



# **TROY CITY COUNCIL**

## **SPECIAL MEETING**

### **AGENDA**

**APRIL 22, 2021**  
**CONVENING AT 6:00 P.M.**

**PERMITTED BY COUNCIL RESOLUTION #2020-11-161**

**Submitted By**  
**The City Manager**

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***NOTICE: Persons with disabilities needing accommodations for effective participation in this meeting should contact the City Clerk at (248) 524-3316 or via e-mail at [clerk@troymi.gov](mailto:clerk@troymi.gov) at least two working days in advance of the meeting. An attempt will be made to make reasonable accommodations.***

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500 West Big Beaver  
Troy, MI 48084  
troymi.gov

The Honorable Mayor and City Council Members

City of Troy  
500 West Big Beaver  
Troy, MI 48084

Dear Mayor and City Council Members:

In this packet, you will find the agenda for the City Council meeting. To help facilitate an informed discussion, the packet provides you with agenda items and additional details. The packet also contains recommended courses of action for your consideration and seeks to aid you in adopting sound policy decisions for the City of Troy.

This comprehensive agenda has been put together through the collaborative efforts of management and staff members. We have made all attempts to obtain accurate supporting information. It is the result of many meetings and much deliberation, and I would like to thank the staff for their efforts.

If you need any further information, staff is always available to provide more information and answer questions that may arise. You can contact me at [CityManager@troymi.gov](mailto:CityManager@troymi.gov) or 248.524.3330 with questions.

Respectfully,

Mark F. Miller,  
City Manager



# Troy City Council Code of Ethics

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1. The Troy City Council shall:

- Respect the confidentiality of privileged information;
- Recognize that an individual council member has no authority to speak or act for Council;
- Work with other council members to establish effective policies;
- Delegate authority for the running of the City to the administrative staff;
- Encourage the free expression of opinion by all council members;
- Seek systematic communications between council, administrative staff, and all elements of the community;
- Render all decisions in a fair and impartial manner, based on the available facts and independent judgment rather than succumbing to the influence of individuals or special interest groups;
- Make every effort to attend all meetings;
- Become informed concerning the issues to be considered at each meeting;
- Avoid actual or apparent conflicts of interest, and make appropriate disclosures;
- Refrain from using this position for personal benefit, nor for the benefit of family members or business associates;
- Use the same care and caution when using electronic media as would be exercised when speaking face-to-face or through written memorandum;
- Avoid use of derogatory or denigrating language;
- Treat all people fairly and with dignity and respect;
- Abstain from harassing or discriminatory behavior of any kind;
- Participate in annual ethics training provided by City Administration or a qualified outside contractor.
- Avoid any situation that could undermine public confidence, and neither solicit nor accept gifts offered for any official actions. There may be times when unsolicited items of a trivial value (less than \$25) are provided to City Council members in connection with marketing of new businesses or economic development and organizations, and such items can be retained as long as the aggregate value of gifts per year does not exceed \$250. City Council members shall annually submit a report of all unsolicited items received to the Troy City Clerk as part of the mandatory disclosure statements. City Council members and/or their significant others can accept invitations for ribbon cutting/grand openings and other ceremonial or celebratory events where food and/or beverages will be consumed.
- Adhere to the following tenets in the ICMA Code of Ethics (revised June 2020):
  - Affirm the dignity and worth of local government services and maintain a deep sense of social responsibility as a trusted public servant. (Tenet 2)
  - Demonstrate by word and action the highest standards of ethical conduct and integrity in all public, professional, and personal relationships in order to merit the trust and respect of elected and appointed officials, employees, and the public. (Tenet 3)
  - Serve the best interest of the people. (Tenet 4)

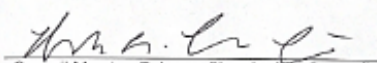
2. Any City Council member may detail a suspected violation of this Code of Ethics by another City Council member, and forward this to the Troy City Council for action. The accused City Councilmember shall have an opportunity to respond to the allegations. If after considering all of the information, the Troy City Council determines that there was a violation of this Code of Ethics, then City Council may censure the offending City Council member, or take any other action that is allowed under the law, including but not limited to a request for a criminal misconduct investigation.


Signed this 9<sup>th</sup> day of February, 2021.


  
Mayor Ethan D. Baker

  
Council Member Edna Abraham

  
Mayor Pro Tem Theresa Brooks

  
Council Member Rebecca Chamberlain-Creanga

  
Council Member Ann Erickson Gault

  
Council Member David Hamilton

  
Council Member Ellen Hodorek





**CITY COUNCIL  
SPECIAL MEETING AGENDA**

**April 22, 2021 – 6:00 PM**

**View the Meeting Live at**

**[www.troymi.gov/currentagenda](http://www.troymi.gov/currentagenda)**

|   |  |                 |
|---|--|-----------------|
| <b><u>A.</u></b>  | <b><u>CALL TO ORDER:</u></b>                                 | <b><u>1</u></b> |
| <b><u>B.</u></b>  | <b><u>ROLL CALL:</u></b>                                     | <b><u>1</u></b> |
| <b><u>C.</u></b>  | <b><u>PUBLIC COMMENT:</u></b>                                | <b><u>1</u></b> |
| <b><u>D.</u></b>  | <b><u>BUSINESS STATED IN THE SPECIAL MEETING NOTICE:</u></b> | <b><u>1</u></b> |
| D-1   | Presentation of the Proposed Fiscal Year 2021-2022 Budget    | 1               |
| <b><u>E.</u></b>  | <b><u>OTHER BUSINESS:</u></b>                                | <b><u>1</u></b> |
| <b><u>F.</u></b>  | <b><u>ADJOURNMENT:</u></b>                                   | <b><u>1</u></b> |
| <b><u>2021 SCHEDULED SPECIAL CITY COUNCIL MEETINGS:</u></b> |  | <b><u>2</u></b> |
| <b><u>2021 SCHEDULED REGULAR CITY COUNCIL MEETINGS:</u></b> |  | <b><u>2</u></b> |
| April 26, 2021  | Regular Meeting .....  | 2               |
| May 10, 2021  | Regular Meeting.....   | 2               |
| May 24, 2021  | Regular Meeting.....   | 2               |
| June 14, 2021   | Regular Meeting.....   | 2               |
| June 28, 2021   | Regular Meeting.....   | 2               |
| July 12, 2021   | Regular Meeting .....  | 2               |
| July 26, 2021   | Regular Meeting .....  | 2               |
| August 9, 2021  | Regular Meeting .....  | 2               |
| August 30, 2021   | Regular Meeting .....  | 2               |
| September 13, 2021  | Regular Meeting .....  | 2               |
| September 27, 2021  | Regular Meeting .....  | 2               |
| October 11, 2021  | Regular Meeting.....   | 2               |
| October 25, 2021  | Regular Meeting.....   | 2               |
| November 8, 2021  | Regular Meeting .....  | 2               |
| November 22, 2021   | Regular Meeting .....  | 2               |
| December 6, 2021  | Regular Meeting .....  | 2               |
| December 13, 2021   | Regular Meeting .....  | 2               |

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**A. CALL TO ORDER:**

**B. ROLL CALL:**

- (a) Mayor Ethan Baker  
Edna Abraham  
Mayor Pro Tem Theresa Brooks  
Rebecca Chamberlain-Creangă  
Ann Erickson Gault  
David Hamilton  
Ellen Hodorek

- (b) Absent Council Members:

Suggested Resolution

Resolution #2021-04-

Moved by

Seconded by

RESOLVED, That Troy City Council hereby **EXCUSES** the absence of \_\_\_\_\_ at the Special City Council Meeting on April 22, 2021 due to \_\_\_\_\_.

Yes:

No:

**C. PUBLIC COMMENT:**

**D. BUSINESS STATED IN THE SPECIAL MEETING NOTICE:**

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**D-1 Presentation of the Proposed Fiscal Year 2021-2022 Budget**

(Budget is available for review on the City's website <http://www.troymi.gov/budget>)

**E. OTHER BUSINESS:**

**F. ADJOURNMENT:**

Respectfully submitted,



Mark F. Miller  
City Manager

**2021 SCHEDULED SPECIAL CITY COUNCIL MEETINGS:****2021 SCHEDULED REGULAR CITY COUNCIL MEETINGS:**

|                          |                 |
|--------------------------|-----------------|
| April 26, 2021 .....     | Regular Meeting |
| May 10, 2021.....        | Regular Meeting |
| May 24, 2021.....        | Regular Meeting |
| June 14, 2021 .....      | Regular Meeting |
| June 28, 2021 .....      | Regular Meeting |
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| September 13, 2021 ..... | Regular Meeting |
| September 27, 2021 ..... | Regular Meeting |
| October 11, 2021.....    | Regular Meeting |
| October 25, 2021.....    | Regular Meeting |
| November 8, 2021 .....   | Regular Meeting |
| November 22, 2021 .....  | Regular Meeting |
| December 6, 2021 .....   | Regular Meeting |
| December 13, 2021 .....  | Regular Meeting |

# CITY OF **TROY**

## 2021/22 PROPOSED BUDGET

|  |     |  |     |
|--|-----|--|-----|
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# MAYOR AND MEMBERS OF CITY COUNCIL,

As your City Manager, it is my responsibility to the Council and to each and every citizen to ensure the efficient administration of our community - a responsibility that can never waiver, whether in the best of times or the worst.

The last year provided many challenges for everyone. City Council made decisions to provide health and safety for our community and proactively honored the lives of those lost due to COVID-19 while standing with all communities affected since the pandemic began.

Developing a City-wide budget that predicts and prepares for unknown future circumstances is a difficult task, especially when there are many uncertainties presented in the future. City Management and City Council will continue to adjust the budget through budget amendments as needed and include funding from other sources, like the \$4 million Cares Act dollars that were included in the 2020/21 budget. Our goal is to propose a City budget that addresses our future and meets the needs of our community. With that in mind, in accordance with the City Charter, we present the 2022-2024 budget for the City of Troy.

This budget document continues to incorporate a three-year budget outlay, taking into account the short and long-term needs of the community. In addition, the City makes it a priority to concentrate on focused financial decisions based on metrics and outcomes, and strong partnerships with our community stakeholders. Budget priorities are developed throughout the year and constantly evaluated throughout the budgeting process. City Council and community partners are an integral part of this process through numerous study sessions, meetings, and ongoing discussions that outline the City's direction and priorities.

We know that this budget does not fully consider the financial impacts of the COVID-19 pandemic as it continues to impact the City. Our revenue and expenditure projections were amended in Fiscal Year 2020/21 and we will continue the same process through this future budget as the continued impact of the COVID-19 pandemic becomes clearer.

# PROPOSED 2021/22 CITY BUDGET

The 2021/22 budget includes: a total budget of \$178.0 million between all funds, with \$63.0 million in the General Fund which accounts for services to residents and businesses, Special Revenues Funds in the amount of \$26.3 million include major and local road maintenance, refuse collection/disposal and recycling activities, and Library operations, and Capital Projects Funds totaling more than \$24.5 million.

This budget maintains the priorities of City Council through significant investments in what matters most to our community:

- \$11.8 million for major and local street projects.
- \$2.9 million for the Community Center roof replacement and \$1.4 million for other City buildings.
- \$1.9 million for park development, including trails and pathways.
- \$1.4 million for Library Collection Replacement and building renovation.
- \$2.3 million for public safety, including \$1.3 million for Fire apparatus and \$1.0 million for Police equipment.

This budget also recommends changes to City staffing to enhance the capacity of our organization to provide services to our residents and businesses. The 2021/22 budget change includes increasing Library staffing by six full-time positions to allow operations 7 days a week and to increase library services.

As a whole, the City's revenues continue to see modest increases due to increases in taxable value, charges for service, and state shared revenues. Current state legislation, Proposal A and the Headlee Amendment, continue to mandatorily reduce the City's millage rate. This is due to the mandate that taxable value can only increase at the rate of inflation or 5%, whichever is less. The CPI index used for the 2021/22 fiscal budget was 1.4%. In addition, the phase-in of the exemption for manufacturing personal property has further reduced the tax base.





# FINAL THOUGHTS

The process for developing our three-year financial strategy incorporates analysis, benchmarking, and long-term projections, and builds bridges between our short-term needs and long-term goals. This budget continues to meet these standards and the result is a AAA bond rating from Standard and Poor's Municipal Bond Rating Analysis, and strong financial standing in Oakland County and the State of Michigan.

I would like to thank our dedicated staff for thoroughly reviewing their operations and dedicating time to create this responsible financial plan. Finally, I would like to thank the Mayor and City Council Members for their assistance in supporting the full budgeting process, and direction in developing our organizational goals.

I have the utmost confidence that this community can face any challenge with the vigor, conscientiousness, and dedication that it takes to overcome. The COVID-19 pandemic has created an unprecedented set of circumstances that continue to challenge our physical and financial fortitude. I know that together, we will continue to strive to maintain our special community, and progress forward towards a brighter future.

Respectfully Submitted,

Mark F. Miller | City Manager



**Elected Officials and Executive****City Council**

- *Mayor.....* Ethan Baker
- *Mayor Pro Tem.....* Theresa Brooks
- *Council Member.....* Edna Abraham
- *Council Member.....* Rebecca Chamberlain-Creanga
- *Council Member.....* Ann Erickson Gault
- *Council Member.....* David Hamilton
- *Council Member.....* Ellen Hodorek

**Executive Management**

- *City Manager.....* Mark F. Miller
- *City Attorney.....* Lori Grigg Bluhm
- *Assistant City Manager.....* Robert J. Bruner
- *Chief Financial Officer.....* Robert C. Maleszyk

## Senior Staff

- *City Manager*
- *City Attorney*
- *Assistant City Manager*
- *Chief Financial Officer*
- *Controller*
- *City Assessor*
- *City Clerk*
- *City Engineer*
- *City Treasurer*
- *Community Affairs Director*
- *Community Development Director*
- *Fire Chief*
- *Human Resources Director*
- *Information Technology Director*
- *Library Director*
- *Recreation Director*
- *Police Chief*
- *Public Works Director*
- *Purchasing Manager*

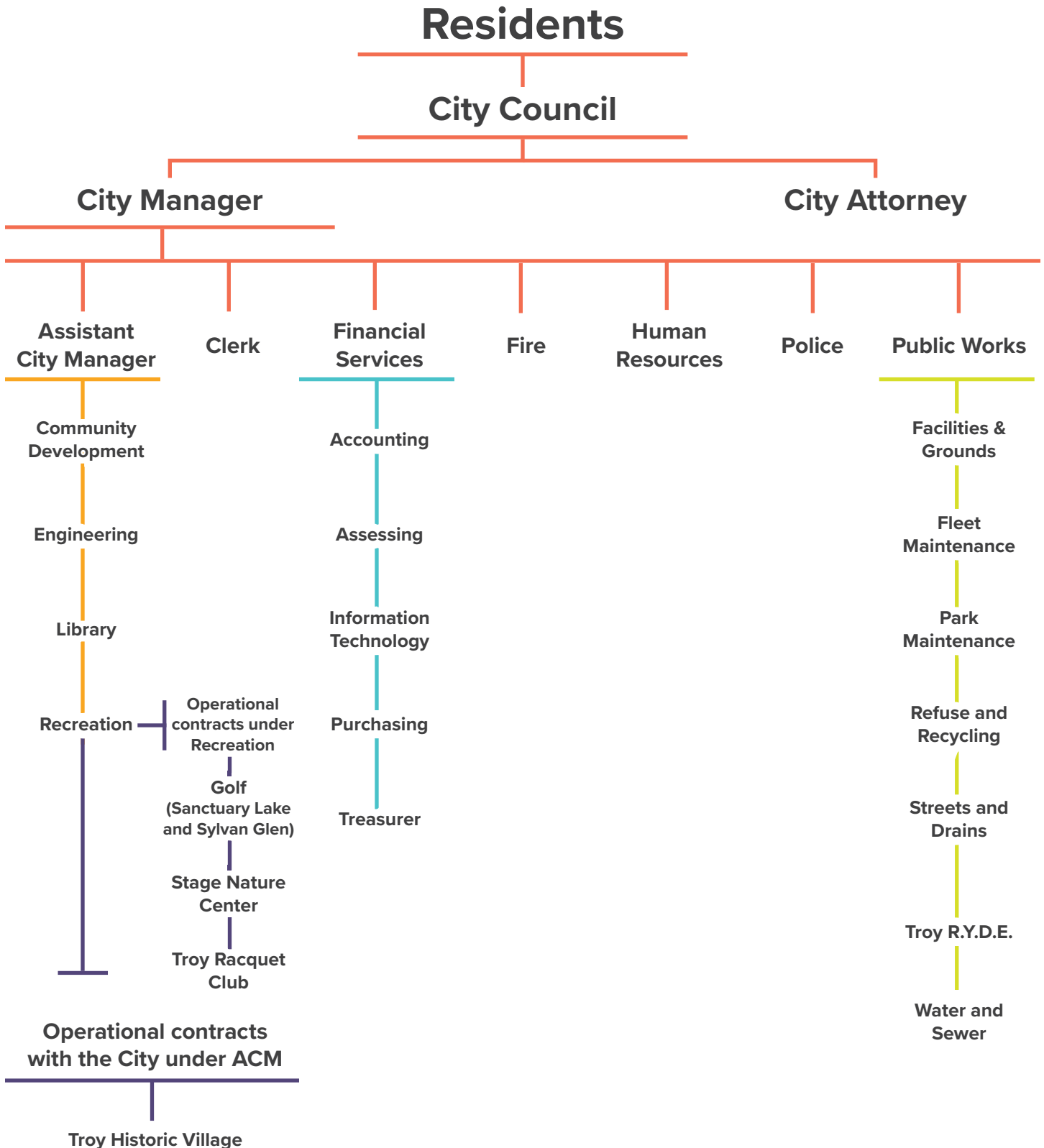
Mark F. Miller  
 Lori Grigg Bluhm  
 Robert J. Bruner  
 Robert C. Maleszyk  
 Lisa Burnham  
 Leger (Nino) Licari  
 Aileen Dickson  
 William Huotari  
 Sandra Kasperek  
 Cindy Stewart  
 R. Brent Savidant  
 Richard Riesterer  
 Jeanette Menig  
 Gert Paraskevin  
 Emily Dumas  
 Brian Goul  
 Frank Nastasi  
 Kurt Bovensiep  
 Emily Frontera

### City Seal

The figure represented on the official seal of the City of Troy is that of Athena, mythological Greek goddess of wisdom. Athena was known as the dispenser of prudent restraint and practical insight, maintainer of law. Her association with civilization and society rather than wilderness and nature earned her reverence as the protectress of Greek cities. Athena's ethical standards and precepts remain worthy today, making her an appropriate symbol for the modern City of Troy and a model for all who live, work, or play here.



