the possibility of a combination of creative funding mechanisms to create a sustainable source of funding for the City's "green initiatives" including reforestation, trail creation and maintenance, the preservation of open space, and other sustainability initiatives. (City Goal 16, 17, 18, 19)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	City Budgeted Funds Monitored (Millions)	\$257.3	\$233.4	\$243.3	\$238.4	\$293.6	\$251.4
	Budget Amendments Prepared	2	2	2	2	2	2
	Internal Budget Transfers Completed	33	35	34	50	50	50
	City Council Agenda Statements Reviewed	367	356	389	350	360	360
	Bond Issuances	2	2	0	0	0	0
	Travel Requests Reviewed for Policy Compliance	79	120	180	150	160	160
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	\$859	\$852	\$916	\$894	\$887	\$935
	Government Debt Per Capita	\$1,620	\$1,757	\$1,653	\$1,567	\$1,555	\$1,455
	OPEB Ann'l Recomm. Contrib. Funded (Millions)	\$10.50	\$8.20	\$8.10	\$7.40	\$7.40	\$7.10
	OPEB Trust Funding Status	78.2%	64.0%	73.7%	85.0%	75.0%	77.0%
	Accuracy Forecasting Expenditures - General Fund	98.6%	98.1%	97.8%	100.0%	99.0%	99.0%
	Accuracy Forecasting Revenues - General Fund	100.1%	98.3%	98.9%	100.0%	99.0%	99.0%
	Years Rec'd. G.F.O.A. Distinguished Budget Award	34	35	36	37	37	38

City Management

2024/25 PERFORMANCE OBJECTIVES

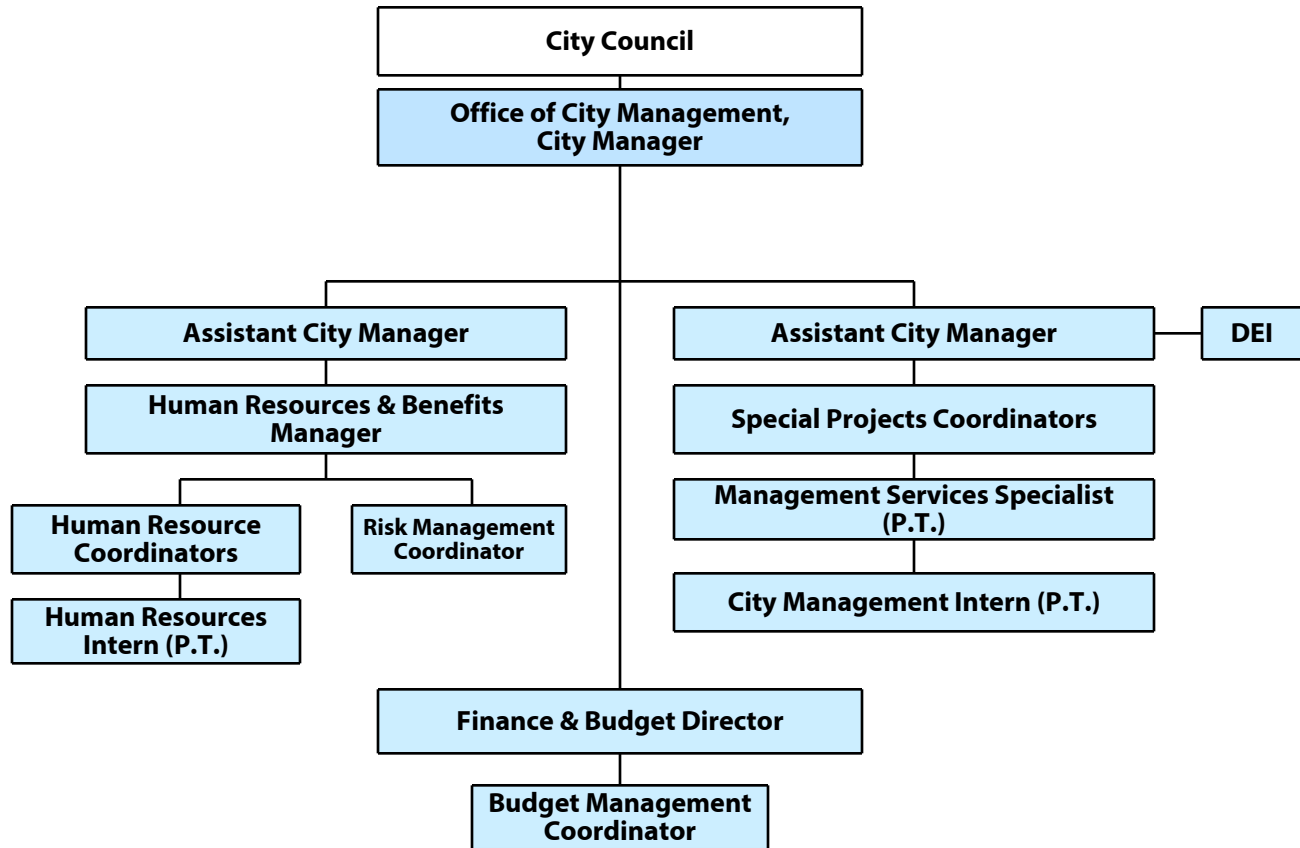
(Human Resources)

1. To negotiate six new collective bargaining agreements. (City Goal 1, 2, 6)
2. To continue to streamline and improve internal procedures within the Office of Human Resources to improve capabilities and increase efficiencies. (City Goal 1, 2, 3, 6)
3. To enhance the Risk Management function by providing accurate information and quality services, both inter-departmentally and to the public. (City Goal 1, 2, 6)
4. To enhance and build upon resources, practices, and procedures that support and foster Diversity, Equity, and Inclusion, and employee engagement. (City Goal 1, 2, 4, 6)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Promotional Job Postings	46	52	57	45	76	61
	Open Competitive Job Postings	58	57	50	42	42	42
	Applications Reviewed & Processed	1,680	1,151	2,212	1,413	2,096	1,755
	Employees Hired (Full-time/Part-time)	39/246	51/137	39/109	37/119	36/54	37/87
	Police/Fire Promotional Tests	1	2	4	1	4	3
	Labor Contracts Settled	3	6	2	3	3	6
	Worker's Compensation Incident Reports	36	74	51	34	66	50
	New Short-Term Disability Claims Opened	27	27	13	24	28	26
	Life Insurance Claims	3	0	4	1	2	1
	New Worker's Compensation Claims	75	37	64	43	36	40
	Liability/Property Claims	106	192	159	118	100	109
	Liability/Property Incident Reports	49	97	131	100	94	97
	# of Labor Grievances	3	2	6	3	4	4
	# of Worker's Comp Claims	75	37	64	49	36	43
	Job Related Automobile Accidents	43	55	59	43	48	51
	New Lawsuits/Lawsuits Closed	6/4	7/6	7/10	5/5	4/8	5/7
	Retirees/Beneficiaries Receiving Medical Benefits	642	637	642	637	659	648
Efficiency & Effectiveness	Avg. # Work Days to Complete External Recruitment	60	60	47	63	46	55
	Avg. # Work Days to Complete Internal Recruitment	30	30	29	31	22	27
	% of Grievances Resolved Before Arbitration	100%	100%	84%	100%	75%	88%
	Total FTE's Per 1,000 Residents	3.7	3.8	3.9	4.0	4.0	4.0
	Full-time Employee Turnover Rate (Excl. Retirements)	1.5%	5.0%	6.0%	8.9%	5.4%	7.2%
	Workforce Diversity	2.0%	3.3%	4.7%	4.0%	4.1%	4.0%
	# of Employees Not Completing Probation	2	1	10	5	16	11
	Cost to Recruit & Hire a Full-time General Employee	\$1,160	\$1,079	\$1,085	*	*	*
	Worker's Comp Claims Paying Compensation	36	5	23	17	8	13
	W/C Lost Work Days Due to Injury	450	462	588	405	140	273

*Cost is calculated for "Actual" columns only.

City Management



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
City Manager	1	1	1
Assistant City Manager	1	1	2
Finance & Budget Director	1	1	1
DEI Officer	0	1	0
Human Resources & Benefits Manager	1	1	1
Budget Management Coordinator	1	1	1
Human Resources Coordinator	2	2	2
Risk Management Coordinator	1	1	1
Special Projects Coordinator	1	1	2
Management Services Specialist	1	1	0
Management Services Specialist (P.T.)	1	1	1
Intern (P.T.)	2	2	2
Total	13	14	14

City Management

SUMMARY OF BUDGET CHANGES

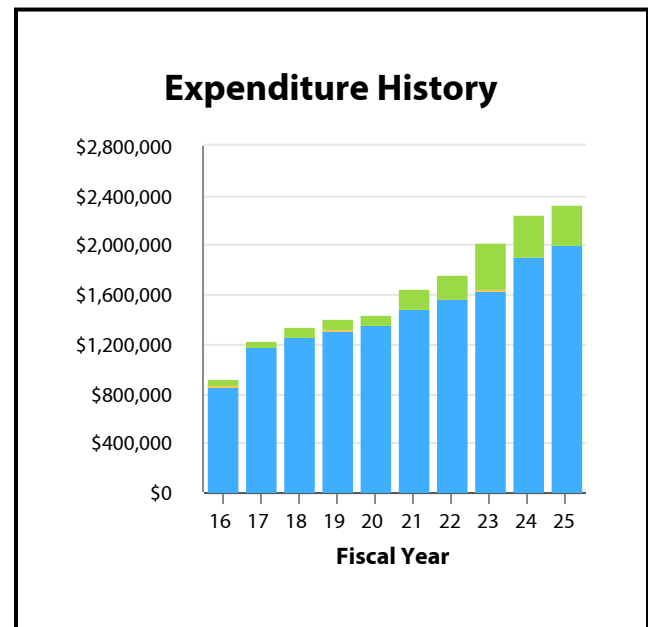
SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 3.5%.

Personnel Services - Total Increase of \$94,350 or 4.9%, primarily due to contractual wage adjustments. In addition, health care costs increased by 8.5%, which was partially offset by a decrease to the recommended contribution to the retiree medical fund.

Supplies - Total Supplies increased \$80 or 1.2%. This \$80 increase is attributable to the purchase of additional new hire orientation materials.

Other Charges - Total Other Charges decreased \$16,050 or 4.7%. Software Maintenance Fees decreased \$9,950 due to the elimination of unnecessary software. Recruiting Costs also decreased \$16,000 due to less anticipated usage of outside recruitment firms. Other Contracted Services decreased \$22,000 primarily due to the conclusion of the services of the outside Diversity, Equity, and Inclusion consultant in the prior year. A portion of this savings was used to increase the Education and Training funds by \$23,000 primarily due to an increased emphasis on executive-focused training. \$5,200 has been designated for Fitness for Duty evaluations that include physical and psychological evaluation.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

Capital - Total funding of \$32,000 is proposed for a replacement vehicle. One computer will also be replaced in conjunction with the yearly PC replacement plan overseen by the Information Technology department.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$1,636,320	\$1,909,000	\$1,790,000	\$2,003,350	\$2,003,350
Supplies	6,530	6,820	6,820	6,900	6,900
Other Charges	380,410	339,300	306,290	323,250	323,250
Total	\$2,023,260	\$2,255,120	\$2,103,110	\$2,333,500	\$2,333,500

MISSION STATEMENT: *The office of the City Clerk serves the community with exceptional customer service. We efficiently manage the election process and safeguard the vital, historical, and permanent records of the City, providing transparency while strengthening the public's trust in government operations.*

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.■



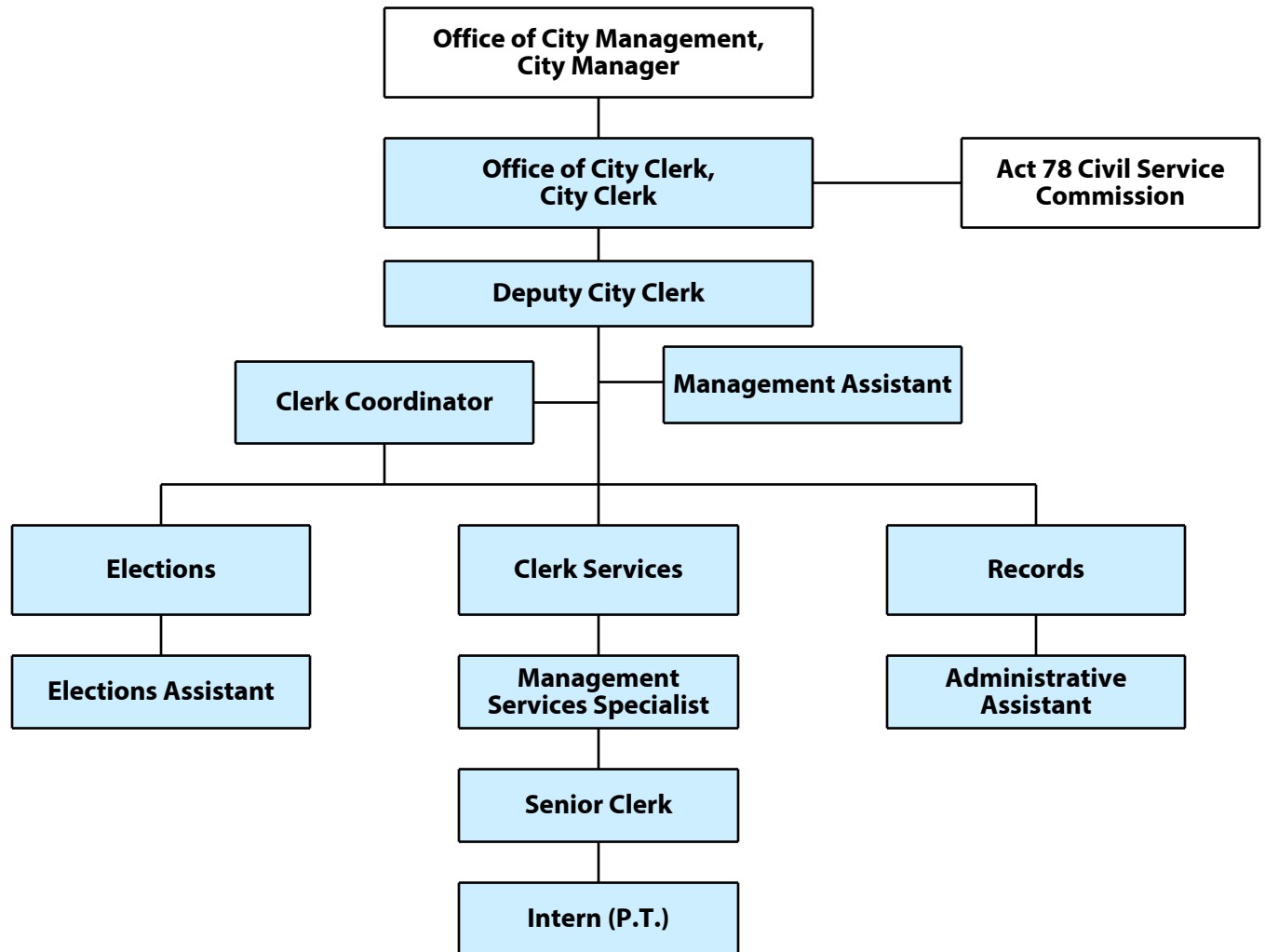
City Clerk

2024/25 PERFORMANCE OBJECTIVES

1. To successfully implement a wide array of new constitutional and legislative changes to elections, ensuring that our elections are administered with the utmost security and integrity. (City Goal 1, 2, 3, 4, 6, 7, 23, 24, 25, 26)
2. To continue to streamline internal procedures promoting efficiency and reducing costs. (City Goal 1, 2, 3, 5, 6)
3. To embark on a robust "Let's Vote! Know your options" campaign to educate voters on the various constitutional and legislative changes to elections and promote voter engagement. (City Goal 1, 2, 4, 6, 7, 23, 24, 25, 26)
4. To continue implementing records retention policies and promote electronic record storage to improve retrieval times and reduce inventory of paper documents. (City Goal 1, 2, 3, 6, 23)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Council Agenda Items Processed	375	409	389	400	400	400
	Council Actions Correspondence E-mailed & Mailed	449	583	546	500	500	500
	Number of Registered Voters (November)	98,915	99,390	101,557	103,000	103,969	106,000
	Voter Reg. Processed - New & Status Changes	38,204	22,377	38,605	30,000	30,000	40,000
	Absent Voter Applications Mailed	49,504	44,558	23,403	36,000	30,000	20,000
	Absent Voter Ballots Mailed	61,235	31,754	34,894	30,000	20,000	60,000
	Elections Conducted	2	3	3	1	1	2
	# of Voters Voting at Polls (November)	29,532	7,134	31,506	0	0	25,000
	# of Voters Voting Early In-Person (November)	0	0	0	0	0	15,000
	# of Voters Voting Absentee (November)	40,672	12,517	21,052	0	0	30,000
	Business Licenses - New	703	1,088	352	200	200	200
	Business Licenses - Renewals	1,319	499	922	2,000	2,000	2,000
	Class C Liquor Licenses Approved (New/Transferred)	3	0	5	3	6	3
	Licenses Issued (Specialty Licenses)	96	46	76	50	50	50
	Dog Licenses Issued	5,008	4,051	3,905	5,000	5,000	5,000
	# of Passport Applications Accepted	N/A	700	2,398	1,200	1,200	1,200
	Freedom of Information Requests Processed	317	334	373	350	350	350
	Documents Recorded	152	95	103	120	120	120
	Birth & Death Certificates Processed	822	833	781	800	800	800
	Pieces of Outgoing Mail Processed	124,940	119,076	153,445	125,000	125,000	125,000
	Board/Commission Applications on File	215	218	304	220	220	220
Efficiency	% of Registered Voters Voting (November)	70.97 %	19.77 %	51.04 %	0.00 %	0.00 %	70.00%
	% of License Applications Reviewed within 48 Hours	100 %	100 %	100 %	100 %	100%	100%
	% of FOIA Requests Resp. to within Legal Limits	100 %	100 %	100 %	100 %	100%	100%
	Activity Expenditures as % of General Fund	0.95 %	0.97 %	1.10 %	1.08 %	1.04 %	1.29 %

City Clerk



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
City Clerk	1	1	1
Deputy City Clerk	0	0	1
Clerk Coordinator	1	1	1
Management Services Specialist	1	1	1
Management Assistant	1	1	1
Elections Assistant	1	1	1
Administrative Assistant	1	1	1
Senior Clerk	1	1	1
Intern	0	1	1
Total	7	8	9

City Clerk

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

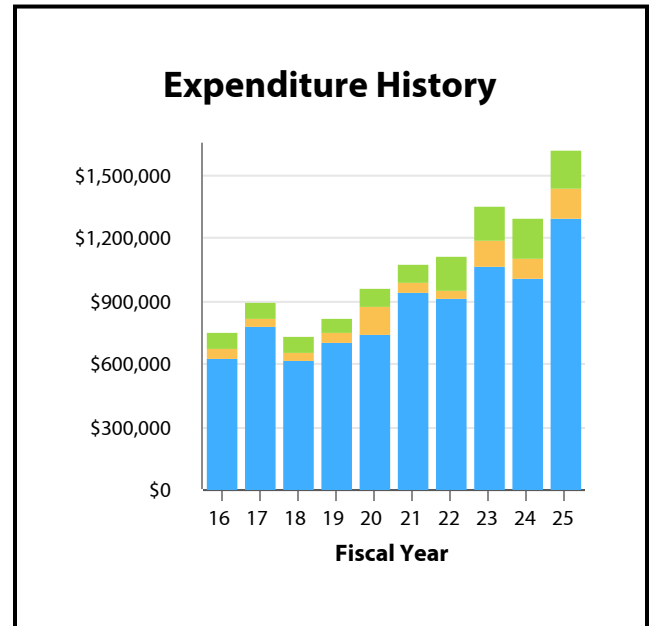
The total budget increased by 24.7%.

Personnel Services - Total Increase of \$283,000, or 27.9% due to contractual wage adjustments, as well as:

- \$67,000 due to the anticipated hire of a Deputy City Clerk in January 2025 as part of succession planning due to an upcoming retirement
- Increased part-time and election worker wages of \$168,000 due to required increased staffing levels for the 2024 Presidential election
- Increased overtime also due to the Presidential election

Supplies - Total Supplies increased \$50,000, or 52.6%. Postage expenditures are expected to increase by \$40,000 as a result of the 2024 Presidential election. The increase will fund the mailing of absentee-voter applications and ballots, as well as signature verifications. An additional \$10,000 in funding is assigned to supply needs as the City implements comprehensive early voting.

Other Charges - Total Other Charges decreased \$12,220 or 6.4%. Notable reductions include savings of \$48,700 due to the use of a new business licensing software - CivicOptimize. \$11,100 of this savings will be used to streamline FOIA processing



■ Personnel Services
 ■ Supplies
 ■ Other Charges

through the purchase of Next Request FOIA software. Other increases are related to the upcoming election include \$5,000 in printing, \$3,000 in election publications, and \$2,300 for needs of the absentee-voter counting board.

Capital - This office has proposed capital for replacement of three personal computers as part of the regular PC replacement plan, which is overseen by the Information Technology department.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$1,065,520	\$1,015,550	\$983,300	\$1,298,550	\$1,298,550
Supplies	124,780	95,000	110,000	145,000	145,000
Other Charges	166,230	190,720	140,640	178,500	178,500
Total	\$1,356,530	\$1,301,270	\$1,233,940	\$1,622,050	\$1,622,050

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 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.

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. ■



Facilities Maintenance

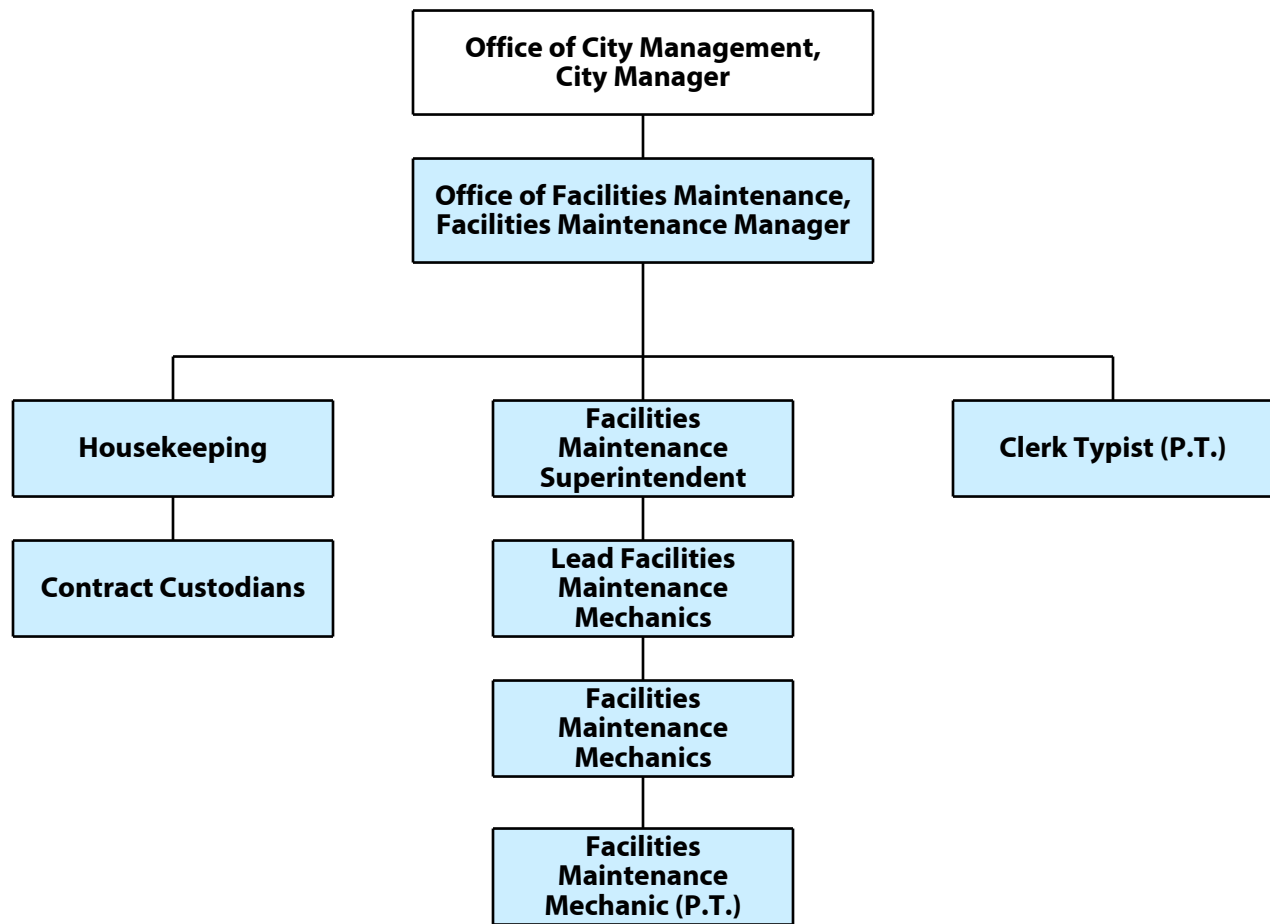
2024/25 PERFORMANCE OBJECTIVES

1. To ensure the maintenance of the City's facilities and grounds is 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 continue to provide quality and reliable inter-departmental services for elections, special events, and emergencies. (City Goal 2, 6)
3. To effectively manage all service contracts to ensure quality, performance, accountability, safety, and value. (City Goal 1, 3, 16)
4. To introduce a monthly meeting program with building leaders to discuss and resolve issues within their facility. (City Goal 3, 4, 6)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	# of City Facilities	18	18	20	18	21	21
	City Facilities Supported - Square Feet	463,300	509,438	509,438	509,438	513,036	513,036
	City Facilities Receiving Daily Housekeeping - Sq. Ft.	346,500	379,368	379,368	379,368	382,868	382,868
	Renovations/Projects Supervised/Coordinated	\$17,573,640	\$1,869,830	\$638,560	\$620,000	\$1,393,000	\$837,500
	Cuttings/Trimming - 15 Mun. Sites (Subcontracted)	33	37	35	35	36	36
	Snow/Ice Control Call-Ins	21	29	29	28	29	29
	Preventive Maintenance Cycles	12	12	12	12	12	12
	Maintenance/Custodial Service Requests Processed	637	3,361	3,336	4,500	3,300	4,000
	Active Service Contracts	25	26	28	28	30	30
	FedEx/UPS Packages Processed	1,441	1,916	1,961	2,300	2,000	2,000
	Security Badges Created/Replaced	210	402	337	300	300	300
	Meetings with Directors Regarding Building Issues	N/A	44	N/A	60	60	60
	Voting Precincts (Assembled & Delivered)	90	107	95	90	84	126
Efficiency & Effectiveness	% of Emergency Calls Responded to within 30 mins.	100%	100%	100%	100%	100%	100%
	% of Service Requests Met within 15 days	99%	95%	99%	99%	99%	99%
	Hrs. Spent for Building Maintenance Per 1,000 s.f.	19.6	16.0	21.5	22.0	23.0	23.0
	Overtime/Comp Hours Worked	795	543	896	850	900	900
	Cost to Complete In-House Maintenance Requests	\$325,076	\$334,523	\$359,748	*	*	*
	Cost for Janitorial Services Per s.f.	\$1.74	\$1.69	\$1.80	\$2.00	\$2.05	\$2.05
	Value of City Facilities (millions)	\$112.4	\$125.0	\$125.0	\$125.0	\$128.0	\$128.0
	Activity Expenditures as % of General Fund	1.91%	1.88%	2.01%	2.11%	2.06%	2.14%

*Cost is calculated for "Actual" columns only.

Facilities Maintenance



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Facilities Maintenance Director	1	1	0
Facilities Maintenance Manager	0	0	1
Facilities Maintenance Superintendent	1	1	1
Lead Facilities Maintenance Mechanic	2	2	2
Facilities Maintenance Mechanic	1	1	3
Facilities Maintenance Mechanic (P.T.)	3	3	1
Clerk Typist (P.T.)	1	1	1
Total	9	9	9

Facilities Maintenance

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 6.2%.

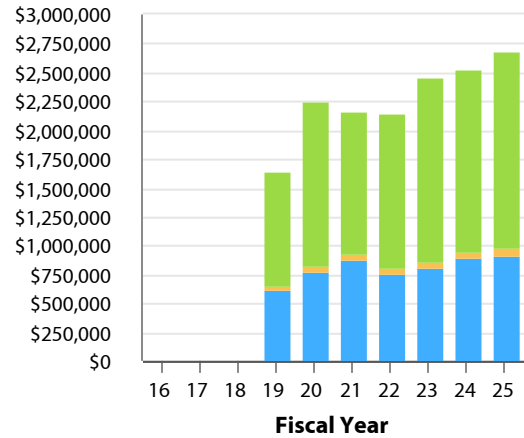
Personnel Services - Total Increase \$22,450 or 2.5% due to contractual wages, as well as:

- \$80,000 due to the conversion of two part-time Facilities Maintenance Mechanics to full-time - this change will mitigate a cost increase in contractual landscaping services. Reimbursement will also be received from the Local Development Finance Authority for services rendered.
- Savings due to the replacement of the Facilities Director position with a Facilities Maintenance Manager at a lower wage scale

Supplies - Total Supplies increased \$1,250 or 2.1% for additional materials and small hand tools needed to maintain City buildings and grounds.

Other Charges - Total Other Charges increased \$134,090 or 8.5%. \$100,000 of this increase will be used to hire a outside contractor to repaint various spaces in City buildings. An additional \$20,000 in funding will be used to upgrade security and fire alarm systems. These expenditures are funded partially through reappropriation of \$66,550 in one-time expenditures in the prior year including floor and window cleaning services. Other meaningful changes include an additional \$50,000 dedicated to building maintenance for daily repair needs on City campuses, including electrical, HVAC, plumbing, and appliance services. Material and labor costs estimated for these services increased considerably compared to prior years. Utility costs are also expected to increase \$15,000.

Expenditure History



Personnel Services Supplies
Other Charges

Capital - This department will be constructing a new workspace and storage facility at the cost of \$286,000. This addition to City campus, in the Senior Center parking lot, will allow for more space in City Hall, which has experienced increased difficulty designating spaces for new staff members. Other significant projects overseen by this department include restroom renovation and the replacement of exit doors, both at City Hall, at a total cost of \$249,000. Parking lot repairs and resurfacing will continue, as part of an annual maintenance plan.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$820,840	\$901,100	\$780,200	\$923,550	\$923,550
Supplies	51,720	59,250	58,500	60,500	60,500
Other Charges	1,597,360	1,572,360	1,615,390	1,706,450	1,706,450
Total	\$2,469,920	\$2,532,710	\$2,454,090	\$2,690,500	\$2,690,500

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 Maintenance section is responsible for assisting all City offices in the implementation and support of enterprise applications. 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. All communication devices, with the exception of the 800MHz radio system, are also maintained by the Office of Information Technology.

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.■



Information Technology

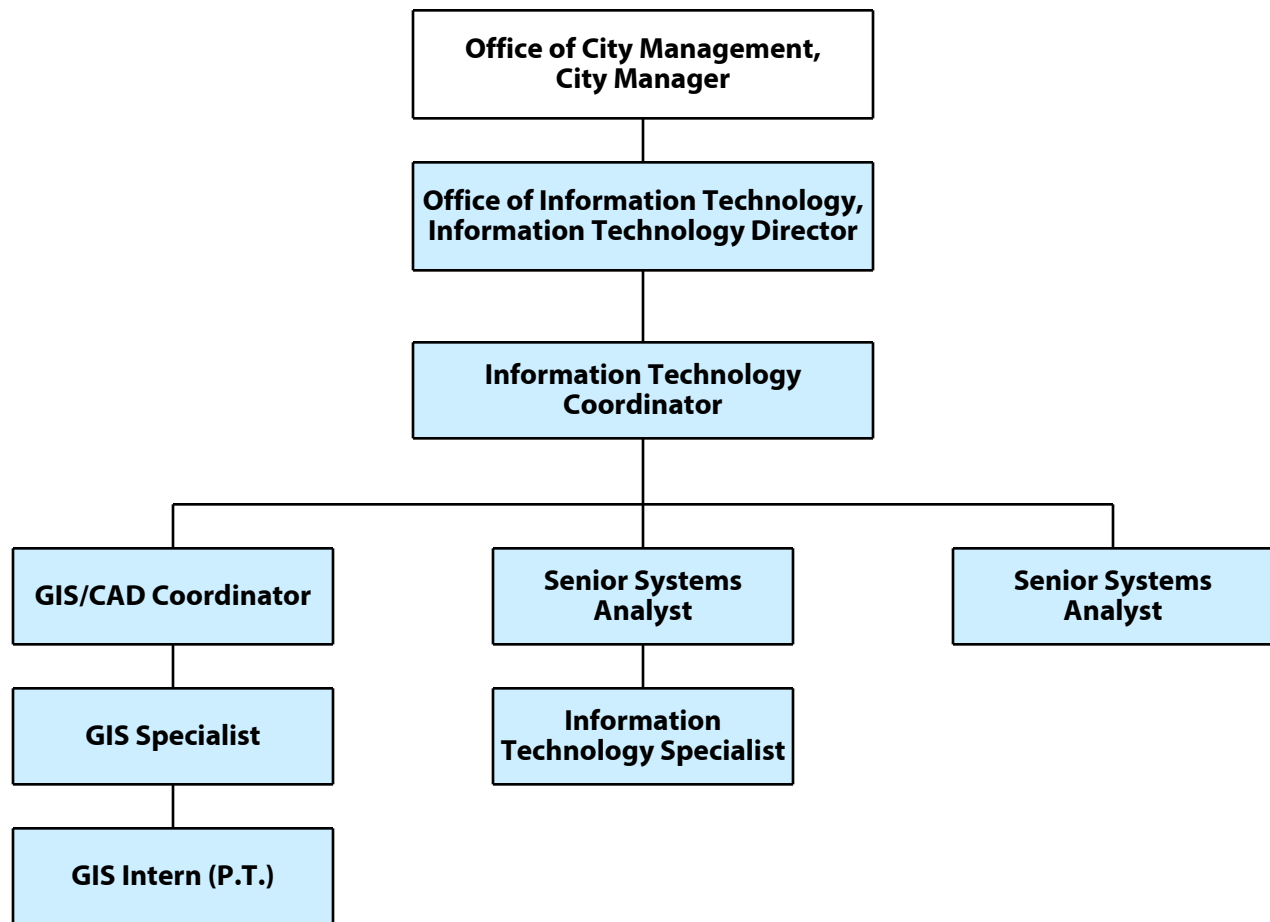
2024/25 PERFORMANCE OBJECTIVES

1. To successfully implement workstation replacements in the offices of City Clerk, City Development, City Management, Community Relations, Court, Fire, Parks and Rec, and Police. (City Goal 6, 17, 18)
2. To complete the updates in the data closets at the Library, Police Department, and City Hall. This project will consolidate wiring and networking equipment into a cabinet. (City Goal 6, 17, 18)
3. To successfully implement MDC and modern replacement for all the Fire Department apparatus. (City Goal 6, 17, 18)
4. To continue the security overlay program for cyber security protection and detection. To establish and educate employees on computer security policies. (City Goal 6, 17, 18)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Hardware Platforms Supported (Windows, Unix, etc.)	5	5	5	5	5	5
	Applications/Database Systems Supported	39	39	39	38	40	41
	"Help Desk" Communications Received	6,600	6,273	6,453	7,500	6,430	6,800
	Computers Supported (Desk/Laptops)	636	650	647	645	650	655
	MDC's and Tablets Supported	206	252	220	216	237	240
	Printers Supported	80	84	85	83	86	86
	Land Line Telephones Supported	563	575	577	570	580	585
	Mobile Telephones Supported	148	157	154	152	160	162
	E-Mail Accounts Supported	700	700	700	700	700	700
	Servers Maintained	115	115	122	122	122	125
	Network Equipment Maintained (Routers/Switches)	85	86	85	85	89	92
	Wireless Access Point/Infrastructure Maintained	154	195	171	169	175	185
Efficiency & Effectiveness	% of "Help Desk" Issues Resolved w/i 8 hrs.	90%	90%	90%	90%	90%	90%
	# of Computers/Tablets/MDC's per FTE	1.44	1.52	1.47	1.42	1.47	1.47
	Telephone Problems Resolved within 1 day	90%	90%	90%	90%	90%	90%
	% of Revolving 5-yr. Technology Plan Implemented	80%	80%	90%	90%	95%	95%
	% of Time Computer Network Down	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
	Overtime/Comp Hours Required to Meet Demand	550	756	755	750	750	750
	Average Annual Cost to Support a PC	\$200	\$226	\$349	*	*	*
	Cost to Support User Systems	\$300,028	\$334,895	\$389,600	*	*	*
	Activity Expenditures as % of General Fund	1.30 %	1.30 %	1.41 %	1.87 %	1.81 %	1.84 %

*Cost is calculated for "Actual" columns only.

Information Technology



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Information Technology Director	1	1	1
Information Technology Coordinator	0	1	1
GIS/CAD Coordinator	1	1	1
GIS Specialist	0	1	1
Senior Systems Analyst	2	1	2
Information Technology Specialist	2	2	1
Intern (P.T.)	1	2	1
Total	7	9	8

Information Technology

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 3.0%.

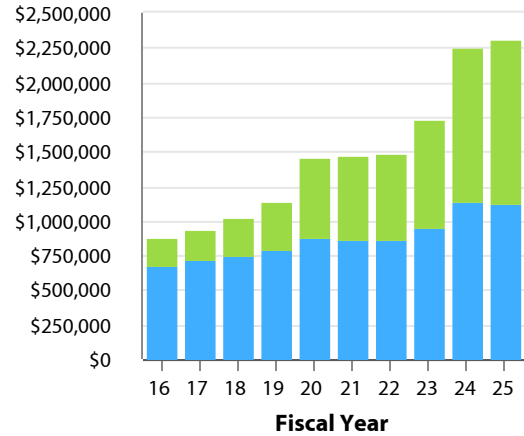
Personnel Services - Total Decrease of \$10,950 or 1.0% is primarily due to the reduction of one internship position, partially offset by contractual wage adjustments.

Supplies - Total Supplies increased \$100 or 4.9%. This increase is the net of a \$50 decrease in postage and a \$150 increase in general supplies including cables, flash drives, and other technology related needs.

Other Charges - Total Other Charges increased \$78,770 or 7.1%. \$45,630 of this increase is attributable to significant cost increases in software used by the city including Barracuda Essentials, Arctic Wolf, and Adobe. Training is proposed to increase by \$11,740 to address the training needs of newer members of the department. A portion of this increase will be used to invest in ArcGIS Pro, an online training course related to a required GIS software upgrade.

Additional funding of \$25,000 is dedicated to GIS and Cityworks server upgrades. These increased costs will be offset by decreasing usage of Security Overlay and related professional services. The savings is estimated to be \$15,000.

Expenditure History



Personnel Services
Supplies
Other Charges

Capital - This office will oversee the implementation of wireless access in Dodge Park for \$200,000. This project will increase also annual operating expenditures by \$50,000 for access fees. It will also continue with regularly scheduled personal computer replacements for City staff. This year PC replacements total \$148,500. The second year of a two-year project to replace modems and mobile computers in the Fire department will also be completed at a total cost of \$77,500.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$958,110	\$1,134,750	\$1,047,450	\$1,123,800	\$1,123,800
Supplies	860	2,050	500	2,150	2,150
Other Charges	770,620	1,111,830	1,105,010	1,190,600	1,190,600
Total	\$1,729,590	\$2,248,630	\$2,152,960	\$2,316,550	\$2,316,550

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.sterlingheights.gov.

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.■



Assessing

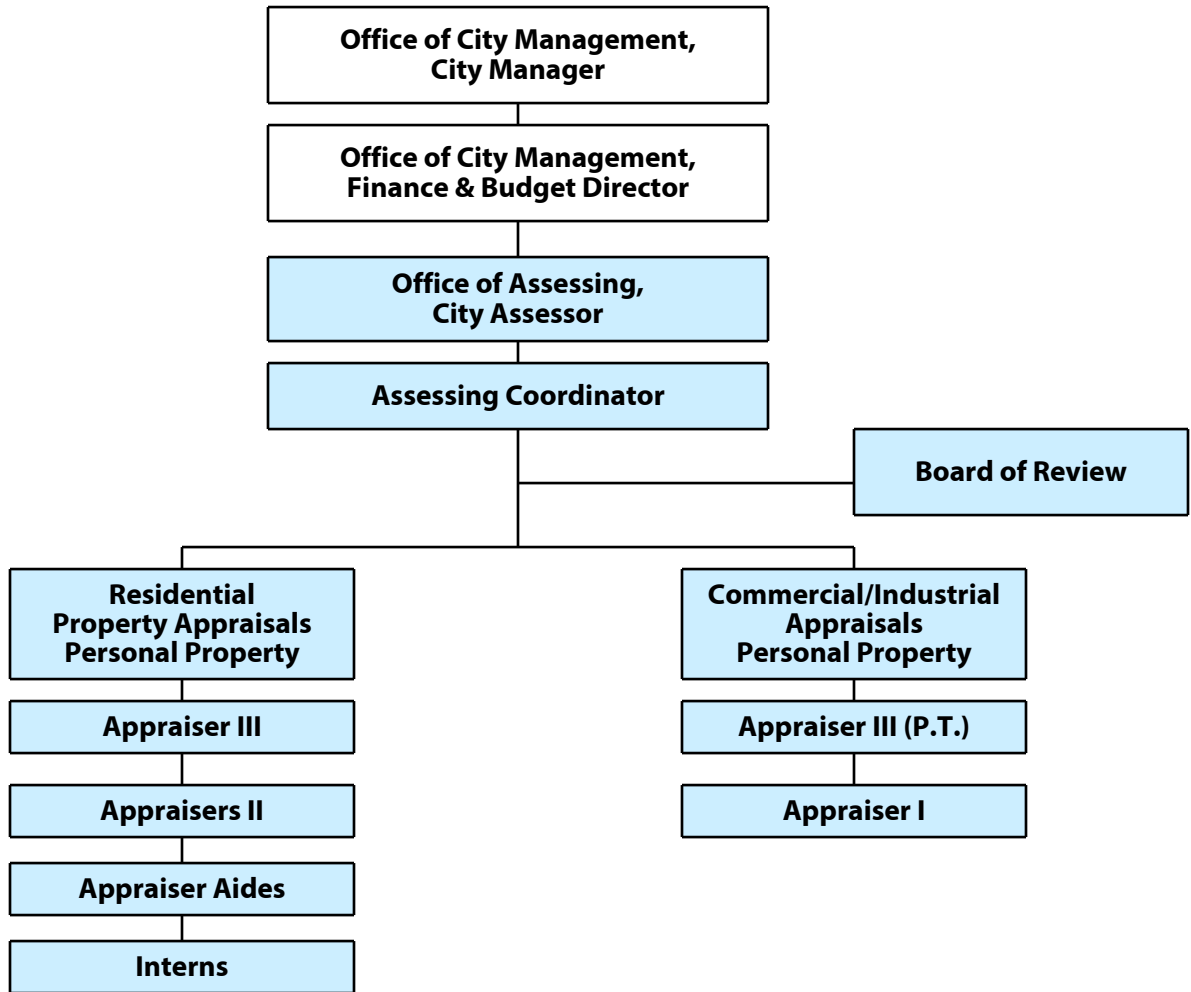
2024/25 PERFORMANCE OBJECTIVES

1. To develop and implement a local unit audit program pursuant to Michigan Compiled Law 211.7b(2) regarding the Disabled Veterans Exemption. The audit will occur once every three years unless there is a reasonable belief the property no longer qualifies for the exemption. (City Goal 7)
2. To continue to create digital sketches of residential houses and condominiums in the City and have them accessible on the City's website. (City Goal 12, 23)
3. To implement Computer-Assisted Mass Appraisal (CAMA) Data Standard changes as promulgated by the State of Michigan. (City Goal 2, 13)
4. To develop and implement procedural changes as determined by the Michigan State Tax Commission to ensure compliance with the 2026 Assessment Audit Review. (City Goal 6, 13)

		2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Assessment Notices Processed - Real/Personal	47,299	45,927	45,512	48,600	46,700	46,700
	Residential Property Appraisals (including Partial)	63	122	95	200	200	200
	Commercial/Industrial Property Appraisals - Real	144	184	185	220	200	220
	Reappraisals Conducted	408	200	200	800	1,360	800
	Full Tax Tribunal Applications - Businesses	37	23	21	70	35	50
	Board of Review Appeals	634	525	487	545	420	275
	Value Appeals	53	32	79	95	79	100
	Poverty Exemptions	53	36	28	25	33	35
	Assessor Corrections	314	235	154	200	83	120
	Land Divisions/Combinations Processed	12	13	14	20	12	20
	Resident Assessing Online Retrievals	228,800	193,599	177,773	250,000	160,000	200,000
	Deeds & Property Owner Updates	3,776	5,433	3,932	5,500	3,667	4,000
	Property Transfer Affidavits Processed	3,413	3,505	2,842	4,000	2,632	3,500
	Homestead Exemption Affidavits Processed	4,306	4,299	3,382	4,600	2,786	3,000
	Veterans Exemptions	214	222	226	225	225	230
	Residential Digital Sketches Created	485	3,041	2,327	1,000	1,638	1,500
	Average Residential Tax Valuation	\$76,390	\$80,990	\$85,660	\$91,930	\$91,930	\$98,340
	Average Residential Market Valuation	\$197,315	\$208,110	\$230,450	\$256,820	256,820	284,000
	IFEC's/328's Personal Property Exemptions Approved	5	0	1	5	1	5
	Total Invest. Resulting from IFEC's/328's (millions)	\$28	\$0	\$25	\$25	\$5	\$25
Efficiency & Effectiveness	I.F.T. Roll & Certify. Status Reported by Deadline	100%	100%	100%	100%	100%	100 %
	Total I.F.T. Valuation as a % of City Tax Base (TV)	2.5%	2.5%	2.2%	2.5%	2.2%	2.5%
	% Change in City Tax Base (TV)	3.34%	4.71%	6.40%	5.00%	5.00%	4.50%
	% Site Plans Reviewed within 2 days	100%	100%	100%	100%	100%	100%
	% Land Divisions/Comb. Processed w/i 3 days	100%	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	\$3.78	\$3.36	\$3.82	*	*	*
	Activity Expenditures as % of General Fund	1.00%	0.93%	0.91%	1.12%	0.99%	1.03%

*Cost is calculated for "Actual" columns only.

Assessing



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
City Assessor	1	1	1
Assessing Coordinator	1	1	1
Appraiser III	1	3	1
Appraiser III (P.T.)	1	1	1
Appraiser II	3	1	1
Appraiser I	1	2	2
Appraiser Aide	1	0	2
Intern	0	2	2
Total	9	11	11

Assessing

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

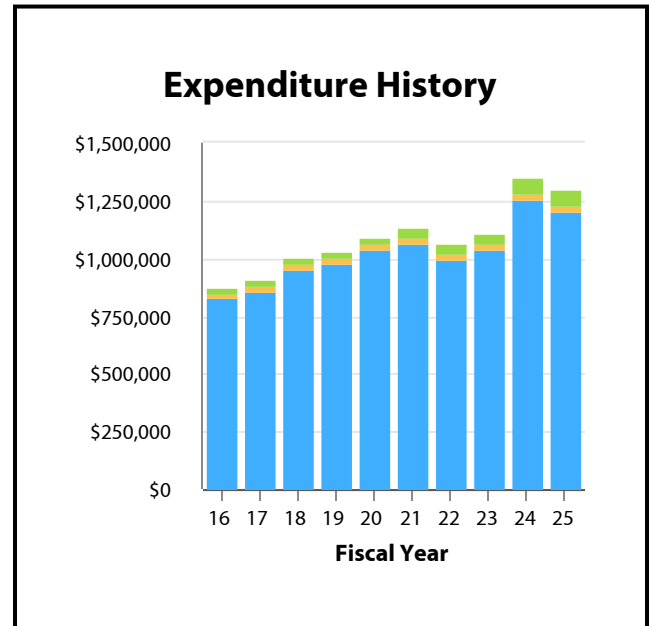
The total budget decreased by 3.6%.

Personnel Services - Total Decrease \$53,100 or 4.2%

- Savings of \$64,000 due to the elimination of two temporary clerical positions and a reduction in hours for the part-time Appraiser III
- Savings of \$12,000 due to a reduction in required overtime
- Savings of \$12,450 due to a reduction to the recommended contribution to the retiree medical fund
- Savings of \$55,000 in full-time wages due to a change in the job classification mix of staff, partially offset by:
- Increased health insurance costs of \$41,550 due to a rate increase and changes in coverages
- Contractual wage increases of \$56,000

Supplies - Total Supplies increased \$1,550 or 5.4%, based on an expected postal rate change of 5% and inflationary increases for daily supplies.

Other Charges - Total Other Charges increased \$2,590 or 4.0%. An additional software license for APEX will be purchased for \$500 so that each staff member has a license. Education costs increased by \$520 to accommodate new training for blueprint reading.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

Memberships to several assessing associations required an additional \$300 of funding. Publishing board of review information also increased by \$220.

Capital - Capital proposed for this office includes one replacement computer for staff in conjunction with the yearly replacement plan overseen by the Information Technology department.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$1,042,570	\$1,255,450	\$1,090,440	\$1,202,350	\$1,202,350
Supplies	27,050	28,600	28,700	30,150	30,150
Other Charges	43,940	65,360	64,660	67,950	67,950
Total	\$1,113,560	\$1,349,410	\$1,183,800	\$1,300,450	\$1,300,450

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.■



Financial Services

2024/25 PERFORMANCE OBJECTIVES

(Financial Services)

1. To implement Governmental accounting standard 101, which updates criteria related to the recognition of compensated absences, into the audited financial statements. (City Goal 7, 8).
2. To improve internal controls across all financial functions. (City Goal 1, 3, 4, 7, 8)
3. To design and implement a disaster mitigation plan for financial services. (City Goal 1, 2, 8)
4. To design and implement a training program for the City's financial systems. (City Goal 2, 3, 8)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Bank Statements Reconciled	93	42	36	36	36	36
	General Journal Entries Processed	1,345	2,076	2,859	1,550	2,000	2,000
	Accounts Payable Invoices Processed	15,288	16,938	16,853	16,500	16,900	16,900
	Accounts Payable Checks Issued	4,933	5,762	6,212	6,000	6,000	6,000
	# of ACH Payments Issued to Vendors	167	170	150	170	150	160
	# of Payments Paid via Virtual Payment Card	680	601	537	600	550	600
	Revenue from Virtual Pymt Card Rebate Program	23,270	23,866	22,302	25,000	16,000	20,000
	Accounting Funds Maintained	33	33	33	33	34	34
	Federal Grants Tracked	46	36	38	35	35	35
	Audit Work papers Prepared	575	608	612	600	620	625
	Active Assets Tracked	5,805	5,723	6,044	5,800	5,800	5,800
	Active Vendors	N/A	1,144	2,309	2,100	2,400	2,500
	Payroll Checks & Deposit Notices Generated	20,456	26,391	26,930	27,500	25,700	26,000
Efficiency & Effectiveness	Avg. Days to Compile Monthly Financial Statements	14.0	15.0	14.0	14.0	14.0	14.0
	% of A/P Checks Issued Without Error	99.2 %	99.5 %	99.6 %	99.0 %	99.0 %	99.0 %
	% of Payroll Checks Issued Without Error	99.6 %	99.5 %	98.5 %	98.0 %	98.8 %	99.0 %
	% of Payments Paid Electronically	14.7 %	11.8 %	10.0 %	40.0 %	10.45 %	11.24 %
	Active Employees Receiving Compensation/Benefits	1,609	1,686	1,831	1,750	1,802	1,820
	Financial Statement Correcting Entries by Auditors	0	0	0	0	0	0
	Financial Admin. of Federal Grant Expenditures	\$8,269,260	\$4,165,910	\$7,891,478	\$4,250,000	\$4,000,000	\$4,000,000
	Cost for an Independent Auditor to Perform Audit	\$112,435	\$114,704	\$117,018	\$120,000	\$119,378	\$121,786
	Years Rec'd GFOA Annual Comprehensive Financial Report Award	34	35	36	37	37	38
	Cost to Process an Accounts Payable Invoice	\$10.22	\$11.36	\$11.76	*	*	*
	Cost of Payroll Service Per Employee	\$342	\$323	\$328	*	*	*
	Activity Expenditures as % of General Fund	0.84 %	1.32 %	1.51 %	1.69 %	1.69 %	1.68 %

*Cost is calculated for "Actual" columns only.

Financial Services

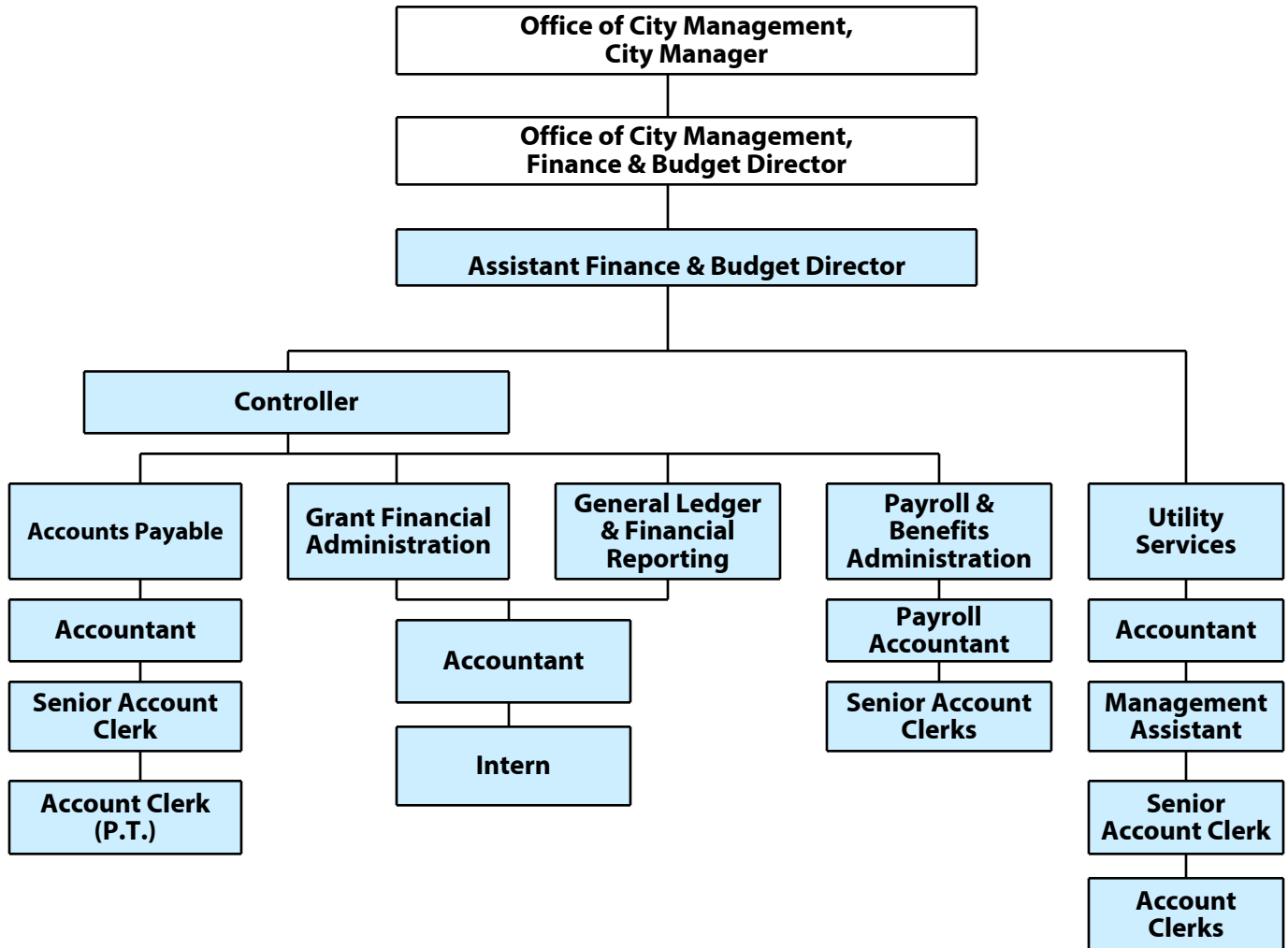
2024/25 PERFORMANCE OBJECTIVES

(Utility Services)

1. To collaborate with the Finance & Budget Office and the Water & Sewer Department to analyze the impact of a Dynamic pricing model for water & sewer rates. (City Goal 1, 3, 5)
2. To continue to promote paperless water billing and water bill auto pay. (City Goal 24, 25)
3. To review and evaluate resident user experience with the goal of simplifying and improving resident portals. (City Goal 1, 23, 24)
4. To collaborate with the Community Relations Office and Macomb Community Action to promote the Water Residential Assistance Program (WRAP), to increase awareness and usage among eligible households. (City Goal 14, 24)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Water and Sewer Bills Issued	188,998	214,768	479,509	480,000	480,000	480,000
	E-Bills Issued	2,632	9,195	30,691	54,000	52,000	54,000
	Final Water Bills Prepared	1,477	1,837	1,439	1,000	1,400	1,000
	Water & Sewer Customer Bill Online Retrievals	75,141	84,333	243,084	220,000	270,000	290,000
	Water & Sewer Auto Pay Customers	2,255	2,325	7,188	10,000	8,700	10,000
	Water & Sewer Online Payment Transactions	50,092	56,222	162,056	170,000	180,000	200,000
	Water & Sewer Budget Billing Customers	79	80	98	100	95	100
	Service Orders Processed by Utility Billing	3,382	4,021	4,518	4,000	3,000	3,000
	Water Bill Adjustments	6,022	5,924	10,585	6,000	8,700	7,000
Efficiency	% of Estimated Water Bills Issued	N/A	N/A	3.0 %	2.0 %	0.5 %	1.0 %

Financial Services



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Assistant Finance & Budget Director	1	1	1
Controller	1	1	1
Payroll Accountant	1	1	1
Accountant	3	3	3
Management Assistant	1	1	1
Senior Account Clerk	3	4	4
Account Clerk	2	2	2
Account Clerk (P.T.)	2	1	1
Intern	0	1	1
Total	14	15	15

Financial Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

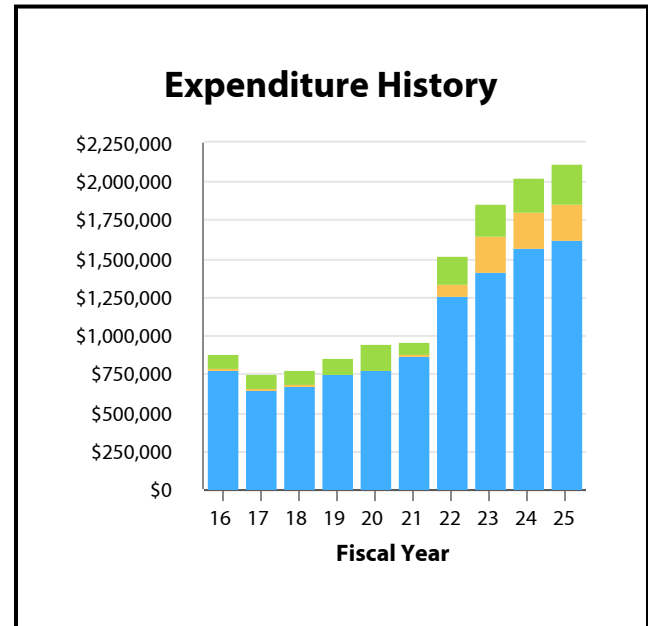
The total budget increased by 3.9%.

Personnel Services - Total Increase of \$56,600 or 3.6% is primarily due to contractual wage adjustments and higher health insurance costs.

Supplies - Total Supplies decreased \$6,960 or 2.9%. Postage decreased by \$6,760 due to a one-time postage prefunding in the prior fiscal year to better accommodate monthly water bills.

Other Charges - Total Other Charges increased \$30,260 or 13.6%. \$20,000 will be used for the annual subscription based grant tracking software approved by City Council in the prior fiscal year. In an ongoing effort to refine payroll systems additional time clocks will be purchased for \$9,650. The budget for professional memberships increased by \$340 in response to price increases for the American Payroll Association and the Michigan Government Finance Officers Association.

Capital - One computer in this office will be replaced in conjunction with the yearly replacement plan managed by the Information Technology department.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$1,416,420	\$1,574,500	\$1,556,400	\$1,631,100	\$1,631,100
Supplies	232,510	237,310	222,770	230,350	230,350
Other Charges	210,400	223,090	238,500	253,350	253,350
Total	\$1,859,330	\$2,034,900	\$2,017,670	\$2,114,800	\$2,114,800

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.■



Purchasing

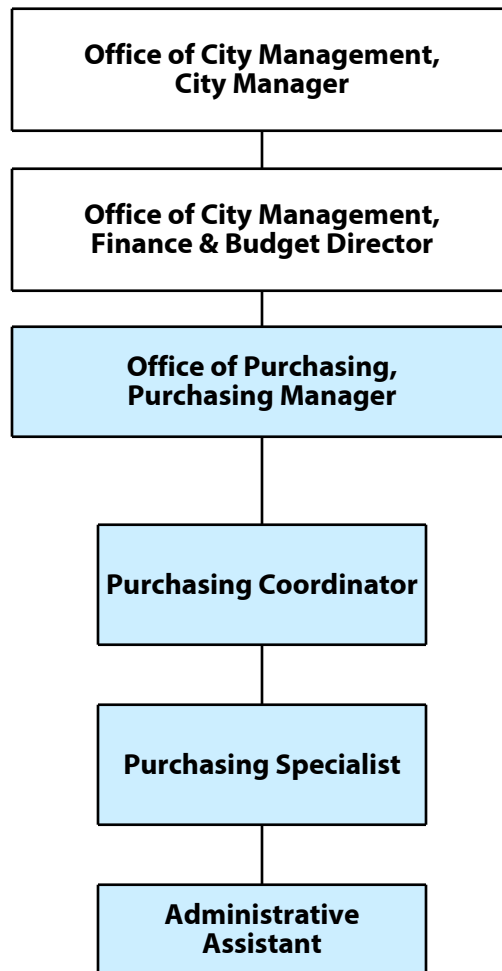
2024/25 PERFORMANCE OBJECTIVES

1. To become the lead agency for the purchase of automotive parts used in Light Duty (LD) & Heavy Duty (HD) fleet repairs. (City Goal 1, 3, 24)
2. Obtain CPPB (Certified Professional Public Buyer) status within the Office of Purchasing. (City Goal 1, 2, 6)
3. Review Request for Proposal (RFP) trends through cooperative agencies that identify maintenance, repair, and operating supply chain goods and services. (City Goal 3, 6)
4. Continue to plan agenda items to ensure that all required purchases are made timely and a consistent number of items are presented to City Council. (City Goal 2, 4)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Purchase Orders Processed	1,421	1,497	1,463	1,350	1,500	1,500
	Bid Solicitation Occurrences	49	47	66	58	85	80
	Total # of Bid Responses Reviewed	189	147	190	150	250	225
	Electronic Bids Reviewed	189	147	190	150	250	225
	Surplus Item Auctions Conducted	65	91	131	72	120	100
	Agenda Items Presented to City Council	124	155	131	120	150	150
	Written Quotation Solicitation Occurrences	3	9	3	10	5	5
	Written Quotation Responses Reviewed	13	30	9	30	10	15
	# of Employees Assigned a Purchasing Card	71	78	75	75	80	80
	Purchasing Card Transactions	3,736	3,694	4,161	3,500	4,000	4,000
Efficiency & Effectiveness	% of P.O.'s Processed within 5 days	95%	95%	95%	95%	95%	95%
	Avg. Days to Process a P.O. (informal/formal pricing)	7/30	7/30	7/30	7/30	7/30	7/30
	Online Procurement System - Registered Vendors	16,842	16,411	20,331	17,000	25,300	25,300
	Revenue from Sale of Surplus Property	\$100,637	\$116,131	\$212,613	\$100,000	\$150,000	\$150,000
	Dollar Value of Purchasing Card Transactions	\$752,376	\$828,164	\$837,432	\$830,000	\$830,000	\$830,000
	Cost to Issue a Purchase Order	\$62	\$60	\$67	*	*	*
	Average Cost to Go Out to Bid	\$1,244	\$1,248	\$1,223	*	*	*
	Total Dollar Value of Purchase Orders	\$60.1M	\$47.9M	\$31.4M	\$50.0M	\$35.0M	\$35.0M
	Revenue from Purchasing Card Rebate Program	\$8,931	\$10,488	\$10,994	\$10,375	\$10,000	\$10,000
	Activity Expenditures as % of General Fund	0.34%	0.42%	0.33%	0.46%	0.41%	0.44%

*Cost is calculated for "Actual" columns only.

Purchasing



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Purchasing Manager	1	1	1
Purchasing Coordinator	0	1	1
Purchasing Specialist	1	1	1
Administrative Assistant	1	1	1
Total	3	4	4

Purchasing

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

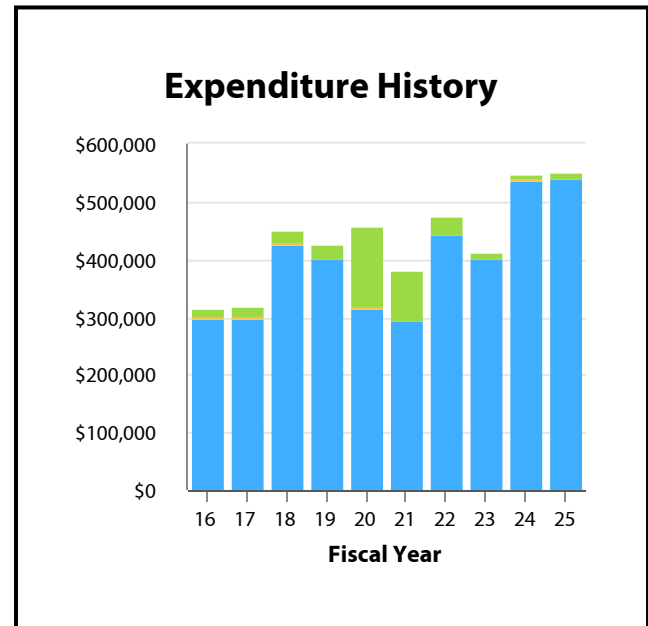
The total budget increased by 0.7%.

Personnel Services - Total Increase \$1,150 or 0.2%. Contractual wage increases were offset by savings due to staff turnover and changes in health insurance coverages.

Supplies - Total Supplies is proposed to increase by \$40 or a 2.7%. No significant increases are proposed.

Other Charges - Total Other Charges increased \$2,610 or 32.1%. The primary cause for this increase is new educational opportunities for department staff. This includes \$2,100 for the Certified Professional Public Buyer certification for the Purchasing Manager. Telephone expenditures also increased by \$500 to provide the Purchasing Manager with a cell phone for conducting business after hours.

Capital - There is no Capital proposed for this office.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

FUNDING LEVEL SUMMARY

	2022/23	2023/24	2023/24	2024/25	2024/25
	Actual	Budget	Estimate	Proposed	Approved
Personnel Services	\$400,790	\$539,050	\$479,350	\$540,200	\$540,200
Supplies	1,030	1,460	710	1,500	1,500
Other Charges	9,410	8,140	8,370	10,750	10,750
Total	\$411,230	\$548,650	\$488,430	\$552,450	\$552,450

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. ■



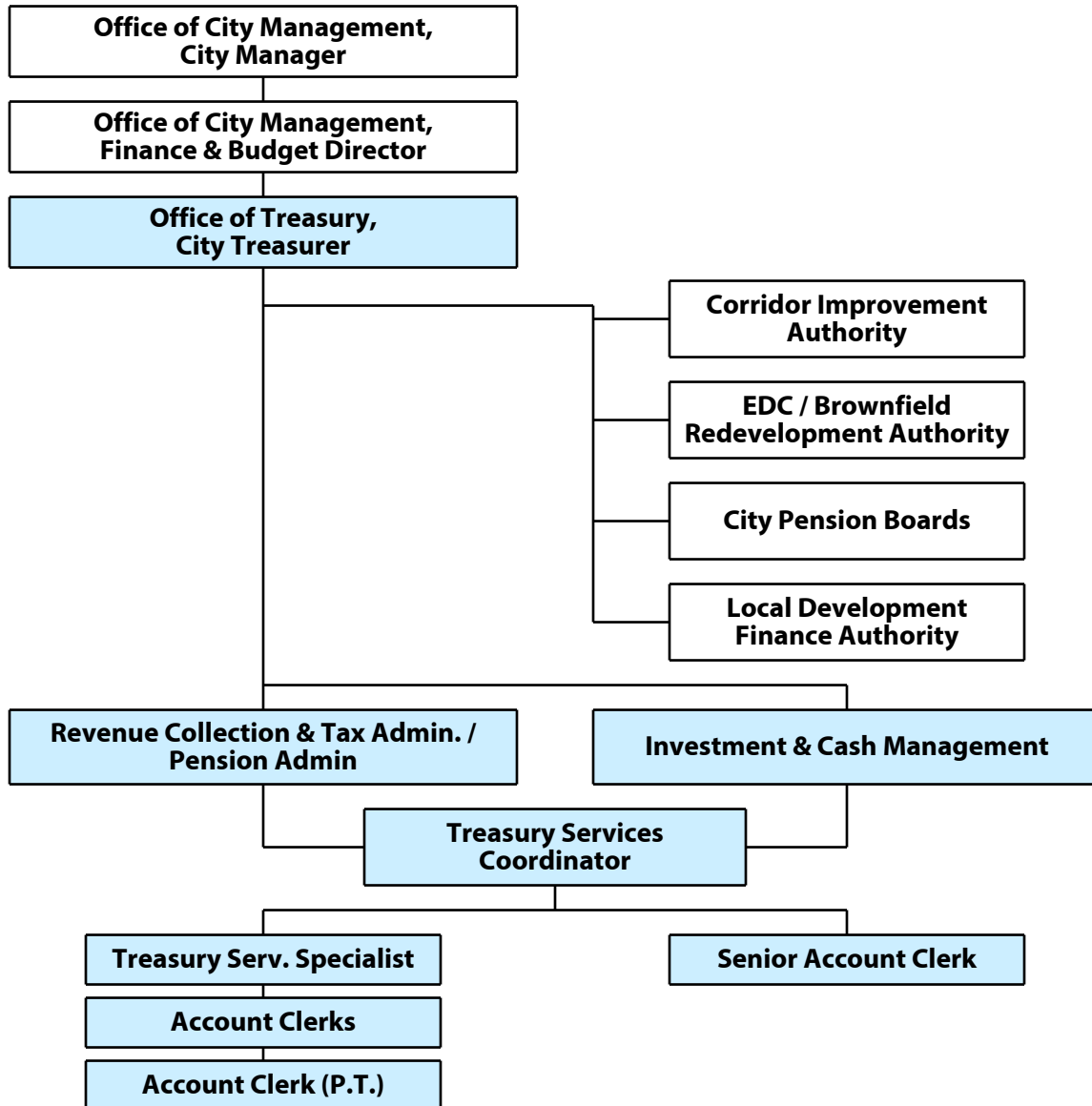
Treasury

2024/25 PERFORMANCE OBJECTIVES

1. To implement a Treasury Office performance customer satisfaction survey. (City Goal 1, 23, 24)
2. To investigate an alternative method for false alarm recordkeeping/accounting. (City Goal 1, 2, 3, 4, 23)
3. To streamline the manual process of prorating tax bills due to Veteran's exemption legislative changes. (City Goal 1, 3)
4. To establish an integrated online payment portal for the new business license software. (City Goal 1, 2, 3, 4, 8, 23, 24)
5. To collaborate with Utility Services to establish a more robust & user-friendly online payment portal for resident's water bills, with the goal of a seamless interface with WaterSmart. (City Goal 1, 2, 3, 4, 8, 23, 24)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Tax Bill Payments Processed - Manually (incl. partials)	37,120	20,835	19,646	22,000	22,000	23,000
	Tax Bill Payments Processed - Electronically (escrows)	34,318	34,495	35,484	37,000	37,000	37,500
	Tax Bill Payments Processed - Lock Box	24,322	21,567	20,216	23,000	21,000	21,500
	Tax Bill Payments Processed - Online (website)	10,456	12,148	13,633	13,500	14,000	14,500
	Special Assessment Parcels Billed	44	81	80	130	206	206
	Invoices Billed	3,734	2,623	4,232	3,000	4,500	5,000
	Investments Bought/Sold - Number of Transactions	194	150	115	175	140	150
	Resident Tax Online Retrievals	105,712	81,968	92,451	96,000	93,500	94,000
	Cash Receipts Processed by Treasury Personnel	45,263	45,282	61,325	60,000	60,000	62,500
	Citywide Online Payments Received	76,095	102,281	224,063	160,000	230,000	240,000
	Dollar Value of All Online Transactions (Millions)	\$36.7	\$45.0	\$58.3	\$55.0	\$60.0	\$65.0
	Defined Contribution Active Employees	167	187	198	200	207	210
	Defined Benefit Active GERS Employees	70	66	58	50	55	52
	Defined Benefit Active PFRS Employees	252	265	270	257	262	270
	GERS Retirements Processed	9	9	7	5	3	3
	GERS Retirees/Beneficiaries Receiving Benefits	357	363	362	365	364	367
	Pension Calculations Prepared (P&F and GERS)	31	36	40	30	20	30
Efficiency & Effectiveness	% of Real & Personal City Prop. Tax Levy Collected	98%	97%	98%	98%	98%	98%
	% of Prop. Tax Parcels Turned Delinquent to County	5.56%	5.64%	5.03%	5.00%	5.00%	5.00%
	Average Rate of Return on Investments	0.74%	1.05%	1.68%	2.00%	3.00%	2.50%
	Average 2-Year T-Note Rate	0.68%	0.69%	2.66%	1.50%	3.25%	3.00%
	% of Portfolio Invested in Active Market	79.4%	81.7%	85.1%	85.0%	85.0%	85.00%
	Total Interest Earnings - Budgeted Funds (Millions)	\$0.9	\$0.6	\$2.9	\$2.0	\$4.4	\$3.5
	P&F Pension System - % Funded (per actuarial val.)	61.3%	62.0%	62.2%	61.0%	62.2%	63.0%
	GERS - % Funded (per actuarial val.)	77.3%	73.5%	73.7%	72.0%	73.7%	74.0%
	Ratio of Active GERS Employees to GERS Retirees	1:5.10	1:5.64	1:6.16	1:5.70	1:6.16	1:7.0
	GERS Internal Rate of Return GASB	30.3%	(14.3%)	11.0%	7.15%	11.00%	7.15%
	PFRS Internal Rate of Return GASB	34.2%	(15.3%)	12.3%	7.25%	12.30%	7.25%
	Ratio of Active P&F Employees to P&F Retirees	1:1.58	1:1.70	1:1.72	1:1.70	1:1.72	1:1.75
	Activity Expenditures as % of General Fund	1.12%	0.71%	0.68%	0.81%	0.78%	0.78%

Treasury



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
City Treasurer	1	1	1
Treasury Services Coordinator	1	1	1
Treasury Services Specialist	0	0	1
Management Assistant	1	1	0
Senior Account Clerk	1	1	1
Account Clerk	2	2	2
Account Clerk (P.T.)	1	1	1
Total	7	7	7

Treasury

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 0.7%.

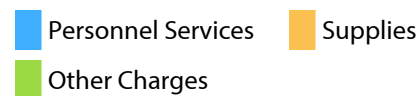
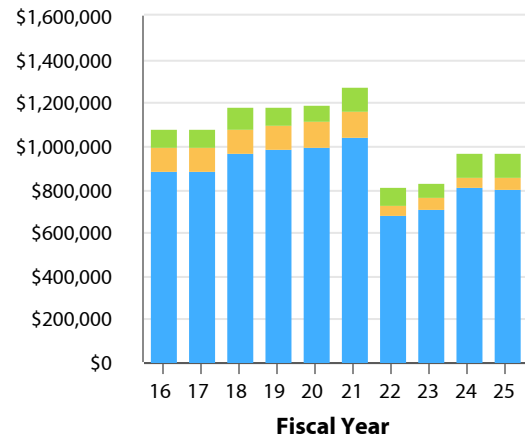
Personnel Services - Total Decrease \$4,450 or 0.5%. Savings in the recommended contribution to the retire medical plan and in health insurance due to coverage changes were partially offset by contractual wages increases.

Supplies - Total Supplies increased \$3,100 or 6.0%. \$2,000 of this increase will be used to replace a non-functioning cash counting machine. Postage for property tax billing is estimated to increase \$1,000 in the upcoming fiscal year.

Other Charges - Total Other Charges increased \$8,370 or 8.0%. Banking and credit card processing fees are expected to increase by \$5,000. Software maintenance fees increased by \$1,990. This includes BS&A modules utilized by the Treasury Office, as well as software for investment tracking and false alarm billing.

Capital - This office will receive one replacement computer as part of the City's effort to retire obsolete computers. The rotation is managed by the Information Technology department.

Expenditure History



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$713,440	\$811,100	\$765,850	\$806,650	\$806,650
Supplies	51,080	52,100	52,100	55,200	55,200
Other Charges	70,240	104,530	110,590	112,900	112,900
Total	\$834,760	\$967,730	\$928,540	\$974,750	\$974,750

The budget is not just a collection of numbers, but an expression of our values and aspirations.

~ Jack Lew ~



Public Library Department



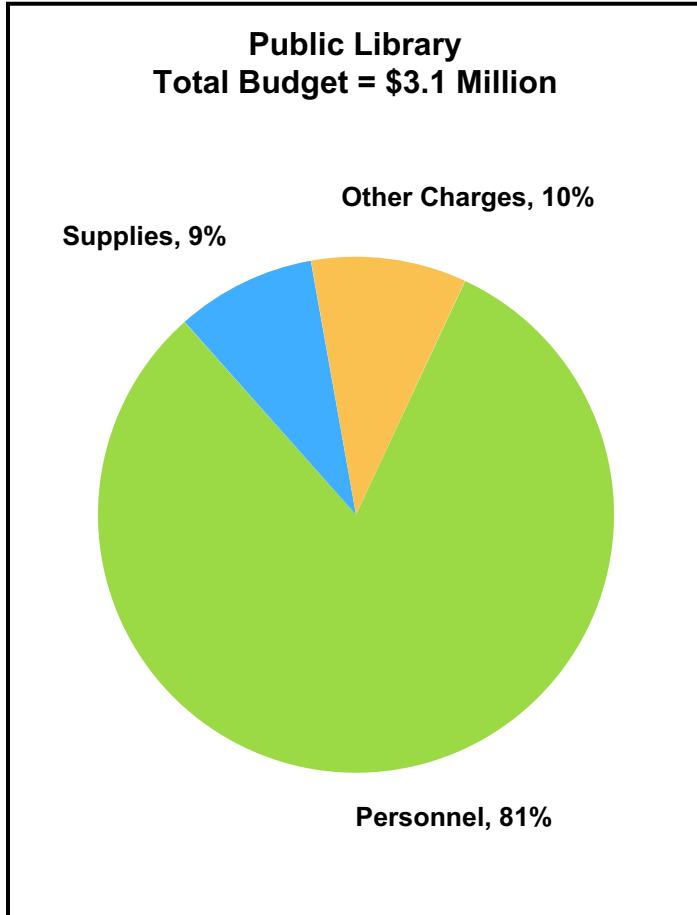
FUNCTIONAL ORGANIZATION CHART

Public Library Department



DEPARTMENT AT A GLANCE

Public Library Department



PERSONNEL SUMMARY

	2024/25	
	Full Time	Part Time
Public Library	14	26
Total Department	14	26

FUNDING LEVEL SUMMARY

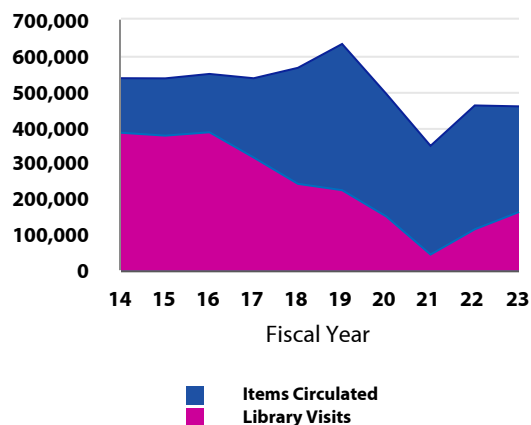
	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget	% Change From 23/24
Public Library	\$2,793,270	\$2,864,080	\$3,088,840	\$3,133,850	1.5%
Total Department	\$2,793,270	\$2,864,080	\$3,088,840	\$3,133,850	1.5%
Personnel Services	\$2,252,110	\$2,263,580	\$2,470,080	\$2,528,500	2.4%
Supplies	248,760	269,890	259,760	272,050	4.7%
Other Charges	292,400	330,610	359,000	333,300	-7.2%
Total Department	\$2,793,270	\$2,864,080	\$3,088,840	\$3,133,850	1.5%

Excludes Historical Commission.

KEY DEPARTMENTAL TRENDS

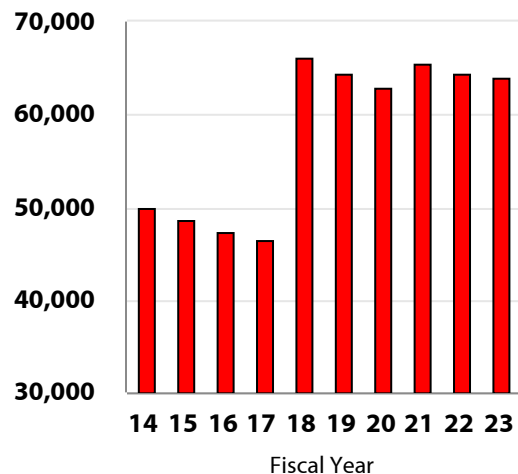
Public Library Department

**Library Visits
& Items Circulated**



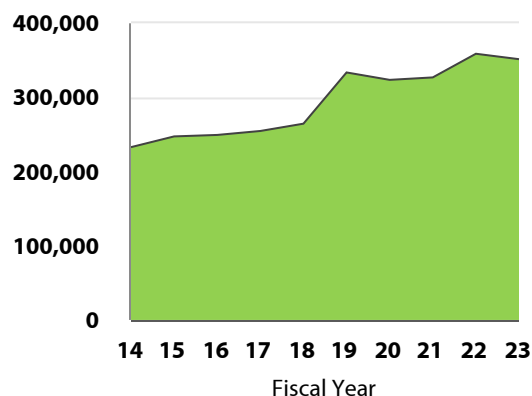
Patronage in 2023 increased with an additional 50,000 recorded visits compared to the prior year. In 2023, there were a total of 162,525 visits and 457,800 items were circulated. These statistics increased largely due to patrons feeling more comfortable visiting the library in person than in previous years after the pandemic.

Registered Borrowers



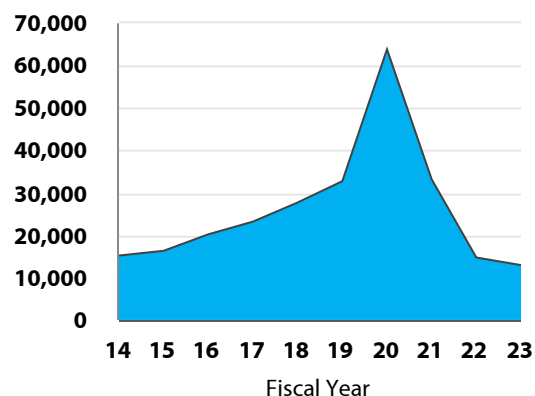
Registered borrowers have remained stable after a large increase in 2018 due to the implementation of the Virtual Library Card Program that issued cards to all UCS and WCS students.

**Total Collection of Library
Materials**



The size of the Library's collection has generally grown over the past ten years. There are currently 351,620 materials on-hand, or an average of 2.62 items per resident. Digital library materials increased significantly to meet growing demand.

**Program
Attendance**



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 had an overall decrease in 2023 as some programs had limited participation slots due to supply constraints.

MISSION STATEMENT: *To encourage innovative living through literacy, discovery, and community while striving for an engaged community where all can discover, learn, and grow.*

KEY VALUES

- **Community Focus:** *Deeply understand and match resources to local needs.*
- **Continuous Improvement:** *Encouraging ongoing growth and development personally, professionally, and organizationally.*
- **Learning:** *Empowering the community through life-long learning and professional development opportunities.*
- **Welcoming:** *Inviting everyone in through engaging staff, spaces, and services.*
- **Open-Minded:** *Remaining adaptable and unbiased in serving community needs.*
- **Forward Thinking:** *Pioneering creative and resourceful new approaches.*
- **Inclusion:** *Ensuring access for all through outreach, connections, and comprehensive resources.*

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 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 a guide to the wealth of resources provided by the Library providing access to thousands of full-text electronic books, audiobooks, digital magazines, downloadable music and an online tutoring service. 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. 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, outdoor musical instruments, and other outdoor games for residents to enjoy.

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



Library

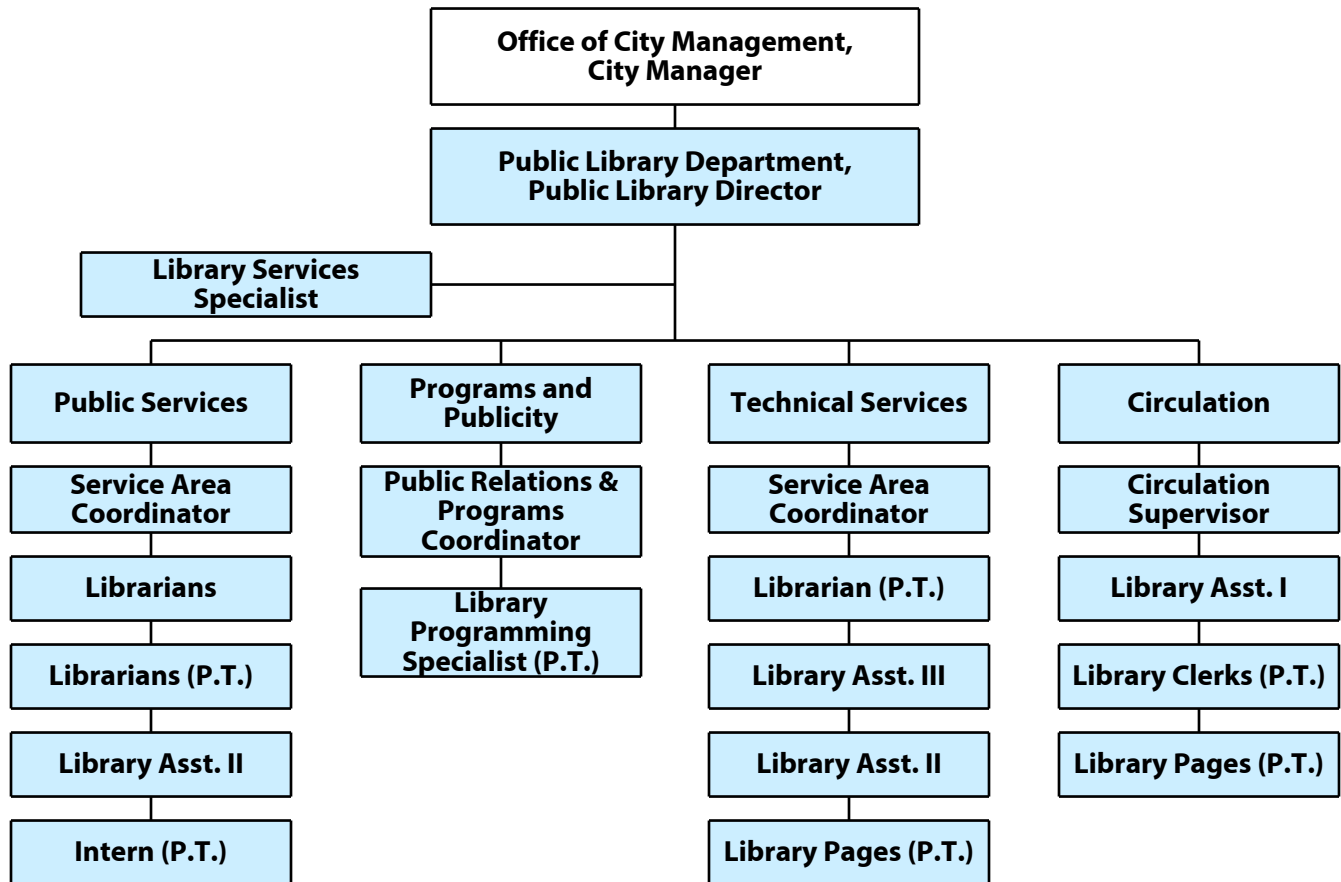
2024/25 PERFORMANCE OBJECTIVES

1. To continue to implement the Library's Strategic Plan. (City Goal 1, 4, 6, 19)
2. To increase library outreach to Utica Community and Warren Consolidated Schools through events at the library and in the school buildings. (City Goal 1, 19)
3. To increase usage of the library's collections through a coordinated marketing campaign. (City Goal 1, 19, 25)
4. To continue to foster an environment of creativity to preserve and expand the quality of life services in cooperation with all city departments. (City Goal 1, 19)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Library Registered Borrowers	65,530	64,287	63,861	65,500	70,000	67,000
	Library Visits	43,640	114,189	162,525	155,000	165,000	165,000
	Virtual Visits to the Library's Website*	525,849	497,343	154,944	120,000	120,000	120,000
	Total Collection of Physical Library Materials	211,786	211,694	189,611	205,000	190,000	190,000
	Total Collection of Digital Library Materials	115,256	147,251	162,009	160,000	175,000	185,000
	Physical Items Circulated	235,292	342,953	345,773	345,000	345,000	350,000
	Digital Items Circulated	112,244	117,431	112,027	120,000	120,000	125,000
	Number of Programs	374	546	626	500	600	600
	Program Attendance	33,198	14,733	12,945	12,000	14,000	14,000
	Reference & General Information Requests	50,613	44,940	47,617	45,000	46,000	46,000
	Annual Hours of Library Operation	2,731	2,919	2,949	2,900	2,900	2,900
	In-Library Use of Materials	0	14,103	22,313	16,000	25,000	25,000
	# of Items-Loaned to Other Libraries	69,814	59,758	45,243	50,000	40,000	40,000
	# of Items Borrowed from Other Libraries	71,081	57,795	46,509	50,000	35,000	35,000
	Electronic Database Usage	109,077	89,002	8,326	5,000	10,000	10,000
	Public Internet Computer Sessions	9,507	23,140	27,675	23,000	26,000	25,000
	Wireless Computer Users	12,585	18,241	28,807	22,000	29,000	30,000
	Outreach Visits	305	421	490	420	450	460
Efficiency & Effectiveness	Volunteer Hours	1,595	4,734	5,261	5,000	5,300	5,300
	Donations Added to Collection	125	302	298	450	200	200
	Total Room Usage	16	2,361	2,375	2,400	2,800	3,000
	Registered Borrowers as a % of Population	50%	49%	47%	49%	52%	50%
	Library Materials per Capita	2.47	2.71	2.62	2.71	2.72	2.79
	Circulation of Materials per Capita	2.63	3.47	3.41	3.31	3.46	3.54
	% of Hold Material Requests Filled within 30 days	88%	80%	91%	80%	95%	95%
	Full-time Equivalent Staff Per 1,000 Population	0.20	0.20	0.20	0.20	0.20	0.20
	Library Cost Per Capita	\$21.39	\$21.08	\$21.32	\$22.99	\$22.80	\$23.33
	Total Cost Per Library Registered Borrower	\$43.16	\$43.45	\$44.85	\$47.16	\$47.49	\$47.85
	Activity Expenditures as % of General Fund	2.49%	2.44%	2.33%	2.57%	2.57%	2.49%

*Excludes direct visits to the library catalog effective September 2022.

Library



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Public Library Director	1	1	1
Library Service Area Coordinator	2	2	2
Public Relations & Programs Coordinator	1	1	1
Librarian	3	4	4
Librarian (P.T.)	9	8	8
Library Programming Specialist (P.T.)	0	0	1
Circulation Supervisor	1	1	1
Library Services Specialist	1	1	1
Library Assistant III	0	1	1
Library Assistant II	3	2	2
Library Assistant I	1	1	1
Library Clerk (P.T.)	6	6	6
Library Page (P.T.)	10	10	10
Intern (P.T.)	1	1	1
Total	39	39	40

Library

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 1.5%.

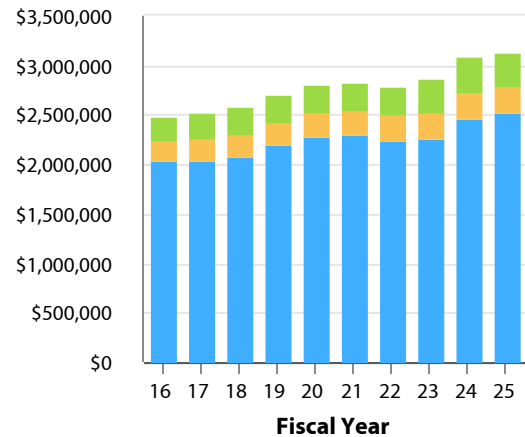
Personnel Services - Total Increase \$58,420 or 2.4%

- \$30,000 due to the addition of a part-time Programming Specialist to create and conduct programs for residents and assist with marketing
- \$54,450 due to increased part-time wages resulting from wage adjustments and increased hours
- \$18,000 for contractual wage adjustments for full-time employees, net of savings due to staff turnover, partially offset by:
- Savings of \$28,450 due to a decrease in the recommended contribution to the retiree medical fund
- Savings of \$9,050 in health insurance costs due to changes in coverages

Supplies - Total Supplies increased \$12,290 or 4.7%. The library will be using \$4,600 to improve the space between the police station and the library, including a new bike rack, outdoor seating, and cement graphics. The library's digital collection will continue to expand due to an inflationary budget increase.

Other Charges - Total Other Charges decreased \$25,700 or 7.2% primarily due to the completion of the programming center update in the prior year.

Expenditure History



Personnel Services Supplies Other Charges

Capital - Total capital in this office is \$142,000. The library has been granted \$120,000 for the modernization of its freight elevator. This is part of the City's coordinated effort to renovate all elevators on campus. The library will also be purchasing additional seating for \$15,000 and an Interactive play Table for the children's section of the library at a cost of \$7,000. Collection Management Software is also proposed, which will increase the annual operating budget by \$12,000.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$2,263,580	\$2,470,080	\$2,447,150	\$2,528,500	\$2,528,500
Supplies	269,890	259,760	259,800	272,050	272,050
Other Charges	330,610	359,000	356,450	333,300	333,300
Total	\$2,864,080	\$3,088,840	\$3,063,400	\$3,133,850	\$3,133,850

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 activity as they relate to City Business
- Monitors and process 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 Workers** - 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 surveillance, apprehends people committing criminal acts

Police Operations

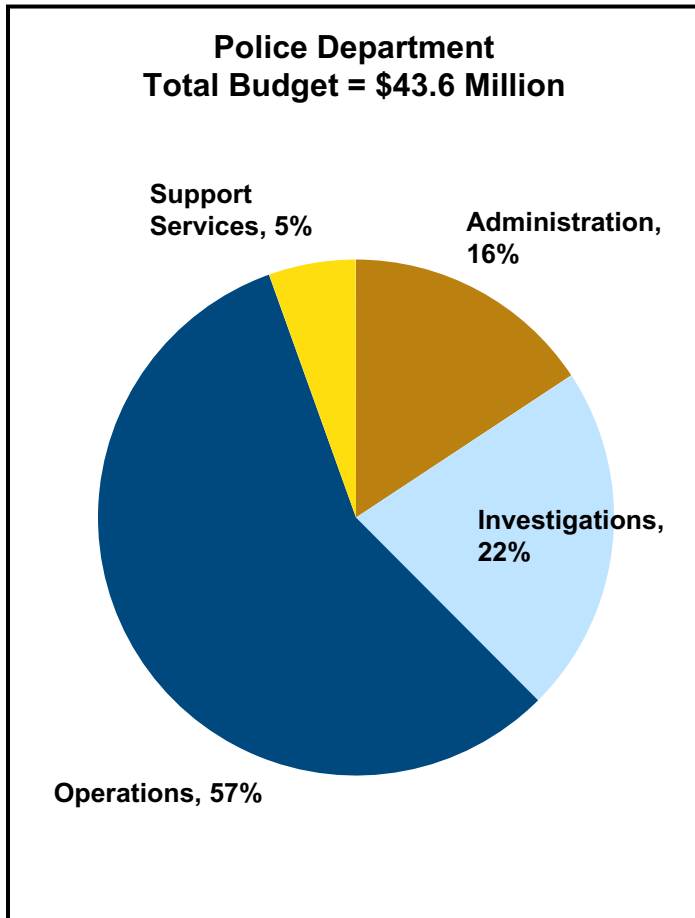
- **Traffic Safety Bureau** - investigates vehicle accidents, assists the injured, enforces traffic codes
- Coordinates all Crossing Guard activity with Warren Consolidated and Utica Community Schools
- **Patrol Bureau** - suppresses criminal wrongdoing, first response to emergencies. enforces State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

Police Support Services

- **Records Bureau** - collects, analyzes and reports performance data, process 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 arrested people
- **Animal Control Unit** - responds to and investigates animal nuisance complaints and violations

DEPARTMENT AT A GLANCE

Police Department



PERSONNEL SUMMARY

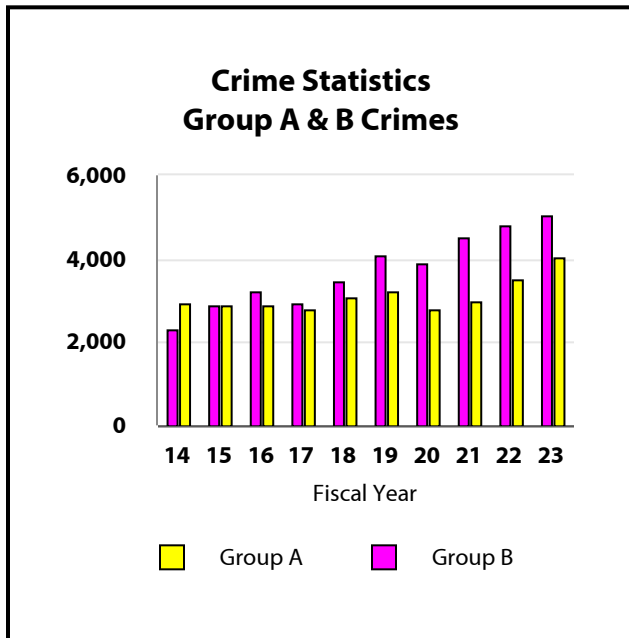
	2024/25	
	Full Time	Part Time
Police Administration	20	2
Police Investigations	44	0
Police Operations	106	30
Police Support Services	17	1
Total Department	187	33

FUNDING LEVEL SUMMARY

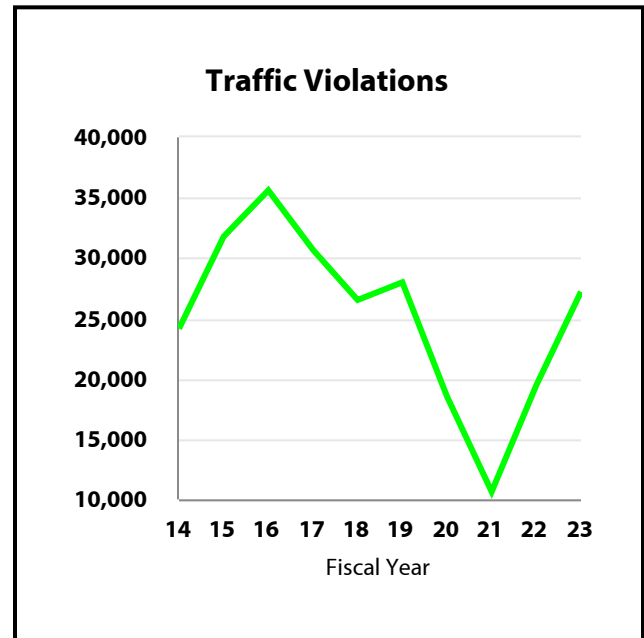
	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget	% Change From 23/24
Police Administration	\$5,690,120	\$6,037,770	\$6,435,260	\$6,851,750	6.5%
Police Investigations	8,316,010	8,667,270	8,722,100	9,498,900	8.9%
Police Operations	21,741,770	22,403,310	23,570,350	24,831,800	5.4%
Police Support Services	2,078,430	2,099,770	2,326,550	2,383,050	2.4%
Total Department	\$37,826,330	\$39,208,120	\$41,054,260	\$43,565,500	6.1%
Personnel Services	\$34,834,440	\$36,231,990	\$37,944,850	\$40,340,950	6.3%
Supplies	195,880	250,610	279,870	225,300	-19.5%
Other Charges	2,796,010	2,725,520	2,829,540	2,999,250	6.0%
Total Department	\$37,826,330	\$39,208,120	\$41,054,260	\$43,565,500	6.1%

KEY DEPARTMENTAL TRENDS

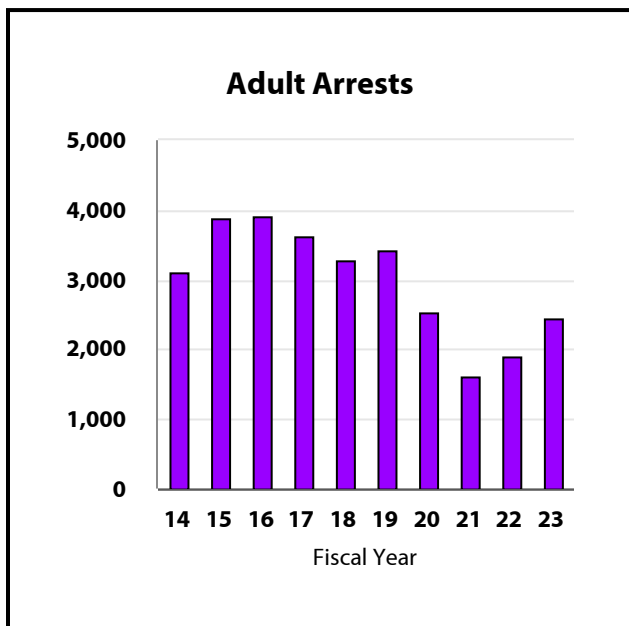
Police Department



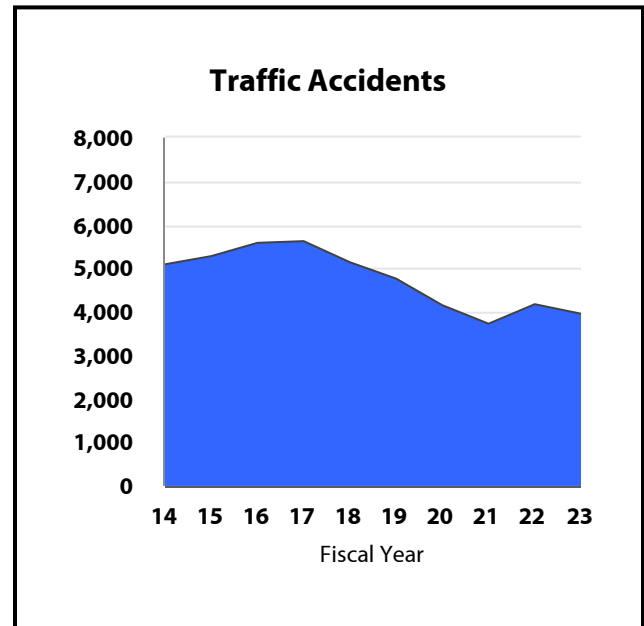
Although Group B crime rates have increased somewhat over the past five years, overall crime rates are significantly lower than the national average. Sterling Heights was again named the safest big city in Michigan for the fifth year in a row, according to FBI crime statistics. Group A crimes include 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 followed a reactive format during the pandemic and has since switched back to a more proactive form. This has led to an increased number of violations since then.



This graph reflects the number of arrests in the City. During the pandemic it was protocol to advise and release on certain arrest warrants. This has since ended and arrests are returning to normal pre-pandemic levels.



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 have generally decreased. In 2023 the total traffic accidents observed were 3,954 - lower due to increased proactive policing and neighborhood patrols.

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 yet to be appointed Deputy Police Chief will provide administrative support, handle special projects, assist in the development of policies and procedures, and aid in the development and administration of the annual budget. The Deputy Police

Chief will also assist the Chief in the 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 Workers handle 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. ■



Police Administration

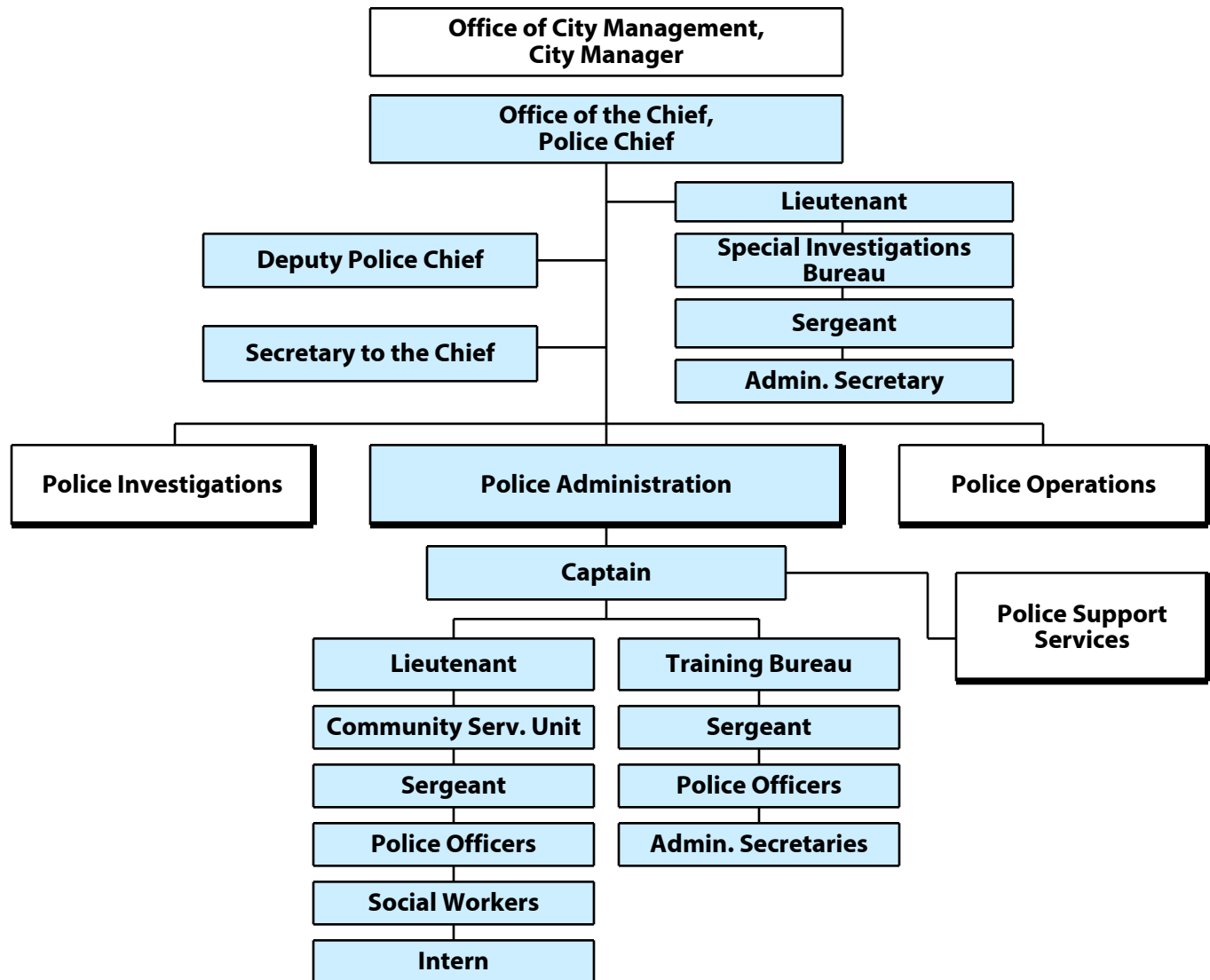
2024/25 PERFORMANCE OBJECTIVES

1. To expand the SMART MOVES drug education program into middle schools. (City Goal 1, 2, 3, 10)
2. To partner with 41-A District Court and have Community Services Officers conduct in-home checks for sobriety court program. (City Goal 1, 3, 6, 9)
3. To implement 40-hour training blocks for in-house mandatory training. (City Goal 2, 3)
4. To establish a committee to develop a plan for the renovation of the detention facility within the police department. (City Goal 2, 3, 5)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Public Education Programs Presented	319	400	450	367	450	450
	Security/Safety Presentations	45	47	50	75	80	80
	Elementary and Middle School Programs	10	15	21	190	200	225
	Citizen's Police Academy Programs	2	2	2	2	2	2
	Drug Outreach Program-QRT/Hope Not Handcuffs	262	60	106	100	150	150
	General Orders Issued or Amended	126	56	36	50	55	55
	School Safety Program - Students Impacted	1,500	1,600	1,650	1,750	1,700	2,000
	Training Seminars Attended - Department-wide	210	287	314	330	340	340
	Employment Background Investigations	328	217	177	210	150	150
	Internal Affairs Investigations	77	51	63	50	90	90
	Liquor License Background Investigations	9	9	18	25	16	15
	Other Special Investigations Bureau Investigations	146	146	139	90	106	110
	Liquor & Tobacco Inspections/Observations	41	122	120	140	118	120
	Liquor License Violations	2	3	0	2	0	2
	CORE Deployments	114	155	255	250	300	300
	COPS Program Participants	11	15	20	25	30	30
	Citizen's Police Academy Participants	30	50	50	50	50	50
Efficiency	Employment Background Investigations - % Hired	93%	93%	96%	95%	95%	95%
	# of Complaints per Officer	0.04	0.02	0.03	0.05	0.05	0.05
	Department Cost per Capita	\$274	\$285	\$292	\$304	\$299	\$324
	Division Expenditures as % of General Fund	4.97%	4.97%	4.91%	5.36%	5.34%	5.45%

*Cost is calculated for "Actual" columns only.

Police Administration



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Chief of Police	1	1	1
Deputy Police Chief	1	1	1
Captain	1	1	1
Lieutenant	1	1	2
Sergeant	3	3	3
Police Officer	4	4	4
Social Worker	1	2	2
Secretary to Chief	1	1	1
Administrative Secretary	5	5	5
Intern	0	2	2
Total	18	21	22

Police Administration

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

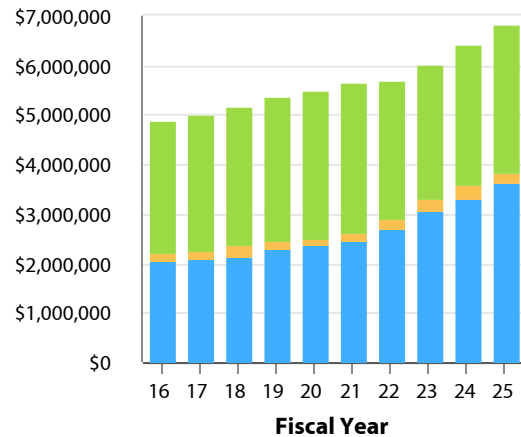
The total budget increased by 6.5%.

Personnel Services - Total Increase of \$301,350 or 9.0% is primarily due to contractual wage adjustments and an increase to the required contribution to the Police and Fire Retirement System. Health insurance costs also increased an average of 8.5%, offset by a reduction to the the recommended contribution to the retiree medical plan.

Supplies - Total Supplies decreased \$54,570 or 19.5%. This decrease is due to a one-time advance purchase of bullet-proof vests in the previous fiscal year. The net effect is a decrease to supply budgets of \$60,320. Other changes include a \$2,000 increase for ammunition and a \$3,000 increase in postage to account for rising USPS rates and increased mailing activity.

Other Charges - Total Other Charges increased \$169,710 or 6.0%. The budget for Contracted Services rose by \$120,190 primarily for estimated price increases related to renewals of expiring contracts. Animal Collection costs have increased \$27,710 resulting from the nearly doubling of animal intake primarily due to the rescue of animals identified through the Safe Homes Task Force. An additional \$22,000 is also proposed for the three-month rental of a microfiche machine to digitalize all remaining microfiche records. Software funding decreased \$26,110 due to carry forward funding for Tyler Technologies in the prior year.

Expenditure History



Personnel Services Supplies Other Charges

Capital - Of the various departments receiving computer replacements due to aging systems, the police department will receive the most new units. The department is set to see eighty computer replacements across all levels of staff.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$3,066,510	\$3,331,850	\$3,270,300	\$3,633,200	\$3,633,200
Supplies	250,610	279,870	270,510	225,300	225,300
Other Charges	2,720,650	2,823,540	2,819,000	2,993,250	2,993,250
Total	\$6,037,770	\$6,435,260	\$6,359,810	\$6,851,750	\$6,851,750

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) and one detective assigned to the United States Marshals on a part-time, as-needed basis. In addition, two detectives operate the computer

crimes unit responsible for the processing of digital forensic evidence.

The Community Response Unit (CRU) is a six-member unit, made up of four Police Officers and one Sergeant. The CRU conducts focused directed patrols in 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 FBI Violent Crimes 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, Elder Abuse Task Force, Forensics Nurses Examiner Program, and Crime Stoppers.■



Police Investigations

2024/25 PERFORMANCE OBJECTIVES

1. To increase communication between criminal investigations, operations personnel, and the prosecutor's office by having detectives attend roll calls to provide pertinent information. (City Goal 2, 6, 9)
2. To reduce elder abuse crimes by attending monthly Macomb County Elder Task Force meetings and passing on information to seniors in our community. (City Goal 9, 10, 24)

	Performance Indicators	2020/21	2021/22	2022/23	2023/24	2023/24	2024/25
		Actual	Actual	Actual	Budget	Estimate	Budget
Output	Total Detective Bureau Cases Assigned	3,486	4,129	4,711	4,600	4,322	4,500
	Adult Investigative Cases	2,988	3,367	4,052	4,000	3,638	3,700
	Juvenile Investigative Cases	498	762	659	600	694	700
	Auto Theft Investigative Cases	196	167	228	250	158	175
	Theft from Auto Invest. Cases (Incl. Parts/Access.)	32	98	70	100	40	50
	Crime Suppression Unit (CSU) Investigative Cases	489	420	361	450	278	300
	Marijuana Grow Facilities Investigated	501	233	101	100	8	10
	Total Interviews Conducted	23,020	21,892	22,303	18,500	27,926	28,000
	Suspect Interviews	2,964	2,879	2,945	2,500	3,036	3,000
	Witness & Informant Interviews	12,618	12,085	12,252	10,300	17,024	17,000
	Victim Interviews	7,438	6,928	7,106	5,700	7,866	7,900
	Arrest Warrants Obtained	852	1,000	1,118	1,000	1,206	1,250
	Search Warrants Obtained/Executed	617	554	616	650	656	675
	Criminal Surveillance	1,944	1,929	1,676	1,700	1,534	1,600
	Federal Forfeiture Cases Processed	50	50	9	20	28	30
	State Forfeiture Cases Processed	56	59	72	100	38	40
	School Resource Officers - # of Hrs. Assisting Schools	4,380	4,380	4,967	4,350	4,350	4,350

Police Investigations

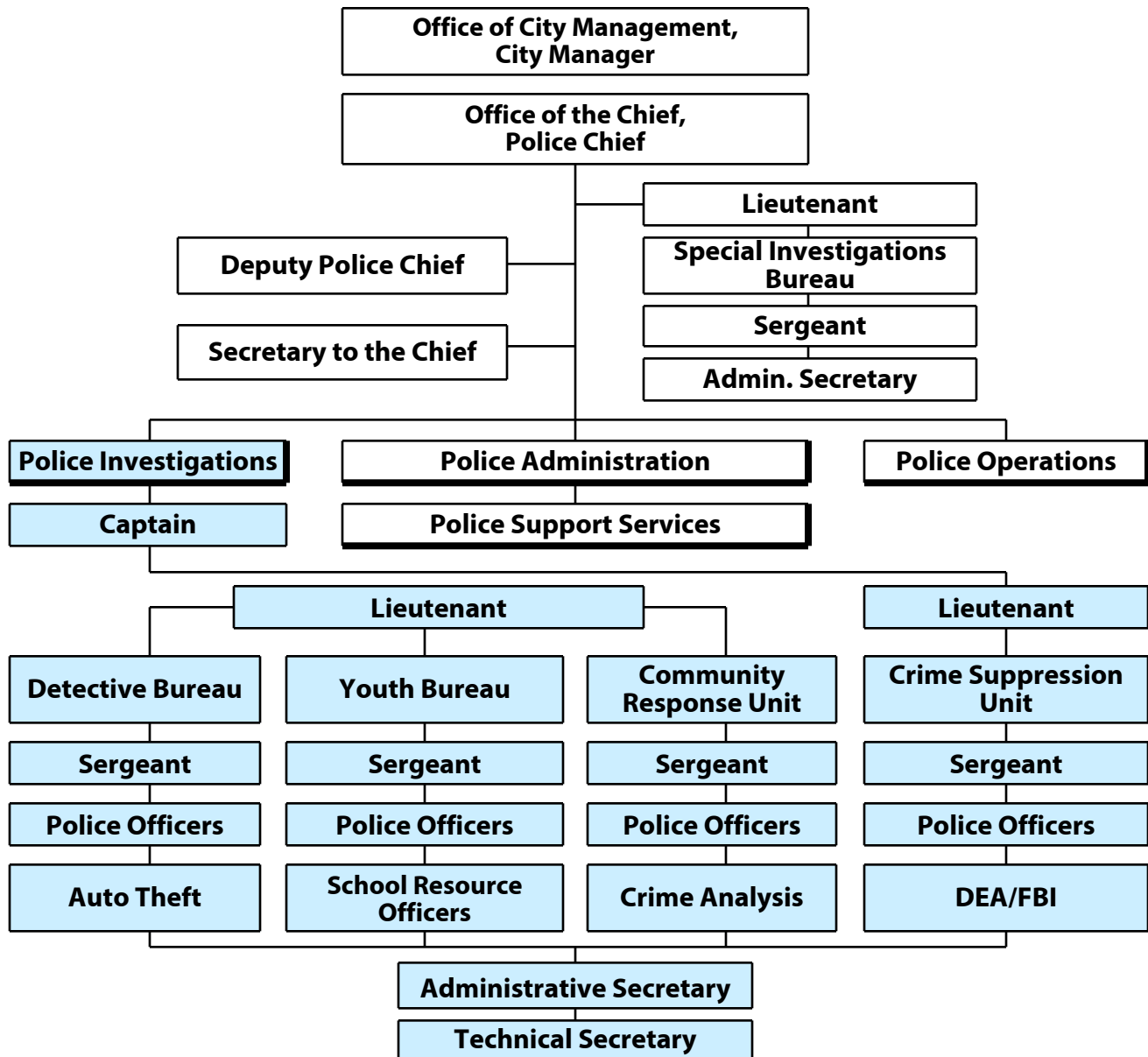
2024/25 PERFORMANCE OBJECTIVES

3. To increase awareness of Human Trafficking by having a detective attend meetings and events sponsored by the Macomb County Anti-Human Trafficking Task Force. (City Goal 6, 9, 11)
4. To assist and collaborate with Homeland Security to prevent narcotics from coming into Sterling Heights through our international borders by assigning a part time task force officer to their Border Enforcement Security Task Force. (BEST – narcotics team). (City Goal 5, 9)

Efficiency & Effectiveness	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
	% of Petitions Obtained vs. Requested	79%	92%	87%	95%	93%	95%
	% of Arrest Warrants Obtained vs. Requested	68%	80%	86%	85%	82%	85%
	Detective Bureau Cases per Investigator	218	258	295	280	241	250
	Crime Suppression Unit Cases per Investigator	49	84	73	80	70	70
	% of Part I Violent Crimes Cleared	57%	55%	57%	50%	42%	45%
	Part I Violent Crimes Cleared Per Sworn Dept. FTE	0.7	0.7	.7	0.8	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	18%	21%	35%	20%	19%	20%
	Part I Property Crimes Cleared Per Sworn Dept. FTE	1.2	1.4	1.7	1.3	1.3	1.3
	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	1.5	1.3	0.5	1.2	1.4	1.4
	Division Expenditures as % of General Fund	6.82%	7.26%	7.05%	7.26%	7.39%	7.56%

*Cost is calculated for "Actual" columns only.

Police Investigations



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Captain	1	1	1
Lieutenant	2	2	2
Sergeant	5	5	6
Police Officer	33	33	33
Administrative Secretary	1	1	1
Technical Secretary	1	1	1
Total	43	43	44

Police Investigations

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

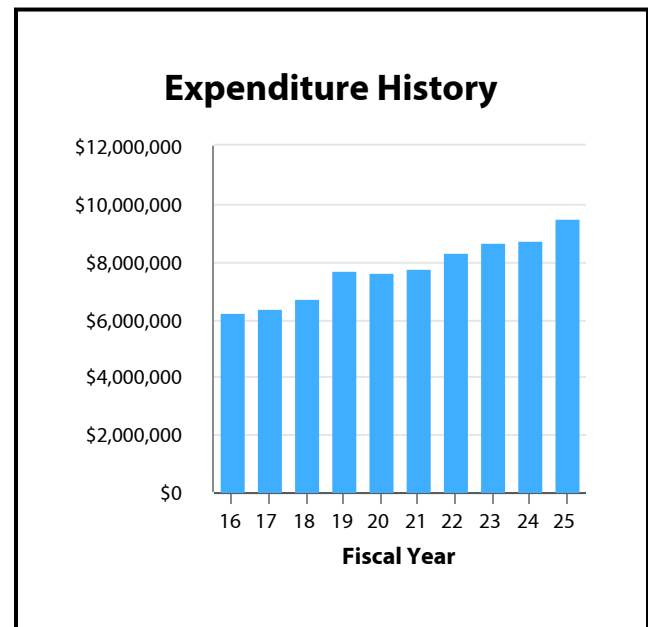
The total budget increased by 8.9%.

Personnel Services - Total Increase of \$776,800 or 8.9% is primarily due to contractual wage adjustments and an increase to the required contribution to the Police and Fire Retirement System. Health insurance costs also increased an average of 8.5%, offset by a reduction to the recommended contribution to the retiree medical plan.

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 - Capital for this office includes a total budget \$24,600. New Tactical Vests will be purchased for the Crime Suppression Unit for \$19,250. This is due to the current inventory of vests reaching their expiration date. The remaining \$5,350 is the net cost for the department to trade in and purchase new Glock 43X weapons. The new models feature many upgrades and will allow for improved weapon handling.



Additional capital purchases will be made for this department through the use of Forfeiture funds. Seven cars will be purchased for \$280,000 as part of the City's vehicle replacement plan and are to be used in covert operations. Two replacement sniper rifles will be purchased for \$17,200 and twelve sets of binoculars for \$4,200. Tactical vests will also be replaced for the Detective Bureau and the SRT team at a cost of \$49,700.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$8,662,400	\$8,717,100	\$8,798,100	\$9,493,900	\$9,493,900
Supplies	0	0	0	0	0
Other Charges	4,870	5,000	5,000	5,000	5,000
Total	\$8,667,270	\$8,722,100	\$8,803,100	\$9,498,900	\$9,498,900

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.■



Police Operations

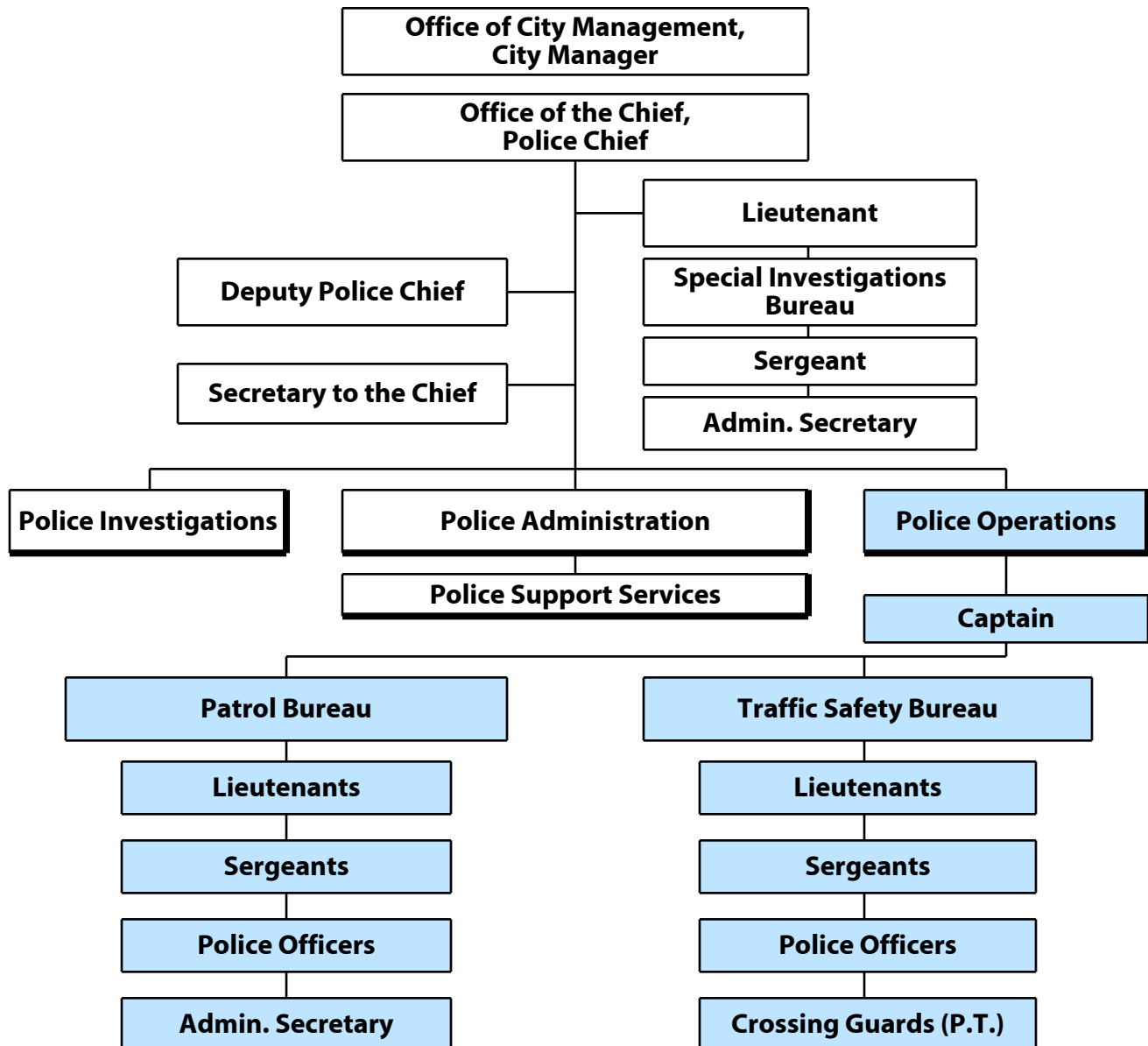
2024/25 PERFORMANCE OBJECTIVES

1. To create a mental health response strategic plan to address the growing concern of supporting people in crisis, addressing the systemic problems with long-term solutions. (City Goal 9, 10, 11)
2. To restructure the duties of the Directed Patrol Unit (DPU) to dedicate specified time blocks for proactive policing, patrolling and neighborhood enforcement. (City Goal 6, 9, 12)
3. To include family and retirees in the peer support program to better address the mental health needs of both officers their families. (City Goal 10, 11)
4. To collaborate with Macomb County to address concerns regarding parking and traffic control at local schools with a goal of reducing accidents, including, but not limited to Havel Elementary. (City Goal 9, 10, 11)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Adults/Juveniles Arrested	1,618/31	1,888/38	2,454/7	2,600/5	2,400/6	2,400/6
	Total Traffic Violations Issued	10,634	19,459	27,204	31,000	24,000	25,000
	Motor Carrier Violations Issued	30	31	166	30	34	30
	Residential Traffic Enforcement Violations	921	1'209	1,315	1,400	1,350	1,400
	SMART Radar Trailer Deployments	797	927	474	1,500	1,470	1,500
	K-9 Unit Deployments	207	217	338	250	300	300
	OUIL Arrests	116	165	249	250	275	275
	SWAT/SRT Call-outs	12	18	7	12	12	12
Efficiency & Effectiveness	Group A Crimes per 1,000 Population	22.6	26.3	30.1	32.0	28.0	30.0
	Group B Crimes per 1,000 Population	34.1	36.2	37.5	35.0	40.0	40.0
	# of Incident Reports per Sworn Division Personnel	780	1,072	794	1,179	1,050	1,100
	# of Injury Traffic Accidents per 100,000 Pop.	493	594	589	*	*	*
	# of Traffic Fatalities Per 100,000 Population	3.8	7.5	3.7	*	*	*
	% of Total Sworn Personnel in Traffic & Patrol	68%	68%	72%	68%	68%	68%
	OUIL Arrests Per 1,000 Residents	0.9	1.2	1.9	1.9	2.0	2.0
	Division Expenditures as % of General Fund	18.32%	18.99%	18.21%	19.63%	19.19%	19.76%

*Calculated for "Actual" columns only.

Police Operations



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Captain	1	1	1
Lieutenant	4	4	4
Sergeant	16	16	15
Police Officer	85	85	85
Administrative Secretary	1	1	1
Technical Secretary	1	0	0
Crossing Guards (P.T.)	30	30	30
Total	138	137	136

Police Operations

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

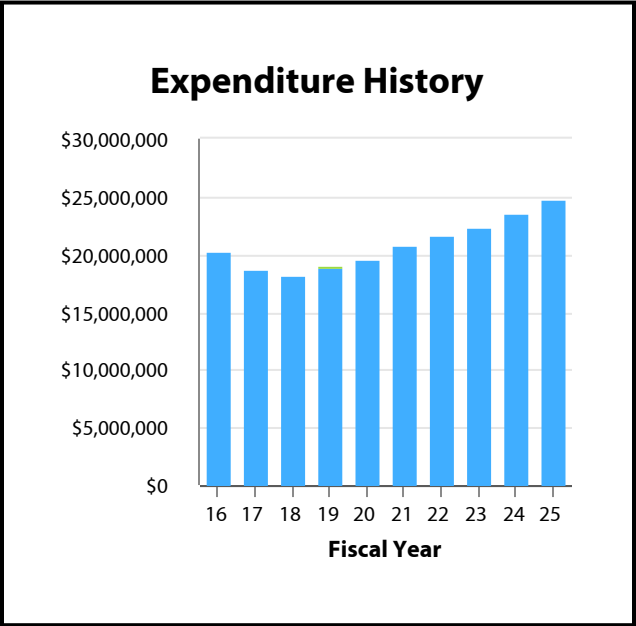
The total budget increased by 5.4%.

Personnel Services - Total Increase of \$1,261,450 or 5.4% is primarily due to contractual wage adjustments and an increase to the required contribution to the Police and Fire Retirement System. Health insurance costs also increased an average of 8.5%, offset by a reduction to the recommended contribution to the retiree medical plan.

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

Other Charges - No changes in funding.

Capital - Total capital for this office is budgeted at \$612,350. The majority of this funding will be used to acquire replacement vehicles for patrol officers. The department will be purchasing and upfitting 9 new vehicles at a cumulative cost of \$595,350. This annual process ensures older vehicles are retired as they become inefficient for policing duties. The remaining \$17,000 will be used to purchase Web Brief Software.



Personnel Services
Supplies
Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$22,403,310	\$23,569,350	\$22,874,400	\$24,830,800	\$24,830,800
Supplies	0	0	0	0	0
Other Charges	0	1,000	1,000	1,000	1,000
Total	\$22,403,310	\$23,570,350	\$22,875,400	\$24,831,800	\$24,831,800

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 and Police Investigations Division.

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



Police Support Services

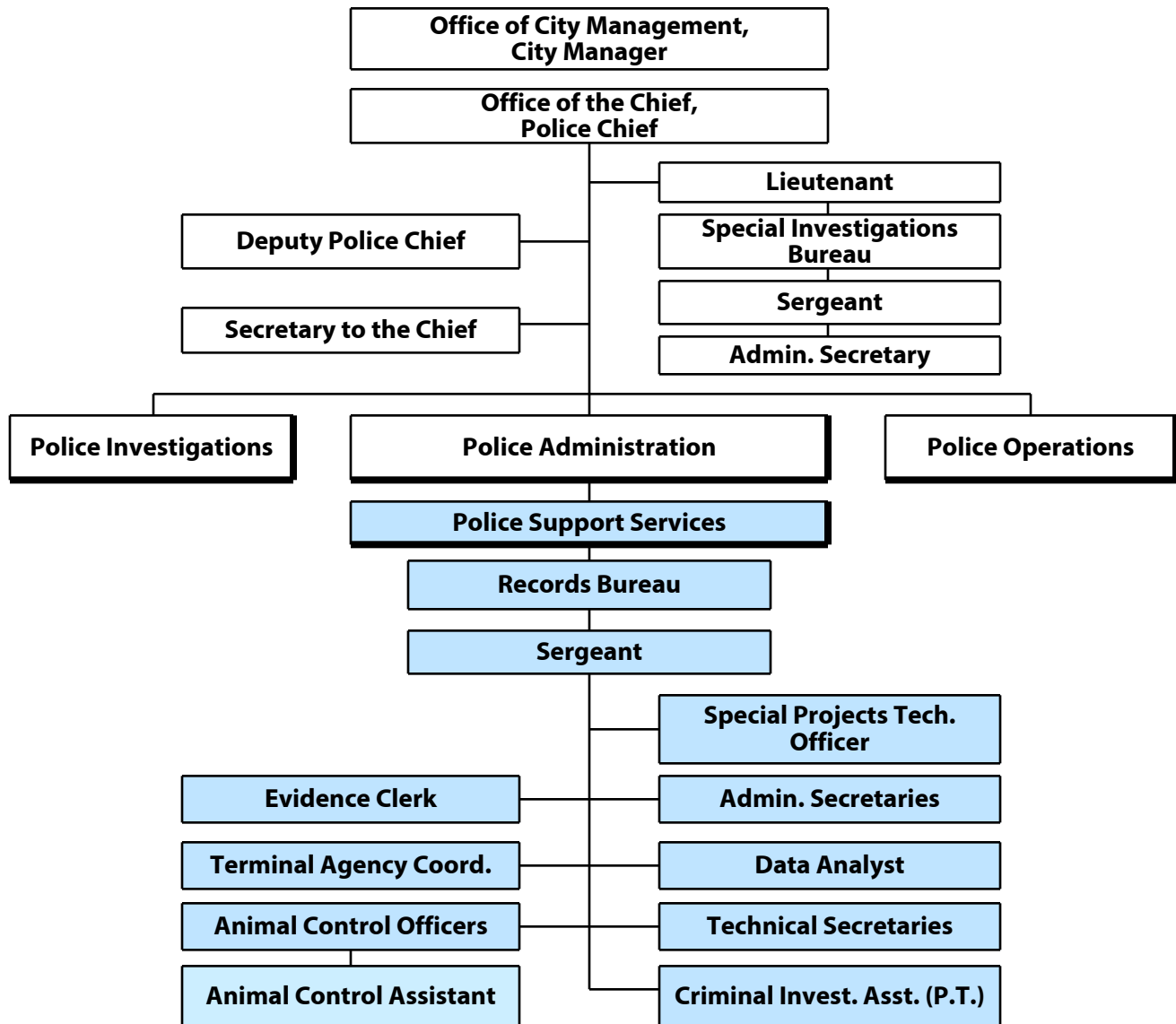
2024/25 PERFORMANCE OBJECTIVES

1. To incorporate new reporting requirements required to maintain accreditation and streamline the process for compiling the information, eliminating redundancies. (City Goal 1, 5, 7)
2. To digitally archive microfiche and microfilm items so that any analog retrieval process is removed from the protocol. (City Goal 1, 3, 7, 23)
3. To create an Animal Control Social Media page to provide a central location regarding lost animals, fostering, adoption, and the wellness of animals. (City Goal 1, 3, 4, 9, 13, 25)
4. To collaborate with the Information Technology Office to integrate with Macomb County software for the purpose of transferring arrest data seamlessly. (City Goal 1, 11, 23)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Incidents Processed into Computer	79,428	113,662	121,455	124,500	112,000	115,000
	Police Reports Provided on Request	4,399	5,420	6,150	5,800	5,400	5,500
	Gun Permits Obtained	4,773	4,074	3,335	3,500	3,200	3,200
	Responses by Animal Control	4,998	4,393	4,243	5,500	4,300	4,500
	Background Clearance Letters Processed	966	939	826	900	1,100	1,100
	Freedom of Information Act Requests	1,117	1,180	1,438	1,300	1,700	1,700
	Arrests Processed	1,644	1,926	2,461	2,500	2,400	2,400
	Pieces of Evidence Collected	3,010	3,714	4,639	4,900	4,100	4,100
	Prescription Drug Take Back (Lbs.)	1,782	846	1,008	1,100	1,100	1,100
Efficiency & Effectiveness	% of FOIA Requests Resp. to within Legal Limits	100%	100%	100%	100%	100%	100%
	Average Cost of an Animal Control Response	\$27.21	\$28.05	\$48.69	*	*	*
	Average Cost to Process a FOIA Request	\$42	\$45	\$46	*	*	*
	Outsourced Dispatch Operations Cost	\$1.9M	\$2.0M	\$2.1M	\$2.15M	\$2.1	\$2.3
	Outsourced Detention Facility Cost	\$580,600	\$272,600	\$10,400	\$20,000	\$15,000	\$20,000
	Division Expenditures as % of General Fund	1.80%	1.82%	1.71%	1.94%	1.84%	1.90%

*Cost is calculated for "Actual" columns only.

Police Support Services



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Sergeant	1	1	1
Police Officer	1	1	1
Criminal Investigations Assistant (P.T.)	1	1	1
Evidence Clerk	1	1	1
Administrative Secretary	3	4	4
Data Analyst	1	1	1
Animal Control Officer	3	3	3
Terminal Agency Coordinator	1	1	1
Technical Secretary	4	4	4
Animal Control Assistant	0	0	1
Total	16	17	18

Police Support Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

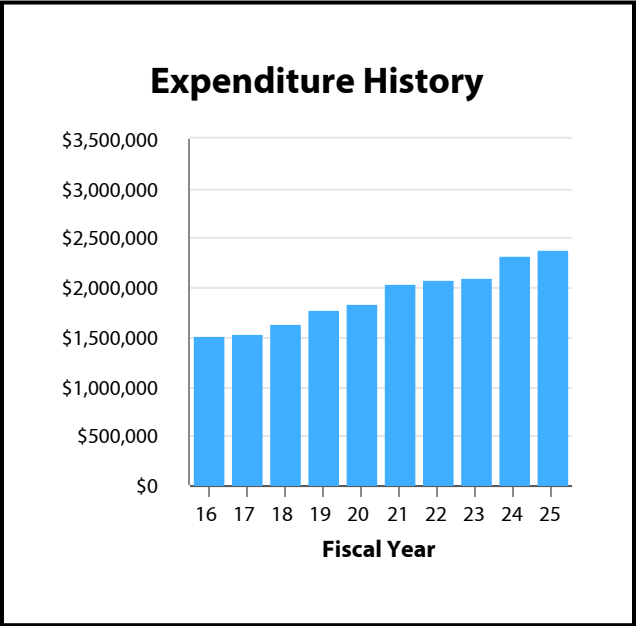
The total budget increased by 2.4%.

Personnel Services - Total Increase of \$56,500 or 2.4% is primarily due to contractual wage adjustments and an increase to the required contribution to the Police and Fire Retirement System. Health insurance costs also increased an average of 8.5%, offset by a reduction to the the recommended contribution to the retiree medical plan. One new full-time position is proposed, an Animal Control Assistant at a total cost of \$63,750.

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.



Personnel Services
Supplies
Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$2,099,770	\$2,326,550	\$2,189,800	\$2,383,050	\$2,383,050
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Total	\$2,099,770	\$2,326,550	\$2,189,800	\$2,383,050	\$2,383,050

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

~ Franklin D. Roosevelt ~

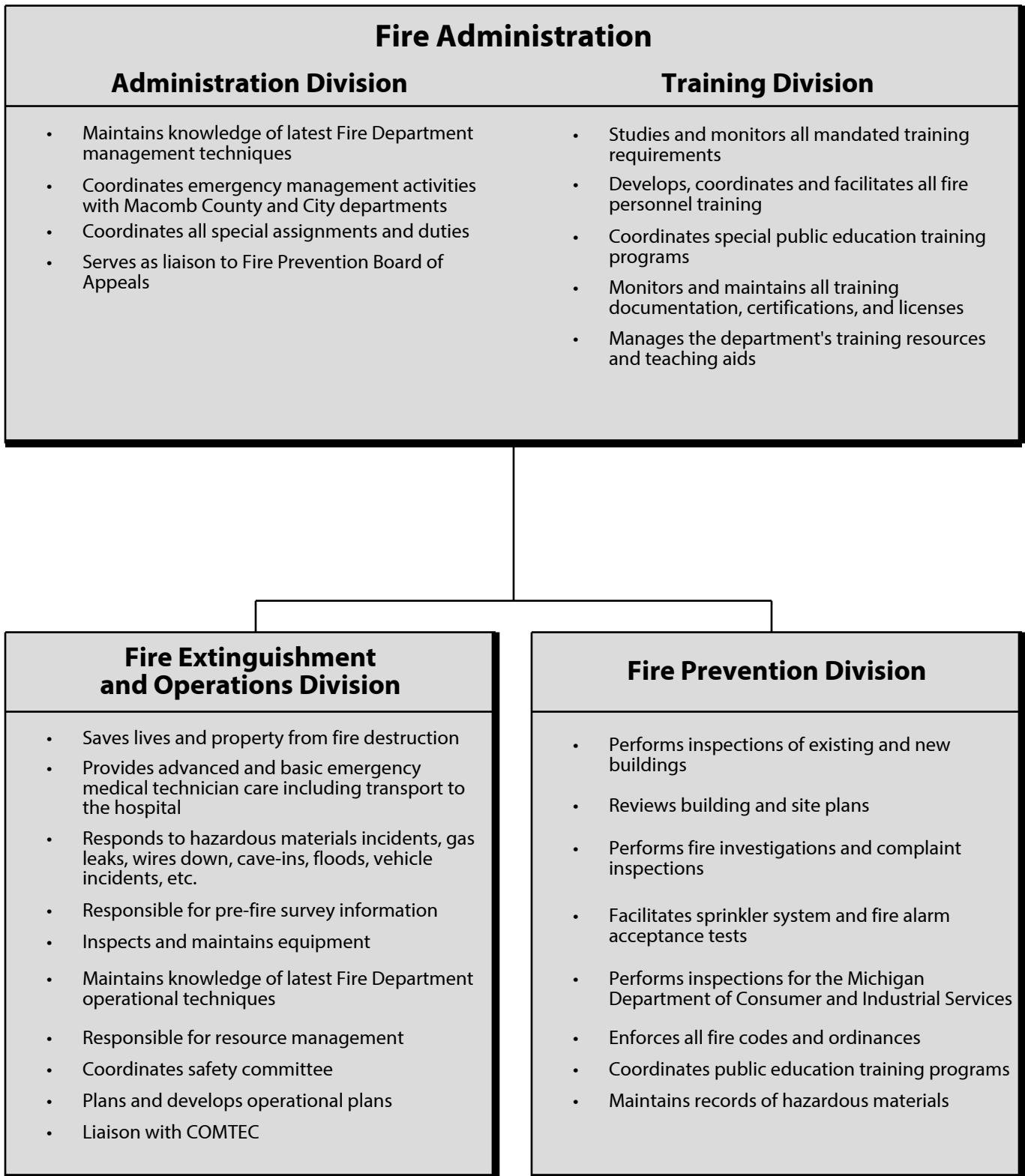


Fire Department



FUNCTIONAL ORGANIZATION CHART

Fire Department

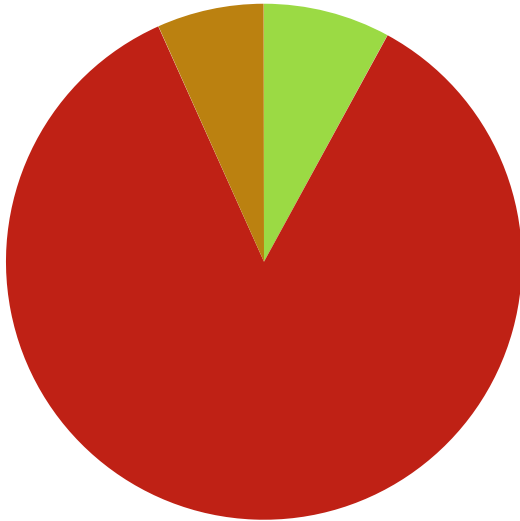


DEPARTMENT AT A GLANCE

Fire Department

Fire Department
Total Budget = \$26.5 Million

Prevention, 7% Administration, 8%



Extinguishment,
85%



PERSONNEL SUMMARY

	2024/25	
	Full Time	Part Time
Fire Administration	9	1
Fire Extinguishment	96	0
Fire Prevention	9	0
Total Department	114	1

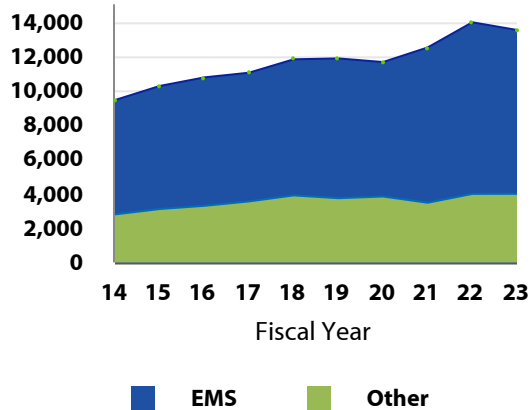
FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget	% Change From 23/24
Fire Administration	\$1,904,780	\$2,175,560	\$2,247,720	\$2,107,450	-6.2%
Fire Extinguishment	20,731,810	21,461,530	21,841,250	22,593,550	3.4%
Fire Prevention	1,411,740	1,458,930	1,507,430	1,773,900	17.7%
Total Department	\$24,048,330	\$25,096,020	\$25,596,400	\$26,474,900	3.4%
Personnel Services	\$22,741,740	\$23,638,490	\$23,923,040	\$24,978,400	4.4%
Supplies	359,560	332,310	409,540	409,200	-0.1%
Other Charges	947,030	1,125,220	1,263,820	1,087,300	-14.0%
Total Department	\$24,048,330	\$25,096,020	\$25,596,400	\$26,474,900	3.4%

KEY DEPARTMENTAL TRENDS

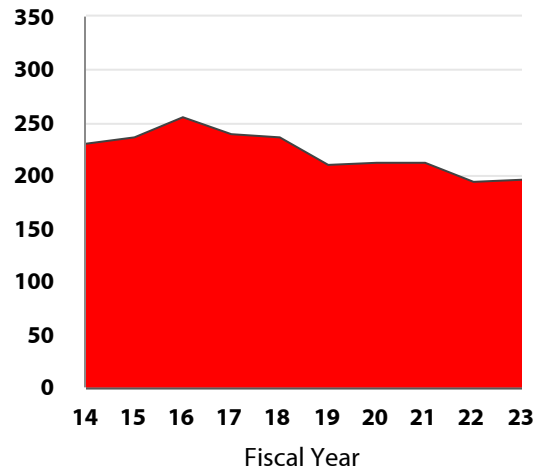
Fire Department

Emergency Medical & HazMat/Other Incidents



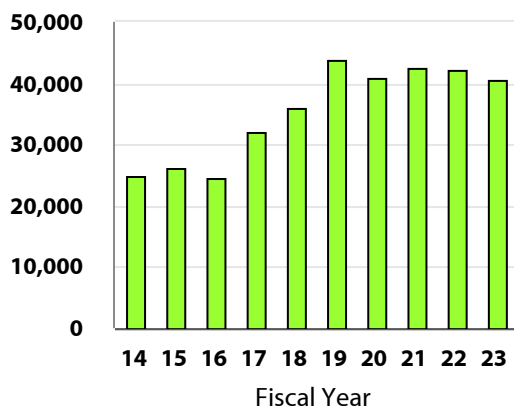
There has been an overall increase in the number of emergency medical runs and other incidents over the past ten years in part due to an aging population. The City's medical rescue services continue to receive high marks from patients and the survival rate of heart attack victims is one of the best in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

Fire Incidents



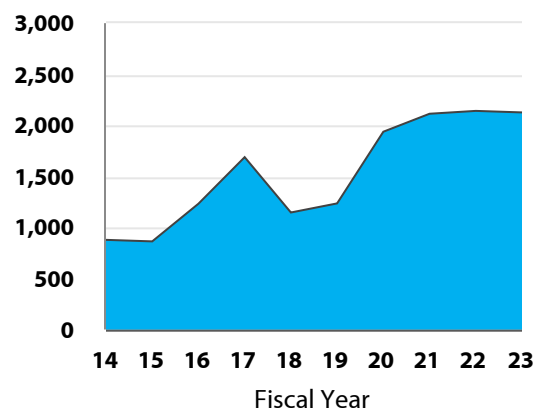
Over the past 10 years, the number of fires has declined by 15%, to the current count of 196 in 2023. The value of non-residential fires spiked in 2020 to \$27.8 million due to two large commercial fires. The City currently averages fewer than one fire incident per week at each of the City's five fire stations.

Training Hours Completed



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 Conducted



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.

MISSION STATEMENT: *To provide effective and efficient services in times of crisis through preparation, prevention, response, and community outreach.*

KEY GOALS

- *Adapt to the evolving needs of our community.*
- *To develop and ensure our members have the knowledge, skills, and abilities to provide premier services for fire, medical, and hazardous material, and disaster emergencies.*
- *To research and implement new services, procedures, and equipment.*
- *To strive for continuous improvement and provide high-quality progressive services to the community.*
- *To manage resources effectively to continue to provide premier service to our community and membership.*

Fire Administration is responsible for providing resources and supervision to support premier service to the residents of 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.

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 data entry and mail distribution functions.

Fire Administration is responsible for the analysis of and development of strategies and programs to reduce community risks. Through the development of methods, programs, and community collaboration our goal is to reduce risks and increase community health, wellness, and resiliency.

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. ■



Fire Administration

2024/25 PERFORMANCE OBJECTIVES

(Administration)

1. To prepare the organization to transition from the National Fire Incident Reports System to the new National Emergency Response Information System as required by the National Fire Administration. (City Goal 1, 2, 3, 6, 8, 9, 10, 11, 12)
2. To assess response plans and ensure the most appropriate resources are sent on emergency runs. (City Goal 1, 2, 9, 10, 11, 14)
3. To continue the development of a succession plan to prepare the fire administration division for anticipated vacancies. (City Goal 1, 2, 9, 10, 11, 14)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Incident Reports Reviewed for Quality	16,170	18,130	17,831	18,500	17,600	17,600
	Employee Evaluations Conducted/Tracked	257	245	374	300	300	300
	APPO's and Standard Operating Guidelines Reviewed	273	293	314	300	300	300
	Freedom of Information Act Requests	110	137	155	100	100	100
	Staff/Battalion Meetings Conducted	95	40	75	50	50	50
	Presentations to Civic Groups/Organizations	23	43	52	30	30	30
	Employee/Civilian Citations Processed	0	241	9	40	40	40
	Service Complaints Processed	9	11	16	10	10	10
	Safety-Suggestions Processed	15	19	28	15	15	15
	EOC Activations/Emerg. Responses/Train. Exercises	1	1	6	0	1	1
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	\$176	\$181	\$176	\$188	\$193	\$197
	Division Expenditures as % of General Fund	1.66 %	1.66 %	1.77 %	1.87 %	1.89 %	1.68 %

Fire Administration

2024/25 PERFORMANCE OBJECTIVES

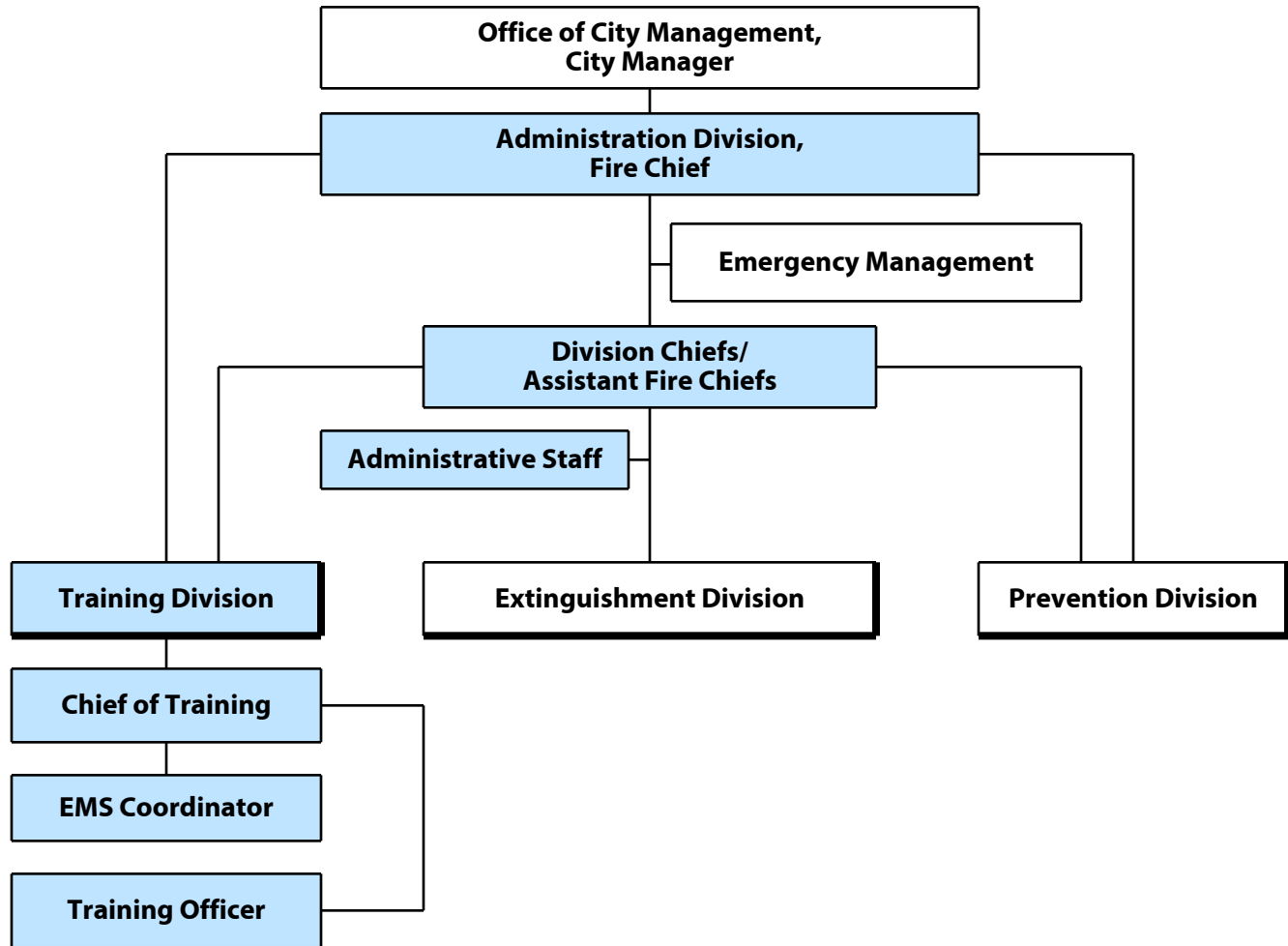
(Training)

1. To increase the number of formal training hours coordinated by the training division by 10% in the next fiscal year. (City Goal 2, 4, 6, 9, 11)
2. To ensure that all sworn personnel complete the Blue Card Incident Command program in the next fiscal year. (City Goal 2, 4, 6, 7, 9, 10, 11)
3. To establish in-house training for state-certified fire officer courses including, Fire Officer I, II, III, Fire Instructor, and Blue Card Incident Command System. (City Goal 2, 4, 6, 9, 11)
4. To coordinate education for all sworn personnel in the new National Emergency Response System during the next fiscal year. (City Goal 2, 4, 6, 9, 11)
5. To coordinate a tabletop exercise with the Emergency Services Operations Group (ESOG) to ensure City staff is prepared for an emergency. (City Goal 2, 4, 6, 9, 11)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Total Formal Training Hours Coordinated	42,538	42,159	40,596	41,676	39,731	43,704
	Hours of Fire Officer Training	10,901	12,849	10,418	11,319	8,087	8,896
	Hours of EMS Training	5,052	5,096	4,981	6,380	5,444	5,988
	Hours of Fire Suppression Training	3,846	2,724	2,504	4,235	2,693	2,963
	Hours of Hazardous Materials Training	606	1,221	795	1,021	617	679
	Hours of Professional Development Training	3,512	2,105	2,696	4,400	2,448	2,963
	Hours of Physical Training	9,943	10,056	10,020	12,100	10,037	11,041
	Hours of Technical Rescue Training	1,328	1,543	1,625	1,214	1,498	1,649
	Hours of All Other Training	3,944	5,496	4,676	5,060	4,863	5,349
	Residents Receiving Formal Public Education	90	2,552	2,397	4,499	1,987	2,186
	Students Receiving Fire Safety Tours	0	0	190	5,000	2,280	5,000
	Individuals Receiving CPR Instruction	187	225	338	500	312	343
	Paramedic/EMT License Applications Processed	27	36	39	45	28	31
	Procedures Developed and Updated	54	66	85	100	97	107
Efficiency	Days of Work Lost Due to Injury	278	225	31	50	50	50
	% of Right-to-Know Training Completed	100%	100%	87%	100%	100%	100%
	Avg. Training Hrs. per Budgeted Sworn Personnel	421	394	383	450	431	408
	Training Division Cost per Fire Fighter	\$3,388	\$3,411	\$3,653	*	*	*

*Cost is calculated for "Actual" columns only.

Fire Administration



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Fire Chief	1	1	1
Division Chief/Assistant Fire Chief	1	1	2
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	0
Intern (P.T.)	1	1	1
Total	10	10	10

Fire Administration

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 6.2%.

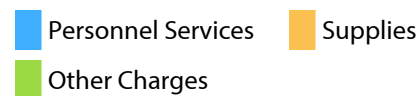
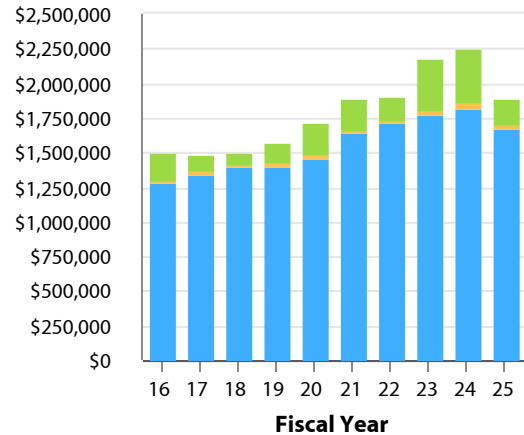
Personnel Services - Total Increase \$57,640 or 3.2%

- \$96,000 due to the full-year wages and benefits for the new Assistant Fire Chief position
- \$20,350 due to an increase in the required contribution to the Police and Fire Retirement System
- \$33,000 due to contractual wage adjustments, partially offset by:
- Savings of \$23,750 due to a decrease in the recommended contribution to the retiree medical fund
- Savings of \$50,000 due to a decrease in the reserve for buybacks resulting from potential retirements
- Savings of \$15,600 in health insurance due to changes in coverages

Supplies - Total Supplies decreased \$4,050 or 11.8% primarily due to a reduction in the use of paper towels in restrooms.

Other Charges - Total Other Charges decreased \$193,860 or 50.1% primarily due to grant funded physicals and a facilities condition assessment performed on Fire Station #5 in the prior year.

Expenditure History



Capital - Total capital of \$502,500 is proposed for this office. \$350,000 is for Phase II of the reconstruction of the parking lot at Fire Station #1. \$75,000 will be used to purchase a new generator for Fire Station #4. In conjunction with the Information Technology department, \$77,500 will be used to replace the department's mobile computers and modems. This office will also receive 37 replacement computers.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$1,782,880	\$1,826,410	\$1,834,700	\$1,884,050	\$1,884,050
Supplies	27,890	34,450	31,850	30,400	30,400
Other Charges	364,790	386,860	386,710	193,000	193,000
Total	\$2,175,560	\$2,247,720	\$2,253,260	\$2,107,450	\$2,107,450

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.■



Fire Extinguishment

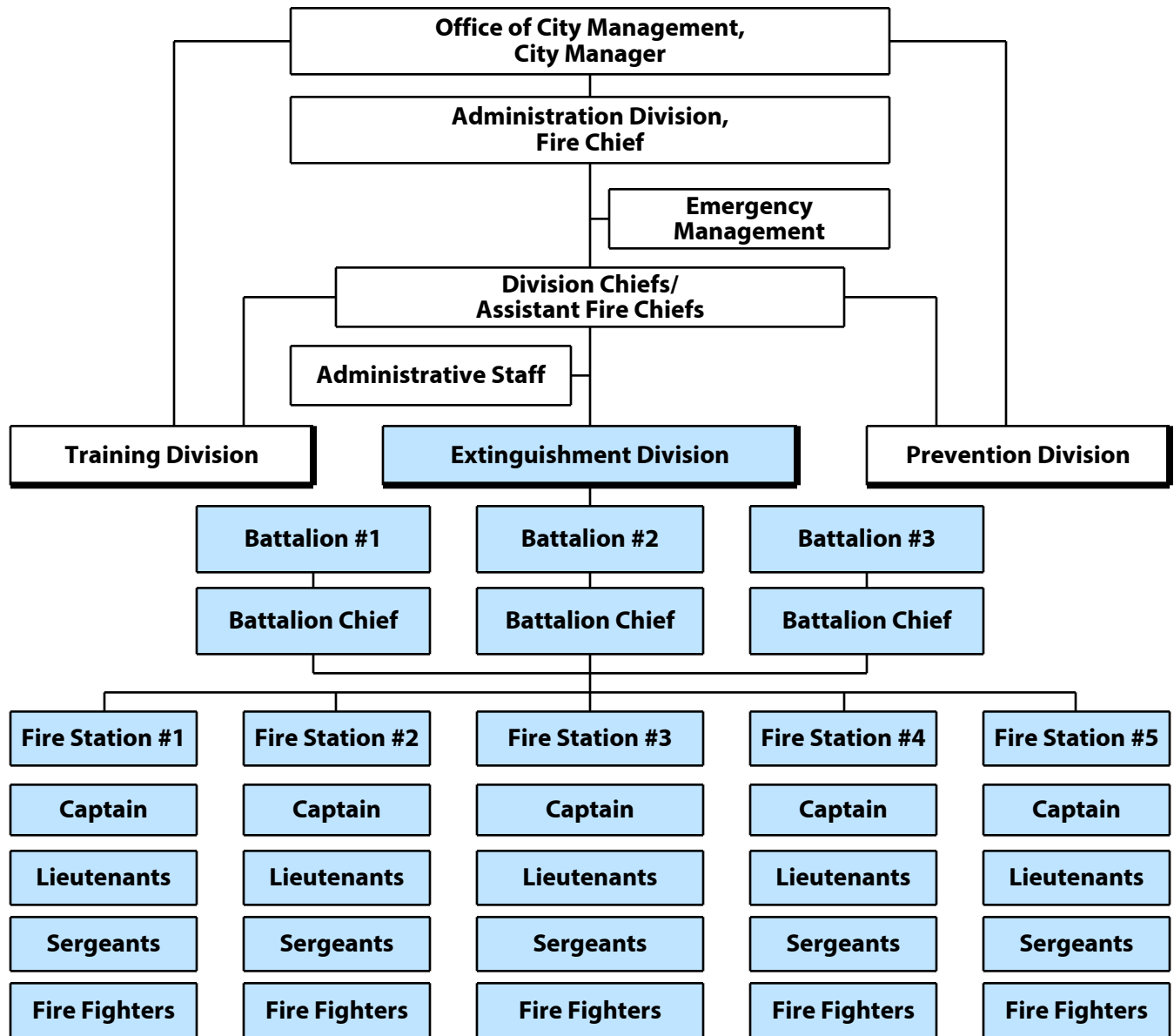
2024/25 PERFORMANCE OBJECTIVES

1. To collaborate with Macomb County Dispatch to implement a medical priority dispatch system to align with best practices in sending the right resources to match the call severity. (City Goal 1, 2, 3, 4, 6, 9, 11, 12, 14, 24)
2. To review and implement new recruitment processes and policies to ensure the Fire Department employees are the most talented, qualified, and diverse workforce reflective of the citizens that we serve. (City Goal 1, 2, 3, 4, 6, 9, 11, 12, 14, 24)
3. To implement Medical Priority Dispatch for EMS calls to ensure the most appropriate resources are sent on emergency and non-emergency runs. (City Goal 1, 2, 9, 10, 11, 14)
4. To continue developing a succession plan and officer development program to prepare members for career advancement due to retirement. (City Goal 1, 2, 9, 10, 11, 14)
5. To review the department's Standard Operating Guidelines, along with the rules and regulations needed to ensure effective and efficient operations. (City Goal 1, 2, 9, 10, 11, 14)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Total Fire Department Incidents	16,170	18,130	17,832	18,257	17,600	17,600
	Fire Incidents	212	194	196	215	215	215
	Hazardous Material Incidents	165	174	145	100	100	100
	EMS-Related Incidents	12,493	13,957	13,509	13,900	13,200	13,200
	All Other Incidents	3,300	3,804	3,982	3,100	3,000	3,000
	Total Patients Transported to Hospitals	9,527	10,528	10,256	10,600	10,000	10,000
	Priority 1 Patients	469	510	537	700	600	600
	Priority 2 Patients	4,148	4,179	4,160	4,700	4,400	4,400
	Priority 3 Patients	4,910	5,839	5,559	5,200	5,000	5,000
	Ambulance Only Runs	2,624	3,222	3,142	3,000	3,500	3,500
	Collection Recovery Rate/Avg. recovery per incident	88%/\$368	85%/\$373	68%/\$467	85%/\$370	85%/\$370	85%/\$370
	Transports handled by another agency	44	29	24	30	30	30
	Mutual Aid Provided/Received (Man Hours)	66/53	226/80	91/35	100/80	100/80	100/80
Efficiency & Effectiveness	Average Scene Time (Hours) per Fire/ALS Incident	1.10/.22	1.00/.21	1.1/.21	1.00/.20	1.00/.20	1.00/.20
	Fire Fighter Injuries/Deaths	80/0	67/0	64/0	*	*	*
	Civilian Fire Related Injuries/Deaths	13/3	9/0	6/0	*	*	*
	% of Emg. Incidents Responded w/i 5 Min. Fire/EMS	74%/67%	79%/65%	78%/64%	80%/80%	80%/80%	80%/80%
	Average EMS Response Time - Minutes	5.1	5.4	5.3	5.0	5.0	5.0
	Division Expenditures as % of General Fund	17.09 %	18.10 %	17.45 %	18.19 %	18.56 %	17.98 %

*Calculated for "Actual" columns only.

Fire Extinguishment



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
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	51	51	51
Fire Fighter-Fire Engine Operator	12	12	12
Total	96	96	96

Fire Extinguishment

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

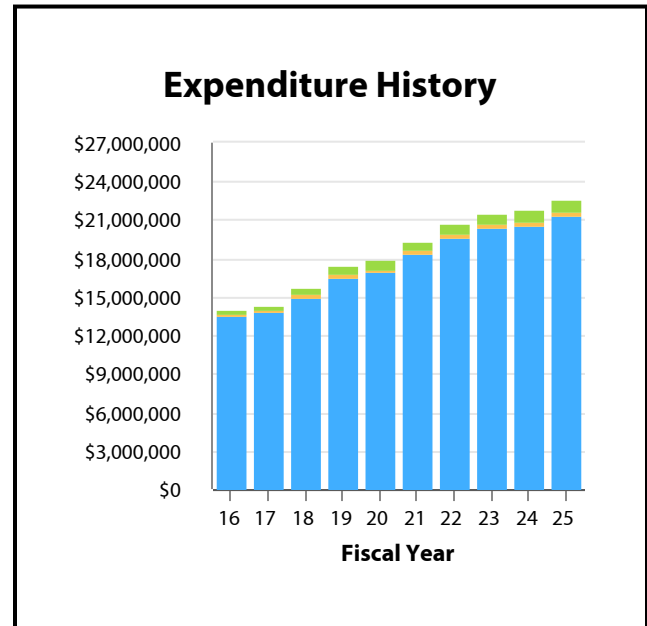
The total budget increased by 3.4%.

Personnel Services - Total Increase \$731,250 or 3.6%

- \$330,000 due to contractual wage adjustments
- \$312,000 due to an increase in the required contribution to the Police and Fire Retirement System
- \$152,000 due to higher health insurance rates
- \$169,000 due to an increase in overtime primarily due to higher wages
- \$61,850 due to revised worker's compensation rates, partially offset by:
- Savings of \$305,250 due to a decrease in the recommended contribution to the retiree medical fund

Supplies - Total Supplies increased \$3,710 or 1.0% due to inflationary increases.

Other Charges - Total Other Charges increased \$17,340 or 2.0%. \$11,650 will be used to purchased Vector Solutions, an online EMS and Fire education program to provide state required continuing education to the staff. This program was previously financed by Macomb County. Utility costs for the five fire stations are also expected to increase.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

Capital - Capital in this office totals \$853,050. The most significant purchase is a replacement ambulance for \$366,100. Other capital purchases include fire hose replacements for \$46,450, upgraded Knox Box systems for \$55,000, and an EMS Gator for \$39,000.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$20,396,680	\$20,589,200	\$20,801,550	\$21,320,450	\$21,320,450
Supplies	304,420	375,090	376,830	378,800	378,800
Other Charges	760,430	876,960	946,730	894,300	894,300
Total	\$21,461,530	\$21,841,250	\$22,125,110	\$22,593,550	\$22,593,550

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.■



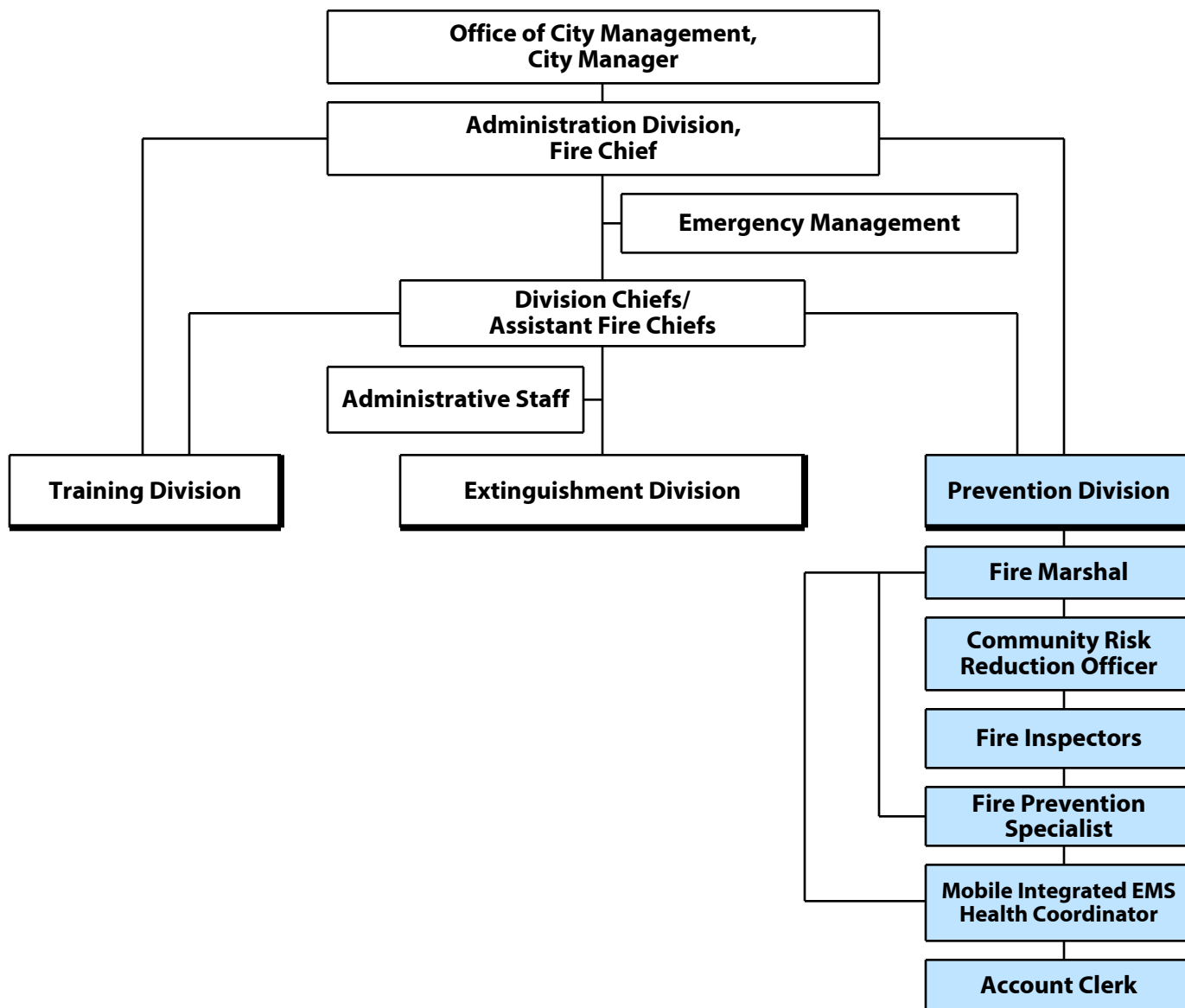
Fire Prevention

2024/25 PERFORMANCE OBJECTIVES

1. To revise and update City's Code Ordinances to include the 2024 International Fire Code. (City Goal 4, 9, 13, 19)
2. To research an alternative fire inspection platform that will better communicate with our current records system. (City Goal 4, 6, 9, 13, 19)
3. To prepare, educate, and train our new Fire Inspector to the Sterling Heights Fire Department's high standards and certification requirements. (City Goal 9, 13, 14)
4. To update our current Standard Operating Guidelines to meet updated requirements. (City Goal 5, 6, 7, 10, 11)
5. To prepare the Fire Prevention Division for the implementation of the new National Fire Protection Association Standard for Fire Investigation Units. (City Goal 4, 9, 13, 19)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Total Inspections Conducted	2,113	2,141	2,126	2,100	2,100	2,100
	Use Permit, Bldg. Permit & General Inspections	621	641	922	650	650	650
	Specialty License & Hazardous Bldg. Inspections	800	690	300	500	500	500
	Witnessed Acceptance Test Inspections	149	159	186	200	200	200
	Reinspections of Violations	524	610	652	400	500	500
	Citizen Assistance Inspections	19	41	66	100	100	100
	High Risk & Complex Code Enf. Issues/Total Hours	138/919	86/694	59/279	75/1,100	75/1,100	75/1,100
	IROL's Submitted & Reviewed	1,940	2,332	2,164	2,200	2,200	2,200
	Violations Discovered and Issued	3,483	2,913	1,136	3,000	3,000	3,000
	Investigations (Fire and Other)/Total Hours	103/675	128/775	83/564	100/800	100/800	100/800
	Plan Reviews (sites, buildings, alarms)	314	282	269	250	250	250
Efficiency & Effectiveness	% Bus. Receiving Violations during Inspections	93%	85%	64%	95%	90%	90%
	Value of Non-Residential Fire Loss	\$1,057,000	\$2,720,450	\$4,935,900	\$3,000,000	\$4,000,000	\$4,000,000
	Value of Residential Fire Loss	\$4,209,000	\$2,808,650	\$3,325,177	\$3,500,000	\$3,500,000	\$3,500,000
	% of Solicited Inspections Performed w/i 1 Day	92%	90%	95%	95%	95%	95%
	% of Inspectable Occupancies Experiencing Fires	0.04%	0.05%	0.05%	0.05%	0.05%	0.05%
	Inspections Conducted Per Inspector*	604	612	532	600	600	600
	% of Site Plans Reviewed within 20 Days	91%	100%	90%	100%	100%	100%
	Division Expenditures as % of General Fund	1.35%	1.23%	1.19%	1.26%	1.26%	1.41%

Fire Prevention



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Fire Marshal	1	1	1
Fire Inspector	4	4	4
Fire Inspector (P.T.)	2	0	0
Community Risk Reduction Officer	0	0	1
Fire Prevention Specialist	1	1	1
Mobile Integrated EMS Health Coordinator	0	0	1
Account Clerk	0	0	1
Account Clerk (P.T.)	1	1	0
Total	9	7	9

Fire Prevention

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 17.7%.

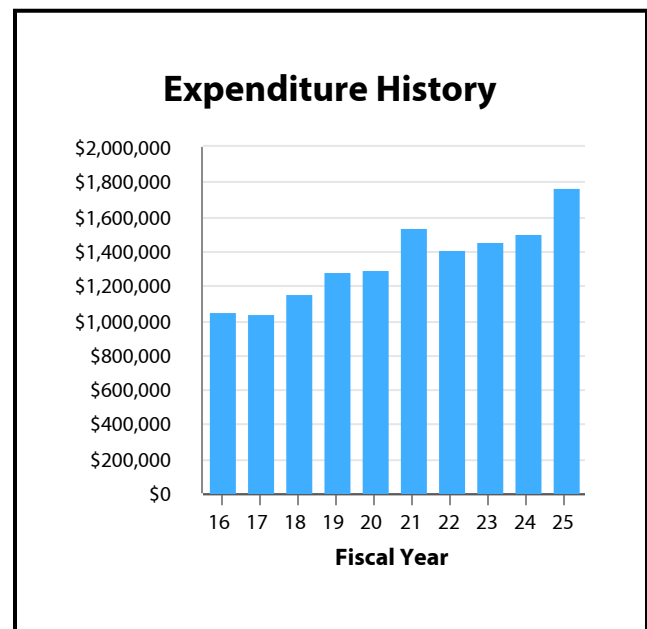
Personnel Services - Total Increase \$266,470 or 17.7%

- \$25,000 due to contractual wage increases
- \$240,000 due to the proposed new Community Risk Reduction Officer and Mobile Integrated EMS Health Coordinator positions
- \$23,250 due to an increase in the required contribution to the Police and Fire Retirement System, partially offset by:
- Savings of \$22,750 due to a decrease in the recommended contribution to the retiree medical plan

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 - There is no Capital proposed for this office.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$1,458,930	\$1,507,430	\$1,507,530	\$1,773,900	\$1,773,900
Supplies	0	0	0	0	0
Other Charges	0	0	0	0	0
Total	\$1,458,930	\$1,507,430	\$1,507,530	\$1,773,900	\$1,773,900

The time to repair the roof is when the sun is shining...