# Organizational Chart



# INTRODUCTION

2021/22 PROPOSED BUDGET



## Budget in Brief

### 2021/22 Budget At A Glance

#### Challenges, Priorities and Issues

In developing the 2021/22 budget, the City considers current issues, priorities, and challenges that affect the scope and level of services that the City provides along with the long-term implications. Some of the considerations in developing the 2021/22 budget are as follows:

Continued slow growth of tax revenues that do not reach pre-recession levels due to Proposal A limitations and Headlee roll-backs. In response, the City has budgeted conservatively overall while maintaining a high level of service that is sustainable given the financial limitations.

Focus on core responsibilities. In response, the City has increased the budget for Police and Fire infrastructure which includes body cams, radios, and fire apparatus.

Refuse Fund Sustainability. Due to increased costs of disposal and a decrease in recycling credits, the City had increased the millage by 0.02 mills in 2019/2020. There is no need to increase further in the current year.

Development of Trails and Pathways. The City has responded by investing via the Capital Fund the second year of a five-year plan to substantially improve the Trails and Pathways. This will improve the quality of life in our community.

Building Assessment Study. The City has responded to several critical issues as identified in the recent Building Assessment Study by budgeting several capital outlays including roof renovation at the Community Center and an analysis of City Hall renovation.

#### By The Numbers

Total City revenues (before transfers in) are budgeted at \$145.7 million. This shows a modest increase of \$1.4 million or 1.0% over budgeted fiscal 2021 amounts. Total tax revenues of \$54.8 million are up \$1.2 million or 2.3% due to increases in taxable values for residential, commercial and industrial real property. Grants, including State Shared Revenue, of \$20.1 million decreased \$2.4 million or 10.6% primarily because of the Cares Act received in 2021 for Covid-19 relief. Charges for services are budgeted at \$52.2 million. This is up \$2.9 million or 5.9% from budgeted 2021 amounts primarily due to water and sanitary sewer sales, based on a normal season of approximately 470 thousand mcf in sales volume and reduced 2021 recreation services due to Covid-19.

The total City budget for expenditures (before transfers out) of \$167.6 million decreased \$8.6 million or 4.9% compared to the fiscal 2021 budget. Personal Services increased \$1.7 million or 2.9% due primarily to cost of living adjustments, and Other Service Charges increased \$1.7 million or 2.9% primarily due to Water and Sewer purchases of Water and Sewage disposal fees. Capital and debt expenditures of \$38.9 million represent a decrease of \$12.0 million or 23.6% from 2021 budget. This is primarily due to \$20.0 million budgeted in Water and Sewer in 2021 and the elimination of the debt millage in 2022. Operating transfers out represent reimbursements to other funds for costs incurred on their behalf.

Overall, five full-time employee positions were added to the 2021/22 budget related to improving services within our community. Due to the Library millage passing in November 2020, six full-time employees were added to the Library budget. These additional employees will assist with the increased hours and service level that occurs with the new revenue source. Recreation decreased one supervisor as we continue to analyze the impact of COVID-19 on our recreation operation. Healthcare costs increased 7.0% and retirement benefits were overall neutral. City contributions to the Employee Retirement System are budgeted at \$0 (System is currently more than 100% funded). City contributions to the Retiree Healthcare Fund are \$3.2 million. City contributions to the Volunteer Firefighter Incentive Program (VFIP) are budgeted at \$1.8 million.

Other service charges include the cost of water and sanitary sewer services. The City purchases water from the Great Lakes Water Authority (GLWA) and sanitary sewer services from the Oakland County Water Resource Commission (OCWRC). Water costs have increased approximately \$265 thousand or 2.0% and sanitary sewer services increased \$223 thousand or 2.0%. The change in costs were incurred primarily from a rate change directly by the providers. The water costs are approximately 60% fixed cost in nature while the sanitary sewer costs are 100% fixed costs. The City charges residents and businesses on a rate per volume consumed platform. Accordingly, volume sales have a minor impact on City costs but is a major consideration in adjusting fees charged by the City to consumers to generate offsetting income. The City has introduced new rates to consumers to offset the increased costs from the providers.

Other service charges also include charges to departments and other funds from the City's internal service funds. Charges from the Building Operations internal service fund are budgeted at \$1.5 million, an increase of \$0.1 or 2.5%. Charges from the City's Information Technology Department are budgeted at \$2.3 million, an increase of \$71 thousand or 3.2%. Charges from the Fleet Services internal service fund are budgeted at \$4.5 million, an increase of \$0.1 million or 1.9% when compared to the prior year budget.

Capital Outlay totals \$37.3 million compared to \$45.9 million in the prior budget and includes a significant investment in the City's infrastructure. This includes \$11.8 million in Major and Local street projects, \$1.9 million in Parks Development including \$0.75 million for Trails and Pathways, and \$4.3 million for City building improvements including \$2.9 million for roof replacement at the Community Center. Investment in the Water and Sanitary Sewer Systems totals \$7.6 million and includes \$4.0 million in Sewer work including Evergreen Correction Plan (\$1.2 million) and Big Beaver Relief Sewer (\$1.5 million).

## 2022/23 thru 2023/24 Budget Assumptions

### Long-Term Financial Plans

The City has established a conservative three-year budget process that demonstrates the City's long-term financial plans and how those plans link with current priorities and strategies while maintaining sound financial stability.

Some of the issues contained in the City's Long-Term financial plan of which many can be tied to previously adopted strategies include:

Continued investment in the City's trails and pathways system. The City has budgeted future investment in trails and pathways in both 2022/23 and 2023/24 along with additional years in the City's five year capital plan.

Continued investment in Major and Local roads. The City continues to budget significant funding for both major and local road renovation in future years. It is anticipated that concentrated efforts will be required after the I-75 reconstruction project is complete.

Building renovations as identified in the recent "Building Assessment Study". Continued building renovations have been identified and budgeted in future years including HVAC and roof replacement at the Community Center.

Library Services. Now that the Library millage has been passed, significant funds for capital have been identified for building improvements. These improvements will greatly enhance the resident experience at the Library.

Focus on core responsibilities. The City will continue to invest in Police and Fire capital enhancements including police training technology and fire apparatus.

### 2022/23 thru 2023/24 By the Numbers

Total City revenues (before transfers in) are budgeted at \$149.6 million and \$150.7 million, respectively. This is a modest increase of 2.6% and 1.0%, respectively. The higher increase in 2023 is due to normalizing revenues in the Recreation Department for the current impact of Covid-19. Grants of \$21.3 million and \$19.5 million in 2022/23 and 2023/24 are similar amounts from 2021/22 as expected and then decrease in 2023/24 due to federally funded street projects for the Rochester Road, Barclay to Trinway project (\$2.0 million) which is expected to be completed in 2023. State Shared revenues are conservatively budgeted to remain flat for these outlying years. Charges for services are budgeted at \$53.8 million for 2022/23, an increase of \$1.6 million or 3.0% and \$55.3 million for 2023/24, an increase of \$1.5 million or 2.4%. The increases are primarily due to water and sanitary sewer sales, based on a normal season of approximately 470 thousand mcf in sales volume using estimated combined water/sewer rates of \$74.80 in 2022/23 and \$77.10 in 2023/24 per mcf.

The total City expenditures (before transfers out) are budgeted at \$169.8 million for 2022/23, an increase of \$2.2 million or 1.3% and \$163.4 million for 2023/24, a decrease of \$6.4 million or 3.7%. Expenditures are lower in 2023/24 primarily due to less capital of \$10 million. This decrease is offset by normal increases in Operations \$2.8 million or 2.2% in 2022/2023 and \$3.6 million or 2.7% in 2023/2024.

The City has budgeted to make 100% of the actuarially determined contributions for the Retiree Healthcare Trust in the 2022/23 and 2023/24 fiscal years at \$3.1 million each year, along with the Volunteer Firefighter Incentive Plan & Trust at \$1.8 million each year. There are no required contributions for the Employee Pension Trust Fund.

## Community Profile

Troy is a vibrant community with a strong sense of civic pride and dedicated community leaders, rich in cultural diversity, community wellness, and economic vitality.

Since its incorporation on June 13, 1955 Troy has been governed by a 7-member City Council, including a Mayor, all of which serve 4-year terms. Under the Council-Manager form of government, Mayor and City Council appoint 2 officials: the City Manager and the City Attorney.

The City Manager appoints five additional administrative officials including the City Clerk, Treasurer, Assessor, Police and Fire Chiefs subject to City Council confirmation. In addition, the City Manager appoints all Department Directors.

The 2020 estimated population for Troy is 84,547 according to the Southeast Michigan Council of Governments (SEMCOG), which compares to 80,980 from the 2010 census. In terms of population, Troy is the 10th largest city in Michigan and its total property value is the fourth highest in the state.

Troy is a full-service community with public transportation provided by a regional authority.

The City of Troy currently maintains 18 developed park sites, 8 of which are major parks. City parks provide a variety of recreational opportunities from baseball diamonds to miles of developed walking, jogging, and bicycle riding pathways. Troy has 1000 acres of parkland (active and passive). Additionally, the total acreage of City and private parks, including two golf courses, is 1,446 acres.

Troy has received awards from various professional associations and municipal services organizations for innovative approaches to service delivery and quality improvements.

Troy enjoys a solid reputation for municipal planning and growth management. Its development of a new comprehensive master land use plan and corridor studies will guide development of the Big Beaver Corridor, other business corridors and high quality mixed residential development as the community's most significant focal points.

The strong commercial and industrial business environment is a mix of service, product, and technological employers. This impressive mix of business opportunities has allowed Troy to maintain low unemployment rates. Principal employers include:

- √ Beaumont Hospital - Troy
- √ Flagstar Bank
- √ Delphi/Aptiv
- √ Troy School District
- √ Health Alliance Plan
- √ Kelly Services
- √ Magna
- √ Meritor
- √ Altair
- √ The Suburban Collection

Troy also enjoys a wide variety of fine restaurants, churches, and retail shops. The City occupies 34.3 square miles, and over 98% of its land is developed.

## Budget Policies

In recent years, changing conditions and fiscal capacities combined with the demand for increased services have forced a reassessment of the role played by local governmental units.

Public officials are charged with the responsibility of ensuring that services are provided within acceptable levels of cost and, when required, seeking alternative methods of financing.

The budgetary process allows for accumulation of financial and performance information relative to these services. It provides the opportunity to analyze and debate the merits of each service as well as to make decisions about the level and cost of the services to be provided.

This budget continues the conservative spending approach that residents of Troy expect from City government. This document also assists our efforts to make the operations of the City more efficient, less costly, and more importantly, to target available resources to functions according to City Council priority rating.

### **FINANCIAL POLICIES**

The City of Troy's financial policies set forth basic tenets for overall fiscal management of the City. These policies provide a framework of decision making for City Council and Administration. They should enforce any policy choice, regardless of changing circumstances and conditions.

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

- ✓ The budget process involves personnel and management areas of long-term importance: Provide a safe, clean and livable city; provide effective and efficient local government; build a sense of community and attract and retain business investment.
  
- ✓ Expansion of existing service programs or addition of a new service program is only considered in the proposed budget when a revenue source can support all of the ongoing cost, 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.
  
- ✓ The City maintains a budgetary control system to ensure adherence to the budget and prepare monthly reports comparing actual revenues and expenditures to budgeted amounts. The City reports its financial performance quarterly.
  
- ✓ The City monitors departmental expenditures on a monthly basis to ensure conformity to budgets.
  
- ✓ The City stresses results, integrating performance measurement and productivity indicators with the budget.
  
- ✓ The City avoids budgetary practices or procedures that balance current period expenditures at the expense of future years' revenues.
  
- ✓ The budget provides for adequate maintenance of capital facilities and equipment, and for their orderly replacement.

## Budget Policies

- ✓ The budget provides for adequate levels of funding for all retirement systems and other postemployment benefits.
- ✓ The City develops and maintains accounting and budgetary control systems to adequately safeguard the assets held in public trust.
- ✓ The operating and capital budgets fully describe the major goals to be achieved and the services and programs to be delivered based upon the levels of funding anticipated or provided.
- ✓ The City finances essential City services that have a City-wide benefit in the budget from revenue sources which are generated from a broad base, i.e. property taxes, state revenue sharing, assessments, and fees.
- ✓ The City seeks to minimize the impact in use of property tax financing by seeking alternative financing for City services that focus on user fees for responsive services, and upgrading and enhancing the property tax base.
- ✓ Special assessment financing formulas and user-fee rate structures accurately charge the cost of service provided to the benefiting property owners and customers served while being sensitive to the needs of low-income people.
- ✓ The definition of a balanced budget includes one in which estimated revenues plus prior year accumulated reserves are equal to or greater than estimated expenditures.

### REVENUE POLICIES

- ✓ The City makes every attempt to maintain a diversified and stable revenue base to shelter it from short- or long-term fluctuations in any one revenue source.
- ✓ The City projects its annual revenues by an objective and thorough analytical process.
- ✓ The City maintains sound appraisal procedures and practices to reflect current property values.
- ✓ The City establishes user charges and sets fees for services for its enterprise funds at a level that fully supports the total direct and indirect costs of the activities. Indirect costs include the recognition of annualized depreciation of capital assets. Cash flow requirements to adequately defray bond retirement and capital outlay are primary determinants in the development of user charges.
- ✓ The City follows an aggressive policy of collecting revenues.
- ✓ The City reviews fees/charges annually and design or modify revenue systems to include provisions that automatically allow charges to grow at a rate that keeps pace with the cost of providing the service.

## Budget Policies

### RESERVE POLICIES

- ✓ The City accounts for reserves in accordance with *Governmental Accounting Standards Board* (GASB) No. 54. City policy calls for a range of General Fund unassigned fund balance between 20% to 30%. A financial plan is required should the General Fund unassigned fund balance fall outside of this range.

### ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

- ✓ An independent audit is performed annually.
- ✓ The City produces comprehensive annual financial reports in accordance with Generally Accepted Accounting Principles (GAAP), the body of accounting and financial reporting standards, conventions, and practices that have authoritative support from standard setting bodies such as the Governmental Accounting Standards Board (GASB).

### INVESTMENT POLICIES

- ✓ The City conducts a cash-flow analysis of all funds on a regular basis. Disbursement, collection, and deposit of all funds is scheduled to insure maximum investment capabilities.
- ✓ When permitted by law, the City pools cash from several different funds for investment purposes to maximize potential earnings.
- ✓ The City analyzes market conditions and potential investments to maximize its yield, while maintaining the integrity, diversification, and safety of the principal.

- ✓ The City's accounting system provides regular information concerning cash position and investment performance.

### DEBT POLICIES

- ✓ The City confines long-term borrowing to capital improvements or projects that cannot be financed from current revenues, and where the issuance of long-term debt is required, pays back the bonds within a period not to exceed the expected useful life of the project.
- ✓ The City attempts to keep the average maturity of general obligation bonds at or below 20 years.
- ✓ When possible, the City uses special assessment, revenue, tax increment, or other self-supporting bonds.
- ✓ The City does not incur long-term debt to support current operations.
- ✓ The City maintains a sound relationship with all bond rating agencies and keeps them informed about our current capital projects.

### CAPITAL IMPROVEMENT BUDGET POLICIES

- ✓ Capital investments foster Troy's goal of providing a safe, clean and livable city.
- ✓ The City attempts to maintain all its assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.



## Budget Policies

- ✓ The City maintains the fiscal integrity of its operating debt service and capital improvement budgets in order to provide services, and construct and maintain public facilities, streets, and utilities.
- ✓ The City implements a multi-year plan for capital improvements with proposed funding sources, and updates it annually.
- ✓ The City makes all capital improvements in accordance with an adopted capital acquisition program.
- ✓ The City coordinates 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.
- ✓ The City uses inter-governmental 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.
- ✓ The City maintains a responsible and prudent fiscal condition to minimize long-term interest expense when financing capital improvements.
- ✓ Capital investments are enhanced when there is the ability to leverage City assets.
- ✓ The capital dollar threshold has been established at \$10,000 with the exception of federally funded projects (\$5,000).

### BUDGET PROCESS

- ✓ Study Sessions held with City Council to gain direction, priority and public feedback.
- ✓ City-wide surveys were utilized to get additional public feedback as to priorities within the community.
- ✓ Budget worksheets received from departments incorporating direction and goals.
- ✓ Department budget worksheets compiled, analyzed and refined to meet proposed direction and goals.
- ✓ Per City Charter, City Manager submits to City Council proposed budget for fiscal year commencing July 1 on or before the third Monday in April.
- ✓ Budget workshop with City Council to review proposed budget and make any directed modifications.
- ✓ Per City Charter a Public Hearing shall be held prior to adoption of budget to obtain public comments.
- ✓ The budget shall be adopted on or before the third Monday in May.
- ✓ The City Manager is authorized to transfer budgeted amounts within budgetary functions however, any revisions that alter the total expenditure of any budgetary function must be approved by a majority of the members elect of the City Council.

**Budget Calendar****July**

Begin preparing updated Capital Improvements Plan (CIP)

Begin monitoring budget performance

Approved 2020/21 budget document distributed at the first City Council meeting in July

**November**

Quarterly financial performance report prepared

City Council Budget Strategy Meetings: November 16th and 30th 2021

**December**

Prior year's annual audit released

Financial Services prepares personnel costs and operating cost targets for proposed budget

Distribute operating budget manual and revenue worksheets

Identify potential issues and priorities to be addressed in budget process

**January**

Preparation of the water supply and sewerage disposal system rate analysis

Revenue worksheets due from all departments

**February**

Operating budget worksheets due from departments

2021/22 revenue forecast prepared by City management

City management analyzes department budget requests

Capital budget unit (CBU) develops Capital requests and presents the CBU's Capital improvement report to the City Manager

Quarterly financial performance report prepared

Financial Services prepares proposed budget document

**March**

City Manager's final Capital recommendations are reported to all offices and included in the proposed budget

Three year budget update and revisions

Finalize current issues and priorities addressed in proposed budget

Analyze effects of budget on Long-Term financial planning.

**Budget Calendar****April**

City Manager makes final proposed budget recommendations

Proposed budget document presented to the City Council Monday, April 19, 2021

City Council workshops: Budget review, questions, and adjustments, Monday April 19, 2021 and Thursday, April 22, 2021

Budget notice is published in local newspapers

Public hearing for budget, Monday, April 26, 2021

**May**

City Manager prepares approved 2021/22 Three Year Budget document incorporating City Council adjustments

Quarterly financial performance report prepared

City Council adopts taxation resolution and appropriations ordinance, Monday, May 10, 2021

**June**

Financial Services prepares final current year budget amendment

# TRENDS **AND** SUMMARIES

2021/22 PROPOSED BUDGET

### Millage Rates for Troy Residents and Businesses

| Taxing Entity                  | 2014/15      | 2015/16      | 2016/17      | 2017/18      | 2018/19      | 2019/20      | 2020/21      | Proposed<br>2021/22 |
|--------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------------|
| <b>Tax Rate Shown in Mills</b> |              |              |              |              |              |              |              |                     |
| Troy School District           | 10.07        | 9.69         | 10.10        | 10.33        | 10.33        | 10.30        | 9.76         | 9.76                |
| Oakland County Gov.            | 4.65         | 4.55         | 4.49         | 4.49         | 4.49         | 4.45         | 4.58         | 4.58                |
| O.C. Comm. College             | 1.58         | 1.58         | 1.57         | 1.56         | 1.56         | 1.54         | 1.52         | 1.52                |
| Intermediate School Dist.      | 3.37         | 3.36         | 3.34         | 3.31         | 3.31         | 3.28         | 3.23         | 3.23                |
| S.M.A.R.T.                     | 0.59         | 1.00         | 0.99         | 0.99         | 0.99         | 1.00         | 0.99         | 0.99                |
| State Education                | 6.00         | 6.00         | 6.00         | 6.00         | 6.00         | 6.00         | 6.00         | 6.00                |
| Zoo                            | 0.10         | 0.10         | 0.10         | 0.10         | 0.10         | 0.10         | 0.10         | 0.10                |
| O.C. Art Institute             | 0.20         | 0.20         | 0.20         | 0.20         | 0.20         | 0.19         | 0.19         | 0.19                |
| City of Troy                   | 10.50        | 10.50        | 10.40        | 10.36        | 10.30        | 10.24        | 10.00        | 10.02               |
| <b>Total - Millage Rates</b>   | <b>37.06</b> | <b>36.98</b> | <b>37.19</b> | <b>37.34</b> | <b>37.28</b> | <b>37.10</b> | <b>36.37</b> | <b>36.39</b>        |

Millage rates are estimated for other taxing jurisdictions.

|                            |                |                |                |                |                |                |                |                |
|----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <b>Average Residential</b> |                |                |                |                |                |                |                |                |
| <b>Taxable Value</b>       | <b>102,190</b> | <b>105,888</b> | <b>108,371</b> | <b>114,222</b> | <b>116,865</b> | <b>124,400</b> | <b>126,767</b> | <b>133,137</b> |

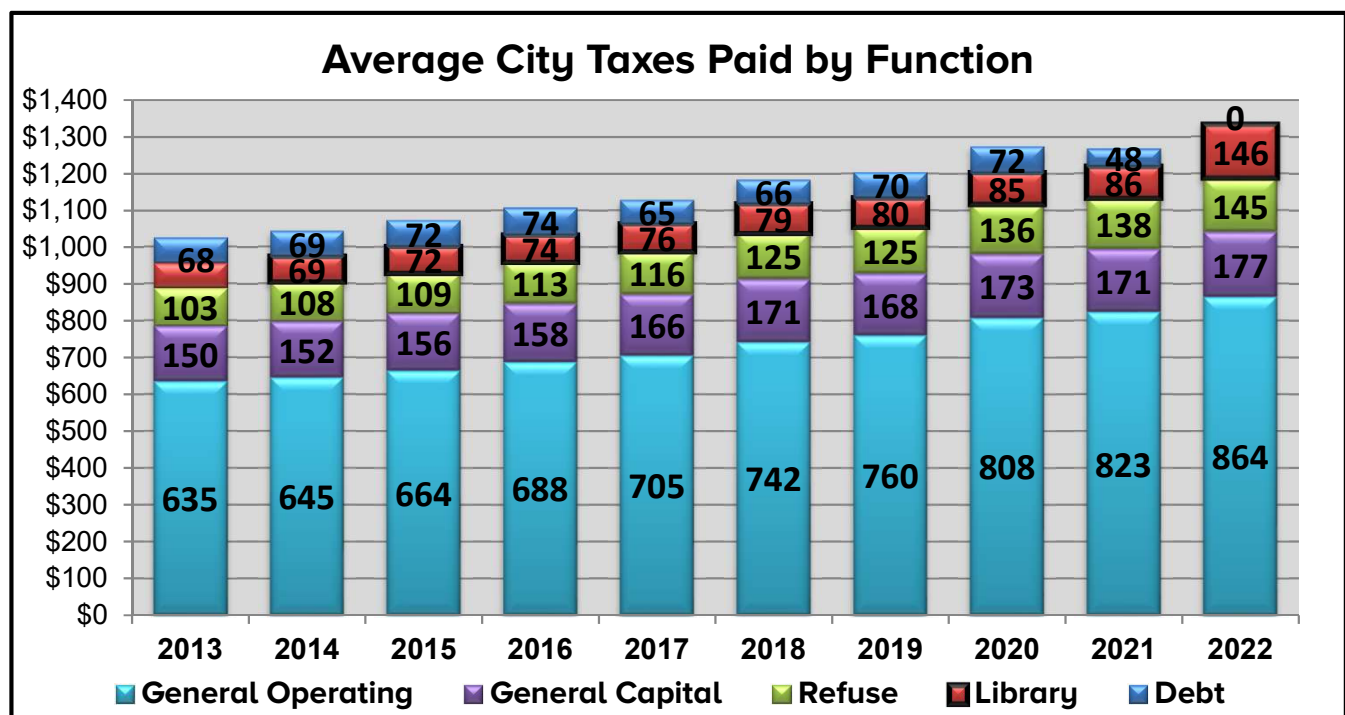
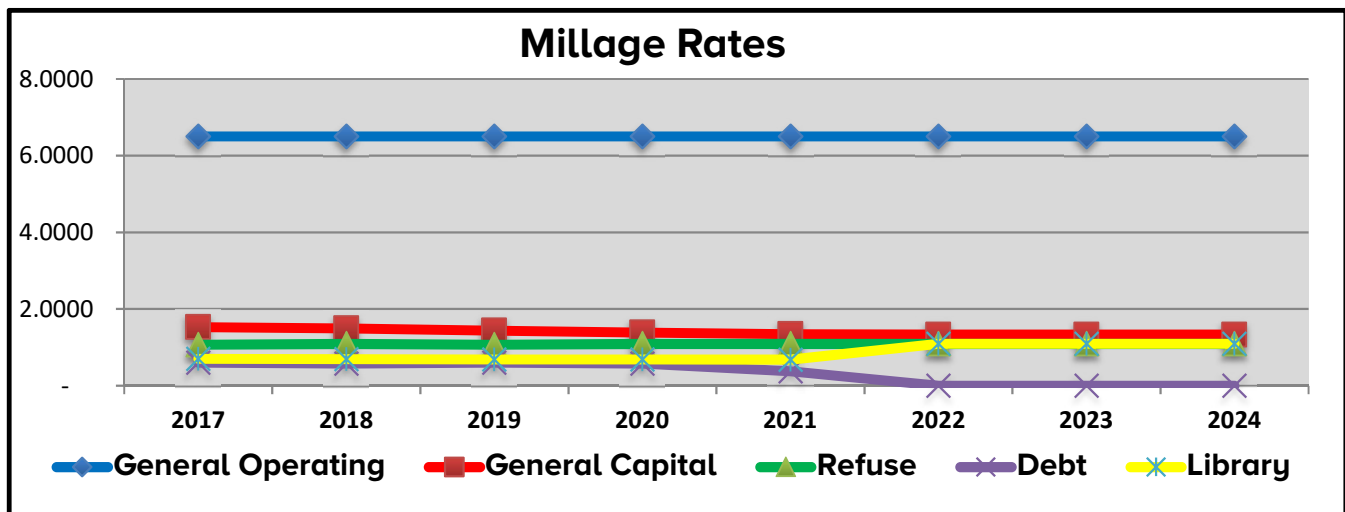
| Taxing Entity                             | 2014/15         | 2015/16         | 2016/17         | 2017/18         | 2018/19         | 2019/20         | 2020/21         | Proposed<br>2021/22 |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------------|
| <b>Average Tax Rates Shown in Dollars</b> |                 |                 |                 |                 |                 |                 |                 |                     |
| Troy School District                      | \$1,029         | \$1,026         | \$1,095         | \$1,180         | \$1,207         | \$1,281         | \$1,237         | \$1,299             |
| Oakland County Gov.                       | \$475           | \$482           | \$487           | \$513           | \$525           | \$554           | \$581           | \$610               |
| O.C. Comm. College                        | \$161           | \$167           | \$170           | \$178           | \$182           | \$192           | \$193           | \$202               |
| Intermediate School Dist.                 | \$344           | \$356           | \$362           | \$378           | \$387           | \$408           | \$409           | \$430               |
| S.M.A.R.T.                                | \$60            | \$106           | \$107           | \$113           | \$116           | \$124           | \$125           | \$132               |
| State Education                           | \$613           | \$635           | \$650           | \$685           | \$701           | \$746           | \$761           | \$799               |
| Zoo                                       | \$10            | \$11            | \$11            | \$11            | \$12            | \$12            | \$13            | \$13                |
| O.C. Art Institute                        | \$20            | \$21            | \$22            | \$23            | \$23            | \$24            | \$24            | \$25                |
| City of Troy                              | \$1,073         | \$1,112         | \$1,127         | \$1,183         | \$1,204         | \$1,274         | \$1,268         | \$1,333             |
| <b>Total - Dollars</b>                    | <b>\$ 3,785</b> | <b>\$ 3,916</b> | <b>\$ 4,031</b> | <b>\$ 4,264</b> | <b>\$ 4,357</b> | <b>\$ 4,615</b> | <b>\$ 4,611</b> | <b>\$ 4,843</b>     |

Average tax rates are based on residential homestead property within the Troy School District.

The 2021/22 adopted budget reflects City taxes for the average residential household at \$1,333. This is an increase of \$65 or 5.1%. This increase is primarily due to the increase in average residential value which includes un-capping of sold properties along with new construction.

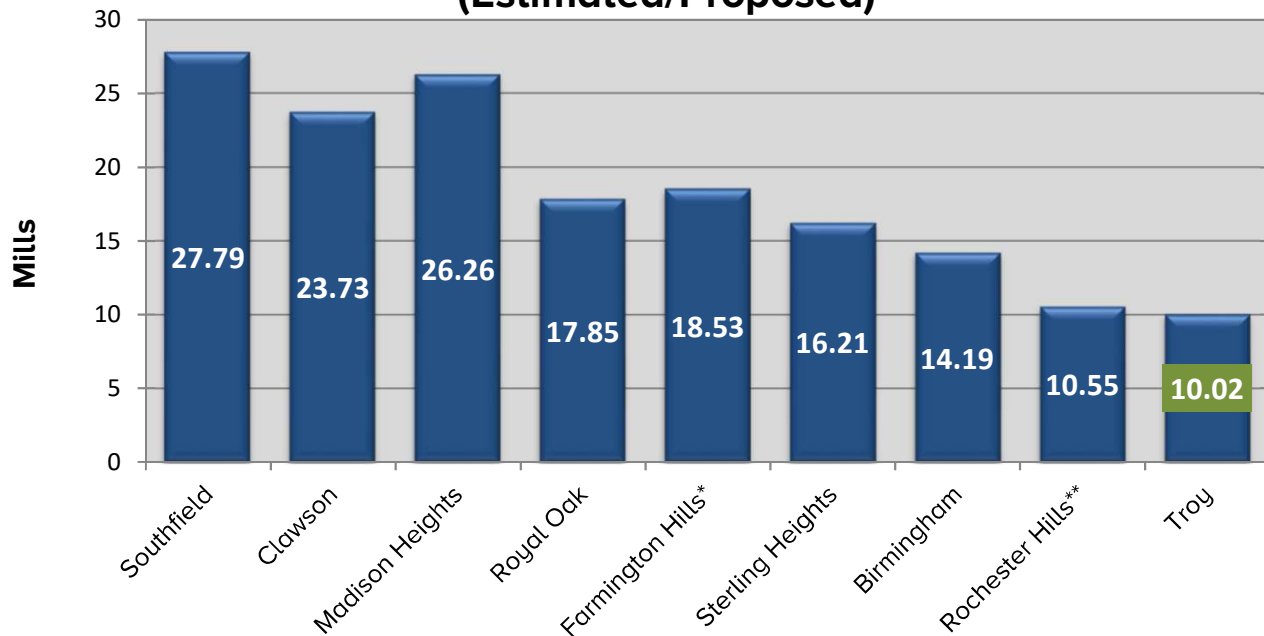
### Millage Rates for Troy Residents and Businesses

|                   | 2016/17        | 2017/18        | 2018/19        | 2019/20        | 2020/21       | Proposed<br>2021/22 | Proposed<br>2022/23 | Proposed<br>2023/24 |
|-------------------|----------------|----------------|----------------|----------------|---------------|---------------------|---------------------|---------------------|
| General Operating | 6.5000         | 6.5000         | 6.5000         | 6.5000         | 6.5000        | 6.5000              | 6.5000              | 6.5000              |
| Capital           | 1.5300         | 1.4949         | 1.4381         | 1.3896         | 1.3486        | 1.3312              | 1.3312              | 1.3312              |
| Refuse            | 1.0700         | 1.0700         | 1.0700         | 1.0900         | 1.0900        | 1.0900              | 1.0900              | 1.0900              |
| Debt              | 0.6000         | 0.6000         | 0.6000         | 0.5800         | 0.3800        | -                   | TBD                 | TBD                 |
| Library           | 0.6989         | 0.6934         | 0.6884         | 0.6841         | 0.6805        | 1.0942              | 1.0942              | 1.0942              |
| <b>Total</b>      | <b>10.3989</b> | <b>10.3583</b> | <b>10.2965</b> | <b>10.2437</b> | <b>9.9991</b> | <b>10.0154</b>      | <b>10.0154</b>      | <b>10.0154</b>      |



### Millage Rates for Troy Residents and Businesses

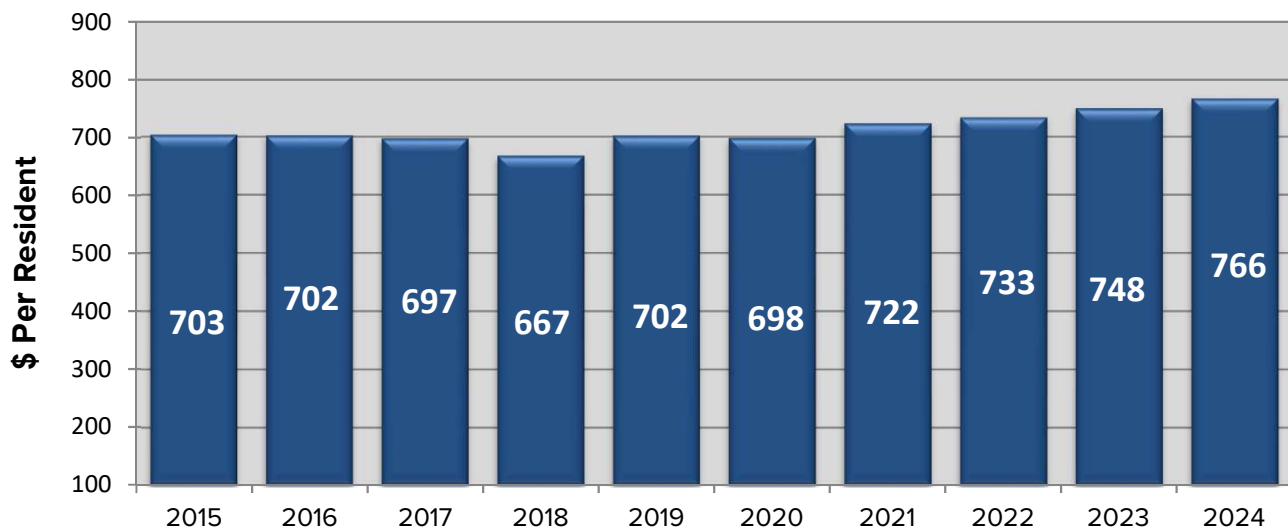
#### Comparison of Municipal Millage Rates For FY 2021 (Estimated/Proposed)



\*Does not include a Library millage

\*\* Does not include a refuse millage

#### General Fund Budget Per Resident





## Major Revenue Sources

### GENERAL FUND

#### Property Taxes

The City's major source of revenue comes from property taxes. This revenue is calculated by multiplying the taxable valuation of the property by the specific tax levy for general operations. If either variable increases or decreases, a relative change to the City tax revenue will be experienced.