~ John F. Kennedy ~

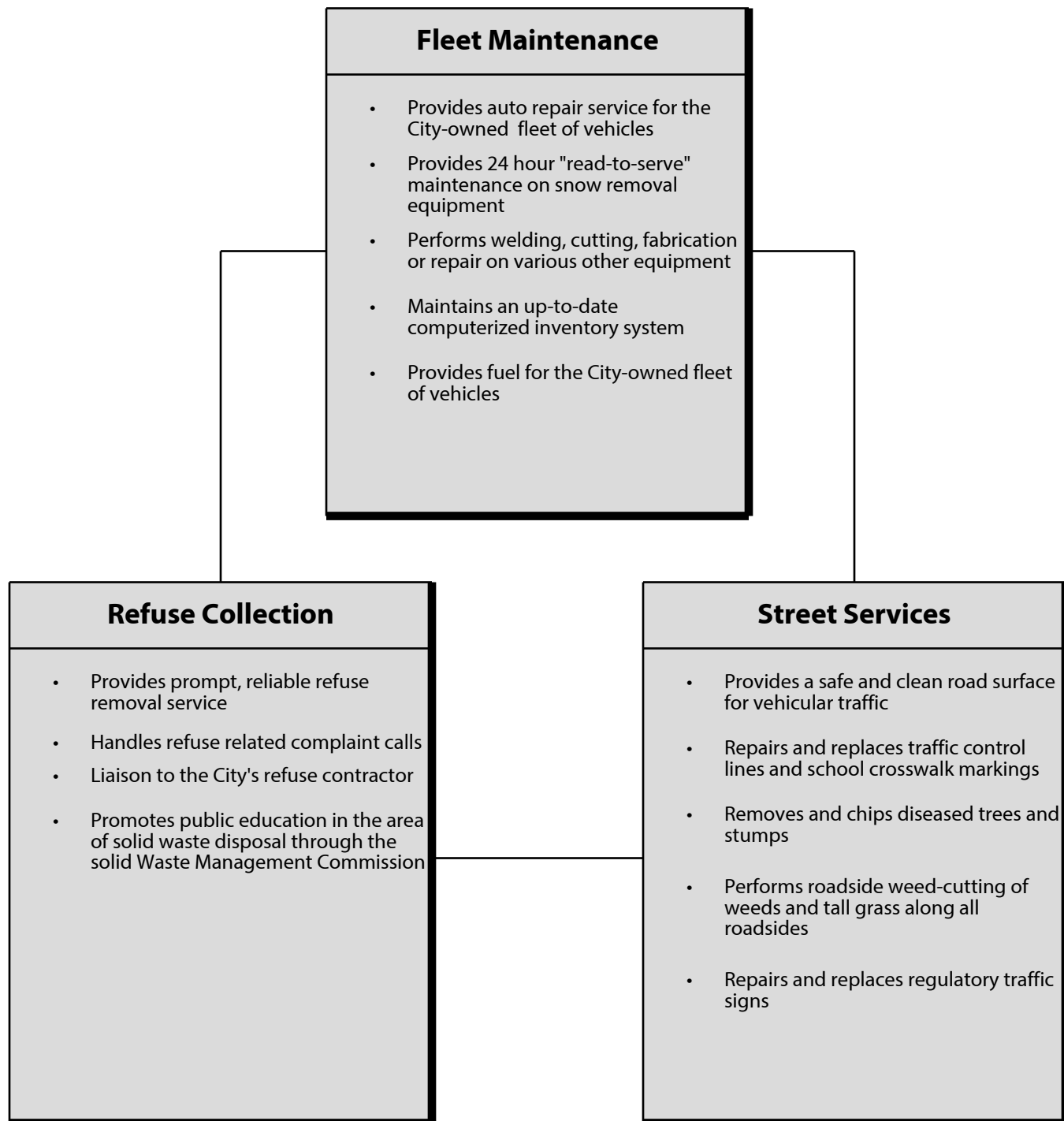


Public Works Department



FUNCTIONAL ORGANIZATION CHART

Public Works Department

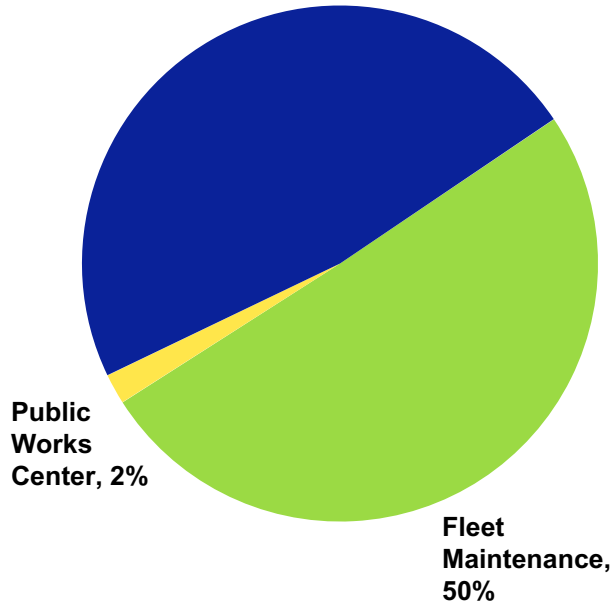


DEPARTMENT AT A GLANCE

Public Works Department

Public Works Department
Total Budget = \$7.4 Million

Street Services, 48%



PERSONNEL SUMMARY

	2024/25	
	Full Time	Part Time
Fleet Maintenance	13	3
Public Works Center	0	0
Street Services	21	5
Total Department	34	8



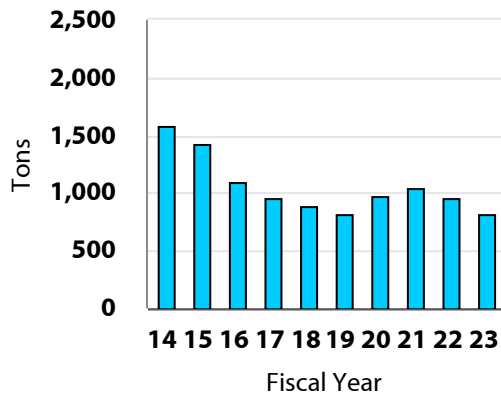
FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget	% Change From 23/24
Fleet Maintenance	\$3,340,390	\$3,442,680	\$3,567,400	\$3,755,400	5.3%
Public Works Center	136,420	151,420	130,980	141,850	8.3%
Street Services	3,173,750	3,166,660	3,472,990	3,552,450	2.3%
Total Department	\$6,650,560	\$6,760,760	\$7,171,370	\$7,449,700	3.9%
Personnel Services	\$4,497,270	\$4,480,400	\$4,926,800	\$5,115,400	3.8%
Supplies	1,632,040	1,687,640	1,719,300	1,750,200	1.8%
Other Charges	521,250	592,720	525,270	584,100	11.2%
Total Department	\$6,650,560	\$6,760,760	\$7,171,370	\$7,449,700	3.9%

KEY DEPARTMENTAL TRENDS

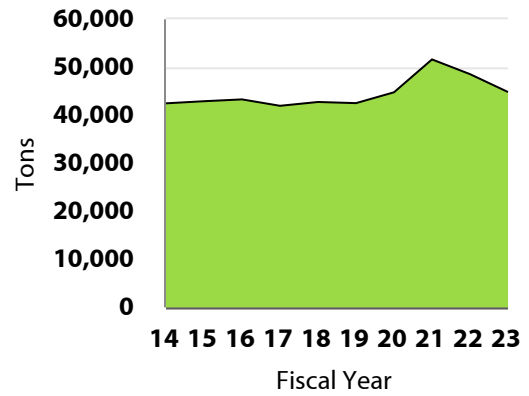
Public Works Department

**Recycling Center
Tons of Paper Recycled**



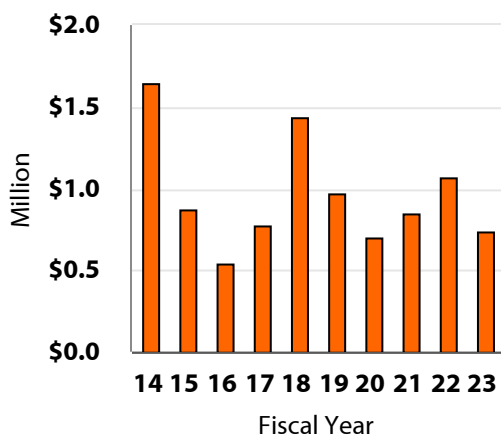
The amount of newspaper recycled at the drop-off recycling centers has declined due to the growth in the number of non-city newspaper recycling sites and the subscription based curbside recycling program initiated in 2013. 822 tons of paper were recycled in 2023.

**Tons of
Refuse Landfilled**



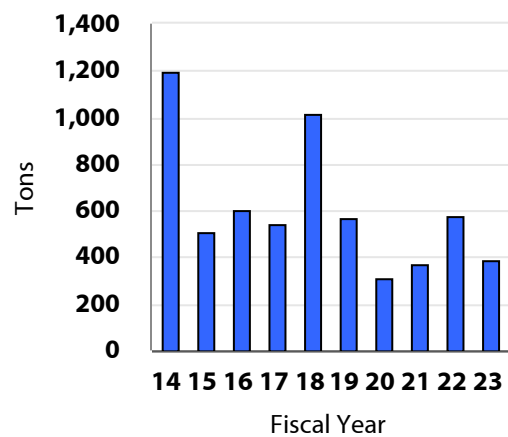
Tons of refuse land filled has remained relatively stable over the last decade, with an exception of a spike seen in 2021 related to the COVID-19 pandemic. 44,855 tons of refuse was land filled in 2023.

Snow Removal Costs



The City's snow removal costs have varied significantly over the past 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 2016 to a low of \$543,000. 2023 recorded total snow removal costs of \$731,000.

Road Pothole Patch Used



Road patch use decreased in 2023 to 387 tons. The spike in 2022 was primarily due to emphasis on road patching on Ryan Road and 16 Mile Road in the prior year. Weather also has a significant impact on the amount of road patching required.

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 gates, retention pond fences, pumping stations, and many other 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.■



Fleet Maintenance

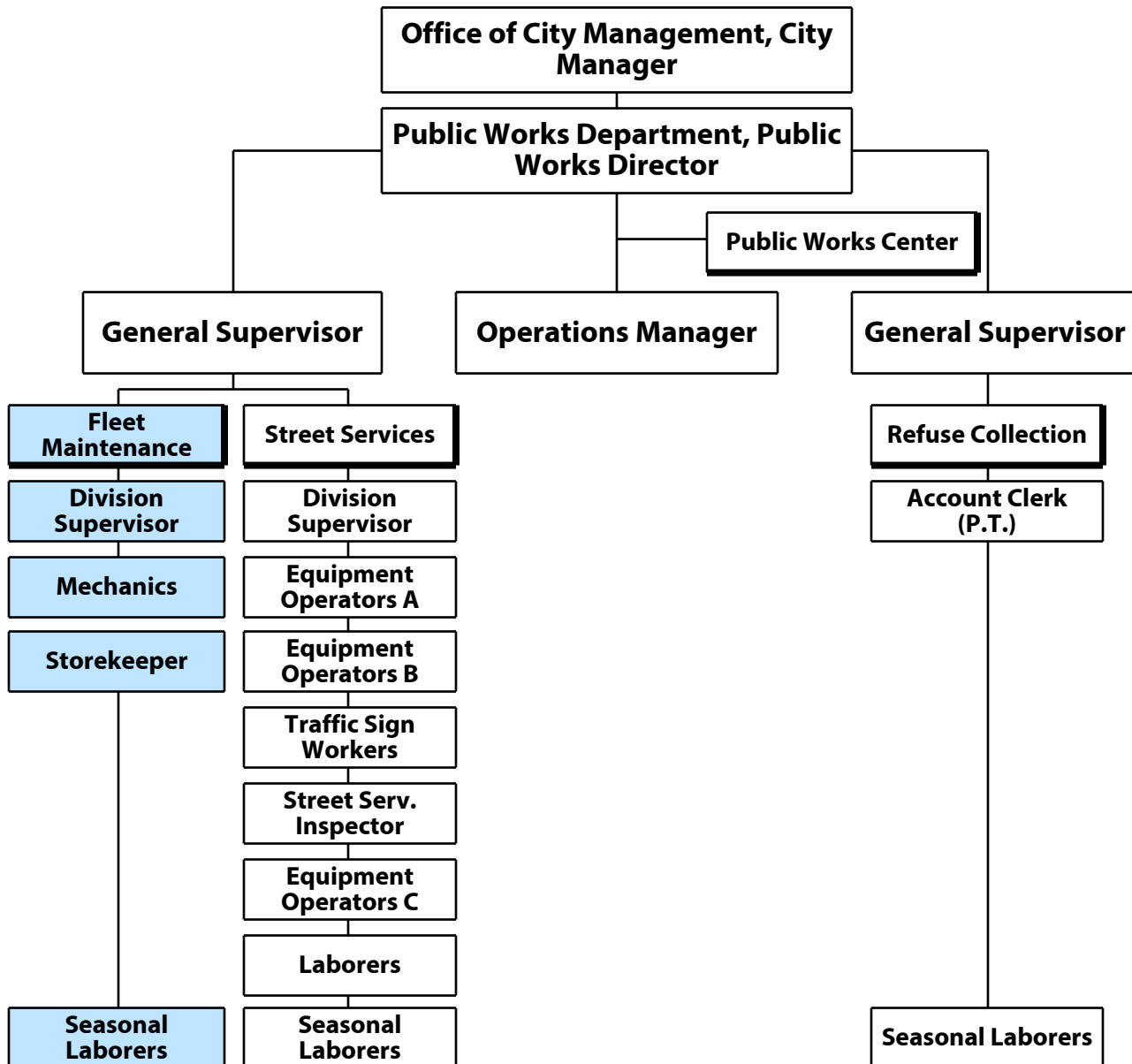
2024/25 PERFORMANCE OBJECTIVES

1. To monitor results of the Electric Vehicle (EV) Pilot Program and with the goal of using the results to establish a city-wide EV policy. (City Goal 1, 2, 3, 4, 6)
2. To investigate the potential of modernizing tools and equipment used to repair City vehicles. (City Goal 1, 2, 4, 6)
3. To establish an improved preventive maintenance schedule for city vehicles using the newly implemented fleet management software. (City Goal 1, 2, 4, 6)
4. To transition to new Fleet software for vehicle maintenance requests Citywide. (City Goal 1, 2, 6, 14, 23, 24, 25)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Full Service Preventive Maintenances Performed	417	401	433	420	420	420
	Total # of Work Orders Completed	1,101	1,401	1,356	1,300	1,400	1,350
	Gallons of Fuel Used	295,000	301,171	291,000	290,000	290,000	280,000
	Safety Inspections Conducted on Hoists	16	16	16	16	16	16
	Total # of Vehicles in Inventory	328	328	334	321	332	330
	Total # of Vehicles with Over 100,000 Miles	65	65	42	45	42	38
	Total # of Vehicles Over 10 Years Old	83	64	60	80	55	52
Efficiency & Effectiveness	% of Preventive Maint. Performed on Schedule	90%	90%	92%	92%	92%	92%
	Avg. # of Days Vehicle is Out of Service	1	1	1	1	1	1
	Average Cost of Repair	\$900	\$786	\$830	\$1,000	\$750	\$850
	Average Age of Police Vehicles (Years)	5.0	4.0	4.0	4.0	3.9	4.0
	Average Age of Fire Engines (Years)	13.0	12.0	14.0	13.0	14.0	14.0
	% 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%	98%	98%	98%
	Preventive Maintenance Cost of a Passenger Car	\$63.95	\$64.12	\$69.08	*	*	*
	Activity Expenditures as % of General Fund	2.40%	2.92%	2.80%	2.97%	2.95%	2.99%

*Cost is calculated for "Actual" columns only.

Fleet Maintenance



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Division Supervisor	1	1	1
Mechanic	11	11	11
Storekeeper	1	1	1
Seasonal Laborer (P.T.)	2	2	2
Intern	0	1	1
Total	15	16	16

Fleet Maintenance

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 5.3%.

Personnel Services - Total Increase \$129,800 or 7.1%

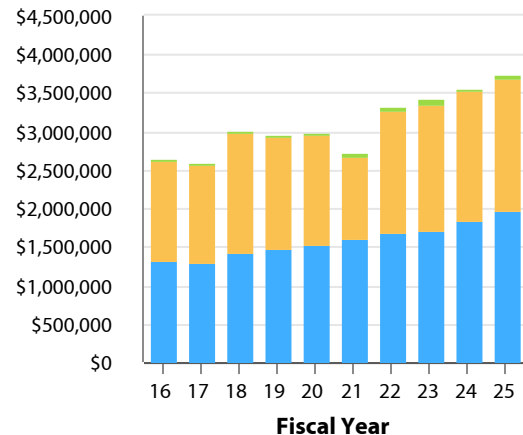
- \$117,000 due to contractual wage adjustments
- \$31,750 due to increased health insurance costs, partially offset by:
- Savings of \$20,600 due to a decrease in the recommended contribution to the retiree medical fund

Supplies - Total Supplies increased \$30,500 or 1.8% primarily due to inflationary increases in fuel, supplies and vehicle parts.

Other Charges - Total Other Charges increased \$27,700 or 77.6%. An increase of \$22,850 is assigned to the yearly subscription to Fleetio, the City's fleet management software. A portion of this increase will also be used to purchase an additional license for the City's second diagnostic computer. Funding of \$4,790 is proposed to clean and service the department's diesel tank.

Capital - Capital for this office totals \$109,000. This funding will be used to replace fleet pool vehicles loaned to various departments for staff use. Vehicles to be purchased include two Ford Escapes and a Ford F-150.

Expenditure History



■ Personnel Services
 ■ Supplies
 ■ Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$1,704,180	\$1,839,000	\$1,765,220	\$1,968,800	\$1,968,800
Supplies	1,658,300	1,692,700	1,717,700	1,723,200	1,723,200
Other Charges	80,200	35,700	35,700	63,400	63,400
Total	\$3,442,680	\$3,567,400	\$3,518,620	\$3,755,400	\$3,755,400

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.*

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, 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 specialty equipment is also included in this activity. Examples include vehicle hoists, air compressors, truck scales, power washers, and other items specific to divisional operations. ■

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.



Public Works Center

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

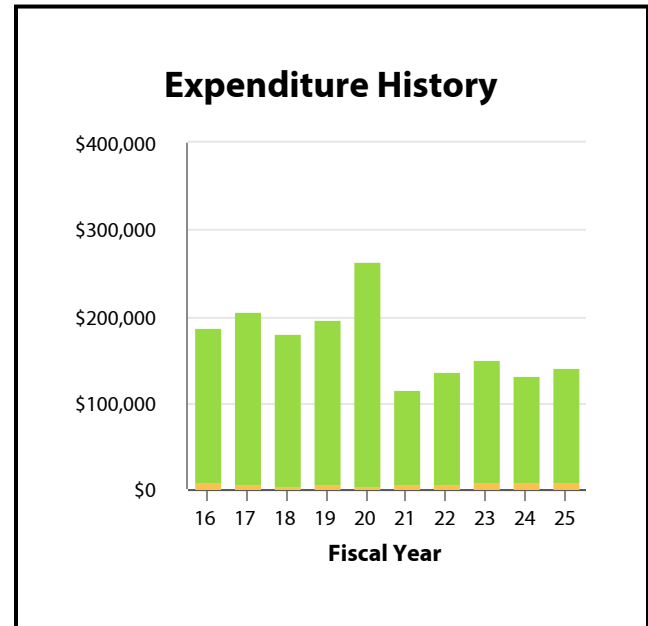
The total budget increased by 8.3%.

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

Supplies - Total Supplies increased \$200 or 2.0% as additional cleaning supplies are needed to maintain the larger Public Works facility.

Other Charges - Total Other Charges increased \$10,670 or 8.8%. The building maintenance budget is proposed to be reduced by \$15,800. Many building upkeep tasks now fall under the Facilities Maintenance department and will be budgeted there going forward. Utility expenditures increased by \$25,000. This is to bring the budget more in line with the current year estimate.

Capital - There is no Capital proposed for this office.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$0	\$0	\$0	\$0	\$0
Supplies	10,370	9,800	9,800	10,000	10,000
Other Charges	141,050	121,180	126,030	131,850	131,850
Total	\$151,420	\$130,980	\$135,830	\$141,850	\$141,850

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. School crosswalks and stop bar pavement markings are repaired or replaced as necessary every year.

Street Services strives to sweep all paved road surfaces a minimum of four times per year on 395 miles of major, local, county, and state 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 36 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. 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.■



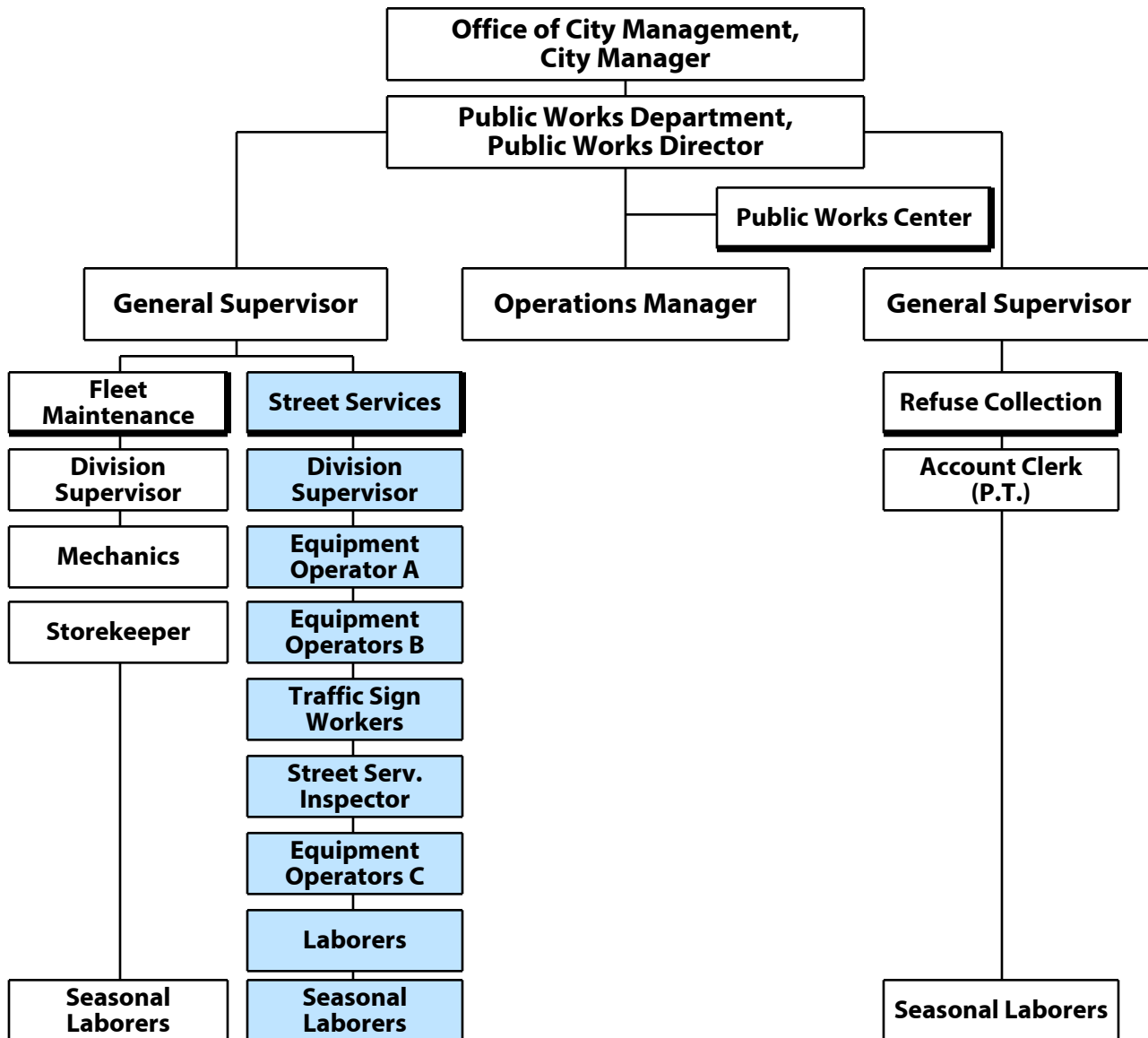
Street Services

2024/25 PERFORMANCE OBJECTIVES

1. To continue to monitor best practices on snow removal, tree maintenance, and road paving techniques through training courses and seminars. (City Goal 2, 4)
2. To continue to collaborate with the City Planning Office to acquire grants for planting trees on both residential streets and major roads, creating a larger tree canopy throughout the City. (City Goal 4, 14, 18)
3. To improve ditch and dirt road maintenance to help eliminate the issue of potholes and standing water. (City Goal 13, 14, 16, 18)
4. To develop and adopt a tree maintenance plan for major and county roads. (City Goal 4, 13, 14, 18)
5. To develop a plan to minimize salt usage on concrete roads that are curing. (City Goal 4, 14)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	After Hours Snow Removal Occurrences	27	32	27	25	25	25
	Tons of Road Salt Used	6,762	9,061	5,508	7,500	6,500	7,500
	Pothole Patching - Tons of Patch Used	366	578	387	300	210	225
	Street Sweeping Rotations - Local Roads	4	4	4	4	5	5
	Street Sweeping Rotations - Major Roads	5	5	5	5	5	5
	Storm Catch Basin Cleaning-Number of Locations	951	208	383	1,000	1,100	1,200
	Street Trees Removed	118	245	247	2,000	200	250
	Street Trees Planted	122	234	419	300	800	1,000
	Street Trees Pruned	4,101	2,305	4,466	3,000	3,500	3,500
	Homeowner Tree Inquiries/Inspection Responses	733	888	716	850	800	800
	Traffic Sign Repairs or Replacements	178	107	129	150	200	250
Efficiency	Gravel Roads - Rotations	15	13	12	20	15	20
	% of Emergency Calls Responded to w/i 1 hour	100%	100%	100%	100%	100%	100%
	Property Damage Due to Snow Removal Operation	\$350	\$850	\$725	\$500	\$450	\$500
	Street Services Cost Per Capita	\$23.20	\$23.95	\$23.57	\$25.85	\$25.17	\$26.44
	Hours to Complete Snow Emergencies	48	48	48	48	48	48
	Activity Expenditures as % of General Fund	2.70%	2.77%	2.57%	2.89%	2.84%	2.83%

Street Services



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Division Supervisor	1	1	1
Equipment Operator A	1	1	1
Equipment Operator B	7	7	8
Traffic Sign Worker	2	2	2
Street Services Inspector	1	1	1
Equipment Operator C	5	5	4
Laborer	4	4	4
Seasonal Laborer (P.T.)	10	10	5
Total	31	31	26

Street Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 2.3%.

Personnel Services - Total Increase \$58,800 or 1.9%

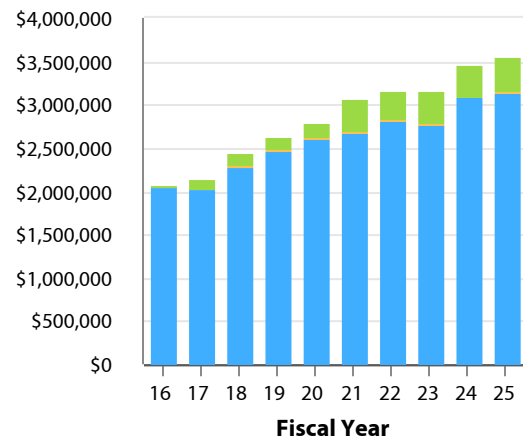
- \$93,450 due to contractual wage increases
- \$18,700 due to increased health insurance costs, partially offset by:
- Savings of \$37,450 due to a decrease in the recommended contribution to the retiree medical fund

Supplies - Total Supplies increased \$200 or 1.2% due to an inflationary cost increase for small hand-held equipment and personal protective gear.

Other Charges - Total Other Charges increased \$20,460 or 5.6%. \$15,000 of this increase is in response to increased irrigation maintenance around the City. Retention pond maintenance expenditures are also expected to increase by \$12,880. Both of these items are partially offset by expected savings of \$5,500 on rented equipment.

Capital - Capital for this office total \$928,000. Two replacement Tandem-Axle Dump Trucks for \$300,000 each are proposed. These will be added to the City's rotation of snow plowing trucks. Vehicles removed from the pool as a result are over twenty years old. A replacement Chipper Truck w/ bucket is also proposed. This dual purpose vehicle will replace a bucket truck and a chipper truck that are both over twenty years old.

Expenditure History



Personnel Services
Supplies
Other Charges

FUNDING LEVEL SUMMARY

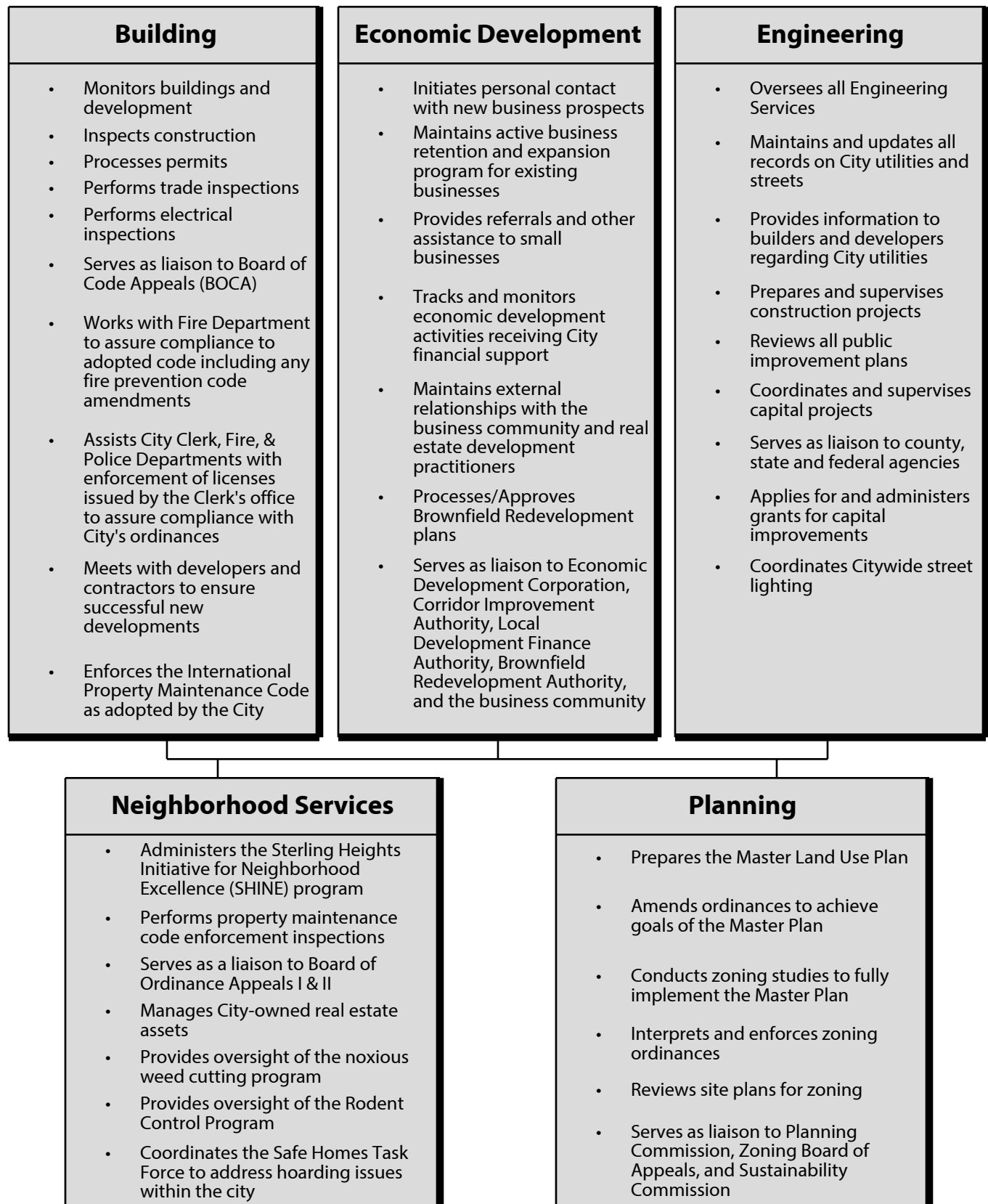
	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$2,776,220	\$3,087,800	\$2,972,200	\$3,146,600	\$3,146,600
Supplies	18,970	16,800	16,800	17,000	17,000
Other Charges	371,470	368,390	392,150	388,850	388,850
Total	\$3,166,660	\$3,472,990	\$3,381,150	\$3,552,450	\$3,552,450

City Development Department



FUNCTIONAL ORGANIZATION CHART

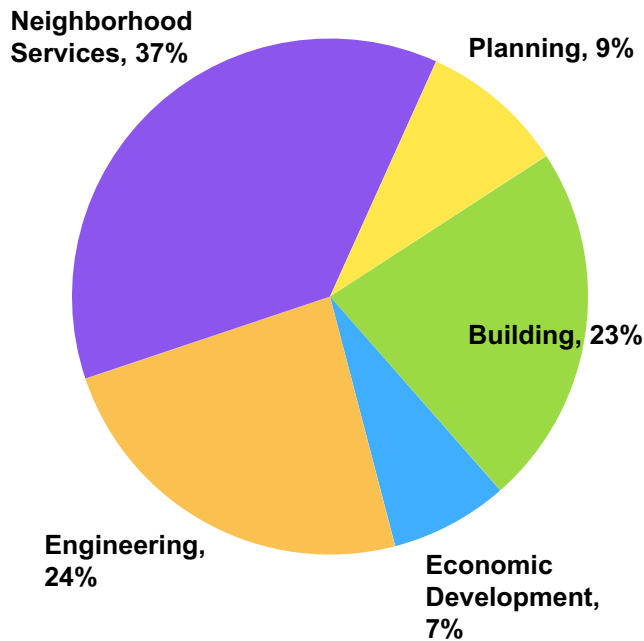
City Development Department



DEPARTMENT AT A GLANCE

City Development Department

City Development
Total Budget = \$6.8 Million



PERSONNEL SUMMARY

	2024/25	
	Full Time	Part Time
Building	10	0
Economic Development	1	0
Engineering	9	1
Neighborhood Services	8	17
Planning	4	2
Total Department	32	20

FUNDING LEVEL SUMMARY

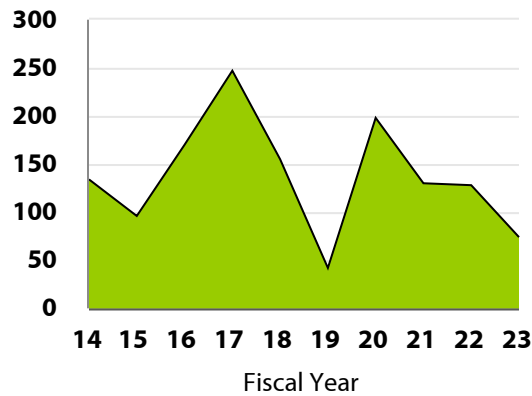
	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget	% Change From 23/24
Building	\$1,141,970	\$1,119,870	\$1,383,120	\$1,537,400	11.2%
Economic Development	342,880	358,930	435,690	502,100	15.2%
Engineering	1,424,770	1,496,280	1,613,710	1,619,400	0.4%
Neighborhood Services	1,994,720	2,029,400	2,402,350	2,499,800	4.1%
Planning	319,130	557,080	786,160	615,250	-21.7%
Total Department	\$5,223,470	\$5,561,560	\$6,621,030	\$6,773,950	2.3%
Personnel Services	\$4,857,600	\$4,952,190	\$5,470,840	\$5,855,700	7.0%
Supplies	20,570	22,460	26,070	28,800	10.5%
Other Charges	345,300	586,910	1,124,120	889,450	-20.9%
Total Department	\$5,223,470	\$5,561,560	\$6,621,030	\$6,773,950	2.3%

Excludes Boards and Commissions.

KEY DEPARTMENTAL TRENDS

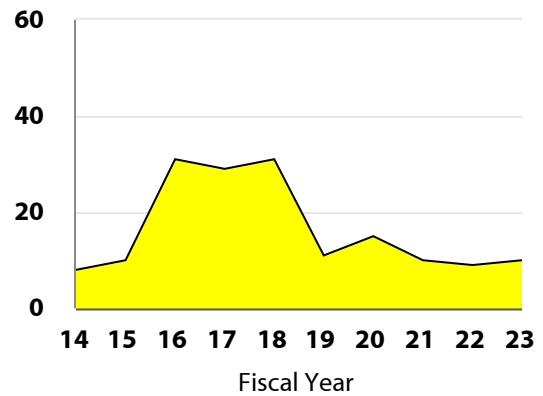
City Development Department

Residential Building Permits – New Construction



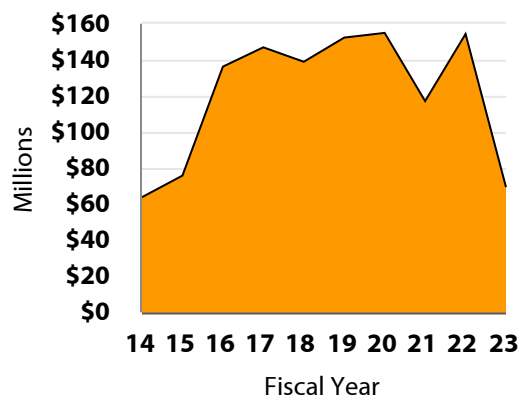
The number of residential building permits varies annually based on the number of new subdivisions constructed. For 2023, 74 residential building permits were issued.

Commercial Building Permits – New Construction



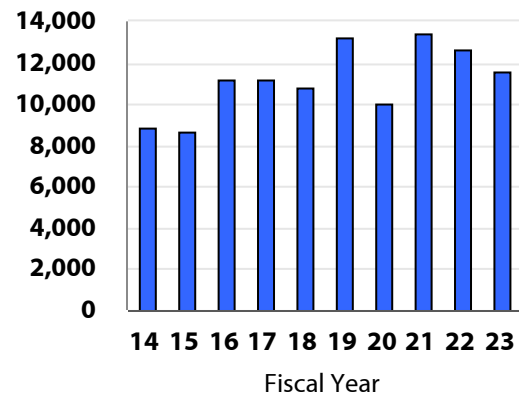
The number of commercial building permits varies annually based on the number of new buildings constructed. As Sterling Heights is a relatively mature community, new commercial structure construction is minimal. For 2023, 10 commercial building permits were issued.

Building Permits at Market Value



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 2023, building permits with a value of \$69.4 million were issued. The spikes in activity in are attributable to an increased number of home owners taking on projects during the pandemic. Another factor leading to the current decline is the rising cost of materials and labor.

Code Enforcement Properties Cleaned



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 - 11,542 properties were cleaned in 2023. 95% of inspections were performed within 48 hours of complaint and 98% of violations were corrected prior to City action.

MISSION STATEMENT: *To maintain a well-balanced program of monitoring building construction, so that the community may enjoy a safe environment and to maintain all City facilities in a safe, clean and economical manner.*

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 a thorough inspection program in all types of construction - residential, commercial, and industrial. Daily inspections are performed throughout the City to assure compliance to State building codes and local 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.■



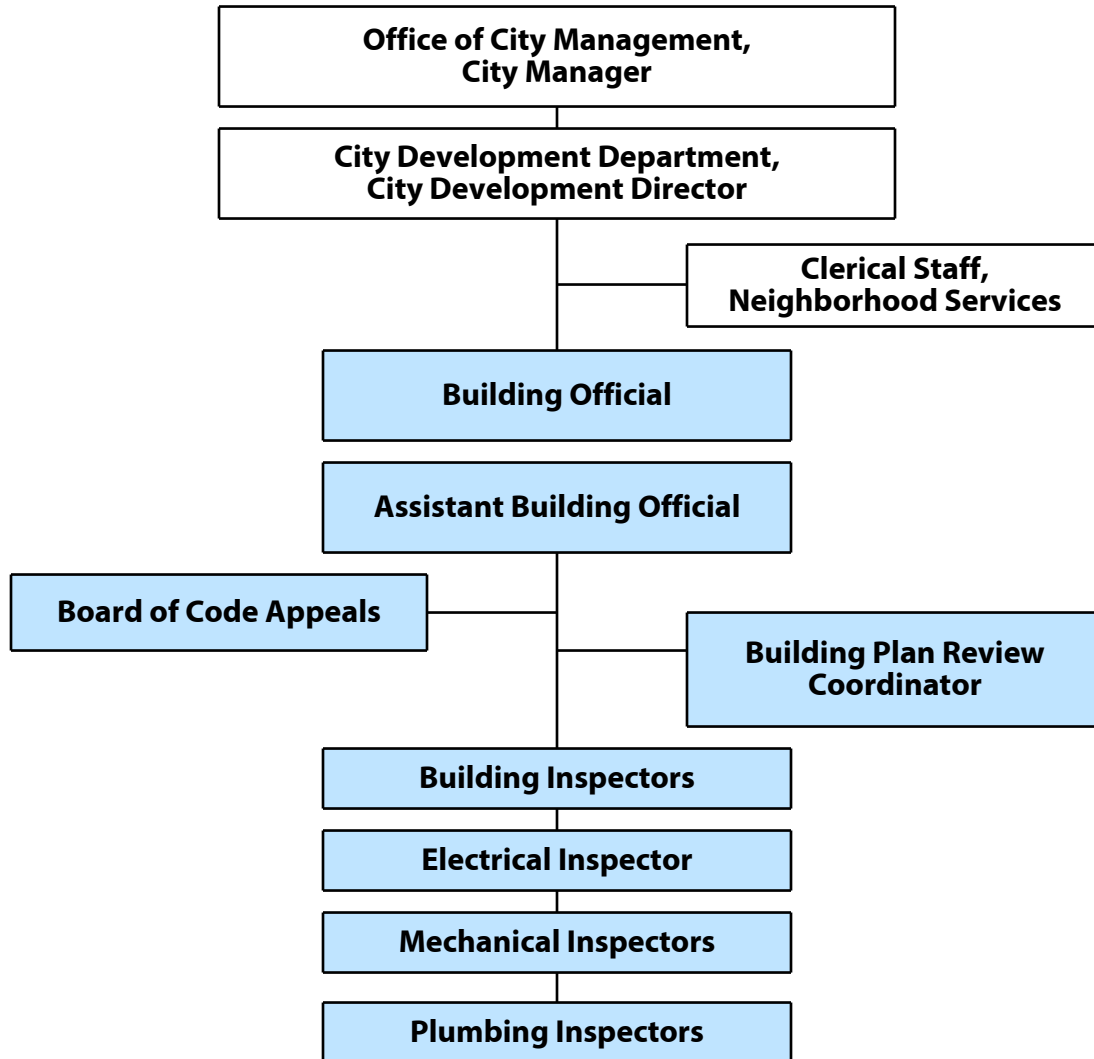
Building

2024/25 PERFORMANCE OBJECTIVES

1. To complete the process that will allow residents and contractors to apply and pay for permits online including PDF submittal of all documents. (City Goal 1, 4, 23)
2. To convert residential and commercial plan reviews to a paperless process. (City Goal 1, 4, 23)
3. To continue in-house training for all inspectors providing specific subject matter pertinent to our scope of work. (City Goal 2)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Total Permits Issued	7,622	7,101	6,388	7,015	6,000	6,000
	Building Permits Issued	2,211	2,055	1,729	2,000	1,600	1,700
	Mechanical Permits Issued	2,012	1,962	1,994	2,000	1,800	1,900
	Plumbing Permits Issued	735	747	708	720	700	750
	Electrical Permits Issued	1,401	1,413	991	1,100	900	1,000
	Special Inspection Permits Issued	253	445	243	420	160	200
	Fence Permits Issued	554	367	429	400	390	400
	Fire Alarm Permits Issued	55	71	47	40	60	60
	Fire Suppression Permits Issued	45	59	46	55	75	80
	Sign Permits Issued	291	241	266	280	240	250
	Permits Issued via City's Website	3,075	3,457	2,993	3,400	3,300	3,400
	Total Inspections Performed	17,494	17,626	15,909	17,600	18,500	19,000
	Building Inspections	7,832	7,457	6,000	7,500	6,000	6,200
	Mechanical Inspections	3,595	3,709	3,804	4,000	5,400	5,500
	Plumbing/Fence Inspections	2,038	2,275	1,845	1,900	1,900	1,900
	Electrical Inspections	2,899	3,040	2,851	3,000	3,500	3,600
	Other Insp. (Fence, Liquor License, Amusement Devices, Etc.)	1,535	1,145	1,409	1,200	2,000	2,000
	Ordinance Complaint Tickets Issued	2	0	0	0	0	0
	Board of Code Appeals Applications	1	4	2	3	7	6
	Insurance Service Office (ISO) Rating	3	3	3	4	4	4
Efficiency	% of Inspections Performed on Schedule	95%	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	2,691	2,712	2,212	3,000	1,900	2,000
	Market Value of Building Permits (Millions)	\$117.1	\$154.3	\$97.3	\$120.0	\$145.0	\$170.0
	Activity Expenditures as % of General Fund	1.01 %	1.00 %	0.91 %	1.15 %	1.22%	1.22%

Building



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Building Official	1	1	1
Assistant Building Official	0	1	1
Building Plan Review Coordinator	1	1	1
Building Inspector	2	2	2
Building Inspector (P.T.)	1	0	0
Electrical Inspector	1	1	1
Mechanical Inspector	1	1	2
Plumbing Inspector	1	1	2
Total	8	8	10

Building

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 11.2%.

Personnel Services - Total Increase \$229,900 or 18.6%

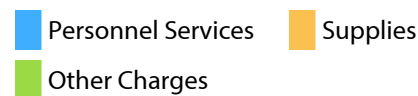
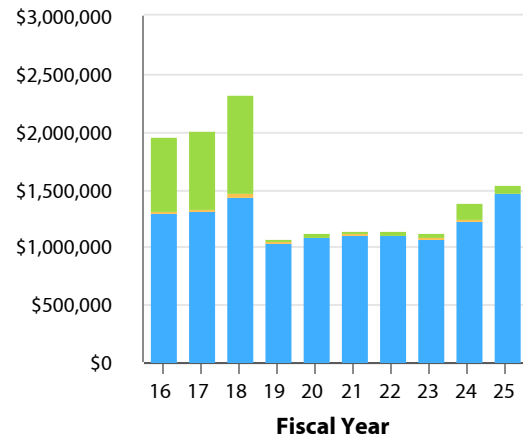
- \$200,000 is due to the addition of two building inspectors as part of succession planning
- \$34,500 due to contractual wage adjustments, partially offset by:
- Savings of \$14,150 due to a decrease in the recommended contribution to the retiree medical fund

Supplies - Total Supplies increased \$140 or 1.4% to account for small inflationary increases in cost.

Other Charges - Total Other Charges decreased \$75,760 or 55.9%. Contractual services are proposed to reduce a cumulative \$77,500. Consistent staffing will reduce the need for contracted inspections. Other notable modifications include an increase of \$1,750 for state certifications and \$1,000 for professional meetings. Both of these items are byproducts of the department being fully staffed.

Capital - The total capital budget for this department is \$32,000 which will be used to purchase a new Ford Escape to replace a 2016 Ford Focus.

Expenditure History



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$1,079,360	\$1,237,600	\$1,408,350	\$1,467,500	\$1,467,500
Supplies	5,290	10,060	7,650	10,200	10,200
Other Charges	35,220	135,460	39,040	59,700	59,700
Total	\$1,119,870	\$1,383,120	\$1,455,040	\$1,537,400	\$1,537,400

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.■



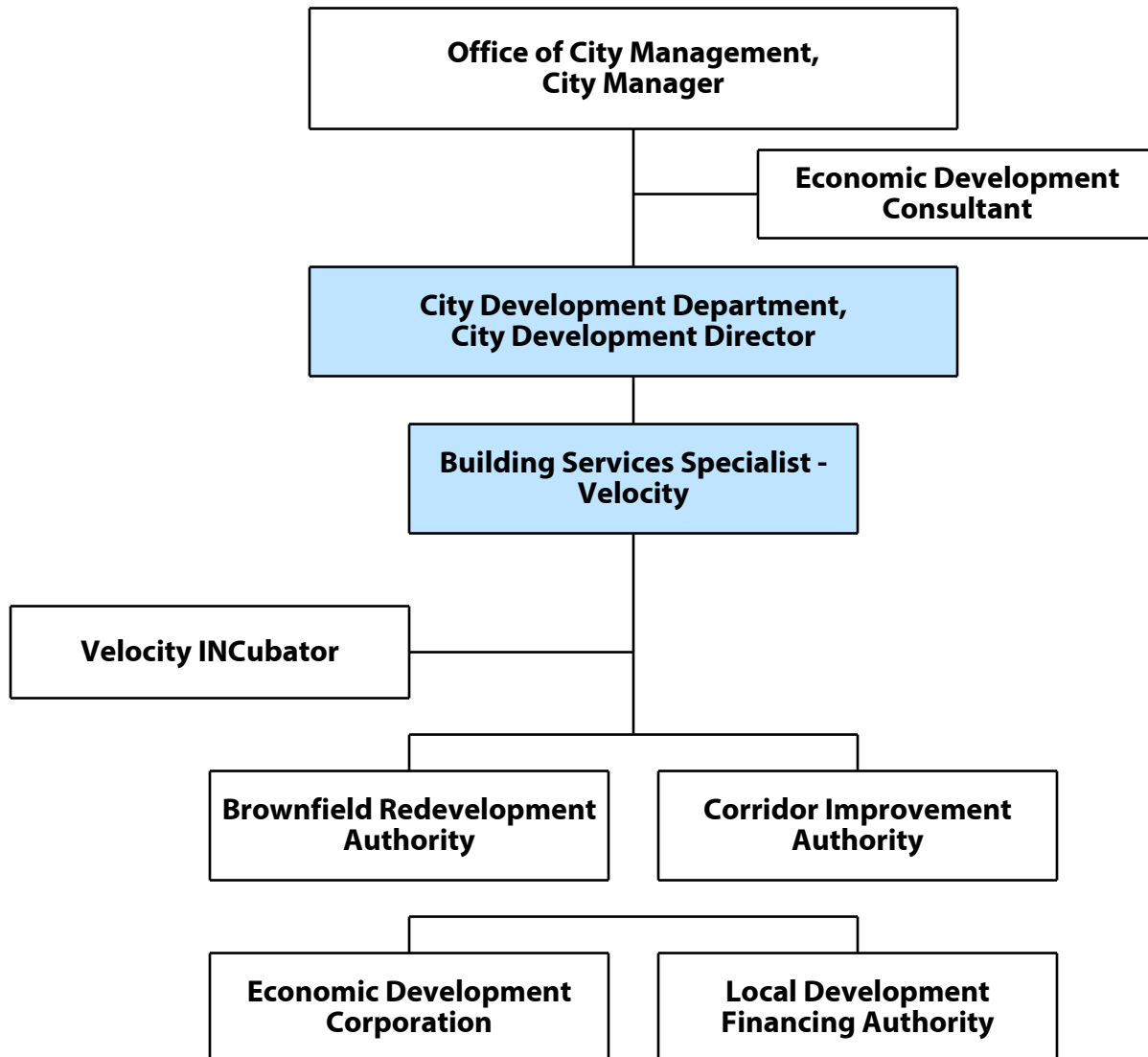
Economic Development

2024/25 PERFORMANCE OBJECTIVES

1. To plan the improvements for publicly owned property in the North Van Dyke District including public park spaces and a linear art walk. (City Goal 20, 21, 22)
2. To continue to manage the redevelopment of Lakeside into the next phases including the Planned Unit Development (PUD) process and the creation of the Corridor Improvement Authority and Brownfield Redevelopment Authority. (City Goal 20, 21, 22)
3. To create an economic development strategic plan that is in alignment with the Michigan Economic Development Corporation Redevelopment Ready Program. (City Goal 20, 22)
4. To launch the Sterling Innovation District marketing campaign. (City Goal 20)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Business Retention/Attraction Contacts Made	84	119	80	85	90	85
	State & Federal Legislative Contacts Made	17	8	23	10	18	10
	Banking & Real Estate Contacts Made	103	136	133	75	140	75
	LDFA Meetings Held	7	6	8	8	8	8
	Meetings with Chambers of Commerce	33	15	10	15	10	10
	Targeted Industry Events Attended	7	17	21	15	20	15
	Velocity Partner Meetings Held	54	25	155	25	350	350
	Economic Development Partner Meetings	51	29	31	30	20	30
	Velocity Events & Meetings Held	57	62	111	175	120	120
	Business Awards Presented	0	0	0	5	5	5
	Hits on City's Website	1,658	1,206	1,335	1,200	2,000	2,500
Efficiency & Effectiveness	Velocity Center Number of Businesses	15	13	12	15	26	27
	Velocity Center Occupancy Rate	92%	79%	71%	75%	91%	100%
	Businesses and/or Participants at Velocity Events	1,363	1,957	3,800	4,000	3,000	3,500
	Value of Redevelop. Projects & New Investments	\$51M	\$72M	\$54M	\$50M	\$50M	\$50M
	Industrial Vacancy Rate	1.40%	0.70%	1.40%	1.50%	1.50%	1.00%
	Retail Vacancy Rate	6.20%	9.00%	9.20%	7.00%	9.00%	7.00%
	City Unemployment Rate (April)	4.3%	3.9%	1.9%	4.0%	3.6%	4.0%
	Activity Expenditures as % of General Fund	0.31%	0.30%	0.29%	0.36%	0.37%	0.40%

Economic Development



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Building Services Specialist - Velocity	1	1	1
Total	1	1	1

Economic Development

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

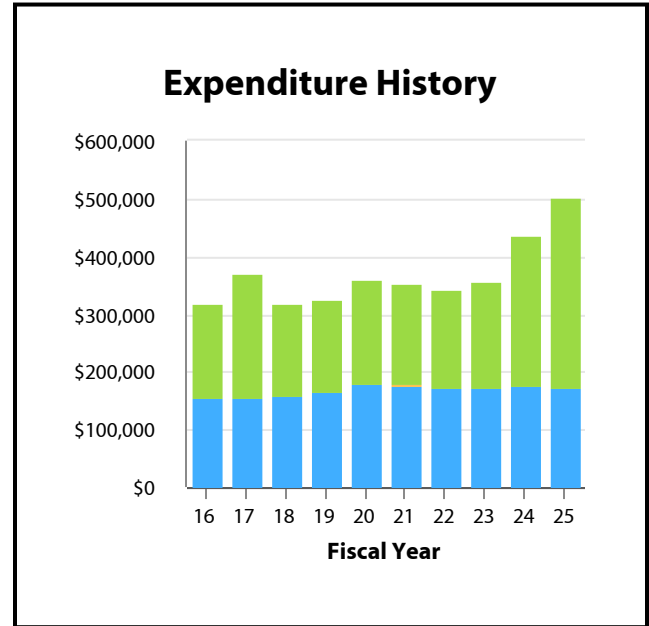
The total budget increased by 15.2%.

Personnel Services - Total Decrease of \$5,350 or 3.0% is primarily due to a reduction in the buyback reserve 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 \$71,760 or 27.9%. Other Contracted Services increased a total of \$45,000. An Economic Development strategic plan is proposed and an additional \$15,000 is designated for an increase in consultation services. \$36,860 was added for continued efforts of the Community Promotion initiative.

Capital - There is no Capital proposed for this office.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

FUNDING LEVEL SUMMARY

	2022/23	2023/24	2023/24	2024/25	2024/25
	Actual	Budget	Estimate	Proposed	Approved
Personnel Services	\$172,280	\$178,350	\$170,950	\$173,000	\$173,000
Supplies	70	200	200	200	200
Other Charges	186,580	257,140	272,040	328,900	328,900
Total	\$358,930	\$435,690	\$443,190	\$502,100	\$502,100

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 all records of City utilities, streets, properties including parks, zoning changes, rights-of-way and addresses.

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. ■



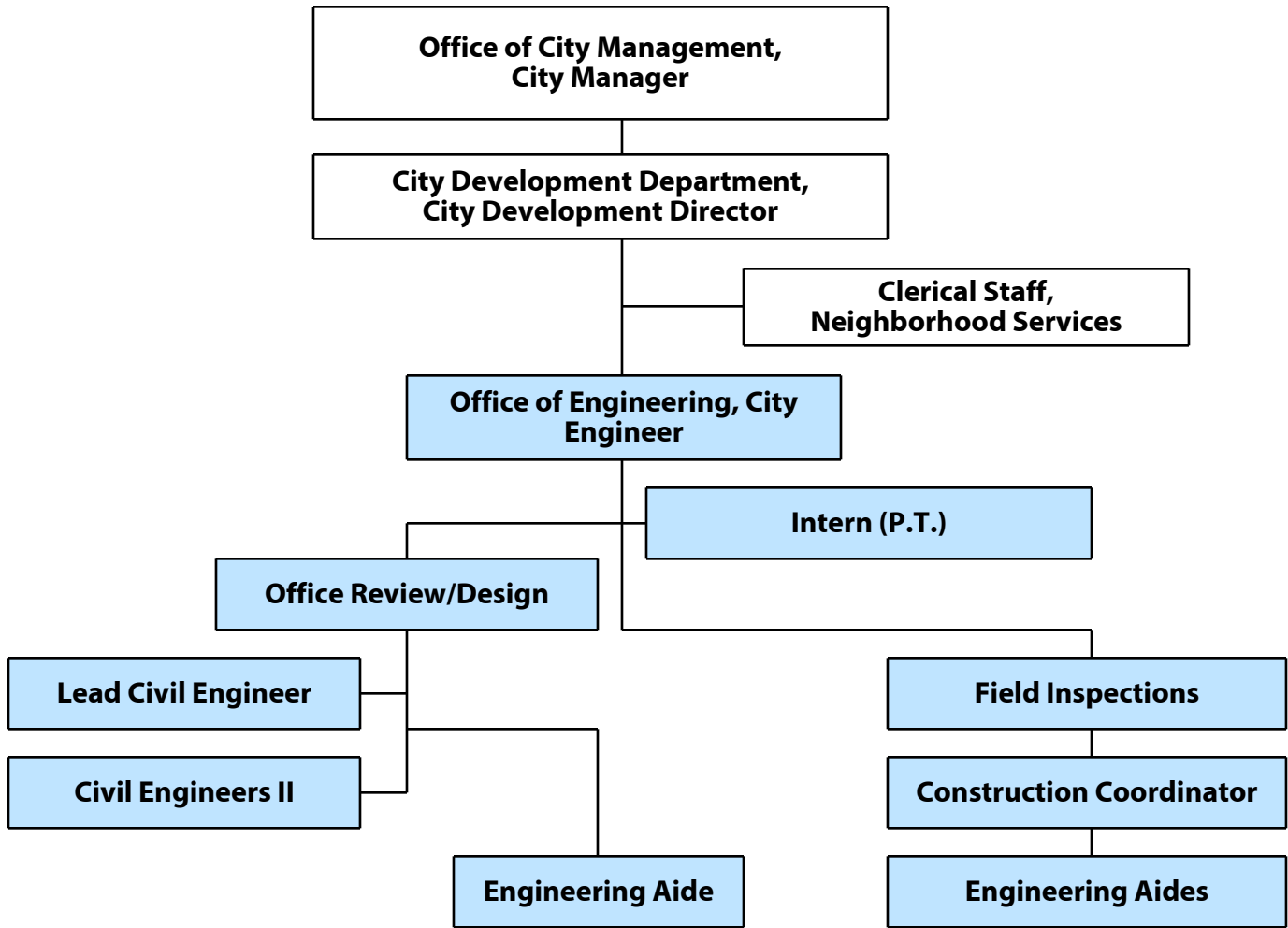
Engineering

2024/25 PERFORMANCE OBJECTIVES

1. To lead an effort to study traffic calming measures for future implementation on City local roadways. (City Goal 1, 17)
2. To implement recommended pedestrian safety improvements resulting from a shared safety study with Utica Community Schools. (City Goal 1, 17)
3. To collaborate with the Innovate Mound team to ensure the remaining improvements are successfully completed and implemented for future sustainability. (City Goal 1, 16, 17, 18)
4. To install trailways on Dobry Drive and through the ITC Corridor while continuing to close priority sidewalk gaps. (City Goal 16, 17)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Site Plans Approved	24	19	16	20	15	20
	Land Divisions Reviewed	11	7	7	12	15	12
	Plot Plans/Grading Plans Approved	12	9	23	10	20	10
	Utility Company Permits Issued	71	98	114	100	140	100
	SESC Permits Issued	142	146	77	115	130	110
	Value of Const. Contracts Awarded & Supervised	\$5.6M	\$9.1M	\$15.1M	\$21.1M	\$15.1M	\$23.2M
	Sidewalk Gap Installation (Linear Feet)	6,864	563	20,230	18,000	33,950	13,500
	Neighborhood Road Improvement (Miles)	4.70	4.65	4.34	3.90	5.10	4.50
	Miles of Sidewalks in City	626	628	632	635	641	643
	Miles of Roads in City (Major & Local)	352	353.5	353.7	355	354.3	355
	Service Requests Processed	316	335	216	300	150	300
Efficiency & Effectiveness	% of First Site Plans Reviewed w/i 4-6 weeks	90%	95%	94%	90%	90%	90%
	% of Utility Company Permits Reviewed w/i 15 days	100%	100%	100%	90%	90%	90%
	% of Plot or Grading Plans Reviewed w/i 10 days	100%	100%	100%	90%	90%	90%
	% of Capital Projects Completed w/i 5% of Bid Costs	100%	100%	100%	90%	90%	90%
	Visual Rd. Surface (PASER) Rating - Good, Fair, Poor	20%, 72%, 8%	23%, 70%, 7%	25%, 69%, 6%	25%, 69%, 6%	25%, 69%, 6%	26%, 69%, 5%
	Eng. Inspection Hrs. Required to Meet Demand	5,299	4,848	4,950	5,700	4,100	4,500
	Activity Expenditures as % of General Fund	1.24%	1.24%	1.22%	1.34%	1.34%	1.29%

Engineering



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
City Engineer	1	1	1
Lead Civil Engineer	1	1	1
Civil Engineer II	2	2	3
Civil Engineer I	1	1	0
Construction Coordinator	1	1	1
Engineering Aide	3	3	3
Intern (P.T.)	1	1	1
Total	10	10	10

Engineering

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 0.4%.

Personnel Services - Total Increase \$4,400 or 0.3%

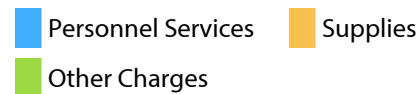
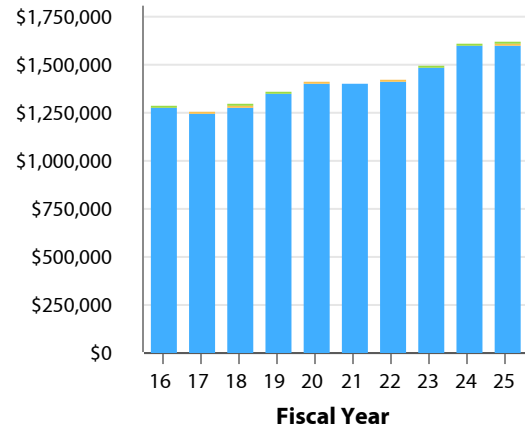
- \$20,500 due to contractual wage adjustments
- \$12,000 due to higher health insurance costs, partially offset by:
- Savings of \$24,450 due to a reduction in the recommended contribution to the retiree medical plan

Supplies - Total Supplies increased \$900 or 15.8%. This increase is proposed for purchase of additional construction paint for the upcoming construction season.

Other Charges - Total Other Charges increased \$390 or 4.5%. This additional funding will be used to finance document recording fees.

Capital - Capital in this department will be used to replace one computer as part of the larger annual replacement plan coordinated by the Information Technology department.

Expenditure History



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$1,484,380	\$1,599,250	\$1,579,000	\$1,603,650	\$1,603,650
Supplies	5,000	5,700	6,200	6,600	6,600
Other Charges	6,900	8,760	8,650	9,150	9,150
Total	\$1,496,280	\$1,613,710	\$1,593,850	\$1,619,400	\$1,619,400

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.■



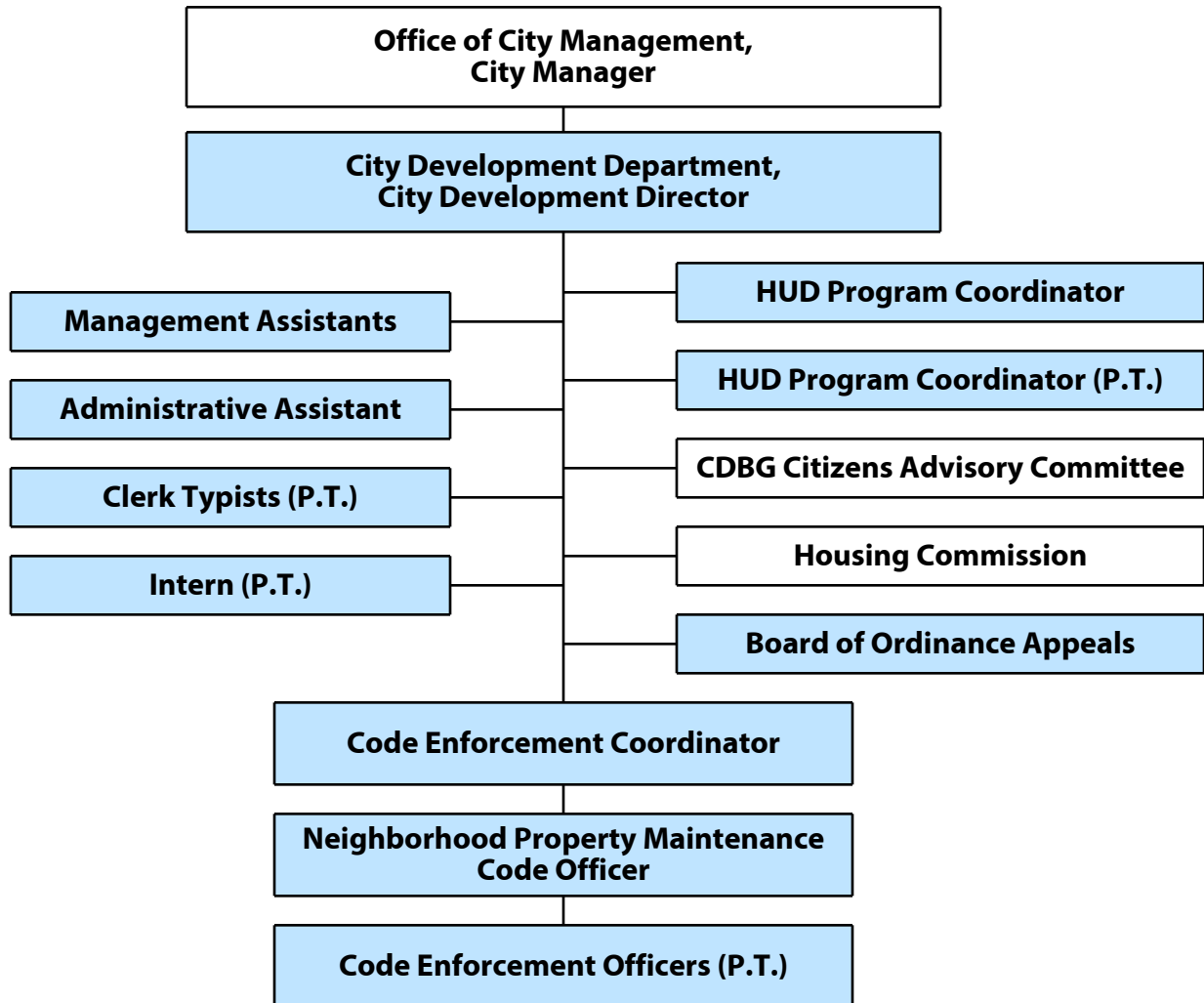
Neighborhood Services

2024/25 PERFORMANCE OBJECTIVES

1. To enhance Code Enforcement using innovative solutions to challenging issues while maintaining open communication with property owners. (City Goal 1, 2, 3, 6, 12, 13, 14, 18, 22, 24)
2. To coordinate with the Office of Planning, DPW, and American Forests to fulfill the obligations of the reforestation grant awarded by the USDA Forest Service. (City Goal 1, 3, 6, 12, 13, 14, 18, 24)
3. To further the electrification goals proposed by the Sustainability Commission and the 2040 Vision Plan through collaboration with the Office of Planning, DPW, and Facilities Maintenance. (City Goal 1, 4, 6, 14, 22, 24)
4. To coordinate regular meetings with Planning, Engineering, Building, and Fire Department staff to review proposed developments. (City Goal 1, 2, 3, 6, 9, 10, 14, 20, 22, 24)
5. To coordinate regular development meetings with Planning, Engineering, Building, and Fire Department staff to stay on top of current projects and discuss creative solutions if necessary to keep projects on task. (City Goal 1, 2, 3, 6, 9, 10, 14, 20, 24)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Total Inspections Performed	26,252	28,259	28,488	23,000	27,670	24,000
	Total Code Enforcement Cases/Properties Cleaned	13,435	12,656	11,542	11,500	12,550	11,800
	# of Proactive Code Enforcements (City Observed)	10,172	9,355	8,384	8,700	9,300	8,900
	# of Code Complaints Received	3,263	3,301	3,158	2,800	3,240	2,800
	Vacant Parcels Cut - Tall Grass/Weed Program	175	195	67	200	150	200
	Parcels Cut - Occupied Res. Homes/Businesses	405	428	355	400	400	400
	Board of Ordinance Appeals Hearings	21	21	22	22	21	22
	Ordinance Board Cases Prepared - Nuisances	245	308	360	350	305	350
	Civil Infraction & Misdemeanor Tickets Issued	16	61	109	50	65	50
	# of Snow Emerg. Vehicle Tickets Issued (incl. Police)	334	644	372	600	450	600
	# of Snow Sidewalk Tags Issued	437	490	217	500	380	500
	# of Illegal Signs Removed from ROW	2,414	1,938	3,436	2,200	2,600	2,200
	# of Homes Addressed by Safe Homes Task Force	8	10	27	8	15	8
	# of SHINE Tags Issued	324	239	188	400	250	400
	CDBG-CV Grants Awarded/Applications Received	45/99	3/3	20/24	19/18	18/26	16/15
	# of CDBG Home Rehab Applications Received	0	15	11	10	3	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	10	10	10	10	10	10
	% of Violations Corrected Prior to City Action	98%	98%	98%	98%	98%	98%
	Inspections Performed Per Inspector (FTE's)	3,088	2,975	2,999	2,421	2,912	2,526
	Code Enforcement Cases Per Inspector (FTE's)	1,581	1,332	1,214	1,210	1,321	1,242
	Code Enforcement Cases Per 1,000 Residents	101.6	95.5	85.9	85.6	93.4	87.8
	Activity Expenditures as % of General Fund	1.72%	1.74%	1.65%	2.00%	2.04%	1.99%

Neighborhood Services



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
City Development Director	1	1	1
Code Enforcement Coordinator	1	1	1
HUD Program Coordinator	1	1	1
HUD Program Coordinator (P.T.)	1	0	1
Neighborhood Property Maintenance Code Officer	1	1	1
Management Assistant	2	3	3
Administrative Assistant	1	1	1
Senior Clerk	1	0	0
Code Enforcement Officer (P.T.)	12	13	13
Clerk Typist (P.T.)	3	2	2
Intern (P.T.)	0	1	1
Total	24	24	25

Neighborhood Services

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES –2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

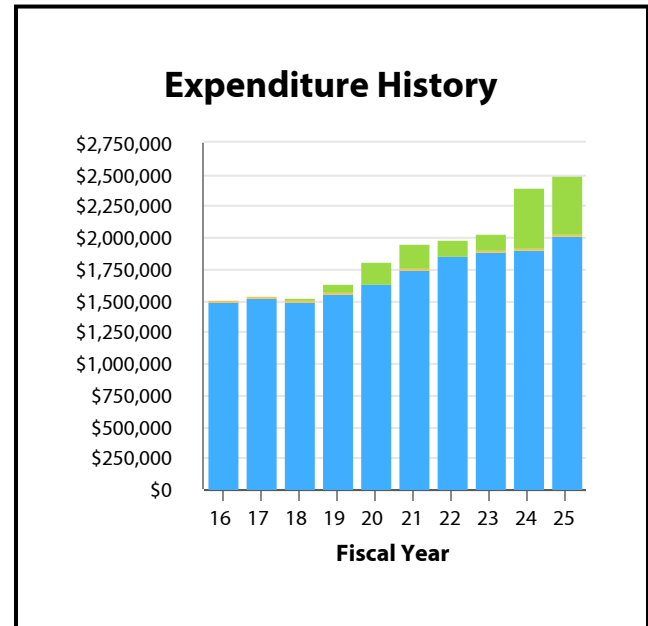
The total budget increased by 4.1%.

Personnel Services - Total Increase \$106,950 or 5.6%

- \$52,000 due to contractual wage adjustments
- \$54,000 due to the addition of a part-time HUD coordinator related to succession planning
- \$45,000 due to an additional part-time Code Enforcement Officer (previously funded using ARPA funds)
- \$20,000 due to higher health insurance costs, partially offset by:
- Savings of \$24,350 due to a reduction in the recommended contribution to the retiree medical plan
- Savings of \$19,000 due to a reduction in the buyback reserve for potential retirements

Supplies - Total Supplies increased \$1,500 or 15.6% primarily due to expected postage increases and additional mailings related to non-homestead inspections.

Other Charges - Total Other Charges decreased \$11,000 or 2.3%. This budget includes a \$25,000 decrease following the completion of the Lawn Care Management Study in the prior year. Other notable changes include a \$12,250 increase for rodent control services.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

Education and training expenditures also increased by \$1,680 for various local meetings, including funding for code officers to attend one-day training seminars.

Capital - \$100,000 in annual funding will continue to be dedicated to bank stabilization efforts along the Clinton River to improve habitats and quality of life for the local wildlife.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$1,898,480	\$1,915,450	\$1,952,200	\$2,022,400	\$2,022,400
Supplies	11,850	9,600	10,600	11,100	11,100
Other Charges	119,070	477,300	468,720	466,300	466,300
Total	\$2,029,400	\$2,402,350	\$2,431,520	\$2,499,800	\$2,499,800

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). As such, the City Planner serves as the administrative liaison to the Planning Commission, the Zoning Board of Appeals, and the Sustainability Commission.

The Planning 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. 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. 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 Sustainability Commission was formed in 2020 and has the primary responsibility of prioritizing 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.■



Planning

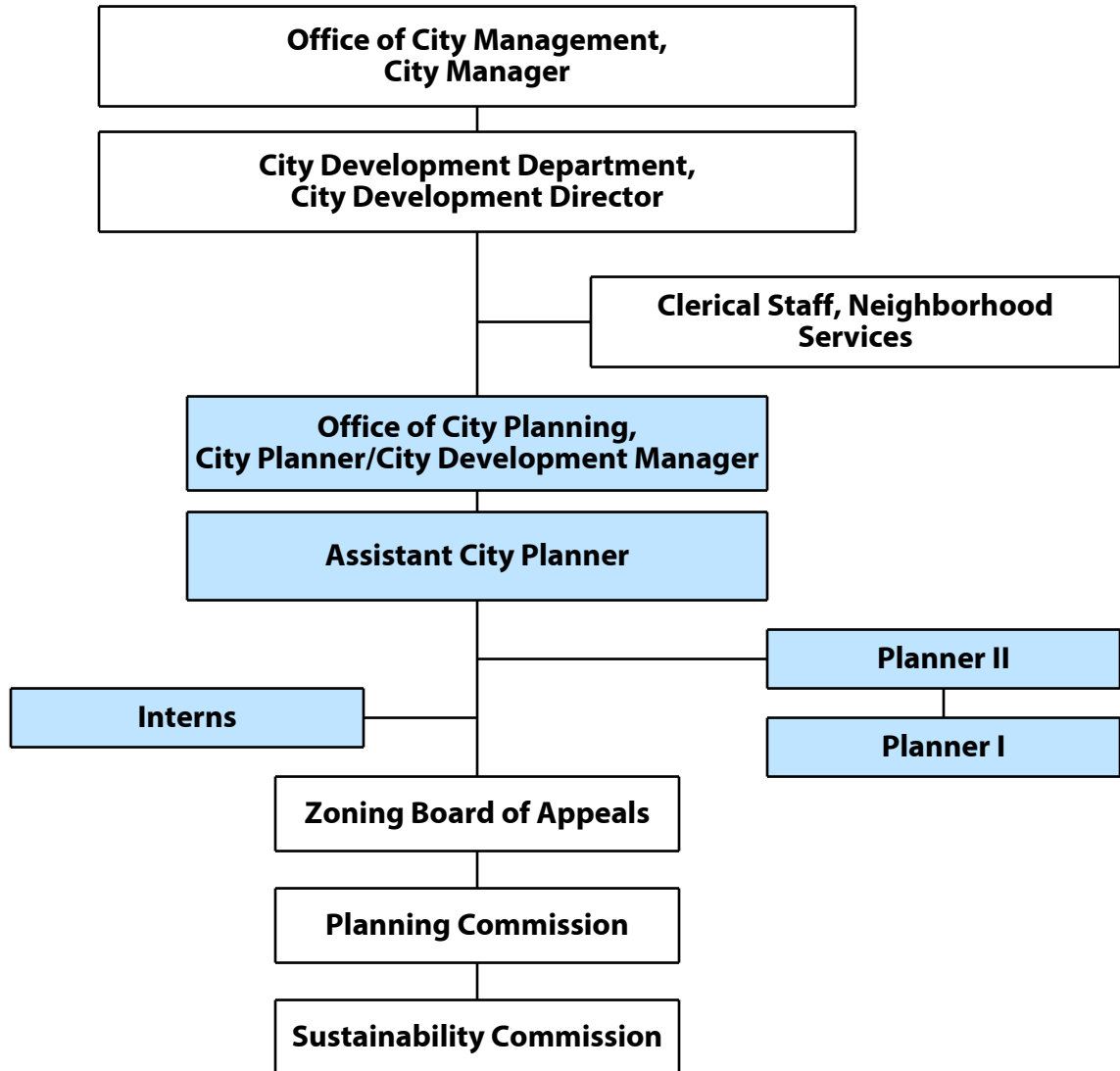
2024/25 PERFORMANCE OBJECTIVES

1. To adopt a new Master Land Use Plan that ensures quality development in alignment with the City's vision. (City Goal 4, 12, 13, 14, 15, 17, 18, 20, 22)
2. To continually improve the City's Ordinances to better facilitate economic development and to make Sterling Heights a welcoming place for businesses. (City Goal 12, 20, 21, 22, 24)
3. To enhance the City Development process by providing general support for all departments; including Planning, Engineering, Fire, Police, and Building. (City Goal 1, 6, 7, 9, 11, 21, 24)
4. To provide the best training and educational opportunities for staff and our Boards and Commissions. (City Goal 1, 2, 3, 6, 7)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Pre-Preliminary Site Plan Reviews	20	12	8	15	10	12
	Preliminary Site Plan Reviews	28	17	41	22	24	20
	Final Site Plan Reviews	11	11	13	15	24	20
	Rezoning Petitions Processed	2	5	9	6	10	8
	Single-Family Residential Developments	2	3	2	2	3	2
	Multi-Family Residential Developments	5	7	7	5	5	5
	Special Approval Land Uses Processed	26	20	18	20	26	24
	Planned Unit Developments Reviewed	2	6	12	5	6	6
	Planning Commission Cases Prepared	33	34	38	35	54	50
	Planning Commission Meetings Attended	12	12	13	12	12	12
	Zoning Board of Appeals Cases Prepared	39	26	39	35	26	30
	Zoning Board of Appeals Meetings Held	12	11	11	12	13	12
	Council Agenda Items Prepared	14	6	21	15	18	20
	Temporary Uses Reviewed	40	46	55	45	60	60
	Use Permits Reviewed	273	353	325	320	280	290
	Lot Combination/Lot Split Applications Reviewed	2	2	10	8	10	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	\$984	\$999	\$1,166	*	*	*
	Activity Expenditures as % of General Fund	0.27%	0.28%	0.45%	0.65%	0.53%	0.49%

*Cost is calculated for "Actual" columns only.

Planning



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
City Planner/City Development Manager	1	0	1
City Planner	0	1	0
Assistant City Planner	0	1	1
Planner II	1	1	1
Planner I	1	1	1
Intern	0	2	2
Total	3	6	6

Planning

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

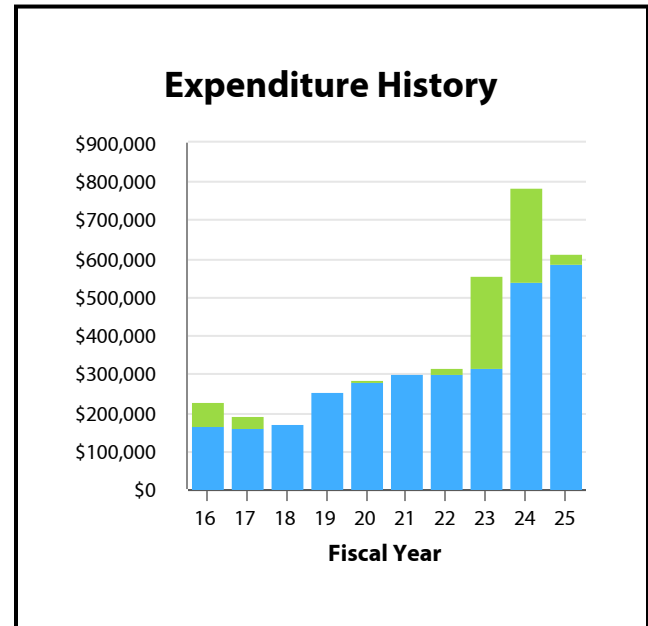
The total budget decreased by 21.7%.

Personnel Services - Total Increase of \$48,960 or 9.1% is primarily due to contractual wage increases and a full year of wages and benefits for the Assistant City Planner.

Supplies - Total Supplies is proposed to increase \$190.

Other Charges - Total Other Charges decreased \$220,060 or 89.7%. In the prior year this department completed revisions to the City's Master Land Use Plan. With this project's conclusion, funds for consulting services were reduced by \$200,000. An additional \$25,000 was saved due to decreased reliance on contractual planning services, as the department is now fully staffed. An increase of \$2,150 was approved to accommodate attendance to educational events and conferences for new positions added in the previous fiscal year. The software budget for this office increased \$1,600 to purchase Adobe Creative Cloud, SketchUp, and Canva to aid in the creation of professional materials used in various commissions. This is expected to lower total expenditures as the need for outside services will be reduced.

Capital - There is no Capital proposed for this office.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$317,690	\$540,190	\$514,990	\$589,150	\$589,150
Supplies	250	510	550	700	700
Other Charges	239,140	245,460	114,390	25,400	25,400
Total	\$557,080	\$786,160	\$629,930	\$615,250	\$615,250

Community Relations Department



FUNCTIONAL ORGANIZATION CHART

Community Relations Department

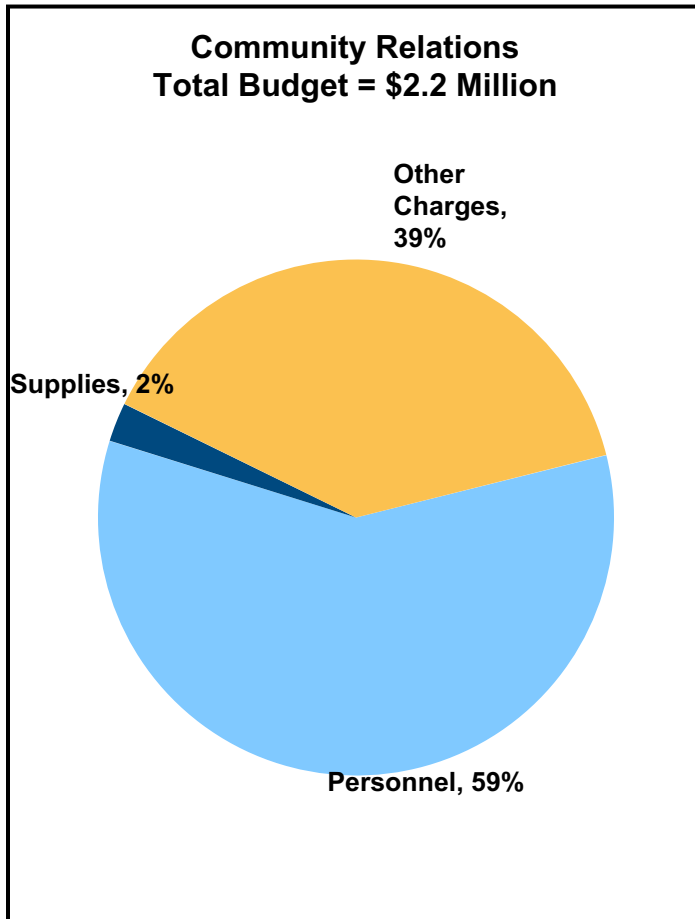
Office of Community Relations		
- Administration of department - Implements policies and procedures - Serves as public information officer in emergency disaster situations - Coordinates all media contacts on behalf of the City Council and City Manager - Coordinates all City special events, such as Sterlingfest, Memorial Day Parade, 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 - 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 homeowner's groups, civic organizations, church groups, and municipal focus groups - Coordinates and produces City's social media websites 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 - Board casts City Council, Zoning Board of Appeals, Planning, and Ordinance Board of Appeals meetings

DEPARTMENT AT A GLANCE

Community Relations Department



PERSONNEL SUMMARY

	2024/25	
	Full Time	Part Time
Community Relations	8	4
Total Department	8	4

FUNDING LEVEL SUMMARY

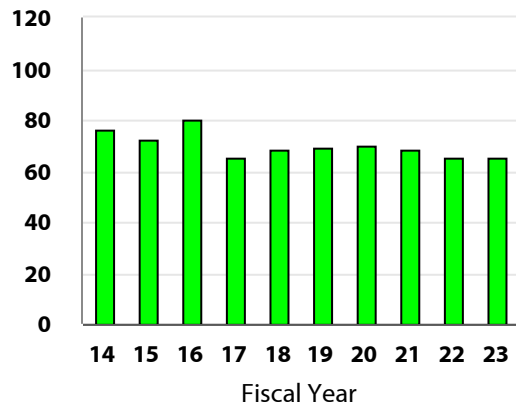
	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget	% Change From 23/24
Community Relations	\$1,552,220	\$1,746,360	\$2,225,640	\$2,238,300	0.6%
Total Department	\$1,552,220	\$1,746,360	\$2,225,640	\$2,238,300	0.6%
Personnel Services	\$1,124,120	\$1,173,100	\$1,271,900	\$1,313,800	3.3%
Supplies	43,720	47,010	59,890	55,000	-8.2%
Other Charges	384,380	526,250	893,850	869,500	-2.7%
Total Department	\$1,552,220	\$1,746,360	\$2,225,640	\$2,238,300	0.6%

Excludes Boards and Commissions.

KEY DEPARTMENTAL TRENDS

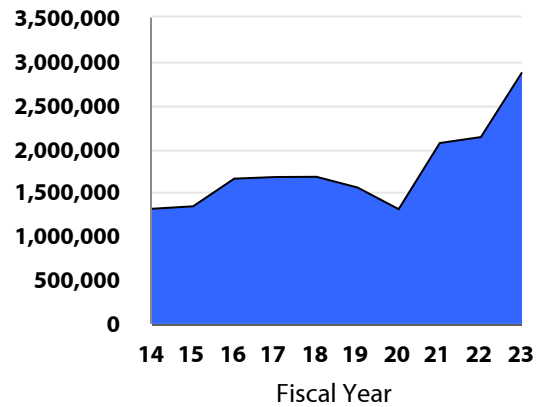
Community Relations Department

SHTV – Monthly Hours of Programming



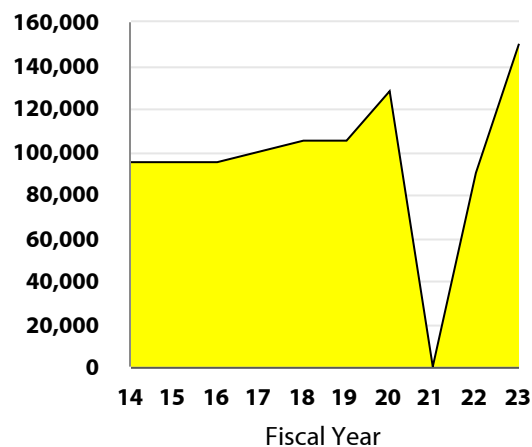
Sterling Heights Television programming hours remain relatively stable, focusing primarily on televising City Council meetings and programming for seniors.

Customer Service Contacts



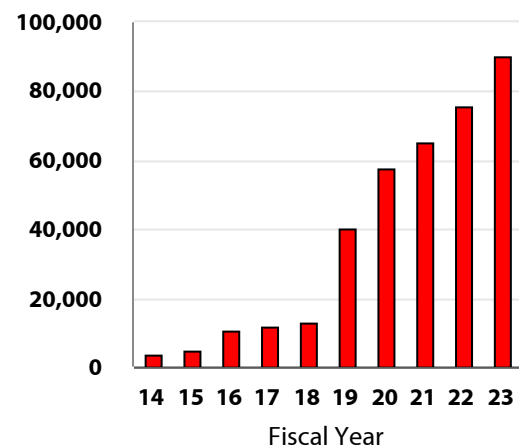
City website visits account for 99% of total service contacts. Community Relations has increased its customer service contacts through Citizen Contact Center calls received from residents, e-mails, social media, and other programs. 2023 saw an all-time high of 2,872,561 service contacts as more residents engage through social media.

Sterlingfest Attendance



The Sterlingfest Art and Jazz Fair includes a carnival midway, restaurant vendors, a beer tent, concerts, art and jazz fest areas during the three-day event. The festival was canceled in 2021 and operated in limited capacity in 2022. In 2023 the festival had an estimated attendance of 150,000 visitors. This is due to attendees' increased comfort attending in-person events.

Facebook Followers



In 2023 Facebook followers set an all-time record at 89,903 as social media has become an increasingly popular way for residents to communicate. 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. Posts made include information about City events, programs, official communications, and more.

MISSION STATEMENT: *Creating community through engagement, messaging, and storytelling that supports the Sterling Heights Vision 2040 plan.*

VISION STATEMENT: *The Sterling Heights Community Relations Department will operate in a manner that embraces innovation, exceptional customer service, proactive communication, positivity, and fun!*

KEY GOALS

- *Ongoing research into and implementation of best practices and new tools and methods for communication and outreach.*
- *The highest level of professionalism and customer service for both our external and internal customers.*
- *Proactive outreach to stay on top of important, accurate information that is critical to ensure residents are informed about ongoing City projects.*
- *Identify positive stories to tell about the people and businesses that make up the fabric of our community.*
- *A commitment to always look for ways to incorporate fun into the way we communicate and engage with our residents.*

The Community Relations team has played a critical role in the City of Sterling Heights since the early 1980s. While its role has evolved over the years, it continues to be responsible for resident engagement, marketing and storytelling, community events, information and education, and public art.

The current branding initiative will play a pivotal role in enhancing brand awareness for the City of Sterling Heights and leveraging all that the City offers to retain and attract new residents, businesses, and visitors. As the communication methodologies with our residents continue to evolve, the Community Relations team will meet our constituents where they are and ensure messages are proactively distributed on multiple platforms.

The overall goals of the team are to fulfill the strategic roles by employing best practices and innovative approaches that share information, tell our stories, and engage our residents, visitors, and businesses. These strategic roles include the following:

Information and Education - Be the primary resource for sharing information, education, and providing emergency alerts.

Marketing and Storytelling - Mining, refining, and telling stories for visitors, businesses, and residents.

Community Events - Plan, market, promote, and execute community events that are relevant and accessible to all.

Resident Engagement - Create, support, and administer community groups, volunteers, and programs while managing incoming City inquiries in a timely and responsible manner.