In the 2021/22 budget, City property tax revenue of \$36.3 million represents 61.7% of total revenue and other sources, an increase of \$0.9 million or 2.5% to prior year budget.

Taxable values have leveled out and are beginning to see modest increases. These increases are restricted by the lesser of 5% or the rate of inflation. The CPI index used in the 2021/22 taxable value was 1.4%. Taxable values were further restricted by the phase out of personal property tax on manufacturing equipment. In spite of these limitations, taxable value was \$5.4 billion representing an increase of \$112.8 million or 2.1%.

The general operations tax levy for the 2021/22 fiscal year is 6.50 mills per \$1,000 taxable value. The operating millage rate remains at the same level since 2005/06.

The City's total tax rate of 10.0154 mills **increased by 0.0163 mills** compared to the prior year due to the new library millage offset by the elimination of the debt millage and mandatory permanent reductions invoked by the Headlee Amendment. The operating millage rate of 7.8312 mills (general operating = 6.50 mills and Capital = 1.3312 mills) continues to be below the 8.10 millage rate established by the approved (November 2008) City Charter amendment.

#### Licenses and Permits

The revenue source from licenses and permits is made up of business licenses and permits and non-business licenses and permits. This revenue source of \$2.7 million represents 4.6% of total revenue and other financing sources, and is generated by fees charged to individuals and businesses for the building of new structures as well as improvements made to existing structures. Building permits generate the largest source of revenue, accounting for \$1.8 million or 65.2% of the total from licenses and permits.

#### Charges for Services

Charges for services are broken into the following four categories:

- 1.) Fees
- 2.) Services Rendered
- 3.) Sales
- 4.) Uses

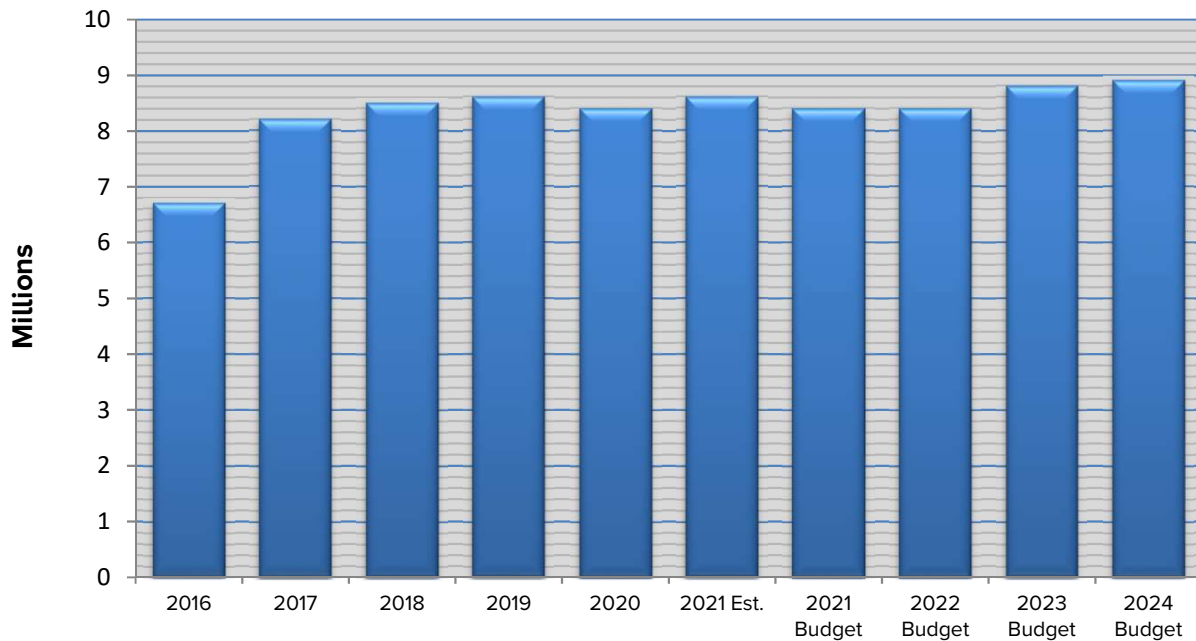
In total, this revenue source generates \$7.4 million or 12.7% of total General Fund revenue and other sources. The \$7.4 million compares to \$5.6 million estimated for the 2020/21 fiscal year. The major sources of revenue are CATV franchise fees, Parks and Recreation program fees, Community Center pass fees and Engineering fees. The Community Center and its program revenue hope to recover from 2020/21 fiscal year due to the impact of COVID.

#### Other Financing Sources

The main revenue source for this item is the reimbursement for Component Unit Charges.

## Major Revenue Sources

## State Shared Revenue



### [State Shared Revenues](#)

Another source of revenue to the City is federal, state and local grants and contributions. The major source in this revenue category is state revenue sharing.

State revenue sharing estimates amount to \$8.4 million or 14.3% of total General Fund revenue and other sources. State shared revenue is the return of a percentage of the 6% state sales tax to local units of government. Distribution of state shared revenue is based on population, relative tax efforts, valuation and state operating and reporting mandates.

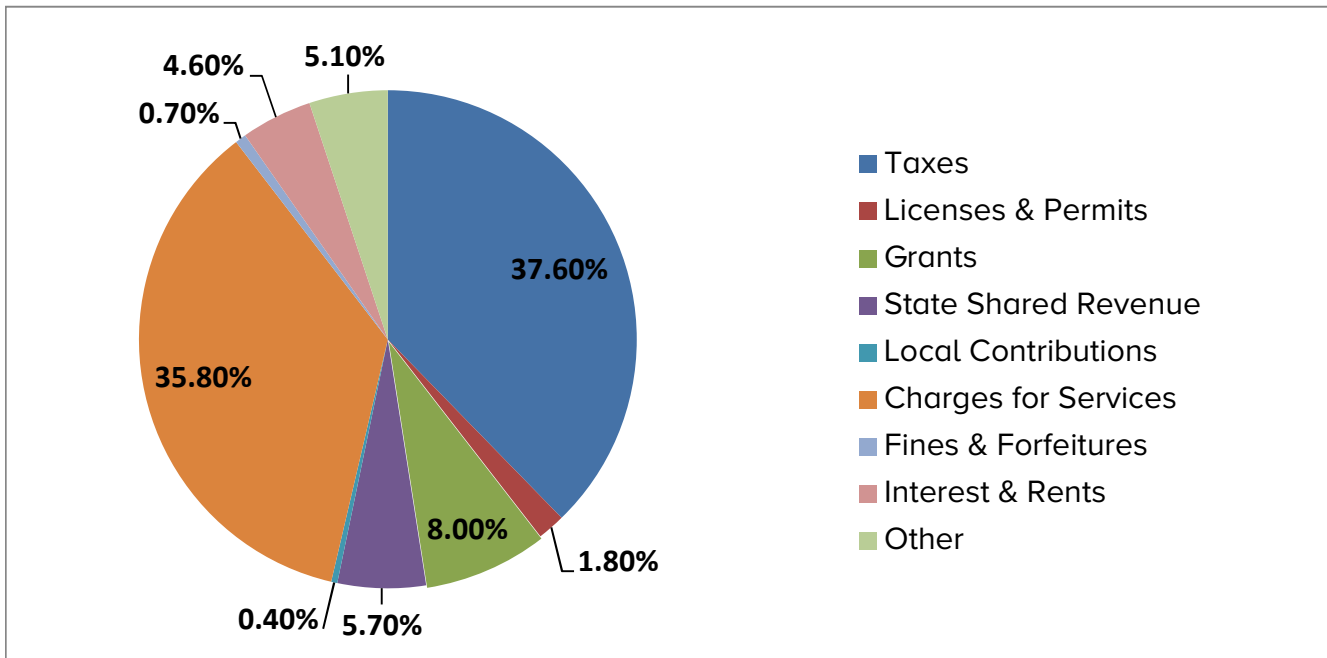
This source of revenue has come under pressure as a result of the condition of the state economy and state budget shortfalls in previous years.

A trend of modest increases have been realized from State Shared Revenues since fiscal 2011. It should be noted however that these revenues were over \$8 million annually in early 2000. In addition, the increase that started in the 2016/17 fiscal year are reimbursements from the state for lost revenues from state mandated personal property tax exclusions on manufacturing equipment. These reimbursements are funded by the State of Michigan through the Local Community Stabilization Authority (LCSA) and contingent on available funds in the Authority. As such, total reimbursement for lost personal property taxes are not guaranteed into the future.

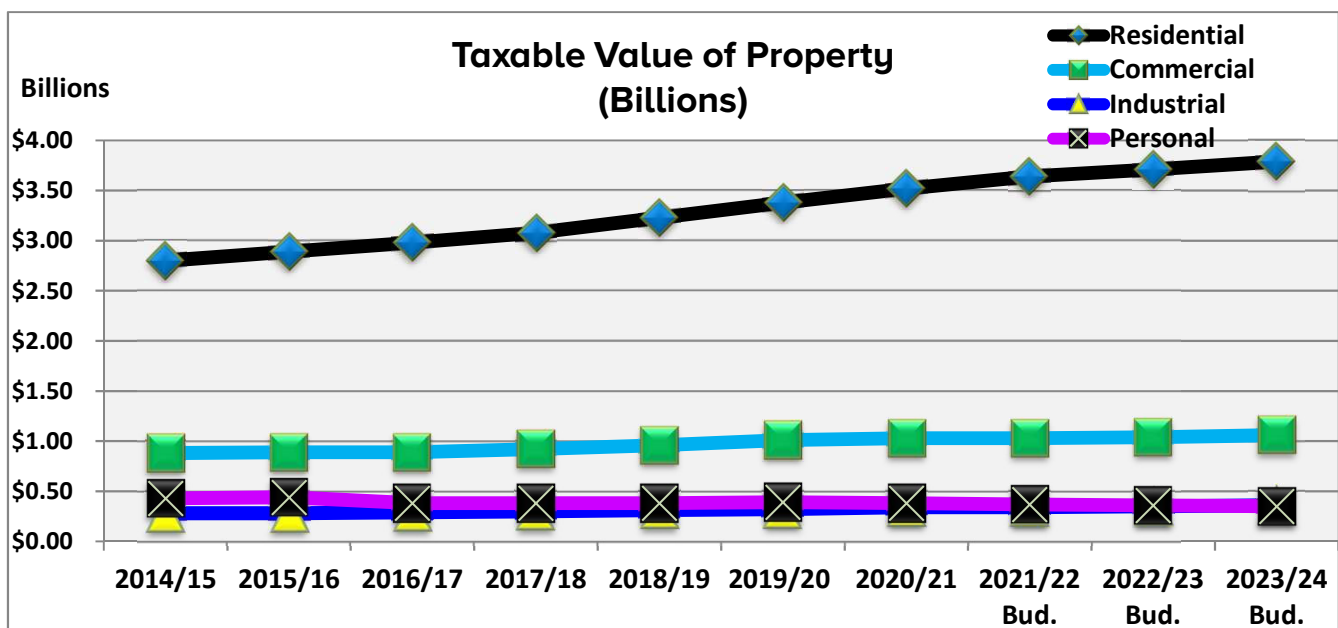
## Major Revenue Sources

### ALL FUNDS

The graph below illustrates total fund revenues as a percent of All City funds.



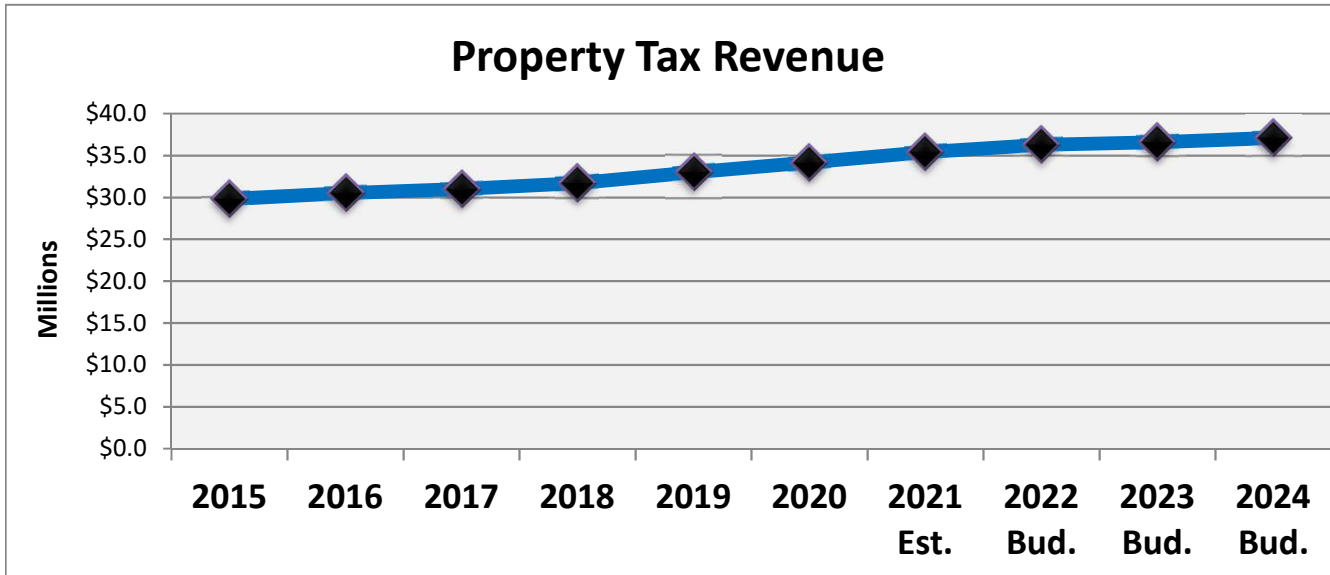
The following graph shows property value assessments by property type. The taxable value, along with the millage rate, determines the total property tax collected. The 2021/22 Residential value to Commercial/Industrial/Personal value is 67.7% to 32.3%.



## Major Revenue Sources

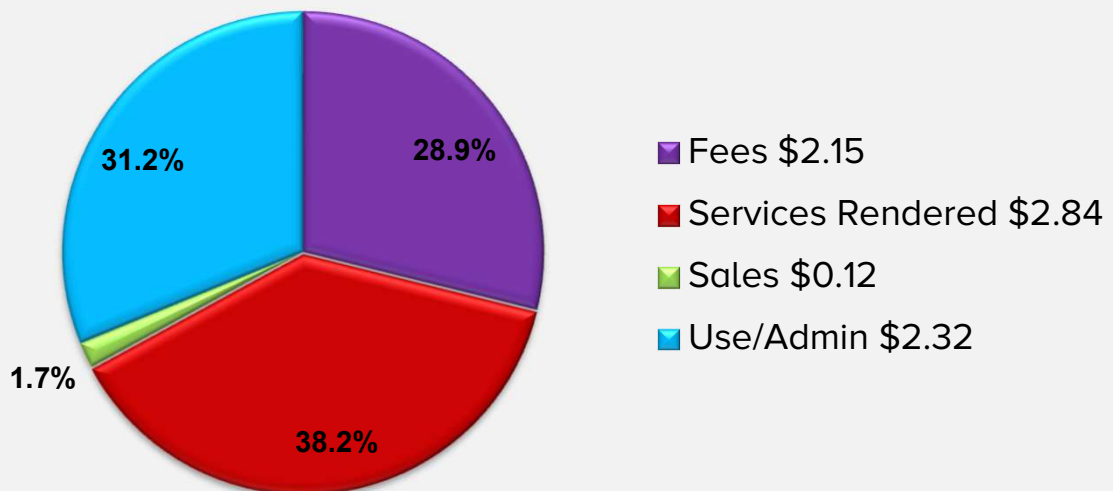
### GENERAL FUND

Property tax revenue is generated by multiplying the applicable millage rate times the available taxable value of the city. Restraints on the growth of this revenue source are tied to the "Consumer Price Index" (CPI), or 5%, whichever is less, for existing properties.