Public Art - Identify and secure locations, recruit artists and manage installation and maintenance to share art that enhances the resident, visitor, and business experience in the City. ■



Community Relations

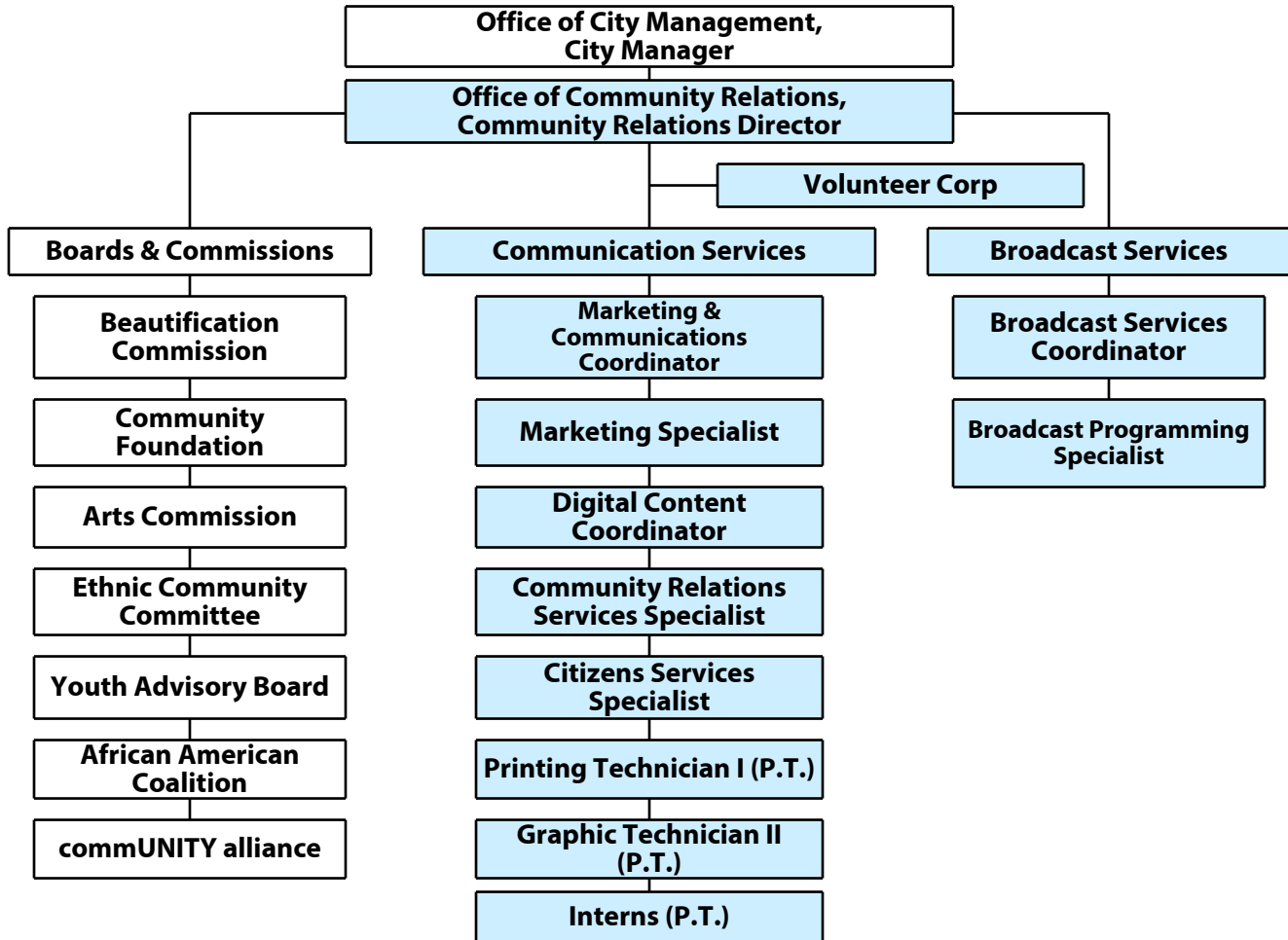
2024/25 PERFORMANCE OBJECTIVES

1. To develop and launch an Ambassador and Street Team program to connect the community and expand the reach of positive news stories at the grassroots level. (City Goal 24, 26)
2. To develop a plan for special events including, researching similar events throughout the region, combining when appropriate, and adding/substituting elements each year. (City Goal 19, 24)
3. To re-design the City Magazine incorporating more storytelling and feature writing about our leadership and residents. (City Goal 25)
4. To execute a sustained branded/storytelling campaign for the City, followed by campaigns for districts within the City (Sterling Innovation District, Golden Corridor, etc.). (City Goal 20, 25)
5. To assemble a diverse collective of City employees that will assist in expansion of the City's public arts program. (City Goal 18, 22)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Citizen Action Center Calls/Walk-ins (est.)	19,500	15,400	11,300	18,000	18,000	18,000
	Citizen E-Mail Requests (est.)	1,645	1,600	1,070	2,000	2,000	2,000
	Citizen Tickets Submitted Through See Click Fix	3,006	3,893	3,944	3,500	3,700	3,700
	Sterling Heights Website Home Page Views	2,041,723	2,113,244	2,860,191	2,000,000	2,500,000	2,500,000
	Total Customer Service Contacts (est.)	2,065,874	2,134,137	2,872,561	2,023,500	2,523,700	2,523,700
	Total Tapings & Programs Aired	332	310	283	350	330	350
	SHTV Hours of Programming (Monthly)	68	65	65	70	70	70
	City Council, Board & Commission Live Broadcasts	73	75	74	75	75	75
	Press Releases Produced	108	95	75	90	85	90
	Resident Newsletters Distributed	61	82	120	75	75	80
	City Magazine/Brochures Produced	4	8	22	30	30	30
	Graphic Design Projects	234	200	348	250	250	250
	Print Requests Completed	210	187	181	200	200	N/A
	Facebook Followers	65,361	75,625	89,903	65,000	65,000	65,000
	Twitter Followers	3,639	3,723	3,675	3,700	3,500	3,500
	Instagram Followers	7,237	8,526	10,397	8,000	8,500	8,500
	Sterlingfest/Oktoberfest/Parade Attend. (est.)	200	90,000	150,000	160,000	160,000	160,000
	Neighborhood Clean Up Events Scheduled (SHINE)	5	5	8	8	8	8
	Beautification Awards Presented	53	57	40	53	53	53
	Public Art Projects Completed	3	3	4	4	4	4
	News Stories Resulting from Releases (Local/Nat'l)	264	220	188	220	220	240
	# of Resident Email Addresses Secured	22,721	37,874	50,367	35,000	40,000	40,500
	Avg. Reach Per Facebook Post (Monthly)	75,889	96,325	200,000	70,000	70,000	75,000
	Avg. Engagement Per Facebook Post (Monthly)	18,615	32,547	56,000	35,000	35,000	35,000
	# of Homes Cleaned-Up through SHINE	65	45	65	60	60	60
	Volunteers Recruited to Volunteer Corps	630	650	750	750	750	775
Efficiency	Avg. See Click Fix Tickets Acknowledged w/i 24 hrs.	3,006/100%	3,893/100%	3944/100%	3,500/100	3700/100	3700/100
	Avg. See Click Fix Tickets Closed w/i One Week	3,006/100%	3,893/100%	3944/100%	3,500/100	3700/100	3700/100
	Activity Expenditures as % of General Fund	1.12 %	1.36 %	1.42 %	1.85 %	1.85 %	1.78 %

*Cost is calculated for "Actual" columns only.

Community Relations



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Community Relations Director	1	1	1
Broadcast Services Coordinator	1	1	1
Broadcast Programming Specialist	1	1	1
Marketing and Communications Coordinator	1	1	1
Marketing Specialist	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	0
Printing Technician I (P.T.)	0	0	1
Graphic Specialist (P.T.)	1	1	1
Intern (P.T.)	1	2	2
Total	10	11	12

Community Relations

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 0.6%.

Personnel Services - Total Increase \$41,900 or 3.3%

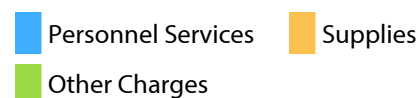
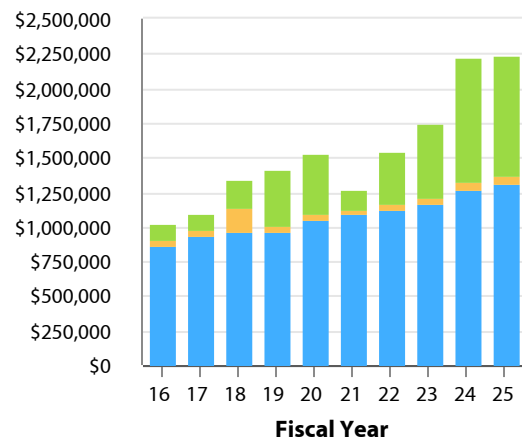
- \$89,000 due to the addition of a Marketing Specialist position
- \$25,000 due to contractual wage adjustments, partially offset by:
- Savings of \$66,000 due to the replacement of the retired Printer Technician II with a part-time Printer Technician I position

Supplies - Total Supplies decreased \$4,890 or 8.2%. In the prior year Microsoft Surface Pros were purchased for the department for \$4,730. This was a one-time expenditures and has been removed from the budget for the upcoming year.

Other Charges - Total Other Charges decreased \$24,350 or 2.7%. The City will continue its branding efforts with Identity Marketing. An overall decrease of \$44,820 is expected due to one-time costs incurred in the prior year for development of the marketing strategy. This decrease is offset by a \$30,150 investment in Everbridge Mass Notification Pro, a text messaging service that will enable the City to notify residents in emergency situations as well as improve resident engagement. 50% of the annual cost of this software will be paid for using forfeiture funds.

Capital - Capital expenditures total \$154,000 for this department. \$100,000 is allocated for the continuation of the public art program.

Expenditure History



The remaining \$54,000 will be used to replace broadcasting equipment that was purchased in 2017 and has reached the end of its useful life. This department will also have all of its computers replaced as part of the larger rotation plan coordinated by the Information Technology department.

FUNDING LEVEL SUMMARY

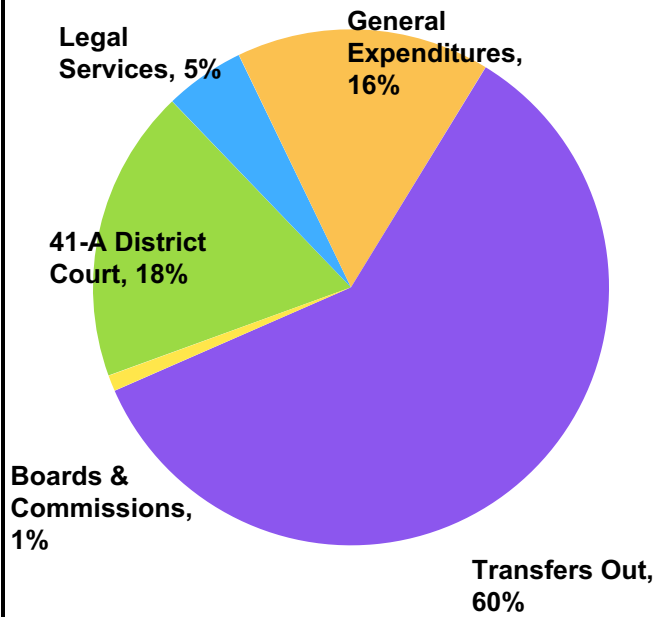
	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$1,173,100	\$1,271,900	\$1,257,850	\$1,313,800	\$1,313,800
Supplies	47,010	59,890	59,880	55,000	55,000
Other Charges	526,250	893,850	883,220	869,500	869,500
Total	\$1,746,360	\$2,225,640	\$2,200,950	\$2,238,300	\$2,238,300

Non-Departmental Services



NON-DEPARTMENTAL SUMMARY

Non-Departmental Services Total Budget = \$21.8 Million



FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget	% Change From 23/24
41-A District Court	\$3,626,600	\$3,654,420	\$4,044,980	\$4,004,100	-1.0%
Act 78 - Civil Service Commission	32,210	48,610	53,500	53,500	0.0%
Arts Commission	0	50	70	100	42.9%
Beautification Commission	1,230	2,230	2,440	2,450	0.4%
General Employees' Retirement System	86,400	67,160	72,490	64,100	-11.6%
General Expenditures	3,407,230	2,696,880	2,592,950	3,466,050	33.7%
Historical Commission	4,760	6,830	8,900	5,150	-42.1%
Legal	960,270	1,078,290	1,095,000	1,095,000	0.0%
Planning Commission	17,640	20,230	25,770	27,350	6.1%
Sustainability Commission	0	440	950	1,350	42.1%
Transfers Out	12,994,780	17,236,170	12,808,530	13,010,500	1.6%
Zoning Board of Appeals	13,220	16,320	23,580	23,600	0.1%
Total Non-Departmental Services	\$21,144,340	\$24,827,630	\$20,729,160	\$21,753,250	2.3%

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 \$7,000 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.■



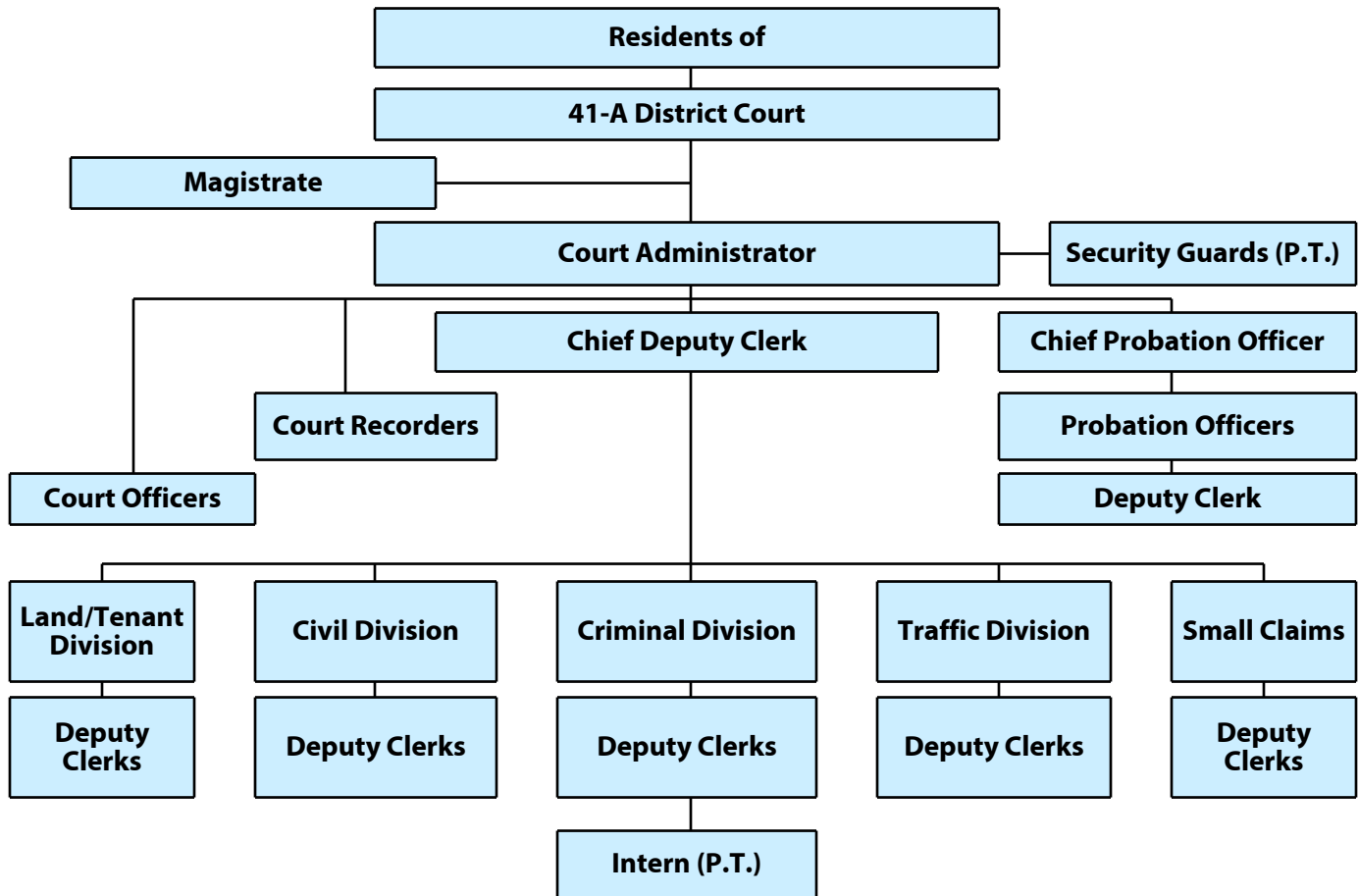
41-A District Court

2024/25 PERFORMANCE OBJECTIVES

1. To continue preparation for the implementation of the electronic file system, MiFile, with the State Court Administrator's Office occurring Fall of 2024. (City Goal 2, 4, 23)
2. To improve community engagement using the Court's website to provide important resources and information. (City Goal 24)
3. To provide community stakeholders with Landlord-Tenant resources that facilitate understanding and engagement in the court process. (City Goal 13, 14, 15)
4. To continue to provide ongoing training and educational opportunities to staff members in order to provide exemplary service to 41-A District Court patrons. (City Goal 2, 4, 6, 7)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Total Active Caseload	42,421	38,804	39,183	47,000	33,665	39,000
	Total New Cases	20,521	24,442	39,137	29,000	33,731	37,000
	Traffic Cases	12,392	15,579	24,534	20,000	22,672	25,000
	Parking Cases	1,025	2,814	4,118	3,000	3,965	4,500
	Misdemeanor Cases	2,554	962	4,284	2,800	1,941	2,800
	Felony Cases	672	445	891	600	554	600
	General Civil Cases	2,709	2,401	2,296	2,800	2,253	2,500
	Small Claims Cases	100	130	208	175	198	250
	Landlord/Tenant Cases	1,069	2,111	2,806	2,700	2,863	3,000
	Magistrate Dispositions	4,511	5,866	5,403	5,800	5,357	5,600
	Jury/Bench Verdicts	3,337	4,790	1,674	5,000	1,674	4,500
	Guilty/Admissions/Default - By Party	7,520	13,734	25,224	15,000	25,242	27,000
	Dismissals - By Court or Party	7,011	7,698	9,697	9,500	9,754	10,000
	Probation Caseload (includes Shelby)	593	974	889	1,000	585	900
Efficiency	Total Court Expenditures Per Capita	\$25.42	\$27.37	\$27.20	\$29.63	\$29.12	\$29.80
	Cost per Active Case	\$79	\$93	\$93	\$85	\$116	\$103
	# of Active Cases per FT Employee	1,326	1,176	1,187	1,424	1,020	1,147
	Activity Expenditures as % of General Fund	2.96 %	3.17 %	2.97 %	3.37 %	3.28 %	3.19 %

41-A District Court



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Judge	3	3	3
Magistrate	1	1	1
Court Administrator	1	1	1
Chief Probation Officer	1	1	1
Chief Deputy Clerk	1	1	1
Court Recorder	3	3	3
Court Officer	3	3	3
Probation Officer	1	1	1
Probation Officer (P.T.)	0	1	1
Deputy Clerk	19	19	20
Deputy Clerk (P.T.)	6	6	3
Security Guard (P.T.)	5	5	5
Intern (P.T.)	0	0	1
Total	44	45	44

41-A District Court

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 1.0%.

Personnel Services - Total Increase \$15,850 or 0.4%

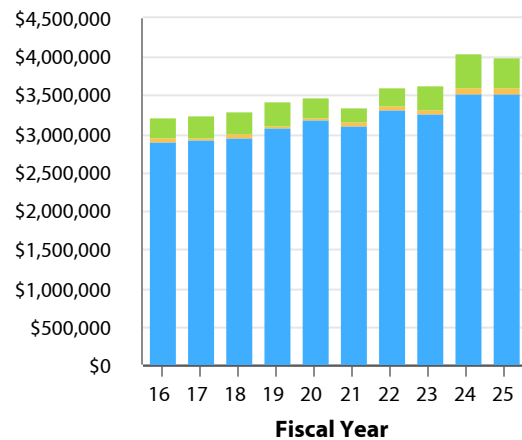
- \$31,000 due to contractual wage adjustments offset by lower salaries due to staff turnover
- \$17,000 due to the addition of an Intern position, partially offset by:
- Savings of \$22,550 due to a lower recommended contribution to the retiree healthcare fund

Supplies - Total Supplies decreased \$22,490 or 27.4% primarily due to the one-time purchase of computer supplies and equipment in the prior year.

Other Charges - Total Other Charges decreased \$34,240 or 7.9%. Software Maintenance fees have been reduced by \$60,000 annually as the State of Michigan now funds the Court's required software system. The current budget reflects a \$20,000 savings as a portion of last year's savings was reallocated to one-time purchases. Savings of \$6,000 will be realized as credit card processing fees are no longer absorbed by the Court. Other savings includes reductions in Contracted Services, Equipment Maintenance, and Juror Fees.

Capital - Capital for this department includes \$7,500 that will be used to replace the Court's awning.

Expenditure History



■ Personnel Services
 ■ Supplies
 ■ Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$3,269,490	\$3,529,200	\$3,409,150	\$3,545,050	\$3,545,050
Supplies	59,820	82,190	84,700	59,700	59,700
Other Charges	325,110	433,590	418,750	399,350	399,350
Total	\$3,654,420	\$4,044,980	\$3,912,600	\$4,004,100	\$4,004,100

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. ■



Act 78 – Civil Service Commission

2024/25 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 10 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	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Minutes of Act 78 Meetings Recorded	7	8	5	5	5	5
	Police Officer Eligibility List Applications	34	76	34	50	50	50
	Firefighter Eligibility List Applications	16	8	11	25	25	25
	Written Tests - Police Officer Eligibility List	34	76	34	50	50	50
	Written Tests - Firefighter Eligibility List	16	8	11	25	25	25
	Oral Interviews - Police Officer Eligibility List	22	76	34	25	25	25
	Oral Interviews - Firefighter Eligibility List	16	8	11	25	25	25
	Physical/Psychological Test - Police/Fire Candidates	38	43	25	25	25	25
Effectiveness	# of Appeals by Candidates/ Terminated Employees	2	0	0	0	0	0
	Activity Expenditures as % of General Fund	0.03%	0.03%	0.04%	0.04%	0.04%	0.04%

Act 78 – Civil Service Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

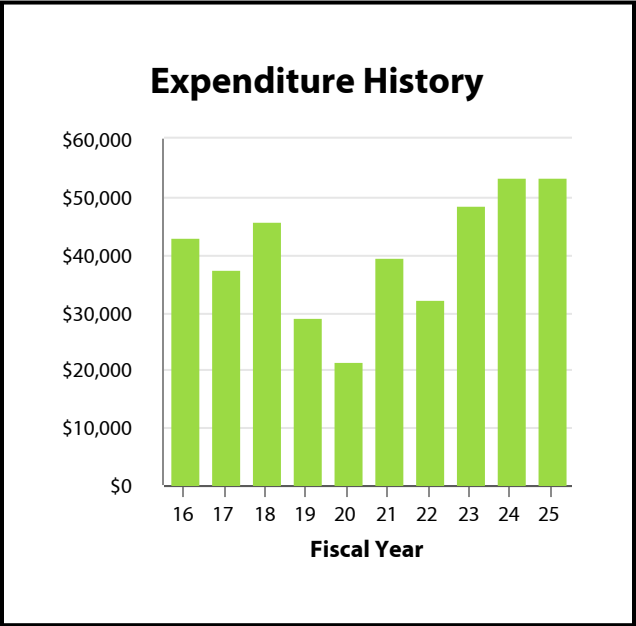
The total budget decreased by 0.0%.

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

Supplies - Total Supplies are designated at \$100 as expenditures for postage and operating supplies remained consistent.

Other Charges - Total Other Charges remains unchanged with a total budget of \$53,400. This funding is used for recruitment and assessment of potential public safety candidates. This includes medical and psychological examinations.

Capital - There is no Capital proposed for this commission.



Personnel Services Supplies Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$0	\$0	\$0	\$0	\$0
Supplies	0	100	100	100	100
Other Charges	48,610	53,400	53,400	53,400	53,400
Total	\$48,610	\$53,500	\$53,500	\$53,500	\$53,500

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

~ Chinese Proverb ~



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.■



Arts Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

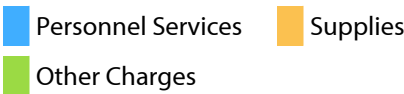
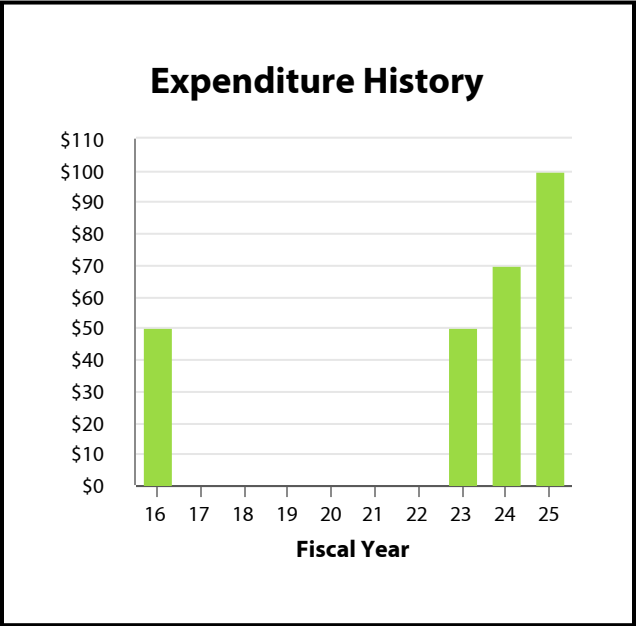
The total budget increased by 42.9%.

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

Supplies - There is no Supplies budget for this commission.

Other Charges - Total Other Charges of \$100 is for membership in the Anton Art Center.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	0	\$0	\$0	\$0	\$0
Supplies	0	0	0	0	0
Other Charges	50	70	70	100	100
Total	\$50	\$70	\$70	\$100	\$100

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.■



Beautification Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 0.4%.

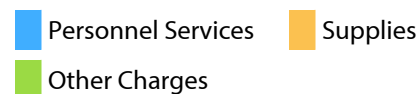
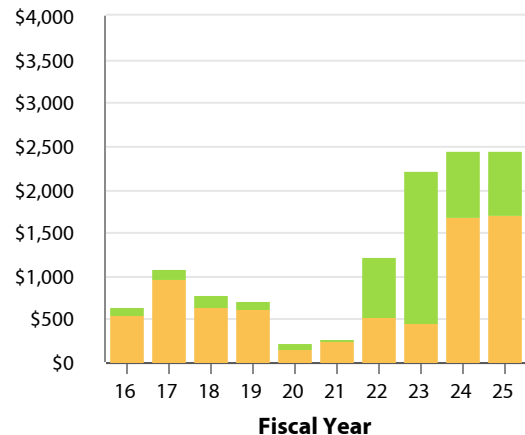
Personnel Services - There is no Personnel budget for this commission.

Supplies - Total Supplies increased \$20 or 1.2% for the supplies for the SHINE initiative. The Sterling Heights Initiative for Neighborhood Excellence (SHINE) organizes city-wide cleanup events.

Other Charges - Total Other Charges decreased \$10 or 1.3%. There are no significant changes to this budget.

Capital - There is no Capital proposed for this commission.

Expenditure History



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$0	\$0	\$0	\$0	\$0
Supplies	470	1,680	1,680	1,700	1,700
Other Charges	1,760	760	760	750	750
Total	\$2,230	\$2,440	\$2,440	\$2,450	\$2,450

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 2:00 p.m. in City Hall. These are public meetings with the agenda posted by the end of the week prior to each meeting.

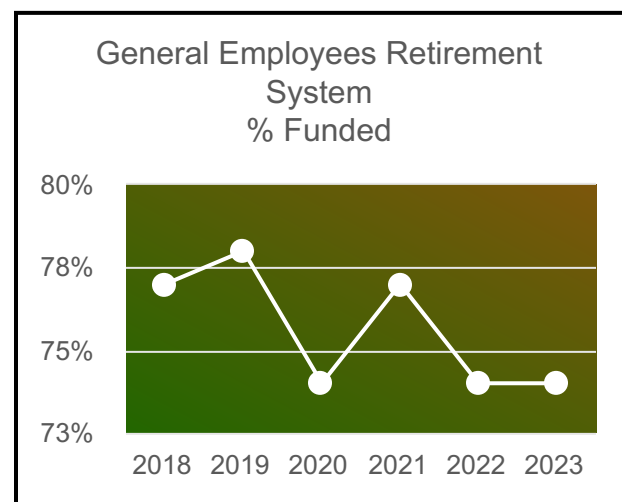
Assets in the fund as of June 30, 2023 total a market value of 104,544,763, while the City's contribution for the 2024/25 fiscal year will be \$4,485,026. The fund is now 74% funded.

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 58 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.■



General Employees Retirement Board

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

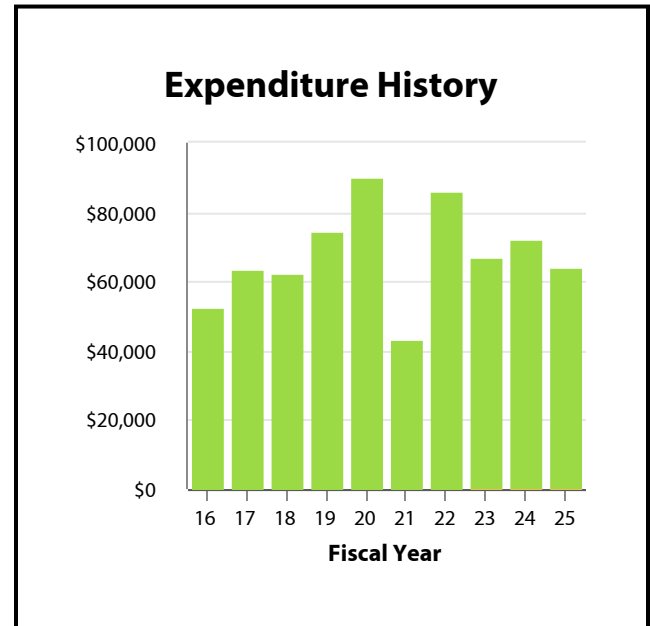
The total budget decreased by 11.6%.

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

Supplies - Total Supplies is unchanged with a total budget of \$300 for postage and other supplies.

Other Charges - Total Other Charges decreased \$8,390 or 11.6%. Attorney services decreased by \$5,000 following the settlement of a case in the prior year. Other changes in funding include a decrease of \$2,000 for banking fees and a \$1,440 decrease for actuarial services.

Capital - There is no Capital proposed for this board.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$0	\$0	\$0	\$0	\$0
Supplies	440	300	300	300	300
Other Charges	66,720	72,190	64,930	63,800	63,800
Total	\$67,160	\$72,490	\$65,230	\$64,100	\$64,100

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.■



General Expenditures

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 33.7%.

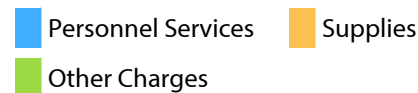
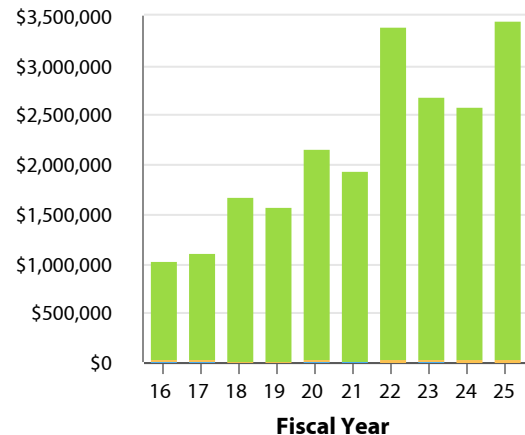
Personnel Services - There is no change to Personnel Services. Unemployment claims are expected to remain consistent.

Supplies - Total Supplies increased \$3,200 or 13.6% \$2,500 of this increase will be used to purchase AED battery supplies and the remainder is for general supplies.

Other Charges - Total Other Charges increased \$869,900 or 34.0%. Liability and Other Insurance increased by \$1.1 million due to an increase in the number of claims. Funding for ongoing support from grant consultants has been added for \$49,500. This was previously paid for using American Rescue Plan funding, which has been exhausted. Offsetting savings have been realized now that the DTE street-lighting project, which converted street lights to LED, has been completed and the City is now realizing a savings of \$320,000 in the upcoming fiscal year.

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

Expenditure History



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$19,250	\$10,000	\$10,000	\$10,000	\$10,000
Supplies	25,880	23,450	25,850	26,650	26,650
Other Charges	2,651,750	2,559,500	3,312,950	3,429,400	3,429,400
Total	\$2,696,880	\$2,592,950	\$3,348,800	\$3,466,050	\$3,466,050

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. ■



Historical Commission

2024/25 PERFORMANCE OBJECTIVES

1. To increase the number of visitors to the Upton House Museum through the use of unique programs and events. (City Goal 19)
2. To create rotating historical exhibits for the Historical Commission display case at the Sterling Heights Community Center. (City Goal 19)
3. To complete the inventory of historical artifacts located at the Upton House Museum. (City Goal 19)

Output	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
	Meetings Held	6	6	6	6	6	6
	Museum Hours Open	96	195	198	210	210	210
	Programs/Lectures on Local History Topics	2	3	2	2	2	2
	Professional Memberships	3	3	3	3	3	3
	Historic Photographs and Memorabilia Collected	30	37	25	20	20	20
	Program/ Museum Attendance	271	691	505	500	700	700

Historical Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

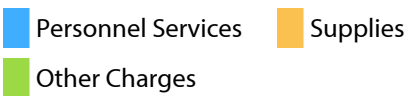
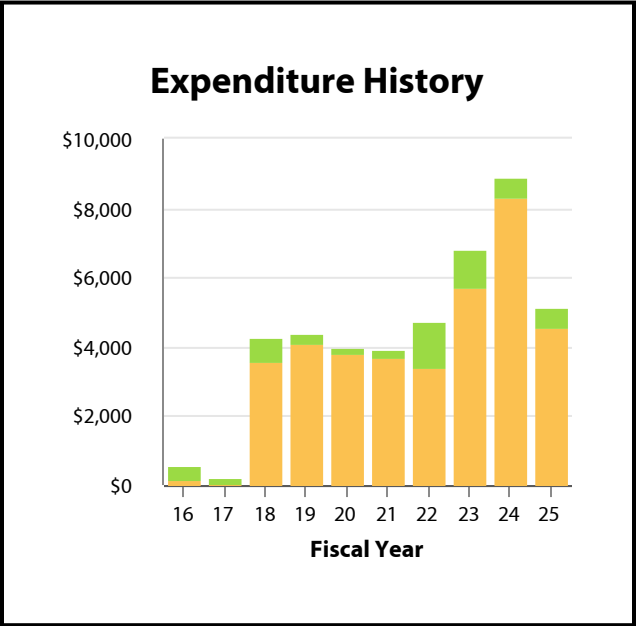
The total budget decreased by 42.1%.

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

Supplies - Total Supplies decreased \$3,750 or 45.2% primarily due to a one-time purchase of a new sign for the Upton House Museum in the previous fiscal year.

Other Charges - Total Other Charges maintains a total budget of \$600. No changes were made from the prior year's budget.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$0	\$0	\$0	\$0	\$0
Supplies	5,740	8,300	8,300	4,550	4,550
Other Charges	1,090	600	600	600	600
Total	\$6,830	\$8,900	\$8,900	\$5,150	\$5,150

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.■



Legal

2024/25 PERFORMANCE OBJECTIVES

1. To identify, research, and prepare new ordinances that will serve to update the City Code and improve the effectiveness and efficiency of the affected City department. (City Goal 6, 7)
2. To update legal procedures, guidelines, and standards in support of the City Council and City Administration's missions and goals. (City Goal 6, 7)
3. To identify and inform City Council and City Administration on charges 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	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	District Court Cases (Est.)	6,764	7,606	8,500	8,500	8,500	8,500
	Legal Opinions Rendered	4	7	6	10	5	8
	Ordinances and Amendments Prepared	6	8	10	10	10	10
	Commission Meetings Attended	39	38	45	32	32	32
	Council Meetings Attended	27	25	27	26	26	26
	Number of Open Lawsuits	19	13	29	25	25	25
	Number of Closed Lawsuits	67	59	31	35	15	15
	Number of Files Opened	155	66	38	45	45	45
	Number of Files Closed	79	148	55	35	25	25
	Legislative Issues Reviewed	110	85	68	75	75	65
	Number of Illegal Grow Operations Shut Down	722	210	30	65	N/A	N/A
	Number of Illegal Grow Operation Lawsuits Filed	73	45	17	20	5	5
	Hours Spent on City Business	9,403	8,782	8,163	8,500	8,250	8,250
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%	200%
	Activity Expenditures as % of General Fund	0.98%	0.84%	0.88%	0.91%	0.92%	0.87%

Legal

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

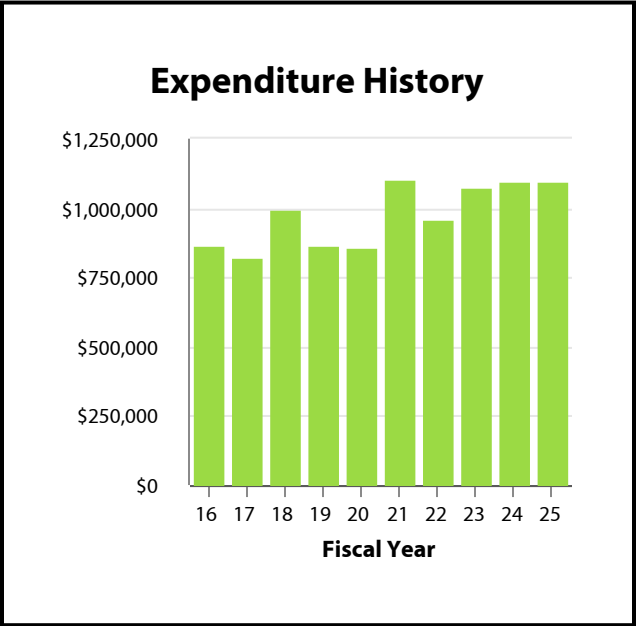
There is no change from the prior year.

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 remain unchanged. Funding for the City attorney's professional legal services totals \$1,020,000 and funding for other legal services, primarily for an outside labor attorney, is proposed at \$75,000.

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



Personnel Services Supplies
Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$0	\$0	\$0	\$0	\$0
Supplies	0	0	0	0	0
Other Charges	1,078,290	1,095,000	1,095,000	1,095,000	1,095,000
Total	\$1,078,290	\$1,095,000	\$1,095,000	\$1,095,000	\$1,095,000

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.■



Planning Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 6.1%.

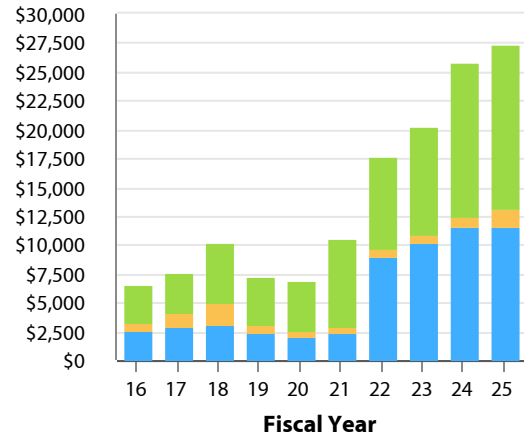
Personnel Services - The total Personnel budget remains the same at \$11,650 and provides funding for meeting stipends for Planning Commissioners.

Supplies - Total Supplies increased by \$690 or 90.8%. This increase is due to the postage needed for the larger volume of cases conducted. The Postage budget increased by \$500. An additional \$170 was added to the Operating Supplies budget to cover the increasing cost of print materials used in meetings.

Other Charges - Total Other Charges increased \$890 or 6.7%. \$1,000 was added to Reporting Services due to an increased case load. Membership to the Michigan Association of Planning decreased by \$130 as a result of the commission using a discounted group membership rate in the next fiscal year.

Capital - There is no Capital proposed for this commission.

Expenditure History



■ Personnel Services
 ■ Supplies
 ■ Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$10,180	\$11,650	\$11,650	\$11,650	\$11,650
Supplies	690	760	1,450	1,450	1,450
Other Charges	9,360	13,360	13,780	14,250	14,250
Total	\$20,230	\$25,770	\$26,880	\$27,350	\$27,350

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 nine 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.■



Sustainability Commission

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

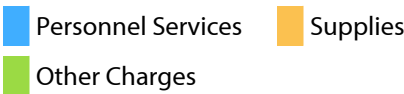
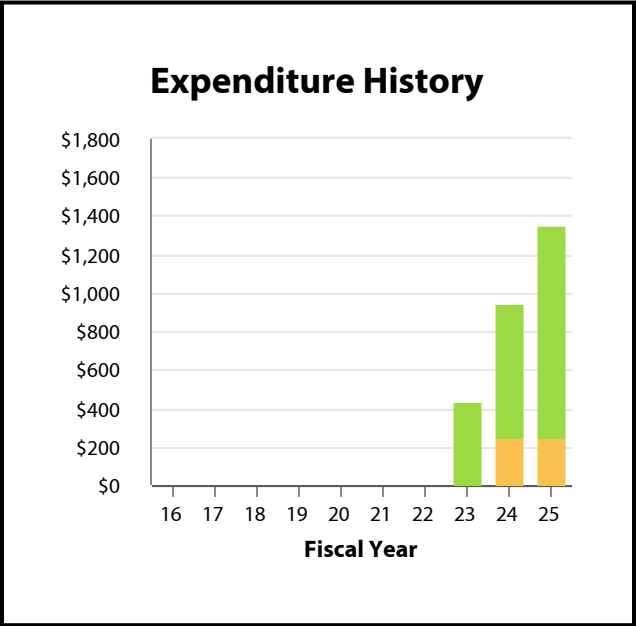
The total budget increased by 42.1%.

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 increased by \$400 or 57.1%. This increase in funding is for educational opportunities for commissioners. Membership on this board has increased from 5 members to 9 members.

Capital - There is no Capital proposed for this commission.



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$0	\$0	\$0	\$0	\$0
Supplies	0	250	200	250	250
Other Charges	440	700	1,000	1,100	1,100
Total	\$440	\$950	\$1,200	\$1,350	\$1,350

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 \$13,010,500. 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 \$5,804,200 Transfer Out to the Capital Projects Fund will be used for the funding of budgeted equipment, vehicles, information technology capital items, and capital projects.

The \$2,958,400 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 \$3,247,900 General Fund transfer to the Parks & Recreation Fund will fund the pre-existing expenses of the Department prior to the passing of the Recreating 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 Recreating Recreation Plan.

The Transfer Out to the Major Road Fund totals \$1,000,000, and allows for additional investments in emergency major road repair.■

Transfers Out

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 1.6%.

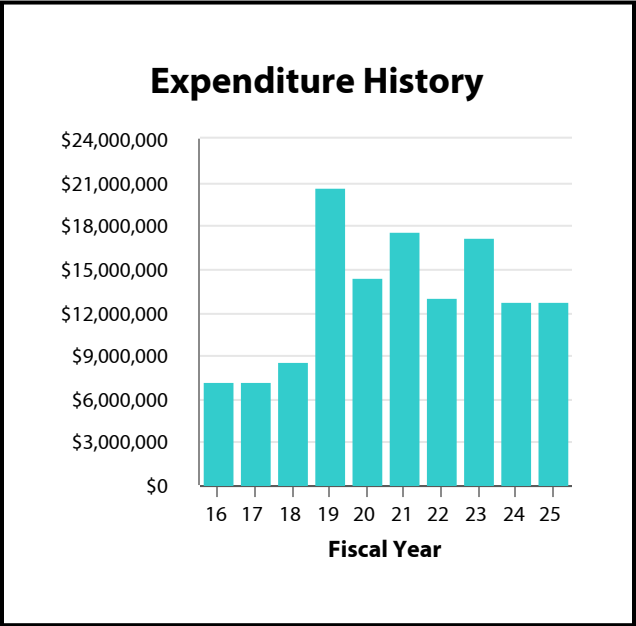
Personnel Services - There is no Personnel budget for this cost center.

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

Transfers Out - Transfers Out to other City funds total \$13,010,500. Transfers to the Capital Projects Fund total \$5,804,200 for the funding of equipment, vehicles, information technology capital items, and capital projects. *A listing of all proposed equipment, vehicles, and projects can be found in the Capital schedules within the Capital Projects section of this budget document.*

Transfers to the Limited Tax General Obligation Debt Service Fund total \$2,958,400. 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 \$3,247,900 to fund parks & recreation expenditures not funded through the Recreating Recreation millage. More detail on these expenditures can be found in the Special Revenue section of this document.



Transfers Out

A transfer to the Major Road Fund is budgeted for \$1,000,000 for additional funding that will be utilized for major road projects.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$0	\$0	\$0	\$0	\$0
Other Charges	0	0	0	0	0
Transfer Out	17,236,170	12,808,530	12,808,530	13,010,500	13,010,500
Total	\$17,236,170	\$12,808,530	\$12,808,530	\$13,010,500	\$13,010,500

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. ■



Zoning Board of Appeals

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

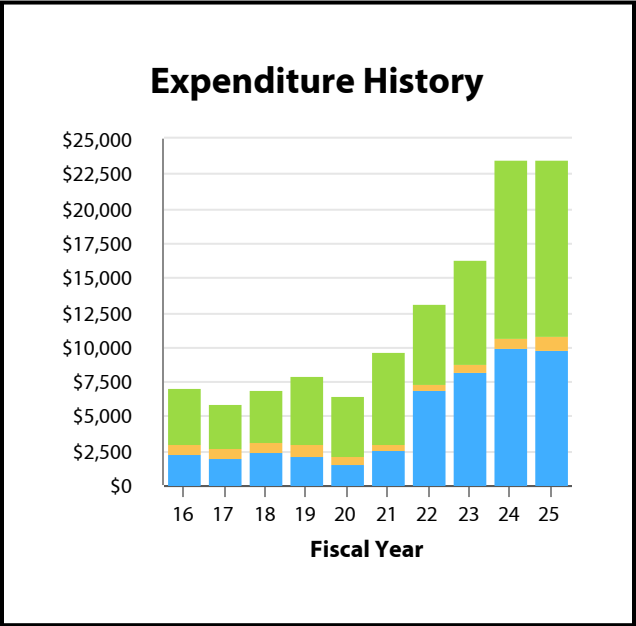
The total budget increased by 0.1%.

Personnel Services - The total Personnel budget remains the same at \$9,850 and provides funding for meeting stipends for Zoning Board Commissioners.

Supplies - Total Supplies increased by \$200 or 23.5%. Costs related to meeting minute books and materials used in meetings have increased.

Other Charges - Total Other Charges decreased \$130 or 1.0%. The board will recognized a \$180 savings due to the use of a discounted group rate for membership to the Michigan Association of Planning. Other changes include a \$30 increase to telephone expenditures and a \$20 increase to the Education and Training budget.

Capital - There is no Capital proposed for this board.



Personnel Services Supplies Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$8,190	\$9,900	\$8,200	\$9,850	\$9,850
Supplies	620	850	1,050	1,050	1,050
Other Charges	7,510	12,830	9,650	12,700	12,700
Total	\$16,320	\$23,580	\$18,900	\$23,600	\$23,600

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	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Adopted
<u>REVENUES</u>						
Water & Sewer Service	\$52,294,830	\$55,380,880	\$59,240,080	\$56,661,450	\$60,530,800	\$60,530,800
Billing Credits - Auto Pay	0	(27,230)	0	(200,000)	(225,000)	(225,000)
Penalties & Interest	503,640	406,680	550,000	400,000	400,000	400,000
Hydrant Rental	178,850	182,430	187,900	187,900	193,500	193,500
Interfund Service	115,890	115,410	72,200	72,200	69,650	69,650
Tap and Meter Revenue	349,450	193,120	280,000	230,000	230,000	230,000
Repair and Service	96,090	108,910	90,000	90,000	90,000	90,000
Inspection Fees	15,770	12,600	15,000	15,000	15,000	15,000
Turn-On Charge	10,710	12,920	10,000	10,000	10,000	10,000
Ind./Pollution Surcharge	388,070	392,250	387,000	387,000	400,000	400,000
Sale of Fixed Assets	(2,140)	(66,370)	0	26,550	0	0
Miscellaneous	(507,610)	521,150	180,000	155,000	180,000	180,000
Interest on Investments	738,090	741,430	730,000	1,005,000	855,000	855,000
Total Revenues	\$54,181,640	\$57,974,180	\$61,742,180	\$59,040,100	\$62,748,950	\$62,748,950
<u>EXPENDITURES</u>						
<u>WATER & SEWER ADMIN.</u>						
Personnel Services	\$1,716,240	\$1,328,780	\$1,572,950	\$1,491,450	\$1,537,950	\$1,537,950
Supplies	8,970	16,550	18,940	15,500	17,000	17,000
Other Charges	10,373,650	10,802,470	3,546,810	3,609,240	3,892,900	3,892,900
Total Expenses	12,098,860	12,147,800	5,138,700	5,116,190	5,447,850	5,447,850
<u>WATER DISTRIBUTION</u>						
Personnel Services	\$2,301,230	\$1,935,640	\$2,091,550	\$2,034,800	\$2,196,400	\$2,196,400
Supplies	208,390	239,520	323,200	218,500	341,000	341,000
Other Charges	17,308,810	17,723,070	18,207,780	17,700,840	18,558,250	18,558,250
Capital Outlay	3,260	186,200	350,880	352,570	628,000	628,000
Debt Service	145,070	566,520	1,402,270	1,402,270	1,403,450	1,403,450
Total Expenses	19,966,760	20,650,950	22,375,680	21,708,980	23,127,100	23,127,100
<u>SEWAGE COLLECTION</u>						
Personnel Services	\$2,522,850	\$2,034,960	\$2,368,250	\$2,313,450	\$2,439,700	\$2,439,700
Supplies	69,950	80,660	72,830	76,500	75,000	75,000
Other Charges	21,576,800	21,653,380	23,447,520	23,292,000	23,825,750	23,825,750
Capital Outlay	489,750	398,690	562,550	544,430	68,000	68,000
Debt Service	2,522,530	2,311,400	7,391,360	7,333,340	6,957,750	6,957,750
Total Expenses	27,181,880	26,479,090	33,842,510	33,559,720	33,366,200	33,366,200
Total Operating Expenses	\$59,247,500	\$59,277,840	\$61,356,890	\$60,384,890	\$61,941,150	\$61,941,150

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 2024/25 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 collected based on the rates set annually for water and sewer services and are used to reimburse the Water & Sewer Fund for services provided to water and sewer customers, funds, or other departments. The primary revenue accounts within this revenue center include Water Services and Sewage Collections.

In the 2024/25 Budget, Charges for Services revenue totals \$61.7 million and represents 98.4% of total revenue sources, an increase of \$0.9 million.

Proposed Water & Sewer rates include a 5.9% increase to cover system cost increases. In 2024/25, the Great Lakes Water Authority's rates to the City will increase by 3.06% and the Macomb County sewer charges and debt service costs are increasing 3%. City personnel, supply and equipment costs are also increasing as detailed on the following pages.

The average residential customer will pay approximately \$76 per month for water & sewer services.

Despite the increase, Sterling Heights customers continue to receive clean, reliable water at a great value. The proposed rate changes will result in a monthly water & sewer cost for the average residential user of just \$76 per month and the City will continue to have one of the lowest rates of our surrounding Macomb County communities.

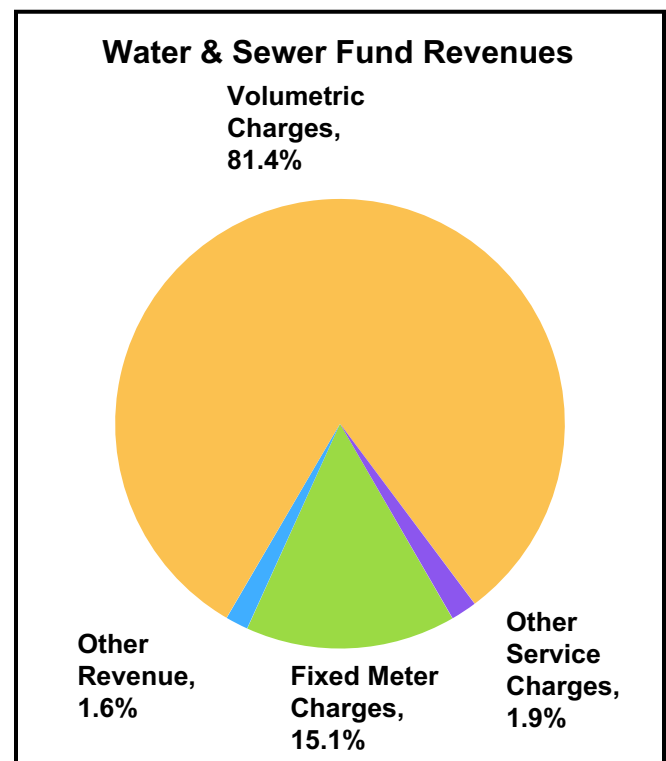
OTHER REVENUE

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 2024/25 Budget, Other Revenues represents 1.6% of total revenue sources, an increase of \$125,000. This increase is primarily due to interest earned on investments.

CONTRIBUTION TO (USE OF) NET ASSETS

In the 2024/25 Budget, revenues exceed expenses by \$807,800, allowing for a contribution to net assets to continue to build up water and sewer reserves.■



Total Water & Sewer Fund Revenue of \$62,748,950

WATER & SEWER FUND

REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
539002	<u>STATE & LOCAL RETURNS</u> State Grants	\$0	0.00	\$0	0.00	\$0	0.00
	Total State & Local Returns	0	0.00	0	0.00	0	0.00
	<u>CHARGES FOR SERVICES</u>						
627531	Administrative Services - Refuse	115,410	0.20	72,200	0.12	69,650	0.11
629001	Labor Services - Roads	39,120	0.07	50,000	0.08	50,000	0.08
633001	Water Tap Fees	81,170	0.14	125,000	0.20	100,000	0.16
633002	Sewer Tap Fees	19,120	0.03	30,000	0.05	30,000	0.05
633003	Meter Charges	92,830	0.16	125,000	0.20	100,000	0.16
633004	Inspection	12,600	0.02	15,000	0.02	15,000	0.02
633005	Water & Sewer Services	69,790	0.12	40,000	0.06	40,000	0.06
633006	Hydrant Rental - Fire Department	182,430	0.31	187,900	0.30	193,500	0.31
633009	Turn-On Charge	12,920	0.02	10,000	0.02	10,000	0.02
643000	Water Services	17,269,600	29.79	18,373,610	29.76	19,231,000	30.65
643001	Fixed Charges - Water	5,415,080	9.34	5,574,260	9.03	5,911,200	9.42
643002	Billing Credits - Auto Pay	(27,230)	(0.05)	0	0.00	(225,000)	(0.36)
644000	Collections - Sewer	29,346,030	50.62	31,891,670	51.65	31,815,700	50.70
644001	Fixed Charges - Sewer	3,350,170	5.78	3,400,540	5.51	3,572,900	5.69
645000	Penalties - Water & Sewer	406,680	0.70	550,000	0.89	400,000	0.64
646000	Industrial & Pollution Surcharge	392,250	0.68	387,000	0.63	400,000	0.64
	Total Charges for Services	56,777,970	97.94	60,832,180	98.53	61,713,950	98.35
	<u>OTHER REVENUE</u>						
665000	Interest on Investments	354,140	0.61	400,000	0.65	525,000	0.84
665001	Interest on Bond Proceeds	64,690	0.11	0	0.00	0	0.00
665445	Interest & Penalties - Tax Roll	322,600	0.56	330,000	0.53	330,000	0.53
669001	Rental - Road Equipment	35,120	0.06	50,000	0.08	50,000	0.08
673000	Sale of Fixed Assets	(66,370)	(0.11)	0	0.00	0	0.00
676000	Reimbursements	24,620	0.04	30,000	0.05	30,000	0.05
677008	Unrealized Gain/Loss	(182,240)	(0.31)	0	0.00	0	0.00
685000	Miscellaneous Revenue	643,650	1.11	100,000	0.16	100,000	0.16
	Total Other Revenue	1,196,210	2.06	910,000	1.47	1,035,000	1.65
	Total Water & Sewer Fund	\$57,974,180	100.00	\$61,742,180	100.00	\$62,748,950	100.00

Note: The 2022-2023 Actual Column is rounded to the nearest \$10.

WATER & SEWER FUND

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<u>PERSONNEL SERVICES</u>						
704000	Wages & Salaries - Permanent	\$2,759,810	4.66	\$2,906,300	4.74	\$3,065,050	4.95
704001	Sick Time Buy Back	20,040	0.03	23,750	0.04	17,800	0.03
704721	Health Insurance Allowance	21,500	0.04	12,000	0.02	15,000	0.02
705000	Wages-Salaries - Temp/Part-Time	252,220	0.43	271,550	0.44	298,900	0.48
708000	Overtime	388,500	0.66	370,100	0.60	385,200	0.62
708001	Compensation Time Buy Back	11,690	0.02	12,100	0.02	12,550	0.02
709000	Union Contract Reimbursements	16,040	0.03	16,100	0.03	16,100	0.03
710000	Longevity	63,360	0.11	73,700	0.12	75,150	0.12
715000	Clothing Allowance	8,100	0.01	8,700	0.01	8,700	0.01
717000	FICA	262,400	0.44	283,700	0.46	296,000	0.48
718000	Worker's Compensation	29,960	0.05	30,500	0.05	28,600	0.05
720000	Pension - General Emp Retirement	747,800	1.26	884,350	1.44	868,000	1.40
720002	Defined Contribution - Employer	64,270	0.11	95,500	0.16	104,750	0.17
721000	Health Insurance	417,590	0.70	468,400	0.76	469,650	0.76
721001	Health Insurance - Retirees	132,650	0.22	465,000	0.76	388,800	0.63
721003	Retiree Health Savings - City	38,600	0.07	41,750	0.07	53,600	0.09
722000	Dental Insurance	30,320	0.05	32,200	0.05	30,950	0.05
723000	Life Insurance	7,170	0.01	7,900	0.01	8,450	0.01
724000	Eye Care Insurance	3,230	0.01	3,650	0.01	3,450	0.01
725000	Disability Insurance - Long Term	5,710	0.01	6,250	0.01	6,700	0.01
725355	Disability Insurance - Short Term	18,420	0.03	19,250	0.03	20,650	0.03
	Total Personnel Services	5,299,380	8.94	6,032,750	9.83	6,174,050	9.97
	<u>SUPPLIES</u>						
729000	Postage	2,300	0.00	2,040	0.00	2,000	0.00
750000	Fuels & Lubricants	112,150	0.19	102,000	0.17	101,500	0.16
751000	Operating Supplies	39,050	0.07	50,830	0.08	58,500	0.09
770000	Water Meters - Assembled	90,450	0.15	103,000	0.17	105,000	0.17
771000	Fire Hydrant Parts	24,470	0.04	35,000	0.06	35,000	0.06
772000	Tap-In Materials - Water	51,220	0.09	101,500	0.17	110,000	0.18
774000	Water Meter Parts	17,090	0.03	20,600	0.03	21,000	0.03
	Total Supplies	336,730	0.57	414,970	0.68	433,000	0.70
	<u>OTHER CHARGES</u>						
802000	Audit & Accounting Services	44,540	0.08	45,500	0.07	45,450	0.07
806000	Legal Services - Other	90	0.00	0	0.00	0	0.00
806001	Legal Services - City Attorney	130	0.00	4,000	0.01	1,000	0.00
807000	Medical Services	3,300	0.01	1,980	0.00	2,000	0.00
810000	Other Fees	296,370	0.50	285,700	0.47	352,700	0.57
810100	Other Fees - Paid Ref Escrow	0	0.00	0	0.00	0	0.00
824000	Water Tap Installation - Contractor	60,310	0.10	75,000	0.12	75,000	0.12
826000	Other Contracted Services	334,500	0.56	1,045,900	1.70	936,200	1.51
827000	Interfund Services	2,470,100	4.17	2,379,300	3.88	2,645,550	4.27
832000	Building Maintenance	140	0.00	0	0.00	0	0.00
833000	Equipment Maintenance	17,760	0.03	42,000	0.07	29,000	0.05
835000	Vehicle Maintenance	136,130	0.23	145,600	0.24	130,000	0.21
840000	Water Main Repair	437,670	0.74	612,000	1.00	525,000	0.85

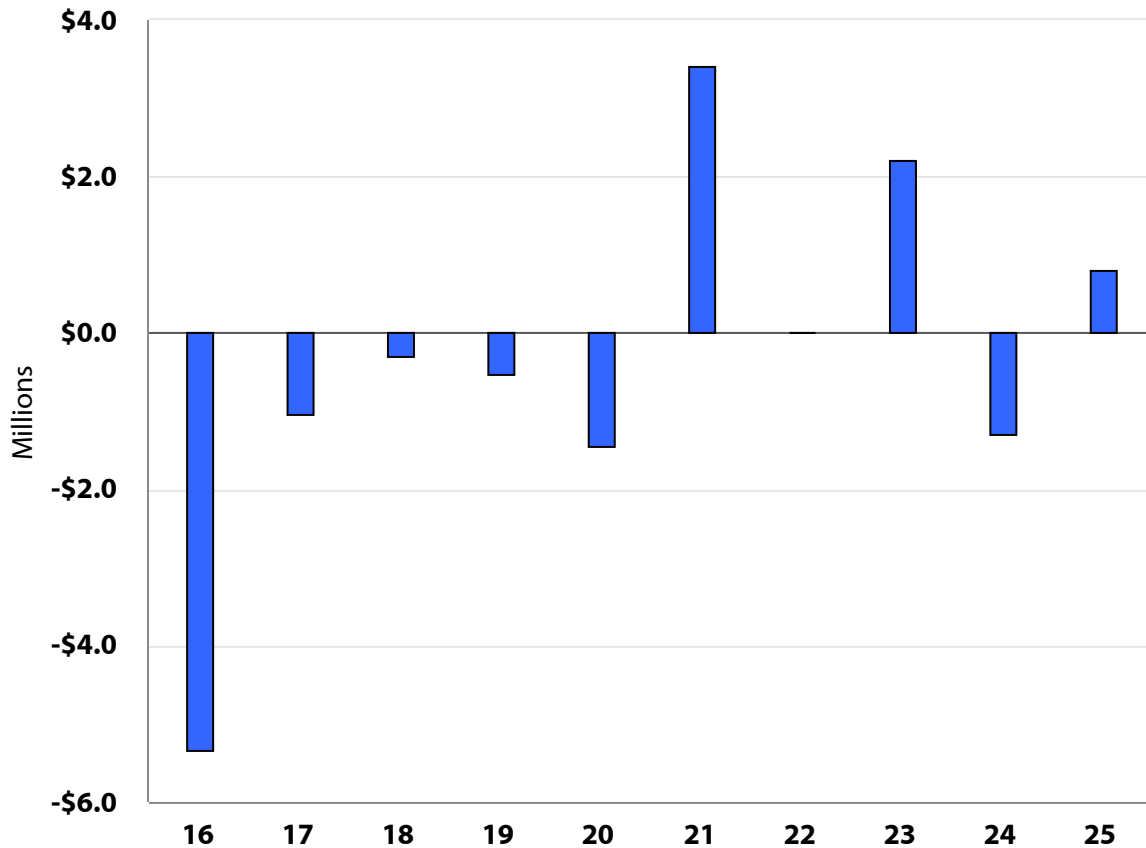
WATER & SEWER FUND

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
841000	Distribution Line Repair	177,930	0.30	245,400	0.40	225,000	0.36
842000	Sewer Main Repair	33,210	0.06	105,000	0.17	50,000	0.08
903000	Printing	280	0.00	660	0.00	700	0.00
913000	Liability Insurance	135,000	0.23	250,000	0.41	250,000	0.40
915000	Other Insurance	2,460	0.00	0	0.00	0	0.00
921000	Electric	26,570	0.04	27,700	0.05	28,200	0.05
922000	Telephone	6,550	0.01	6,570	0.01	6,600	0.01
923000	Gas - Fuel - Oil	3,090	0.01	3,100	0.01	1,500	0.00
931000	Water Purchased	16,661,860	28.11	16,921,000	27.58	17,272,600	27.89
932000	Sewage Disposal Services	20,937,720	35.32	21,908,270	35.71	22,565,500	36.43
933000	Software Maintenance	234,190	0.40	229,970	0.37	237,000	0.38
934000	Industrial & Pollution Surcharge	391,110	0.66	387,000	0.63	400,000	0.65
945000	Other Rental	451,090	0.76	442,660	0.72	463,700	0.75
956000	Local Meetings	150	0.00	1,100	0.00	1,100	0.00
957000	Memberships & Dues	450	0.00	3,600	0.01	3,600	0.01
959000	Education & Training	18,410	0.03	28,100	0.05	23,000	0.04
964000	Refunds & Rebates	4,800	0.01	5,000	0.01	6,500	0.01
968000	Depreciation	7,293,010	12.30	0	0.00	0	0.00
	Total Other Charges	50,178,920	84.65	45,202,110	73.67	46,276,900	74.71
	<u>CAPITAL OUTLAY</u>						
982000	Machinery & Equipment	107,530	0.18	225,650	0.37	175,000	0.28
984000	Vehicles	477,360	0.81	687,780	1.12	521,000	0.84
	Total Capital Outlay	584,890	0.99	913,430	1.49	696,000	1.12
	<u>DEBT SERVICE</u>						
992000	Principal	0	0.00	4,339,450	7.07	4,122,950	6.66
992001	Principal - Capital Bonds	0	0.00	1,040,000	1.70	1,075,000	1.74
993000	Interest - Capital Bonds	725,710	1.22	784,250	1.28	751,450	1.21
993001	Interest - Oakland-Macomb Intcpt.	846,260	1.43	0	0.00	0	0.00
993002	Interest - Macomb Interceptor	1,020,790	1.72	2,629,930	4.29	2,411,800	3.89
993003	Interest - North Gratiot Interceptor	75,950	0.13	0	0.00	0	0.00
993005	Interest - Clintondale Pump Station	209,210	0.35	0	0.00	0	0.00
	Total Debt Service	2,877,920	4.85	8,793,630	14.34	8,361,200	13.50
	Total Water & Sewer Fund	\$59,277,840	100.00	\$61,356,890	100.00	\$61,941,150	100.00

Note: The 2022-2023 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.

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.

To ensure the City is utilizing a rate structure that offers quality service at a good value for its customers, the City contracted with Raftelis Financial Consultants in 2021 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 also adopted the Average Winter Consumption method for sewer charges and eliminated the summer discount.

In August 2022, the City changed the billing cycle for residential customers from quarterly to monthly. This provides residents with smaller, more frequent billing and that allows for easier budgeting similar to other utilities.



The WaterSmart portal allows customers to monitor their water usage in real time and save money by offering the ability to set alerts for unusual usage and offering water conservation tips.

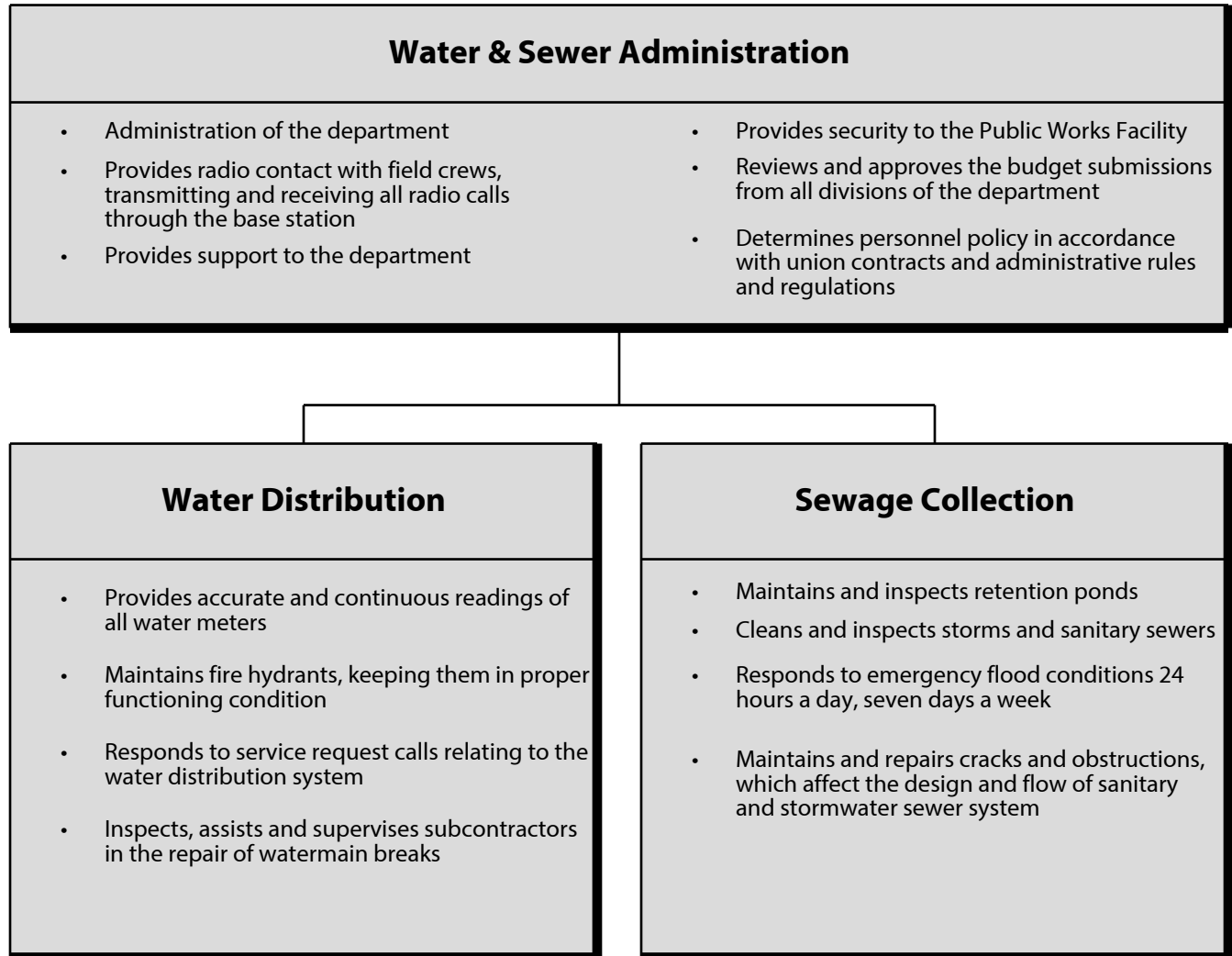
A new monthly bill credit for all customers who enroll in e-billing and automatic payments will save residents \$60 per year on their water bill.

Over 75% 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, 2024, the GLWA water rates will increase 3.06%. In addition, Macomb County sewer charges and debt service costs are increasing 3%.

Proposed Water & Sewer rates for the 2024/25 budget include a 5.9% increase to cover system cost increases. The proposed rate changes will result in an average monthly water & sewer bill of \$76 for residential users.■

FUNCTIONAL ORGANIZATION CHART

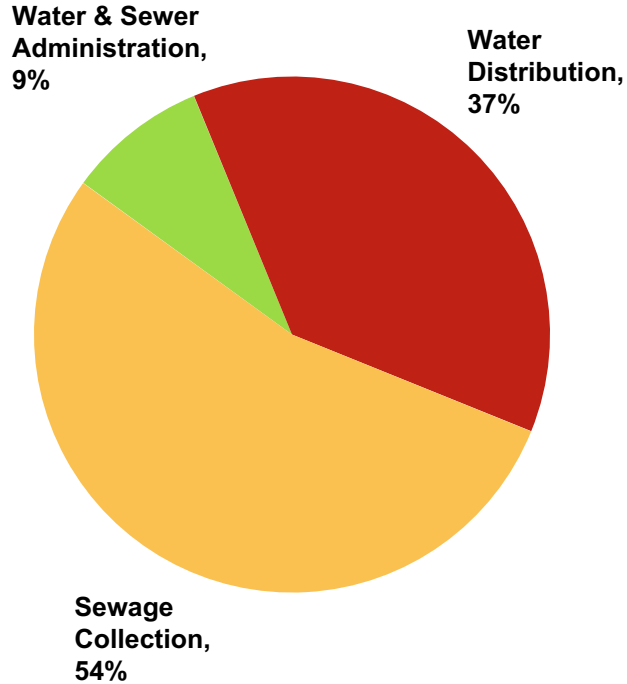
Water & Sewer Fund (Public Works Department)



DEPARTMENT AT A GLANCE

Water & Sewer Fund

Water & Sewer Fund
Total Budget = \$61.9 Million



PERSONNEL SUMMARY

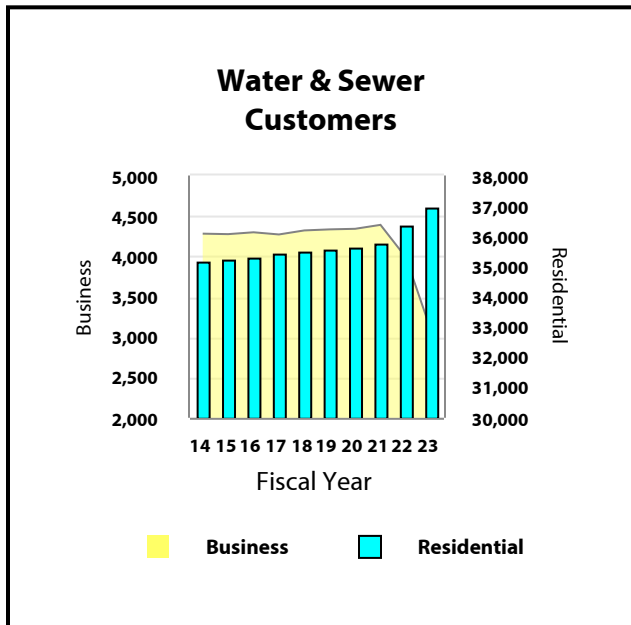
	2024/25	
	Full Time	Part Time
Water & Sewer Admin.	8	1
Water Distribution	14	5
Sewage Collection	17	4
Total Department	39	10

FUNDING LEVEL SUMMARY

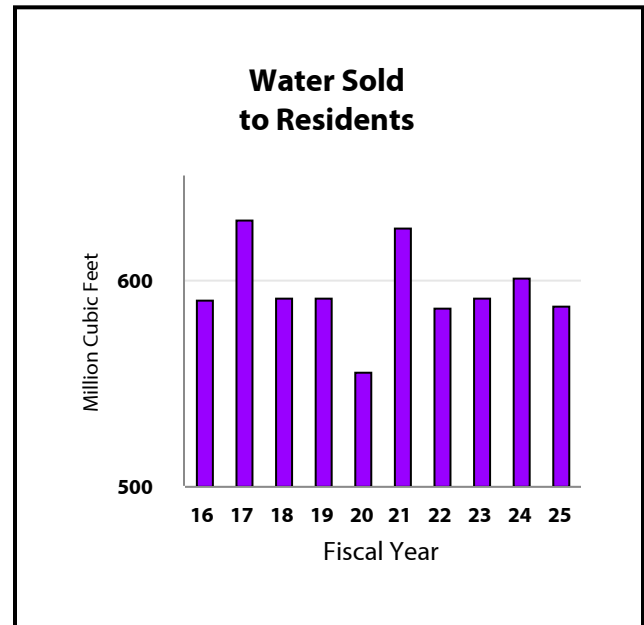
	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget	% Change From 23/24
Water & Sewer Admin.	\$12,098,860	\$12,147,800	\$5,138,700	\$5,447,850	6.0%
Water Distribution	19,966,760	20,650,950	22,375,680	23,127,100	3.4%
Sewage Collection	27,181,880	26,479,090	33,842,510	33,366,200	-1.4%
Total Department	<u>\$59,247,500</u>	<u>\$59,277,840</u>	<u>\$61,356,890</u>	<u>\$61,941,150</u>	<u>1.0%</u>
Personnel Services	\$6,540,320	\$5,299,380	\$6,032,750	\$6,174,050	2.3%
Supplies	287,310	336,730	414,970	433,000	4.3%
Other Charges	49,259,260	50,178,920	45,202,110	46,276,900	2.4%
Capital Outlay	493,010	584,890	913,430	696,000	-23.8%
Debt Service	2,667,600	2,877,920	8,793,630	8,361,200	-4.9%
Total Department	<u>\$59,247,500</u>	<u>\$59,277,840</u>	<u>\$61,356,890</u>	<u>\$61,941,150</u>	<u>1.0%</u>

KEY FUND TRENDS

Water & Sewer Fund



The number of business and residential Water & Sewer customers has steadily increased as the City has developed. In 2023 the City converted nearly 1,000 condominium business accounts to residential billing accounts to better reflect the character of the account user.



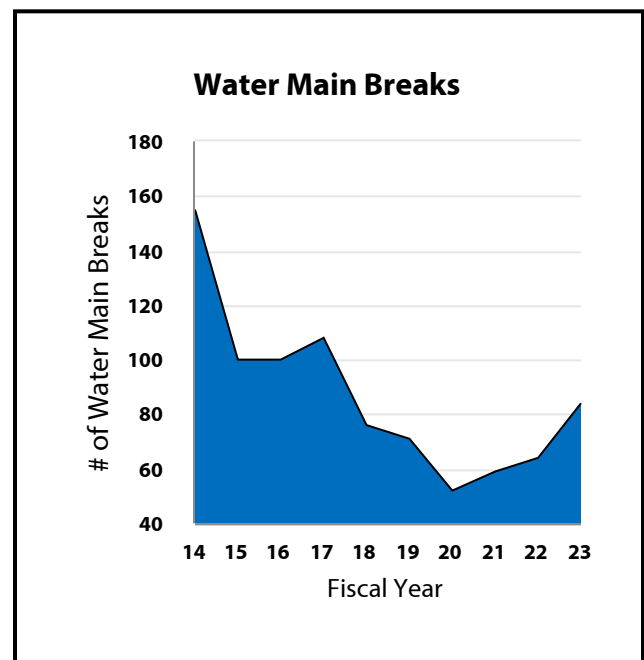
Although water usage fluctuates year to year due to the weather, overall water usage has remained steady over the last decade. The cost to provide this commodity continues to increase despite consumer habits. In the next fiscal year consumer usage is predicted to decline.

Average Macomb County Residential Monthly Water & Sewer Bill
Fiscal Year 2023/24

1. Fraser	\$145
2. Eastpointe	131
3. Utica	115
4. Mount Clemens	112
5. St. Clair Shores	106
6. Clinton Township	93
7. Center Line	86
8. Shelby Township	83
9. Roseville	83
10. Macomb Township	78
11. Sterling Heights	72
12. Warren	69

Rates are current, using 9,000 cf.

The City purchases its water and sewer services through the Great Lakes Water Authority and Macomb County Public Works Office. The average resident pays \$75 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. 2023 recorded the most breaks since 2018 with a total of 84.

Beware of little expenses. A small leak will sink a great ship.

~ Benjamin Franklin ~



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.■



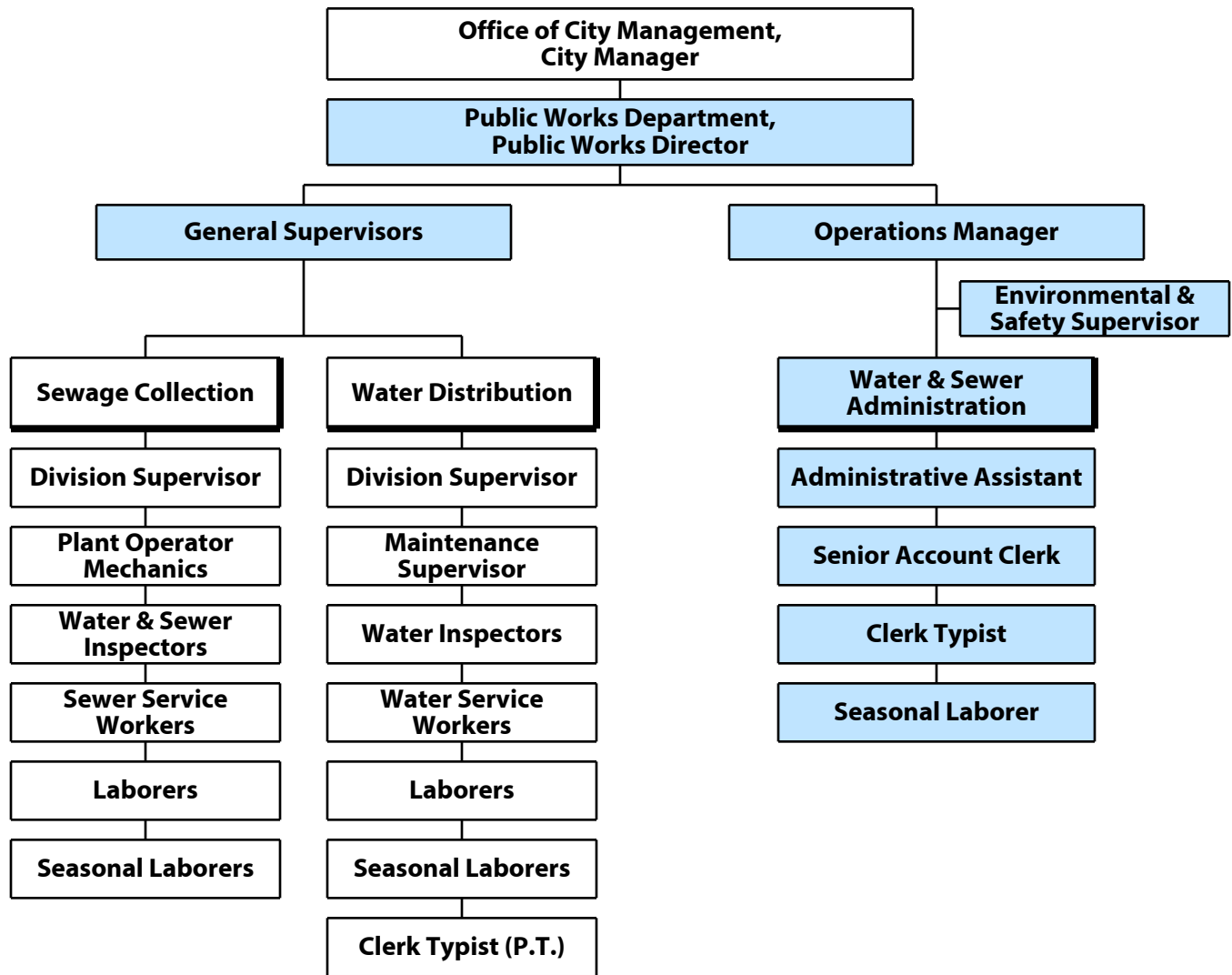
Water & Sewer Administration

2024/25 PERFORMANCE OBJECTIVES

1. To create a Stormwater public education campaign. (City Goal 7, 12, 16, 18, 24, 25)
2. To continue the development and review of departmental standard operating guidelines with a focus on safety, training, and succession. (City Goal 2, 3, 5, 16)
3. To identify certifications for staff and locate/procure trainings to meet the requirements. (City Goal 2, 6, 7)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Water & Sewer Customers	40,925	41,090	39,924	39,900	39,800	40,000
	Customer Service Requests	10,292	14,166	9,964	10,500	7,000	8,000
	Departmental Policies Created/Reviewed	4	6	5	6	4	6
	Backflow Preventer Testing Compliance Letters	2,782	2,426	922	2,000	2,370	2,400
	Site Plans Reviewed	28	36	21	20	30	35
	Vehicles/Equipment Specifications Prepared	12	20	21	20	14	15
	Materials/Supplies/Services Specifications Prepared	32	18	19	18	17	18
	Hours of Safety Training	450	930	1,400	1,500	750	1,500
	Outfalls Inspected	60	267	260	280	260	280
	Landscape Median Mowing - Revolutions	34	34	35	35	35	35
Efficiency	Workers Comp. Claims	16	28	5	56	4	25
	% Water Samples Meeting Federal/State Standards	100%	100%	100%	100%	100%	100%
	Annual Residential Water & Sewer Bill (9,000 cfs)*	\$766	\$780	\$816	\$859	\$859	\$910
	Monthly Residential Water & Sewer Bill (9,000 cfs)*	\$64	\$65	\$68	\$72	\$72	\$76
	City's Fixed Charge as a % of Total W&S Bill	5.3%	20.0%	20.0%	22.0%	22.0%	22.0%

Water & Sewer Administration



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Public Works Director	1	1	1
Operations Manager	1	1	1
General Supervisor	2	2	2
Environmental & Safety Supervisor	1	1	1
Administrative Assistant	1	1	1
Senior Account Clerk	1	1	1
Clerk Typist	1	1	1
Seasonal Laborer (P.T.)	1	1	1
Total	9	9	9

Water & Sewer Administration

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 6.0%.

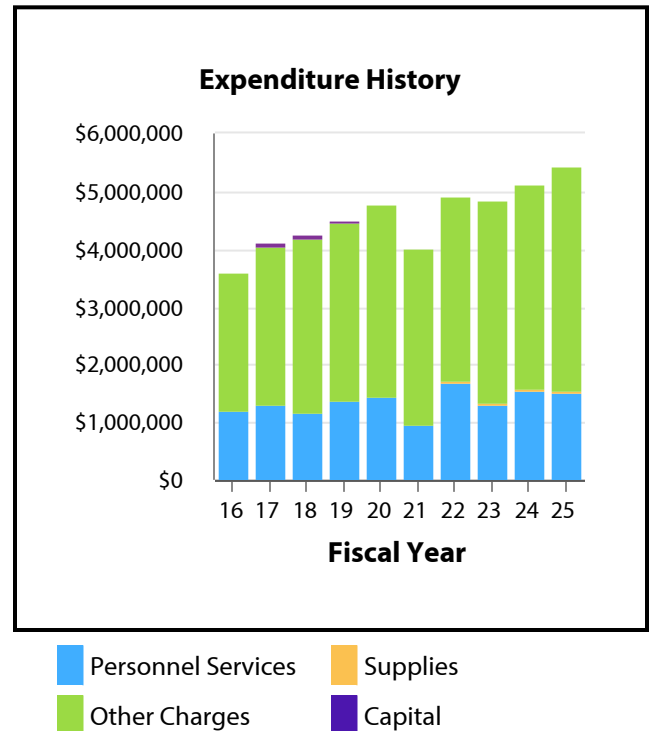
Personnel Services – Total Decrease \$35,000 or 2.2%

- Savings of \$62,000 due to staff turnover
- Savings of \$27,150 due to a lower recommended contribution to the retiree medical plan, partially offset by:
- Contractual wages increases of \$72,000

Supplies – Total Supplies decreased \$1,940 or 10.2% to bring the fuel budget more in line with prior year projections.

Other Charges – Total Other Charges increased \$346,090 or 9.8%. \$65,000 of this increase is due to credit card fees related to the continued growth and use of online payment and auto-pay services. An additional \$21,040 was added to the budget for building rental charges, primarily due to increased utility costs. The most significant increase is \$266,250 in proposed interfund services. This is primarily due to staff wage increases and the addition of costs related to the Human Resources activity.

Capital - There is no capital proposed for this office.



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$1,328,780	\$1,572,950	\$1,491,450	\$1,537,950	\$1,537,950
Supplies	16,550	18,940	15,500	17,000	17,000
Other Charges*	10,802,470	3,546,810	3,609,240	3,892,900	3,892,900
Capital Outlay	0	0	0	0	0
Total	\$12,147,800	\$5,138,700	\$5,116,190	\$5,447,850	\$5,447,850

*Graph excludes depreciation.

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 gate wells, 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 system. 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.■



Water Distribution

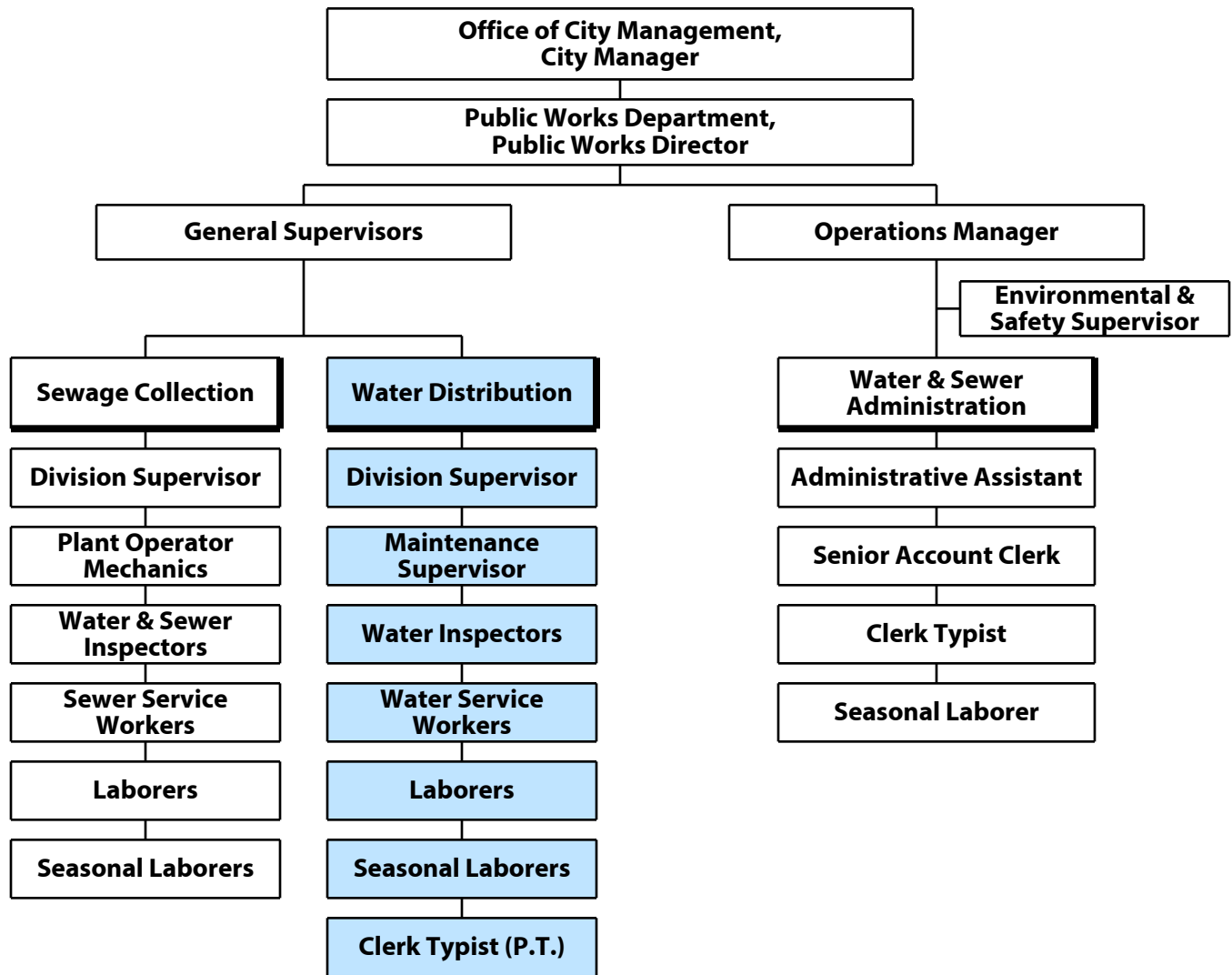
2024/25 PERFORMANCE OBJECTIVES

1. To increase resident utilization of Water Smart software to help better monitor their water usage. (City Goal 1,2, 23)
2. To utilize new GPS-locating equipment to identify and catalog all water service shutoffs. (City Goal 1, 2, 16, 23)
3. To increase Water Distribution license holders within the department and further train personnel. (City Goal 1, 2, 3)
4. To install modern breakaway hydrants to ensure motorist safety during collisions. (City Goal 16, 17)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Miles of Water Mains in City	667	667	667	667	667	667
	Accounts on Automatic Meter Reading System	5,428	35,055	39,910	40,360	40,240	40,900
	# of Residential Customers	35,720	36,317	36,914	36,900	37,103	37,140
	# of Commercial Customers	4,389	3,986	3,070	3,460	3,753	3,760
	# of Water Smart Users	0	0	0	5,000	5,000	15,000
	Water Main Breaks	59	64	84	100	90	100
	Miss Dig Stakeouts of Utilities Performed	9,604	11,125	10,229	12,000	9,800	12,000
	Water Meters Replaced	426	19,992	13,330	200	1,100	200
	Water Taps Installed	120	124	97	100	65	100
	Cross Connection Inspections	105	155	101	175	175	175
	Meters Tested	72	24	30	50	8	50
	Gate Valves Repaired	506	306	29	500	200	200
	Businesses Monitored - Backflow Compliance	3,430	3,467	3,491	3,500	3,500	3,508
	Fire Hydrants Replaced	26	12	17	40	25	40
	Fire Hydrants Painted	25	145	72	400	400	400
Efficiency	Miles of Water Main Maint. per FT Employee	55.6	55.6	47.6	47.6	51.3	51.3
	Water Purchased from GLWA (1,000 cubic feet)	657,886	590,786	586,151	601,400	567,250	587,300
	Highland Park Bad Debt Adjustment (Water)	\$51,100	\$52,800	\$0	\$0	\$0	\$0
	Cost of 1,000 Cubic Feet of Water from GLWA*	\$10.69	\$11.14	\$11.36	\$11.25	\$11.25	\$11.76
	GLWA Water Fixed Charge	\$9,366,000	\$9,654,000	\$10,040,400	\$10,153,200	\$10,153,200	\$10,363,200
	Water Fixed Charge as a % of Total Costs	57.2%	59.5%	60.2%	60.0%	60.0%	60.0%

*Does not include fixed water costs.