The major sources of revenues are CATV franchise fees, Parks and Recreation program fees, Community Center passes and Engineering fees (\$4.9 million)

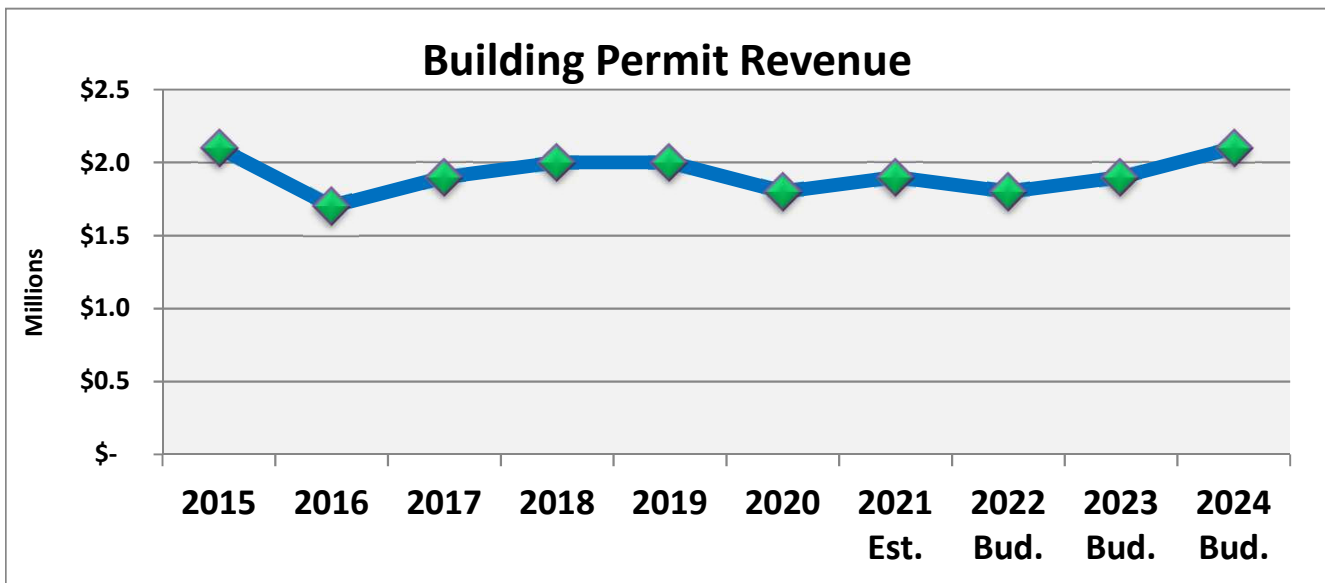
### General Fund Charges for Services



## Major Revenue Sources

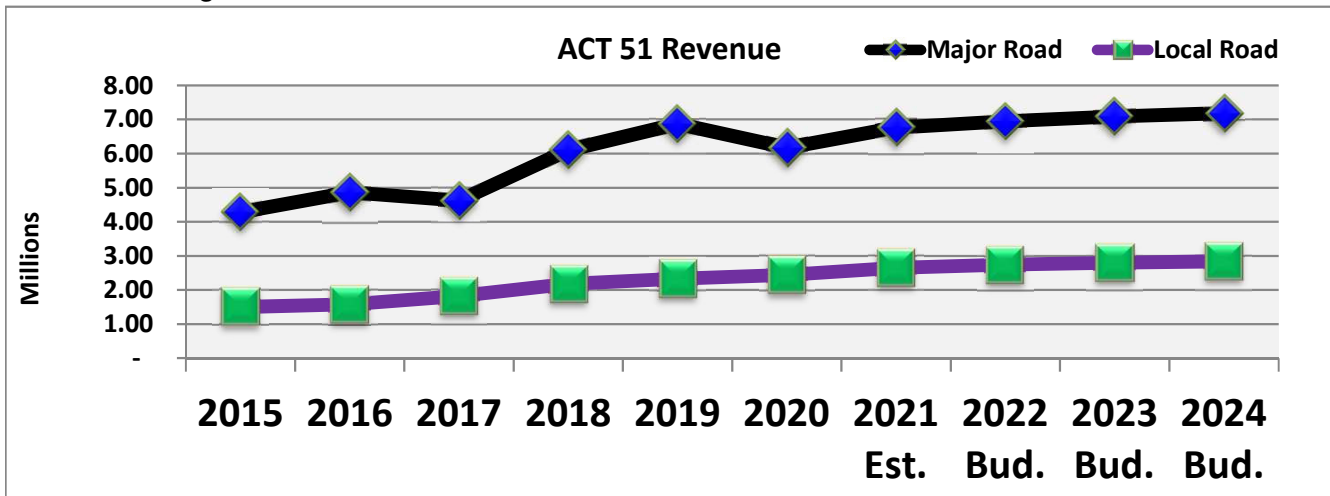
### GENERAL FUND, continued

The fee amount for a building permit is calculated based upon the estimated cost of construction. This revenue source is affected by the economy, and in Troy's case, the amount of buildable property remaining.



### SPECIAL REVENUES FUNDS

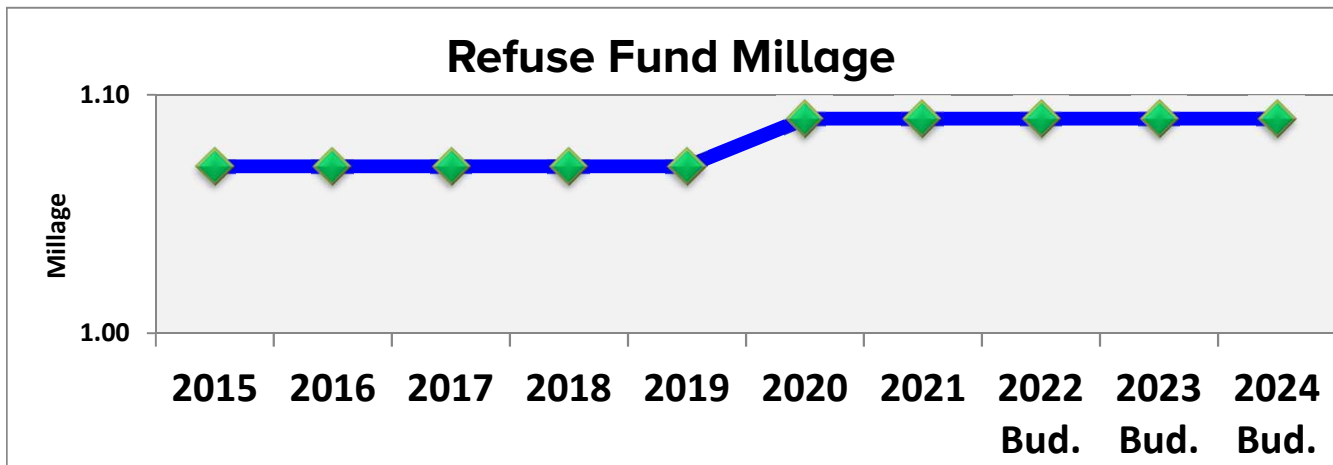
ACT 51 revenue is funded by the state and is based on a \$0.263 tax per gallon of gasoline and diesel sales adjusted for inflation, which is then partially returned to local units of government using a formula that includes population and number of miles of major and local roads. This source of revenue is tied directly to and affected by the price of gasoline, fuel efficiency and the number of miles driven. Recent legislation to increase the gasoline tax and vehicle registration fees "fuels" the increased budgeted revenues since fiscal 2017/18.



## Major Revenue Sources

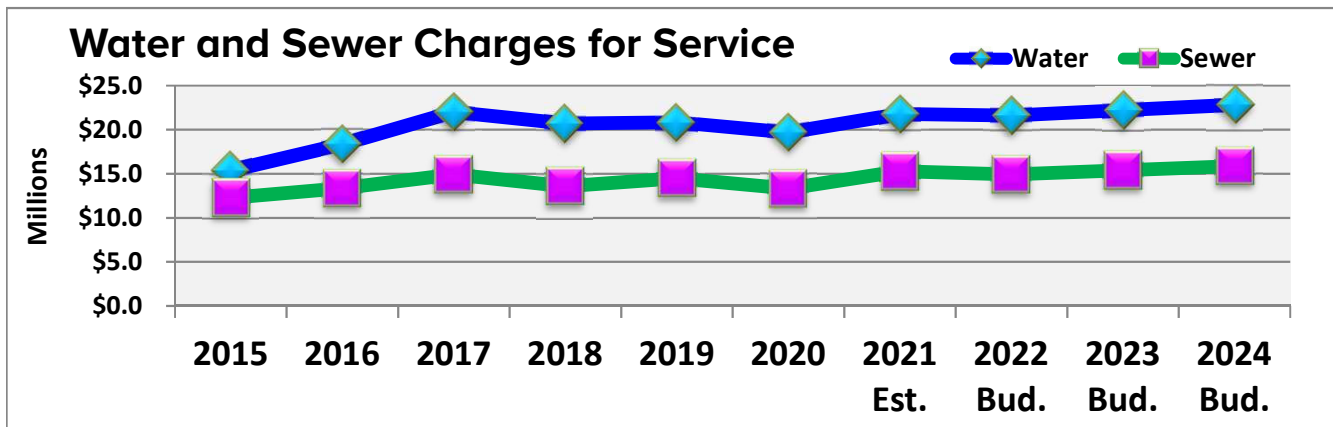
### SPECIAL REVENUES FUNDS, continued

The Refuse Fund tax revenues are determined by multiplying the rate below (millage rate) times the taxable value in order to generate sufficient revenue to cover the cost of refuse collection and disposal as well as single stream recycling initiatives. There was a need to increase the mills to 1.09 in 2014 and then down to 1.07 mills for 2015 through 2019. The millage rate is proposed at 1.09 for 2022 through 2024. The refuse millage is reviewed on an annual basis to assure the fund remains in good financial health.



### ENTERPRISE FUNDS

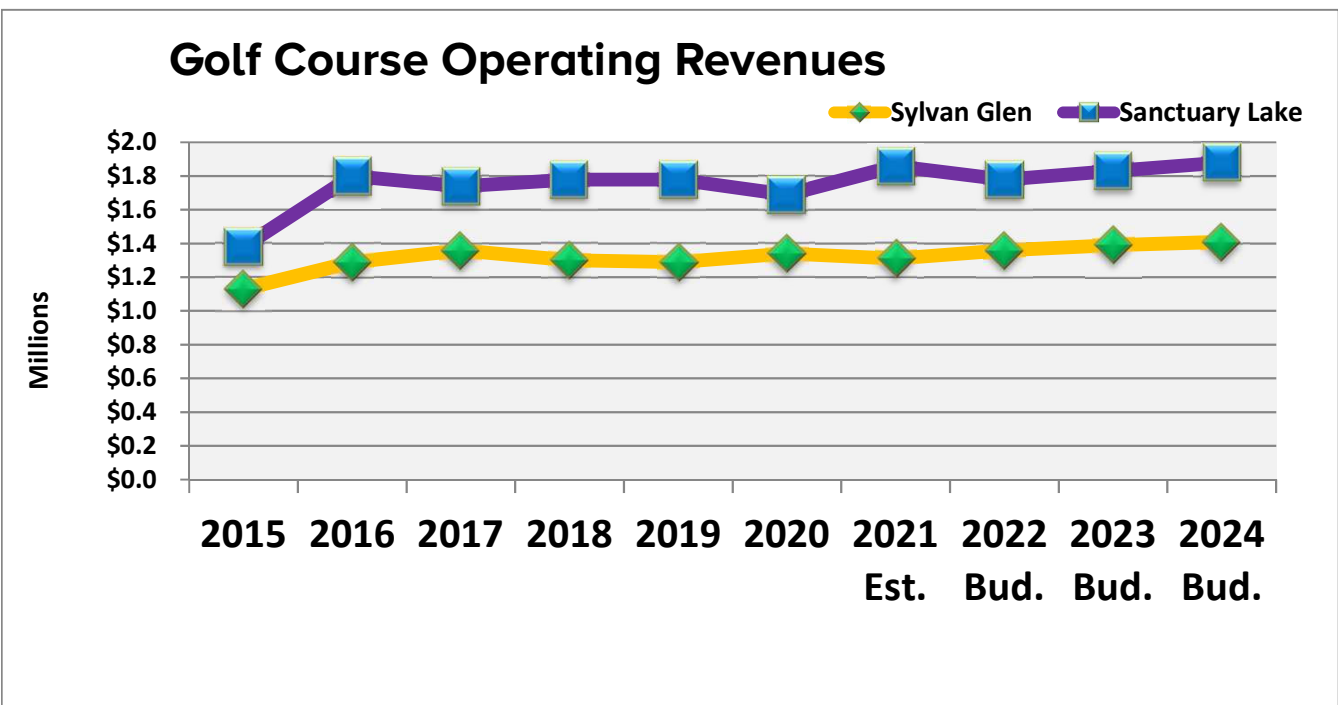
Water and Sewer Rates are reviewed annually. The City purchases water directly from the Great Lakes Water Authority (GLWA) and sewer treatment indirectly from GLWA through Oakland County. Accordingly, rates set by GLWA have a direct impact on the rates charged by the City.



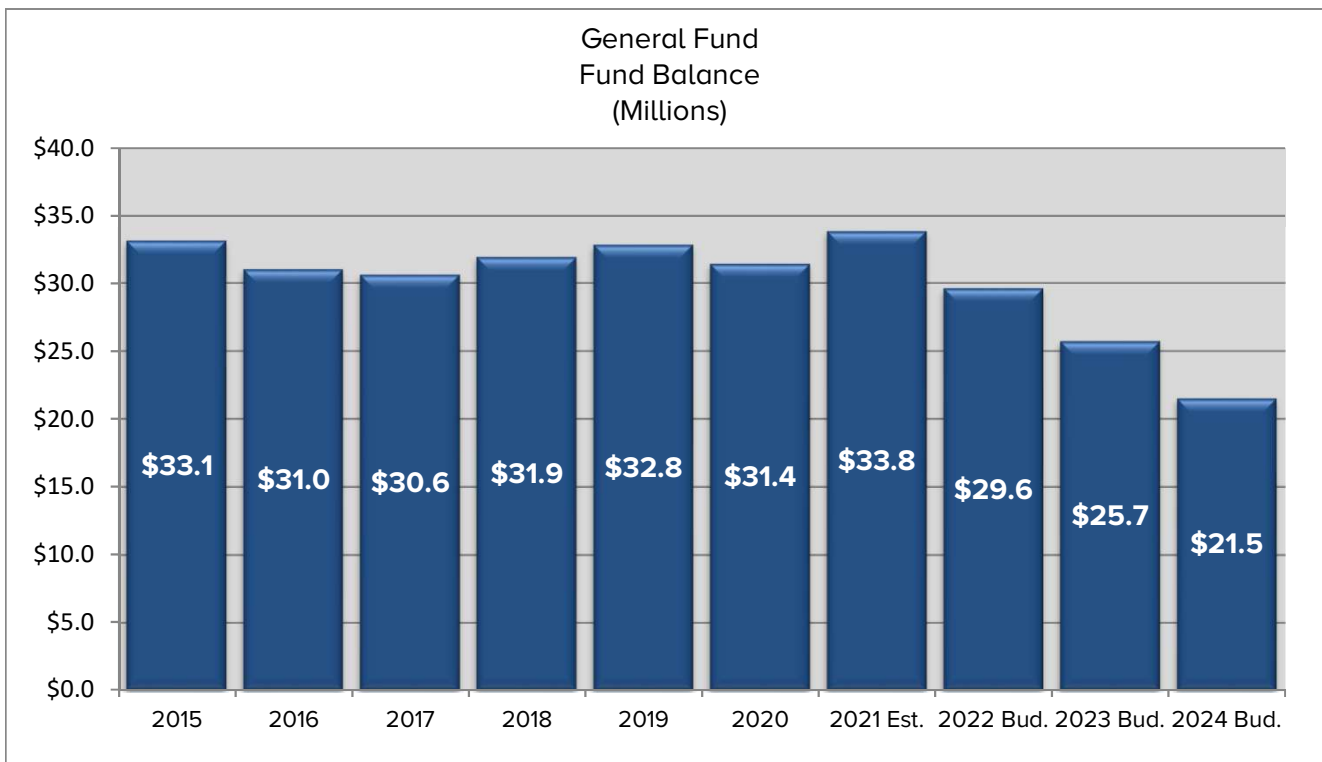
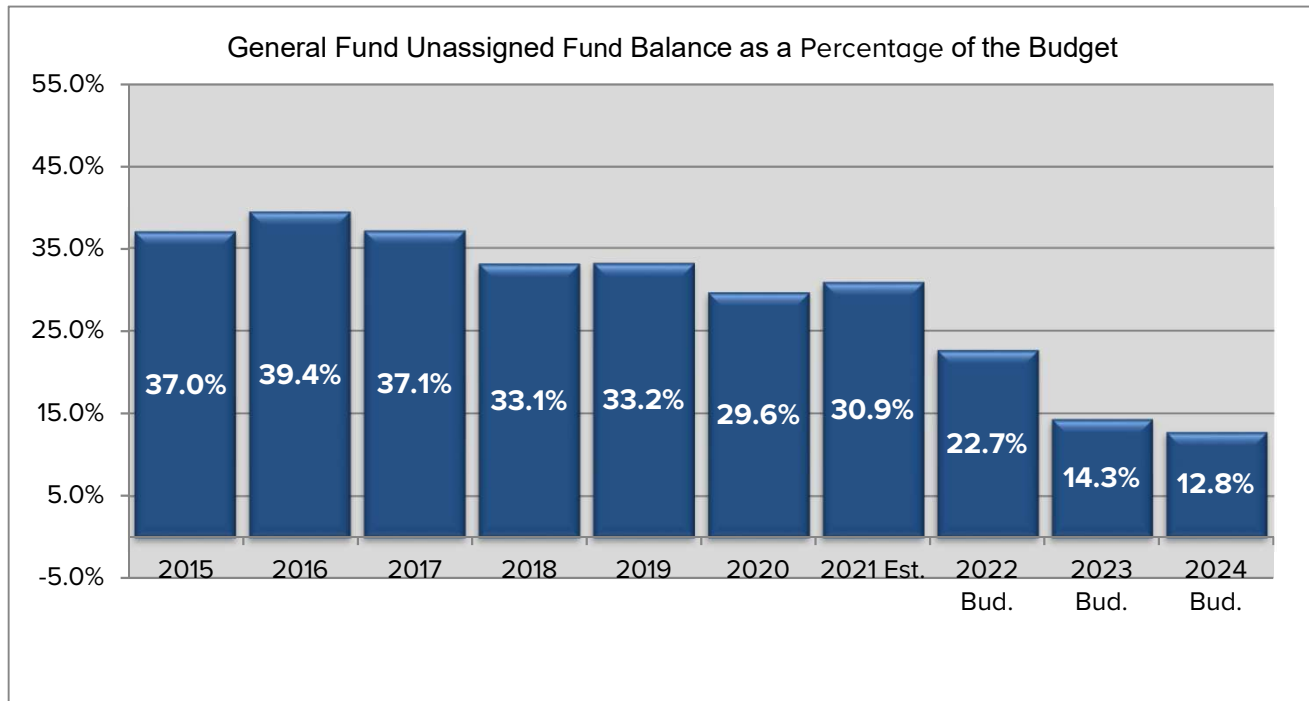
## Major Revenue Sources

### ENTERPRISE FUNDS, continued

The City of Troy owns two public golf courses which are operated and maintained by Indigo Golf. Sylvan Glen Golf course is expected to produce 46,043 rounds of golf in 2021 and 46,790 in 2022. Sanctuary Lake, the newer links style public course is expected to produce 44,255 rounds in 2021 and 41,700 in 2022. The greens fees are higher at Sanctuary Lake and golfers are required to take a cart due to the challenging terrain, which accounts for the difference in the amount of revenue and projected rounds. Sanctuary Lake also has a practice facility consisting of a driving range, chipping area and putting greens.



### General Fund Fund Balance



This chart depicts the cumulative result of excess revenues over or (under) expenditures in the General Fund.



# ALL FUNDS

2021/22 PROPOSED BUDGET

## Executive Summary

The Executive Summary is prepared as an introduction to the 2021/22 through 2023/24 budgets and provides a summary of Administration's financial plans for the upcoming fiscal years. It will explain how the City plans to utilize its resources and highlights some of the more significant changes to the City's budget. If a more in-depth understanding of the budget is desired, please take some time to review the wealth of information found within the graphs, charts, narrative text, significant notes and funding level summaries provided in the budget. The budget is available at the City Clerk's Office and on the City of Troy's web site.

### **2021/2022 BUDGET YEAR**

#### ***Total City Funds***

The 2021/22 budget for all City funds totals \$178.0 million. The City establishes a budget for 21 General Fund Departments as well as 28 separate funds; these 28 funds can be further paired down into 6 major fund groupings. The largest is the General Fund, which accounts for \$63.0 million in services to residents and businesses.

Special Revenues Funds provide a total of \$26.3 million for major and local road maintenance, refuse and recycling, library operations, federally funded Community Development Block Grant programs, federal and state drug forfeiture programs, an Amtrak funded transportation center, budget stabilization contingency and cemetery maintenance.

Several notable items in the Special Revenues Funds 2021/22 budget include:

Maintain and repair major roads (\$8.3 million)

Maintain local roads (\$5.2 million)

Refuse collection and disposal and recycling activities (\$5.7 million). Millage rate of 1.09 mills is well below the state maximum of 3.0 mills.

Library operations (\$5.8 million). Millage rate of 1.1 mills which received approval in November 2020.

Debt Service Funds total \$0.6 million, which provides for debt payments on voter approved debt for road construction projects, public safety facilities and the Community Center projects. These are going to be paid off in fiscal 2021. In addition it provides for Downtown Development Authority (DDA) financed debt that was refunded under the city name but is paid by the DDA. The DDA bond was once again refinanced in fiscal 2021 and resulted in cost savings to the DDA.

Capital Projects Fund totals \$24.5 million for 2021/22. These funds are used for capital equipment and vehicles, construction and improvement of municipal facilities and road construction. Notable capital projects in the 2021/22 budget include:

- Major and local street projects (\$11.8 million)
- City Buildings (\$4.4 million including \$2.9 million at community center)
- Parks Development (\$1.9 million)
- Library Collection Replacement and building renovation (\$1.4 million)
- Fire apparatus (\$1.3 million)
- Police equipment (\$1.0 million)

## Executive Summary

Enterprise Funds total \$45.4 million and provide for \$4.5 million in recreational activities from the City golf courses and the Aquatic Center along with \$40.9 million for public utilities of water and sanitary sewer services.

Internal Service Funds account for \$18.2 million in services to all departments including Fleet Maintenance of \$8.8 million, Information Technology of \$2.2 million and Compensated Absences of \$4.8 million.

### **General Fund**

General Fund revenues and other sources are budgeted at \$58.9 million, a decrease of \$6.3 million or 9.7% over the prior year budget. This decrease is primarily due to a change in no longer recording Act 51 costs in the general fund and then getting reimbursed by the Major and Local funds with an operating transfer (\$5 mil). Also, a decrease in Federal Grants (\$4 mil) due to Cares Act funding received in 2021 for Covid-19 relief.

Tax revenues of \$36.3 million increased \$0.9 million or 2.5%. Although residential assessed values have seen modest increases since 2014, commercial assessed values have stabilized and are beginning to yield small trends upward. Taxable value can only increase the lesser of inflation or 5%. The CPI index used for the 2021/22 fiscal budget was 1.4%. In addition, the phase in of the exemption for manufacturing personal property has reduced the tax base.

State Shared Revenue (SSR) of \$8.4 million is flat and increased 0.2%. The constitutional portion of SSR decreased \$0.1 million or 2.0% from 2021 budgeted. It should be noted that a significant increase in State Shared Revenue began in the 2016/17 fiscal year when the City began receiving reimbursements from the state for lost personal property taxes for exempt manufacturing legislation. Covid-19 will continue to impact these numbers.

Charges for services of \$7.4 million increased \$1.7 million or 31.8% primarily for amending the 2021 budget for the Covid-19 impact on our recreation operations. In 2022, the budget reflects an increase for several recreation line items, but is still not at 2019 levels.

Transfers in of \$0.3 million decreased by \$5 million as explained above for the change in Act 51 reporting.

The 2021/22 General Fund expenditure and other uses budget is \$63.0 million, a decrease of \$5.0 million or 7.4%. This is due primarily of the decrease in public works and parks for Act 51 expenditures as mentioned above.

General Government expenditures of \$9.5 million increased \$13 thousand or 0.1%. The increase was due primarily to the normal increase in Finance and Building Operations offset by a decrease in election expenses because of the additional elections in 2021 year including the Presidential election.

Public Safety expenditures of \$38.2 million increased \$1.2 million or 3.1%. Included in this increase is the normal increases for Police and Fire labor contracts.

Public Works expenditures of \$2.1 million decreased \$5.5 million or 71.8%. This is due primarily to moving Act 51 expenditures as mentioned above.

## Executive Summary

Community Development expenditures of \$4.4 million increased \$20 thousand or 0.4%. Included in this increase is the Engineering Department that is keeping contractual costs the same as the prior year.

Recreation and Culture expenditures of \$7.7 million decreased \$0.7 million or 8.6%. The decrease is due primarily to the Parks moving Act 51 costs as mentioned above. Also, the recreation department eliminated one supervisor position during the year.

Operating Transfers Out of \$1.0 million remain the same from the prior year. These funds will be used to purchase fire apparatus during the fiscal year.

### ***Revenues by Category***

The General Fund derives its revenue from a variety of sources, the largest being property taxes. The City's general operating millage rate of 6.50 mills will provide approximately \$36.3 million, or 61.7% of the total General Fund budget for revenues and other sources.

Troy's proposed overall millage rate of 10.02 was increased slightly (0.0163) by the increase in the library millage offset by the elimination of the debt millage and Headlee Amendment rollbacks.

### ***Revenues by Categories:***

The General Fund also realizes revenue from a variety of smaller categories to lessen the burden and reliance on property taxes:

| Categories                      | Amount<br>(Millions) | %<br>of Total |
|---------------------------------|----------------------|---------------|
| Licenses & Permits              | \$ 2.692             | 4.58%         |
| Federal, State and Local Grants | 0.074                | 1.30%         |
| State Shared Revenues           | 8.406                | 14.28%        |
| Charges for Services            | 7.448                | 12.66%        |
| Fines & Forfeitures             | 0.887                | 1.51%         |
| Interest & Rents                | 1.458                | 2.48%         |
| Other Revenues                  | 1.282                | 2.18%         |
| Transfers In                    | 0.315                | 0.54%         |

### ***Expenditures by Categories:***

The \$63.0 million General Fund budget is comprised of four separate expenditure categories as follows:

| Categories              | Amount<br>(Millions) | %<br>of Total |
|-------------------------|----------------------|---------------|
| Personal Services       | \$ 40.530            | 64.33%        |
| Supplies                | 2.468                | 3.92%         |
| Other Service Charges   | 18.998               | 30.16%        |
| Operating Transfers Out | 1.000                | 1.59%         |

## Executive Summary

Personal Services is the largest category of General Fund Expenditures. The budget for Personal Services is \$40.5 million, a decrease of \$2.4 million or 5.5% over the prior year budget. Major factors to the decrease are primarily the change in Act 51 expenditures per above. Also, the details of changes are:

- Salary & Wages of \$24.1 million decreased \$0.9 million or 3.8% due to normal annual wage and union step increases and Act 51 per above.
- Retirement benefits of \$5.3 million decreased \$0.9 million or 14.3% primarily due to a decrease in the actuarially determined contribution (ADC) to the Retiree Healthcare Fund and Act 51 per above.
- Other benefits such as FICA, Healthcare, Workers Comp, Sick and Vacation costs of \$11.0 million decreased \$0.3 million primarily due to increased healthcare (the City is Self-Insured) incurred in the current fiscal year that increased illustrative rates for the subsequent year and Act 51 per above.

Supplies are budgeted at \$2.5 million representing an decrease of \$0.6 million or 20.0%. The decrease is primarily due to Maintenance supplies from Act 51 per above.

Other Services/Charges of \$19.0 million decreased \$2.0 million or 9.7% due primarily to professional and contractual services for Act 51 expenditures along with vehicle rental that is now charged directly to Major and Local Street funds.

All departmental outlay for major capital purchases is found in the Capital Projects Fund.

### ***Expenditures by Budgetary Center***

The General Fund can be further broken down to departmental or budgetary center level. These budgetary centers represent the 21 City operating departments as well as other ancillary expenditure cost centers.

### ***Water and Sewer Fund***

The Water and Sewer Fund is a completely self-supporting activity that does not receive funding from property taxes or any other City fund.

It is designed to break even, as well as provide funding for improvements to the system, and is expressly for the purpose of providing water distribution and sewer disposal services to the City of Troy's residents and businesses.

The City purchases its water directly and sewage disposal services indirectly, from the Great Lakes Water Authority (GLWA), which directly influences the rates the City needs to charge local residents and businesses.

Water costs charged to the City of Troy are made of two components. These include a fixed rate component and a variable rate per usage component. The City of Troy cost of water is expected to increase approximately \$265 thousand or 2.0% based on increases to the combination of these two components.

The Great Lakes Water Authority will increase the water rate that it charges to the City of Troy effective July 1, 2021.

The budget recommends that City water rates increase from \$41.50 to \$42.50 per thousand cubic feet (mcf) used representing a \$1.00 or 2.4% increase.

## Executive Summary

The Oakland County Water Resource Commission (OCWRC) establishes rates for the two sanitary sewer systems utilized by the City of Troy. The majority of the charges are a direct result of pass through charges from the GLWA. The fees charged by the OCWRC are a 100% fixed cost per month fee. The fixed cost is derived by the average 4-year city usage of the particular system. Based on the amount required to maintain the system, each community is then charged their share, based on the average 4-year usage.

Total cost for the George W. Kuhn (GWK) drain and the Evergreen-Farmington drain are estimated at \$11.4 million representing a combined increase of \$223 thousand or 2.0%.

The OCWRC will increase the sanitary sewer rates it charges the City of Troy effective July 1, 2021.

The budget recommends that City sewer rates increase from \$29.10 to \$30.00 per thousand cubic feet (mcf) used representing a \$0.90 or 3.1% increase. The sanitary sewer rates charged to Troy consumers is budgeted artificially low in order to help reduce the "overall" consumer cost of combined water and sewer. It is expected that current reserves in the sewer fund will offset the increased cost.

The combined water/sewer rates are recommended to increase from \$70.60 to \$72.50 per mcf, an increase of \$1.90 or 2.7%. The average residential customer uses 3.9 MCF per quarter, which equates to a quarterly bill of \$282.75. This would be an increase of \$7.41 per quarter per average residential customer. Despite the increase, the City of Troy still maintains one of the lowest rates in the area.

Capital expenditures budgeted for both systems include \$3.6 million for water and \$4.0 million for sanitary sewer. Water capital expenditures include improvements on Stephenson - Maple to 14 Mile (\$2.5 million). Sewer capital expenditures include improvements for Evergreen Correction Plan (\$1.2 million) and Big Beaver Relief Sewer (\$1.5 million).

The budget was developed under the assumption of 470,000 mcf in unit sales. Due to the fixed cost nature of these systems, actual results could vary significantly based on unit sale volumes.

The City continues to control its discretionary costs within this fund and provide the necessary equipment to properly maintain the system.

### ***Refuse Fund***

The Refuse Fund operates as a Special Revenue Fund of the City. It is primarily funded through tax dollars from a dedicated millage. The proposed millage for the 2021/22 budget calls for no increases for a total of 1.09 mills. Based on the taxable value of the average residential home in the City of \$133,137, the average cost per resident is \$145 annually.

The 2021/22 budgeted expenditures of \$5.8 million have increased \$0.2 million or 2.9%. The City is a member of the Southeastern Oakland County Resource Recovery Authority (SOCRRA). SOCRRA is a 12 member community organization designed to assist members in containing costs through collective contractor agreements while maintaining a high level of service.

## Executive Summary

### ***Capital Projects Fund***

Property taxes, grants and transfers from the Major and Local Street Funds provide funding of \$18.5 million in the Capital Projects fund. Total Capital Outlay expenditures are budgeted at \$24.5 million. Significant projects include major and local Street improvements (\$11.8 million), \$1.9 million in Parks Development including \$0.75 million for Trails and Pathways, and \$4.4 million for City Buildings including the community center (\$2.9 million).

### ***Debt Service Funds***

The voter approved Debt Service Funds (Proposals A, B & C) will not have revenue in 2022 as the bonds will be paid off by the end of fiscal 2021.

The Series 2013 DDA Debt was refinanced in fiscal 2021 and is financed by transfers from the DDA. The total debt outstanding estimated at 6/30/2021 is \$10.5 million and is scheduled to be paid off by 2034. The debt service requirement budgeted for the 2021/22 fiscal year is \$0.6 million.

### ***Internal Service Funds***

Internal Service Funds are used to account for the financing of goods and services provided by a department to other departments of the government, on a cost reimbursement basis.

### ***Major Funds***

The General Fund is always a major fund. In addition, governments may report as major funds whatever other individual funds they believe to be of particular importance to financial statements users (for instance, because of public interest).

For budgeting purposes, in addition to the General Fund, any fund that reports an appropriated amount of 10% or more of the entities total revenues or total expenditures/expenses is considered a major fund.

For financial statement purposes, at a minimum, governmental funds other than the General Fund must be reported as major funds if they meet both of the following criteria (as applied to the final adjusted balances reported in the funds):

10% criterion – An individual governmental fund reports at least 10% of any of the following:

- a) Total governmental fund assets
- b) Total governmental fund liabilities
- c) Total governmental fund revenues; or
- d) Total governmental fund expenditures

5% criterion – An individual governmental fund reports at least 5% of the aggregated total for both governmental funds and enterprise funds of any of the items for which it met the 10% criterion.