Water Distribution



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Division Supervisor	1	1	1
Maintenance Supervisor	1	1	1
Water Inspector	2	2	2
Water Service Worker	5	5	8
Meter Repair/Installer	3	3	0
Laborer	2	2	2
Clerk Typist (P.T.)	1	1	1
Seasonal Laborer (P.T.)	4	4	4
Total	19	19	19

Water Distribution

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

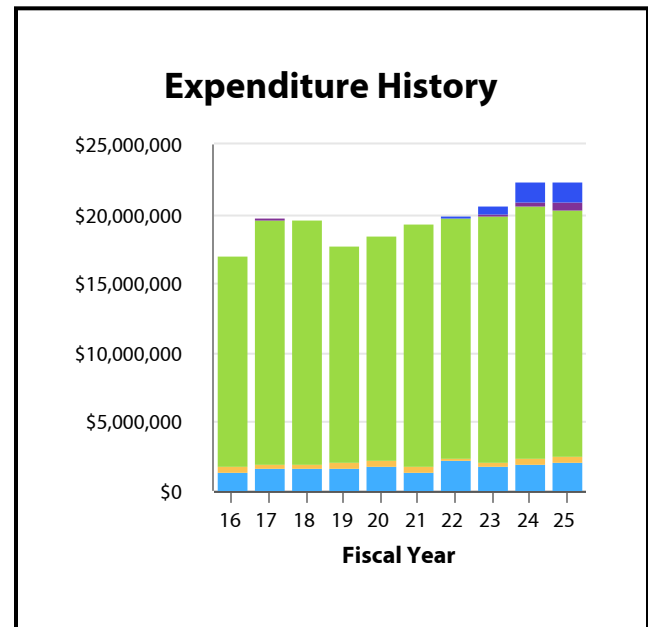
The total budget increased by 3.4%.

Personnel Services – Total Increase of \$104,850 or 5.0% is primarily due to contractual wage adjustments, partially offset by a reduction in the recommended contribution to the retiree medical fund.

Supplies – Total Supplies increased \$17,800 or 5.5%. \$6,900 will be added to the operations supply budget for daily-use tools. \$8,500 is due to an increase in costs for water meter parts.

Other Charges – Total Other Charges increased \$350,470 or 1.9%. The cost of water purchased from the GLWA increased an estimated \$351,600 due to a rate increase of 3.06%. Funding of \$100,000 has been designated for fire hydrant painting services to resume a maintenance plan for repainting all hydrants every five years. Offsetting savings were realized in Water Main and Distribution Line repair of \$109,000.

Capital – Total Capital of \$628,000 is proposed. \$175,000 in funding will be used to purchase a new Backhoe Loader. These vehicles are used in all aspects of water service and will allow for the retirement of a vehicle purchased in 2008. Other purchases to be made include a Tandem-Axle Dump Truck for \$300,000, a new water service truck for \$85,000, and a Ford F-250 for \$68,000.



■ Personnel Services ■ Supplies
■ Other Charges ■ Capital
■ Debt Service

Debt Service - Total Debt Service of \$1,403,450 includes debt service on bonds issued for the water and sewer main replacement under Mound Road and for the water meter replacement project.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$1,935,640	\$2,091,550	\$2,034,800	\$2,196,400	\$2,196,400
Supplies	239,520	323,200	218,500	341,000	341,000
Other Charges	17,723,070	18,207,780	17,700,840	18,558,250	18,558,250
Capital Outlay	186,200	350,880	352,570	628,000	628,000
Debt Service	566,520	1,402,270	1,402,270	1,403,450	1,403,450
Total	\$20,650,950	\$22,375,680	\$21,708,980	\$23,127,100	\$23,127,100

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 gate wells) 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. ■



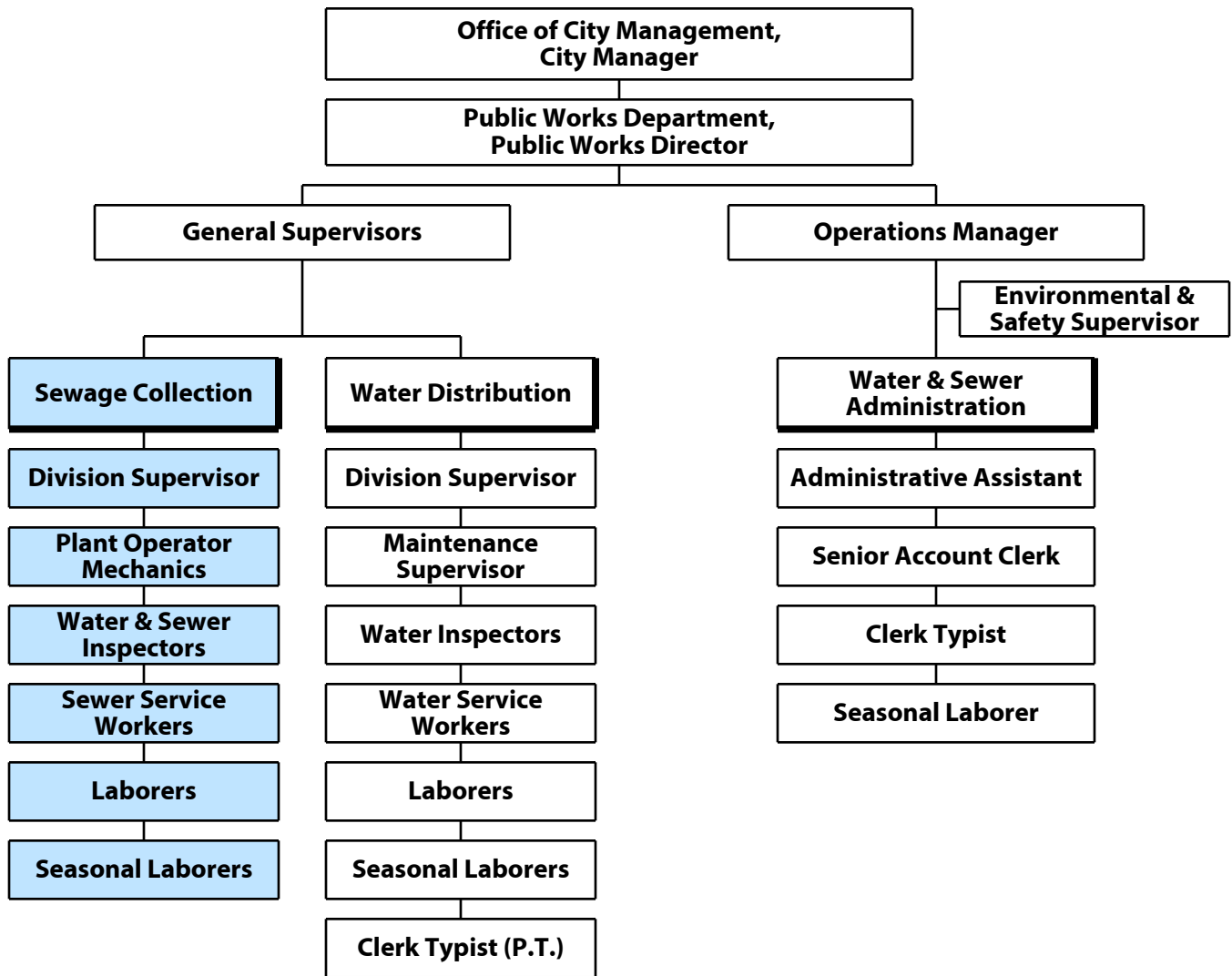
Sewage Collection

2024/25 PERFORMANCE OBJECTIVES

1. To seek grant funding for the repair of sanitary sewer assets. (City Goal 16)
2. To clear paths to sanitary and storm mains located in wooded areas and established better access to the sanitary mains in easements. (City Goal 16)
3. To inspect utility structures in three sections and evaluate them for repairs. (City Goal 16)
4. To continue televising sanitary mains utilizing City staff and equipment to identify potential problems. (City Goal 16)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Miles of Sanitary Sewers in City	475	475	475	475	475	475
	Sewer Inquiries Received & Resolved	5,870	7,585	10,384	5,000	9,500	8,000
	Sewer Inspections	371	366	252	250	200	250
	Water Inspections	135	111	78	50	35	50
	Certificate of Occupancy Inspections	22	58	113	50	50	50
	Sanitary Sewer Cleaned - Feet	534,048	467,074	774,405	500,000	508,000	500,000
	Utility Structures Restored	219	224	252	225	225	225
	Flags of Sidewalk Replaced	81	72	45	40	35	40
	Sections of Street/Approaches Replaced	524/81	566/53	539/48	475/50	525/45	475/50
	Sod Replaced - Yards	55	0	10	0	0	0
	Retention Basin Inspections Performed	1,857	1,830	1,462	1,000	1,200	1,000
	Retention Basin Wet Wells Cleaned	4	2	0	10	0	10
	Grease Trap Program Inspections	146	130	184	100	28	100
	Sewer Main Blockages	22	37	25	20	15	20
Efficiency & Effectiveness	% 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	27.9	27.9	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)	\$203,680	\$203,680	\$0	\$0	\$0	\$0
	MCPW Fixed Charges	\$20,077,750	\$20,824,879	\$20,937,721	\$22,067,240	\$22,067,240	\$21,866,800
	Total MC Debt Service (Principal & Interest)	\$7,210,110	\$6,802,950	\$6,699,020	\$7,322,960	\$7,322,960	\$6,534,750

Sewage Collection



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
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.)	4	4	4
Total	21	21	21

Sewage Collection

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

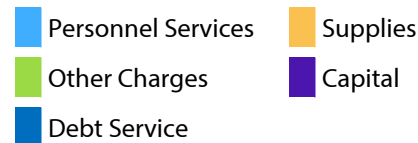
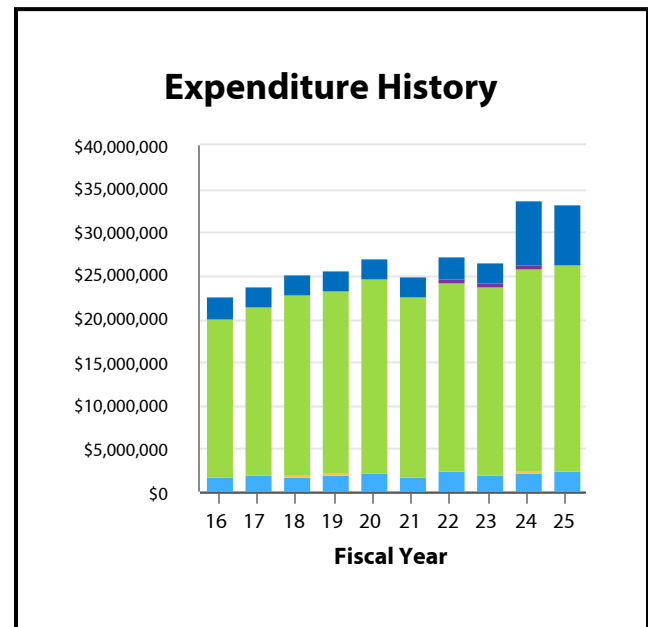
The total budget decreased by 1.4%.

Personnel Services – Total Increase of \$71,450 or 3.0% is primarily due to contractual wage adjustments, partially offset by a reduction in the recommended contribution to the retiree medical fund.

Supplies – Total Supplies increased \$2,170 or 3.0% primarily due to higher fuel costs for Sewer Department vehicles and inflationary increases on everyday supplies.

Other Charges – Total Other Charges increased \$378,230 or 1.6% primarily due to a 3% increase in sewage disposal costs from Macomb County. Expenditures have been reduced in some areas to offset these rate changes. Sewer televising decreased by \$199,900 due to a carryforward of unspent funds in the prior year. Further reductions of \$55,000 were made to sewer main repairs in anticipation of reduced needs in the next fiscal year. An \$8,000 reduction to vehicle maintenance is due to maintenance being completed in the prior year on the cleaning nozzles of sewer cleaning truck.

Capital - Total Capital of \$68,000 is proposed and includes a replacement Ford F-250. The vehicle it is replacing has been in service since 2016.



Debt Service – Total Debt Service decreased \$433,610 or 5.9% as final payments are made on the 2020 Macomb Interceptor Drainage District Project. Other debts continue to have decreasing interest payments as they age.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$2,034,960	\$2,368,250	\$2,313,450	\$2,439,700	\$2,439,700
Supplies	80,660	72,830	76,500	75,000	75,000
Other Charges	21,653,380	23,447,520	23,292,000	23,825,750	23,825,750
Capital Outlay	398,690	562,550	544,430	68,000	68,000
Debt Service	2,311,400	7,391,360	7,333,340	6,957,750	6,957,750
Total	\$26,479,090	\$33,842,510	\$33,559,720	\$33,366,200	\$33,366,200

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 funds for Major and Local Roads, Refuse & Recycling, Parks & Recreation, Public Safety Forfeitures, the Community Development Block Grant, Opioid Settlement, Indigent Defense, American Rescue Plan Act, Corridor Improvement Authority, Economic Development Corporation, Brownfield Redevelopment Authority and the Local Development Finance Authority.

SPECIAL REVENUE FUNDS

REVENUES, EXPENDITURES & FUND BALANCES

Special Revenue Funds	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Adopted	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast
MAJOR ROAD FUND									
REVENUES									
Gas & Weight Tax	\$10,706,770	\$11,168,760	\$11,180,450	\$11,475,800	\$11,542,700	\$11,542,700	\$11,773,550	\$12,009,020	\$12,249,200
Metro Act	350,350	373,580	375,000	375,000	375,000	375,000	384,400	394,000	403,900
Other Revenue	64,020	330,070	412,850	508,000	468,000	468,000	479,700	491,700	504,000
Transfer from General Fund	1,750,000	3,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Revenues	12,871,140	15,372,410	12,968,300	13,358,800	13,385,700	13,385,700	13,637,650	13,894,720	14,157,100
EXPENDITURES									
Administration	117,700	106,380	224,610	101,290	111,300	111,300	116,900	122,700	128,800
Major Street Maintenance	2,516,120	2,488,850	2,596,270	2,428,490	2,551,800	2,551,800	2,612,800	2,675,200	2,739,000
Major Street Improvements	2,622,260	4,378,220	16,255,220	15,699,240	7,840,000	7,840,000	4,450,000	6,000,000	6,200,000
Tfr. to Road Bond Debt Fund	4,017,900	4,640,750	4,801,430	4,801,430	4,800,000	4,800,000	5,005,360	4,797,140	4,791,380
Total Expenditures	9,273,980	11,614,200	23,877,530	23,030,450	15,303,100	15,303,100	12,185,060	13,595,040	13,859,180
Rev. Over (Under) Expend.	3,597,160	3,758,210	(10,909,230)	(9,671,650)	(1,917,400)	(1,917,400)	1,452,590	299,680	297,920
Beginning Fund Balance	7,167,100	10,764,260	14,522,470	14,522,470	4,850,820	4,850,820	2,933,420	4,386,010	4,685,690
Ending Fund Balance	\$10,764,260	\$14,522,470	\$3,613,240	\$4,850,820	\$2,933,420	\$2,933,420	\$4,386,010	\$4,685,690	\$4,983,610
LOCAL ROAD FUND									
REVENUES									
Property Taxes	\$3,631,070	\$3,794,570	\$4,055,560	\$4,131,000	\$4,328,000	\$4,328,000	\$4,414,560	\$4,502,850	\$4,592,910
Federal & State Grants	25,520	102,210	900,000	1,025,000	0	0	0	0	0
Gas & Weight Tax	3,972,050	4,141,230	4,135,230	4,252,200	4,126,150	4,126,150	4,208,700	4,292,900	4,378,800
Metro Act	129,580	138,170	135,000	140,000	140,000	140,000	143,500	147,100	150,800
Personal Property Tax Reimb.	243,100	272,680	281,710	295,000	295,300	295,300	301,200	307,200	313,300
Charges for Services	65,150	58,180	51,500	50,000	50,000	50,000	0	0	0
Other Revenue	4,250	32,410	19,000	75,000	60,600	60,600	112,810	115,070	117,370
Transfer from General Fund	0	500,000	0	0	0	0	0	0	0
Total Revenues	8,070,720	9,039,450	9,578,000	9,968,200	9,000,050	9,000,050	9,180,770	9,365,120	9,553,180
EXPENDITURES									
Administration	121,530	98,950	640,170	635,170	\$125,100	125,100	131,400	138,000	144,900
Local Street Maintenance	2,162,580	2,000,890	3,393,350	3,328,790	2,305,000	2,305,000	2,359,500	2,415,200	2,472,100
Local Street Improvements	6,661,900	6,136,900	5,610,190	6,800,390	5,500,000	5,500,000	6,575,000	6,772,000	6,976,000
Total Expenditures	8,946,010	8,236,740	9,643,710	10,764,350	7,930,100	7,930,100	9,065,900	9,325,200	9,593,000
Rev. Over (Under) Expend.	(875,290)	802,710	(65,710)	(796,150)	1,069,950	1,069,950	114,870	39,920	(39,820)
Beginning Fund Balance	1,501,580	626,290	1,429,000	1,429,000	632,850	632,850	1,702,800	1,817,670	1,857,590
Ending Fund Balance	\$626,290	\$1,429,000	\$1,363,290	\$632,850	\$1,702,800	\$1,702,800	\$1,817,670	\$1,857,590	\$1,817,770

SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Special Revenue Funds	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Adopted	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast
REFUSE AND RECYCLING FUND									
<u>REVENUES</u>									
City Refuse Tax	\$0	\$0	\$6,266,400	\$6,290,000	\$7,667,000	\$7,667,000	\$7,500,000	\$7,500,000	\$7,500,000
Federal/State/Local Returns	0	0	370,000	1,561,500	449,900	449,900	458,900	468,100	477,500
Charges for Services	0	0	50,000	35,000	35,000	35,000	35,000	35,000	35,000
Total Revenues	0	0	6,686,400	7,886,500	8,151,900	8,151,900	7,993,900	8,003,100	8,012,500
<u>EXPENDITURES</u>									
Personnel	0	0	156,450	155,350	\$163,850	163,850	172,000	180,600	189,600
Supplies	0	0	7,650	7,000	500	500	500	500	500
Other Charges	0	0	6,102,170	5,987,320	7,953,700	7,953,700	8,005,150	8,252,750	8,500,900
Total Expenditures	0	0	6,266,270	6,149,670	8,118,050	8,118,050	8,177,650	8,433,850	8,691,000
Rev. Over (Under) Expend.	0	0	156,450	1,736,830	33,850	33,850	(183,750)	(430,750)	(678,500)
Beginning Fund Balance	0	0	0	0	1,736,830	1,736,830	1,770,680	1,586,930	1,156,180
Ending Fund Balance	\$0	\$0	\$156,450	\$1,736,830	\$1,770,680	\$1,770,680	\$1,586,930	\$1,156,180	\$477,680
LAND & WATER FUND									
<u>REVENUES</u>									
Other Revenue	\$0	\$1,180	\$0	\$2,000	\$1,500	\$1,500			
Total Revenues	\$0	\$1,180	\$0	\$2,000	\$1,500	\$1,500			
<u>EXPENDITURES</u>									
Land Acquisition & Improve.	0	0	0	0	0	0			
Total Expenditures	0	0	0	0	0	0			
Rev. Over (Under) Expend.	0	1,180	0	2,000	1,500	1,500			
Beginning Fund Balance	31,280	31,280	32,460	32,460	34,460	34,460			
Ending Fund Balance	\$31,280	\$32,460	\$32,460	\$34,460	\$35,960	\$35,960			
PARKS & RECREATION FUND									
<u>REVENUES</u>									
Property Taxes	\$4,402,370	\$4,597,500	\$4,918,040	\$4,948,000	\$5,252,000	\$5,252,000	\$5,409,600	\$5,571,900	\$5,739,100
Federal/State/Local Returns	527,180	510,120	838,670	820,810	560,100	560,100	571,300	582,700	594,400
Charges for Services	921,390	1,116,680	1,337,760	1,275,000	1,369,250	1,369,250	1,396,600	1,424,500	1,453,000
Other Revenue	101,500	159,040	125,700	202,550	187,000	187,000	190,700	194,500	198,400
Transfer from General Fund	2,525,970	3,029,180	3,256,170	3,256,170	3,247,900	3,247,900	3,312,900	3,379,200	3,446,800
Total Revenues	8,478,410	9,412,520	10,476,340	10,502,530	10,616,250	10,616,250	10,881,100	11,152,800	11,431,700
<u>EXPENDITURES</u>									
Personnel Services	2,977,850	3,356,460	3,845,690	3,817,900	4,189,450	4,189,450	4,315,100	4,444,600	4,577,900
Supplies	271,970	285,590	351,860	347,350	399,950	399,950	411,900	424,300	437,000
Other Charges	1,955,670	2,478,910	2,848,660	2,966,750	2,682,250	2,682,250	2,762,700	2,845,600	2,931,000

SPECIAL REVENUE FUNDS

REVENUES, EXPENDITURES & FUND BALANCES

Special Revenue Funds	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Adopted	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast
Capital Outlay	196,630	276,550	374,830	373,440	454,000	454,000	500,000	500,000	500,000
Debt Service	3,002,090	3,001,590	3,002,090	3,002,090	2,998,350	2,998,350	3,000,340	3,002,590	2,999,840
Total Expenditures	8,404,210	9,399,100	10,423,130	10,507,530	10,724,000	10,724,000	10,990,040	11,217,090	11,445,740
Rev. Over (Under) Expend.	74,200	13,420	53,210	(5,000)	(107,750)	(107,750)	(108,940)	(64,290)	(14,040)
Beginning Fund Balance	756,840	831,040	844,460	844,460	839,460	839,460	731,710	731,710	622,770
Ending Fund Balance	\$831,040	\$844,460	\$897,670	\$839,460	\$731,710	\$731,710	\$622,770	\$667,420	\$608,730
PUBLIC SAFETY FORF. FUND									
<u>REVENUES</u>									
Federal Forfeitures & Income	\$493,590	\$159,750	\$65,540	\$735,510	\$0	\$0			
Treasury Forfeitures & Income	0	396,130	0	0	0	0			
State Forfeitures & Income	422,750	293,390	446,190	366,460	0	0			
OWI Forfeitures	0	0	0	0	0	0			
Gambling Forfeitures	109,700	469,830	1,000	12,460	0	0			
Act 302 Training Funds	18,860	34,550	29,820	42,800	42,800	42,800			
Other Revenue	38,260	131,090	30,520	126,350	101,900	101,900			
Total Revenue	1,083,160	1,484,740	573,070	1,283,580	144,700	144,700			
<u>EXPENDITURES</u>									
Federal Forfeiture Expenditures	72,920	93,710	585,630	579,380	470,000	470,000			
Treasury Forf. Expenditures	0	0	0	0	0	0			
State Forfeiture Expenditures	526,780	398,710	285,140	309,180	266,700	266,700			
Gambling Forf. Expenditures	0	0	647,100	647,100	0	0			
OWI Forfeiture Expenditures	2,570	7,390	11,000	11,000	11,000	11,000			
Act 302 Training Funds	20,980	14,470	26,800	42,800	42,800	42,800			
Total Expenditures	623,250	514,280	1,555,670	1,589,460	790,500	790,500			
Rev. Over (Under) Expend.	459,910	970,460	(982,600)	(305,880)	(645,800)	(645,800)			
Beginning Fund Balance	891,750	1,351,660	2,322,120	2,322,120	2,016,240	2,016,240			
Ending Fund Balance	\$1,351,660	\$2,322,120	\$1,339,520	\$2,016,240	\$1,370,440	\$1,370,440			
COMM. DEV. BLOCK GRANT FUND									
<u>REVENUES</u>									
Federal Grants	\$854,430	\$873,370	\$1,141,220	\$1,156,150	\$985,000	\$985,000			
CDBG-CV Grant	54,260	416,660	254,160	179,120	10,950	10,950			
Revenue Direct Loans	123,390	111,060	90,000	90,000	100,000	100,000			
Total Revenues	1,032,080	1,401,090	1,485,380	1,425,270	1,095,950	1,095,950			
<u>EXPENDITURES</u>									
Community Development	1,032,080	1,401,090	1,485,380	1,425,270	1,095,950	1,095,950			
Total Expenditures	1,032,080	1,401,090	1,485,380	1,425,270	1,095,950	1,095,950			
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

Special Revenue Funds	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Adopted	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast
OPIOID SETTLEMENT FUND									
<u>REVENUES</u>									
Interest on Investments	\$0	\$8,130	\$0	\$36,000	\$28,000	\$28,000			
Other Revenue	0	607,650	125,000	154,200	114,200	114,200			
Total Revenues	0	615,780	125,000	190,200	142,200	142,200			
<u>EXPENDITURES</u>									
Supplies	0	0	10,000	10,000	10,000	10,000			
Other Charges	0	0	115,000	62,500	115,000	115,000			
Total Expenditures	0	0	125,000	72,500	125,000	125,000			
Rev. Over (Under) Expend.	0	615,780	0	117,700	17,200	17,200			
Beginning Fund Balance	0	0	615,780	615,780	733,480	733,480			
Ending Fund Balance	\$0	\$615,780	\$615,780	\$733,480	\$750,680	\$750,680			
INDIGENT DEFENSE FUND									
<u>REVENUES</u>									
State Grants	\$223,090	\$193,740	\$799,790	\$786,790	\$789,800	\$789,800			
Interest on Investments	0	7,950	0	13,000	10,000	10,000			
Total Revenues	223,090	201,690	799,790	799,790	799,800	799,800			
<u>EXPENDITURES</u>									
Supplies	0	0	250	250	250	250			
Other Charges	223,090	302,380	799,540	799,540	799,550	799,550			
Total Expenditures	223,090	302,380	799,790	799,790	799,800	799,800			
Rev. Over (Under) Expend.	0	(100,690)	0	0	0	0			
Beginning Fund Balance	100,690	100,690	0	0	0	0			
Ending Fund Balance	\$100,690	\$0	\$0	\$0	\$0	\$0			
AMERICAN RESCUE PLAN ACT									
<u>REVENUES</u>									
Federal Grants	\$2,325,500	\$4,517,750	\$12,994,020	\$12,994,020	\$0	\$0			
Other Revenue	28,640	419,900	150,000	300,000	120,000	120,000			
Total Revenues	2,354,140	4,937,650	13,144,020	13,294,020	120,000	120,000			
<u>EXPENDITURES</u>									
Personnel Services	505,310	43,930	54,200	54,200	0	0			
Other Charges	398,420	1,188,790	398,990	398,990	0	0			
Other Services	0	0	356,000	356,000	0	0			
Capital Outlay	1,421,760	3,285,010	12,592,430	12,592,430	0	0			
Total Expenditures	2,325,490	4,517,730	13,401,620	13,401,620	0	0			
Rev. Over (Under) Expend.	28,650	419,910	(257,600)	(107,600)	120,000	120,000			

SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Special Revenue Funds	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Adopted	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast
Beginning Fund Balance	0	28,650	448,560	448,560	340,960	340,960			
Ending Fund Balance	\$28,650	\$448,560	\$190,960	\$340,960	\$460,960	\$460,960			
CORR. IMPROVE. AUTH. FUND									
REVENUES									
Property Taxes	\$253,930	\$273,350	\$310,950	\$309,450	\$375,000	\$375,000			
Other Revenue	0	25,140	10,000	58,500	45,000	45,000			
Total Revenues	253,930	298,490	320,950	367,950	420,000	420,000			
EXPENDITURES									
Other Charges	40,550	44,420	54,030	154,800	40,000	40,000			
Capital Outlay	96,270	0	43,710	43,710	0	0			
Total Expenditures	136,820	44,420	97,740	198,510	40,000	40,000			
Rev. Over (Under) Expend.	117,110	254,070	223,210	169,440	380,000	380,000			
Beginning Fund Balance	895,330	1,012,440	1,266,510	1,266,510	1,435,950	1,435,950			
Ending Fund Balance	\$1,012,440	\$1,266,510	\$1,489,720	\$1,435,950	\$1,815,950	\$1,815,950			
ECON. DEV. CORP. FUND									
REVENUES									
Other Revenue	\$0	\$1,340	\$0	\$850	\$0	\$0			
Total Revenues	0	1,340	0	850	0	0			
EXPENDITURES									
Other Charges	77,900	77,900	36,860	36,860	0	0			
Total Expenditures	77,900	77,900	36,860	36,860	0	0			
Rev. Over (Under) Expend.	(77,900)	(76,560)	(36,860)	(36,010)	0	0			
Beginning Fund Balance	192,660	114,760	38,200	38,200	2,190	2,190			
Ending Fund Balance	\$114,760	\$38,200	\$1,340	\$2,190	\$2,190	\$2,190			
BROWNFIELD REDEV. AUTH. FUND									
REVENUES									
Property Taxes - TIF	\$706,550	\$681,370	\$719,390	\$722,000	\$765,350	\$765,350			
Other Revenue	0	16,770	0	23,950	19,150	19,150			
Total Revenues	706,550	698,140	719,390	745,950	784,500	784,500			
EXPENDITURES									
Other Charges	706,550	681,370	716,890	719,500	765,350	765,350			
Transfers to General Fund	0	10,000	2,500	2,500	2,500	2,500			
Total Expenditures	706,550	691,370	719,390	722,000	767,850	767,850			
Rev. Over (Under) Expend.	0	6,770	0	23,950	16,650	16,650			
Beginning Fund Balance	2,150	2,150	8,920	8,920	32,870	32,870			
Ending Fund Balance	\$2,150	\$8,920	\$8,920	\$32,870	\$49,520	\$49,520			

SPECIAL REVENUE FUNDS
REVENUES, EXPENDITURES & FUND BALANCES

Special Revenue Funds	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Adopted	2025/26 Forecast	2026/27 Forecast	2027/28 Forecast
LOC. DEV. FINANCE AUTH. FUND REVENUES									
LDFA General Capture	\$785,140	\$783,530	\$833,150	\$839,300	\$961,650	\$961,650			
LDFA SmartZone Capture	800,780	776,820	826,450	861,700	940,900	940,900			
Federal Grants	0	20,000	720,000	765,000	720,000	720,000			
Other Revenue	216,030	251,990	236,180	408,650	385,000	385,000			
Total Revenues	1,801,950	1,832,340	2,615,780	2,874,650	3,007,550	3,007,550			
EXPENDITURES									
Incubator Operations	1,119,950	1,185,600	2,156,370	1,924,030	1,588,400	1,588,400			
SmartZone Improvements	309,370	398,310	497,390	495,390	27,000	27,000			
Small Business Support	0	0	600,000	600,000	600,000	600,000			
Total Expenditures	1,429,320	1,583,910	3,253,760	3,019,420	2,215,400	2,215,400			
Rev. Over (Under) Expend.	372,630	248,430	(637,980)	(144,770)	792,150	792,150			
Beginning Fund Balance	892,530	1,265,160	1,513,590	1,513,590	1,368,820	1,368,820			
Ending Fund Balance	\$1,265,160	\$1,513,590	\$875,610	\$1,368,820	\$2,160,970	\$2,160,970			
TOTAL SPECIAL REVENUES									
REVENUES	\$36,875,170	\$45,296,820	\$59,492,420	\$62,700,290	\$47,670,100	\$47,670,100			
EXPENDITURES	33,178,700	38,383,120	71,685,850	71,717,430	47,909,750	47,909,750			
ENDING FUND BALANCE	\$16,128,380	\$23,042,070	\$10,584,960	\$14,024,930	\$13,785,280	\$13,785,280			

An investment in knowledge pays the best interest.

~ Benjamin Franklin ~



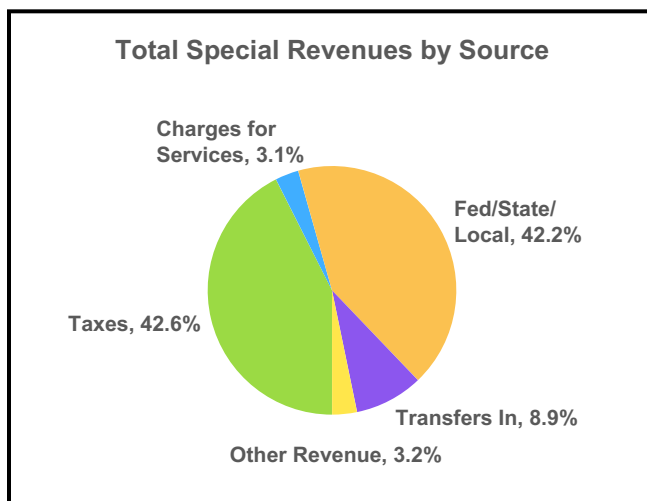
TAXES

This revenue source represents 42.6% of total Special Revenues and is generated by the Refuse millage and the voter approved Safe Streets and Recreating Recreation millages, as well as from tax increment financing (TIF) revenues from the Local Development Authority, the Brownfield Redevelopment Authority, and the Corridor Improvement Authority. A total of \$20.3 million is anticipated next fiscal year. The Refuse Collection and Police and Fire Pension millages both increased 01885 and 0.0253 respectively. Refuse activity was recorded the General Fund prior to fiscal year 2023/24.

STATE & LOCAL RETURNS

Another 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 2024/25, State and Local Returns total \$20.1 million and represent 42.2% of total Special Revenue sources, a decrease of \$14.6 million from the prior year. The City will no longer be receiving funding from the American Rescue Plan Act, which accounts for \$13.4 million of this decrease in revenue. As funding is exhausted and related projects are completed, the City will continue pursuing other grant opportunities.



OTHER FINANCING SOURCES

Other Financing Sources include Transfers In from other funds. This revenue center receives a transfer from the General Fund each year.

In 2024/25, revenues generated from Other Financing Sources represent 8.9% of total Special Revenue sources totaling \$4,247,900. Transfers from the General Fund will be made to the Major Road and the Parks and Recreation funds.

CHARGES FOR SERVICES

Charges for Services consists primarily of revenue from Parks & Recreation Fees. In the 2024/25 Budget, Charges for Services represents 3.1% of total Special Revenue sources, an increase of \$14,990.

OTHER REVENUE

The revenue source of Other Revenue includes revenues that cannot be easily classified in other revenue centers. Included in this revenue center is 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 and mowing of State and County roads by the City.

In 2024/25, Other Revenues represent 3.2% of total Special Revenue sources, an increase of \$431,100. The increase is due an expected increase in rental income from the Velocity Center and higher interest earnings due to increasing rates of return.

EXCESS REVENUE OVER (UNDER) EXPENDITURES

A Use of Fund Balance exists when expenditures exceed revenues.

In the 2024/25 Budget, expenditures exceed revenues by \$239,650. Additions to fund balance in the Local Roads, Corridor Improvement Authority and Local Finance Development Authority funds are offset by a drawdown in fund balance for the Major Roads Fund and the Public Safety Forfeitures Fund. Funding for Public Safety Forfeitures does not take into consideration the revenue from future anticipated receipts.

SPECIAL REVENUE FUNDS

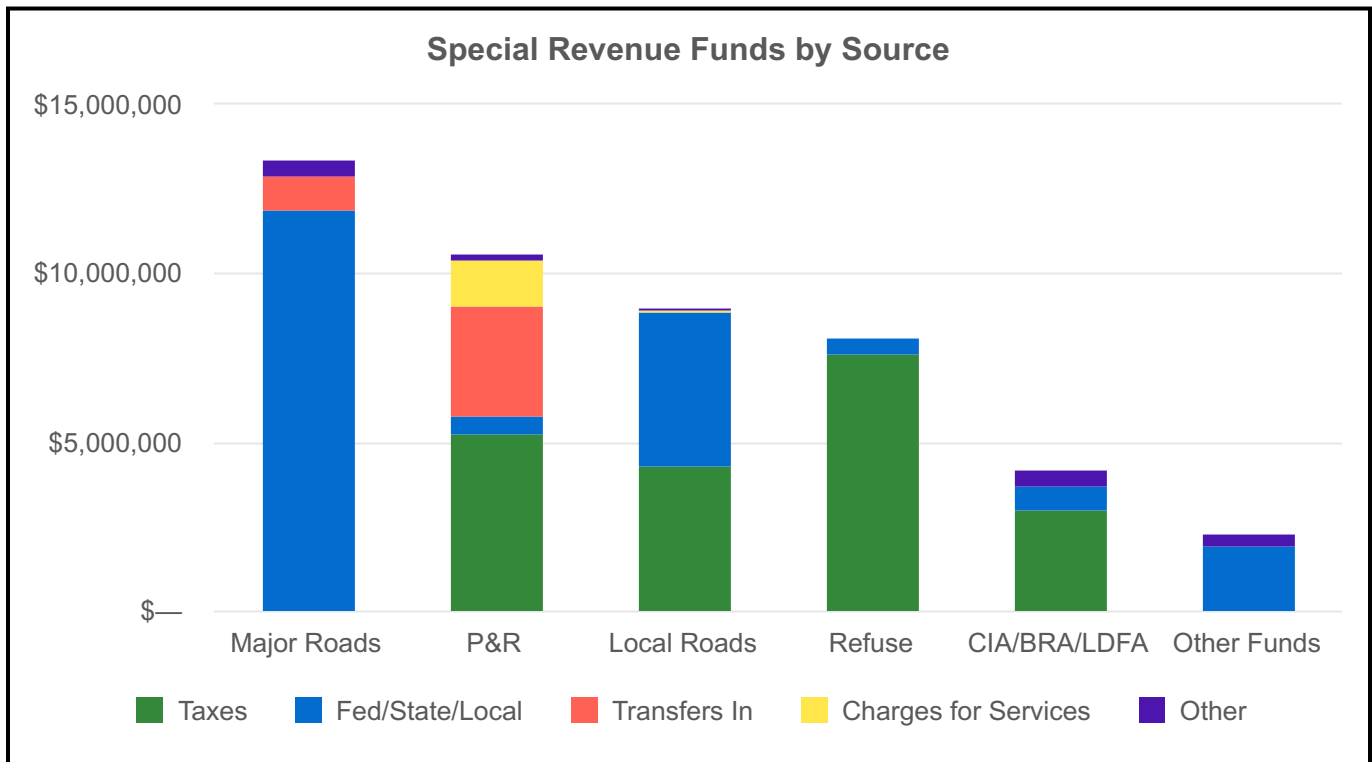
REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<u>TAXES</u>						
404001	Property Tax Refunds	(\$26,190)	(0.06)	(\$45,000)	(0.08)	(\$30,000)	(0.06)
405000	City Refuse Tax	0	0.00	6,266,400	10.53	7,667,000	16.08
407000	Safe Streets Tax	3,791,110	8.37	4,064,060	6.83	4,331,000	9.09
408000	Recreating Recreation Tax	4,596,010	10.15	4,929,040	8.29	5,252,000	11.02
415000	Delinquent Personal Property Tax	17,380	0.04	13,000	0.02	14,000	0.03
420000	Property Taxes - TIF	644,710	1.42	655,210	1.10	795,000	1.67
422000	LDFA - SmartZone Capture	776,820	1.71	826,450	1.39	940,900	1.97
423000	LDFA - General Capture	783,530	1.73	833,150	1.40	961,650	2.02
424000	BRA - School Capture	310,010	0.68	375,130	0.63	345,350	0.72
445000	Penalties and Interest	13,760	0.03	12,500	0.02	13,000	0.03
	Total Taxes	10,907,140	24.08	17,929,940	30.14	20,289,900	42.56
	<u>STATE & LOCAL RETURNS</u>						
529000	Federal Grant - Other	5,393,160	11.91	15,635,240	26.28	1,587,000	3.33
529003	Revenue Direct Loans	111,060	0.25	90,000	0.15	100,000	0.21
529100	Federal Forfeiture Grants	151,000	0.33	65,540	0.11	0	0.00
529101	Federal Forfeiture Program Income	8,750	0.02	0	0.00	0	0.00
529200	Treasury Forfeiture Grants	396,130	0.87	0	0.00	0	0.00
529389	CDBG COVID-19	416,660	0.92	254,160	0.43	10,950	0.02
539002	State Grants	315,950	0.70	799,790	1.34	789,800	1.66
539200	State Forfeiture Grants	277,050	0.61	444,040	0.75	0	0.00
539201	State Forfeiture Program Income	16,340	0.04	2,150	0.00	0	0.00
539300	Gambling Forfeitures	469,830	1.04	1,000	0.00	0	0.00
539348	Metro Act	511,750	1.13	510,000	0.86	515,000	1.08
539500	Act 302 Training Funds	34,550	0.08	29,820	0.05	42,800	0.09
546000	Highway & Street Grants	15,309,990	33.80	15,315,680	25.74	15,668,850	32.87
549000	County & Other Local Grants	0	0.00	120,000	0.20	120,000	0.25
573386	Personal Property Tax Reimbursement	604,930	1.34	993,380	1.67	1,103,300	2.31
581001	Municipal Credit Transportation	175,830	0.39	497,000	0.84	200,000	0.42
	Total State & Local Returns	24,192,980	53.41	34,757,800	58.42	20,137,700	42.24
	<u>OTHER FINANCING SOURCES</u>						
699101	Transfer from General Fund	7,029,180	15.52	4,256,170	7.15	4,247,900	8.91
	Total Other Financing Sources	7,029,180	15.52	4,256,170	7.15	4,247,900	8.91
	<u>CHARGES FOR SERVICES</u>						
635535	Refuse Collection Fees	0	0.00	50,000	0.08	35,000	0.07
639001	Parks & Recreation Fees	1,024,040	2.26	1,210,710	2.04	1,205,000	2.53
639002	Baseball Registration Fees	92,640	0.20	127,050	0.21	100,000	0.21
639003	Basketball Registration Fees	0	0.00	0	0.00	54,650	0.11
639004	Community Garden Plot Rental	0	0.00	0	0.00	9,600	0.02
640004	Tree Sales & Planting	58,180	0.13	51,500	0.09	50,000	0.10
	Total Charges for Services	1,174,860	2.59	1,439,260	2.42	1,454,250	3.04
	<u>OTHER REVENUE</u>						
665000	Interest on Investments	831,280	1.84	348,850	0.59	634,650	1.33
665100	Interest Income - Federal Forfeiture	24,280	0.05	10,540	0.02	34,000	0.07
665130	Interest Income - Treas. Forfeiture	6,030	0.01	4,680	0.01	16,000	0.03
665200	Interest Income - State Forfeiture	13,270	0.03	4,720	0.01	19,000	0.04
665300	Interest Income - Gamble Forf	16,370	0.04	9,600	0.02	29,500	0.06
665400	Interest Income - OWI Forfeitures	1,780	0.00	630	0.00	2,000	0.00
665500	Interest Income - Act 302 Training	760	0.00	350	0.00	1,400	0.00
667716	Rental Income Smart Incubator	196,870	0.43	216,180	0.36	291,000	0.61

SPECIAL REVENUE FUNDS REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
672000	Special Assessment Revenue	2,640	0.01	2,380	0.00	2,200	0.00
672665	Special Assessment Interest	1,620	0.00	1,620	0.00	1,400	0.00
675001	Donations - Parks & Recreation	43,060	0.10	50,000	0.08	61,000	0.13
676000	Reimbursements	327,440	0.72	325,000	0.55	325,000	0.68
677008	Unrealized Gain/Loss	(160,550)	(0.35)	0	0.00	0	0.00
679752	Parks & Recreation Retail Sale	3,020	0.01	700	0.00	1,000	0.00
685000	Miscellaneous Revenue	8,040	0.02	9,000	0.02	8,000	0.02
685010	Opioid Settlement Revenue	607,650	1.34	125,000	0.21	114,200	0.24
685200	Miscellaneous Revenue - State	68,600	0.15	0	0.00	0	0.00
687000	Refunds and Rebates	500	0.00	0	0.00	0	0.00
	Total Other Revenue	1,992,660	4.40	1,109,250	1.87	1,540,350	3.23
	Total Special Revenue Funds	\$45,296,820	100.00	\$59,492,420	100.00	\$47,670,100	100.00

Note: The 2022-2023 Actual Column is rounded to the nearest \$10.



SPECIAL REVENUE FUNDS

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<u>PERSONNEL SERVICES</u>						
704000	Wages - Salaries - Permanent	\$1,055,940	2.75	\$1,173,700	1.64	\$1,296,950	2.71
704001	Sick/Personal Buy Back	8,740	0.02	5,050	0.01	5,400	0.01
704721	Health Insurance Allowance	11,000	0.03	9,000	0.01	18,000	0.04
705000	Wages - Salaries - Temp/Part-time	1,412,160	3.68	1,767,950	2.47	1,932,350	4.03
708000	Overtime	66,190	0.17	88,550	0.12	100,000	0.21
708001	Comp Time Buy Back	20,040	0.05	21,450	0.03	24,750	0.05
709000	Other Benefits/Reimbursements	5,850	0.02	7,200	0.01	5,400	0.01
710000	Longevity	15,900	0.04	21,500	0.03	16,750	0.03
715000	Clothing Allowance	160	0.00	390	0.00	500	0.00
717000	FICA	195,120	0.51	236,750	0.33	260,150	0.54
718000	Worker's Compensation	15,830	0.04	14,650	0.02	16,850	0.04
720000	Pension - General Employees	163,340	0.43	195,500	0.27	191,900	0.40
720002	Defined Contribution	39,670	0.10	72,750	0.10	89,900	0.19
721000	Health Insurance	194,880	0.51	237,500	0.33	202,600	0.42
721001	Health Insurance - Retirees	144,000	0.38	143,400	0.20	121,100	0.25
721003	Retiree Health Savings	22,450	0.06	27,200	0.04	36,400	0.08
722000	Dental Insurance	14,740	0.04	16,950	0.02	16,100	0.03
723000	Life Insurance	3,670	0.01	4,250	0.01	4,650	0.01
724000	Eye Care Insurance	2,000	0.01	2,450	0.00	2,300	0.00
725000	Disability Insurance - Long-term	2,060	0.01	2,600	0.00	2,850	0.01
725355	Disability Insurance - Short-term	6,650	0.02	7,550	0.01	8,400	0.02
	Total Personnel Services	3,400,390	8.86	4,056,340	5.66	4,353,300	9.09
	<u>SUPPLIES</u>						
729000	Postage	3,440	0.01	4,300	0.01	4,500	0.01
730000	Publications	0	0.00	250	0.00	250	0.00
741000	Ammunition	0	0.00	2,800	0.00	2,800	0.01
751000	Operating Supplies	123,150	0.32	221,180	0.31	196,500	0.41
761000	Program Activity Supplies	205,970	0.54	238,330	0.33	289,950	0.61
762000	Seniors Program Supplies	15,970	0.04	42,000	0.06	35,600	0.07
785000	Books	3,780	0.01	3,510	0.00	3,500	0.01
	Total Supplies	352,310	0.92	512,370	0.71	533,100	1.11
	<u>OTHER CHARGES</u>						
802000	Audit & Accounting Services	1,370	0.00	1,390	0.00	1,400	0.00
805000	Administrative Services	570,830	1.49	696,010	0.97	721,900	1.51
805100	Management Services	150,000	0.39	150,000	0.21	150,000	0.31
806000	Legal Services - Other	248,380	0.65	743,160	1.04	743,150	1.55
806001	Legal Services - City Attorney	0	0.00	1,100	0.00	1,500	0.00
807000	Medical Services	1,370	0.00	1,600	0.00	1,650	0.00
810000	Other Fees	24,380	0.06	20,500	0.03	30,000	0.06
822000	Rubbish Removal	0	0.00	5,877,770	8.20	7,851,800	16.39
826000	Other Contracted Services	2,226,510	5.80	3,300,970	4.60	2,247,800	4.69
826001	Other Contracts	40,660	0.11	149,000	0.21	114,400	0.24
826002	Marketing	59,190	0.15	122,600	0.17	179,600	0.37
826004	Other Contracted Services - Grant	0	0.00	510,090	0.71	0	0.00
826005	Programs	165,400	0.43	406,400	0.57	413,000	0.86
826006	Provided Marketing and Consulting Serv.	0	0.00	20,000	0.03	0	0.00
826900	Sub recipient Funding	87,820	0.23	191,810	0.27	153,250	0.32
827000	Interfund Services	105,050	0.27	171,210	0.24	166,500	0.35
832000	Building Maintenance	57,290	0.15	110,020	0.15	86,750	0.18

SPECIAL REVENUE FUNDS

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
833000	Equipment Maintenance	58,340	0.15	79,830	0.11	70,000	0.15
838000	Parks & Grounds Maintenance	0	0.00	0	0.00	140,700	0.29
880000	Community Promotion	0	0.00	2,500	0.00	2,500	0.01
902000	Publishing	10,600	0.03	7,350	0.01	8,550	0.02
903000	Printing	3,330	0.01	4,050	0.01	4,200	0.01
913000	Liability Insurance	12,900	0.03	12,500	0.02	13,950	0.03
915000	Other Insurance	0	0.00	850	0.00	850	0.00
921000	Electric	300,220	0.78	324,000	0.45	363,000	0.76
922000	Telephone	70,870	0.18	80,850	0.11	79,700	0.17
923000	Gas - Fuel - Oil	93,120	0.24	92,000	0.13	112,000	0.23
925000	Water	200,950	0.52	228,000	0.32	233,000	0.49
933000	Software Maintenance	19,740	0.05	42,180	0.06	71,950	0.15
942000	Building Rent	10,650	0.03	18,000	0.03	28,000	0.06
945000	Other Rental	98,330	0.26	151,280	0.21	183,000	0.38
952000	Investigators & Experts	0	0.00	12,500	0.02	12,500	0.03
956000	Local Meetings	360	0.00	400	0.00	500	0.00
956002	Special Events	12,990	0.03	49,000	0.07	87,000	0.18
957000	Memberships & Dues	9,080	0.02	11,900	0.02	14,200	0.03
959000	Education & Training	40,990	0.00	109,870	0.15	154,050	0.32
962000	Miscellaneous Expense	689,470	1.80	725,190	1.01	773,650	1.61
962004	Miscellaneous - Household Assistance	100,450	0.26	36,860	0.05	0	0.00
962005	Miscellaneous - Home Imp. Assistance	875,350	2.28	275,830	0.38	0	0.00
962200	Miscellaneous - Investigations	26,840	0.07	25,000	0.03	42,000	0.09
963000	Miscellaneous Programs	77,920	0.20	157,030	0.22	0	0.00
963717	Miscellaneous - Job Retention Grant	3,440	0.01	0	0.00	5,100	0.01
	Total Other Charges	6,454,190	16.82	14,920,600	20.81	15,263,100	31.86
	OTHER SERVICES						
886162	Access Road Maintenance	59,100	0.15	77,250	0.11	78,800	0.16
887000	Bridge Maintenance	61,010	0.16	20,000	0.03	20,000	0.04
888000	Surface Maintenance	667,890	1.74	700,000	0.98	655,000	1.37
888001	Surface Maintenance - County	220	0.00	2,000	0.00	2,000	0.00
888372	2020 Joint Sealing Program	0	0.00	130,000	0.18	160,000	0.33
889000	Shoulder Maintenance	4,780	0.01	23,000	0.03	11,000	0.02
889001	Shoulder Maintenance - County	0	0.00	500	0.00	500	0.00
890000	Sweeping & Flushing	326,130	0.85	370,800	0.52	382,000	0.80
890001	Sweeping & Flushing - County	45,880	0.12	66,950	0.09	65,000	0.14
890002	Sweeping & Flushing - State	13,330	0.03	18,070	0.03	18,500	0.04
891000	Grass & Weed Control	369,630	0.96	356,500	0.50	358,000	0.75
891001	Grass & Weed Control - County	112,400	0.29	275,000	0.38	150,000	0.31
891002	Grass & Weed Control - State	267,650	0.70	275,000	0.38	280,500	0.59
892000	Roadside Cleanup	30,370	0.08	30,500	0.04	32,500	0.07
892001	Roadside Cleanup - County	24,400	0.06	36,500	0.05	36,500	0.08
892002	Roadside Cleanup - State	82,430	0.21	62,000	0.09	65,000	0.14
893000	Curb & Gutter Maintenance	4,070	0.01	5,000	0.01	3,500	0.01
894000	Storm Drain Maintenance	524,430	1.37	515,000	0.72	512,500	1.07
895000	Tree & Shrub Maintenance	720,130	1.88	969,000	1.35	618,000	1.29
895001	Tree & Shrub Maintenance - County	68,090	0.18	30,500	0.04	30,500	0.06
895002	Tree & Shrub Maintenance - State	10,650	0.03	40,000	0.06	20,000	0.04
895003	Tree & Shrub Maintenance - Grant	0	0.00	1,046,300	1.46	0	0.00
897000	Snow & Ice Removal	731,650	1.91	1,000,000	1.39	1,015,000	2.12
898000	Traffic Signs & Signals	308,450	0.80	225,750	0.31	275,000	0.57
898001	Traffic Signs & Signals - County	0	0.00	3,000	0.00	0	0.00

SPECIAL REVENUE FUNDS

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
899000	Pavement Markings	57,050	0.15	67,000	0.09	67,000	0.14
	Total Other Services	4,489,740	11.70	6,345,620	8.85	4,856,800	10.14
	<u>CAPITAL OUTLAY</u>						
971000	Land Acquisition	668,650	1.74	3,875,060	5.41	0	0.00
972350	Dodge Park Improvements	0	0.00	30,000	0.04	0	0.00
972795	Park Improvements	276,550	0.72	87,830	0.12	213,000	0.44
975000	Buildings & Improvements	302,580	0.79	353,040	0.49	577,300	1.20
975060	Schoenherr Towers	1,950	0.01	0	0.00	0	0.00
975070	Senior Center Improvements	315,840	0.82	75,630	0.11	0	0.00
979000	Computer Equipment	6,770	0.02	7,080	0.01	12,850	0.03
981000	Electronic Equipment	0	0.00	0	0.00	0	0.00
982000	Machinery & Equipment	227,390	0.59	47,230	0.07	224,700	0.47
984000	Vehicles	201,920	0.53	1,353,910	1.89	374,500	0.78
988000	Construction	135,360	0.35	3,231,790	4.51	13,700,250	28.60
988256	Velocity Parking Lot Repairs	0	0.00	513,190	0.72	0	0.00
988257	Gardner Street East	1,120	0.00	329,370	0.46	0	0.00
988280	Smartzone District Improvements	14,030	0.04	11,060	0.02	0	0.00
988329	LDFA Phase II	4,150	0.01	6,080	0.01	0	0.00
988342	Dodge Park Road and Clinton River	11,020	0.03	0	0.00	0	0.00
988345	Merrill Road - 18 1/2 to Dobry	0	0.00	300	0.00	0	0.00
988356	M59 Sidewalk Feasibility Study	36,510	0.10	0	0.00	0	0.00
988358	Schoenherr - Plumbrook to Clinton River	1,160	0.00	0	0.00	0	0.00
988360	Hamilton Dr East Reconstruction	30	0.00	0	0.00	0	0.00
988363	2020 Concrete Sectional Repair	50,040	0.13	0	0.00	0	0.00
988366	19 Mile - Schoenherr to Clinton River Rd	1,610	0.00	0	0.00	0	0.00
988370	Hayes Resurfacing - 14 Mile to Moravian	300	0.00	0	0.00	0	0.00
988377	Sanford Drive Reconstruction	30	0.00	0	0.00	0	0.00
988378	2021 Concrete Sectional Replacement	300	0.00	0	0.00	0	0.00
988381	2023 Sidewalk Repairs Gap Program	13,070	0.03	1,296,110	1.81	0	0.00
988382	Metro Parkway - Andrew to Dodge Park	267,830	0.70	810,980	1.13	0	0.00
988383	Traffic Signal Upgrades	257,150	0.67	52,850	0.07	0	0.00
988387	Orban Drive Reconstruction	147,940	0.39	23,190	0.03	0	0.00
988389	Metro Parkway - Ryan to Dequindre	1,146,590	2.99	404,020	0.56	0	0.00
988390	Ryan Road - Metro Parkway	36,730	0.10	1,463,270	2.04	0	0.00
988391	2022 Concrete Sectional Replacement	1,595,080	4.16	15,600	0.02	0	0.00
988392	2022 Local Road Concrete	3,318,460	8.65	8,280	0.01	0	0.00
988393	Plumbrook Rd Resurf - Van Dyke to Utica	2,379,750	6.20	3,070,250	4.28	0	0.00
988394	Malibu Drive Reconstruction	349,020	0.91	34,140	0.05	0	0.00
988396	Ryan Concrete Repairs - 14 Mile Road	628,520	1.64	0	0.00	0	0.00
988397	Hayes Resurfacing 18 Mile Road to M59	274,000	0.71	209,330	0.29	0	0.00
988399	Edison Court to Hall Road	9,290	0.02	2,494,730	3.48	0	0.00
988400	2022 Transportation Asset Management	9,850	0.03	22,150	0.03	0	0.00
988401	14 Mile and Van Dyke Innov/Defense	9,900	0.03	0	0.00	0	0.00
988402	Dobry Road at Ryan Road Signal	18,160	0.05	21,840	0.03	0	0.00
988706	2023 Concrete Sectional Repair Program	0	0.00	2,105,520	2.94	0	0.00
988407	2023 Concrete Replacement Program	1,211,990	3.16	3,143,020	4.38	0	0.00
988408	Schoenherr Road Resurfacing - 19 Mile Rd	711,340	1.85	1,526,200	2.13	0	0.00
988409	14 Mile Road Resurfacing - Hayes	608,730	1.59	1,531,250	2.14	0	0.00
988410	Metro Parkway Resurfacing - Mound Road	20,930	0.05	2,539,070	3.54	0	0.00
988411	Bonneville Drive Reconstruction	0	0.00	180,660	0.25	0	0.00
988412	Maple Lane Drive Developments	0	0.00	1,280,820	1.79	0	0.00
988413	17 Mile Road Bridge over Plumbrook Road	160,640	0.42	839,370	1.17	0	0.00

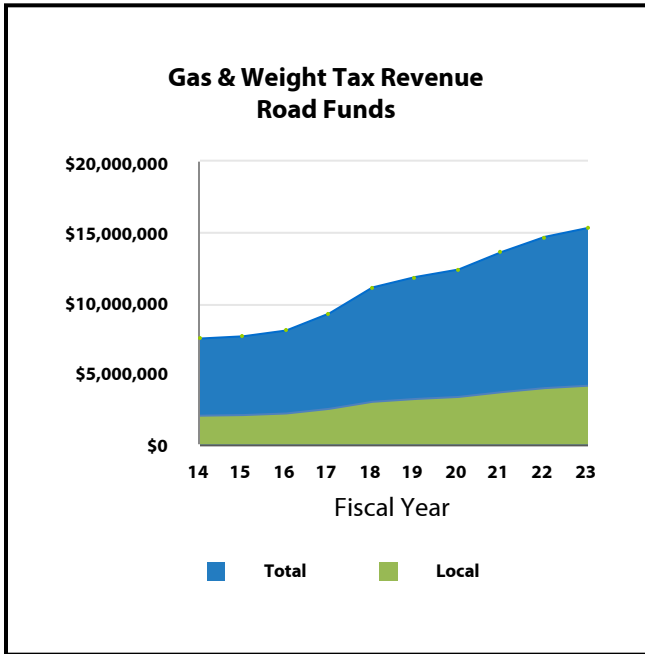
SPECIAL REVENUE FUNDS EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
988414	Brentwood Drive Improvements	386,370	1.01	438,310	0.61	0	0.00
988415	Metro Pkwy Study Mound to Van Dyke	13,130	0.03	99,870	0.14	0	0.00
988416	Pondview Drive Reconstruction	0	0.00	900,000	1.26	0	0.00
988417	2023 Pedestrian Improvements	1,890	0.00	98,100	0.14	0	0.00
988419	Metro Pkwy Concrete Repair Dodge Park	172,790	0.45	333,410	0.47	0	0.00
988421	M59 Shared Trail - Dequindre to Van Dyke	25,290	0.07	930,990	1.30	0	0.00
988423	Edison Court	0	0.00	750,000	1.05	0	0.00
988425	Lakeside Island Bridge	2,400	0.01	1,500,000	2.09	0	0.00
	Total Capital Outlay	16,034,150	41.77	38,044,900	53.07	15,102,600	31.52
	<u>DEBT SERVICE</u>						
992000	Principal	1,690,000	4.40	1,775,000	2.48	1,860,000	3.88
993000	Interest	1,311,590	3.42	1,227,090	1.71	1,138,350	2.38
	Total Debt Service	3,001,590	7.82	3,002,090	4.19	2,998,350	6.26
	<u>TRANSFERS OUT</u>						
999101	Transfer to General Fund	10,000	0.03	2,500	0.00	2,500	0.01
999327	Transfer to Road Bond Debt Fund	4,640,750	12.09	4,801,430	6.70	4,800,000	10.02
	Total Transfers Out	4,650,750	12.12	4,803,930	6.70	4,802,500	10.02
	Total Special Revenue Funds	\$38,383,120	100.00	\$71,685,850	100.00	\$47,909,750	100.00

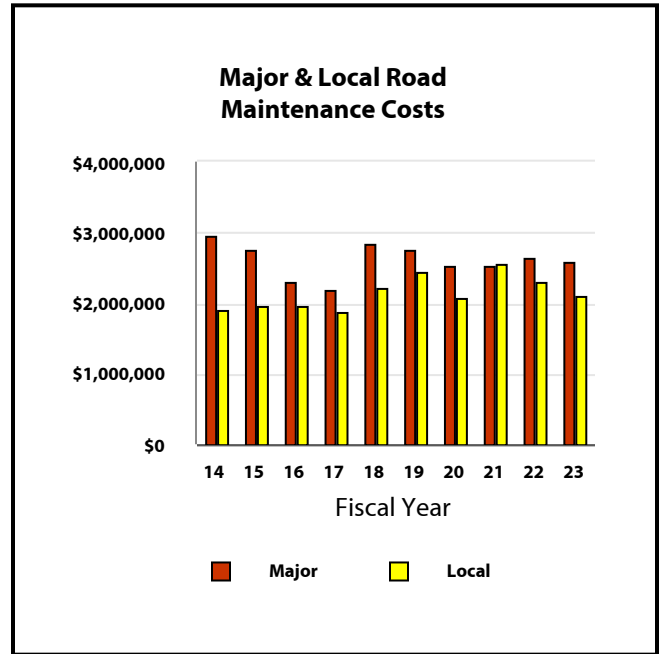
Note: The 2022-2023 Actual Column is rounded to the nearest \$10.

KEY FUND TRENDS

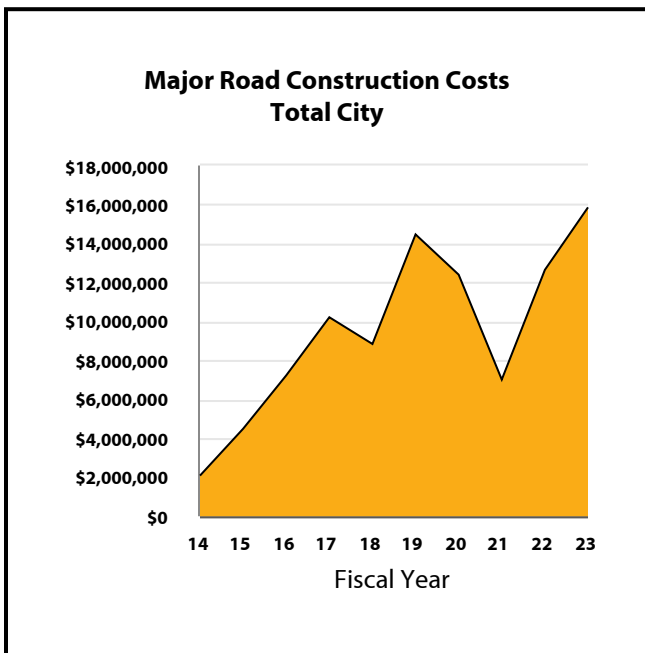
Special Revenue Funds



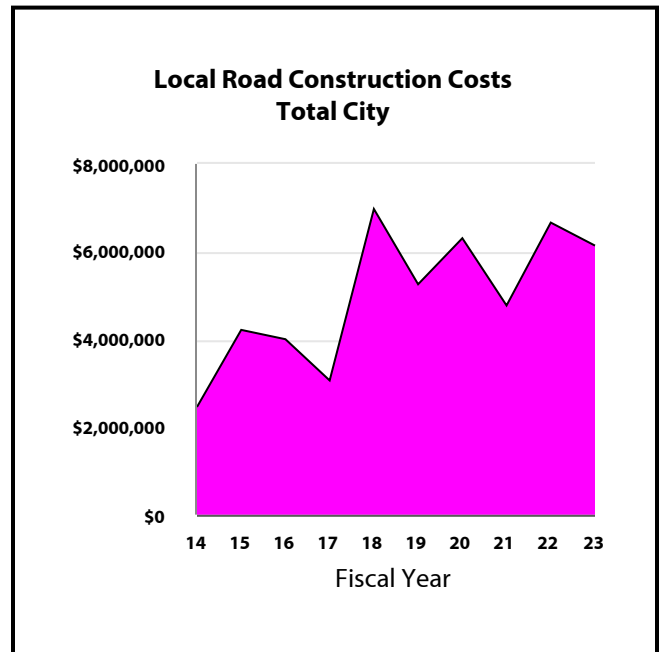
Gas tax revenues fell from 2008 to 2010 due to the economy, higher gas prices and the use of more fuel-efficient vehicles, which lessened gas consumption. Gas tax revenue increased beginning in 2017 due to an increase in the gas tax and vehicle registration fees that was effective January 1, 2017.



The cost of major and local road maintenance has remained relatively stable the past ten years despite the increased number of roads, emphasis on right of way maintenance, and fluctuating snow removal costs.



The City has invested significant funds in Major Road improvements. Since 2017 nearly every Major Road in the City has been improved. The \$233 million total reconstruction of Mound Road is nearing completion.



Local Road construction expenditures increased exponentially due to the passage of the Safe Streets millage in 2013. To date, over \$30 million has been invested in neighborhood roads due to funds raised through the millage.

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.

\$111,300 is included for Other Charges, which includes administrative chargebacks from the Department of Public Works for work performed on the major road network.

Total Other Services is budgeted in the amount of \$2,551,800, which is primarily used for major road maintenance, snow removal, and grass and weed control.

The 2024/25 Capital Outlay totals \$7,840,000 and includes:

- Resurfacing of 18 Mile Road from the Plumbrook Drain to Utica Road (\$2,400,000)
- Reconstruction of Clinton River Road from Hayes Road to Canal Road (\$3,000,000)
- Resurfacing of 17 Mile Road from Mound Road to Van Dyke Avenue (\$1,000,000)

- Resurfacing of 14 Mile Road from Van Dyke Avenue to Maple Lane (\$500,000)
- Design work for North Van Dyke at 18 1/2 Mile Road to M-59 (\$200,000)
- Schoenherr West Pedestrian Bridge at Plumbrook Drain (\$300,000)
- Concrete Sectional Repair (\$150,000)
- Traffic Controls and Safety Improvements (\$150,000)
- Hayes Bridge Rehabilitation over Clinton River Road (\$100,000)
- Dodge Park and Utica Road Safety Improvements (\$40,000)

In fiscal year 2024/25, \$4,800,000 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.■

Major Road Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 35.9%.

Other Charges – Total Other Charges decreased \$113,310 or 50.4%. This decrease is due to a one-time traffic calming study completed in the prior year.

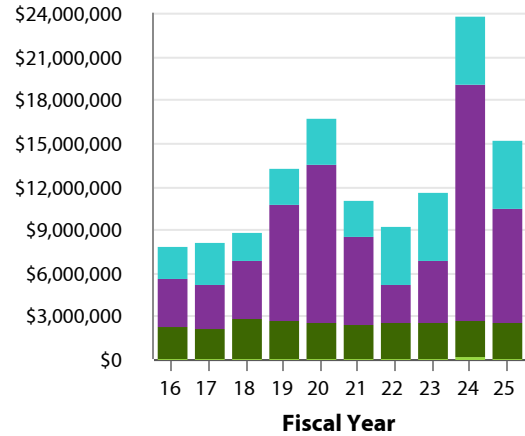
Other Services – Total Other Services decreased \$44,470 or 1.7%. The joint sealing program will continue into the next fiscal year with carry forward funding of \$30,000. Traffic signal maintenance costs are expected to increase \$50,000. Roadside lawn maintenance is budgeted to decrease by \$125,000. Both of these changes were made to align them current the current projections of expenditures.

Capital – Proposed projects totaling \$7,840,000 include:

- Resurfacing of 18 Mile Road from the Plumbrook Drain to Utica Road (\$2,400,000)
- Reconstruction of Clinton River Road from Hayes Road to Canal Road (\$3,000,000)
- Resurfacing of 17 Mile Road from Mound Road to Van Dyke Avenue (\$1,000,000)
- Resurfacing of 14 Mile Road from Van Dyke Avenue to Maple Lane (\$500,000)

For a complete list of all Major Road projects, refer to the Capital Improvements schedule and maps in the Capital Projects section of this document.

Expenditure History



Other Charges Other Services
Capital Outlay Transfers Out

Transfers Out - Transfers Out to the Road Bond Debt Retirement Fund total \$4,800,000 for the debt payments on existing road bonds.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Other Charges	\$106,380	\$224,610	\$101,290	\$111,300	\$111,300
Other Services	2,488,850	2,596,270	2,428,490	2,551,800	2,551,800
Capital Outlay	4,378,220	16,255,220	15,699,240	7,840,000	7,840,000
Transfers Out	4,640,750	4,801,430	4,801,430	4,800,000	4,800,000
Total	\$11,614,200	\$23,877,530	\$23,030,450	\$15,303,100	\$15,303,100

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 over \$4 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 32% of the funds collected through the Safe Streets millage are used exclusively for the repair and reconstruction of neighborhood streets.

\$125,100 is budgeted for Other Charges, primarily to fund the administrative time spent on local road projects.

Other Services in this fund total \$2,305,000 and is allocated primarily for local road maintenance, snow removal, storm drain maintenance, and tree and shrub maintenance.

In fiscal year 2024/25, \$5,500,000 is budgeted for Capital Outlay. \$3,000,000 is budgeted for the 2024 Concrete Reconstruction Program. Planned streets for this year's program include Castleton, Cabot, Belcrest, Lyford, Shrewsbury, Deming, Ellicot, Ewald Ct., Darcy, and Goldberg.

Sectional repairs of \$2,500,000 are also planned on Burroughs, Elmcrest, Lindell, Firesteel, Groth, Kebbe, Doyle, Owasso Ct., Daniel, Wickes Ln, Flis, Vancouver, and Myra Ct.

Specific capital projects in the Local Road Fund are detailed in the Capital Projects section of this document.■

Local Road Fund

SUMMARY OF BUDGET CHANGES

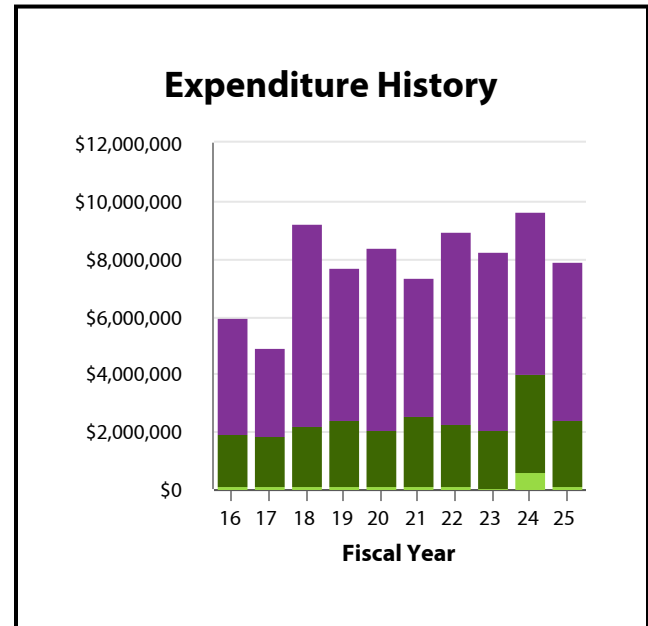
SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 17.8%.

Other Charges - Total Other Charges decreased \$515,070 or 80.5% primarily due to the receipt of the Safe Streets for All grant funding in the prior year. This grant provided funding for the development of a safety action plan for roadways in Sterling Heights that will develop specific recommendations for safety solutions and traffic calming.

Other Services - Total Other Services decreased \$1,088,350 or 32.1%. In the prior year \$500,000 of funding was received through the USDA Community Forest Grant to increase the City's tree canopy. This funding was matched by Sterling Heights in the amount \$546,300.

Capital - Total Capital of \$5,500,000 is allocated. \$3,000,000 is proposed for the 2024 Local Road Reconstruction Program. Planned streets for this year's program include Castleton, Cabot, Belcrest, Lyford, Shrewsbury, Deming, Ellicot, Ewald Ct., Darcy, and Goldberg roads. \$2,500,000 is proposed for the 2024 Sectional Repair Program, which includes Burroughs, Elmcrest, Lindell, Firesteel, Groth, Kebbe, Doyle, Owasso Ct., Daniel, Wickes Ln, Flis, Vancouver, and Myra Court.



Other Services
Other Charges
Capital Outlay

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Other Charges	\$98,950	\$640,170	\$635,170	\$125,100	\$125,100
Other Services	2,000,890	3,393,350	3,328,790	2,305,000	2,305,000
Capital Outlay	6,136,900	5,610,190	6,800,390	5,500,000	5,500,000
Total	\$8,236,740	\$9,643,710	\$10,764,350	\$7,930,100	\$7,930,100

The Refuse and Recycling Fund is a Special Revenue Fund of the City of Sterling Heights and is used to track the revenue and expenditures related to the weekly curbside collection of refuse, yard waste, and recycling.

Refuse and Recycling expenditures are funded through a dedicated Refuse millage, which is authorized through Michigan Public Act 298 of 2017. This millage is calculated each year to recover the costs of curbside Refuse and Recycling throughout the City.

Weekly Refuse, Recycling, and Yard Waste Collection will cost the average resident just \$2.56 per week.

The Public Works Office oversees the private refuse contractor. The goal is to provide prompt, reliable, and efficient refuse collection weekly from residential homes, condominiums, commercial curbsides, and City dumpster pick-ups.

In May 2024, the City contracted with a new refuse collection provider, Priority Waste. This new contract will include automatic cart collection and universal curbside recycling.



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 Public Works 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 and Recycling Fund. The Public Works 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 previously operated the recycle center located on Clinton River Road, adjacent to Farmstead Park and the Parks Maintenance Facility. The recycle center will halt operations coinciding with the adoption of universal curbside recycling.

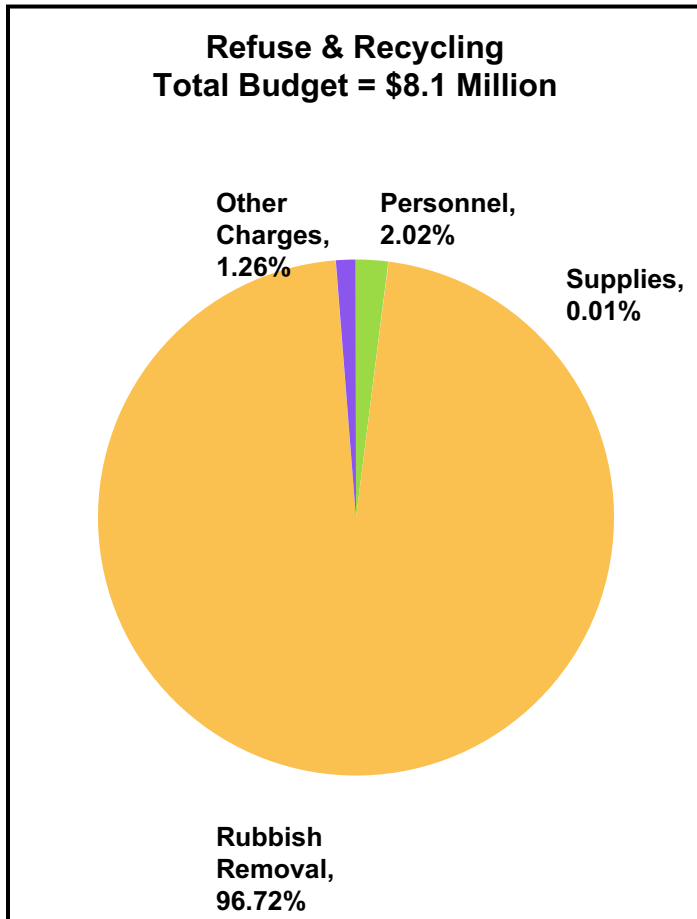
\$163,850 is budgeted for Personnel Services. Part-time employees provide clerical support and seasonal laborers assist with resident concerns regarding waste pickup.

\$7,953,700 is budgeted in Other Charges. The annual waste contract totals \$7.8 million and includes refuse, recycling and yard waste pickup. Annual hazardous waste, electronics recycling, and shredding events are also included in the contracted rate.



DEPARTMENT AT A GLANCE

Refuse & Recycling Fund



PERSONNEL SUMMARY

	2024/25	
	Full Time	Part Time
Parks & Recreation	0	5
Total Department	0	5

FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget	% Change From 23/24
Refuse & Recycling	\$4,618,500	\$4,846,810	\$6,266,270	\$8,118,050	29.6%
Total Department	\$4,618,500	\$4,846,810	\$6,266,270	\$8,118,050	2.9%
Personnel Services	\$143,700	\$159,460	\$156,450	\$163,850	4.7%
Supplies	14,840	7,190	7,650	500	-93.5%
Rubbish Removal	4,296,010	4,462,520	5,877,770	7,851,800	33.6%
Other Charges	163,950	217,640	224,400	101,900	-54.6%
Total Department	\$4,618,500	\$4,846,810	\$6,266,270	\$8,118,050	2.9%

Note: Prior to fiscal year 2023/24, Refuse Collection was recorded in the General Fund

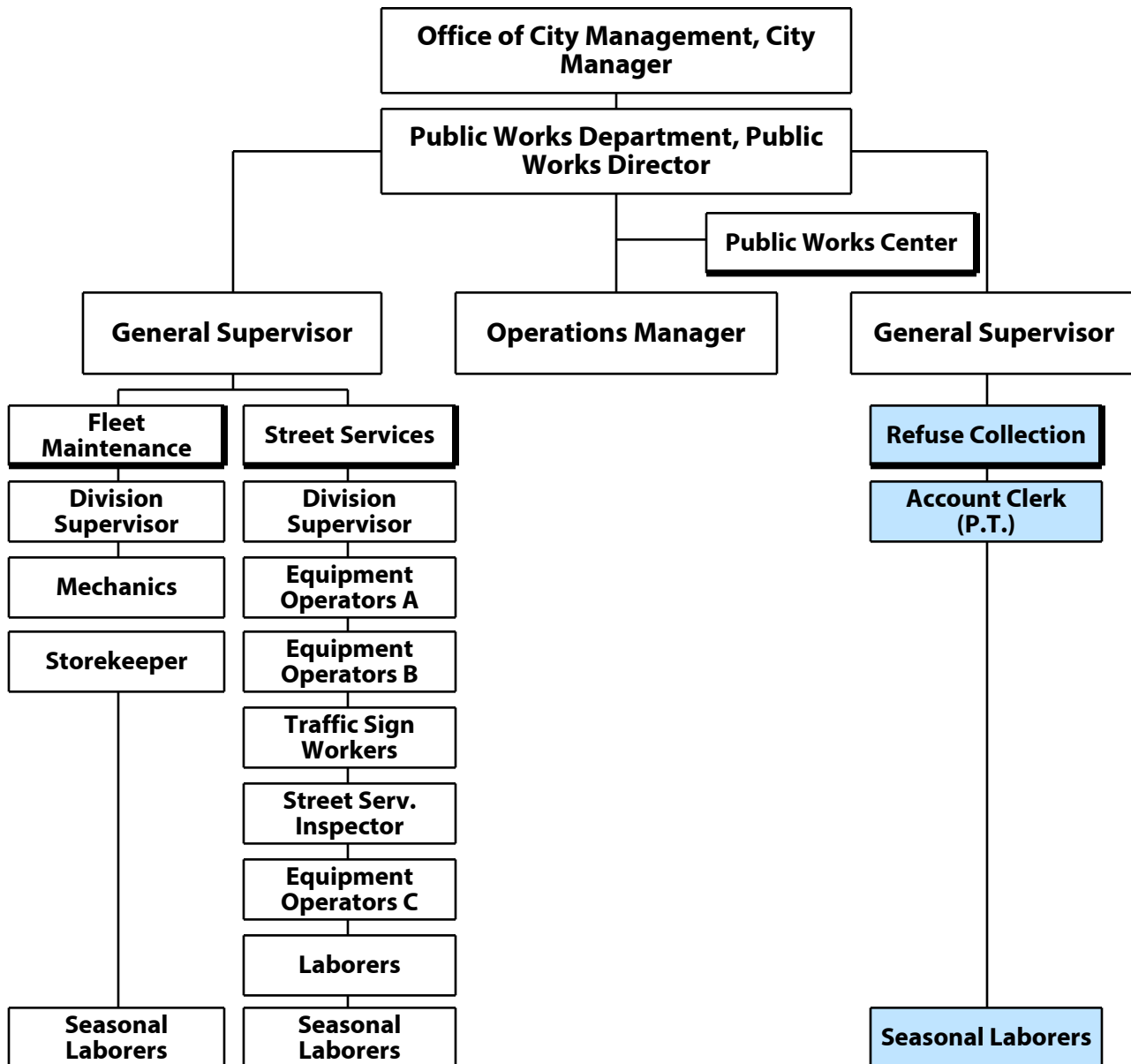
Refuse Collection

2024/25 PERFORMANCE OBJECTIVES

1. To finalize the transition to City-wide refuse cart collection and universal curbside recycling. (City Goal 1, 4, 14)
2. To research alternative fuels for refuse collection vehicles to reduce carbon emissions. (City Goal 4, 23)
3. To collaborate with Community Relations to finalize informational mailings to all residents related to the new refuse/recycle program (City Goal 3, 4,12,25)
4. To improve neighborhood aesthetics by reducing litter and debris from refuse set-outs. (City Goal 13, 14, 18)
5. To develop a thorough public education campaign to reduce refuse related complaints. (City Goal 13, 24, 25)
6. To develop a property improvement plan for the former recycling drop off center. (City Goal 1, 4, 12, 19)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Curbside Refuse Collection Points (Per Week)	41,552	41,094	41,146	41,500	41,500	41,500
	Tons of Refuse Land filled	51,648	48,581	44,855	45,000	45,670	47,000
	Tons of Yard Waste Composted/Diverted	11,498	11,527	9,224	11,000	11,298	12,000
	Christmas Trees Chipped and Composted	890	578	659	750	638	750
	Tons of Plastics Recycled (Recycling Center)	1,998	1,830	1,419	1,000	1,526	0
	Tons of Paper Recycled (Recycling Center)	1,050	947	822	720	893	0
	Curbside Recycling Subscribers	10,768	10,983	7,825	10,500	7,650	0
	Curbside Recycling Volume (tons)	2,072	2,136	1,821	1,750	1,976	7,000
Efficiency & Effectiveness	Refuse Violations Tagged by Contractor	323	413	487	500	533	600
	% of Refuse Collection Stops Making Complaints	0.09%	0.09%	0.09%	0.09%	0.09%	0.09%
	Refuse Collection Costs per Capita	\$34.53	\$34.86	\$36.07	\$46.64	\$45.77	\$60.43
	Refuse Collection Millage Rate	0.96	0.99	0.95	1.16	1.16	1.35
	Refuse Cost for Average Homeowner	\$74	\$80	\$87	\$110	\$112	\$133
	Net Cost to Operate Recycling Center	\$186,000	\$149,000	\$150,000	\$140,000	\$150,000	\$0
	Recycling Costs Per Ton Recycled	\$38.50	\$50.70	\$59.00	\$80.00	\$69.30	\$80.00
	Cost to Collect/Dispose of Refuse (1 ton)	\$88.43	\$95.07	\$108.06	\$110.20	\$134.65	\$172.72

Refuse Collection



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
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 – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

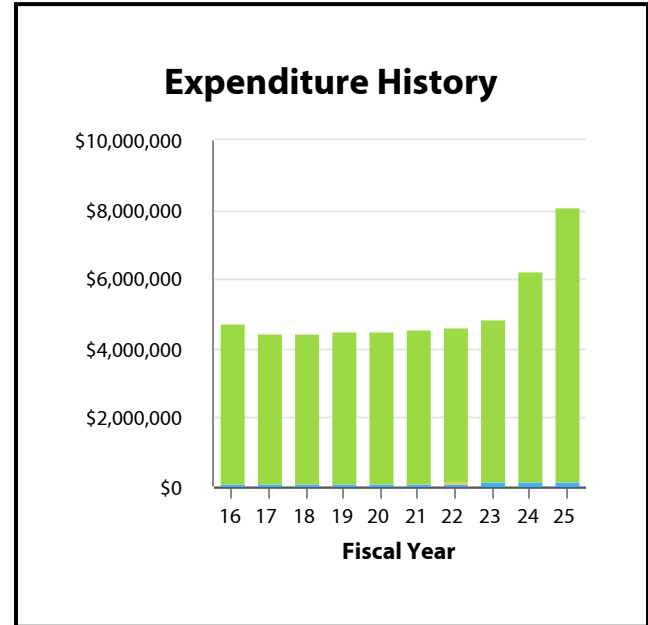
The total budget increased by 29.5%.

Personnel Services - Total Personnel Services increased \$7,400 or 4% due to expected wage increases for part-time employees.

Supplies - Total Supplies decreased \$7,150 or a 93% due to the closure of the recycling center.

Other Charges - Total Other Charges increased \$1,851,530 or 30% resulting from a new waste management contract which includes automatic carts for refuse and universal curbside recycling. Priority Waste was awarded the refuse hauling contract at a savings of 20% over the next lowest bidder.