The major funds are: General Fund, Capital Projects Fund, Water Fund and Sanitary Sewer Fund.

**Executive Summary*****Non - Major Funds***

The non-major funds are: Debt Service Funds, Special Revenue Funds, Aquatic Center Fund, Golf Course Funds and Internal Service Funds.

***Basis of Budgeting***

All governmental funds which includes the General Fund, Special Revenues Fund, Capital Projects Funds and Debt Service Funds were 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 used for financial reporting purposes in the City's audited Comprehensive Annual Financial Report.

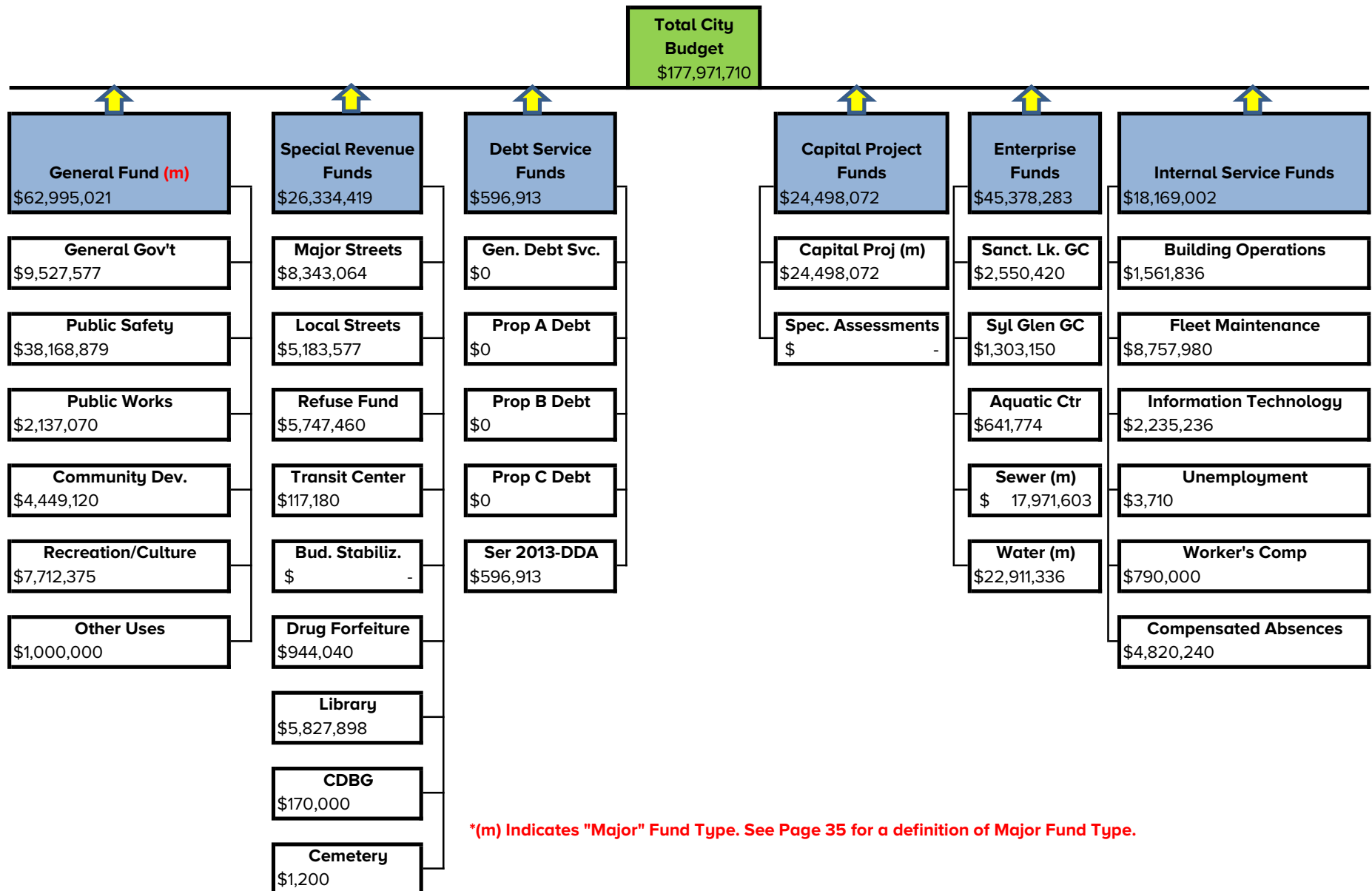
All proprietary funds which include the Enterprise Funds and Internal Service Funds were budgeted using the accrual basis of accounting (See definition of Accrual Basis in the Glossary of Key Terms and Concepts section) with the exception of using a cash basis approach for the purchase of capital assets and not recognizing depreciation expense. A full accrual basis of accounting is used for financial reporting purposes in the City's Comprehensive Annual Financial Report.



**All Funds Consolidated  
Revenues and Expenditures**

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed          | % Change       | 2023 Proposed          | 2024 Proposed          |
|---|-----------------------|-----------------------|--------------------------|------------------------|------------------------|----------------|------------------------|------------------------|
| <b>REVENUE</b>                                    |                       |                       |                          |                        |                        |                |                        |                        |
| Taxes   | \$ 51,118,782         | \$ 52,847,968         | \$ 53,720,768            | \$ 53,603,691          | \$ 54,810,700          | 2.25%          | \$ 55,455,700          | \$ 56,152,700          |
| Licenses And Permits                              | 2,930,788             | 2,684,368             | 2,864,990                | 2,948,520              | 2,692,978              | -8.67%         | 2,938,829              | 3,187,952              |
| Grants  | 18,882,806            | 17,731,983            | 23,186,225               | 22,512,129             | 20,117,649             | -10.64%        | 21,266,722             | 19,523,513             |
| Contributions From Local Units                    | 561,993               | 193,734               | 833,543                  | 888,390                | 727,000                | -18.17%        | 727,000                | 737,000                |
| Charges For Services                              | 48,651,703            | 46,265,621            | 50,211,318               | 49,267,290             | 52,175,158             | 5.90%          | 53,840,346             | 55,298,356             |
| Fines And Forfeitures                             | 1,557,399             | 1,097,965             | 814,360                  | 911,500                | 1,043,700              | 14.50%         | 1,120,900              | 1,220,900              |
| Interest & Rent                                   | 9,512,687             | 8,159,464             | 6,178,480                | 6,611,540              | 6,712,580              | 1.53%          | 6,729,820              | 6,766,900              |
| Other Revenue                                     | 8,728,765             | 7,058,995             | 7,599,017                | 7,595,428              | 7,456,093              | -1.83%         | 7,555,755              | 7,809,828              |
| <b>Total Revenue</b>                              | <b>141,944,923</b>    | <b>136,040,098</b>    | <b>145,408,701</b>       | <b>144,338,488</b>     | <b>145,735,858</b>     | <b>0.97%</b>   | <b>149,635,072</b>     | <b>150,697,149</b>     |
| <b>OTHER FINANCING SOURCES</b>                    |                       |                       |                          |                        |                        |                |                        |                        |
| Operating Transfers In                            | 14,979,920            | 15,820,472            | 17,063,635               | 18,170,551             | 10,673,835             | -41.26%        | 9,142,815              | 8,921,265              |
| <b>Total OTHER FINANCING SOURCES</b>              | <b>14,979,920</b>     | <b>15,820,472</b>     | <b>17,063,635</b>        | <b>18,170,551</b>      | <b>10,673,835</b>      | <b>-41.26%</b> | <b>9,142,815</b>       | <b>8,921,265</b>       |
| <b>Total Revenue</b>                              | <b>156,924,843</b>    | <b>151,860,570</b>    | <b>162,472,336</b>       | <b>162,509,039</b>     | <b>156,409,693</b>     | <b>-3.75%</b>  | <b>158,777,887</b>     | <b>159,618,414</b>     |
| <b>EXPENDITURE</b>                                |                       |                       |                          |                        |                        |                |                        |                        |
| Personal Services                                 | 52,655,472            | 52,808,769            | 54,481,873               | 60,192,610             | 61,946,060             | 2.91%          | 63,713,550             | 65,707,471             |
| Supplies  | 5,948,030             | 5,378,780             | 5,660,579                | 6,715,656              | 6,589,112              | -1.88%         | 6,500,143              | 6,654,897              |
| Other Service Charges                             | 60,308,565            | 60,011,573            | 55,510,245               | 58,422,539             | 60,096,463             | 2.87%          | 61,174,338             | 62,600,234             |
| <b>Expenditures For Operations</b>                | <b>118,912,066</b>    | <b>118,199,123</b>    | <b>115,652,697</b>       | <b>125,330,805</b>     | <b>128,631,635</b>     | <b>2.63%</b>   | <b>131,388,031</b>     | <b>134,962,602</b>     |
| Capital Outlay                                    | 12,587,508            | 11,369,970            | 35,116,975               | 45,900,089             | 37,332,842             | -18.66%        | 36,688,500             | 26,741,000             |
| Debt Service                                      | 4,310,907             | 4,212,011             | 4,960,378                | 4,967,968              | 1,648,033              | -66.83%        | 1,704,195              | 1,742,537              |
| <b>Total Expenditure</b>                          | <b>135,810,481</b>    | <b>133,781,103</b>    | <b>155,730,050</b>       | <b>176,198,862</b>     | <b>167,612,510</b>     | <b>-4.87%</b>  | <b>169,780,726</b>     | <b>163,446,139</b>     |
| <b>OTHER FINANCING USES</b>                       |                       |                       |                          |                        |                        |                |                        |                        |
| Operating Transfers Out                           | 14,694,064            | 15,649,224            | 16,773,950               | 17,687,396             | 10,359,200             | -41.43%        | 8,832,700              | 8,606,200              |
| <b>Total OTHER FINANCING USES</b>                 | <b>14,694,064</b>     | <b>15,649,224</b>     | <b>16,773,950</b>        | <b>17,687,396</b>      | <b>10,359,200</b>      | <b>-41.43%</b> | <b>8,832,700</b>       | <b>8,606,200</b>       |
| <b>Total Expenditure</b>                          | <b>150,504,545</b>    | <b>149,430,327</b>    | <b>172,504,000</b>       | <b>193,886,258</b>     | <b>177,971,710</b>     | <b>-8.21%</b>  | <b>178,613,426</b>     | <b>172,052,339</b>     |
| <b>Net Revenues Over/(Under)<br/>Expenditures</b> | <b>\$ 6,420,298</b>   | <b>\$ 2,430,243</b>   | <b>(\$ 10,031,664)</b>   | <b>(\$ 31,377,219)</b> | <b>(\$ 21,562,017)</b> | <b>-31.28%</b> | <b>(\$ 19,835,539)</b> | <b>(\$ 12,433,925)</b> |

## Financial Organization Chart



\*(m) Indicates "Major" Fund Type. See Page 35 for a definition of Major Fund Type.

**All Funds  
Revenues and Expenditures**

|                            | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|----------------------------|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| <b>GENERAL FUND</b>        |                       |                       |                          |                        |               |          |               |               |
| <b>GENERAL FUND</b>        |                       |                       |                          |                        |               |          |               |               |
| Total Revenue              | \$ 61,867,936         | \$ 59,582,316         | \$ 64,495,612            | \$ 65,198,480          | \$ 58,851,638 | -9.73%   | \$ 60,306,982 | \$ 61,527,036 |
| Expenditure                |                       |                       |                          |                        |               |          |               |               |
| General government         | 8,154,320             | 8,348,796             | 9,086,965                | 9,515,054              | 9,527,577     | 0.13%    | 9,681,406     | 9,971,635     |
| Public Safety              | 33,458,399            | 33,828,158            | 35,567,921               | 37,029,656             | 38,168,879    | 3.08%    | 38,932,332    | 39,819,462    |
| Public Works               | 5,946,527             | 5,946,100             | 5,949,603                | 7,581,248              | 2,137,070     | -71.81%  | 2,176,175     | 2,217,780     |
| Community Development      | 3,865,877             | 3,790,677             | 4,137,248                | 4,429,508              | 4,449,120     | 0.44%    | 4,535,880     | 4,632,070     |
| Recreation and Culture     | 7,895,971             | 7,079,530             | 6,342,751                | 8,434,612              | 7,712,375     | -8.56%   | 7,940,376     | 8,096,411     |
| Transfers Out & Other Uses | 1,635,410             | 2,000,000             | 1,000,000                | 1,000,000              | 1,000,000     | 0.00%    | 1,000,000     | 1,000,000     |
| Total Expenditure          | 60,956,503            | 60,993,261            | 62,084,488               | 67,990,078             | 62,995,021    | -7.35%   | 64,266,169    | 65,737,358    |
| Net Surplus/(Shortfall)    | 911,433               | (1,410,946)           | 2,411,124                | (2,791,598)            | (4,143,383)   | 48.42%   | (3,959,187)   | (4,210,322)   |
| Beginning Fund Balance     | 31,874,097            | 32,785,530            | 31,372,543               | 31,372,543             | 33,783,667    | 7.69%    | 29,640,284    | 25,681,097    |
| Ending Fund Balance        | 32,785,530            | 31,372,543            | 33,783,667               | 28,580,945             | 29,640,284    | 3.71%    | 25,681,097    | 21,470,775    |
| <b>SPECIAL REVENUE</b>     |                       |                       |                          |                        |               |          |               |               |
| <b>Major Street Fund</b>   |                       |                       |                          |                        |               |          |               |               |
| Total Revenue              | 7,020,210             | 6,267,685             | 6,759,420                | 7,026,570              | 6,983,200     | -0.62%   | 7,122,200     | 7,220,870     |
| Expenditure                |                       |                       |                          |                        |               |          |               |               |
| Public Works               | -                     | -                     | -                        | -                      | 3,230,757     | 0.00%    | 3,297,323     | 3,383,041     |
| Recreation and Culture     | -                     | -                     | -                        | -                      | 112,307       | 0.00%    | 113,117       | 114,057       |
| Transfers Out & Other Uses | 5,640,530             | 6,486,971             | 8,200,000                | 8,776,101              | 5,000,000     | -43.03%  | 4,000,000     | 4,000,000     |
| Total Expenditure          | 5,640,530             | 6,486,971             | 8,200,000                | 8,776,101              | 8,343,064     | -4.93%   | 7,410,440     | 7,497,098     |
| Net Surplus/(Shortfall)    | 1,379,680             | (219,286)             | (1,440,580)              | (1,749,531)            | (1,359,864)   | -22.27%  | (288,240)     | (276,228)     |
| Beginning Fund Balance     | 4,009,053             | 5,388,733             | 5,169,446                | 5,169,446              | 3,728,866     | -27.87%  | 2,369,002     | 2,080,762     |
| Ending Fund Balance        | 5,388,733             | 5,169,446             | 3,728,866                | 3,419,915              | 2,369,002     | -30.73%  | 2,080,762     | 1,804,534     |

**All Funds  
Revenues and Expenditures**

|                            | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change  | 2023 Proposed | 2024 Proposed |
|----------------------------|-----------------------|-----------------------|--------------------------|------------------------|---------------|-----------|---------------|---------------|
| <b>Local Street Fund</b>   |                       |                       |                          |                        |               |           |               |               |
| Total Revenue              | 3,427,357             | 4,006,981             | 4,186,900                | 4,285,650              | 4,274,000     | -0.27%    | 4,329,300     | 4,368,260     |
| Expenditure                |                       |                       |                          |                        |               |           |               |               |
| Public Works               | -                     | -                     | -                        | -                      | 2,488,977     | 0.00%     | 2,540,677     | 2,603,885     |
| Recreation and Culture     | -                     | -                     | -                        | -                      | 694,600       | 0.00%     | 709,070       | 724,390       |
| Transfers Out & Other Uses | 3,396,933             | 3,314,576             | 3,800,000                | 4,282,345              | 2,000,000     | -53.30%   | 2,000,000     | 2,000,000     |
| Total Expenditure          | 3,396,933             | 3,314,576             | 3,800,000                | 4,282,345              | 5,183,577     | 21.05%    | 5,249,747     | 5,328,275     |
|                            |                       |                       |                          |                        |               | -         |               |               |
| Net Surplus/(Shortfall)    | 30,424                | 692,405               | 386,900                  | 3,305                  | (909,577)     | 27621.24% | (920,447)     | (960,015)     |
| Beginning Fund Balance     | 3,014,071             | 3,044,495             | 3,736,900                | 3,736,900              | 4,123,800     | 10.35%    | 3,214,223     | 2,293,776     |
| Ending Fund Balance        | 3,044,495             | 3,736,900             | 4,123,800                | 3,740,205              | 3,214,223     | -14.06%   | 2,293,776     | 1,333,761     |
| <b>REFUSE FUND</b>         |                       |                       |                          |                        |               |           |               |               |
| Total Revenue              | 5,191,259             | 5,546,801             | 5,701,363                | 5,670,600              | 5,757,500     | 1.53%     | 5,838,500     | 5,905,500     |
| Expenditure                |                       |                       |                          |                        |               |           |               |               |
| Sanitation                 | 5,250,788             | 5,359,068             | 5,498,220                | 5,586,855              | 5,747,460     | 2.87%     | 5,918,380     | 6,094,530     |
| Total Expenditure          | 5,250,788             | 5,359,068             | 5,498,220                | 5,586,855              | 5,747,460     | 2.87%     | 5,918,380     | 6,094,530     |
| Net Surplus/(Shortfall)    | (59,530)              | 187,732               | 203,143                  | 83,745                 | 10,040        | -88.01%   | (79,880)      | (189,030)     |
| Beginning Fund Balance     | 800,105               | 740,576               | 928,308                  | 928,308                | 1,131,451     | 21.88%    | 1,141,491     | 1,061,611     |
| Ending Fund Balance        | 740,576               | 928,308               | 1,131,451                | 1,012,053              | 1,141,491     | 12.79%    | 1,061,611     | 872,581       |