Capital - There is no Capital proposed for this division.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

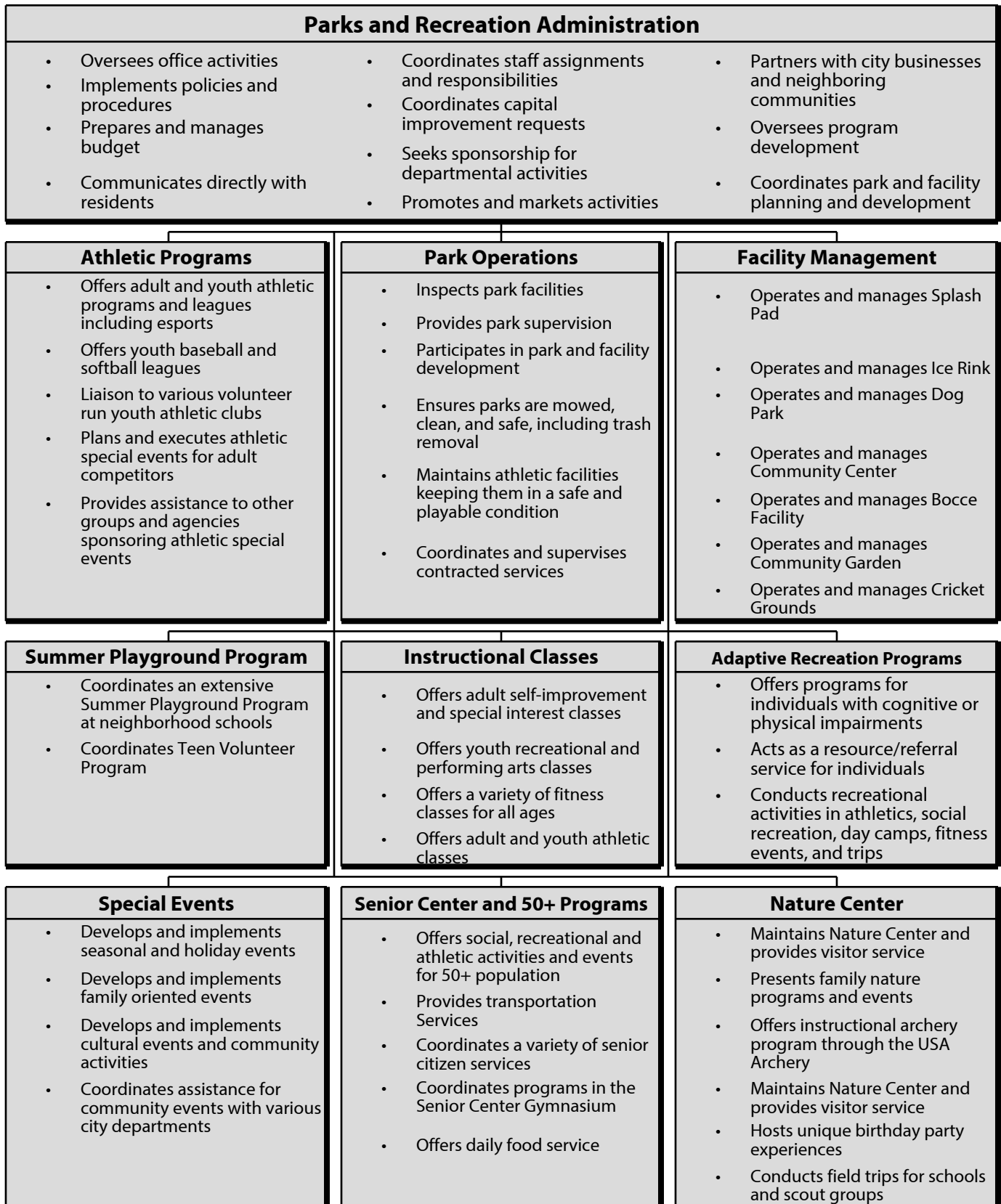
FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$159,460	\$156,450	\$155,350	\$163,850	\$163,850
Supplies	7,190	7,650	7,000	500	500
Other Charges	4,680,160	6,102,170	5,987,320	7,953,700	7,953,700
Total	\$4,846,810	\$6,266,270	\$6,149,670	\$8,118,050	\$8,118,050

Note: Refuse Collection is reclassified as a special revenue fund as of the 2023/24 fiscal year.

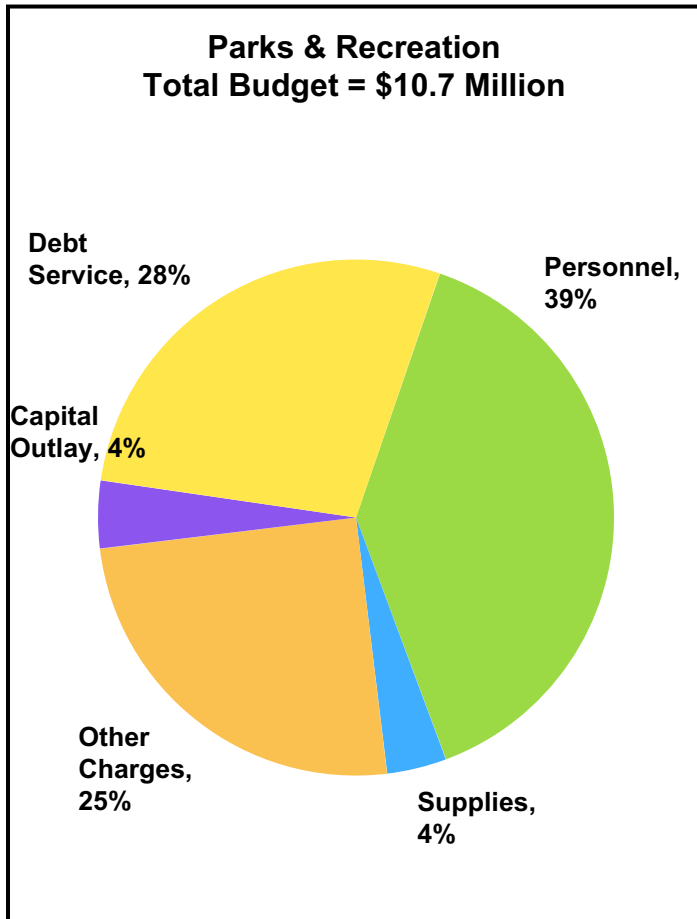
FUNCTIONAL ORGANIZATION CHART

Parks & Recreation Fund



DEPARTMENT AT A GLANCE

Parks & Recreation Fund



PERSONNEL SUMMARY

	2024/25	
	Full Time	Part Time
Parks & Recreation	19	3
Total Department	19	3

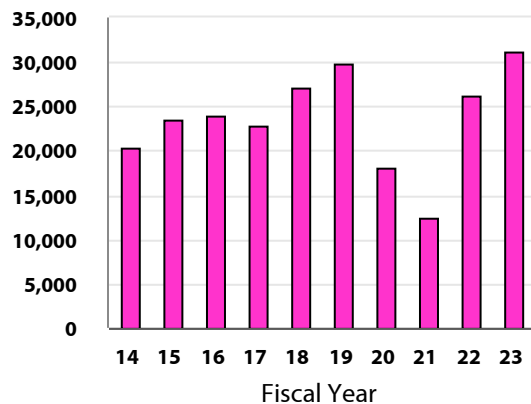
FUNDING LEVEL SUMMARY

	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget	% Change From 23/24
Parks & Recreation	\$8,404,210	\$9,399,100	\$10,423,130	\$10,724,000	2.9%
Total Department	\$8,404,210	\$9,399,100	\$10,423,130	\$10,724,000	2.9%
Personnel Services	\$2,977,850	\$3,356,460	\$3,845,690	\$4,189,450	8.9%
Supplies	271,970	285,590	351,860	399,950	13.7%
Other Charges	1,955,670	2,478,910	2,848,660	2,682,250	-5.8%
Capital Outlay	196,630	276,550	374,830	454,000	21.1%
Debt Service	3,002,090	3,001,590	3,002,090	2,998,350	-0.1%
Total Department	\$8,404,210	\$9,399,100	\$10,423,130	\$10,724,000	2.9%

KEY DEPARTMENTAL TRENDS

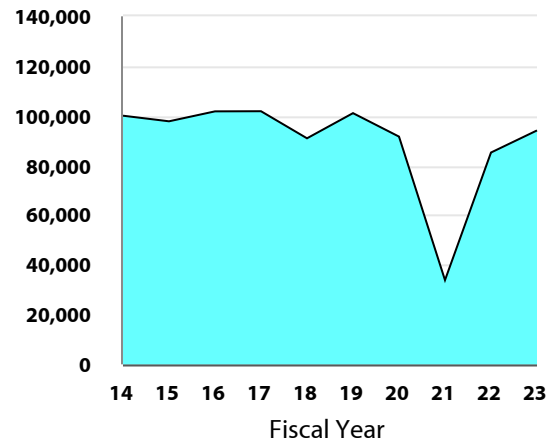
Parks & Recreation Fund

Instructional Class Attendance



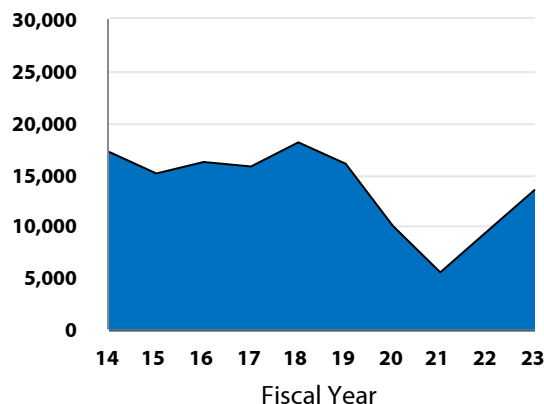
Instructional class attendance has been growing in recent years and is expected to continue to grow due to the opening of the new Community Center. 2020 attendance was reduced due to COVID-19 restrictions, and the pandemic continued to affect 2021 attendance. In 2023 there were 31,099 attendees, establishing a record high for the last ten years of activity.

50+ Activity Attendance



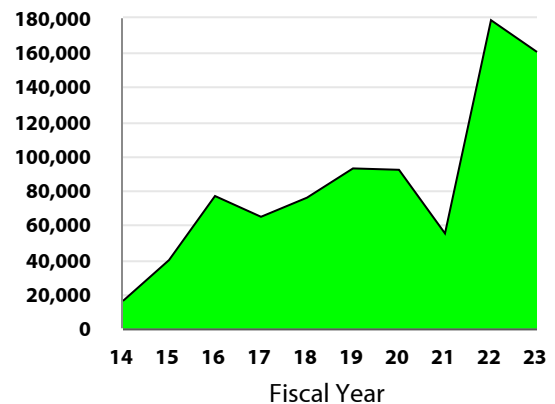
Senior program attendance has been stable in the past ten years with the exception of declines during the COVID-19 pandemic. Attendance totaled 94,095 for 2023.

Nature Center 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 in 2023 continued to rise and return to pre-pandemic activity with a total of 13,522 recorded visits.

Special Events Participants



Special events participation increased significantly in 2015 due to the addition of the Dodge Park Farmers Market. 2021 attendance declined significantly due to COVID-19 restrictions. The lifting of restrictions has resulted in a large increase in special event attendance.

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 leisure 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 all 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 Recreating Recreation millage in November 2016. The Fund will receive a dedicated millage for 20 years. The Recreating 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
- A cricket field at Delia Park

The Fund also receives revenue from Parks & Recreation fees, SMART credits, CDBG, 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 and the local ecosystem.

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 Award Winning Adaptive Recreation Program provides a space for children and adults with special needs to enrich their lives. Participants have the opportunity to engage in a variety of leisure programs including athletics, creative arts, food preparation, summer day camps, and seasonal events. ■

Parks & Recreation Fund

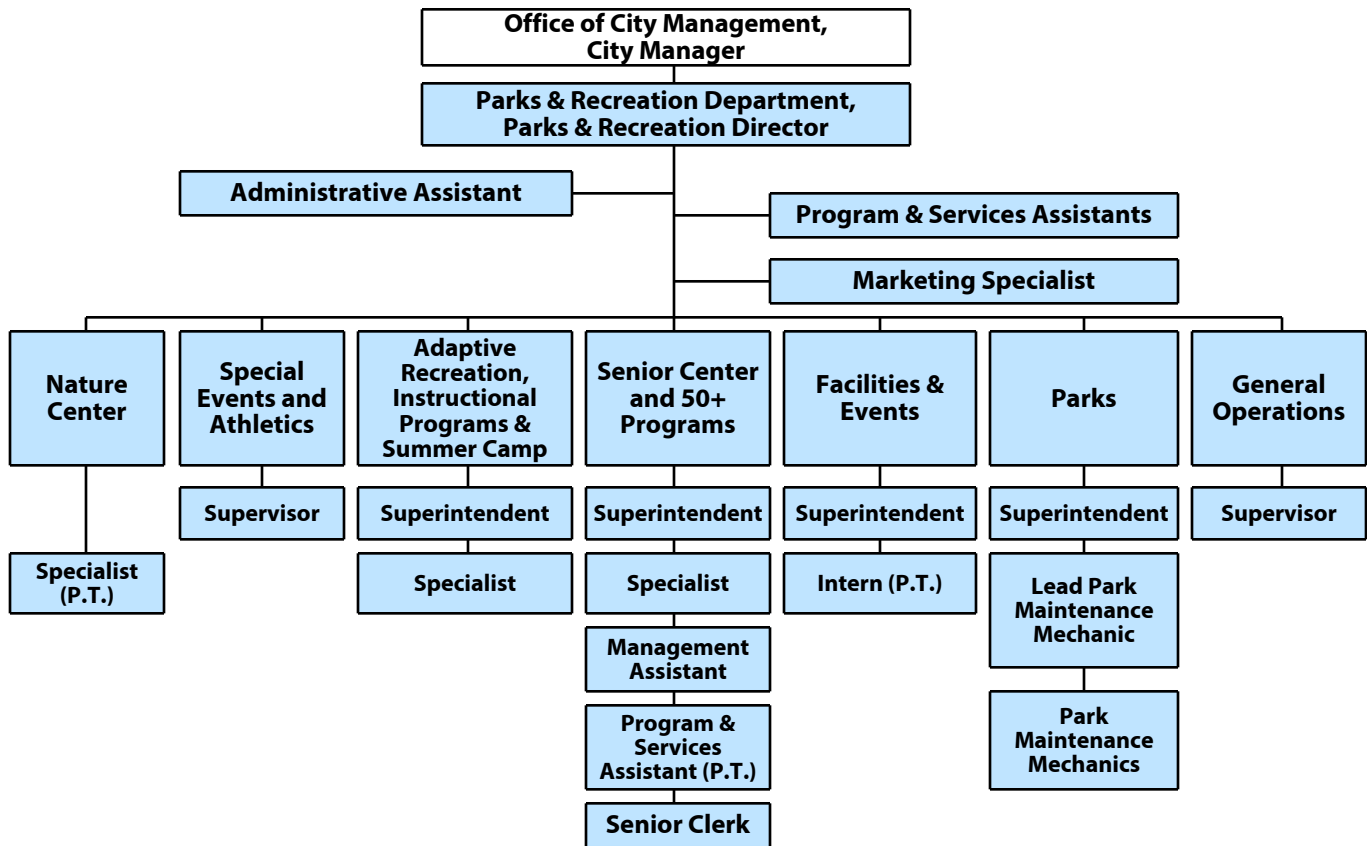
2024/25 PERFORMANCE OBJECTIVES

1. To begin closing the final gap of Iron Belle Trail in Sterling Heights between 14 and 15 Mile Road. (City Goal 17)
2. To develop a timeline and plan for the departmental migration to the cloud-based DaySmart (formerly RecPro) recreation software platform. (City Goal 23)
3. To develop an operational and management plan for the new Community Garden and Butterfly House at Nelson Park. (City Goal 1)
4. To navigate the grant requirements and procedures for the conversion of property at Puffin Park and Baumgartner Park, as well as the acquisition of property at Rotary Park. (City Goal 19)
5. To improve Red Run Park by adding walking trails, a dog park, pickle ball court, completing the connection to Baumgartner Park and the Iron Belle trail. (City Goal 17, 19)

	Performance Indicators	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Budget
Output	Instructional Class Attendance	12,506	26,276	31,099	29,500	35,932	33,000
	Spec. Event Participation (Incl. Farm. Mkt.)	55,071	178,894	160,439	150,000	150,472	150,000
	Adaptive Recreation Program Attendance	2,355	2,978	3,483	5,000	4,051	5,000
	Adult & Youth Athletic Attendance	13,865	22,177	25,693	30,000	28,246	30,000
	Nature Center Attendance	5,521	9,531	13,522	14,000	13,532	14,000
	Pavilion Rentals	120	349	363	350	360	350
	Number of Internet Registrations	12,316	6,664	7,595	7,000	8,008	7,500
	Summer Playground Registrations	431	689	718	690	690	690
	Splash Pad & Ice Rink Attendance	15,872	64,107	62,949	80,000	70,621	80,000
	50+ Activity Attendance	33,880	85,208	94,095	101,000	105,625	101,000
	Transport. Riders (Incl. Sterlingfest/Special Activities)	5,090	11,856	31,435	33,000	28,842	33,000
	Dog Park Passes Issued	0	402	382	400	385	400
	Youth Baseball and Softball Registrations	0	604	564	700	620	700
	Community Center Room and Gymnasium Rentals	0	0	91	70	118	100
	Senior Center Memberships	0	227	1,383	980	1,590	1,710
	Field Rental Dates Booked	66	59	101	100	100	160
	Community Center Drop-in Attendance	12,065	38,677	47,791	46,000	50,512	49,000
	Community Center Other Use	1,006	1,927	8,749	4,500	10,668	9,500
Efficiency	P & R Revenue Earned per Capita	\$3.74	\$7.39	\$8.31	\$9.96	\$9.49	\$10.19
	% of Refunds Due to Dissatisfaction	0.01%	0.01%	0.05%	0.50%	0.01%	0.50%
	FTE's per 100,000 Pop.	37	39	40	40	40	40

*Cost is calculated for "Actual" columns only.

Parks & Recreation Fund



STAFFING SUMMARY

Position	Budget 2022/23	Budget 2023/24	Budget 2024/25
Parks & Recreation Director	1	1	1
Recreation Superintendent	4	4	4
Recreation Supervisor	2	3	2
Marketing Specialist	0	0	1
Recreation Specialist	2	2	2
Recreation Specialist (P.T.)	1	1	1
Management Assistant	0	0	1
Administrative Assistant	1	1	1
Program & Services Assistant	2	2	2
Program & Services Assistant (P.T.)	1	1	1
Lead Parks Maintenance Mechanic	0	0	1
Parks Maintenance Mechanic	2	2	3
Senior Clerk	1	1	1
Intern	0	1	1
Total	17	19	22

Parks & Recreation Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget increased by 2.9%.

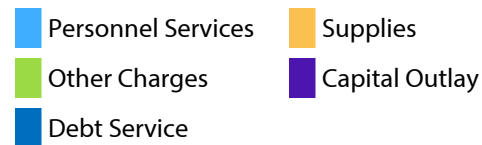
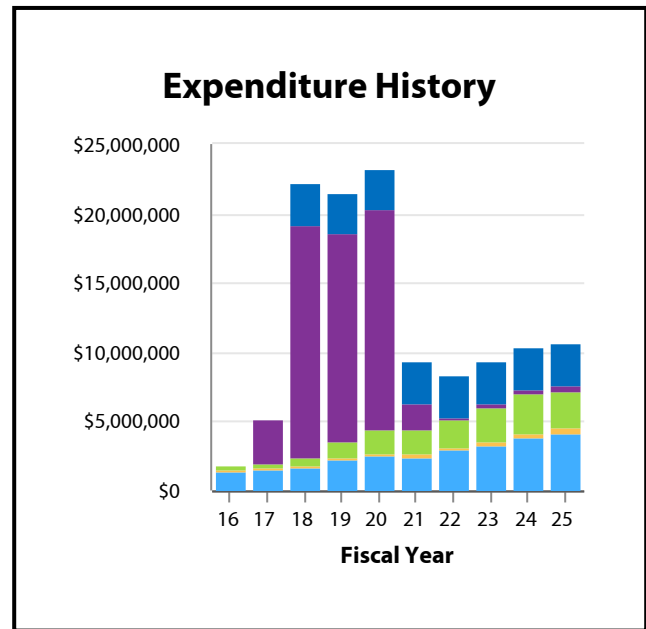
Personnel Services – Total Increase \$343,760 or 8.9%

- \$156,250 due to the addition of two Park Maintenance Mechanics
- Part-time wages rose \$220,000 due to expected wage increases and additional staffing necessary for new programs
- \$61,500 due to contractual wage adjustments, partially offset by:
- Savings of \$22,300 due to a lower recommended contribution to the retiree healthcare fund
- Savings of \$34,900 in health insurance costs due to changes in coverages

Supplies – Total Supplies increased \$48,090 or 13.7% primarily due to supplies required for the running of the youth basketball league and supplies related to the new Community Garden.

Other Charges – Total Other Charges decreased \$166,410 or 5.8%. Contracted Services are reduced a net of \$281,000 as some activities will be brought in-house through the addition of two Park Maintenance Mechanics. Increases in Utilities and Equipment Rental partially offset this savings.

Capital – \$454,000 is proposed. \$150,000 to construct an asphalt path in Donovan Park and \$63,000 to install a Disc Golf court at Puffin Park. Vehicles and Equipment totaling \$204,000 are proposed related to the assumption of tasks previously performed by outside contractors.



\$1.3 million of additional Capital is funded through the Capital Projects Fund, including the ongoing Trail Replacement Plan and repair of the Nature Center Bridge. Fencing at Imus Park will also be replaced. Annual operating cost will increase by approximately \$10,000 for maintenance of new trail surfaces.

Debt Service – Total Debt Service of \$2,998,350 funds the Park improvements financed through the voter-approved Recreating Recreation millage.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$3,356,460	\$3,845,690	\$3,817,900	\$4,189,450	\$4,189,450
Supplies	285,590	351,860	347,350	399,950	399,950
Other Charges	2,478,910	2,848,660	2,966,750	2,682,250	2,682,250
Capital Outlay	276,550	374,830	373,440	454,000	454,000
Debt Service	3,001,590	3,002,090	3,002,090	2,998,350	2,998,350
Total	\$9,399,100	\$10,423,130	\$10,507,530	\$10,724,000	\$10,724,000

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

~ Jane D. Hull, Former Governor of Arizona ~



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. By using 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 and a sergeant assigned to the FANTOM task force. 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

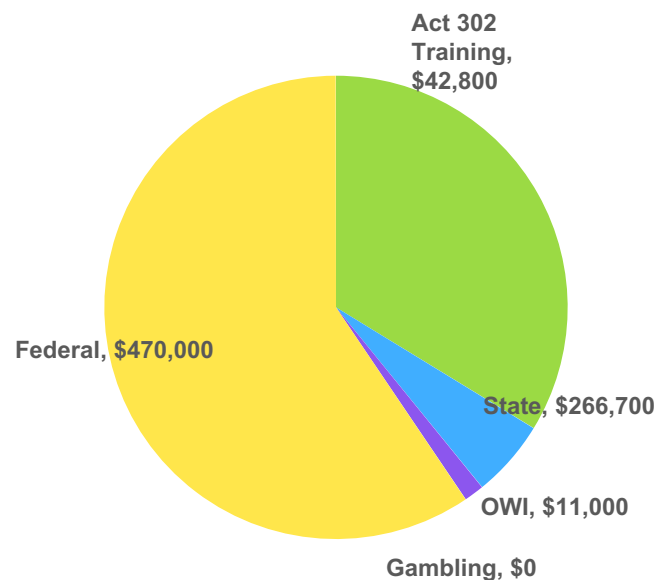
uses include the purchase of new equipment, improvements to police facilities, and law enforcement training.

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 2024/25, a total of \$790,500 is budgeted for this fund. 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. ■

Total Budgeted Forfeiture Expenditures



Public Safety Forfeiture Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

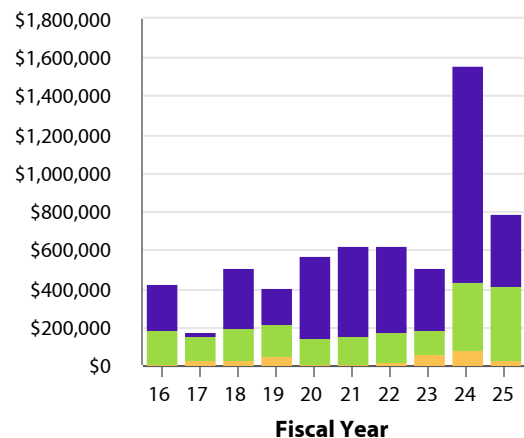
The total budget decreased by 49.2%.

Supplies - Total Supplies decreased \$51,700 or 62.3%. In the prior year several one-time purchases were made including additional bullet-proof vests for \$25,650, flashlights for \$6,160, and a traffic speed trailer for \$8,780.

Other Charges - Total Other Charges increased \$36,500 or 10.4%. Contracted service costs increased \$21,180 as a result of rental fees for the space utilized at the Velocity Center. Other notable changes include a \$60,390 decrease related to the Flock Safety License Plate Readers. Due to the timing of the investment, the initial and subsequent service year were paid for within the same fiscal year. This account will return to expected levels of activity going forward. This funding will be reappropriated to finance half of the purchase of Everbridge Mass Notification system for \$30,150 for efficient communication with the community.

Capital - Total Capital of \$371,050 is proposed. Forfeiture funds will be used to purchase seven cars as part of the City's vehicle replacement plan and are to be used in covert operations. Total expected cost for these vehicles is \$280,000. \$49,700 will be used to purchase Tactical Vests for the Special Response Team and the Detective Bureau. Vests currently in use are approaching their expiration date.

Expenditure History



Additional proposed capital purchases include a rifle rated shield for \$7,100, replacement sniper rifles for the Special Response Team for \$17,200, and 12 sets of binoculars for the Detective Bureau for \$4,200.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Supplies	\$58,250	\$83,050	\$83,050	\$31,350	\$31,350
Other Charges	134,120	351,600	385,060	388,100	388,100
Capital Outlay	321,910	1,121,020	1,121,350	371,050	371,050
Total	\$514,280	\$1,555,670	\$1,589,460	\$790,500	\$790,500

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 the years that followed unspent funding was reallocated to the City's initiative to further improve the Senior Center. Completed projects include AV equipment upgrades, the outdoor fitness center, restroom renovations, and LED light replacement. The 2022/2023 budgeting year marked the completion of the three-year investment in the Senior Center. Concrete replacements were also emphasized with the reconstruction of Bonneville Road and Orban Drive.

The fiscal year 2023/24 budget concentrated funding on residential home rehabilitation, renovation Beaver Creek parking lot and various charitable organizations. Some of these organizations include MCREST, Turning Point, Care House, and the Home Chore program.

In the upcoming fiscal year the City will continue with similar programming as in years prior. Several large scale projects in the budget include remodeling the kitchen in the Senior Center (\$350,000), improvements to the atrium lighting (\$60,000), and reconstruction of Doncaster Drive (\$360,250).

Community Development Block Grant Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

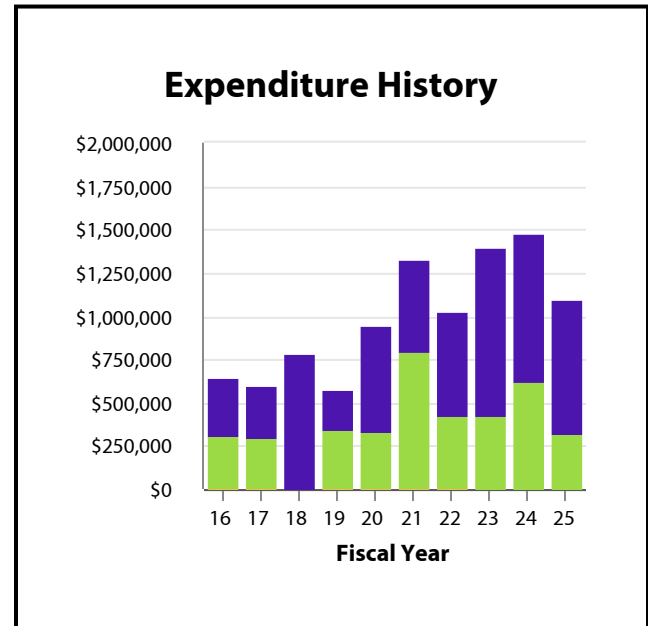
The total budget decreased by 26.2%.

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

Supplies – Total Supplies is proposed increased \$490 or 11.4% to contend with rising postal rates and inflationary increases to daily supplies.

Other Charges – Total Other Charges decreased \$295,780 or 48.0% primarily due to the exhaustion of additional CARES Act funding received in the prior year. Non-capital funding totals \$325,700 for the budget year and includes \$55,000 for housing rehabilitation, \$40,000 for Minor Home Repair, and \$18,000 is included for the Adaptive Recreation Program. \$143,400 is included to reimburse the costs of City personnel administering the CDBG program and \$53,250 is allocated to other charitable organizations.

Capital – Total Capital of \$770,250 is proposed. \$410,000 will be used to remodel the Senior Center kitchen and install atrium lighting. \$360,250 will be used to reconstruct Doncaster Drive.



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$0	\$0	\$0	\$0	\$0
Supplies	4,240	4,310	4,800	4,800	4,800
Other Charges	426,540	616,680	542,210	320,900	320,900
Capital Outlay	970,310	864,390	878,260	770,250	770,250
Total	\$1,401,090	\$1,485,380	\$1,425,270	\$1,095,950	\$1,095,950

The Opioid Settlement Fund is a Special Revenue Fund created to track the proceeds and expenditures related to the national opioid settlement approved in 2021.

In 2019 the City of Sterling Heights joined other Michigan communities to file a lawsuit to recover damages incurred in response to the opioid epidemic. This lawsuit targeted various manufacturers and distributors of opioids for negligent distribution and marketing of the highly addictive painkillers that is estimated to have affected millions of people in the United States. The lawsuit sought both injunctive relief and damages stemming from over-prescription of opioid medications, which has caused the City to incur significant response costs.



In 2021 the Michigan Attorney General announced that Michigan would participate in a \$26 billion nationwide settlement of the case. All eligible Michigan municipalities were given the option to participate in the settlement and Sterling Heights elected to do so.

As a result of this settlement, the City will receive approximately \$2.6 million over the next 18 years.



The funds from this settlement are to be used for the prevention and treatment of opioid use disorder and any co-occurring substance use disorder or mental health conditions.



While a long-term plan for the use of these funds is still in development, in the near-term, the City plans to fund a second Social Worker to focus on substance abuse issues and partner with local organizations such as the Sterling Heights Drug Free Coalition and Families Against Narcotics (FAN) to support ongoing prevention and education efforts.

For fiscal year 2024/25, a total of \$125,000 is budgeted. \$95,000 is proposed to continue to fund a full-time Social Worker, \$30,000 is proposed to support partner programs for the prevention of opioid disorders.

Opioid Settlement Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

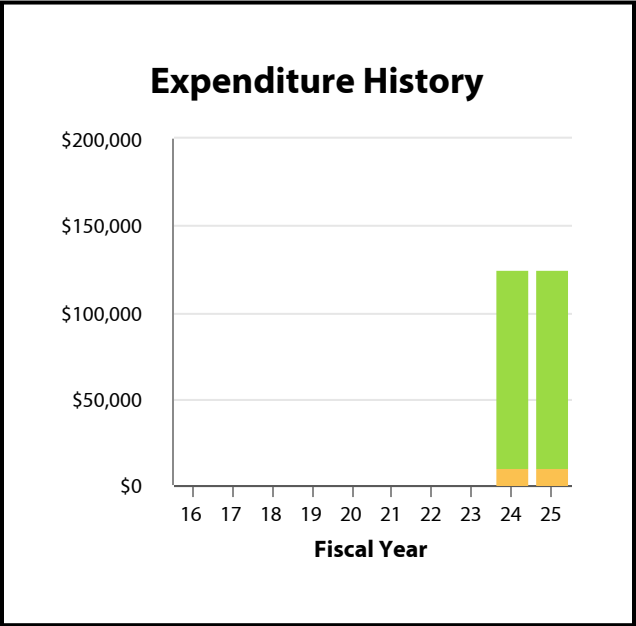
The total budget for this fund is \$125,000. There is no change from the prior year.

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

Supplies - Total Supplies for this fund remain the same as in the prior year at \$10,000. This includes operating supplies for the Drug Free Coalition to run special events.

Other Charges - Total Other Charges remain at \$115,000. This funding is divided to include \$95,000 for administrative services and \$20,000 in contracted services. Expenditures in this fund will be offset by the settlement funds to be paid to the City over the course of eighteen years. The City will continue to fund a social worker with the funds provided by the settlement. A Community Health Study is also planned using this funding.

Capital - There is no Capital proposed for this fund.



■ Personnel Services
 ■ Supplies
 ■ Other Charges

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel	\$0	\$0	\$0	\$0	\$0
Supplies	0	10,000	10,000	10,000	10,000
Other Charges	0	115,000	62,500	115,000	115,000
Total	\$0	\$125,000	\$72,500	\$125,000	\$125,000

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."



**MICHIGAN INDIGENT
DEFENSE COMMISSION**

To date, six standards have been approved by the Department of Licensing and Regulator Affairs (LARA). All trial court funding units in Michigan are required to adhere to these approved standards.

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.

Standards 1, 2, 3 and 4 were approved on May 22, 2017. These standards cover training and education of counsel, the initial client interview, use of investigation and experts and counsel at first appearance. Standard 5 was approved on October 20, 2020 and requires independence from the judiciary. Standard 8 was approved on October 28, 2022 and covers attorney compensation.

Standards 6 and 7 were approved by LARA on October 24, 2023. Standard 6 limits the caseload level of indigent defense attorneys and Standard 7 sets minimum qualifications for those attorneys.

Full text of the approved standards can be downloaded [here](#).

All related expenses incurred by the Court for adherence to 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 2024/25, total expenditures of \$799,800 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.■



Standard 1	<i>Education and Training of Defense Counsel</i>
Standard 2	<i>Initial Interview</i>
Standard 3	<i>Investigation and Experts</i>
Standard 4	<i>Counsel at First Appearance</i>
Standard 5	<i>Independence from Judiciary</i>
Standard 6	<i>Indigent Defense Workloads</i>
Standard 7	<i>Qualification and Review</i>
Standard 8	<i>Attorney Compensation</i>

Indigent Defense Fund

SUMMARY OF BUDGET CHANGES

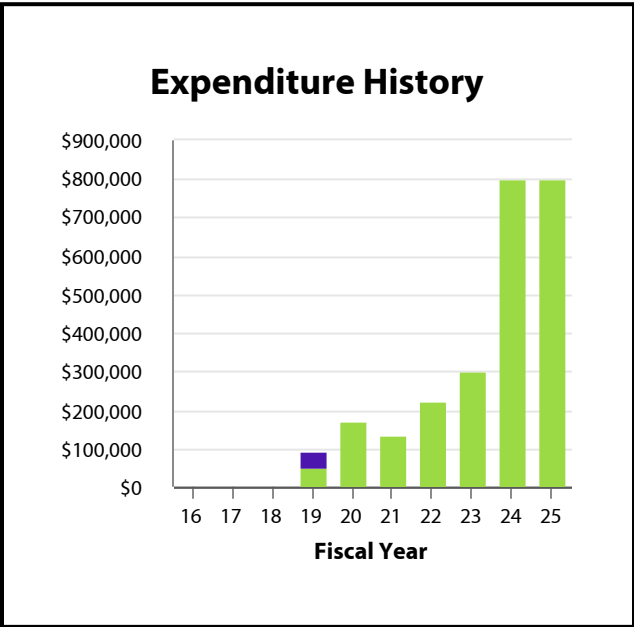
SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget for this fund is \$799,800. There is no change from the prior year.

Supplies - Total Supplies remains the same at \$250.

Other Charges - Total Other Charges remains the same at \$799,800. \$728,150 of this funding is for defense attorney services. \$58,500 is to fund Managed Assigned Counsel Administration to coordinate cases and assign defense attorneys. \$12,500 is designated for investigators and expert witness fees. All costs incurred by the City for adherence to MIDC guidelines will be reimbursed through a State grant.

Capital - There is no Capital proposed for this fund.



Supplies
Other Charges
Capital Outlay

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Supplies	\$0	\$250	\$250	\$250	\$250
Other Charges	302,380	799,540	799,540	799,550	799,550
Capital Outlay	0	0	0	0	0
Total	\$302,380	\$799,790	\$799,790	\$799,800	\$799,800

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.

The City was able to show revenue losses of 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.

Modifications have been made to the original plan since approval and were solidified through the appropriation of all remaining funds at the December 2023 budget amendment for fiscal year 2023/24.

As of 12/31/23 the following projects have been approved and are appropriated or in progress:

Plumbrook Road Resurfacing	\$4,160,000
Ryan Road Repairs	1,765,270
Edison Court Reconstruction	750,000
ITC Corridor Multi-Use Path	2,500,000
Lakeside Island Bridge	1,502,400
Enhanced Sidewalk Gap Program	1,840,000
Neighborhood Street Tree Planting	500,380
Community Garden	250,000
Household Assistance Program	425,000
Rental Assistance Program	75,000
Rain Barrel Program	152,530
Home Imp. Assistance Program	998,640
Premium Pay to Public Sector Employees	505,320
Temporary Code Enforcement	129,700
Community Town Hall	31,480
Grant Consulting	121,160
Grant Management Software	38,000
Land Acquisition	4,092,380
Total Appropriated	\$19,837,260

As of 12/31/23, over \$9.7 million has been expended. The remaining projects are on track to be obligated by 12/31/24 and expended by 12/31/26 as required by federal law.



American Rescue Plan Act

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 100.0%.

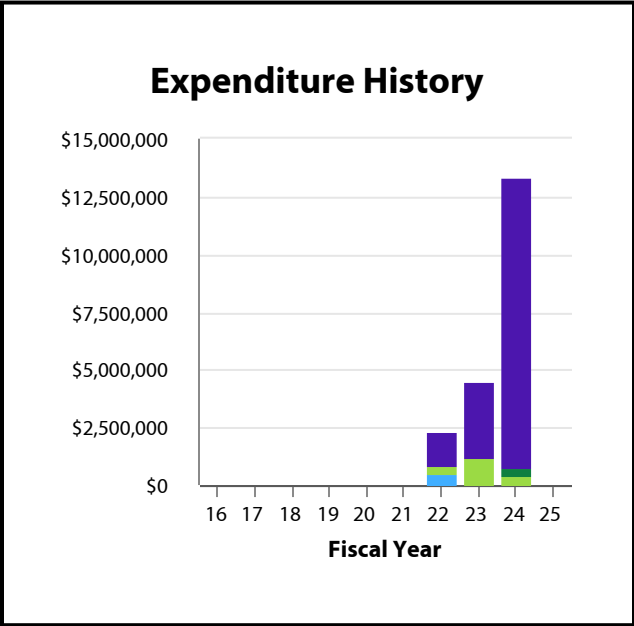
Personnel Services - The budget for Personnel will be reduced to \$0 as this program's funding was fully allocated in the prior fiscal year.

Supplies - There is no Supplies budget for this fund.

Other Charges - The budget for Other Charges will be reduced to \$0 as this program's funding was fully allocated in the prior fiscal year.

Other Services - The budget for Other Services will be reduced to \$0 as this program's funding was fully allocated in the prior fiscal year.

Capital - The budget for Capital will be reduced to \$0 as this program's funding was fully allocated in the prior fiscal year.



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel	\$43,930	\$54,200	\$54,200	\$0	\$0
Supplies	0	0	0	0	0
Other Charges	1,188,790	398,990	398,990	0	0
Other Services	0	356,000	356,000	0	0
Capital Outlay	3,285,010	12,592,430	12,592,430	0	0
Total	\$4,517,730	\$13,401,620	\$13,401,620	\$0	\$0

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 2024/25, there are no scheduled Capital projects budgeted for this fund. Allocations to this fund in the current year are dedicated to planning and developing projects for the upcoming years.

Corridor Improvement Authority Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

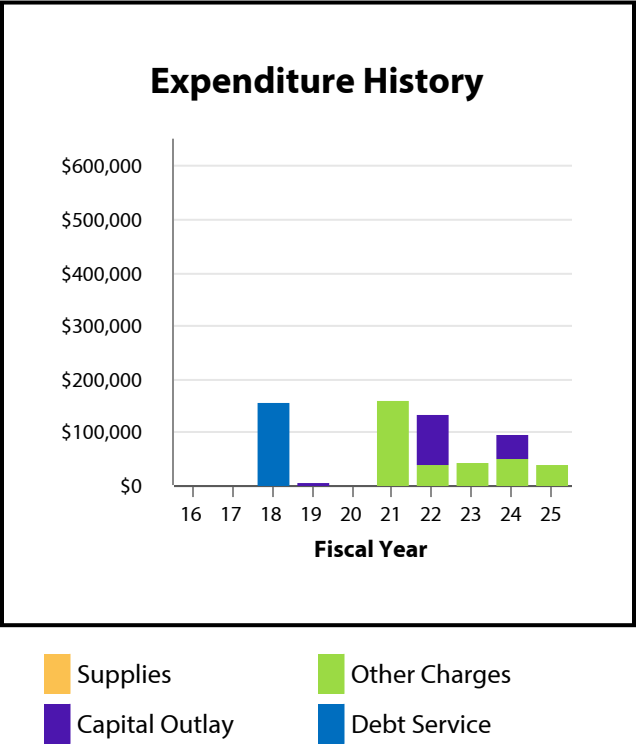
The total budget decreased by 59.1%.

Supplies - There is no Supplies budget for this fund.

Other Charges - Total Other Charges decreased \$14,030 or 26.0% as funding returns to routine expenditure levels. The prior year included consulting services to explore development concepts for two properties along the Van Dyke corridor.

Capital - There is no capital proposed for this office.

Debt Service - There is no Debt Service budget for this fund.



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Supplies	\$0	\$0	\$0	\$0	\$0
Other Charges	44,420	54,030	154,800	40,000	40,000
Capital Outlay	0	43,710	43,710	0	0
Debt Service	0	0	0	0	0
Total	\$44,420	\$97,740	\$198,510	\$40,000	\$40,000

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.■

Brownfield Redevelopment Authority Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

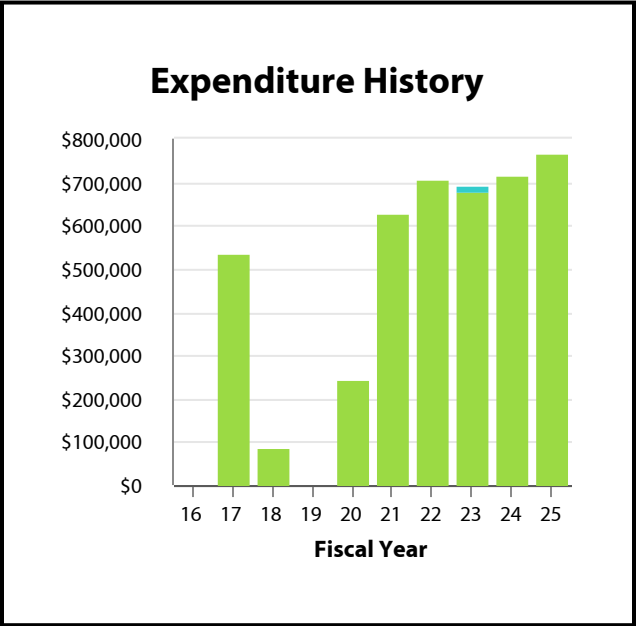
The total budget increased by 6.7%.

Personnel Services - There is no Personnel budget for this fund. The Brownfield Redevelopment Authority members serve as volunteers without compensation.

Other Charges - Total funding of \$765,350 in Other Charges are proposed 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. Increases in property taxes will allow for larger reimbursements.

Capital - There is no Capital budget for this fund.

Transfers Out - There is one proposed Transfer Out to other City funds proposed for \$2,500 to the General Fund to cover allowable administrative costs as approved in the Liberty Park Brownfield Plan.



Personnel Services Other Charges
Transfers Out

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$0	\$0	\$0	\$0	\$0
Other Charges	681,370	716,890	719,500	765,350	765,350
Transfers Out	10,000	2,500	2,500	2,500	2,500
Total	\$691,370	\$719,390	\$722,000	\$767,850	\$767,850

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. The capital investment by BAE Systems in real and personal property is estimated at \$33 million. This parcel was the first authority district in which the LDFA board is exercising its powers.

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.



**MICHIGAN ECONOMIC
DEVELOPMENT CORPORATION**

Velocity is the home of the City's Entrepreneurial Support program. Managed by a contracted advisor, the center offers co-working spaces, office suites, program and event space, and a myriad of programs to help support technology based startup companies.

Additionally, in November 2023, the LDFA was awarded a \$1.8 million Small Business Support Hub grant through the MEDC. This will allow the Velocity Center to expand beyond its original scope and support small businesses disproportionately impacted by COVID-19 and cultivate a more inclusive, accessible and integrated entrepreneurial ecosystem.

In fiscal year 2024/25, the total LDFA budget of \$2,215,400 consists of \$1,421,100 for the operational costs associated with the Velocity Collaboration Center, \$600,000 for grant funded small business support, and \$167,300 for upgrades to the Velocity Center HVAC system.



Local Development Finance Authority Fund

SUMMARY OF BUDGET CHANGES

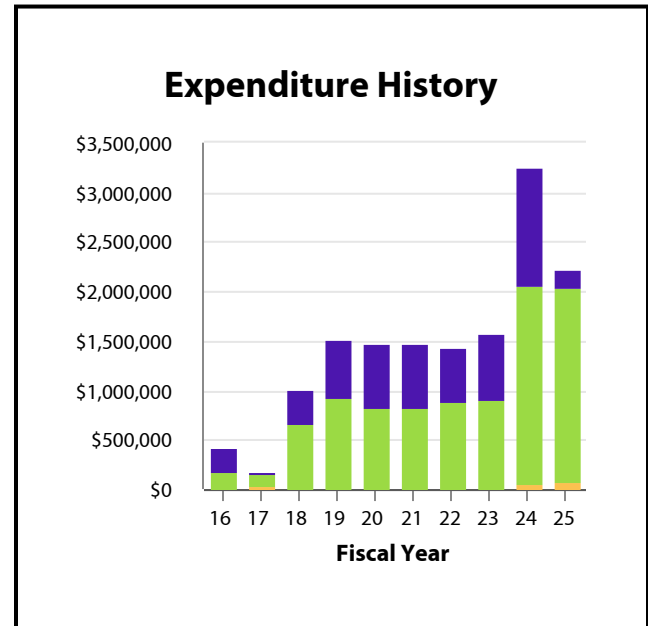
SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 31.9%.

Supplies - Total Supplies increased by \$31,000 or 56.1%. Supplies related to the Small Business Support Hub program total \$81,000 and include the purchase of desks, chairs, computers, and tablets. These expenditures will be reimbursed through a grant awarded by the MEDC.

Other Charges - Total Other Charges decreased \$53,550 or 2.7%. Required maintenance of LDFA sign sites decreased \$25,000. Grant funded contractual services for the Small Business Support Hub program are reduced by \$31,000 from the prior year. These services include accounting and legal services, website development, business strategy and leadership.

Capital - Total Capital of \$167,300 is proposed. These funds will be used to improve the HVAC controls at the Velocity Center.



■ Supplies
 ■ Other Charges
 ■ Capital Outlay

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Supplies	\$4,230	\$55,250	\$55,000	\$86,250	\$86,250
Other Charges	914,430	2,015,400	1,954,710	1,961,850	1,961,850
Capital Outlay	665,250	1,183,110	1,009,710	167,300	167,300
Total	\$1,583,910	\$3,253,760	\$3,019,420	\$2,215,400	\$2,215,400

***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 2024 State Equalized Valuation plus the assessed value of abated property is \$8,080,130,250. Therefore, the City's debt limit is \$808,013,025 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, 2024 is shown here as a ratio of debt to state equalized value and debt per capita.

	Debt Out- standing 6/30/24	Debt to Assessed Value	Debt Per Capita
Net Direct Bonded Debt	\$89,425,000	1.11%	\$666

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. 73.7% 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 = 73.7%

In compliance with the Uniform Budget Act of 1978, a summary of the City's total indebtedness as of June 30, 2024, including the principal and interest payments required for fiscal 2024/25 and the funding sources, is included in this Debt Service section. Total indebtedness is \$196,082,990. Total principal payment is \$12,502,950 and the interest payment is \$6,842,850. 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 2024/25 is \$820,000 and the interest payment is \$555,900.

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 2024/25 is \$940,000 and interest is \$641,500.

VOTED TAX GENERAL OBLIGATION DEBT FUND

In the spring of 2008, a \$5.0 million General Obligation bond was issued for improvements at three of the City's fire stations (Public Improvement F), which was approved by the voters in November, 2006. 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 was 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 \$41,871,000. The Principal payment is \$3,485,000 and interest is \$1,304,200.

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 \$39,650 is funded through special assessments.

WATER & SEWER FUND

In 2024/25, total principal of \$4,122,950 and interest of \$2,411,800 is budgeted for the City's portion of Sewer District Debt. Total indebtedness is \$63,786,990.

In the Spring of 2021, a \$15 million 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. Principal payment and interest payment for this bond in 2024/25 will be \$655,000 and 264,550 respectively.

In the Spring of 2022 a \$12.3 million Water & Sewer capital bond was issued to fund the city-wide water meter replacement program. Budgeted principal payments include \$420,000 and interest payments of 486,900.

PARKS & RECREATION FUND

In the spring of 2017, a \$42.1 million Limited Tax General Obligation Bond was issued to fund the Recreating Recreation improvements. Total principal payment for 2024/25 is \$1,860,000 and interest is \$1,138,350.■

DEBT SUMMARY

Description of Debt	Funding Sources	Debt Outstanding 6/30/2024	2024/25		Total
			Principal	Interest	
LIMITED TAX GENERAL OBLIGATION DEBT FUND					
2018 Facilities Improvement Bonds	Gen Fund	\$15,125,000	\$820,000	\$555,900	\$1,375,900
2019 Capital Improvement Bonds - DPW	Gen Fund	18,670,000	940,000	641,500	1,581,500
Total Debt Fund Direct Debt Service		33,795,000	1,760,000	1,197,400	2,957,400
ROAD BOND DEBT RETIREMENT FUND					
2016 MI Transportation Bonds	Major Rds	5,025,000	655,000	133,980	788,980
2017 MI Transportation Bonds	Major Rds	1,235,000	135,000	37,050	172,050
2018 MI Transportation Bonds	Major Rds	5,255,000	520,000	177,380	697,380
2020 MI Transportation Refunding Bonds	Major Rds	396,000	200,000	3,200	203,200
2021 MI Transportation Bonds	Major Rds	14,815,000	1,105,000	296,300	1,401,300
2022 MI Transportation Bonds	Major Rds	15,145,000	870,000	656,290	1,526,290
Subtotal MI Transportation Bonds		41,871,000	3,485,000	1,304,200	4,789,200
2008 Special Assessment Bonds	S/A - RBDF	1,000,000	200,000	39,650	239,650
Total Road Bond Debt Service		42,871,000	3,685,000	1,343,850	5,028,850
WATER & SEWER FUND					
Sewer District Rehabilitation Bonds (MID/OMID)	W&S Fund	63,786,990	4,122,950	2,411,800	6,534,750
2021 Capital Improvement Bonds	W&S Fund	13,115,000	655,000	264,550	919,550
2022 Capital Improvement Bonds	W&S Fund	11,425,000	420,000	486,900	906,900
Total W&S Debt Service		88,326,990	5,197,950	3,163,250	8,361,200
PARKS & RECREATION FUND					
2017 Capital Improvement Bonds	P&R Fund	31,090,000	1,860,000	1,138,350	2,998,350
Total Debt Service		\$196,082,990	\$12,502,950	\$6,842,850	\$19,345,800

Note: Outstanding Debt Balance does not include unamortized premium

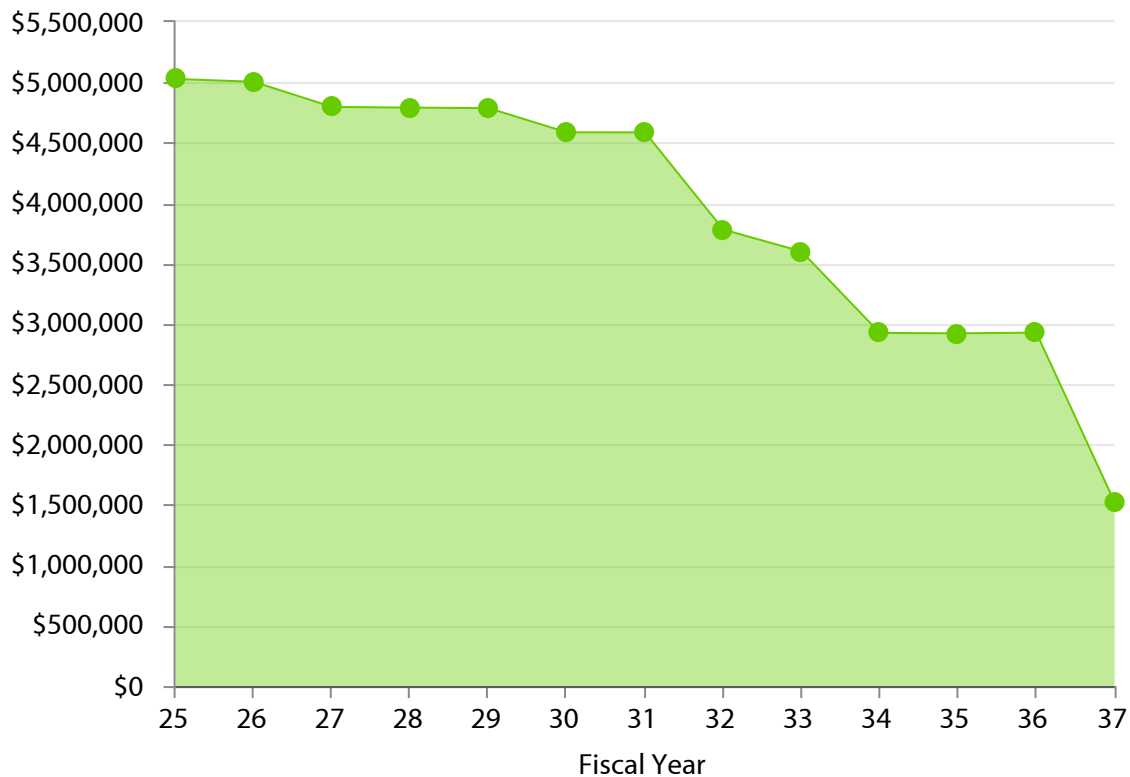
GENERAL FUND & TAX SUPPORTED DEBT SERVICE

Debt Service	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Adopted
LIMITED TAX GENERAL OBLIGATION DEBT FUND						
2018 Facilities Improvement Bonds	\$1,377,860	\$1,377,360	\$1,380,110	\$1,380,110	\$1,375,900	\$1,375,900
2019 Capital Improvement Bonds	1,579,500	1,584,000	1,581,250	1,581,250	1,581,500	1,581,500
Total General Fund Debt Service	2,957,360	2,961,360	2,961,360	2,961,360	2,957,400	2,957,400
VOTED TAX GENERAL OBLIGATION DEBT FUND						
2008 Fire Station Improvement Bonds (F)	586,670	586,500	0	0	0	0
Total VTGO Fund Debt Service	586,670	586,500	0	0	0	0
PARKS & RECREATION FUND						
2017 Capital Improvement Bonds	3,002,090	3,001,590	3,002,090	3,002,090	2,998,350	2,998,350
Total Parks and Recreation Debt Service	3,002,090	3,001,590	3,002,090	3,002,090	2,998,350	2,998,350
Total Tax Supported Debt Service	\$6,546,120	\$6,549,450	\$5,963,450	\$5,963,450	\$5,955,750	\$5,955,750

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
2024/25	788,980	172,050	697,380	203,200	1,401,300	1,526,290	239,650	5,028,850
2025/26	795,880	173,000	686,380	197,060	1,399,200	1,522,790	231,050	5,005,360
2026/27	802,370	173,800	674,630		1,401,700	1,522,290	222,350	4,797,140
2027/28	805,000	174,450	675,190		1,398,700	1,524,540	213,500	4,791,380
2028/29	808,550	174,950	674,650		1,400,300	1,524,290	204,500	4,787,240
2029/30	806,350	180,300	677,250		1,401,400	1,521,540		4,586,840
2030/31	808,550	180,350	674,250		1,402,000	1,521,290		4,586,440
2031/32		180,250	675,800		1,402,100	1,523,290		3,781,440
2032/33			675,960		1,401,700	1,522,290		3,599,950
2033/34					1,400,800	1,524,090		2,924,890
2034/35					1,399,400	1,522,710		2,922,110
2035/36					1,402,500	1,524,760		2,927,260
2036/37						1,523,290		1,523,290
Total	\$5,615,680	\$1,409,150	\$6,111,490	\$400,260	\$16,811,100	\$19,803,460	\$1,111,050	\$51,262,190

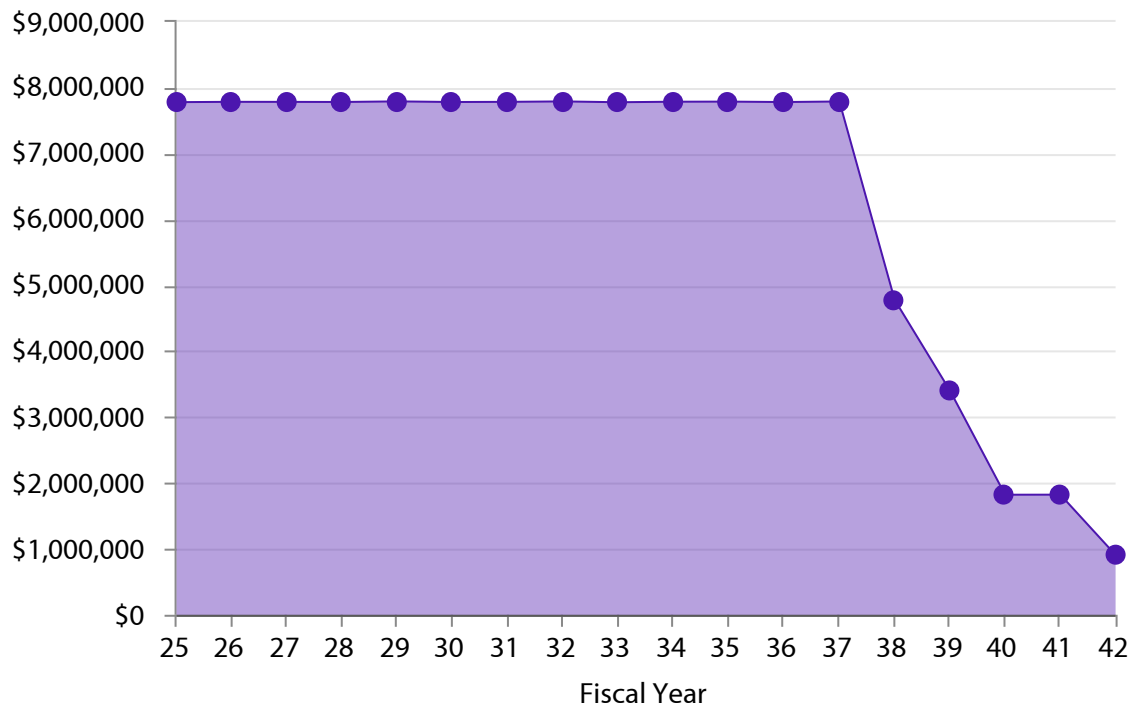
Total Debt Service by Fiscal Year - Road Bonds



LIMITED AND VOTED TAX GENERAL OBLIGATION DEBT SERVICE

Fiscal Year	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
2024/25	2,998,340	1,375,860	1,581,500	919,520	906,890	7,782,110
2025/26	3,000,340	1,379,860	1,579,500	921,420	905,890	7,787,010
2026/27	3,002,590	1,376,610	1,580,250	918,030	908,890	7,786,370
2027/28	2,999,840	1,376,360	1,583,500	919,430	905,640	7,784,770
2028/29	2,998,640	1,388,360	1,579,900	920,520	906,390	7,793,810
2029/30	2,999,030	1,378,360	1,579,700	921,320	905,890	7,784,300
2030/31	2,999,130	1,377,160	1,584,450	921,830	904,140	7,786,710
2031/32	3,002,130	1,380,060	1,583,000	922,030	906,140	7,793,360
2032/33	2,999,790	1,376,910	1,580,500	916,920	906,640	7,780,760
2033/34	3,001,920	1,376,440	1,581,950	921,620	906,840	7,788,770
2034/35	3,001,280	1,379,870	1,582,200	920,930	906,040	7,790,320
2035/36	3,002,880	1,375,550	1,581,250	919,930	904,240	7,783,850
2036/37	3,003,040	1,380,080	1,584,100	918,620	906,440	7,792,280
2037/38		1,376,550	1,580,600	917,020	907,440	4,781,610
2038/39			1,575,900	920,130	909,130	3,405,160
2039/40				917,830	904,690	1,822,520
2040/41				919,130	904,310	1,823,440
2041/42					907,810	907,810
Total	\$39,008,950	\$19,298,030	\$23,718,300	\$15,636,230	\$16,313,450	\$113,974,960

Total Debt Service by Fiscal Year - Limited and Voted Tax Bonds

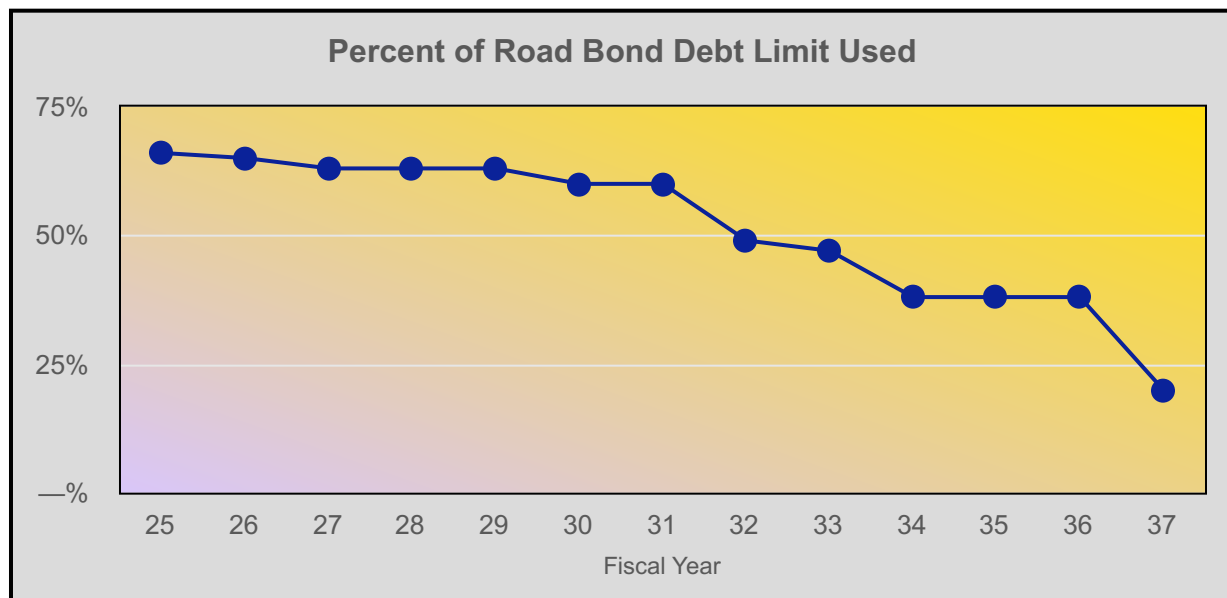


LEGAL DEBT MARGIN					
	2019	2020	2021	2022	2023
State Equalized Value (SEV)	5,461,624,715	5,851,809,075	6,211,667,616	6,490,425,650	6,760,163,400
10% of SEV	546,162,472	585,180,908	621,166,762	649,042,565	676,016,340
Total Debt	131,890,255	159,109,556	199,119,220	218,689,597	206,344,286
Less: Debt not subject to limit					
Michigan Transportation Fund Bonds	20,845,000	19,129,213	36,003,953	50,878,548	47,300,615
Special Assessment Bonds	1,950,000	1,800,000	1,600,000	1,400,000	1,200,000
MID District Special Assessments	1,962,402	1,983,169	1,844,015	1,704,561	1,565,415
OMID District Special Assessments	1,385,851	1,316,331	1,244,530	1,171,590	1,096,372
Net Debt subject to limit	105,747,002	134,880,843	158,426,722	163,534,898	155,181,884
Net Debt subject to limit as % of Debt Limit	19.36 %	23.05 %	25.50 %	25.20 %	22.96 %

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, 2023, City debt totaled 23.0% of the legal limit.

CURRENT YEAR ROAD BOND DEBT LIMIT CALCULATION	
2024 State Road (ACT 51) Revenue	\$15,315,680
50% of Revenue	\$7,657,840
2024/25 Debt Service	\$5,028,850
% of Limit	66%

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 2024/25 is 34% 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	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Adopted
GENERAL DRAIN FUND						
<u>REVENUES</u>						
Property Taxes	\$620	\$620	\$600	\$600	\$600	\$600
State/Local Returns	0	0	0	0	0	0
Interest Income	0	70	0	150	100	100
Total Revenues	620	690	600	750	700	700
<u>EXPENDITURES</u>						
Principal	0	0	0	0	0	0
Interest	0	0	0	0	0	0
Transfers Out	0	0	0	0	0	0
Total Expenditures	0	0	0	0	0	0
Excess of Revenues Over (Under) Expenditures	620	690	600	750	700	700
Beginning Fund Balance	1,700	2,320	3,010	3,010	3,760	3,760
Ending Fund Balance	\$2,320	\$3,010	\$3,610	\$3,760	\$4,460	\$4,460
VOTED TAX GENERAL OBLIGATION DEBT FUND						
<u>REVENUES</u>						
Property Taxes	\$546,800	\$551,260	(\$3,500)	(\$700)	(\$700)	(\$700)
State/Local Returns	33,750	39,300	40,450	42,150	0	0
Interest Income	140	9,280	0	2,100	1,650	1,650
Transfer from General Fund	10,000	0	0	0	0	0
Total Revenues	590,690	599,840	36,950	43,550	950	950
<u>EXPENDITURES</u>						
Principal	565,000	575,000	0	0	0	0
Interest	21,670	11,500	0	0	0	0
Other Charges	500	0	0	0	0	0
Total Expenditures	587,170	586,500	0	0	0	0
Excess of Revenues Over (Under) Expenditures	3,520	13,340	36,950	43,550	950	950
Beginning Fund Balance	3,120	6,640	19,980	19,980	63,530	63,530
Ending Fund Balance	\$6,640	\$19,980	\$56,930	\$63,530	\$64,480	\$64,480

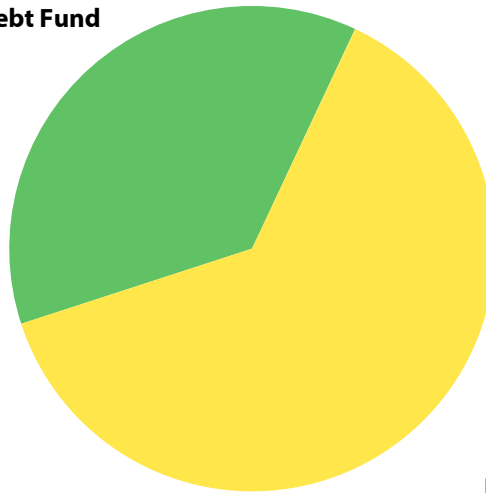
DEBT SERVICE FUNDS

REVENUES, EXPENDITURES & FUND BALANCES

Debt Service Funds	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Adopted
ROAD BOND DEBT RETIREMENT FUND						
<u>REVENUES</u>						
Special Assessment Revenue	\$156,940	\$169,230	\$150,030	\$150,000	\$144,200	\$144,200
Interest Income	160	11,150	0	16,500	13,200	13,200
Transfer from Major Roads Fund	4,017,900	4,640,750	4,801,430	4,801,430	4,800,000	4,800,000
Total Revenues	4,175,000	4,821,130	4,951,460	4,967,930	4,957,400	4,957,400
<u>EXPENDITURES</u>						
Principal	3,108,000	3,599,000	3,590,000	3,590,000	3,685,000	3,685,000
Interest	909,730	1,478,500	1,459,580	1,459,600	1,343,850	1,343,850
Other Charges	2,850	2,850	2,850	2,850	2,850	2,850
Total Expenditures	4,020,580	5,080,350	5,052,430	5,052,450	5,031,700	5,031,700
Excess of Revenues Over (Under) Expenditures	154,420	(259,220)	(100,970)	(84,520)	(74,300)	(74,300)
Beginning Fund Balance	436,750	591,170	331,950	331,950	247,430	247,430
Ending Fund Balance	\$591,170	\$331,950	\$230,980	\$247,430	\$173,130	\$173,130
LIMITED TAX GENERAL OBLIGATION DEBT FUND						
<u>REVENUES</u>						
Other Revenue	\$0	\$10	\$0	\$4,250	\$3,400	\$3,400
Transfer from General Fund	2,958,360	2,962,360	2,962,360	2,962,360	2,958,400	2,958,400
Total Revenues	2,958,360	2,962,370	2,962,360	2,966,610	2,961,800	2,961,800
<u>EXPENDITURES</u>						
Principal	1,520,000	1,600,000	1,680,000	1,680,000	1,760,000	1,760,000
Interest	1,437,360	1,361,360	1,281,360	1,281,400	1,197,400	1,197,400
Other Charges	1,000	1,000	1,000	1,000	1,000	1,000
Total Expenditures	2,958,360	2,962,360	2,962,360	2,962,400	2,958,400	2,958,400
Excess of Revenues Over (Under) Expenditures	0	10	0	4,210	3,400	3,400
Beginning Fund Balance	300	300	310	310	4,520	4,520
Ending Fund Balance	\$300	\$310	\$310	\$4,520	\$7,920	\$7,920

Debt Service Funds Percent of Total Expenditures

Limited Tax General Obligation Debt Fund
37%



Road Bond Debt Retirement Fund
63%

This graph reflects budgeted expenditures for Debt Service Funds as a percent of the total \$7,990,100 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 2024/25, revenues generated from Other Financing Sources represent 97.9% of total Debt Service revenues, an increase of \$5,390 due to transfers from the General Fund. Transfers from the General Fund total \$2,958,400. The transfer from the Major Road Fund to the Road Bond Debt Retirement Fund decreased \$1,430 due to small differences in the debt service on Michigan Transportation bonds.

STATE & LOCAL RETURNS

This source of revenue consists of reimbursements from the State to offset the elimination of property taxes on eligible manufacturing personal property. Due to the expiration of the Proposal F Debt millage, there is no longer revenue in this category.

OTHER REVENUE

Other Revenue consists of revenue from Interest on Investments and Special Assessment revenue. In the 2024/25 Budget, Other Revenues represent 2.1% of total Debt Service revenues, an increase of \$12,520. This increase is primarily due to additional investment revenue of \$18,350 resulting from higher interest rates. Special assessment revenue is related to the sidewalk gap and repair program and continues to decrease as assessment payments are made. The net decrease in this revenue source is \$5,830.

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. The final payment on this debt was made in fiscal year 2022/23, therefore there is no tax revenue for this fund in the current budget 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 2024/25 Budget, expenditures exceed revenues by \$69,250. 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	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<u>TAXES</u>						
404000	City Operating Tax	\$600	0.01	\$600	0.01	\$600	0.01
404001	Property Tax Refunds	(1,760)	(0.02)	(4,000)	(0.05)	(2,000)	(0.03)
415000	Delinquent Personal Property Tax	1,120	0.01	500	0.01	1,000	0.01
445000	Penalties & Interest	880	0.01	0	0.00	0	0.00
	Total Taxes	840	0.01	(2,900)	(0.03)	(400)	(0.01)
	<u>OTHER FINANCING SOURCES</u>						
698100	Bond Proceeds - Refunding Issue	0	0.00	0	0.00	0	0.00
699101	Transfer From General Fund	2,962,360	35.33	2,962,360	37.26	2,958,400	37.35
699202	Transfer From Major Road Fund	4,640,750	55.35	4,801,430	60.38	4,800,000	60.60
	Total Other Financing Sources	7,603,110	90.68	7,763,790	97.64	7,758,400	97.95
	<u>STATE & LOCAL RETURNS</u>						
529004	Federal - Interest Rebates	0	0.00	0	0.00	0	0.00
573386	Personal Property Tax Reimbursement	39,300	0.47	40,450	0.51	0	0.00
	Total State & Local Returns	39,300	0.47	40,450	0.51	0	0.00
	<u>OTHER REVENUE</u>						
665000	Interest on Investments	20,510	0.24	0	0.00	18,350	0.23
672000	Special Assessment Revenue	133,880	1.60	114,680	1.44	114,700	1.45
672665	Special Assessment Interest	35,350	0.42	35,350	0.44	29,500	0.37
	Total Other Revenue	189,740	2.26	150,030	1.88	162,550	2.05
	<u>PUBLIC IMPROVEMENTS TAX</u>						
419000	Proposal F Debt Levy	551,040	6.57	0	0.00	300	0.00
	Total Public Improvements Tax	551,040	6.57	0	0.00	300	0.00
	Total Debt Service Funds	\$8,384,030	100.00	\$7,951,370	100.00	\$7,920,850	100.00

Note: The 2022-2023 Actual Column is rounded to the nearest \$10.

DEBT SERVICE FUNDS

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<u>OTHER CHARGES</u>						
810000	Other Fees	\$3,850	0.04	\$3,850	0.05	\$3,850	0.05
	Total Other Charges	3,850	0.04	3,850	0.05	3,850	0.05
	<u>DEBT SERVICE</u>						
992000	Principal	5,774,000	66.91	5,270,000	65.75	5,445,000	68.15
992100	Principal - Refunded Escrow Agent	0	0.00	0	0.00	0	0.00
993000	Interest	2,851,360	33.04	2,740,940	34.20	2,541,250	31.80
993100	Interest - Paid to Ref Escrow	0	0.00	0	0.00	0	0.00
	Total Debt Service	8,625,360	99.96	8,010,940	99.95	7,986,250	99.95
	Total Debt Service Funds	\$8,629,210	100.00	\$8,014,790	100.00	\$7,990,100	100.00

Note: The 2022-2023 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.	Dearborn	AA
6.	Grand Rapids	AA
7.	Livonia	AA
8.	Southfield	AA
9.	Warren	AA
10.	Lansing	A+

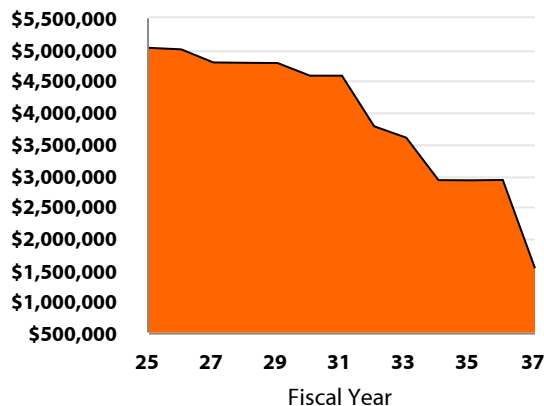
Only three of our comparable communities have a higher bond rating than Sterling Heights. Sterling Heights maintains a high Aa2 rating from Moody's and an AA rating from Fitch Investor's Rating Service due to the City's low costs and proactive response to changing economic conditions. In 2022, the City received an upgraded outlook from 'stable' to 'positive' from Standard and Poors.

Government Debt Per Capita

1.	Ann Arbor	\$3,022
2.	Grand Rapids	2,717
3.	Dearborn	2,185
4.	Southfield	1,879
5.	STERLING HEIGHTS	1,757
6.	Lansing	1,549
7.	Warren	1,166
8.	Farmington Hills	682
9.	Livonia	435
10.	Troy	178

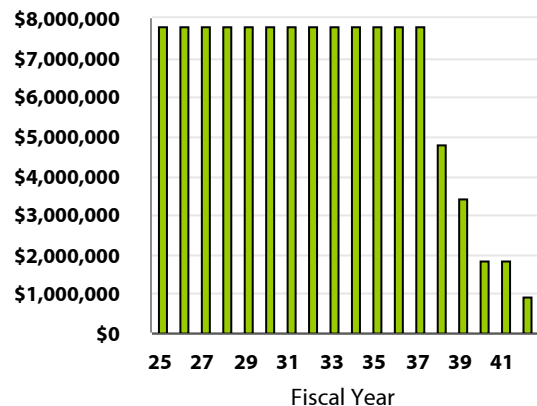
City debt per capita increased due to the issuance of an \$16.85 million MTF bond to fund phase II of the Mound Road reconstruction and a \$12.3 million Capital Improvement bond to fund the water and sewer meter replacement project. However, the City is still at only 25.2% of the legal debt limit.

Annual Debt Payments Road Bonds



Road Bond Debt payments will remain relatively stable for the next three years as no future issuances are anticipated. Debt Service will start to decrease in fiscal year 2026/27 when the 2020 MTF Refunding bond is retired.

Annual Debt Payments General Obligation Bonds



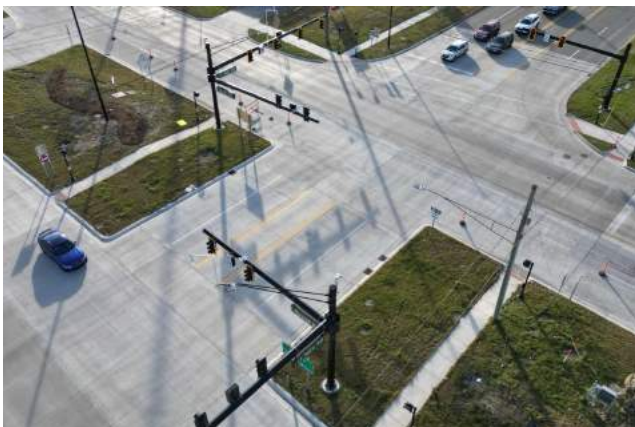
General Obligation Debt includes debt to fund the parks & recreation facilities paid for through the Recreating Recreation millage, as well as bonds issued to finance facilities renovations, a new DPW Building, and water and sewer infrastructure. General Obligation Debt will remain stable until fiscal year 2036/37 when the parks & recreation improvement bond will be retired.

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 2024/25, 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 and Special Assessment revenue.

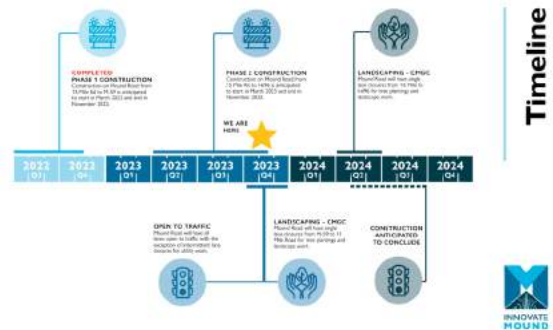
The most significant revenue source of this fund is through a transfer from the Major Road Fund.

This Fund's debt budgeted to be paid in fiscal year 2024/25 totals \$5,028,850, which is comprised of \$3,685,000 toward principal and \$1,343,850 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.



In recent years Michigan Transportation Fund bonds were issued in 2021 and 2022 to finance the City's portion of the total Mound Road

Reconstruction. No additional bonds will be issued in the fiscal year 2024/25 for this project.



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 financed through this fund are specified on the Road Bond Construction Fund schedule located in the Capital Projects section of this document.■



Road Bond Debt Retirement Fund

SUMMARY OF BUDGET CHANGES

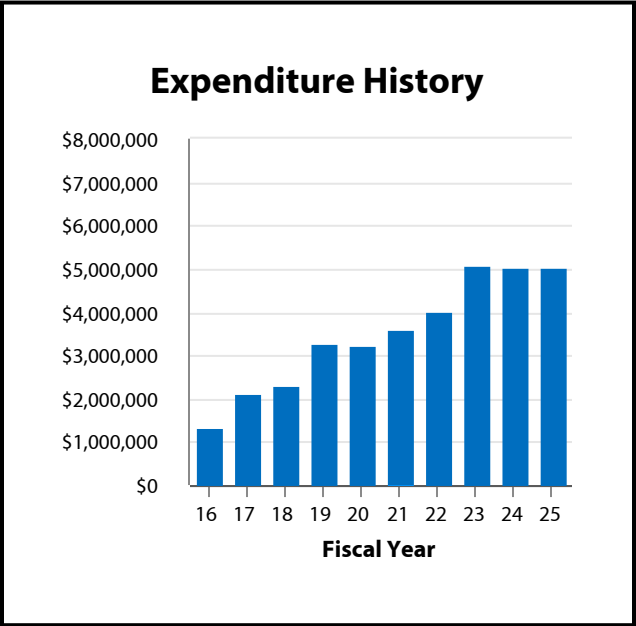
SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 0.4%.

Supplies - There is no Supplies budget for this fund.

Other Charges - Total Other Charges remain the same as the prior year at \$2,850 for required fees for remaining bonds.

Debt Service - Total Debt Service decreased \$20,730 or 0.4% based on actual bond amortization schedules. There are no new road bond debt issuances planned for the budget year.



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Supplies	\$0	\$0	\$0	\$0	\$0
Other Charges	2,850	2,850	2,850	2,850	2,850
Debt Service	5,077,500	5,049,580	5,049,600	5,028,850	5,028,850
Total	\$5,080,350	\$5,052,430	\$5,052,450	\$5,031,700	\$5,031,700

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 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.

Debt Service accounts for less than 2.4% of General Fund Expenditures

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 2024/25 fiscal year total \$1,375,856.



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 2024/25 fiscal year total \$1,581,500. ■



Limited Tax General Obligation Fund

SUMMARY OF BUDGET CHANGES

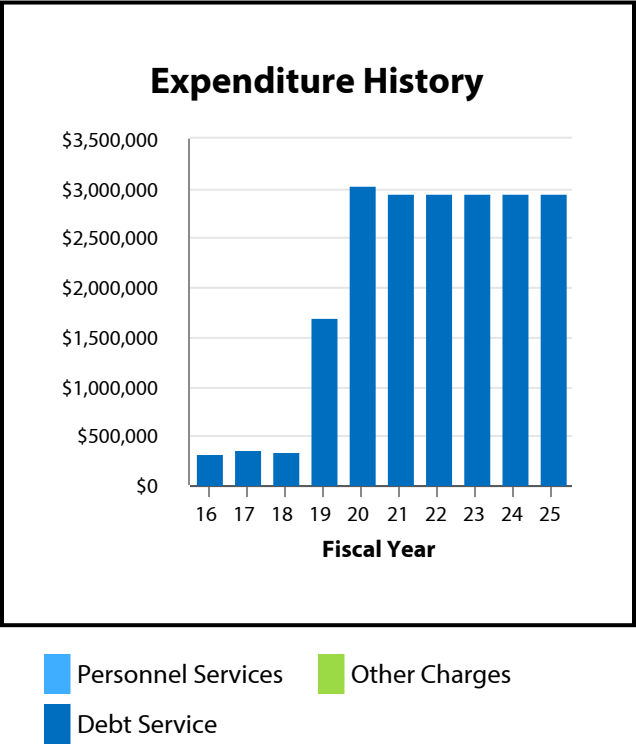
SIGNIFICANT NOTES – 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased 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 is proposed to decrease by \$3,960 or 0.1%. Total debt service payments will be \$2,957,400. This decrease is the cumulative effect of rising principal and falling interest payments as the Capital Improvement bonds age.



FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Personnel Services	\$0	\$0	\$0	\$0	\$0
Other Charges	1,000	1,000	1,000	1,000	1,000
Debt Service	2,961,360	2,961,360	2,961,400	2,957,400	2,957,400
Total	\$2,962,360	\$2,962,360	\$2,962,400	\$2,958,400	\$2,958,400

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 currently maintains two capital projects funds, the Capital Projects 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	2021/22 Actual	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Adopted
CAPITAL PROJECTS FUND						
REVENUES						
State & Local Returns	\$2,770	\$312,540	\$618,870	\$552,090	\$0	\$0
Other Revenue	113,780	1,026,070	924,900	594,750	1,599,800	1,599,800
Proceeds Long-Term Debt	0	0	0	0	0	0
Transfer from General Fund	5,510,450	7,244,630	5,590,000	5,590,000	5,804,200	5,804,200
Transfers from Facilities Fund	0	375,630	0	0	0	0
Total Revenues	5,627,000	8,958,870	7,133,770	6,736,840	7,404,000	7,404,000
EXPENDITURES						
Capital Equipment	1,072,380	643,720	1,413,600	1,411,550	574,850	574,850
Capital Equipment - IT	349,200	379,480	574,430	588,780	480,750	480,750
Capital Vehicles	2,070,330	1,362,300	3,442,420	3,478,770	2,208,450	2,208,450
Capital Projects	4,161,210	3,948,890	7,272,960	7,459,150	3,488,550	3,488,550
Other Charges	0	0	0	0	0	0
Total Expenditures	7,653,120	6,334,390	12,703,410	12,938,250	6,752,600	6,752,600
Rev. Over (Under) Expend.	(2,026,120)	2,624,480	(5,569,640)	(6,201,410)	651,400	651,400
Beginning Fund Balance	8,628,370	6,602,250	9,226,730	9,226,730	3,025,320	3,025,320
Ending Fund Balance	\$6,602,250	\$9,226,730	\$3,657,090	\$3,025,320	\$3,676,720	\$3,676,720
FACILITIES IMPROVE. FUND						
REVENUES						
Federal & Other Rev Sources	\$298,160	\$0	\$0	\$0	\$0	\$0
Total Revenues	298,160	0	0	0	0	0
EXPENDITURES						
Other Charges	0	0	0	0	0	0
Capital Improvements	867,060	0	0	0	0	0
Transfers to Capital Projects	0	375,630	0	0	0	0
Total Expenditures	867,060	375,630	0	0	0	0
Rev. Over (Under) Expend.	(568,900)	(375,630)	0	0	0	0
Beginning Fund Balance	944,530	375,630	0	0	0	0
Ending Fund Balance	\$375,630	\$0	\$0	\$0	\$0	\$0
CLINTON RIVER REST. FUND						
REVENUES						
Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	0
Total Revenues	0	0	0	0	0	0
EXPENDITURES						
Other Charges	620	4,320	0	0	0	0
Capital Projects	0	0	0	0	0	0
Total Expenditures	620	4,320	0	0	0	0
Rev. Over (Under) Expend.	(620)	(4,320)	0	0	0	0
Beginning Fund Balance	17,860	17,240	12,920	12,920	12,920	12,920
Ending Fund Balance	\$17,240	\$12,920	\$12,920	\$12,920	\$12,920	\$12,920
ROAD BOND CONSTR. FUND						
REVENUES						
Other Revenue	\$(154,740)	\$350,620	\$150,000	\$250,000	\$100,000	\$100,000
Proceeds Long-Term Debt	16,850,000	0	0	0	0	0
Bond Premiums	1,036,150	0	0	0	0	0
Total Revenues	17,731,410	350,620	150,000	250,000	100,000	100,000
EXPENDITURES						
Capital Improvements	10,023,340	11,474,230	12,972,020	12,972,020	2,000,000	2,000,000
Other Charges	405,840	0	0	0	0	0
Total Expenditures	10,429,180	11,474,230	12,972,020	12,972,020	2,000,000	2,000,000
Rev. Over (Under) Expend.	7,302,230	(11,123,610)	(12,822,020)	(12,722,020)	(1,900,000)	(1,900,000)
Beginning Fund Balance	18,549,300	25,851,530	14,727,920	14,727,920	2,005,900	2,005,900
Ending Fund Balance	\$25,851,530	\$14,727,920	\$1,905,900	\$2,005,900	\$105,900	\$105,900

STATE & LOCAL RETURNS

Revenue from Federal, State, and/or County grants is included in State and Local Returns. There is no grant revenue budgeted for the fiscal year 2024/25. Grants received in the prior year include Assistance to Firefighters grant and a grant through the Michigan Municipal Risk Management Authority.

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 2024/25 Budget, revenues generated from Other Financing Sources represent 77.3% of total revenue sources, a increase of \$214,200. Transfers from the General Fund continue to increase 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.

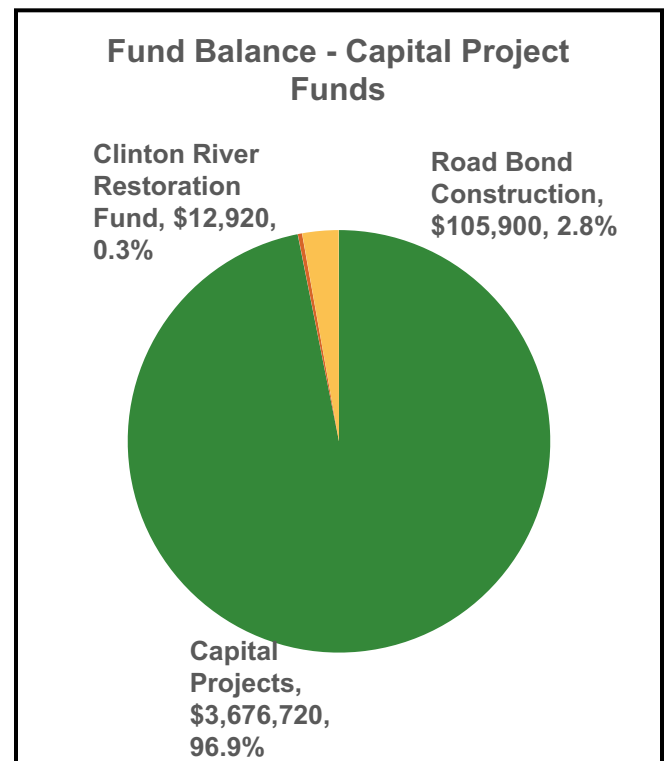
In the 2024/25 Budget, Other Revenues represent 22.7% of total revenue sources, a increase of \$624,900. This is primarily due to an increase in anticipated investment income and reimbursements from homeowners for sidewalk replacement and repairs.

EXCESS REVENUE OVER (UNDER) EXPENDITURES

A budgeted Use of Fund Balance exists when expenditures exceed revenues, provided that fund balance is available.

In the 2024/25 Budget, use of fund balance as a revenue source totals \$1,248,600. This is due to a planned drawdown of reserves to fund the final portion of the Mound Road reconstruction project. Bonds to fund this project were issued in previous fiscal years and remain the primary source of funding.

Fund balance reserves across all Capital Project Funds total \$3,795,540 and consist of \$105,900 in the Road Bond Construction Fund, \$12,920 in the Clinton River Restoration Fund, and \$3,676,720 in the Capital Projects Fund. Capital Fund reserves will be used for future projects, such as the renovations of Fire Station #5 and the former jail facility at the police station.



Total Fund Balance = \$3,795,540

CAPITAL PROJECT FUNDS

REVENUE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
	<u>STATE & LOCAL RETURNS</u>						
529000	Federal Grant - Other	\$212,540	2.28	\$516,040	7.05	\$0	0.00
539002	State Grants	100,000	1.07	70,000	0.96	0	0.00
549000	County & Other Local Grants	0	0.00	32,830	0.45	0	0.00
	Total State & Local Returns	312,540	3.36	618,870	8.46	0	0.00
	<u>OTHER FINANCING SOURCES</u>						
699101	Transfer from General Fund	7,244,630	77.82	5,590,000	76.40	5,804,200	77.35
699404	Transfer from Facilities Fund	375,630	4.03	0	0.00	0	0.00
	Total Other Financing Sources	7,620,260	81.85	5,590,000	76.40	5,804,200	77.35
	<u>OTHER REVENUE</u>						
665000	Interest on Investments	413,920	4.45	250,000	3.42	365,800	4.87
665003	Interest - Bonds	12,610	0.14	0	0.00	0	0.00
665445	Interest & Penalties - Tax Roll	20	0.00	0	0.00	0	0.00
672000	Special Assessment Revenue	12,000	0.13	13,650	0.19	29,000	0.39
672445	SA Delinquent Interest & Penalties	0	0.00	0	0.00	0	0.00
672665	Special Assessment Interest	1,120	0.01	1,250	0.02	5,000	0.07
675000	Contributions & Donations	21,000	0.23	0	0.00	0	0.00
676000	Reimbursements	869,010	9.33	710,000	9.70	1,200,000	15.99
677008	Unrealized Gain/Loss	(73,540)	(0.79)	0	0.00	0	0.00
685000	Miscellaneous Revenue	7,500	0.08	0	0.00	0	0.00
685015	Miscellaneous Revenue - MCPWC	113,050	1.21	100,000	1.37	100,000	1.33
	Total Other Revenue	1,376,690	14.79	1,074,900	14.70	1,699,800	22.65
	Total Capital Projects Funds	\$9,309,490	100.00	\$7,283,770	100.00	\$7,504,000	100.00

Note: The 2022-2023 Actual Column is rounded to the nearest \$10.

CAPITAL PROJECT FUNDS

EXPENDITURE SUMMARY BY ACCOUNT

Account Number	Account Name	2022-2023 Actual		2023-2024 Budget		2024-2025 Budget	
		Dollars	%	Dollars	%	Dollars	%
	OTHER CHARGES						
826000	Contracted Services	\$4,320	0.02	\$0	0.00	\$0	0.00
	Total Other Charges	4,320	0.02	0	0.00	0	0.00
	CAPITAL OUTLAY						
975000	Building & Improvements	467,040	2.57	576,740	2.25	286,000	3.27
975010	Municipal Building Modernization	171,520	0.94	407,540	1.59	256,500	2.93
975020	Library Renovations	44,010	0.24	37,580	0.15	120,000	1.37
975030	DPW Building	227,210	1.25	816,060	3.18	0	0.00
975040	DPW Storage Facilities	0	0.00	10,000	0.04	0	0.00
975220	Misc. Fire Station Improvements	0	0.00	700,000	2.73	425,000	4.86
975388	Delia Park Parking Lot Improvement	872,490	4.80	0	0.00	0	0.00
979000	Computer Equipment	223,520	1.23	447,010	1.74	237,750	2.72
979150	Financial System - Hardware	69,880	0.38	68,700	0.27	148,500	1.70
979320	Police Department - Car Computers	86,080	0.47	0	0.00	0	0.00
979330	Police Department - Software	0	0.00	0	0.00	17,000	0.19
979850	Fire Department - Hardware	0	0.00	58,720	0.23	77,500	0.89
982000	Machinery & Equipment	455,520	2.50	609,890	2.38	474,850	5.43
982001	Machinery & Equipment - Grant	94,340	0.52	516,040	2.01	0	0.00
984000	Vehicles	35,240	0.19	0	0.00	32,000	0.37
984265	Vehicles - Facilities Maintenance	96,870	0.53	0	0.00	0	0.00
984315	Vehicles - Police Operations	580,060	3.19	572,420	2.23	406,350	4.64
984316	Vehicles - Police Upfitting	0	0.00	230,000	0.90	189,000	2.16
984337	Vehicles - Fire Administration	66,750	0.37	120,520	0.47	0	0.00
984338	Vehicles - Fire Transport	247,620	1.36	361,030	1.41	366,100	4.18
984339	Vehicles - Fire Extinguishment	0	0.00	528,000	2.06	64,000	0.73
984341	Vehicles - Fire Prevention	68,750	0.38	0	0.00	0	0.00
984412	Vehicles - Building	26,630	0.15	28,900	0.11	32,000	0.37
984444	Vehicles - Street Services	213,750	1.18	1,431,710	5.58	928,000	10.60
984447	Vehicles - Engineering	0	0.00	43,890	0.17	0	0.00
984553	Vehicles - Fleet Maintenance	0	0.00	77,530	0.30	109,000	1.25
984752	Vehicles - Parks & Recreation	26,630	0.15	48,420	0.19	82,000	0.94
986000	Major Drain Improvements	133,820	0.74	319,670	1.25	200,000	2.29
987000	Public Art	93,860	0.52	287,670	1.12	100,000	1.14
988000	Construction	165,270	0.91	2,813,180	10.96	2,201,050	25.15
988291	M59 Regional Median Improvements	51,920	0.29	0	0.00	0	0.00
988303	2018 Sidewalk Gap Program	3,580	0.02	0	0.00	0	0.00
988344	Mound Reconstruction I696 to M59	11,422,310	62.80	12,972,020	50.52	2,000,000	22.85
988348	Gibson Drain CH 21 Drain Petit	1,320	0.01	18,690	0.07	0	0.00
988381	2023 Sidewalk Gap Program	115,320	0.63	784,690	3.06	0	0.00
988384	Takoma Park Subdivision Pond Study	4,990	0.03	3,010	0.01	0	0.00
988385	2022 Sidewalk Replacement Program	1,548,160	8.51	123,840	0.48	0	0.00
988386	Asphalt Resurfacing Fire Station	194,160	1.07	3,960	0.02	0	0.00
988418	City Hall West Parking Lot Improvement	0	0.00	30,000	0.12	0	0.00
988422	M59 Rail Install Dequindre to Van Dyke	0	0.00	628,000	2.45	0	0.00
	Total Capital Outlay	17,808,620	97.91	25,675,430	100.00	8,752,600	100.00
	TRANSFERS OUT						
999403	Transfer to Capital Projects - General	375,630	2.07	0	0.00	0	0.00
	Total Transfers Out	375,630	2.07	0	0.00	0	0.00
	Total Capital Projects Fund	\$18,188,570	100.00	\$25,675,430	100.00	\$8,752,600	100.00

2022-2023 Actual Column is rounded to the nearest \$10.

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.

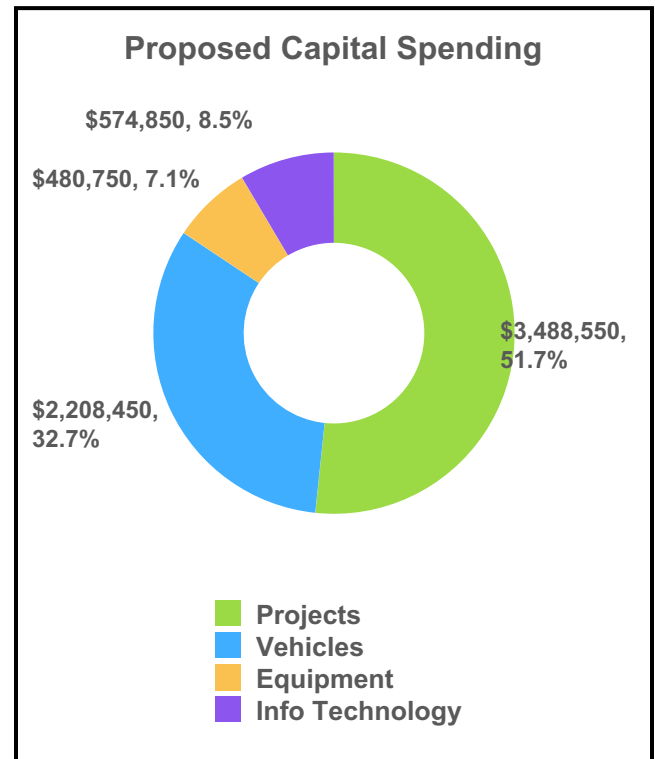
Creating a separate fund to account for capital projects, vehicles and equipment, provides a formal mechanism that enables administrators to ensure that revenues dedicated to a certain purpose are used for that purpose. This fund enables administrators to report to creditors and other grantors of capital 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 2024/25 totals \$6,752,600 and includes \$3,488,550 improvement projects, \$1,055,600 for capital equipment and information technology improvements and \$2,208,450 for vehicles.

For a complete list of all equipment, vehicles and projects, please refer to the Capital schedules on the following pages. ■



Total Expenditures = \$6,752,600

Capital Projects Fund

SUMMARY OF BUDGET CHANGES

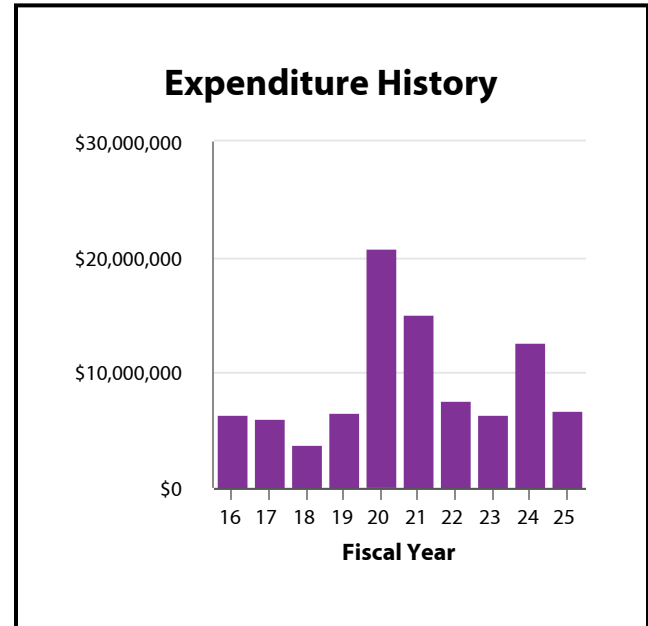
SIGNIFICANT NOTES - 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

The total budget decreased by 46.8%.

Capital – Total Capital of \$6,752,600 is proposed. \$574,850 is for capital equipment, \$2,208,450 for capital vehicles, and \$480,750 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, Capital Projects totaling \$3,488,550 are proposed. Significant projects are listed below:

- Facilities Maintenance Workshop and Storage Facility (\$286,000)
- Restroom Renovations in City Hall (\$119,000)
- City Hall South Entrance Door Replacement (\$130,000)
- Library Elevator Modernization (\$120,000)
- Fire Station #1 Parking Lot Reconstruction (\$350,000)
- Fire Station #4 Generator (\$75,000)
- Clinton River Bank Stabilization (\$100,000)
- Park Trail Replacement Plan - "P" Loop in Dodge Park (\$214,000)
- Drain Trail Extension at Nelson Park (232,500)
- Park Fencing Replacement - Imus Park (\$44,550)
- Nature Center Bridge Repair (\$750,000)
- 2024 Sidewalk Repair Program (\$450,000)
- 41A District Court Awning Replacement (\$7,500)



Other Charges Capital Outlay
Transfers Out

For a complete listing of all Capital Equipment, Vehicles, and Projects, please refer to the schedules on the following pages.

FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Other Charges	\$0	\$0	\$0	\$0	\$0
Capital Outlay	6,334,390	12,703,410	12,938,250	6,752,600	6,752,600
Transfers Out	0	0	0	0	0
Total	\$6,334,390	\$12,703,410	\$12,938,250	\$6,752,600	\$6,752,600

The Road Bond Construction Fund is a Capital Projects Fund that was established in compliance with Government Accounting Standards Board (GASB) No. 6. Proceeds from the Long-Term Debt account are the most significant revenue source for this Fund.

The Road Bond Construction Fund is used to account for transactions relating to road construction costs, paving, or storm drain activities financed by special assessments or long-term bonds. Other transactions, which are accounted for in this Fund, are associated road construction costs such as engineering costs, legal fees, advertising costs for bids, and rights-of-way acquisition costs.

The Road Bond Construction Fund is a self-balancing group of accounts used for recording bond proceeds received from the sale of bonds. The offsetting expenditures are for the construction of capital projects.

The Road Bond Construction Fund is a self-balancing group of accounts used for recording bond proceeds received from the sale of bonds. The offsetting expenditures are for the construction of capital projects as described below.

Proposal R, Michigan Transportation Fund, Build America Bonds, and Special Assessment Bonds are sold to finance the cost of the road construction projects within this Fund.



In fiscal year 2024/25, the Mound Road reconstruction project will be completed. Total funding was reduced to \$2,000,000 as the renovations enter the final phase. A federal grant of \$98 million was awarded toward the total

reconstruction of Mound Road from Interstate 696 to M59 and an additional \$32 million of funding from the State of Michigan was recently allocated. The City of Sterling Heights, the City of Warren, and Macomb County are contributing to the total project cost of \$230 million. A bond was sold in the spring of 2021 to begin funding the City's share. A second bond was sold in the spring of 2022 for the remainder of the project.

Additional information regarding the projects undertaken in the Road Bond Construction Fund can be found in the Capital Projects section of this document. ■



INNOVATE MOUND Construction Progress



Road Bond Construction Fund

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES - 2024/25 BUDGET COMPARED TO PRIOR YEAR BUDGET

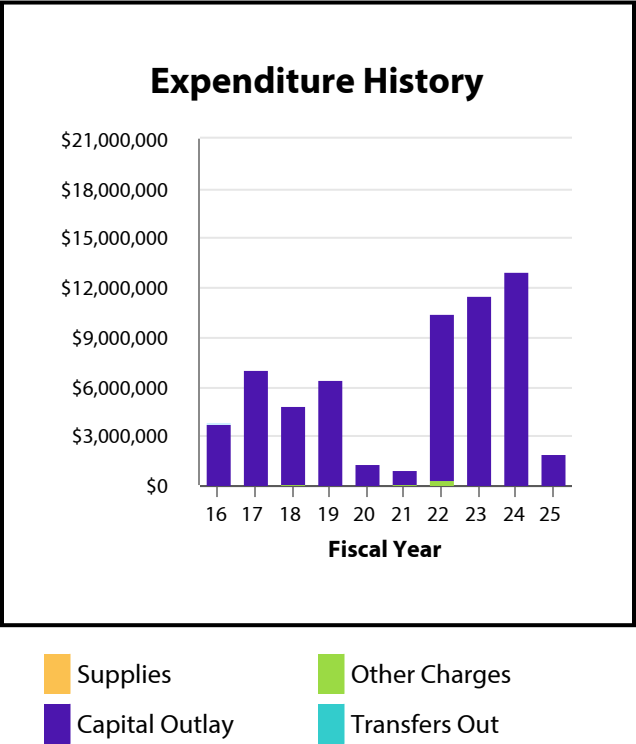
The total budget decreased by 84.6%.

Supplies – There is no Supplies budget for this fund.

Other Charges – There is no Other Charges budget for this fund.

Capital - Total Capital of \$2,000,000 is proposed for this fund. The entire amount is for the final phase of the Mound Road reconstruction project. A federal grant of \$98 million was awarded toward the total reconstruction of Mound Road from Interstate 696 to M59 and an additional \$32 million of funding from the State of Michigan was recently allocated. The City of Sterling Heights, the City of Warren and Macomb County are contributing the remainder of the total project cost of \$230 million.

Transfers Out – There are no Transfers Out proposed for this fund.



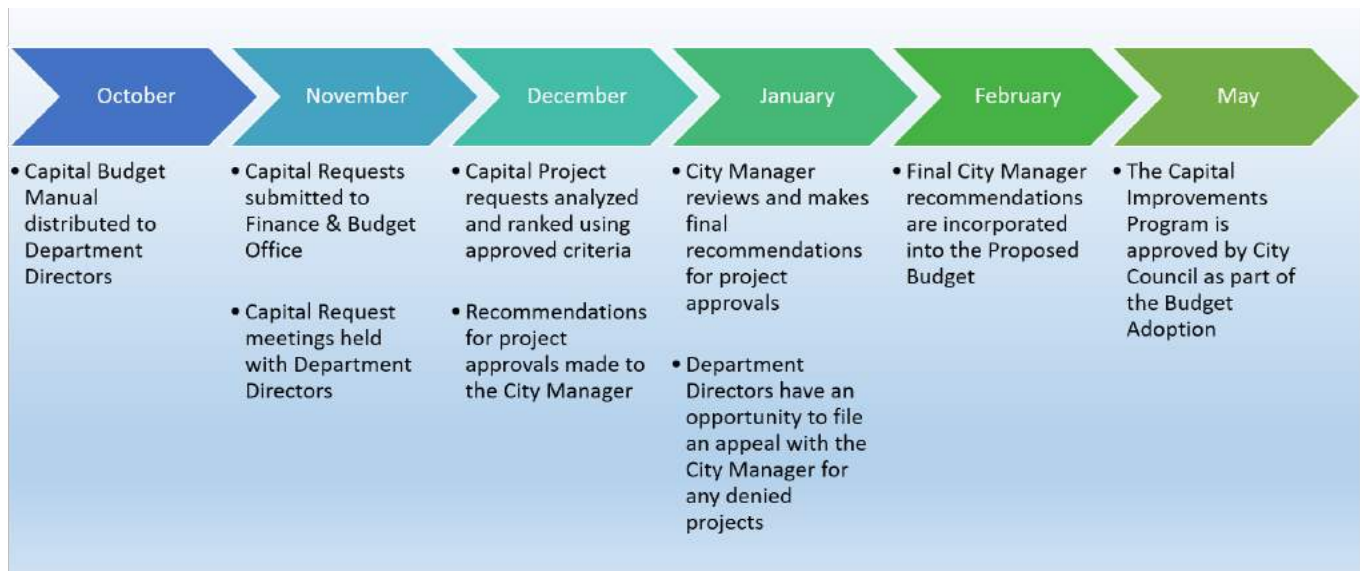
FUNDING LEVEL SUMMARY

	2022/23 Actual	2023/24 Budget	2023/24 Estimate	2024/25 Proposed	2024/25 Approved
Supplies	\$0	\$0	\$0	\$0	\$0
Other Charges	0	0	0	0	0
Capital Outlay	11,474,230	12,972,020	12,972,020	2,000,000	2,000,000
Transfers Out	0	0	0	0	0
Total	\$11,474,230	\$12,972,020	\$12,972,020	\$2,000,000	\$2,000,000

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-five (55) 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:

- Resident participation shall be strongly encouraged through the process of developing and adopting the Capital Improvement Program.
- Projects included in the Capital Program shall be consistent with the City's Master Plan.
- 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 mandated 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-basic, Planning-auxiliary, Parks and Recreation, Library-discretionary).

In fiscal year 2024/25, the City's total capital funding is \$24,551,200. Of the total, \$19,979,100 is budgeted for improvements, \$3,103,950 is for vehicles, \$1,468,150 is for equipment and Information Technology.

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 2024/25 is \$3,488,550.

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 2024/25, the budgeted expenditures total \$2,000,000. This expenditure represents the final phase of the Mound Road total reconstruction and uses remaining bond proceeds from previously issued bonds.

Gas & Weight tax revenue received in the Major Road Fund is used for construction, maintenance and other operations pertaining to all streets classified as “major” within the City. These revenues are generated by the tax on gasoline & vehicle sales. Funds are distributed to each community based on population, miles, and classification of road types and are commonly referred to as Act 51 Funds. Major Road Fund street improvements totaling \$7,840,000 are budgeted for fiscal year 2024/25.

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 reconstruction is also financed using designated proceeds from the Safe Streets millage. Local Road Fund street improvements totaling \$5,500,000 are budgeted for fiscal year 2024/25. Approximately \$4,300,000 of which is funded through the dedicated millage.

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 *Recreating Recreation* millage in November 2016. In 2024/25, \$454,000 is budgeted for park improvements including the construction of a paved path at Donovan Park, the installation of a disc golf course at Puffin Park, the replacement of the Baumgartner Park scoreboards, and the purchase of

equipment necessary to maintain the grounds of park properties.

The Community Development Block Grant Fund has been used in constructive ways in prior years for the development of the community. In 2024/25, \$770,250 is budgeted for the remodeling of the kitchen and the replacement of atrium lighting at the Senior Center, and the reconstruction of Doncaster Drive.

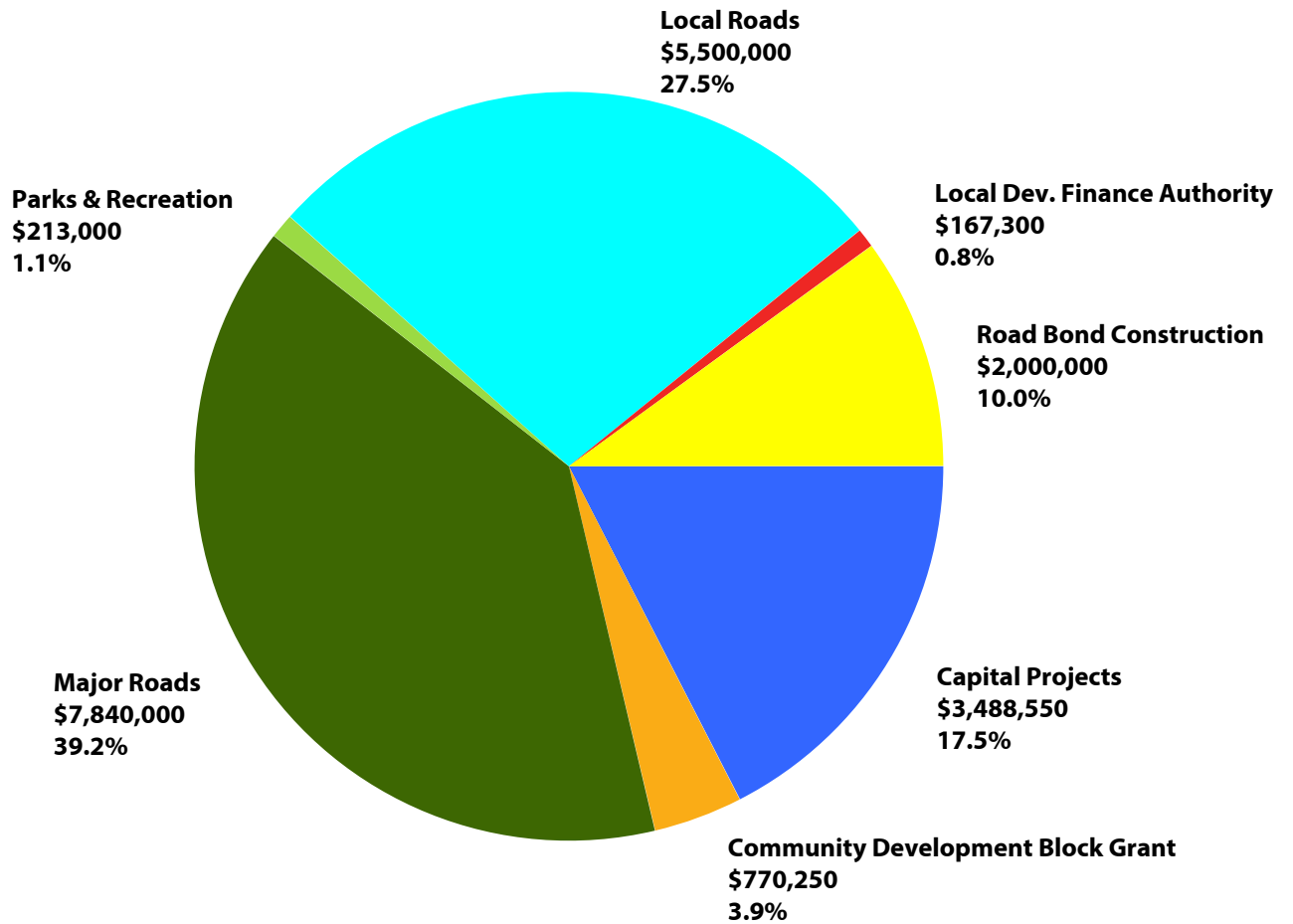
The American Rescue Plan Act Fund is a temporary fund created to account for the funds received from the American Rescue Plan and the expenditures for projects approved under the City's ARPA Action Plan. There are no new capital projects proposed in the 2024/25 budget, however many projects were appropriated in the 2023/24 amended budget and funds will be carried forward as necessary.

The Corridor Improvement Authority Fund is used to account for public improvements that are made utilizing tax increment financing. For 2024/25, there are no land acquisitions or public improvement projects in the proposed budget.

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 2024/25, \$167,300 is budgeted for the replacement of the HVAC controls at the Velocity Center.

The primary funding sources for Water & Sewer Fund improvements and replacement projects are fees charged for connections into the existing system and funding from special assessments and bond proceeds. In the proposed budget, bond proceeds will fund projects totaling \$3,707,050. ■

Total Capital Improvements* Program by Fund



This graph breaks down the total Capital Improvements Program of \$19,979,100 by Fund.

*Note: Excludes Vehicles, Equipment and Information Technology.

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 2023/24	Estimate 2023/24	Qty.	Proposed Budget 2024/25	Qty.	Adopted Budget 2024/25	Dept. Request 2025/26	Dept. Request 2026/27	Dept. Request 2027/28	Dept. Request 2028/29	Dept. Request 2029/30
City Administration Department														
City Clerk (401-215.170)														
Security Cameras for Election Drop Boxes and C/R Storage (HAVA Grant funded)	982.000	Machinery & Equip.	1	20,050	20,050									
Election Center Printer (Grant funded)	982.000	Machinery & Equip.	1	4,000	4,000									
ADA Ballot Containers (Grant funded)	982.000	Machinery & Equip.	60	12,000	12,000									
Mail Machine	982.000	Machinery & Equip.	1	18,550	18,550									
Total City Administration Department			63	\$54,600	\$54,600	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$0
Facilities Maintenance (401-265.170)														
John Deere Gator 6x4 UTV	982.000	Machinery & Equip.	1	12,000	11,000									
Exercise Equipment	982.000	Machinery & Equip.				3	15,300	3	15,300					
Total Facilities Maintenance			1	\$12,000	\$11,000	3	\$15,300	3	\$15,300	\$0	\$0	\$0	\$0	\$0
Public Library Department (401-790.780)														
Additional Library Seating	982.000	Machinery & Equip.				2	15,000	2	15,000					
Interactive Play Table	982.000	Machinery & Equip.				1	7,000	1	7,000					
Total Public Library Department			0	\$0	\$0	3	\$22,000	3	\$22,000	\$0	\$0	\$0	\$0	\$0
City Development Department														
Engineering (401-447.400)														
Robotic Survey Instruement	982.000	Machinery & Equip.	1	25,000	23,350									
Total City Development Department			1	\$25,000	\$23,350	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$0
Police Department														
Police Investigations (401-310.301)														
Tactical Vests (CSU)	982.000	Machinery & Equip.				10	19,250	10	19,250					
Replacement Weapons (Less Trade In Value)	982.000	Machinery & Equip.				57	5,350	57	5,350					
Total Police Investigations			0	\$0	\$0	67	\$24,600	67	\$24,600	\$0	\$0	\$0	\$0	\$0
Police Operations (401-315.301)														
Stalker RLR Lidar handheld speed measuring	982.000	Machinery & Equip.	10	28,270	27,800									
Life Fitness PowerMill (Insurance Claim)	982.000	Machinery & Equip.	1	6,580	6,580									
Radio Equipment	982.000	Machinery & Equip.	22	43,500	44,420									
Total Police Operations			33	\$78,350	\$78,800	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$0
Total Police Department			33	\$78,350	\$78,800	67	\$24,600	67	\$24,600	\$0	\$0	\$0	\$0	\$0
Fire Department														
Fire Administration (401-337.336)														
Source Capture Exhaust Systems (AFG Grant)	982.001	Machinery & Equip.	5	337,940	337,940									

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS				
			Qty.	Budget 2023/24	Estimate 2023/24	Qty.	Proposed Budget 2024/25	Qty.	Adopted Budget 2024/25	Dept. Request 2025/26	Dept. Request 2026/27	Dept. Request 2027/28	Dept. Request 2028/29	Dept. Request 2029/30
Paratech Lifting Bags	982.000	Machinery & Equip.	1	8,300	8,450									
Total Fire Administration			6	\$346,240	\$346,390	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$0
Fire Transport (401-338.336)														
LifePak 15 Cardiac Monitor/Defibrillator	982.000	Machinery & Equip.	2	86,420	86,420	1	44,200	1	44,200	45,550	46,900	48,300	49,700	51,200
Power Cot Replacement	982.000	Machinery & Equip.				2	65,050	2	65,050	67,000	69,000	71,000	37,000	
Total Fire Transport			2	\$86,420	\$86,420	3	\$109,250	3	\$109,250	\$112,550	\$115,900	\$119,300	\$86,700	\$51,200
Fire Extinguishment (401-339.336)														
Emergency Vehicle Preemption System	982.000	Machinery & Equip.	1	64,800	64,800									
LifePak 15 Cardiac Monitor/Defibrillator	982.000	Machinery & Equip.	1	40,450	40,450									
Turnout Gear Replacement	982.000	Machinery & Equip.	18	80,000	80,000					99,800	87,850			
Turnout Gear Replacement (AFG Grant)	982.001	Machinery & Equip.	32	117,600	117,600									
AED Replacements	982.000	Machinery & Equip.				7	16,750	7	16,750	17,200	17,700	18,200	18,700	19,300
Exercise Equipment (AFG Grant)	982.001	Machinery & Equip.	1	50,000	50,000									
FIT Tester (AFG Grant)	982.001	Machinery & Equip.	1	10,500	10,500									
SCBA Bottles	982.000	Machinery & Equip.	27	26,970	26,970	27	27,000	27	27,000	28,300	29,100	30,000	30,900	31,800
Commercial Range Top/Stove (Fire #5)	982.000	Machinery & Equip.	1	5,500	5,500									
Upgrade Knox Box System	982.000	Machinery & Equip.				34	55,000	34	55,000					
Fire Hose Replacement	982.000	Machinery & Equip.				1	46,450	1	46,450	47,500	52,150	55,000		
Zodiac Boat	982.000	Machinery & Equip.				1	31,000	1	31,000					
EMS Gator with Trailer and Stretcher	982.000	Machinery & Equip.				1	39,000	1	39,000					
Rescue Engine Tools	982.000	Machinery & Equip.				3	16,500	3	16,500					
Clean Cab Project	982.000	Machinery & Equip.				2	18,000	2	18,000					
Total Fire Extinguishment			82	\$395,820	\$395,820	76	\$249,700	76	\$249,700	\$192,800	\$186,800	\$103,200	\$49,600	\$51,100
Total Fire Department			90	\$828,480	\$828,630	79	\$358,950	79	\$358,950	\$305,350	\$302,700	\$222,500	\$136,300	\$102,300
Public Works Department														
Street Services (401-446.440)														
Stump Grinder	982.000	Machinery & Equip.									95,000			
Chipper	982.000	Machinery & Equip.								95,000				
Backhoe	982.000	Machinery & Equip.									175,000			
Patch Oven	982.000	Machinery & Equip.											30,000	
Skidsteer	982.000	Machinery & Equip.								110,000				
Arrow Boards	982.000	Machinery & Equip.								10,000		10,000		10,000
Loader	982.000	Machinery & Equip.								290,000				
Total Street Services			0	\$0	\$0	0	\$0	0	\$0	\$505,000	\$270,000	\$10,000	\$30,000	\$10,000

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS				
			Qty.	Budget 2023/24	Estimate 2023/24	Qty.	Proposed Budget 2024/25	Qty.	Adopted Budget 2024/25	Dept. Request 2025/26	Dept. Request 2026/27	Dept. Request 2027/28	Dept. Request 2028/29	Dept. Request 2029/30
Fleet Maintenance (401-572.440)														
Diagnostic Laptop	982.000	Machinery & Equip.	1	17,000	17,000									
Fleet Management System	982.000	Machinery & Equip.	1	95,000	95,000									
Total Fleet Maintenance			2	\$112,000	\$112,000	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$0
Total Public Works Department			2	\$112,000	\$112,000	0	\$0	0	\$0	\$505,000	\$270,000	\$10,000	\$30,000	\$10,000
Community Relations Dept. (401-261.289)														
Playback Server	982.000	Machinery & Equip.	1	15,500	15,500									
TriCaster 2 Elite Switcher	982.000	Machinery & Equip.				1	54,000	1	54,000					
Replacement TV & Video Equipment	982.000	Machinery & Equip.								10,000	25,300	15,000		
Ringo Starr Sculpture	987.000	Public Art	1	95,000	95,000									
Public Art - Other	987.000	Public Art		192,670	192,670	1	100,000	1	100,000	100,000	100,000	100,000	100,000	100,000
Total Community Relations Department			2	\$303,170	\$303,170	2	\$154,000	2	\$154,000	\$110,000	\$125,300	\$115,000	\$100,000	\$100,000
Total Capital Projects Fund			192	\$1,413,600	\$1,411,550	154	\$574,850	154	\$574,850	\$920,350	\$698,000	\$347,500	\$266,300	\$212,300
Parks & Recreation Fund (208-752.750)														
Baumgartner Park Scoreboards	982.000	Machinery & Equip.				2	26,000	2	26,000					
Senior Center Projectors	982.000	Machinery & Equip.				2	11,000	2	11,000					
ABI Force Infield Groomer & Laser Grader	982.000	Machinery & Equip.				1	47,000	1	47,000					
Slit Seeder	982.000	Machinery & Equip.				1	6,000	1	6,000					
Mobile Watering System	982.000	Machinery & Equip.				1	8,500	1	8,500					
Chipper	982.000	Machinery & Equip.				1	15,000	1	15,000					
Z-Spray Spreader-Sprayer	982.000	Machinery & Equip.				1	25,000	1	25,000					
Trailer	982.000	Machinery & Equip.				1	8,000	1	8,000					
John Deere Gator	982.000	Machinery & Equip.								17,000	18,000			
Sr. Center Pool Tables	982.000	Machinery & Equip.									26,000			
Zamboni	982.000	Machinery & Equip.											125,000	
Delia Park Scoreboards	982.000	Machinery & Equip.												80,000
Total Parks & Recreation Fund			0	\$0	\$0	10	\$146,500	10	\$146,500	\$17,000	\$44,000	\$0	\$125,000	\$80,000
Public Safety Forfeiture Fund														
Federal Forfeitures (262-321.310)														
Rifle Rated Shields	982.000	Machinery & Equip.	2	14,020	14,000	1	7,100	1	7,100					
K9 Night Vision	982.000	Machinery & Equip.	1	11,580	11,700									
K910G Density Meter	982.000	Machinery & Equip.	1	7,000	7,000									
Total Federal Forfeitures			4	\$32,600	\$32,700	1	\$7,100	1	\$7,100	\$0	\$0	\$0	\$0	\$0

CAPITAL EQUIPMENT

Activity Name	Acct.	Account Name	CURRENT CAPITAL BUDGET							FUTURE CAPITAL REQUESTS				
			Qty.	Budget 2023/24	Estimate 2023/24	Qty.	Proposed Budget 2024/25	Qty.	Adopted Budget 2024/25	Dept. Request 2025/26	Dept. Request 2026/27	Dept. Request 2027/28	Dept. Request 2028/29	Dept. Request 2029/30
State Forfeitures (262-323.320)														
Tasers w/Accessories	982.000	Machinery & Equip.	20	6,600	6,600									
Vehicle Radios & Radar Cables	982.000	Machinery & Equip.	1	2,630	2,630									
Handheld/Portable Alternate Light Source (Rofin Flare)	982.000	Machinery & Equip.	1	2,040	2,040									
TruNarc Narcotics Analyzer	982.000	Machinery & Equip.	1	3,360	3,360									
Tactical Vests (SRT)	982.000	Machinery & Equip.				20	38,500	20	38,500					
Tactical Vests - Detective Bureau	982.000	Machinery & Equip.				6	11,200	6	11,200					
Binoculars - Detective Bureau	982.000	Machinery & Equip.				12	4,200	12	4,200					
Sniper Rifle Replacement (SRT)	982.000	Machinery & Equip.				2	17,200	2	17,200	17,160	8,580			
Total State Forfeitures			23	\$14,630	\$14,630	40	\$71,100	40	\$71,100	\$17,160	\$8,580	\$0	\$0	\$0
Total Public Safety Forfeiture Fund			27	\$47,230	\$47,330	41	\$78,200	41	\$78,200	\$17,160	\$8,580	\$0	\$0	\$0
Water & Sewer Fund														
Water Distribution (592-556.000)														
Replace Large Commercial Water Meters	982.000	Machinery & Equip.	5	120,000	120,000									
Backhoe Loader	982.000	Machinery & Equip.				1	175,000	1	175,000					
Trenchless Pipe Repair Kit	982.000	Machinery & Equip.								35,000				
Cement Saw & Trailer	982.000	Machinery & Equip.								10,000		35,000		
Ground Penetrating Radar	982.000	Machinery & Equip.									20,000			
Misc. Replacment Equipment	982.000	Machinery & Equip.								10,000	38,500	24,000		
Total Water Distribution			5	\$120,000	\$120,000	1	\$175,000	1	\$175,000	\$55,000	\$58,500	\$59,000	\$0	\$0
Sewage Collection (592-558.000)														
KISM Scada Sanitary Lift Stations	982.000	Machinery & Equip.	1	25,000	25,000									
Lift Station Pumps	982.000	Machinery & Equip.	1	80,650	80,650									
Total Sewage Collection			2	\$105,650	\$105,650	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$0
Total Water & Sewer Fund			7	\$225,650	\$225,650	1	\$175,000	1	\$175,000	\$55,000	\$58,500	\$59,000	\$0	\$0
Total City Equipment			226	\$1,686,480	\$1,684,530	206	\$974,550	206	\$974,550	\$992,510	\$765,080	\$406,500	\$266,300	\$212,300

INFORMATION TECHNOLOGY CAPITAL PROGRAM

Activity Name	Acct.	Item Description	CURRENT CAPITAL BUDGET											
			Qty.	Budget 2023/24	Estimate 2023/24	Qty.	Proposed Budget 2024/25	Qty.	Adopted Budget 2024/25	Dept.	Dept.	Dept.	Dept.	Dept.
										Request 2025/26	Request 2026/27	Request 2027/28	Request 2028/29	Request 2029/30
CAPITAL PROJECTS FUND														
Information Technology (401-228.170)														
Information Technology	979.000	Data Closet Upgrades	1	42,490	42,490									
Information Technology	979.000	IT Data Center and MDF Closet Renovation				1	25,000	1	25,000					
Planning & Zoning	979.000	iPlan Review Equipment	1	93,000	93,000									
Parks & Recreation	979.000	Security Camera System - Dodge Park	1	22,080	22,080									
Information Technology	979.000	City Hall Firewall Replacement	1	24,720	24,720									
Information Technology	979.000	Core Switch Replacement	1	48,100	48,100									
Information Technology	979.000	VSAN Hardware Replacement	1											
Information Technology	979.000	Backup Storage	1							600,000				
Information Technology	979.000	VDI Hardware Replacement	1								350,000			
Information Technology	979.000	Video Storage	1									500,000		
41A District Court	979.000	Replace Courtroom Audio	1	88,280	88,280								500,000	
41A District Court	979.000	JIS Software Enhancements	1	27,960	27,960									
City Clerk	979.000	Election Inspector Management Software	1	8,280	8,280									
City Clerk	979.000	Laptop Repl. Election Ctr/AV Office/Precincts	61	67,100	67,100									
City Clerk	979.000	Election Worker Management System	1	15,000	15,000									
Public Library	979.000	Collection Management Software				1	12,750	1	12,750					
Various	979.000	Conference Room Scheduling Equip. & Software	10	10,000	11,500									
Parks & Recreation	979.000	Wireless Access at Dodge Park				1	200,000	1	200,000					
Various	979.003	Replacement Personal Computer	57	62,700	62,700	138	148,500	138	148,500	75,000	75,000	75,000	75,000	75,000
Various	979.003	Computers/Desktop Phones for Inc. Headcount	5	6,000	6,000									
Police Operations	979.007	Web Brief Software				1	17,000	1	17,000					
Fire	979.011	Mobile Computers	14	46,720	46,720	14	48,000	14	48,000					
Fire	979.011	Modem-Gateways	14	12,000	24,850	14	29,500	14	29,500					
Total Capital Projects Fund			174	\$574,430	\$588,780	170	\$480,750	170	\$480,750	\$675,000	\$425,000	\$575,000	\$575,000	\$75,000
Public Safety Forfeiture Fund														
<i>State Forfeitures (262-323.320)</i>														
Police Investigations	979.000	Dell Laptops	2	7,080	7,310									
Police Investigations	979.000	Dell 5430 Rugged Laptops				3	10,850	3	10,850					
Police Investigations	979.000	Additional PC - Computer Crimes Division				1	2,000	1	2,000					
Total Public Safety Forf. Fund			2	\$7,080	\$7,310	4	\$12,850	4	\$12,850	\$0	\$0	\$0	\$0	\$0
Total City Info. Technology			176	\$581,510	\$596,090	174	\$493,600	174	\$493,600	\$675,000	\$425,000	\$575,000	\$575,000	\$75,000

CAPITAL VEHICLES

Vehicle Description	Acct. No.	CURRENT CAPITAL BUDGET								FUTURE CAPITAL REQUESTS				
		Responsible Activity	Qty.	Budget 2023/24	Estimate 2023/24	Qty.	Proposed Budget 2024/25	Qty.	Adopted Budget 2024/25	Dept. Request 2025/26	Dept. Request 2026/27	Dept. Request 2027/28	Dept. Request 2028/29	Dept. Request 2029/30
CAPITAL PROJECTS FUND (401)														
Chevy Malibu (Replacement)	901.000-984.000	City Management				1	32,000	1	32,000					
Vehicle Replacement Plan	315.301-984.000	Police Operations	10	430,000	419,450	9	406,350	9	406,350	474,000	498,000	523,000	549,000	576,000
Upfitting for Police Vehicles	315.301-984.000	Police Operations		14,440	14,440									
Upfitting for Police Vehicles	315.301-984.001	Police Operations	10	230,000	230,000	9	189,000	9	189,000	221,000	232,000	244,000	256,000	269,000
Chevy Blazer EV PPV plus upfitting	315.301-984.000	Police Operations		86,000	86,000									
Deputy Police Chief Vehicle	315.301-984.000	Police Administration	1	41,980	41,980									
Ford F-150 Lightning (EV) (Replacement)	337.336-984.000	Fire Administration	1	43,890	43,890									
Ford Maverick (Replacement)	337.336-984.000	Fire Administration	1	28,900	28,900									
Ford F-150 SSV (Replacement)	337.336-984.000	Fire Administration	1	47,730	47,730									
Ambulance (Replacement)	338.336-984.000	Fire Transport	1	361,030	361,030	1	366,100	1	366,100	384,000	403,000	423,000	444,000	466,000
Alternative Response Vehicles	339.336-984.000	Fire Operations	5	500,000	500,000									
Pierce Enforcer Fire Pumper	339.336-984.000	Fire Operations		28,000	28,000					700,000				
Ladder Truck	339.336-984.000	Fire Operations										2,100,000		
Ford Maverick (Replacement)	339.336-984.000	Fire Operations				2	64,000	2	64,000					
Ford Maverick (Replacement)	371.400-984.000	Building	1	28,900	28,900									
Ford Escape (Replacement)	371.400-984.000	Building				1	32,000	1	32,000					
Ford F-250 w/plow (Replacement)	446.440-984.000	DPW Street Services	2	121,710	121,700									225,000
Ford F-350 w/plow (Replacement)	446.440-984.000	DPW Street Services				1	68,000	1	68,000					
Ford F-650 (Replacement)	446.440-984.000	DPW Street Services									275,000		250,000	
Tandem-Axle Dump Truck w/Plow	446.440-984.000	DPW Street Services	3	1,010,000	1,010,000	2	600,000	2	600,000	635,000	615,000	700,000	650,000	
Street Sweeper	446.440-984.000	DPW Street Services	1	300,000	346,910					365,000				375,000
Chipper Truck w/ Bucket (Replacement)	446.440-984.000	DPW Street Services				1	260,000	1	260,000					
Sterling LT7501 (Replacement)	446.440-984.000	DPW Street Services									550,000			
Ford F-150 Lightning (EV) (Replacement)	447.400-984.000	Engineering	1	43,890	43,890									
Ford Mach E	572.440-984.000	Fleet	1	48,540	48,540									
Chevy Bolt EUV	572.440-984.000	Fleet	1	28,990	28,990									
Ford Transit 150 (Replacement)	572.440-984.000	Fleet				1	45,000	1	45,000					
Ford Escape (Pool Vehicles)	572.440-984.000	Fleet				2	64,000	2	64,000					
Annual Vehicle Replacement Plan	572.440-984.000	Fleet								400,000	420,000	441,000	463,000	486,000
Ford F-250	752.750-984.000	Parks & Recreation	1	48,420	48,420									
Ford F-150 (Replacement)	752.750-984.000	Parks & Recreation				1	50,000	1	50,000					
Ford Maverick (Replacement)	752.750-984.000	Parks & Recreation				1	32,000	1	32,000					
Total Capital Projects Fund Vehicles			41	\$3,442,420	\$3,478,770	32	\$2,208,450	32	\$2,208,450	\$3,179,000	\$2,993,000	\$4,431,000	\$2,612,000	\$2,397,000
PARKS & RECREATION FUND (208-752.750)														
Ford E450 Champion Challenger Bus (SMART Funded)	984.000	Parks & Recreation	1	257,000	256,960									
F250 plus Dump and Plow	984.000	Parks & Recreation				1	62,500	1	62,500					
Utility Vehicle and Plow	984.000	Parks & Recreation				1	32,000	1	32,000					
Total Parks & Recreation Fund Vehicles			1	\$257,000	\$256,960	2	\$94,500	2	\$94,500	\$0	\$0	\$0	\$0	\$0
Federal Forfeitures (262-321.310)														
Executive Command Vehicle	984.000	Police Administration	2	70,110	70,110									
Mobile Command Center	984.000	Police Administration	1	300,000	300,000									
Vehicle Replacement Plan	984.000	Police Investigation				7	280,000	7	280,000	294,000	309,000	324,000	340,000	357,000

CAPITAL VEHICLES

Vehicle Description	Acct. No.	CURRENT CAPITAL BUDGET								FUTURE CAPITAL REQUESTS				
		Responsible Activity	Qty.	Budget 2023/24	Estimate 2023/24	Qty.	Proposed Budget 2024/25	Qty.	Adopted Budget 2024/25	Dept. Request 2025/26	Dept. Request 2026/27	Dept. Request 2027/28	Dept. Request 2028/29	Dept. Request 2029/30
<i>State Forfeitures (262-323.320)</i>														
Vehicle Replacement Plan	984.000	Police Investigation	1	49,500	49,500									
<i>Gambling Forfeitures (262-324.330)</i>														
Vehicle Replacement Plan	984.000	Police Investigation	10	347,100	347,100									
Mobile Command Center	984.000	Police Administration		300,000	300,000									
Total Public Safety Forf. Fund Vehicles			14	\$1,066,710	\$1,066,710	7	\$280,000	7	\$280,000	\$294,000	\$309,000	\$324,000	\$340,000	\$357,000
<i>AMERICAN RESCUE ACT PLAN FUND (286-725.000)</i>														
Ford Escape AWD (Additional Code Enforcement)	984.000	Neighborhood Services	1	30,200	30,200									
Total American Rescue Plan Fund Vehicles			1	\$30,200	\$30,200	0	\$0	0	\$0	\$0	\$0	\$0	\$0	\$0
<i>WATER & SEWER FUND</i>														
<i>Water Distribution (592-556.000)</i>														
Water Service Worker Truck	984.000	Water Distribution	3	169,880	169,880	1	85,000	1	85,000					
Vehicle Replacement Plan	984.000	Water Distribution	1	61,000	62,690					75,000	50,000	185,000	85,000	260,000
Ford F-250 w/Plow	984.000	Water Distribution				1	68,000	1	68,000					
Tandem-Axle Dump Truck w/Plow	984.000	Water Distribution				1	300,000	1	300,000					
<i>Sewage Collection (592-558.000)</i>														
Ford F-250 w/Plow	984.000	Sewage Collection				1	68,000	1	68,000					
Tandem-Axle Dump Truck w/Plow	984.000	Sewage Collection	1	214,410	214,410									
Ford F-550 Stake Truck	984.000	Sewage Collection	1	16,490	16,490									
Flatbed Dump Truck	984.000	Sewage Collection	1	165,000	147,030									
Vehicle Replacement Plan	984.000	Sewage Collection	1	61,000	60,850					425,000	658,000	90,000	0	75,000
Total Water & Sewer Fund Vehicles			8	\$687,780	\$671,350	4	\$521,000	4	\$521,000	\$500,000	\$708,000	\$275,000	\$85,000	\$335,000
Total City Vehicles			65	\$5,484,110	\$5,503,990	45	\$3,103,950	45	\$3,103,950	\$3,973,000	\$4,010,000	\$5,030,000	\$3,037,000	\$3,089,000

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS					Fund. Source
			Budget 2023/24	Estimate 2023/24	Proposed Budget 2024/25	Adopted Budget 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27	Dept. Requests 2027/28	Dept. Requests 2028/29	Dept. Requests 2029/30	
	CAPITAL PROJECTS FUND (401-902.000) _											
975.000	Nature Center Roof	282,170	192,750	199,270								GF
975.000	Community Center HVAC Controls	59,650	61,620	59,650								GF
975.000	Additional Security Gates behind Police Department	70,000	5,870	5,870								GF
975.000	Facility Renovations: City Hall, Police Department, Library, Court	355,830	214,270	214,270								GF
975.000	City Hall Glass Partitions	32,250	3,230	32,250								GF
975.000	City Hall Renovations - Community Relations/City Development	50,000		50,000								GF
975.000	Facilities Maintenance Workspace/Storage Facility	385,000	99,000	99,000	286,000	286,000						GF
975.000	Electric Vehicle Charging Stations (2 at DPW/2 at City Center)	67,250		67,250								GF
	Subtotal	1,302,150	576,740	727,560	286,000	286,000	0	0	0	0	0	
975.001	Modernize City Campus Elevators (City Hall-Year 1/Library - Year 2)	272,610	159,210	159,210								GF
975.001	Modernize Elevators (Police Main in BY)	250,000	125,000	125,000			125,000					GF
975.001	Police Station Pump Pit/Boilers	98,000	18,000	17,660			80,000					GF
975.001	Senior Center Employee Entrance	12,000	12,000	9,800								GF
975.001	Police Station Skylights	42,000	42,000	42,000								GF
975.001	Public Library Skylights	23,000	23,000	23,000								GF
975.001	Workstations for New Employees	80,000	28,330	26,760								GF
975.001	Restroom Renovations (Upper & Lower Level Public Restrooms/ Inc. Lobby painting)	119,000			119,000	119,000						GF
975.001	City Hall Door Replacement (S. Main Entrance, Engineering Entrance, W. Employee Entrance,	130,000			130,000	130,000						GF
975.001	Awning Replacement - 41A District Court	7,500			7,500	7,500						GF
	Subtotal	1,034,110	407,540	403,430	256,500	256,500	205,000	0	0	0	0	
975.002	Library Shelving End Panel Replacement	41,220	9,530	41,220								GF
975.002	Library Interior Sliding Door	11,500	15,050	15,050								GF

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS					Fund. Source
			Budget 2023/24	Estimate 2023/24	Proposed Budget 2024/25	Adopted Budget 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27	Dept. Requests 2027/28	Dept. Requests 2028/29	Dept. Requests 2029/30	
975.002	Children's Music Garden	13,000	13,000	13,000								GF
975.002	Elevator Modernization - Library Freight	120,000			120,000	120,000						GF
	Subtotal	185,720	37,580	69,270	120,000	120,000	0	0	0	0	0	
975.003	DPW Building	24,102,740	816,060	816,060								GF
975.004	DPW Storage Facilities	10,000	10,000	10,000								GF
975.011	Fire Station #5 HVAC Replacement	300,000	300,000	300,000								GF
975.011	Parking Lot - Fire #1	750,000	400,000	400,000	350,000	350,000						GF
975.011	Generator Replacements - Fire Stations (Fire #4 in Current Year)	240,000			75,000	75,000	80,000	85,000				GF
	Subtotal	1,290,000	700,000	700,000	425,000	425,000	80,000	85,000	0	0	0	
986.000	Drain Improvements - Macomb County	NA	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	GF
986.000	Drain Improvements - Miscellaneous	NA	92,140	92,140	100,000	100,000	100,000	100,000	100,000	100,000	100,000	GF
986.000	Drain Improvements - Moore Drain	20,000	20,000	20,000								GF
986.000	Camel Drive Drainage Improvements	107,530	107,530	107,530								GF
	Subtotal	127,530	319,670	319,670	200,000	200,000	200,000	200,000	200,000	200,000	200,000	
988.000	Retention Pond Fence Replacements and Repairs	NA	100,000	107,790	100,000	100,000	100,000	100,000	100,000	100,000	100,000	GF
988.000	Stormwater Pump Station Repairs	341,000	341,000	341,000								GF
988.000	Baumgartner Park Ballpark Reconstruction	33,670	33,670	33,670								GF
988.000	Clinton River Bank Stabilization	NA	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	GF
988.000	Trail Replacement Plan - Clinton River Park Farmstead to Donovan	271,860	271,860	271,860								GF
988.000	Trail Replacement Plan - "P" Loop	214,000			214,000	214,000						GF
988.000	Trail Replacement Plan - North Clinton River Park & Under Riverland Bridge	NA					310,900	245,000	260,000	200,000	372,000	GF
988.000	Park Fencing Replacement	36,700	36,700	36,700								GF
988.000	Park Fencing Replacement - Imus Park	44,550			44,550	44,550						GF
988.000	Park Fencing Replacement	NA					37,000	45,000	50,000	55,000	60,000	GF

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS					Fund. Source
			Budget 2023/24	Estimate 2023/24	Proposed Budget 2024/25	Adopted Budget 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27	Dept. Requests 2027/28	Dept. Requests 2028/29	Dept. Requests 2029/30	
988.000	Family Park Path Resurfacing	90,000	90,000	90,000								GF
988.000	Maisano Drive Connection to Moravian Park	60,000	60,000	60,000								GF
988.000	Municipal Parking Lot Sealing	99,950	99,950	99,950								GF
988.000	Repair Nature Center Bridge	750,000			750,000	750,000						GF
988.000	Drain Trail Extention at Nelson Park (City Share of County Project)	887,250			232,500	232,500						GF
988.000	Parking Lot Repairs - Baumgartner (Year 1)/Farmstead & Rotary Park (Year 2)	190,000			190,000	190,000	110,000	40,000				GF
988.000	Parking Lot Repairs - Fire #5 Rear Lot	60,000						60,000				GF
988.000	Parking Lot Resurfacing, Sealcoating & Striping	120,000			120,000	120,000	123,000	126,000	129,000	132,000	135,000	GF
988.000	Sidewalk Repair Program: 2023	370,000	370,000	370,000			350,000		350,000		350,000	GF
988.000	Sidewalk Repair Program: 2023 - SAD	1,310,000	1,310,000	1,310,000			1,300,000		1,300,000		1,300,000	SAD
988.000	Sidewalk Gap Program: 2024	250,000			250,000	250,000		250,000		250,000		GF
988.000	Sidewalk Gap Program: 2024 - SAD	200,000			200,000	200,000		200,000		200,000		SAD
	Subtotal	5,328,980	2,813,180	2,820,970	2,201,050	2,201,050	2,430,900	1,166,000	2,289,000	1,037,000	2,417,000	
988.118	Gibson Drain Erosion/Sediment Study	20,000	18,690	18,690								GF
988.139	Sidewalk Gap Program: 2023	500,000	384,690	384,690								GF
988.139	Sidewalk Gap Program: 2023 - SAD	400,000	400,000	400,000								SAD
988142	Takoma Sub Pond Study	18,700	3,010	3,010								GF
988143	Sidewalk Repair Program: 2022	1,312,000	123,840	123,840								GF
988.144	Asphalt Resurfacing - Fire Station #4	194,090	3,960	3,960								GF
988.172	City Hall West Parking Lot Improvements	30,000	30,000	30,000								GF
988.181	M59 Fence Removal and Rail Installation - Dequindre to Van Dyke	628,000	628,000	628,000								GF
	Total Capital Improvements	\$36,484,020	\$7,272,960	\$7,459,150	\$3,488,550	\$3,488,550	\$2,915,900	\$1,451,000	\$2,489,000	\$1,237,000	\$2,617,000	
	Total Information Technology Projects	N/A	\$574,430	\$588,780	\$480,750	\$480,750	\$675,000	\$425,000	\$575,000	\$575,000	\$75,000	
	Total Vehicles	N/A	\$3,442,420	\$3,478,770	\$2,208,450	\$2,208,450	\$3,179,000	\$2,993,000	\$4,431,000	\$2,612,000	\$2,397,000	
	Total Equipment	N/A	\$1,413,600	\$1,411,550	\$574,850	\$574,850	\$920,350	\$698,000	\$347,500	\$266,300	\$212,300	
	Total Capital Projects Fund	\$36,484,020	\$12,703,410	\$12,938,250	\$6,752,600	\$6,752,600	\$7,690,250	\$5,567,000	\$7,842,500	\$4,690,300	\$5,301,300	
	ROAD BOND CONST. FUND (427-902.000)											
988.116	Mound Road Total Reconstruction	36,084,210	12,972,020	12,972,020	2,000,000	2,000,000						MRF
	Total Road Bond Construction Fund	\$36,084,210	\$12,972,020	\$12,972,020	\$2,000,000	\$2,000,000	\$0	\$0	\$0	\$0	\$0	

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS					Fund. Source
			Budget 2023/24	Estimate 2023/24	Proposed Budget 2024/25	Adopted Budget 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27	Dept. Requests 2027/28	Dept. Requests 2028/29	Dept. Requests 2029/30	
	<u>MAJOR ROAD FUND (202-902.000)</u>											
	<u>STATE/COUNTY ROADS</u>											
988.000	14 Mile Road Resurfacing - Van Dyke Avenue to Maple Lane	3,250,000			500,000	500,000						MRF
988.000	18 Mile Road Resurfacing - Plumbrook Drain to Utica Road	4,800,000			2,400,000	2,400,000						MRF
988.000	Hayes Bridge Rehabilitation over Clinton River Road	500,000			100,000	100,000						MRF
988.000	Schoenherr Pedestrian Bridge over Plumbrook Drain	630,000	330,000	330,000								MRF
988.000	Dodge Park/Utica Road Safety Improvments	400,000	260,000	260,000	40,000	40,000						MRF
988.000	Schoenherr West Pedestrian Bridge at Plumbrook	500,000			300,000	300,000						MRF
988.000	Design Work North Van Dyke - 18 1/2 Mile to M-59	200,000			200,000	200,000						MRF
988.000	Schoenherr Bridge Superstructure Repair over Red Run Drain	5,300,000					500,000					MRF
988.000	Schoenherr Road Resurfacing - 14 Mile to 15 Mile Road	3,500,000							700,000			MRF
988.000	Metro Parkway Resurfacing - Dodge Park to Schoenherr Road	5,200,000									2,600,000	MRF
988.176	Moravian Road Resurfacing - Schoenherr Road to Hayes Road	4,000,000	1,728,000	1,728,000								MRF
988.140	Metro Parkway Rehabilitation - Andrew Drive to Dodge Park Road	1,708,690	810,980	100,000								MRF
988.124	Schoenherr Road Resurfacing - Plumbrook Road to Clinton River	NA		200								MRF
988.146	Metro Parkway Resurfacing - Dequindre Road to Ryan Road	2,600,000	404,020	20,000								MRF
988.152	Ryan Road Concrete Repairs - 14 Mile Road to Metroparkway	NA		4,890								MRF
988.153	Hayes Road Resurfacing - 18 Mile Road to M59	483,320	209,330	20,000								MRF
988.158	Schoenherr Road Resurfacing - 19 Mile Road to M59	2,085,850	1,526,200	1,826,200								MRF
988.159	14 Mile Road Resurfacing - Hayes Road to Maple Lane	1,984,400	1,531,250	1,531,250								MRF
988.160	Metro Parkway Resurfacing - Mound Road to Ryan Road	5,120,000	2,539,070	2,000,000								MRF
988.162	Metropolitan Parkway Corridor Study - Mound Road to Van Dyke (Cost Share)	1,245,000	99,870	112,990								MRF
988.162	Metropolitan Parkway Reconstruction - Mound Road to Van Dyke (Cost Share)	25,000,000						2,500,000				MRF

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS					Fund. Source
			Budget 2023/24	Estimate 2023/24	Proposed Budget 2024/25	Adopted Budget 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27	Dept. Requests 2027/28	Dept. Requests 2028/29	Dept. Requests 2029/30	
988.173	Metro Parkway Concrete Repair - Dodge Park to Schoenherr	1,012,390	333,410	506,200								MRF
988.175	M59 Shared Use Trail, Dequindre to Van Dyke	930,990	930,990	930,990								MRF
	Total State/County Roads	\$70,450,640	\$10,703,120	\$9,370,720	\$3,540,000	\$3,540,000	\$500,000	\$2,500,000	\$700,000	\$0	\$2,600,000	
	CITY ROADS											
988.000	15 Mile Road Reconstruction - Mound Road to Van Dyke Avenue	2,900,000					1,200,000					MRF
988.000	15 Mile Road Resurfacing - Van Dyke Avenue to Maple Lane	2,700,000					1,200,000					MRF
988.000	15 Mile Road Resurfacing - Ryan Road to Dequindre	3,200,000								1,400,000		MRF
988.000	17 Mile Road Resurfacing - Mound Road to Van Dyke Avenue	2,100,000			1,000,000	1,000,000						MRF
988.000	17 Mile Road Concrete Repairs - Dequindre to Mound Road	2,000,000								2,000,000		MRF
988.000	Dobry Drive Resurfacing - Ryan Road East to crossover	1,100,000					1,100,000					MRF
988.000	Shoreline Drive Resurfacing - Lakeside Circle to Hayes	1,700,000							1,700,000			MRF
988.000	Clinton River Road Reconstruction - Hayes to Canal	10,600,000			3,000,000	3,000,000						MRF
988.000	Dobry Road Resurfacing- Dequindre to Ryan	2,900,000						1,200,000				MRF
988.000	Utica Road Resurfacing - Van Dyke to 19 1/2 Mile Road	1,500,000							1,500,000			MRF
988.000	18 1/2 Mile Resurfacing - Ryan to Mound Road	1,900,000						1,900,000				MRF
988.000	16 1/2 Mile Road Reconstruction - Van Dyke to Dodge Park Road	1,900,000							1,900,000			MRF
988.000	Riverland Drive Resurfacing - Van Dyke to Clinton River Road	2,000,000								2,000,000		MRF
988.000	Red Run/Moravian Reconstruction - 14 Mile Road to Schoenherr	2,000,000									2,000,000	MRF
988.000	19 Mile Road Resurfacing - Mound Road to Van Dyke	2,900,000									1,200,000	MRF
988.000	Concrete Sectional Repair	NA	100,000	200,000	150,000	150,000	300,000	300,000	300,000	300,000	300,000	MRF
988.117	Merrill Road - 18 1/2 to Dobry	NA	300	300								MRF
988.147	Ryan Road Resurfacing - Metro Parkway to 18 Mile Road	1,400,000	1,463,270	1,495,420								MRF
988.148	2022 Concrete Sectional Replacement Program	NA	13,750	13,750								MRF
988.150	Plumbrook Road Resurfacing - Utica Road to Van Dyke Avenue	1,665,000	1,161,030	1,665,000								MRF

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS					Fund. Source
			Budget 2023/24	Estimate 2023/24	Proposed Budget 2024/25	Adopted Budget 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27	Dept. Requests 2027/28	Dept. Requests 2028/29	Dept. Requests 2029/30	
988.174	Maple Lane Resurfacing - 14 Mile Road to Volpe	2,700,000	750,000	750,000								MRF
988.161	17 Mile Bridge over Plumbrook Drain	1,000,000	839,370	977,770								MRF
988.170	Pondview - 19 Mile Road to Mapleleaf Court	900,000	900,000	900,000								MRF
988.171	Pedestrian Improvements	100,000	98,100	100,000								MRF
	TRAFFIC CONTROLS											
988.000	Miscellaneous Locations/Safety Improvements	NA	151,590	151,590	150,000	150,000	150,000	100,000	100,000	100,000	100,000	MRF
988.141	Signal Upgrades - 12 Locations	310,000	52,850	52,850								MRF
988.157	Dobry/Ryan Signal	40,000	21,840	21,840								MRF
	Total City Major Road	\$49,515,000	\$5,552,100	\$6,328,520	\$4,300,000	\$4,300,000	\$3,950,000	\$3,500,000	\$5,500,000	\$5,800,000	\$3,600,000	
	Total Major Road Fund	\$119,965,640	\$16,255,220	\$15,699,240	\$7,840,000	\$7,840,000	\$4,450,000	\$6,000,000	\$6,200,000	\$5,800,000	\$6,200,000	
	LOCAL ROAD FUND (203,902,000)											
988.053	Gardner Street East - Paving	375,000	71,500	71,500								LRF
			257,870	257,870								SAD
988.148	2022 Local Road Sectional Repair Program	1,600,000	1,850	1,850								LRF
988.155	City Roadway Asset Management Plan	32,000	22,150	22,150								LRF
988.166	2023 Local Road Sectional Repair Program: Farmdale, Faith, Dundee, Susan, Havana, Hearn, Carriage, Heartsworth, Edgevale, Blackstone, Cologne	2,105,520	2,105,520	2,105,520								LRF
988.000	2024 Local Road Sectional Repair Program: Burroughs, Elmcrest, Lindell, Firesteel, Groth, Kebbe, Doyle, Owasso Ct., Daniel, Wickes Ln, Flis, Vancouver, Myra Ct.	2,500,000			2,500,000	2,500,000	2,575,000	2,652,000	2,732,000	2,814,000	2,898,000	LRF
	Neighborhood Road Repairs - Safe Streets											
988.149	2022 Local Road Reconstruction Program	3,326,740	8,280	(13,500)								SS
988.167	2023 Local Road Reconstruction Program: Gregory, Ellsworth, Kenwood, Kings, Oak Pointe, Rosewood, Devere, Lamparter, Sprucewood, Palm, Leslie, Kristen, Pickwick, Allison, Ketsin, English, Jackman, Joslyn, and Waltham	4,375,000	3,143,020	4,355,000								SS
988.000	2024 Local Road Reconstruction Program: Castleton, Cabot, Belcrest, Lyford, Shrewsbury, Deming, Ellicot, Ewald Ct., Darcy, Goldberg	3,000,000			3,000,000	3,000,000	4,000,000	4,120,000	4,244,000	4,371,000	4,502,000	SS
	Total Local Road Fund	\$17,314,260	\$5,610,190	\$6,800,390	\$5,500,000	\$5,500,000	\$6,575,000	\$6,772,000	\$6,976,000	\$7,185,000	\$7,400,000	

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS					Fund. Source
			Budget 2023/24	Estimate 2023/24	Proposed Budget 2024/25	Adopted Budget 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27	Dept. Requests 2027/28	Dept. Requests 2028/29	Dept. Requests 2029/30	
	PARKS & RECREATION FUND - (208-752.750)											
972.008	Donovan Park Path	150,000			150,000	150,000						RR
972.008	Disc Golf at Puffin Park	63,000			63,000	63,000						RR
	PARKS & RECREATION FUND - RECREATING RECREATION (208-753.750)											
972.008	Park Improvements	400,000	17,830	17,830			450,000	463,500	477,500	492,000	1,000,000	RR
972.005	Dodge Park Athletic Lighting	30,000	30,000	28,650								RR
972.008	Cricket Field Concrete/Carpet	50,000	50,000	50,000								RR
972.008	Magnolia Park Pickleball Resurfacing	20,000	20,000	20,000								RR
	Total Parks & Recreation Improvements	\$713,000	\$117,830	\$116,480	\$213,000	\$213,000	\$450,000	\$463,500	\$477,500	\$492,000	\$1,000,000	
	Total Vehicles	N/A	\$257,000	\$256,960	\$94,500	\$94,500	\$0	\$0	\$0	\$0	\$0	
	Total Equipment	N/A	\$0	\$0	\$146,500	\$146,500	\$0	\$0	\$0	\$0	\$0	
	Total Parks & Recreation Fund	\$713,000	\$374,830	\$373,440	\$454,000	\$454,000	\$450,000	\$463,500	\$477,500	\$492,000	\$1,000,000	
	PUBLIC SAFETY FORFEITURE FUND (262)											
	Total Building & Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Total Information Technology Projects	N/A	\$7,080	\$7,310	\$12,850	\$12,850	\$0	\$0	\$0	\$0	\$0	
	Total Vehicles	N/A	\$1,066,710	\$1,066,710	\$280,000	\$280,000	\$294,000	\$309,000	\$324,000	\$340,000	\$357,000	
	Total Equipment	N/A	\$47,230	\$47,330	\$78,200	\$78,200	\$17,160	\$8,580	\$0	\$0	\$0	
	Total Public Safety Forfeiture Fund	\$0	\$1,121,020	\$1,121,350	\$371,050	\$371,050	\$311,160	\$317,580	\$324,000	\$340,000	\$357,000	
	COMMUNITY DEVELOPMENT BLOCK GRANT FUND (278-902.000)											
975.000	Senior Center Lighting	9,000	1,720	1,720								CDBG
975.000	Senior Center LED Upgrade	72,500	72,500	72,500								CDBG
975.000	Senior Center Restroom Renovations	219,000	64,350	64,350								CDBG
975.000	Senior Center Kitchen Remodeling	350,000			350,000	350,000						CDBG
975.000	Senior Center Atrium Lighting	60,000			60,000	60,000						CDBG
988.000	Beaver Creek Parking Lot Renovation	413,000	412,200	412,200								CDBG

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS					Fund. Source
			Budget 2023/24	Estimate 2023/24	Proposed Budget 2024/25	Adopted Budget 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27	Dept. Requests 2027/28	Dept. Requests 2028/29	Dept. Requests 2029/30	
988.000	Doncaster Drive Reconstruction	360,250			360,250	360,250						CDBG
988.145	Orban Drive	171,130	23,190	23,190								CDBG
988.151	Malibu Drive Concrete Reconstruction	383,160	34,140	34,140								CDBG
988.168	Bonneville Drive Concrete Replacement	180,660	180,660	194,530								CDBG
	Subtotal	2,218,700	788,760	802,630	770,250	770,250	0	0	0	0	0	
	CDBG-COVID 19 (278-694.009)											
975.008	Senior Center Improvements	391,470	75,630	75,630								CDBG
	Total C.D.B.G. Fund	\$2,610,170	\$864,390	\$878,260	\$770,250	\$770,250	\$0	\$0	\$0	\$0	\$0	
	AMERICAN RESCUE PLAN ACT FUND (286-902.000)											
971.000	Purchase of 43934 Van Dyke	655,500	331,350	331,350								ARPA
971.000	Land Acquisition	3,500,000	3,500,000	3,500,000								ARPA
972.012	Community Garden	250,000	250,000	250,000								ARPA
988.183	Sidewalk Gap Clinton River Road, 19 Mile to Henry Ford High School & M-59 M-53 to Sterritt	481,000	481,000	481,000								ARPA
988.139	Sidewalk Gap: Right of Way Acquisition	137,310	137,310	137,310								ARPA
988.139	Sidewalk Gap Mound Road: East Side	490,300	490,300	490,300								ARPA
988.139	Sidewalk Gap 14 Mile Road at ITC Corridor	37,500	37,500	37,500								ARPA
988.139	Sidewalk Gap Moravian East of Schoenherr	150,000	150,000	150,000								ARPA
988.150	Plumbrook Road Resurfacing - Utica Road to Van Dyke Avenue	4,000,000	1,909,220	1,909,220								ARPA
988.154	ITC Corridor Path	2,500,000	2,494,730	2,494,730								ARPA
988.179	Lakeside Island Bridge	1,500,000	1,500,000	1,500,000								ARPA
988.174	Maple Lane Sidewalk	530,820	530,820	530,820								ARPA
988.178	Edison Court Reconstruction	750,000	750,000	750,000								ARPA
	Total ARPA Fund Improvements	\$14,982,430	\$12,562,230	\$12,562,230	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Total Vehicles		\$30,200	\$30,200								
	Total American Rescue Plan Act Fund	\$14,982,430	\$12,592,430	\$12,592,430	\$0	\$0	\$0	\$0	\$0	\$0	\$0	

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS					Fund. Source
			Budget 2023/24	Estimate 2023/24	Proposed Budget 2024/25	Adopted Budget 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27	Dept. Requests 2027/28	Dept. Requests 2028/29	Dept. Requests 2029/30	
	<u>CORRIDOR IMPROVEMENT AUTHORITY (247-902.000) _</u>											
971.000	8500 Riverland Acquisition	43,710	43,710	43,710								CIA
	Total CIA Fund Improvements	\$43,710	\$43,710	\$43,710	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Total Corridor Improvement Authority Fund	\$43,710	\$43,710	\$43,710	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	<u>LOCAL DEVELOPMENT FINANCING AUTH.</u>											
	<u>Velocity (250-728.005)</u>											
975.000	Velocity Remodeling	900,000	41,070	41,070								LDFA
975.000	Replace Boilers	102,450	102,450	0								LDFA
975.000	Ceiling Tiles - Velocity	34,000	34,000	34,000								LDFA
975.000	Lighting Replacement - Velocity	36,950	36,950	36,950								LDFA
975.000	HVAC Controls	167,300			167,300	167,300						LDFA
988.052	Repl. Parking Lot - Phase 2 - Velocity	513,190	513,190	442,240								LDFA
988.066	Replacement Flooring - Velocity	50,550	11,060	11,060								LDFA
	Total Velocity	\$1,804,440	\$738,720	\$565,320	\$167,300	\$167,300	\$0	\$0	\$0	\$0	\$0	
	<u>Other LDFA (250-728.005)</u>											
988.103	LDFA District Improvements - Signage-Center Drive/Sterling Ponds Blvd.	400,000	6,080	6,080								LDFA
988.169	Brentwood Drive Reconstruction	790,000	438,310	438,310								LDFA
	Total LDFA General	\$1,190,000	\$444,390	\$444,390	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Total LDFA Improvements	\$2,994,440	\$1,183,110	\$1,009,710	\$167,300	\$167,300	\$0	\$0	\$0	\$0	\$0	
	Total Equipment	N/A	\$0				\$0	\$0	\$0	\$0	\$0	
	Total L.D.F.A. Fund	\$2,994,440	\$1,183,110	\$1,009,710	\$167,300	\$167,300	\$0	\$0	\$0	\$0	\$0	

CAPITAL IMPROVEMENTS

Acct.	Project Description	Total Project Cost	CURRENT CAPITAL BUDGET				FUTURE CAPITAL REQUESTS					Fund. Source
			Budget 2023/24	Estimate 2023/24	Proposed Budget 2024/25	Adopted Budget 2024/25	Dept. Requests 2025/26	Dept. Requests 2026/27	Dept. Requests 2027/28	Dept. Requests 2028/29	Dept. Requests 2029/30	
	<u>WATER & SEWER FUND</u>											
	Total Water & Sewer Fund Improvements	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Total Information Technology Projects	N/A	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	Total Vehicles	N/A	\$687,780	\$671,350	\$521,000	\$521,000	\$500,000	\$708,000	\$275,000	\$85,000	\$335,000	
	Total Equipment	N/A	\$225,650	\$225,650	\$175,000	\$175,000	\$55,000	\$58,500	\$59,000	\$0	\$0	
	Total Water & Sewer Fund (Budgeted)	\$0	\$913,430	\$897,000	\$696,000	\$696,000	\$555,000	\$766,500	\$334,000	\$85,000	\$335,000	
	Total Capital Improvements	\$231,191,880	\$56,881,660	\$57,541,190	\$19,979,100	\$19,979,100	\$14,390,900	\$14,686,500	\$16,142,500	\$14,714,000	\$17,217,000	
	Total Information Technology Projects	N/A	\$581,510	\$596,090	\$493,600	\$493,600	\$675,000	\$425,000	\$575,000	\$575,000	\$75,000	
	Total Vehicles	N/A	\$5,484,110	\$5,503,990	\$3,103,950	\$3,103,950	\$3,973,000	\$4,010,000	\$5,030,000	\$3,037,000	\$3,089,000	
	Total Equipment	N/A	\$1,686,480	\$1,684,530	\$974,550	\$974,550	\$992,510	\$765,080	\$406,500	\$266,300	\$212,300	
	Total Budgeted Capital Expenditures	\$231,191,880	\$64,633,760	\$65,325,800	\$24,551,200	\$24,551,200	\$20,031,410	\$19,886,580	\$22,154,000	\$18,592,300	\$20,593,300	
	<u>WATER & SEWER IMPROVEMENT FUND</u>											
	<u>WATER MAINS</u>											
988.106	Water Main Replacement: Medville	355,360	31,030	31,030								W&S
	Total Water Mains	\$355,360	\$31,030	\$31,030	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
	<u>WATER & SEWER REPLACEMENT MAINS/OTHER</u>											
931.003	Sewer Critical Repair	1,490,000	1,264,870	1,232,950								
975.006	Meter Replacement Project	12,000,000	679,290	275,450								W&S
988.000	Water & Sewer Main Replacement - Misc	3,708,030			3,707,050	3,707,050						W&S
988.116	Water & Sewer Main Replacement - Mound Road	7,640,250	4,286,490	579,450								W&S
988.130	Water Main Replacement - 19 Mile Road	1,669,590	515,770	459,760								W&S
	Total Replacement Items	\$26,507,870	\$6,746,420	\$2,547,610	\$3,707,050	\$3,707,050	\$0	\$0	\$0	\$0	\$0	
	Total Water & Sewer Fund Improvements (Non-Budgeted)	\$26,863,230	\$6,777,450	\$2,578,640	\$3,707,050	\$3,707,050	\$0	\$0	\$0	\$0	\$0	
	Total Capital Improvements	\$258,055,110	\$63,659,110	\$60,119,830	\$23,686,150	\$23,686,150	\$14,390,900	\$14,686,500	\$16,142,500	\$14,714,000	\$17,217,000	
	Total Information Technology Projects	N/A	\$581,510	\$596,090	\$493,600	\$493,600	\$675,000	\$425,000	\$575,000	\$575,000	\$75,000	
	Total Vehicles	N/A	\$5,484,110	\$5,503,990	\$3,103,950	\$3,103,950	\$3,973,000	\$4,010,000	\$5,030,000	\$3,037,000	\$3,089,000	
	Total Equipment	N/A	\$1,686,480	\$1,684,530	\$974,550	\$974,550	\$992,510	\$765,080	\$406,500	\$266,300	\$212,300	
	Total Planned Capital Expenditures	\$258,055,110	\$71,411,210	\$67,904,440	\$28,258,250	\$28,258,250	\$20,031,410	\$19,886,580	\$22,154,000	\$18,592,300	\$20,593,300	

Believe you can and you're halfway there.

~ Theodore Roosevelt ~



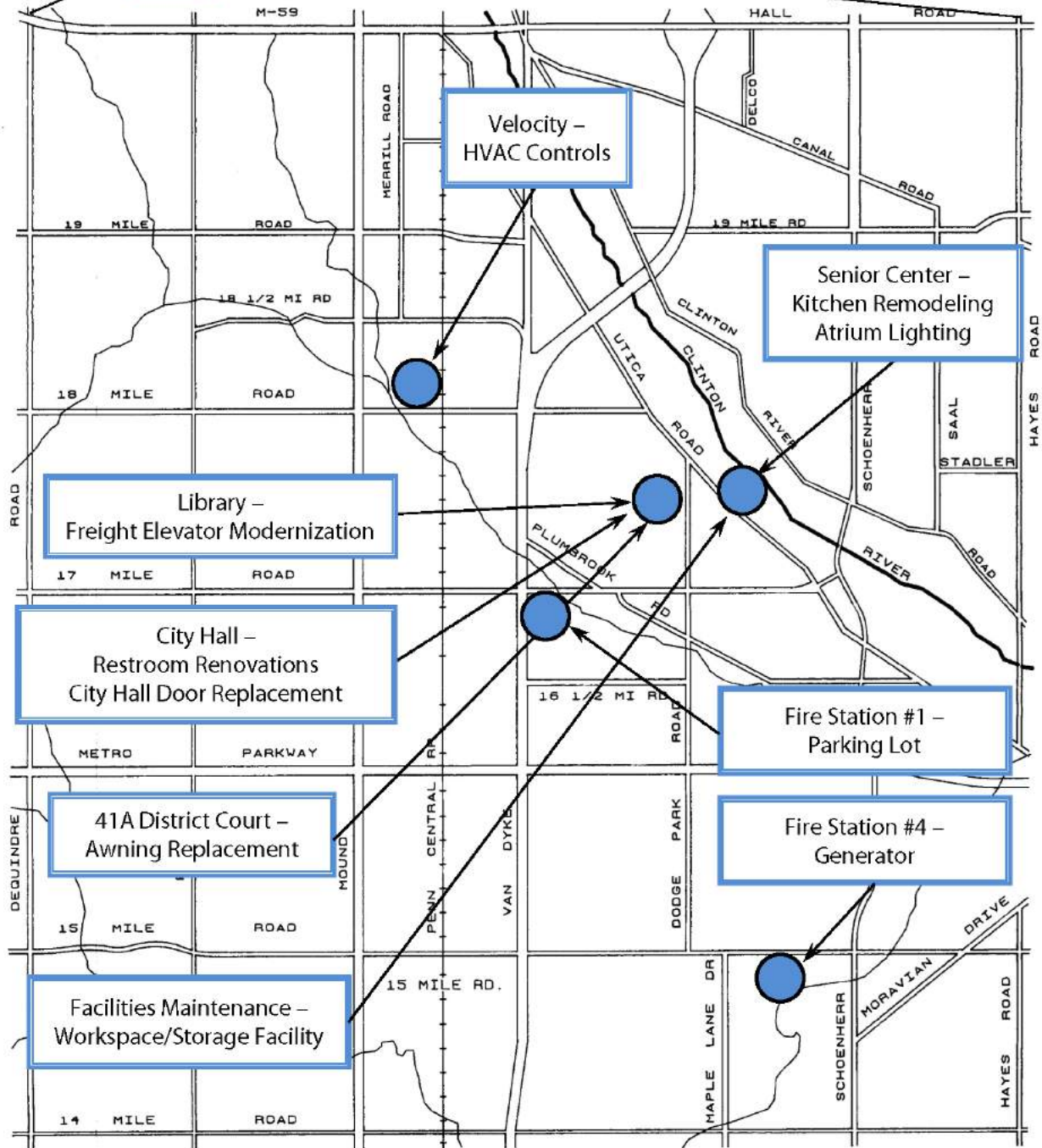
2024/25 MUNICIPAL FACILITIES



Municipal Parking
Lot Sealing

Citywide Sidewalk
GAP Program

Citywide Sidewalk
Repair Program

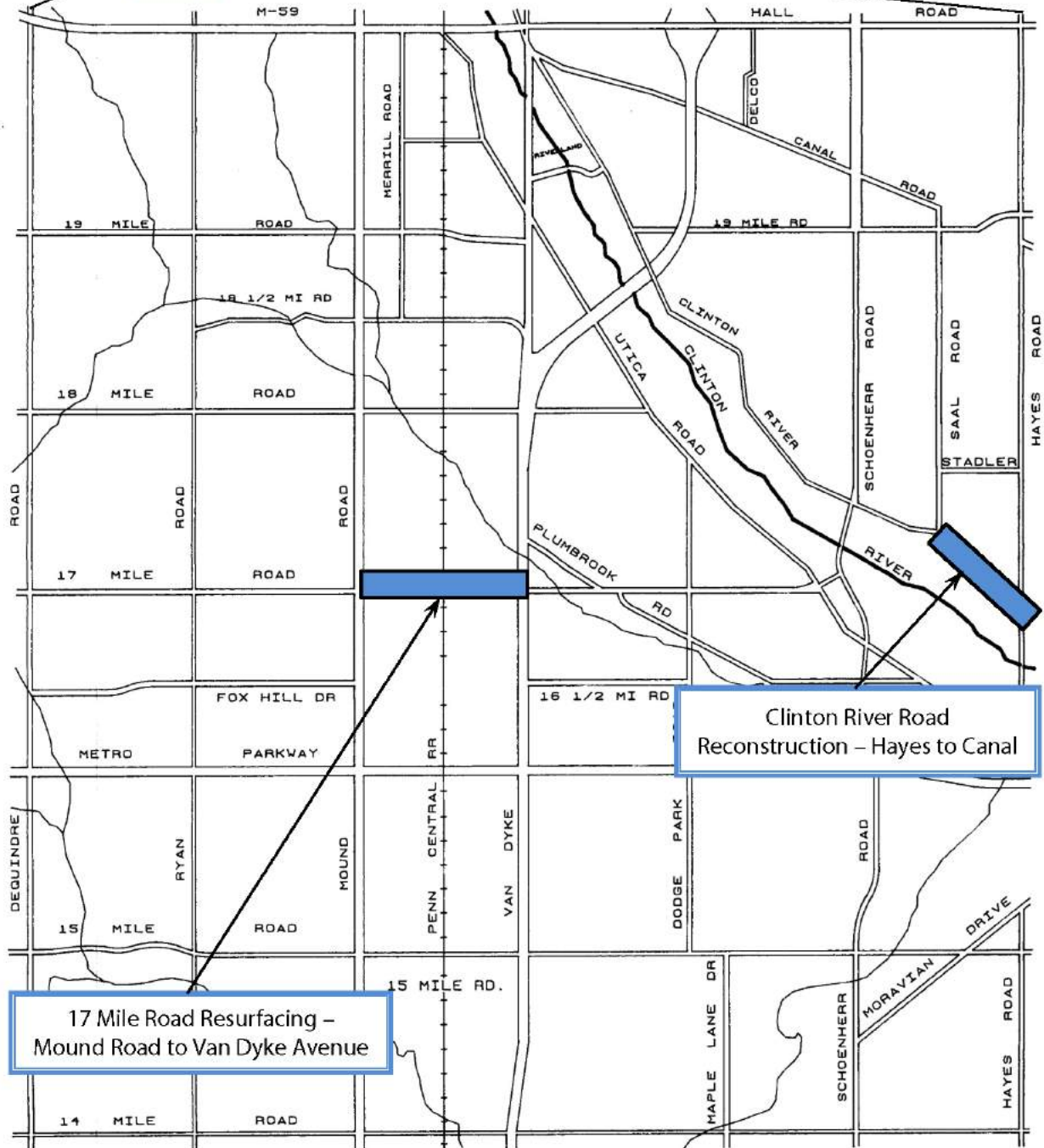


2024/25 MAJOR ROADS



Misc. Locations/Safety
Improvements

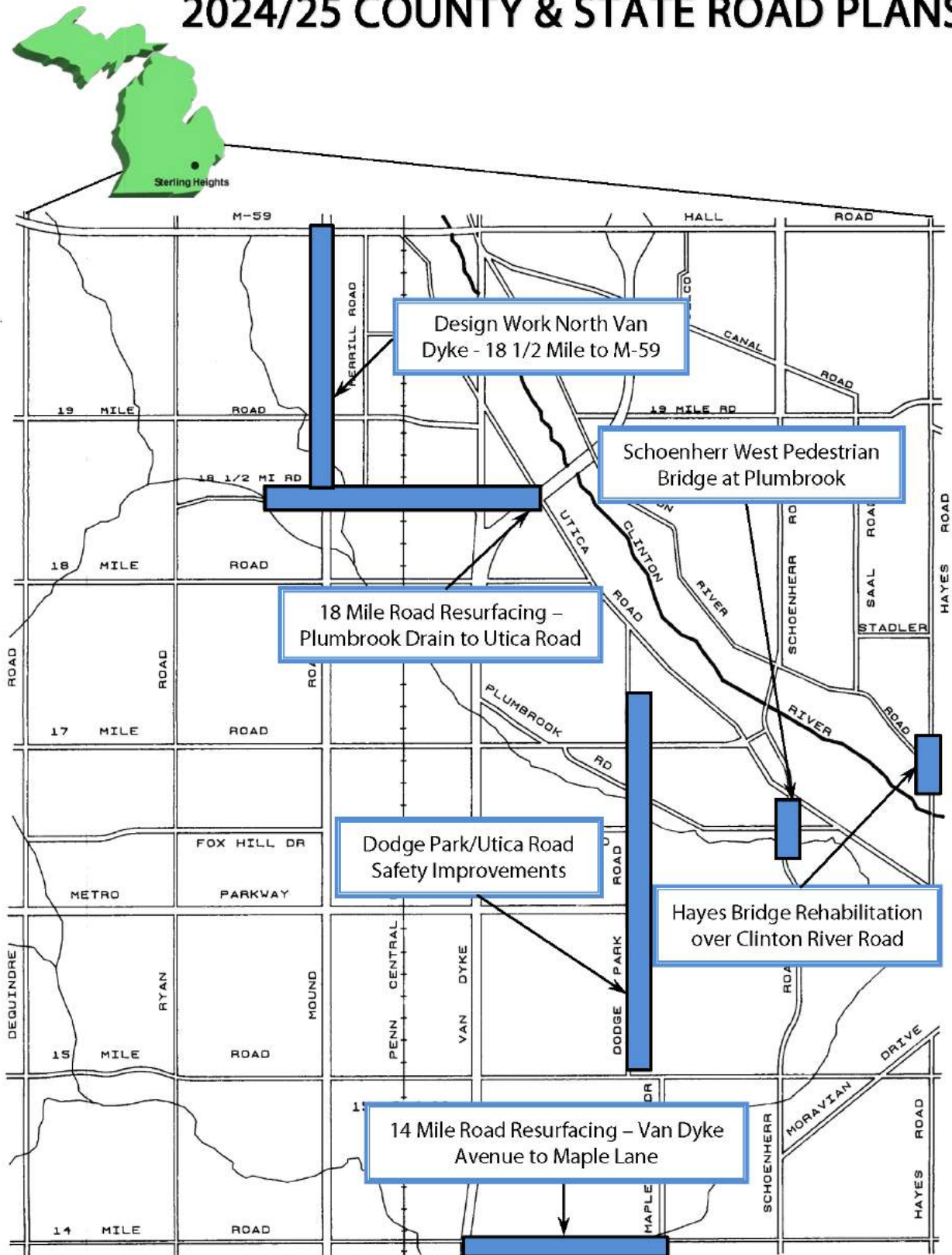
Concrete Sectional Repair



17 Mile Road Resurfacing –
Mound Road to Van Dyke Avenue

Clinton River Road
Reconstruction – Hayes to Canal

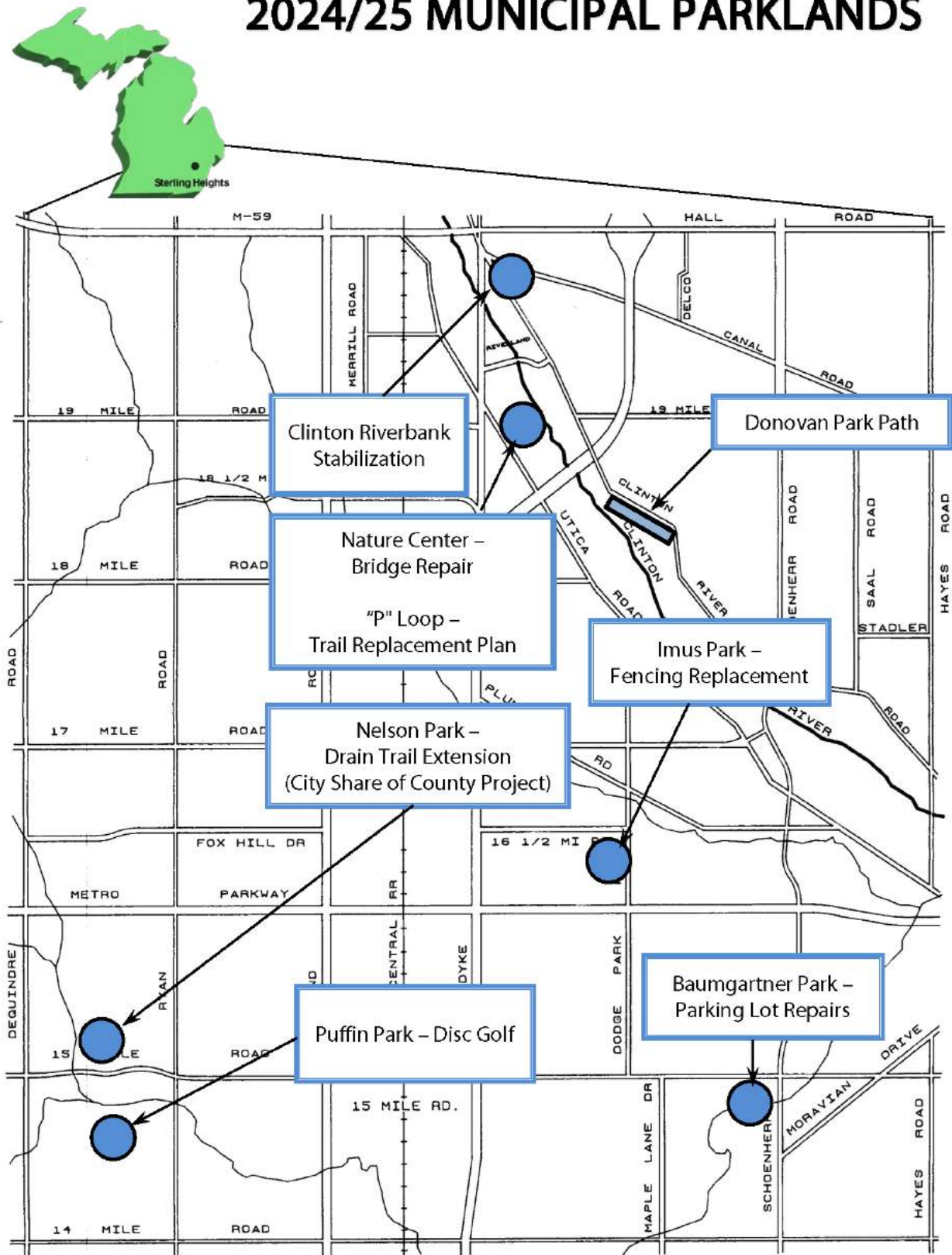
2024/25 COUNTY & STATE ROAD PLANS



2024/25 LOCAL ROADS



2024/25 MUNICIPAL PARKLANDS



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

~ Edward Everett Hale ~



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.

CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS

Fiscal Year Ended June 30	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
Revenue										
Property Taxes	\$51,344,025	\$62,231,352	\$64,036,721	\$60,946,929	\$66,282,454	\$72,759,327	\$72,179,599	\$74,402,654	\$78,406,913	\$81,474,109
Fees & Permits	1,735,413	1,800,968	2,149,069	2,568,909	2,648,068	2,629,072	2,562,476	2,344,498	2,572,200	2,443,600
Federal Sources	1,921,050	1,456,596	1,990,255	6,300,698	4,122,227	2,356,723	2,713,283	8,277,635	4,452,146	7,773,120
State & Local Sources	19,920,337	21,054,148	21,279,925	27,584,764	31,365,436	34,699,398	36,310,073	37,924,816	40,764,798	44,377,240
Fines & Forfeitures	2,326,870	2,567,229	3,057,417	2,944,500	2,384,499	2,517,198	1,540,704	1,079,803	1,678,277	2,469,429
Charges For Services	9,048,012	10,085,731	9,719,467	9,842,019	12,373,661	14,938,523	14,298,086	13,657,617	14,569,479	16,547,108
Investment Income	257,632	247,437	426,998	112,450	1,120,683	3,382,059	2,045,963	671,876	(2,582,927)	1,764,819
Special Assessments	314,871	212,828	201,579	199,092	222,250	263,804	126,507	119,427	151,788	148,520
Rental Income	1,951,540	1,829,381	1,578,977	1,488,753	1,630,951	1,552,811	1,498,761	1,640,887	1,746,415	1,565,433
Cable Revenue	2,342,953	2,533,069	2,595,396	2,579,599	2,414,752	2,329,624	2,227,827	2,218,739	2,114,490	1,982,585
Other	1,619,427	1,414,282	1,960,041	1,568,519	1,866,109	2,510,236	2,792,592	2,426,826	1,871,711	2,917,701
Total Revenue	92,782,130	105,433,021	108,995,845	116,136,232	126,431,090	139,938,775	138,295,871	144,764,778	145,745,290	163,463,664
Expenditures										
General Government	7,175,604	7,803,567	8,154,052	8,300,238	9,118,455	11,087,713	12,485,728	12,753,975	14,177,083	16,224,085
41A District Court	3,078,766	3,087,262	3,223,740	3,242,874	3,309,841	3,480,346	3,646,569	3,569,512	3,959,102	4,042,861
Public Safety	48,807,450	49,752,772	49,704,157	48,646,567	50,311,362	54,426,486	55,657,071	59,704,317	62,044,521	64,490,069
Public Works	20,790,973	21,450,688	20,929,934	20,869,103	23,165,358	21,359,651	20,507,719	21,707,991	22,276,474	22,372,141
Recreation & Culture	4,002,476	4,189,468	4,393,760	7,664,887	4,805,997	6,159,499	7,039,735	7,153,046	7,782,054	8,784,166
General Expenditures	2,171,473	1,119,452	1,027,555	1,164,656	1,845,158	1,589,904	2,369,508	2,922,963	3,411,578	2,700,717
Capital Outlay	7,026,982	14,388,416	19,122,277	22,513,996	39,333,835	44,685,871	62,799,049	45,291,490	30,724,425	33,399,832
Debt Service - Principal	3,235,000	2,620,000	1,725,000	2,280,000	4,100,000	5,340,000	6,462,520	5,535,000	6,803,000	7,464,000
Debt Service - Interest	744,170	628,563	545,331	700,971	2,025,489	3,109,779	3,574,278	3,638,619	3,760,843	4,162,943
Total Expenditures	97,032,894	105,040,188	108,825,806	115,383,292	138,015,495	151,239,249	174,542,177	162,276,913	154,939,080	163,640,814
Other Financing Sources										
Long-term Financing	0	198,633	9,630,000	47,315,000	27,590,000	0	24,919,316	18,973,000	16,850,000	0
Sale of Fixed Assets	0	0	0	80,363	41,655	87,482	17,875	41,899	77,230	123,057
Bond Premium	0	0	254,555	2,902,577	1,302,812	0	0	702,899	1,036,153	0
Transfers In	5,639,290	13,594,435	10,797,379	10,180,735	10,588,025	23,133,990	17,627,275	19,940,070	17,012,684	22,252,546
Transfers Out	(4,266,460)	(10,494,435)	(9,447,315)	(10,180,735)	(10,588,025)	(23,133,990)	(17,627,275)	(19,940,070)	(17,012,684)	(22,252,546)
Total Other Fin. Sources	1,372,830	3,298,633	11,234,619	50,297,940	28,934,467	87,482	24,937,191	19,717,798	17,963,383	123,057
Net Change in Fund Balance	(\$2,877,934)	\$3,691,466	\$11,404,658	\$51,050,880	\$17,350,062	(\$11,212,992)	(\$11,309,115)	\$2,205,663	\$8,769,593	(\$54,093)

GENERAL FUND

EXPENDITURE HISTORY BY ACTIVITY

Activity Name	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
City Council	\$170,490	\$167,750	\$178,710	\$251,120	\$294,400	\$333,450	\$360,250
City Management	1,405,260	1,446,560	1,647,550	1,759,640	2,023,260	2,255,120	2,333,500
City Clerk	823,430	967,040	1,076,550	1,116,040	1,356,530	1,301,270	1,622,050
Facilities Maintenance	1,655,820	2,254,760	2,166,190	2,156,790	2,469,920	2,532,710	2,690,500
Information Technology	1,144,640	1,454,300	1,477,760	1,489,770	1,729,590	2,248,630	2,316,550
Assessing	1,030,810	1,091,280	1,131,540	1,063,590	1,113,560	1,349,410	1,300,450
Financial Services	855,340	948,270	959,490	1,515,800	1,859,330	2,034,900	2,114,800
Purchasing	425,400	458,290	380,940	476,210	411,230	548,650	552,450
Treasury	1,181,000	1,196,770	1,274,310	812,080	834,760	967,730	974,750
Act 78 - Civil Service Commission	29,180	21,540	39,640	32,210	48,610	53,500	53,500
General Employees Pension Board	74,590	90,300	43,100	86,400	67,160	72,490	64,100
Legal	864,190	859,830	1,108,980	960,270	1,078,290	1,095,000	1,095,000
Total City Administration Dept.	9,660,150	10,956,690	11,484,760	11,719,920	13,286,640	14,792,860	15,477,900
Library	2,711,030	2,809,710	2,828,450	2,793,270	2,864,080	3,088,840	3,133,850
Historical Commission	4,410	4,000	3,940	4,760	6,830	8,900	5,150
Total Library Department	2,715,440	2,813,710	2,832,390	2,798,030	2,870,910	3,097,740	3,139,000
Parks & Recreation	0	0	0	0	0	0	0
Total Parks & Recreation Dept.	0	0	0	0	0	0	0
Police Administration	5,366,080	5,520,240	5,652,570	5,690,130	6,037,770	6,435,260	6,851,750
Police Investigations	7,695,970	7,607,950	7,752,700	8,316,010	8,667,270	8,722,100	9,498,900
Police Operations	18,988,640	19,592,060	20,819,950	21,741,770	22,403,310	23,570,350	24,831,800
Police Support Services	1,772,840	1,831,540	2,048,750	2,078,430	2,099,770	2,326,550	2,383,050
Total Police Department	33,823,530	34,551,790	36,273,970	37,826,340	39,208,120	41,054,260	43,565,500
Fire Administration	1,579,340	1,723,910	1,892,100	1,904,780	2,175,560	2,247,720	2,107,450
Fire Extinguishment	17,517,850	17,938,890	19,841,870	20,731,840	21,461,530	21,841,250	22,593,550
Fire Prevention	1,287,980	1,296,470	1,537,890	1,411,740	1,458,930	1,507,430	1,773,900
Total Fire Department	20,385,170	20,959,270	23,271,860	24,048,360	25,096,020	25,596,400	26,474,900

GENERAL FUND EXPENDITURE HISTORY BY ACTIVITY

Activity Name	2018/19 Actual	2019/20 Actual	2020/21 Actual	2021/22 Actual	2022/23 Actual	2023/24 Budget	2024/25 Budget
Fleet Maintenance	2,958,440	2,998,690	2,727,510	3,340,390	3,442,680	3,567,400	3,755,400
Parks & Grounds Maintenance	559,210	0	0	0	0	0	0
Public Works Center	197,120	263,870	115,460	136,420	151,420	130,980	141,850
Street Services	2,639,760	2,795,450	3,067,880	3,173,750	3,166,660	3,472,990	3,552,450
Total Public Works Department	6,354,530	6,058,010	5,910,850	6,650,560	6,760,760	7,171,370	7,449,700
Refuse Collection	4,491,460	4,500,480	4,567,230	4,618,500	4,846,810	0	0
Total Refuse Collection	4,491,460	4,500,480	4,567,230	4,618,500	4,846,810	0	0
Building	1,076,430	1,118,740	1,148,210	1,141,970	1,119,870	1,383,120	1,537,400
Economic Development	324,800	362,260	352,350	342,880	358,930	435,690	502,100
Engineering	1,361,010	1,419,390	1,408,770	1,424,770	1,496,280	1,613,710	1,619,400
Foreclosure Relief	0	0	0	0	0	0	0
Neighborhood Services	1,641,600	1,810,100	1,956,950	1,994,720	2,029,400	2,402,350	2,499,800
Planning	255,810	284,360	302,140	319,130	557,080	786,160	615,250
Planning Commission	7,340	6,960	10,600	17,640	20,230	25,770	27,350
Sustainability Commission	0	0	0	0	440	950	1,350
Zoning Board of Appeals	7,990	6,450	9,670	13,220	16,320	23,580	23,600
Component Unit Funding	300,000	200,000	0	0	0	0	0
Total City Development Dept.	4,974,980	5,208,260	5,188,690	5,254,330	5,598,550	6,671,330	6,826,250
Community Relations	1,422,420	1,528,780	1,268,930	1,552,220	1,746,360	2,225,640	2,238,300
Arts Commission	0	0	0	0	50	70	100
Beautification Commission	710	230	280	1,230	2,230	2,440	2,450
Total Community Relations Dept.	1,423,130	1,529,010	1,269,210	1,553,450	1,748,640	2,228,150	2,240,850
41-A District Court	3,428,460	3,475,760	3,362,130	3,626,600	3,654,420	4,044,980	4,004,100
General Expenditures	1,586,080	2,165,410	1,932,310	3,407,230	2,696,880	2,592,950	3,466,050
Transfers Out	20,633,990	14,431,220	17,550,810	12,994,780	17,236,170	12,808,530	13,010,500
Total General Fund	\$109,476,920	\$106,649,610	\$113,644,210	\$114,498,100	\$123,003,920	\$120,058,570	\$125,654,750

Note: The Refuse department was recorded under the General Fund until the 2023/24 fiscal year when it was changed to a Special Revenue Fund.

**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
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%
2022	32,874,306	114,607,548	28.68%
2023	35,463,474	123,090,063	28.81%

**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)
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%
2022	4,562,968,811	319,918,100	4,882,886,911	50%
2023	4,823,098,811	282,964,300	5,106,063,111	50%

(1) All taxable values reflect the year in which tax revenue streams were generated. For example, the 2013 TV's (stated above in the 2014 row) were used to generate tax revenue for the year ended June 30, 2014.

(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)**

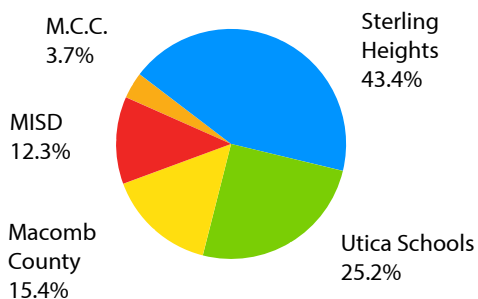
	2015	2016	2017	2018	2019	2020	2021	2022	2023
<u>City of Sterling Heights</u>									
Operating (1)	9.37010	9.49090	9.48560	9.49400	10.49400	9.49400	9.31060	9.49400	9.49400
Refuse	1.12670	1.14240	1.10620	1.08270	1.04200	1.00380	0.96390	0.98770	0.94680
Police & Fire Pension	1.92380	1.90260	1.97880	2.01240	2.12790	2.19840	2.44410	2.72400	2.51890
Public Improvements	0.10470	0.11220	0.11520	0.11140	0.09710	0.10960	0.10970	0.11500	0.10960
Drain	0.16050	0.03770	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000
Recreating Recreation	0.00000	0.00000	0.00000	0.97000	0.95160	0.95060	0.94430	0.93780	0.92570
Safe Streets	2.50000	2.50000	2.50000	2.48530	2.46780	2.45050	2.43430	2.41570	2.38500
Total City	15.18580	15.18580	15.18580	16.15580	17.18040	16.20690	16.20690	16.67420	16.38000
<u>Overlapping Governments</u>									
Macomb County	4.57350	4.57350	4.56160	4.52920	4.49750	4.45920	4.41500	4.37210	4.32000
Utica Comm. Schools	3.85000	3.85000	3.85000	3.85000	3.76000	3.50000	3.50000	3.50000	3.50000
Warren Consol. Schools	10.76030	10.69660	11.66140	11.37910	10.94780	10.57310	10.13830	9.84520	7.46240
State Education	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000	6.00000
Macomb Comm. College	1.52620	1.53020	1.42120	1.40340	1.46400	1.45310	1.43870	1.42470	1.40770
M.I.S.D.	2.94300	2.94300	2.93550	2.91460	2.89450	2.87440	4.72960	4.68450	4.63000
Huron/Clinton Metro Auth.	0.21460	0.21460	0.21460	0.21400	0.21290	0.21170	0.21040	0.20890	0.20700
S.M.A.R.T.	1.00000	1.00000	0.99740	0.99030	1.00000	0.99260	0.98270	0.97310	0.95000
County Zoo Authority	0.10000	0.10000	0.09970	0.09890	0.09850	0.09770	0.09670	0.09570	0.09450
D.I.A.	0.20000	0.20000	0.19940	0.19790	0.19650	0.19500	0.19300	0.19110	0.19560
Med Call	0.00000	0.00000	0.00000	0.00000	0.00000	0.00000	0.09900	0.00000	0.00000
Veterans Operations	0.04000	0.04000	0.03980	0.06820	0.06760	0.06740	0.06670	0.06600	0.06520
Total									
Utica Schools (2)	35.63310	35.63710	35.50500	36.42230	37.37190	36.05800	37.93870	38.19030	37.75000
Total									
Warren Schools (2)	42.54340	42.48370	43.31640	43.95140	44.55970	43.13110	44.57700	44.53550	41.71240

(1) City general operating tax rate charter limit equals 12.0 mills.

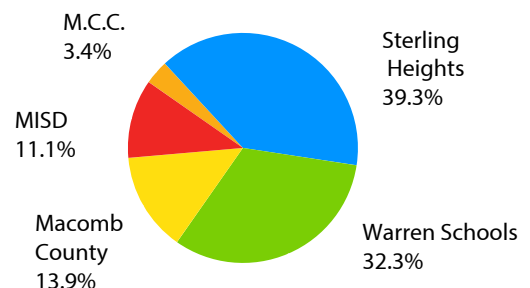
(2) Sterling Heights taxable valuation is based on 62% for Utica Schools and 38% for Warren Consolidated Schools for the year ended June 30, 2023.

City of Sterling Heights **2022/23 Distribution of Homestead Taxes**

Utica Community Schools



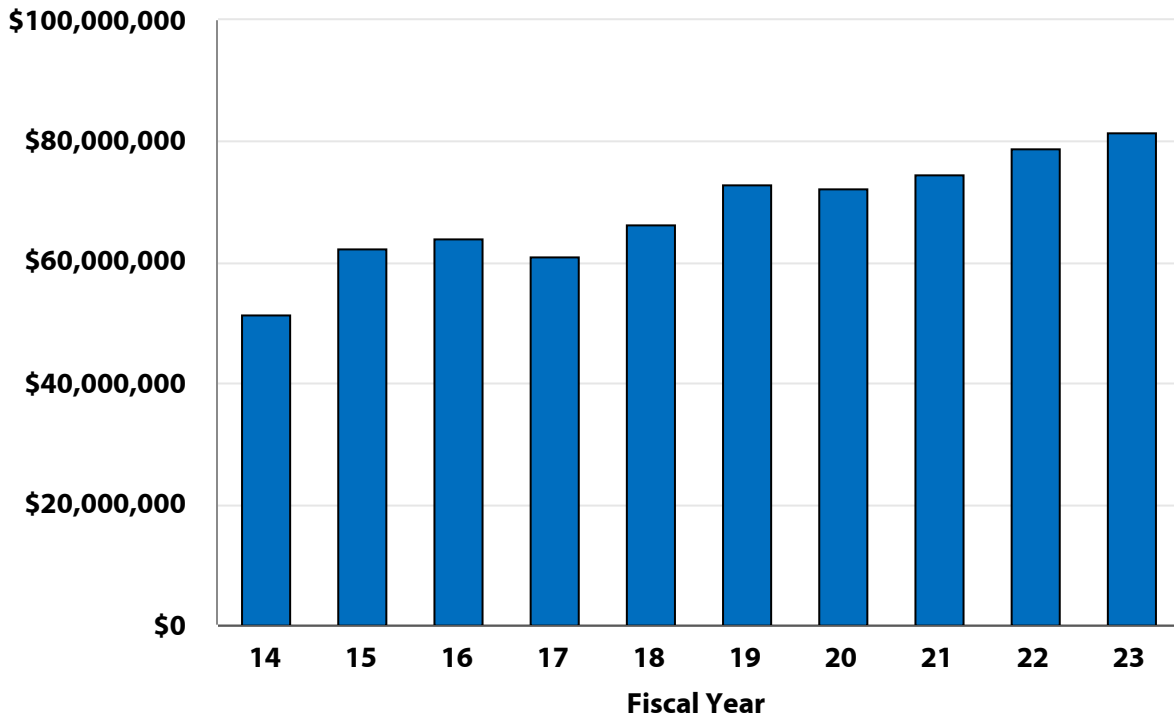
Warren Consolidated Schools



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	Recreating Recreation	General Drain	Voted Tax General Obligation	Total	
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	42,719,547	4,416,896	11,220,782	7,580,766	65,937,991	3,564,606	4,331,004	607	506,343	506,950	74,340,551
2022	44,817,855	4,654,345	12,866,281	7,748,836	70,087,317	3,631,075	4,402,377	615	549,205	549,820	78,670,589
2023	47,287,467	4,705,616	12,556,551	8,071,382	72,621,016	3,795,529	4,600,110	619	551,550	552,169	81,568,824

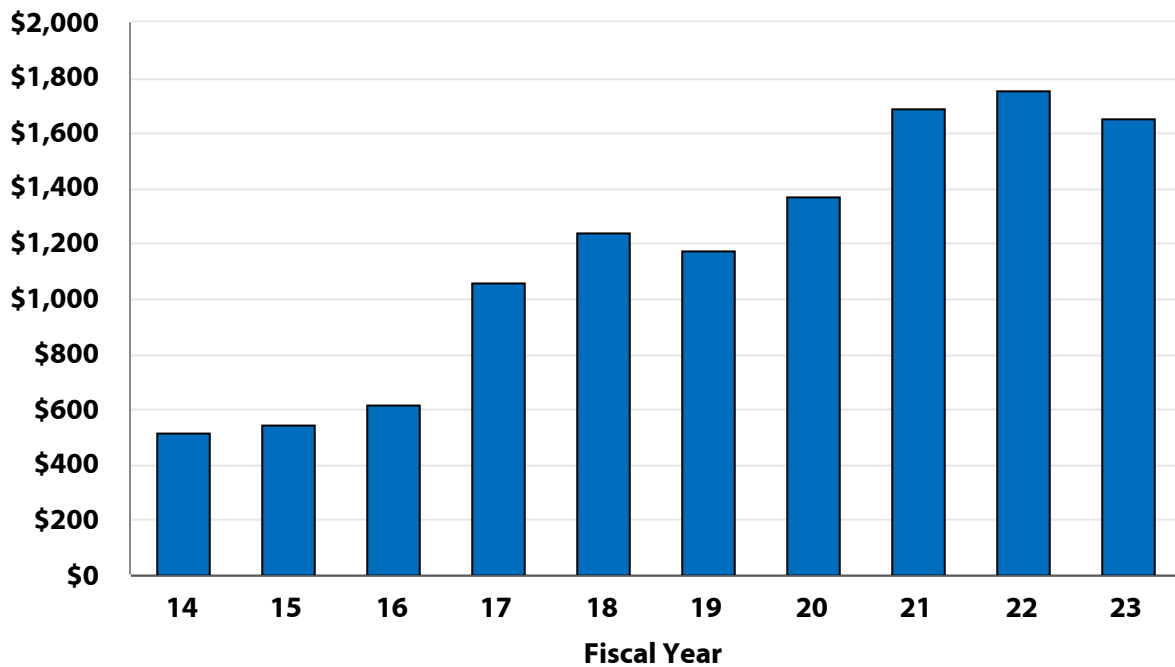
Property Tax Revenue



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				
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	0	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	0	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	0	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	0	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	0	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	0	80,269,356	1,844,015	18,485,695	219,178,930	6.98%	129,699	1,689.90
2022	76,866,655	50,878,548	1,400,000	0	87,839,833	1,704,561	17,320,226	236,009,823	5.61%	134,346	1,756.73
2023	72,517,518	47,300,615	1,200,000	0	83,760,738	1,565,415	15,754,110	222,098,396	5.28%	134,346	1,653.18

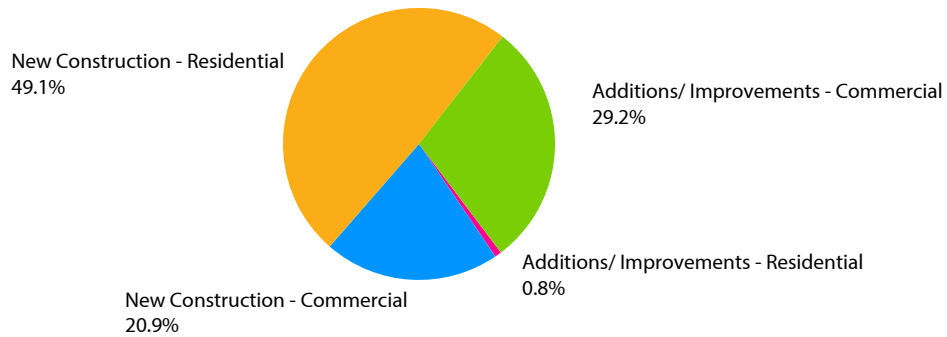
Outstanding Debt Per Capita



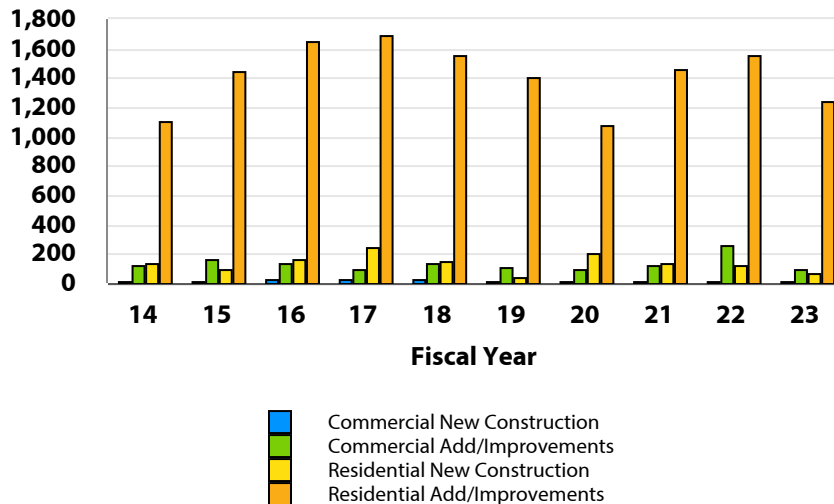
BUILDING PERMITS AT MARKET VALUE LAST TEN FISCAL YEARS

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	
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
2022	128	68,867,372	1,561	1,033,094	69,900,466	9	26,217,462	260	58,202,708	84,420,170
2023	74	34,099,939	1,236	568,316	34,668,255	10	14,475,834	99	20,276,906	34,752,740

Market Value of 2023 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					
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	132,438 (1)	40-44	86.4%	26.7%	30,631	4,056,708	51,615	64,833	4.3%
2022	134,346 (1)	40-44	86.4%	26.7%	31,335	4,209,732	51,615	64,833	4.1%
2023	134,346 (1)	40-44	86.4%	26.7%	31,335	4,209,732	51,615	64,833	3.4%

Sources:

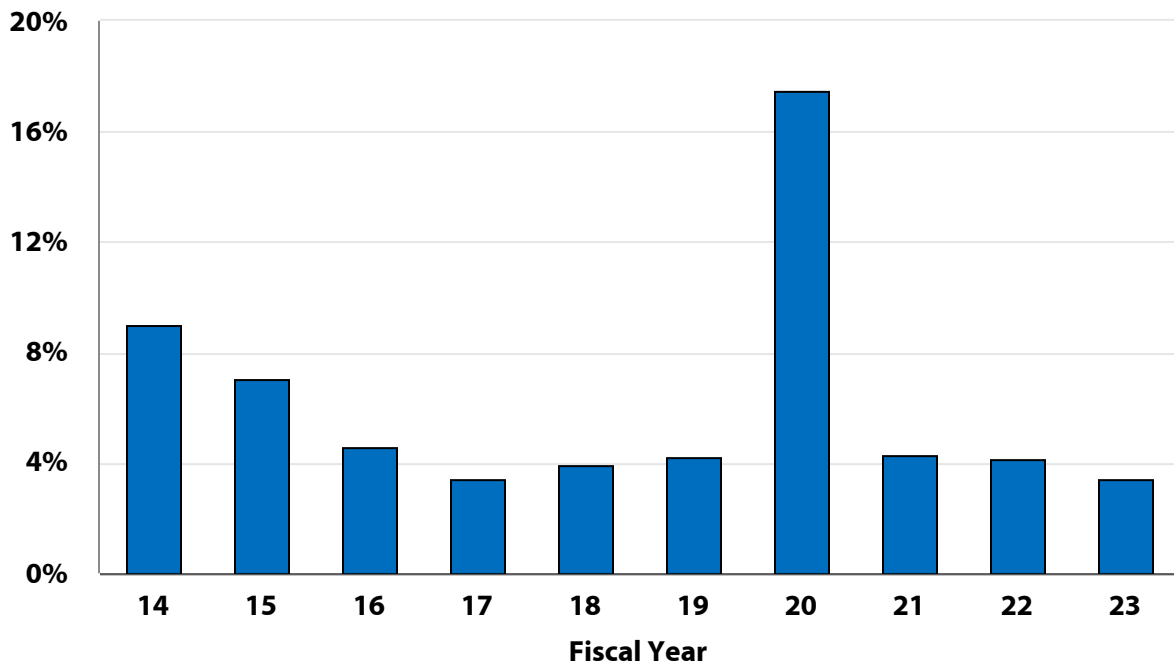
(1) United States Census Bureau

(2) Southeast Michigan Council of Governments (SEMCOG)

(3) Michigan Department of Career Development, Employment Security Agency, Office of Labor Market Information

(4) Michigan Department of Technology, Labor & Budget

City of Sterling Heights Unemployment Rate



2024/25 BUDGET

Activity Name

Police & Fire Pension Board

Account Number	Account Name	2022/23 Actual	2023/24 Budget	2023/24 To 12/31	2023/24 Estimate	2024/25 Budget
	Supplies					
729.000	Postage	\$240	\$400	\$210	\$400	\$400
751.000	Operating Supplies	10	400	30	400	400
	Total Supplies	250	800	240	800	800
	Other Charges					
802.000	Audit & Accounting Services	22,200	36,640	20,350	36,640	36,640
805.000	Administrative Services	51,740	55,000	25,810	55,000	75,000
806.000	Legal Services	5,250	11,000	2,870	11,000	11,000
807.000	Medical Services	0	2,000	0	2,000	2,000
809.000	Other Professional Services	930	1,500	1,000	1,500	1,500
810.000	Other Fees	19,460	22,000	7,010	22,000	22,000
826.000	Other Contracted Services	1,015,440	1,533,750	529,900	1,533,750	1,533,750
957.000	Memberships & Dues	200	200	200	200	200
959.000	Education & Training	9,280	10,000	2,600	10,000	10,000
	Total Other Charges	1,124,500	1,672,090	589,740	1,672,090	1,692,090
	Capital Outlay					
979.000	Computer Equipment	0	0	0	0	0
	Total Capital Outlay	0	0	0	0	0
Total Activity		\$1,124,750	\$1,672,890	\$589,980	\$1,672,890	\$1,692,890

NOTE: The "2022/23 Actual" & "2023/24 To 12/31" columns are rounded to the nearest \$10.

NAME	CONTRACT EXPIRATION	BUDGETED EMPLOYEES	
		FULL-TIME	PART-TIME
<u>Union Employees</u>			
Police Officers - MAP	6/30/2024	123	
Fire Fighters - IAFF Local 1557	6/30/2025	107	
Technical/Office - MAPE	6/30/2025	74	30*
DPW Field - Teamsters Local 214	6/30/2024	60	
Police Command Officers - COA	6/30/2025	37	
Professional & Technical - MAPE	6/30/2026	55	13
Court Clerical - AFSCME Local 1884	6/30/2025	20	3
Police Clerical - MAP	6/30/2026	21	
Supervisory - MAPE	6/30/2025	15	
Executive Group - SHEG	6/30/2025	7	
DPW Supervisors - AFSCME Local 1917	6/30/2024	9	
Total Union Employees		528	46
<u>Non-Union Employees</u>			
41-A District Court Administration	N/A	11	
41-A District Court Judges	N/A	3	
Ordinance Employees	N/A	3	
Other Employees (Seasonal/Part-time)**			87
Total Non-Union Employees		17	87
<u>Total All Employees</u>		545	133

* Includes thirteen part-time employees that are excluded from the part-time limit.

**Excludes Parks & Recreation seasonal employees.

Population

Total Population ¹	134,346
Gender ²	
Male	65,238
Female	68,506
Age ²	
Under 5 years	7,225
5 to 9 years	7,623
10 to 14 years	7,272
15 to 19 years	7,801
20 to 24 years	8,106
25 to 34 years	19,184
35 to 44 years	15,070
45 to 54 years	18,449
55 to 59 years	9,500
60 to 64 years	9,488
65 to 74 years	13,631
75 to 84 years	7,023
85 years and older	3,372
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	\$230,450
Total Housing Units	55,316
Houses	34,960
Condominiums	6,902
Apartments	11,763
Mobile Homes	1,691

Principal Property Taxpayers

Company/Taxable Value	
Stellantis	\$96,407,124
Detroit Edison Company	60,811,218
Consumers Energy Company	49,150,898
Ford Motor Company	29,704,044
Chalk Spade Investments (USA), Inc.	25,509,148
ITC Transmission	17,860,786
Comcast	17,590,961
Liberty Park Commerce Center LLC	17,259,045
Bae Systems Land & Armaments L.P.	15,946,049
General Dynamics Land Systems	14,136,393

Major Employers

Company/Employees	
Stellantis	7,965
General Dynamics Land Systems	7,300
Ford Motor Company	3,835
America's Back Office	3,500
Conti LLC	2,500
Utica Community Schools	2,300
21st Century Newspapers	1,500
Beaumont Health	1,299
Detroit Newspaper Partnership, LP	1,000
Mayco International LLC	950

Employment Status ²

Population 16 years & over	110,207
In labor force	68,699
Civilian labor force	68,593
Employed	64,548
Unemployed	4,045
Percent of civilian labor force	6
Armed Forces	106
Not in labor force	41,508

Occupation ²

Employed civilian population 16 yrs. & over	64,548
Management, business, science & arts occupations	25,931
Service occupations	9,688
Sales & office occupations	14,042
Natural resources, construction, & maintenance occupations	4,042
Production, transportation & material moving occupations	10,845

Industry ²

Agriculture, forestry, fishing and hunting, & mining	231
Construction	2,859
Manufacturing	14,454
Wholesale trade	1,201
Retail trade	8,368
Transportation and warehousing & utilities	3,642
Information	870
Finance, insurance, real estate & rental and leasing	3,591
Professional, scientific, management, administrative & waste management	5,713
Educational, health & social assistance	12,818
Arts, entertainment, recreation, accommodation & food services	5,529
Other services	3,158
Public administration	2,114

School Enrollment ²

Population 3 yrs. & over enrolled in school	30,721
Nursery school, preschool	1,659
Kindergarten	1,605
Elementary (grades 1-8)	11,265
High School (grades 9-12)	6,815
College or graduate school	9,377

Streets & Sidewalks

Miles of City Streets:	
Primary	63
Secondary	290
Estimated Sidewalks in Miles	640
Bridges	11
Street Lights	2,535

Police Protection

Group A offenses ³	4,047
Group B offenses ⁴	5,041
Injury Accidents	792
Property Damage	3,436
Private Property Damage	240
Total Traffic Violations	27,204
Civil Infractions	21,210
Parking Violations	3,106
Adult Arrests	2,454
Juvenile Arrests	7
OUIL Arrests	249

Fire Protection

Stations	5
Emergency Alarms Answered	17,832
Medical Emergencies	13,509
Fire Inspections Conducted	2,126
Inspection Violations Issued	1,186
Training Hours Completed	40,596

41-A District Court

Cases Handled:	
Civil	2,296
Criminal	5,175
Traffic	24,534
Landlord & Tenant	2,806
Small Claims	208

Election Data

Registered Voters	101,557
Voters at Polls	31,506
Absentee Ballots	21,052
Percent Voting	51.75

Parks & Recreation

Acres	821
Developed Parks	28
Adult Athletics Attendance	12,637
Instructional Rec. Attendance	31,099
Nature Program Attendance	13,522
50+ Activity Program Attendance	94,095
Special Event Attendance	160,439
Summer Playground Attendance	8,133
Adaptive Recreation Program Attendance	3,483

Library

Registered Borrowers	63,861
In-House Materials Usage	22,313
Items Circulated	457,800
Reference Transactions	47,617
Program Attendance	12,945
Library Visits	162,525
Inter Library Loan Requests	46,509
Inter Library Loans - Lent	45,243
Outreach Visits	490
Electronic Database Usage	8,326

Water & Sewer Services

Customers:	
Residential	39,910
Commercial/Industrial	3,010
Miles of Water Mains	667
Miles of Sanitary Sewers	475
Fire Hydrants	7,455
Water (in thousand cubic feet):	
Purchased from Detroit	586,151
Sold to Residents	584,891
Rates:	
100 Cubic Feet (water and sewer)	\$8.57
Sewer Only - Per Billing	\$32.34

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. 493**

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 2024/25; TO ADOPT THE FEE SCHEDULE FOR PUBLIC RECORDS AND SERVICES FOR THE FISCAL YEAR 2024/25; AND TO ADOPT WATER AND SEWAGE DISPOSAL RATES FOR THE FISCAL YEAR 2024/25.

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, 2024 through June 30, 2025. The City Council does hereby adopt, by budgetary center, the following General Fund and Special Revenue Funds budgets for 2024/25.

Sec. 2.01

GENERAL FUND BUDGET:

REVENUES & OTHER FINANCING SOURCES

REVENUES

Net General Tax Revenue	\$53,784,000	
Licenses and Permits	2,477,000	
Federal/State/Local Returns	21,874,250	
Fines and Forfeitures	2,255,500	
Charges for Services	15,551,900	
Other Revenue	4,965,300	
Cable Revenue	1,800,000	
Use of Fund Balance	0	
Total General Revenue		102,707,950
Refuse Tax Revenue	0	
Police & Fire Pension Tax Revenue	13,819,000	
Safe Streets Tax Revenue	9,214,000	
Total Other Tax Revenue		23,033,000
Total Revenues		<u><u>\$125,740,950</u></u>

OTHER FINANCING SOURCES

Transfers In	2,500	
Total Other Financing Sources		<u>2,500</u>

Total Revenues & Other Financing Sources	<u><u>\$125,743,450</u></u>

and does hereby designate \$53,857,000 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 \$13,819,000 to be raised by 2.4435 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 \$9,203,000 to be raised by 1.6112 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	\$15,477,900	
Public Library Department	3,139,000	
Police Department	43,565,500	
Fire Department	26,474,900	
Public Works Department	7,449,700	
Refuse Collection	0	
City Development Department	6,826,250	
Community Relations Department	2,240,850	
41-A District Court	4,004,100	
General Expenditures	3,466,050	
Contribution to Fund Balance	88,700	
Total Expenditures		112,732,950

OTHER FINANCING USES

Transfers Out	13,010,500	
Total Other Financing Uses		13,010,500

Total General Fund

\$125,743,450

Sec. 2.02

WATER & SEWER OPERATING FUND:

OPERATING REVENUES

Operating Revenues	\$62,748,950

Total Operating Revenues

\$62,748,950

OPERATING EXPENSES

Administration	\$5,447,850
Water Distribution	23,127,100
Sewage Collection	33,366,200
Contribution to Retained Earnings	807,800

Total Water & Sewer Operating Fund

\$62,748,950

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, 2024.

WATER RATES

Volume Charges Per Billing Period:	Rate Per 100 Cubic Ft. (CCF)
Residential Volume	
Block 1 (1-12 CCFs)	\$2.50
Block 2 (Above 12 CCFs)	\$4.58
Commercial Volume (per CCF)	\$3.79
Fixed Meter Charge (Monthly):	
5/8"	\$ 9.00
3/4"	9.00
1"	20.20
1 1/2"	37.90
2"	60.20
3"	129.20
4"	230.40
6"	475.20
8"	1,021.70
10"	1,531.30
12"	1,531.30

SEWER RATES

Volume Charges Per Billing Period:	Rate Per 100 Cubic Ft. (CCF)
Residential (per CCF)	\$6.56
Commercial (per CCF)	\$6.56
Fixed Charge (Monthly)	\$7.70

BILLING

Bills for water and sewer service shall be rendered periodically as set forth in this article. 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 the average of the actual water consumption (rounded up to nearest whole unit) of the bills issued on January 1, February 1, and March 1, whichever is lower. 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 months. 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 \$99.00 charge per bill for commercial sewer only customers and a \$33.00 charge per bill for residential sewer only customers.

Sec. 2.03**MAJOR ROAD FUND BUDGET:****REVENUES & OTHER FINANCING SOURCES****REVENUES**

Fund Balance	\$1,917,400	
State Sources	11,917,700	
Other Revenue	468,000	
Total Revenues		14,303,100

OTHER FINANCING SOURCES

Transfer from General Fund	1,000,000	
Total Other Financing Sources		1,000,000

Total Revenues & Other Financing Sources**\$15,303,100****EXPENDITURES & OTHER FINANCING USES****EXPENDITURES**

Administration Expenses	\$111,300	
Major Street Maintenance	2,551,800	
Major Street Improvements	7,840,000	
Total Expenditures		10,503,100

OTHER FINANCING USES

Transfer to Road Bond Debt Retirement Fund	4,800,000	
Transfer to Local Road Fund	0	
Total Other Financing Uses		4,800,000

Total Major Road Fund**\$15,303,100****Sec. 2.04****LOCAL ROAD FUND BUDGET:****REVENUES & OTHER FINANCING SOURCES****REVENUES**

Fund Balance	\$0	
Net Property Taxes	4,328,000	
State Sources	4,561,450	
Charges for Services	50,000	
Other Revenues	60,600	
Total Revenues		9,000,050

OTHER FINANCING SOURCES

Transfer from General Fund	0	
Transfer from Major Road Fund	0	
Total Other Financing Sources		0

Total Revenues & Other Financing Sources**\$9,000,050**

and does hereby designate \$4,331,000 to be raised by 0.7582 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	\$125,100	
Local Street Maintenance	2,305,000	
Local Street Improvements	5,500,000	
Contribution to Fund Balance	1,069,950	
Total Expenditures		9,000,050

OTHER FINANCING USES

Transfer to Road Bond Debt Retirement Fund	0	
Total Other Financing Uses		0

Total Local Road Fund		<u><u>\$9,000,050</u></u>

Sec. 2.05

REFUSE AND RECYCLING FUND BUDGET

REVENUES & OTHER FINANCING SOURCES

REVENUES

Fund Balance	\$0	
City Refuse Tax	7,667,000	
State Sources	449,900	
Charges for Services	35,000	
Total Revenues		8,151,900

OTHER FINANCING SOURCES

Transfer from General Fund	0	
Total Other Financing Sources		0

Total Revenues & Other Financing Sources		<u><u>\$8,151,900</u></u>

and does hereby designate \$7,667,000 to be raised by 1.3558 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.,

EXPENDITURES & OTHER FINANCING USES

EXPENDITURES

Personnel Services	\$163,850	
Supplies	500	
Other Charges	7,953,700	
Contribution to Fund Balance	33,850	

Total Refuse and Recycling Fund		<u><u>\$8,151,900</u></u>

Sec. 2.06**LAND AND WATER CONSERVATION FUND BUDGET:****REVENUES**

Other Revenues	1,500	

Total Revenues

	<u>\$1,500</u>

EXPENDITURES

Contribution to Fund Balance	1,500	

Total Land Water Conservation Fund

	<u>\$1,500</u>

Sec. 2.07**PARKS & RECREATION FUND BUDGET:****REVENUES & OTHER FINANCING SOURCES****REVENUES**

Fund Balance	\$107,750	
Property Taxes	5,252,000	
State Sources	560,100	
Charges for Services	1,369,250	
Other Revenue	187,000	
Total Revenues		7,476,100

OTHER FINANCING SOURCES

Transfer from General Fund	3,247,900	
Total Other Financing Sources		3,247,900

Total Revenues & Other Financing Sources

	<u>\$10,724,000</u>

and does hereby designate \$5,252,000 to be raised by 0.9196 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 *Recreating Recreation Proposal* in 2016.

EXPENDITURES

Personnel Services	\$4,189,450	
Supplies	399,950	
Other Charges	2,682,250	
Capital Outlay	454,000	
Debt Service	2,998,350	
Contribution to Fund Balance	0	

Total Parks & Recreation Fund

	<u>\$10,724,000</u>

Sec. 2.08**PUBLIC SAFETY FORFEITURE FUND BUDGET:****REVENUES**

Fund Balance	\$645,800
Federal Forfeitures	0
Treasury Forfeitures	0
State Forfeitures	0
Gambling Forfeitures	0
Operating While Intoxicated Forfeitures	0
Act 302 Training Funds	42,800
Interest Income	101,900

Total Revenues**\$790,500****EXPENDITURES**

Federal Forfeitures	\$470,000
Treasury Forfeitures	0
State Forfeitures	266,700
Gambling Forfeitures	0
Operating While Intoxicated Forfeitures	11,000
Act 302 Training Funds	42,800

Total Public Safety Forfeiture Fund**\$790,500****Sec. 2.09****COMMUNITY DEVELOPMENT BLOCK GRANT FUND BUDGET:****REVENUES**

Community Development Block Grant	\$1,095,950

Total Revenues**\$1,095,950****EXPENDITURES**

Administrative Expenses	\$145,000
Books	3,500
Job Retention Program	10,950
Minor Home Repair	40,000
Adaptive Recreation Program	18,000
Housing Rehabilitation Program	55,000
Contributions to Non-Profit Organizations	53,250
Capital & Other Improvements	770,250

Total Community Development Block Grant Fund**\$1,095,950****Sec. 2.10****OPIOID SETTLEMENT FUND BUDGET:****REVENUES**

Fund Balance	\$0
Other Revenue	142,200

Total Revenues**\$142,200****EXPENDITURES**

Supplies	\$10,000
Other Charges	115,000
Contribution to Fund Balance	17,200

Total Opioid Settlement Fund**\$142,200**

Sec. 2.11**INDIGENT DEFENSE FUND BUDGET:****REVENUES**

Fund Balance	\$0
State Grants	789,800
Interest on Investments	10,000

Total Revenues	<u><u>\$799,800</u></u>

EXPENDITURES

Supplies	\$250
Other Charges	799,550

Total Indigent Defense Fund	<u><u>\$799,800</u></u>

Sec. 2.12**AMERICAN RESCUE PLAN ACT FUND BUDGET:****REVENUES**

Other Revenue	\$120,000

Total Revenues	<u><u>\$120,000</u></u>

EXPENDITURES

Contribution to Fund Balance	\$120,000

Total American Rescue Plan Act Fund	<u><u>\$120,000</u></u>

Sec. 2.13**CORRIDOR IMPROVEMENT AUTHORITY FUND:****REVENUES & OTHER FINANCING SOURCES****REVENUES**

Fund Balance	\$0
Property Taxes	375,000
Other Revenue	45,000

Total Revenues	<u><u>\$420,000</u></u>

EXPENDITURES

Other Charges	\$40,000
Capital Outlay	0
Contribution to Fund Balance	380,000

Total Corridor Improvement Authority Fund	<u><u>\$420,000</u></u>

Sec. 2.14**BROWNFIELD AUTHORITY FUND:****REVENUES & OTHER FINANCING SOURCES****REVENUES**

Property Taxes	\$765,350	
Other Revenue	19,150	

Total Revenues**\$784,500****EXPENDITURES**

Other Charges	\$765,350	
Transfer to General Fund	2,500	
Contribution to Fund Balance	16,650	

Total Brownfield Authority Fund**\$784,500****Sec. 2.15****LOCAL DEVELOPMENT FINANCE AUTHORITY FUND BUDGET:****REVENUES & OTHER FINANCING SOURCES****REVENUES**

Federal Grants	\$720,000	
Property Taxes	1,902,550	
Other Revenue	385,000	
Total Revenues		3,007,550

OTHER FINANCING SOURCES

Transfer from Economic Development Fund	0	
Total Other Financing Sources		0

Total Revenues & Other Financing Sources**\$3,007,550****EXPENDITURES**

Incubator Renovations	\$0	
Incubator Operations	1,588,400	
SmartZone Improvements	27,000	
Small Business Support	600,000	
Contribution to Fund Balance	792,150	

Total Local Development Finance Authority Fund**\$3,007,550**

Sec. 2.16**ROAD BOND DEBT RETIREMENT FUND:****REVENUES & OTHER FINANCING SOURCES****REVENUES**

Fund Balance	\$74,300	
Special Assessment Revenue	144,200	
Interest Income	13,200	
Federal Interest Rebates	0	
Total Revenues		231,700

OTHER FINANCING SOURCES

Transfer from Major Road Fund	4,800,000	
Transfer from Road Bond Construction Fund	0	
Total Other Financing Sources		4,800,000

Total Revenues & Other Financing Sources**\$5,031,700****EXPENDITURES**

Principal	\$3,685,000
Interest	1,343,850
Other Fees	2,850
Contribution to Fund Balance	0

Total Road Bond Debt Retirement Fund**\$5,031,700****Sec. 2.17****LIMITED TAX GENERAL OBLIGATION DEBT FUND:****REVENUES & OTHER FINANCING SOURCES****REVENUES**

Other Revenue	3,400	
Total Revenues		3,400

OTHER FINANCING SOURCES

Transfer from General Fund	2,958,400	
Total Other Financing Sources		2,958,400

Total Revenues & Other Financing Sources**\$2,961,800****EXPENDITURES**

Principal	\$1,760,000
Interest	1,197,400
Other Fees	1,000
Contribution to Fund Balance	3,400

Total Limited Tax General Obligation Debt Fund**\$2,961,800**

Sec. 2.18**CAPITAL PROJECTS FUND:****REVENUES & OTHER FINANCING SOURCES****REVENUES**

State & Local Returns	0	
Other Revenue	1,599,800	
Total Revenues		1,599,800

OTHER FINANCING SOURCES

Transfer from General Fund	5,804,200	
Total Other Financing Sources		5,804,200

Total Revenues & Other Financing Sources**\$7,404,000****EXPENDITURES**

Capital Equipment	\$1,055,600
Capital Vehicles	2,208,450
Capital Projects	3,488,550
Contribution to Fund Balance	651,400

Total Capital Projects Fund**\$7,404,000****Sec. 2.19****ROAD BOND CONSTRUCTION FUND:****REVENUES & OTHER FINANCING SOURCES****REVENUES**

Fund Balance	\$1,900,000	
Other Revenue	100,000	
Federal Grants	0	
Total Revenues		2,000,000

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**\$2,000,000****EXPENDITURES & OTHER FINANCING USES****EXPENDITURES**

Construction	\$2,000,000
Contribution to Fund Balance	0

Total Road Bond Construction Fund**\$2,000,000**

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, 2024 through June 30, 2025. 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	640.00
Lot Combinations	540.00
Processing Labels (per page)	1.75
Resident Field Sheet Fee	2.25
Apartment Listing (Names/Sidwells/Assessments)	73.00
Shopping Center List	73.00
Section or Subdivision Listing (per page)	1.00
Assessing, Board of Review, & Sales Information (first page):	2.20
Additional Pages	0.30
Board of Review Member Compensation (per hour)	20.00
Plat Map	158.00
Custom Assessment Information Report	81.00
IFEC Extension Application Fee	660.00
IFEC Request for Extension to Complete Project Application Fee	665.00
IFEC Request for Revision of Final Project Cost Application Fee	665.00
Application to Establish a Speculative Building Designation Fee	665.00
Tax Hardship Income Limits:	
1 Person	15,060.00
2 Person	20,440.00
3 Person	25,820.00
4 Person	31,200.00
5 Person	36,580.00
6 Person	41,960.00
7 Person	47,340.00
8 Person	52,720.00
Each Additional Person	5,380.00

Sec. 3.02

BUILDING OFFICE:

Fence Permit	44.00
Fence Permit – Masonry, Separation	128.00

Board of Code Appeals	356.00
Reestablish Expired Permit Fee	74.00
Overtime Inspections, Each Hour (3 hour minimum)	102.00
Special Inspections, Each Trade - Residential	58.00
Special Inspections, Each Trade - Commercial under 50,000 sq ft	82.00
Special Inspections, Each Trade - Commercial over 50,000 sq ft	121.00
Special Inspections, Each Trade - illegal Grow Compliance	121.00
Building Moving Permit	335.00
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)	54.00
Miscellaneous	74.00
Permit fee (minimum)	74.00
Electrical Contractor's Registration	32.00
Fire Alarm Contractor's Registration	32.00
Sign Contractor's Registration	32.00
Furnace Wiring	33.00
Air Conditioner Reconnect	33.00
Circuits: Each (new or extended)	27.00
Fixtures: Each 25	27.00
Motors, Power, Heating Units, Furnaces, Transformers:	
Each ¼ to 10 HP	33.00
Each 11 to 30 HP	38.00
Each 31 to 50 HP	43.00
Each 51 to 60 HP	49.00
Each 61 and over	63.00
Feeders (Conduit, Wireways, Bus Ducts, Cables):	
Each 100 ft. (or less)	56.00
Refrigeration Units:	
Air Conditioning (residential)	33.00
Interruptible Service	33.00
Air Conditioning (commercial):	
Up to 5 Tons	38.00
5 to 40 Tons	56.00
Over 40 Tons	85.00
Electric Ranges, Ovens, Dryers, Water Heaters, X-Ray Equipment:	
Each unit of type	33.00
Swimming Pools/Hot Tubs (all)	62.00
Service (Lights, Heat, and Power):	
100 Ampere or less	33.00
101 to 200 Ampere	43.00
201 to 300 Ampere	43.00
301 to 400 Ampere	43.00
401 to 500 Ampere	43.00
501 to 900 Ampere	56.00

901 Ampere or more	68.00
EV Chargers	32.00
Solar Panels:	
Up to 10 KVA	33.00
11-30 KVA	43.00
31-50 KVA	56.00
51 KVA or more	68.00
Signs: Sign Circuit	49.00
Sign Tag Inspection	71.00
Sign Connection	76.00
General Repair & Alterations (per hour or fraction thereof)	64.00
Generator Connection	56.00
Motion Picture Apparatus	56.00
Special Inspections not specifically covered:	
Festivals	149.00
Carnivals	149.00
Circuses	149.00
Shop Inspection	83.00
Theatrical Road Show	83.00
Christmas Tree Lot	83.00
Temporary Wiring:	
Display Area (Sq. Ft.):	
Up to 100,000 sq. ft.	73.00
Over 100,000 to 200,000 sq. ft.	139.00
Over 200,000 to 300,000 sq. ft.	166.00
Over 300,000 to 400,000 sq. ft.	247.00
Over 400,000 sq. ft.	330.00
Low Voltage Wiring	
Up to 20 Devices	75.00
21 - 100 Devices	100.00
Over 100 Devices	125.00
Outline Tubing – Connection or Tag Inspection:	
Each 100 feet	82.00
Mobile Home and Trailer Park Inspections (minimum)	74.00
Fire Alarm Inspection (minimum)	77.00
Manual Pull Station	17.00
A/V, Strobe, Voice Speaker	17.00
Water Flow/Tamper Switch	17.00
Heat or Smoke Detector	17.00
Flame, Duct Detector	17.00
Auxiliary Panel	17.00
Electric Door Release	17.00
Elevator Recall Status	17.00
Fire Alarm Circuit	26.00
Alterations to existing system	74.00
Reinspection Fee	74.00
Miscellaneous Fire Alarm Fee	74.00
Plumbing Work	
Application Fee (Non-refundable)	54.00

Miscellaneous	74.00
Permit Fee (minimum)	74.00
Plumber's Registration	1.00
Journeyman Plumber's Registration	0.50
Fixture Inspection: (New and Replacement)	
New Installation (minimum)	74.00
New Stack or Stack Alteration	24.00
Air Admittance Valve	24.00
Roof conductor	24.00
Sump or interceptor	24.00
Backflow preventor	24.00
Pump or Water Lift	24.00
Hose connection (sillcocks)	24.00
Water treatment device	24.00
Water closets	24.00
Shower traps	24.00
Baths	24.00
Water heater	38.00
Electric Water Heater Reconnect	38.00
Tankless Water Heater	38.00
Basement Waterproofing	54.00
Radon	123.00
Sinks (any description)	24.00
Lavatories	24.00
Laundry trays	24.00
Floor drains	24.00
Ice Maker	24.00
Back Water Valve	24.00
Thermal Expansion Tank	24.00
Bidet	24.00
Dental Chair	24.00
Grease or Oil Interceptor	24.00
Drinking fountains	24.00
Soda fountains/bars	24.00
Waste opening	24.00
Humidifiers	24.00
Food waste grinders	24.00
Dishwashers	24.00
Urinals	24.00
Whirlpools	43.00
Lawn Sprinkler Systems	74.00
All other fixtures not mentioned	24.00
Reinspection Fee	74.00
Special Equipment (automatic laundry, humidifier, beverage vending machine, vacuum systems, nitrous oxide, oxygen, nitrogen, medical air):	
Automatic Machines (minimum)	38.00
Each additional	24.00
Building Sewer Connection – sump connection	56.00
Drains:	
Storm drains to catch basin for main storm sewer	328.00

Lines less than 4" in diameter	34.00
Lines less than 6" in diameter	39.00
Lines less than 8" in diameter	50.00
Lines less than 10" in diameter	64.00
Lines less than 12" in diameter	82.00
Lines less than 14" in diameter	98.00
Lines less than 16" in diameter	115.00
Lines less than 18" in diameter	132.00
Lines exceeding 18" in diameter (per inch)	22.00
Water Distribution System:	
3/4"	28.00
1"	39.00
1 1/4"	44.00
1 1/2"	57.00
2"	73.00
2 1/2"	108.00
3"	122.00
4"	139.00
Exceeding 4"	165.00
Replace piping, no increase in size	44.00
Mechanical Work	
Application Fee (Non-refundable)	54.00
Miscellaneous	74.00
Permit Fee (minimum)	74.00
License/Registration	15.00
Gas-Fired Equipment; Oil Burners; New or Replacement –	
Burners with input:	
up to 75,000	56.00
75,001 to 500,000	63.00
500,001 – 1,000,000	112.00
1,000,001 – 2,000,000	126.00
2,000,001 – 3,000,000	160.00
over 3,000,000	193.00
Air Handlers:	
Up to 2,000 CFM	56.00
Over 2,000 CFM	112.00
Duct Work	56.00
Hydronic Piping	64.00
Gas Piping:	
Mains up to 2"	49.00
Mains 2 1/2" to 4"	63.00
Mains over 4"	77.00
Each Opening off of Main	21.00
Factory Built Chimneys:	
Up to 8"	27.00
9" to 12"	38.00
Over 12"	49.00
Pre-Fab Fireplace	63.00
Flue Liner	43.00
Exhaust Fans:	

Up to 400 cfm	22.00
401 cfm to 1,000 cfm	27.00
1,001 cfm to 4,000 cfm	38.00
Over 4,000 cfm	49.00
Dryer Vents	27.00
Furnace Reconnect	39.00
A/C Reconnect	39.00
Kitchen Hood and Duct (UL300/FM200)	74.00
Spray Booth Hood and Duct	74.00
Fire/Smoke Dampers	28.00
Generators	55.00
VAV Box	28.00
Chillers	55.00
Alterations to existing installations	74.00
Alterations to existing boilers	74.00
Reinspection Fee	74.00
Refrigeration Systems –	
2 Tons or Less, each	49.00
Over 2 to 5 Tons, each	56.00
Alterations to each system	74.00
Remote Systems:	
5 Tons or Less, each	56.00
Over 5 to 50 Tons, each	77.00
Over 50 Tons, each	126.00
Alterations to each system	74.00
Cooling Towers	74.00
Stand Pipes and Fire Suppression:	
Riser pipe up to 4" diameter	50.00
Riser pipe up to 6" diameter	83.00
Riser pipe up to 8" diameter	115.00
Riser pipe 8" or more diameter	246.00
Each suppression opening (each head of the system)	8.00
Alteration to existing system	74.00
Flammable and Bulk Storage Tanks:	
Tanks under 500 Gallons	56.00
Tanks under 5,000 Gallons	71.00
Tanks under 20,000 Gallons	96.00
Tanks under 50,000 Gallons	112.00
Tanks under 200,000 Gallons	126.00
Tanks over 200,000 Gallons	240.00
Buildings	
Application Fee (Non-refundable)	54.00
Miscellaneous	74.00
Plan Review Deposits (Non-refundable):	
Single Family Residential	640.00
Commercial Alteration	261.00
New Commercial/Industrial Building	1,290.00
Commercial/Industrial Addition	640.00
Building Permit Fees (all use groups):	

Valuation to \$1,000	60.00
Valuation \$1,001 to \$10,000	60.00 + 15.00 per 1,000 over 1,000
Valuation \$10,001 to \$100,000	240.00 + 6.00 per 1,000 over 10,000
Valuation \$100,001 to \$500,000	1,010.00 + 6.00 per 1,000 over 100,000
Valuation \$500,001 and over	4,390.00 + 6.00 per 1,000 over 500,000
Residential Bond (5% Retained)	600.00
Temporary C/O Refundable Bond	620.00
Multi-Family Bond (5% Retained)	895.00
Commercial Bond - New or Addition (5% Retained)	1,820.00
Industrial Bond - New or Addition (5% Retained)	3,650.00
Mobile Homes	170.00
Plan Review Fee:	
Valuation \$0 - \$500,000	0.0040 of valuation but not less than 100.00
Valuation over \$500,000	2,570.00 + 0.0015 of valuation over 500,000
Residential Plan Review: If Plan Number is on File	128.00
Additional Expedited Commercial Interior Alteration Plan Review Fee	236.00
Miscellaneous Plan Review	75.00
Misc. Items (concrete, antennas, awnings, sheds, canopies, tents, gazebos, decks, porches, reroofs)	77.00
Pigeon Loft Inspection	77.00
Use Permit (tenant space)	108.00
Fire Repair/Water Repair/Storm Repair	Based on valuation but not less than 300.00
Fire Inspection Fee (New City Businesses)	102.00
Spray Booth	74.00
Solar Panel	150.00
Reinspection Fee	74.00
Demolition:	
Plan review and administration base fee	75.00 + 0.10 per square ft.
Swimming Pools:	
Above Ground	77.00
Below Ground	158.00
Signs:	
Application Fee (non-refundable)	54.00
Plan Review Fee	75.00
Permanent	164.00
Temporary	73.00
Contractor Registration Fee	32.00
Residential Basement Finish	261.00
Residential Interior Finish	261.00
Minor Commercial Alterations under 400 sq. ft.	247.00

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	66.00
Banquet & Event Facility License	530.00

Renewal Fee	265.00
General Business License Annual Fee	60.00
Late Fee (Applied after March 1 st)	30.00
Penalty Fee (Applied after March 8 th)	9.00
Carnival/Festival License	84.00 + 6.00 each booth, ride, etc.
Cigarette Vending Machine License	75.00 + 6.00 each additional machine
Commercial Outdoor Patio Space License:	530.00
Renewal Fee	265.00
Renewal Fee with Major Material Modifications	530.00
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	12.00
2-Year License	18.00
3-Year License	24.00
Unaltered Dog:	
1-Year License	25.00
2-Year License	45.00
3-Year License	65.00
Newly Acquired Dog - Nov. 1 to Dec. 31	
Spayed/Neutered Dog:	
1-Year License	7.00
Unaltered Dog:	
1-Year License	13.00
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	65.00
Replacement Dog Tag	7.00
Fire Inspection Fee (new City businesses – charged by Building)	104.00
Going Out of Business Sales License	50.00
Renewal Fee	50.00
House Moving License	84.00
Industrial Development District Filing Fee	1,140.00
Industrial Facilities Exemption Certificate Filing Fee	2,440.00
Industrial Facilities Exemption Certificate Application Amendment Fee	1,140.00
Industrial Facilities Exemption Certificate Transfer Fee	1,140.00
New Personal Property Exemption Fee	2,440.00
Junk Yard License	320.00
Medical Marijuana Location Registration Fee	830.00
Mobile Vending License	224.00
Pawnbroker License	500.00
Refuse Collection License	117.00 + 7.00 each truck
Secondhand Goods Merchant Registration Fee	122.00
Snow Removal License	229.00

Solicitor/Peddler License	147.00
Tattoo Permit	650.00
Taxi License (annual fee)	115.00 + 12.00 per vehicle
Massage Establishment License:	760.00
Renewal Fee Massage Establishment License	380.00
Passport Acceptance Fee	35.00
Passport Photo	20.00
Precinct Map	5.50
City Street Map	6.50
Zoning Map	6.50
City Budget	60.00
Capital Improvement Program	40.00
City Financial Audit	40.00
Collective Bargaining Agreement	7.00
Voter and Business Registry Labels (per page)	1.75
Voter and Business Registry Lists (per computer hour)	Payroll + 0.05/page
Voter List	37.00
Liquor License: Class C	2,450.00
Tavern	2,450.00
SDD & SDM	2,450.00
Entertainment and/or Dance Permit	2,450.00
Extended Hours Permit	2,450.00
Shareholder Partial Transfer	1,200.00
Hotel/Motel License:	2,450.00
Renewal Fee Hotel/Motel License	1,200.00
Certifications	7.50
Photo Copies – Black & White (Non-FOIA):	2.20
Additional Pages – Black & White (Non-FOIA)	0.30
Photo Copies – Color (Non-FOIA):	2.20
Additional Pages – Color (Non-FOIA)	0.85
Microfilm Copies (per page) (Non-FOIA)	6.00
Recording Fee (formerly Encroachment Fee)	50.00
Notary Fee	10.00
Fireworks Display Permit	825.00
Close Proximity Pyrotechnic Display Permit	825.00
Sterlingfest Art Fair Applications:	255.00
Double Booth Fee	435.00
Corner Booth Additional Charge	36.00
Sterlingfest Art Fair Vendor Jury Fee (Non-Refundable)	20.00
Sterlingfest Booth – Food Cart Vendors	785.00
Sterlingfest Booth - Restaurateurs	1,685.00
Digital Files:	
Resident (Non-FOIA)	5.00
Non-Resident (Non-FOIA)	10.00
Gazebo Rental (per event):	
Resident	68.00
Non-Resident	108.00
Gazebo Rental for Photographs Only (per 1 hour rental):	
Resident	41.00
Non-Resident	54.00

Sterling Heights Magazine Advertisement Fees:

Full Page, Premium (Covers)	1,620.00
Full Page Ad (Two Color)	1,080.00
One-Half Page Ad (Full Color)	650.00
One-Half Page Ad (Two Color)	540.00
One-Fourth Page Ad (Full Color)	325.00
One-Fourth Page Ad (Two Color)	280.00
Business Card Ad (Full Color)	108.00
Business Card Ad (Two Color)	82.00
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)	580.00
Tax Increment Plan Annual Administrative Fee	2,850.00

Sec. 3.05**ENGINEERING OFFICE:****Review Fees:**

Site Plan	509.00 + 80.00/acre + 1.3% of site imp.cost
Multiple Developments	509.00 + 80.00/acre + 1.3% of site imp.cost
Cluster Developments	509.00 + 80.00/acre + 1.3% of site imp.cost
Site Condominiums	509.00 + 80.00/acre + 1.3% of site imp.cost
Subdivisions	1.3% of estimated site improvement costs

Plan Revision Review Fee	108.00

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	56.00
R.O.W. Permits:	
Review Fees – Public Improvements	1.3% of construction cost (\$75 minimum)
Review Fees – Privately Owned Facility	\$0.05/linear foot (\$75 minimum)
Inspection	Payroll +180%
Telecommunications ROW Application Fee	767.00
Major Road Residential Drive Approach (Review & Inspection)	280.00
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+ 285.00
Easement Encroachments	305.00
Building Number Assignments (per address)	31.00
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 (\$75.00 minimum)
Single-Family Residential House	79.00
Underground Private Utility	0.05 linear foot (75.00 minimum)
S.E.S.C. Inspection Fee (per inspection)	54.00
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	121.00
Public Services Agreement Execution Fee	42.00
Recording Fee	50.00
Water & Sewer Debt Service Agreement Finance Charge	20%
Document Copying for:	
24" x 36" Prints (Xerox 2510 or blueline) - each	10.00
34" x 34" Prints (Xerox 2510 or blueline) - each	10.00
Larger than 34" x 34" (Xerox 2510 or blueline) - each	10.00
Topographic Map 36" x 36" (blueline)	51.00
Planimetric Map 36" x 36" (blueline)	34.00
Overall Watermain Map (blueline)	13.00
Overall Sanitary Sewer Map (blueline)	13.00
Overall Storm Sewer Map (blueline)	13.00
Master Storm Sewer Plan (book form)	58.00
Master Watermain Plan (book form)	46.00

Master Sanitary Sewer Plan (book form)	46.00
Master Road Plan (book form) 1998 HRC	58.00
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)	16.00
Additional Pages (Non-FOIA)	1.00
Digital Photographs:	
5" x 7" Color Print (Non-FOIA)	41.00
8" x 10" Color Print (Non-FOIA)	41.00
8" x 10" Contact Sheet (Non-FOIA)	41.00
Compact Disc (Non-FOIA)	34.00
Burning Permit	245.00
Fireworks Sales Permit	825.00
Fireworks Display Permit	825.00
Close Proximity Pyrotechnic Display Permit	825.00
Board of Code Appeals	310.00
Witnessed Acceptance Test Fee	201.00
Off-Hour Witnessed Acceptance Test Fee (3 hour minimum)	933.00
Each additional hour	311.00
Reinspection Fee for Witnessed Acceptance Test	201.00
Phase I Site Inspection (1 hour minimum)	69.00 + 44.00 per hour
Mobile Food Vendor Inspection (per calendar year)	25.00
Special Fire Prevention Inspection (festivals, craft shows, carnivals, haunted houses, flea markets):	
Each Inspection	220.00
Each Re-Inspection	220.00
Off-Hour Inspection (3 hour minimum)	311.00
Each Additional Hour	94.00
Off-Hour Re-Inspection (3 hour minimum)	311.00
Each Additional Hour	94.00
Plan Review Fee	190.00
Resubmitted Plan Review Fee	62.00
Explosive Materials Permit Fee	240.00
Requested Fire Services (Schools, Businesses, Hazmat Incidents, etc.)	Cost+30%
Reinspection Fees:	
First Reinspection	29.00

Second and Subsequent Reinspections	135.00
Medical Fees:	
BLS Non-Emergency	500.00
Resident Discounted Fee	445.00
BLS Emergency	625.00
Resident Discounted Fee	575.00
ALS Non-Emergency	645.00
Resident Discounted Fee	595.00
ALS Level I Emergency	750.00
Resident Discounted Fee	675.00
ALS Level II Emergency	1,200.00
Resident Discounted Fee	900.00
Advanced Life Support Treat No Transport (subject to insurance)	495.00
Resident Discounted Fee	445.00
Oxygen	46.00
Mileage (per patient mile)	16.00
Non-emergency Lift Assists (Residential Living Facilities)	800.00
Non-emergency Responses (Residential Living Facilities)	500.00
CPR Classes (per person)	50.00
False Alarm Fees: (within a 12 month period)	
First Response	No Fee
Second Response	195.00
Third Response	365.00
Fourth and Subsequent Responses	735.00
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	235.00
Board of Ordinance Noxious Weed Appeals	60.00
Board of Ordinance Appeals Member Compensation (per meeting)	50.00
Cutting of noxious weeds	Contract costs + 60% administrative fee + 42.00 fine
Single Family Res. Non-Homestead Inspection Fee (biennial)	140.00
Nuisance Abatement Administrative Fee	25%
Nuisance Abatement Agreement Execution Fee	Attorney Fee + 25%
Sidewalk Snow Removal Fee	Cost + 25% + 66.00
Tree Evaluation (if determined to be dead or hazardous)	75.00
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)	105.00
(Non-Resident)	156.00
Weekend (Resident)	136.00
(Non-Resident)	210.00

Dodge Park 4

Weekday (Resident)	62.00
(Non-Resident)	92.00
Weekend (Resident)	72.00
(Non-Resident)	107.00

Farmstead & Nelson

Weekday (Resident)	93.00
(Non-Resident)	141.00
Weekend (Resident)	124.00
(Non-Resident)	186.00

Security Deposit	100.00

Nature Center Classes:

School Field Trips (WCS/UCS Schools)	39.00
(All Other Districts per class)	56.00
Children's Nature Classes (3 wk) (Resident)	23.00
(Non-Resident)	33.00
Adult Nature Classes (6 wk) (Resident)	51.00
(Non-Resident)	75.00
Nature Center Archery (Resident)	13.00
(Non-Resident)	16.00
Scout Badge Classes	10.00
Birthday Parties (Resident)	126.00
(Non-Resident)	164.00

Parent & Tot Classes:

1 Child Per Family (1 hr) (Resident)	64.00
(Non-Resident)	96.00
2 Children Per Family (1 hr) (Resident)	70.00
(Non-Resident)	105.00

1 Child Per Class (1.5 hr) (Resident)	96.00
(Non-Resident)	144.00
Little Learners (1.5 hr):	
Resident	93.00
Non-Resident	133.00
Summer Playground:	
Resident	135.00
Non-Resident	203.00
Field Trip Bus Fee (Per Person)	9.00
Adaptive Recreation Dances:	
Preregistered (Resident)	11.00
(Non-Resident)	14.00
Registration at the Door (Resident)	14.00
(Non-Resident)	18.00
Staff Registration	5.00
Prom Dance – Individual (Resident)	27.00
(Non-Resident)	40.00
Christmas Dance Resident)	24.00
(Non-Resident)	32.00
Adaptive Recreation Playgrounds:	
P.O.H.I. – Individual (Resident)	265.00
(Non-Resident)	395.00
P.O.H.I. – Family (Resident)	477.00
(Non-Resident)	706.00
C.I. – Individual (Resident)	265.00
(Non-Resident)	398.00
C.I. – Family (Resident)	477.00
(Non-Resident)	715.00
Autism Day Camp (Resident)	722.00
(Non-Resident)	938.00
Adaptive Recreation:	
Meal Prep (Resident)	22.00
(Non-Resident)	32.00
Exercise (6 weeks) (Resident)	38.00
(Non-Resident)	56.00
Softball – Individual (Resident)	56.00
(Non-Resident)	72.00
Softball – 2nd player - Same Family (Resident)	46.00
(Non-Resident)	61.00
Softball – 3rd player - Same Family (Resident)	36.00
(Non-Resident)	51.00
Basketball (Resident)	62.00
(Non-Resident)	80.00
Kickball (Resident)	46.00
(Non-Resident)	60.00
Adaptive Bike Club: (Resident)	46.00
(Non-Resident)	60.00
Adaptive Unplug & Play Saturdays: (Resident)	5.00
(Non-Resident)	8.00
Farmers Market:	
Advanced Pay-Full Season	345.00

Per-Day Rate	25.00
Electricity (Additional Fee Per Day)	8.00
Vendor Alcohol Permit Per Day	8.00
Vendor Alcohol Permit Full Season	54.00
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	4.00
Ice Skating Lessons: (Resident)	40.00
(Non-Resident)	52.00
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 Community Center Fee:	
Resident	0.00
Non-Resident	5.00
Coffeehouse Tickets:	
Advance Tickets (Resident)	19.00
(Non-Resident)	23.00
Subscription (Resident)	39.00
(Non-Resident)	52.00
At the Door Sales (Resident)	19.00
(Non-Resident)	25.00
Mom 2 Mom Resale:	
10 x 8 Space (Resident)	20.00
(Non-Resident)	30.00
12 x 10 Space (Resident)	35.00
(Non-Resident)	45.00
Table Rental	10.00
Beg. Karate (60 Minute):	
Resident	60.00
Non-Resident	80.00
Adv. Karate (90 Minute):	
Resident	92.00
Non-Resident	120.00
Yoga/Fitness Classes (6 weeks):	
Resident	44.00
Non-Resident	57.00
Essentrics Classes (6 weeks):	
45 Minutes (Resident)	49.00
(Non-Resident)	63.00

30 Minutes (Resident)	42.00
(Non-Resident)	55.00
Home Alone Safety:	
Resident	17.00
Non-Resident	22.00
Babysitting:	
Resident	33.00
Non-Resident	42.00
Sporties for Shorties / Rookie Recreators (6 Weeks)	
Resident	39.00
Non-Resident	50.00
Double Header Softball	950.00
Single Header Softball	620.00
Co-ed Kickball	345.00
Sand Volleyball League	273.00
Adult Basketball	475.00
Youth Basketball:	
Early Registration:	
Resident	120.00
Non-Resident	156.00
Registration	
Resident	130.00
Non-Resident	169.00
Late Registration	
Resident	150.00
Non-Resident	195.00
Ball Field Rental Fees – Daily:	
Delia or LWB Park (per field per day):	
MABF Teams/Church Teams	120.00
All Other Users	130.00
All Users – Lighted Fields Additional Fee (per day)	68.00
Donovan Park (per field per day):	
MABF Teams/Church Teams	100.00
All Other Users	110.00
All Users – Lighted Fields Additional Fee (per day)	48.00
Ball Field Request to Groom/Stripe Additional Fee	Cost+25%
Cricket Field Rental Fees (per field up to 6 hours):	
Daily	300.00
Weekly	900.00
Soccer Field Rental Fees (per field per season):	
Daily	100.00
Weekly (one week only)	300.00
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
E Sports Tournament	5.00
E Sports League: (Resident)	35.00
(Non-Resident)	46.00
Daddy/Daughter Dance:	
Resident per person	30.00
Non-Resident per person	39.00
Daddy/Daughter Dance (Matinee):	
Resident per person	18.00
Non-Resident per person	23.00
Mother/Son Cookout:	
Resident Couple	30.00
Non-Resident Couple	39.00
Gymnastics:	
45 minute Class (Resident)	54.00
(Non-Resident)	81.00
One Hour Class (Resident)	65.00
(Non-Resident)	100.00
30 Minute Dance:	
Fall Session (Resident)	50.00
(Non-Resident)	65.00
Winter/Spring Session (Resident)	61.00
(Non-Resident)	80.00
45 Minute Dance Classes:	
Fall Session (Resident)	62.00
(Non-Resident)	81.00
Winter/Spring Session (Resident)	95.00
(Non-Resident)	124.00
60 Minute Dance Classes:	
Fall Session (Resident)	74.00
(Non-Resident)	99.00
Winter/Spring Session (Resident)	106.00
(Non-Resident)	136.00
Sterling Stars 60 Minute Dance Class:	
Fall Session (Resident)	73.00
(Non-Resident)	97.00
Winter/Spring Session (Resident)	120.00
(Non-Resident)	154.00
Senior Center Activities:	
Arthritis Exercise (Resident)	7.00
(Non-Resident)	9.00
Belly Dancing (Resident)	7.00
(Non-Resident)	9.00
Bowling League (Resident)	18.00
(Non-Resident)	26.00
Exercise (Resident)	7.00
(Non-Resident)	9.00
Line Dance (Resident)	7.00
(Non-Resident)	9.00

Senior News Subscription per year (Resident)	13.00
(Non-Resident)	19.00
Stained Glass Class (Resident)	7.00
(Non-Resident)	9.00
Tai Chi (Resident)	7.00
(Non-Resident)	9.00
Zumba Gold (Resident)	7.00
(Non-Resident)	9.00
Pickleball League (Resident)	50.00
(Non-Resident)	66.00
Seasonal Events (Resident)	21.00
(Non-Resident)	26.00
Holiday Party (Resident)	26.00
(Non-Resident)	32.00
Senior Center Annual Membership (Resident)	16.00
(Non-Resident)	32.00
Senior Bus Trip:	
1 day.....(Resident)	11.00
(Non-Resident)	16.00
2-4 days....(Resident)	18.00
(Non-Resident)	26.00
Extended..(Resident)	50.00
(Non-Resident)	75.00
SMART Bus Day Trips: (Resident)	6.00
(Non-Resident)	9.00
Parks and Recreation Plan	10.50
Community Garden:	
Large Plot (Resident)	120.00
(Non-Resident)	180.00
Planter Bed (Resident)	60.00
(Non-Resident)	90.00

Sec. 3.09

PLANNING:

Special Approval Land Use/Planned Unit Development	683.00
Temporary Use Planning Commission	502.00
Temporary Use Administrative Review	300.00
Variances to Subdivision Regulations	510.00
Right-of-Way Vacations	740.00
Rezoning Petition:	
First Acre	2,095.00
Additional Acre	79.00
Revisions to Approved Conditional Rezoning Agreements	amount consistent with original fee
Public Hearing Postponements (Petitioner Requested)	100.00
Ordinance Text Amendment	2,095.00
Subdivision Plat/Site Condominium	1,640.00
Each lot over 100 lots	10.00
Site Plan Review: (incl. Landscape Plan, Inspection and Tree Preservation Administrative Fee)	
First Acre	1,330.00

Additional Acre	220.00
Master Land Use Report	49.00
Master Land Use Map	16.00
Subdivision Plat Print (per sheet)	16.00
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)	510.00
Variance (Special Meeting)	980.00
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)	16.00
Additional Pages (Non-FOIA)	2.00
Clearance Letter	21.00
Noncriminal Fingerprint Card	34.00
Photos: 8" x 10" Color (Non-FOIA)	38.00
5" x 7" Color (Non-FOIA)	36.00
8" x 10" Contact Sheet (Non-FOIA)	36.00
Compact Disc (Non-FOIA)	51.00
Administrative Towing Fees: (Charged to Towing Company)	
Inspection of VIN	32.00
Reports on TR-52 Tracking	37.00
Administration and Presence at Auction	680.00
Audio Tape Duplication Fee (Non-FOIA)	48.00
Video Tape, DVD, CD Duplication Fee (Non-FOIA)	51.00
Animal Give-up Fee:	
No Euthanasia	175.00
No Euthanasia With Vaccines and/or Sterilization	225.00
Euthanasia	175.00
Animal Impoundment Fee (Per Day)	35.00
Macomb County Animal Care Fee (Per Day)	35.00
Animal Trap Rental Deposit (Per 5 Days)	75.00
Animal 10-Day Quarantine Fee	350.00
Rabies Testing:	
Euthanasia Not Required	Cost + \$35.00 Convenience Fee
Euthanasia Required	Cost + \$35.00 Convenience Fee
Treatment Rendered to an Animal	Cost + \$35.00 Convenience Fee
Use of Tranquilizer Equipment (County)	Cost + \$35.00 Convenience Fee
County Animal Control Officer Fee	Cost + \$35.00 Convenience Fee
Personal Breathalyzer Test (PBT)	33.00

Booking Photo (Non-FOIA)	16.00
Notary Fee for Gun Permits	10.00
Park Alcohol Permit Fee	43.00
Temporary Liquor License Application Fee:	210.00
Outdoor Service Permit	305.00
Towed Vehicle Impound Fee	35.00
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)	44.00
Third Response (Non-Residential)	117.00
Fourth Response (Residential)	76.00
Fourth Response (Non-Residential)	240.00
Fifth and Subsequent Responses (Residential)	159.00
Fifth and Subsequent Responses (Non-Residential)	474.00
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 \$10.00)	0.25
Paperback Books (maximum \$3.00)	0.25
Magazines (maximum \$3.00)	0.25
Audios (maximum \$10.00)	0.25
Compact Discs (maximum \$10.00)	0.25
DVD's (maximum \$10.00)	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	122.00
Sewer Tap	1,325.00
Sewer Capital - Based on Meter Size:	
5/8"	520.00
3/4"	520.00
1"	1,130.00
1 1/2"	2,400.00
2"	3,840.00
3"	8,320.00
4"	15,080.00
6"	32,000.00
8"	66,980.00
10"	100,460.00
12"	186,480.00
Sewer Frontage (per front ft.)	79.00
Sewage Disposal Service Only (per billing)	99.00
Residential and Commercial Water Meters:	
3/4" Remote	515.00
1" Remote	595.00
1 1/2" Remote	900.00
2" Compound Remote	2,320.00
3" Compound Remote	4,130.00
4" Compound Remote	5,790.00
6" Compound Remote	8,580.00
Damaged Meter Fee 5/8" - 3/4"	225.00
Water Inspection	122.00
Water Tap:	
1"	1,450.00
1 1/2"	2,010.00
2"	2,360.00
3"	4,700.00
4"	4,800.00
6"	5,460.00
Additional Charge for 86 ft. wide street:	
1"	430.00
1 1/2"	480.00
2"	620.00
Additional Charge for 120 ft. wide street:	
1"	770.00
1 1/2"	1,050.00
2"	1,310.00

Additional Charge for 204 ft. wide street:	
1"	1,910.00
1 ½"	2,440.00
2"	3,490.00
Water Capital - Based on Meter Size:	
5/8"	520.00
¾"	520.00
1"	1,360.00
1 ½"	2,700.00
2"	4,360.00
3"	9,360.00
4"	17,060.00
6"	35,160.00
8"	75,720.00
10"	113,680.00
12"	211,020.00
Water Frontage (per front ft.)	48.00
Monitor Surcharge	per GLWA Indust. Waste Control Base Structure
Water Turn On Fee	107.00
Water Service Fee (avoidable & repeat visits)	117.00
Water Service Abandonment Fee:	
Residential	550.00
Commercial	Contract Costs + 1,100.00
Sewer Service Abandonment Fee	121.00
Water Service Re-Use Fee:	
Residential	550.00
Commercial	Contract Costs + 1,100.00
Sewer Service Re-Use Fee	121.00
Water Meter Testing Fee	120.00
Water Meter Rescheduling Fee	225.00
24 Hour and 48 Hour Bacteria Sampling	107.00
Non-Compliance with Service Request	275.00
Non-Compliance with Back Flow Fee	275.00
Water Meter Interface Unit (MIU) Opt-out Enrollment fee (one time)	255.00
Manual Read Fee for MIU Opt-Out Program (monthly)	30.00
Automatic Fixed Network Meter Read Permit	203.00
Final Water Meter Read	43.00
Final Water & Sewer Bill Preparation Fee	21.00
Monthly Bill Credit for AutoPay and Ebill Sign up	(5.00)
Citizen Water Service Request – after hours	107.00
Public Works Services Provided	Cost+25%
Water Meter Removal/Reinstallation for common area irrigation system (one-time fee/year)	107.00
Landlord/Tenant Affidavit Filing Fee	275.00
Fire Hydrant Rental – Payable by City	30.50
Private Use of Fire Hydrant:	
Per Hydrant	110.00 per month + 410.00 water usage dep.
Bypass Inspection Fee	Back bill + 180.00
Common Area Irrigation System Permit	470.00
Planting of tree in right-of-way	305.00
Culvert installation permit	110.00

Ditch enclosure permit	110.00
Monitoring well installation permit	530.00
Sewer connection to discharge treated ground water	530.00
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)	120.00
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	89.00
Subordination of Lien	590.00
Annual Lien Penalty	6% + lien filing costs
O.U.I.L./O.U.I.D.	365.00 + additional reimbursements
Property Tax Administration Fee (P.T.A.F.)	1%
Summer Tax Roll Request	100.00
Winter Tax Roll Request	100.00
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, 2024.

BY ORDER OF CITY COUNCIL

ADOPTED:	05/07/2024
PUBLISHED:	05/22/2024
EFFECTIVE:	07/01/2024

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.

ACFR - Annual Comprehensive Financial Report

ADA - Americans with Disabilities Act

AFSCME - American Federation of State, County & Municipal Employees

ALS - Advanced Life Support

AMAR - Audit of Minimum Assessing Requirements

AMI - Advanced Metering Infrastructure

APPO - Administrative Policies & Procedures Order

ARPA - American Rescue Plan Act

BCSEM - Beautification Council of Southeastern Michigan

BEST - Border Enforcement Security Task Force

BLS - Basic Life Support

BOA - Board of Ordinance Appeals

BOCA - Board of Code Appeals

BRA - Brownfield Redevelopment Authority

BS & A - Financial software system

CAMA - Computer Assisted Mass Appraisal

CARES - Coronavirus Aid, Relief and Economic Security

CCF - 100 cubic feet

CCU - Capital Coordinating Unit

CCW - Concealed Carry Weapon

CDBG - Community Development Block Grant

CERT - Community Emergency Response Team

CFM - Cubic feet per minute

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

DIA - Detroit Institute of Arts

DEA - Drug Enforcement Agency

DEI - Diversity, Equity, and Inclusion

DEQ - Department of Environmental Quality

DPU - *Directed Patrol Unit*

DPW - Department of Public Works

DROP - Deferred Retirement Option Plan

DTE - DTE Energy

EDC - Economic Development Corporation

EGLE - Department of Environment, Great Lakes and Energy

ELB - Electronic Lock Box

EMS - Emergency Medical Services

EOC - Emergency Operations Center

EPA - Environmental Protection Agency

EROP - Early Retirement Option Plan

ERP - Enterprise Resource Planning

ESOG - Emergency Services Operations Group

ESRI - Environmental Systems Research Institute

EV - Electric Vehicle

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

GHG - Green House Gas

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

IFT - Industrial Facilities Tax

IROL - Inspection Reports Online

ITB - Invitation to Bid

JIS - Judicial Information Services

KVA - 1,000 volt amps

LDFA - Local Development Finance Authority

LED - A light source that is more economical than traditional electric lighting

LTGO - Limited Tax General Obligation

LWB - L.W. Baumgartner Park

MABF - Macomb Amateur Baseball Federation

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

MCPW - Macomb County Public Works

MCREST - Macomb County Rotating Emergency Shelter Team

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

MIU - Milli-international unit

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

MRF - Material Recycling Facility

MUNIS - Financial Software

MTF - Michigan Transportation Fund

MTU - Meter Transmission Unit (Water measurement)

NFA - National Fire Academy

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

OUIL - Operating Under the Influence of Liquor

OWI - Operating While Intoxicated

PASER - Pavement Surface Evaluation and Rating

PFRS - Police & Fire Retirement System

PTAF - Property Tax Administration Fee

PUD - Planned Unit Development

PZE - Planning, Zoning & Engineering

QRT - Quick Response Team

QVF - Qualified Voter File

RFP - Request for Proposal

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

SEMREO - Southeast Michigan Regional Energy Office

SESC - Soil Erosion and Sediment Control

SHINE - Sterling Heights Initiative for Neighborhood Excellence.

SHEG - Sterling Heights Executive Group

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

WRAP - Water Residential Assistance Program

ZBA - Zoning Board of Appeals

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We must consult our means rather than our wishes.

~ George Washington ~