**All Funds  
Revenues and Expenditures**

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| <b><u>Transit Center</u></b>            |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                           | 78,671                | 87,975                | 95,940                   | 94,110                 | 117,180       | 24.51%   | 119,210       | 126,240       |
| Expenditure                             |                       |                       |                          |                        |               |          |               |               |
| Community Development                   | 78,661                | 87,975                | 95,940                   | 94,110                 | 117,180       | 24.51%   | 119,210       | 126,240       |
| Total Expenditure                       | 78,661                | 87,975                | 95,940                   | 94,110                 | 117,180       | 24.51%   | 119,210       | 126,240       |
| Net Surplus/(Shortfall)                 | 11                    | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Beginning Fund Balance                  | 11,537                | 11,547                | 11,547                   | 11,547                 | 11,547        | 0.00%    | 11,547        | 11,547        |
| Ending Fund Balance                     | 11,547                | 11,547                | 11,547                   | 11,547                 | 11,547        | 0.00%    | 11,547        | 11,547        |
| <b><u>BUDGET STABILIZATION FUND</u></b> |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                           | 51,669                | 36,886                | 10,000                   | 18,000                 | 10,000        | -44.44%  | 10,000        | 10,000        |
| Net Surplus/(Shortfall)                 | 51,669                | 36,886                | 10,000                   | 18,000                 | 10,000        | -44.44%  | 10,000        | 10,000        |
| Beginning Fund Balance                  | 1,565,721             | 1,617,390             | 1,656,277                | 1,656,277              | 1,666,277     | 0.60%    | 1,676,277     | 1,686,277     |
| Ending Fund Balance                     | 1,617,390             | 1,656,277             | 1,666,277                | 1,674,277              | 1,676,277     | 0.12%    | 1,686,277     | 1,696,277     |
| <b><u>Forfeiture Fund</u></b>           |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                           | 185,629               | 238,106               | 146,960                  | 141,000                | 141,000       | 0.00%    | 141,000       | 141,000       |
| Expenditure                             |                       |                       |                          |                        |               |          |               |               |
| Public Safety                           | 255,259               | 171,031               | 351,500                  | 403,500                | 944,040       | 133.96%  | 370,540       | 144,040       |
| Total Expenditure                       | 255,259               | 171,031               | 351,500                  | 403,500                | 944,040       | 133.96%  | 370,540       | 144,040       |
| Net Surplus/(Shortfall)                 | (69,630)              | 67,076                | (204,540)                | (262,500)              | (803,040)     | 205.92%  | (229,540)     | (3,040)       |
| Beginning Fund Balance                  | 1,333,901             | 1,264,271             | 1,331,347                | 1,331,347              | 1,126,807     | -15.36%  | 323,767       | 94,227        |
| Ending Fund Balance                     | 1,264,271             | 1,331,347             | 1,126,807                | 1,068,847              | 323,767       | -69.71%  | 94,227        | 91,187        |

**All Funds  
Revenues and Expenditures**

|                                  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|----------------------------------|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| <b>LIBRARY FUND</b>              |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                    | 3,657,318             | 3,752,731             | 3,740,949                | 3,734,800              | 6,027,900     | 61.40%   | 6,215,800     | 6,325,800     |
| Expenditure                      |                       |                       |                          |                        |               |          |               |               |
| Recreation and Culture           | 4,110,244             | 3,709,337             | 4,101,283                | 4,127,518              | 5,827,898     | 41.20%   | 5,921,700     | 6,144,300     |
| Total Expenditure                | 4,110,244             | 3,709,337             | 4,101,283                | 4,127,518              | 5,827,898     | 41.20%   | 5,921,700     | 6,144,300     |
| Net Surplus/(Shortfall)          | (452,926)             | 43,395                | (360,334)                | (392,718)              | 200,002       | -150.93% | 294,100       | 181,500       |
| Beginning Fund Balance           | 1,078,468             | 625,543               | 668,937                  | 668,937                | 308,603       | -53.87%  | 508,605       | 802,705       |
| Ending Fund Balance              | 625,543               | 668,937               | 308,603                  | 276,219                | 508,605       | 84.13%   | 802,705       | 984,205       |
| <b>Comm Dev Block Grant Fund</b> |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                    | 112,064               | 354,637               | 295,000                  | 150,000                | 170,000       | 13.33%   | 150,000       | 150,000       |
| Community development- OLD       | 112,064               | 342,816               | 295,000                  | 150,000                | 170,000       | 13.33%   | 150,000       | 150,000       |
| Total Expenditure                | 112,064               | 354,637               | 295,000                  | 150,000                | 170,000       | 13.33%   | 150,000       | 150,000       |
| Net Surplus/(Shortfall)          | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Beginning Fund Balance           | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Ending Fund Balance              | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| <b>DEBT SERVICE</b>              |                       |                       |                          |                        |               |          |               |               |
| <b>GENERAL DEBT SERVICE FUND</b> |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                    | 2,895,233             | 2,948,059             | 2,040,134                | 1,953,240              | -             | -100.00% | -             | -             |
| Expenditure                      |                       |                       |                          |                        |               |          |               |               |
| Debt Service                     | 2,943,789             | 2,858,975             | 2,948,626                | 2,879,260              | -             | -100.00% | -             | -             |
| Total Expenditure                | 2,943,789             | 2,858,975             | 2,948,626                | 2,879,260              | -             | -100.00% | -             | -             |
| Net Surplus/(Shortfall)          | (48,556)              | 89,083                | (908,492)                | (926,020)              | -             | -100.00% | -             | -             |
| Beginning Fund Balance           | 867,966               | 819,409               | 908,492                  | 908,492                | -             | -100.00% | -             | -             |
| Ending Fund Balance              | 819,409               | 908,492               | -                        | (17,528)               | -             | -100.00% | -             | -             |

**All Funds  
Revenues and Expenditures**

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| <b><u>PROP A BOND DEBT RETIREMENT</u></b> |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                             | 921,125               | 897,750               | 959,600                  | 959,600                | -             | -100.00% | -             | -             |
| Expenditure                               |                       |                       |                          |                        |               |          |               |               |
| Debt Service                              | 921,125               | 897,750               | 959,600                  | 959,600                | -             | -100.00% | -             | -             |
| Total Expenditure                         | 921,125               | 897,750               | 959,600                  | 959,600                | -             | -100.00% | -             | -             |
| Net Surplus/(Shortfall)                   | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Beginning Fund Balance                    | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Ending Fund Balance                       | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| <b><u>PROP B BOND DEBT RETIREMENT</u></b> |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                             | 1,266,725             | 1,214,675             | 1,175,850                | 1,175,850              | -             | -100.00% | -             | -             |
| Expenditure                               |                       |                       |                          |                        |               |          |               |               |
| Debt Service                              | 1,266,725             | 1,214,675             | 1,175,850                | 1,175,850              | -             | -100.00% | -             | -             |
| Total Expenditure                         | 1,266,725             | 1,214,675             | 1,175,850                | 1,175,850              | -             | -100.00% | -             | -             |
| Net Surplus/(Shortfall)                   | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Beginning Fund Balance                    | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Ending Fund Balance                       | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| <b><u>PROP C BOND DEBT RETIREMENT</u></b> |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                             | 688,975               | 682,600               | 678,300                  | 678,300                | -             | -100.00% | -             | -             |
| Expenditure                               |                       |                       |                          |                        |               |          |               |               |
| Debt Service                              | 688,975               | 682,600               | 678,300                  | 678,300                | -             | -100.00% | -             | -             |
| Total Expenditure                         | 688,975               | 682,600               | 678,300                  | 678,300                | -             | -100.00% | -             | -             |
| Net Surplus/(Shortfall)                   | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Beginning Fund Balance                    | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Ending Fund Balance                       | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |

**All Funds  
Revenues and Expenditures**

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| <b>Gen Obligation Debt-Series 2013</b> |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                          | 923,713               | 914,613               | 1,013,738                | 1,013,738              | 596,913       | -41.12%  | 629,895       | 702,857       |
| Expenditure                            |                       |                       |                          |                        |               |          |               |               |
| Debt Service                           | 923,713               | 914,613               | 1,013,738                | 1,013,738              | 596,913       | -41.12%  | 629,895       | 702,857       |
| Total Expenditure                      | 923,713               | 914,613               | 1,013,738                | 1,013,738              | 596,913       | -41.12%  | 629,895       | 702,857       |
| Net Surplus/(Shortfall)                | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Beginning Fund Balance                 | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Ending Fund Balance                    | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| <b>CAPITAL</b>                         |                       |                       |                          |                        |               |          |               |               |
| <b>CAPITAL FUND</b>                    |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                          | 15,906,833            | 15,595,401            | 16,919,818               | 16,779,351             | 18,548,600    | 10.54%   | 17,688,100    | 15,503,600    |
| Expenditure                            |                       |                       |                          |                        |               |          |               |               |
| Capital Outlay                         | 12,866,494            | 11,868,560            | 16,699,590               | 19,948,429             | 24,498,072    | 22.81%   | 26,397,800    | 18,974,730    |
| Total Expenditure                      | 12,866,494            | 11,868,560            | 16,699,590               | 19,948,429             | 24,498,072    | 22.81%   | 26,397,800    | 18,974,730    |
| Net Surplus/(Shortfall)                | 3,040,340             | 3,726,841             | 220,228                  | (3,169,078)            | (5,949,472)   | 87.74%   | (8,709,700)   | (3,471,130)   |
| Beginning Fund Balance                 | 6,970,105             | 10,010,444            | 13,737,285               | 13,737,285             | 13,957,513    | 1.60%    | 8,008,041     | (701,659)     |
| Ending Fund Balance                    | 10,010,444            | 13,737,285            | 13,957,513               | 10,568,207             | 8,008,041     | -24.23%  | (701,659)     | (4,172,789)   |
| <b>SPECIAL ASSESSMENT FUND</b>         |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                          | 505                   | 357                   | -                        | -                      | -             | 0.00%    | -             | -             |
| Net Surplus/(Shortfall)                | 505                   | 357                   | -                        | -                      | -             | 0.00%    | -             | -             |
| Beginning Fund Balance                 | 6,222                 | 6,727                 | 7,084                    | 7,084                  | 7,084         | 0.00%    | 7,084         | 7,084         |
| Ending Fund Balance                    | 6,727                 | 7,084                 | 7,084                    | 7,084                  | 7,084         | 0.00%    | 7,084         | 7,084         |



**All Funds  
Revenues and Expenditures**

|                                   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|-----------------------------------|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| <b>PERMANENT</b>                  |                       |                       |                          |                        |               |          |               |               |
| <b>Cemetery Fund</b>              |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                     | 9,452                 | 7,448                 | 6,200                    | 6,200                  | 6,200         | 0.00%    | 6,200         | 6,200         |
| Expenditure                       |                       |                       |                          |                        |               |          |               |               |
| General government                | -                     | 1,200                 | 1,200                    | 1,200                  | 1,200         | 0.00%    | 1,200         | 1,200         |
| Total Expenditure                 | -                     | 1,200                 | 1,200                    | 1,200                  | 1,200         | 0.00%    | 1,200         | 1,200         |
| Net Surplus/(Shortfall)           | 9,452                 | 6,248                 | 5,000                    | 5,000                  | 5,000         | 0.00%    | 5,000         | 5,000         |
| Beginning Fund Balance            | 224,358               | 233,810               | 240,058                  | 240,058                | 245,058       | 2.08%    | 250,058       | 255,058       |
| Ending Fund Balance               | 233,810               | 240,058               | 245,058                  | 245,058                | 250,058       | 2.04%    | 255,058       | 260,058       |
| <b>ENTERPRISE</b>                 |                       |                       |                          |                        |               |          |               |               |
| <b>Sanctuary Lake Golf Course</b> |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                     | 1,802,470             | 1,684,939             | 1,860,000                | 1,738,800              | 1,775,350     | 2.10%    | 1,827,114     | 1,880,419     |
| Expenditure                       |                       |                       |                          |                        |               |          |               |               |
| Sanctuary Lake                    | 1,959,693             | 1,913,456             | 2,543,720                | 2,485,385              | 2,550,420     | 2.62%    | 2,506,300     | 2,499,520     |
| Total Expenditure                 | 1,959,693             | 1,913,456             | 2,543,720                | 2,485,385              | 2,550,420     | 2.62%    | 2,506,300     | 2,499,520     |
| Net Surplus/(Shortfall)           | (157,223)             | (228,517)             | (683,720)                | (746,585)              | (775,070)     | 3.82%    | (679,186)     | (619,101)     |
| Beginning Fund Balance            | (6,507,495)           | (6,664,718)           | (6,893,235)              | (6,893,235)            | (7,576,955)   | 9.92%    | (8,352,025)   | (9,031,211)   |
| Ending Fund Balance               | (6,664,718)           | (6,893,235)           | (7,576,955)              | (7,639,820)            | (8,352,025)   | 9.32%    | (9,031,211)   | (9,650,312)   |

**All Funds  
Revenues and Expenditures**

|                                       | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|---------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| <b><u>SYLVAN GLEN GOLF COURSE</u></b> |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                         | 1,289,250             | 1,339,293             | 1,312,400                | 1,328,470              | 1,362,520     | 2.56%    | 1,386,136     | 1,410,196     |
| Expenditure                           |                       |                       |                          |                        |               |          |               |               |
| Sylvan Glen                           | 1,111,181             | 1,210,665             | 1,089,350                | 1,290,390              | 1,303,150     | 0.99%    | 1,690,030     | 1,348,210     |
| Total Expenditure                     | 1,111,181             | 1,210,665             | 1,089,350                | 1,290,390              | 1,303,150     | 0.99%    | 1,690,030     | 1,348,210     |
| Net Surplus/(Shortfall)               | 178,069               | 128,628               | 223,050                  | 38,080                 | 59,370        | 55.91%   | (303,894)     | 61,986        |
| Beginning Fund Balance                | 6,190,034             | 6,368,104             | 6,496,731                | 6,496,731              | 6,719,781     | 3.43%    | 6,779,151     | 6,475,257     |
| Ending Fund Balance                   | 6,368,104             | 6,496,731             | 6,719,781                | 6,534,811              | 6,779,151     | 3.74%    | 6,475,257     | 6,537,243     |
| <b><u>AQUATIC CENTER FUND</u></b>     |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                         | 559,507               | 311,500               | 218,500                  | 616,800                | 633,000       | 2.63%    | 658,000       | 676,000       |
| Expenditure                           |                       |                       |                          |                        |               |          |               |               |
| Aquatic Center                        | 700,470               | 516,849               | 596,310                  | 891,170                | 641,774       | -27.99%  | 997,543       | 633,913       |
| Total Expenditure                     | 700,470               | 516,849               | 596,310                  | 891,170                | 641,774       | -27.99%  | 997,543       | 633,913       |
| Net Surplus/(Shortfall)               | (140,963)             | (205,349)             | (377,810)                | (274,370)              | (8,774)       | -96.80%  | (339,543)     | 42,087        |
| Beginning Fund Balance                | 889,019               | 748,056               | 542,707                  | 542,707                | 164,897       | -69.62%  | 156,123       | (183,420)     |
| Ending Fund Balance                   | 748,056               | 542,707               | 164,897                  | 268,337                | 156,123       | -41.82%  | (183,420)     | (141,333)     |
| <b><u>SEWER FUND</u></b>              |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                         | 14,495,157            | 13,328,506            | 15,291,000               | 14,584,400             | 14,921,800    | 2.31%    | 15,400,000    | 15,870,000    |
| Expenditure                           |                       |                       |                          |                        |               |          |               |               |
| Sewer                                 | 14,568,284            | 14,612,916            | 21,460,560               | 26,668,550             | 17,971,603    | -32.61%  | 17,243,219    | 16,653,010    |
| Total Expenditure                     | 14,568,284            | 14,612,916            | 21,460,560               | 26,668,550             | 17,971,603    | -32.61%  | 17,243,219    | 16,653,010    |
| Net Surplus/(Shortfall)               | (73,128)              | (1,284,410)           | (6,169,560)              | (12,084,150)           | (3,049,803)   | -74.76%  | (1,843,219)   | (783,010)     |
| Beginning Fund Balance                | 66,852,167            | 66,779,039            | 65,494,629               | 65,494,629             | 59,325,069    | -9.42%   | 56,275,266    | 54,432,047    |
| Ending Fund Balance                   | 66,779,039            | 65,494,629            | 59,325,069               | 53,410,479             | 56,275,266    | 5.36%    | 54,432,047    | 53,649,037    |

### All Funds Revenues and Expenditures

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| <b><u>WATER FUND</u></b>                 |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                            | 20,832,848            | 19,703,099            | 21,790,200               | 21,151,900             | 21,611,000    | 2.17%    | 22,222,000    | 22,833,000    |
| Expenditure                              |                       |                       |                          |                        |               |          |               |               |
| Water                                    | 20,202,041            | 19,952,444            | 24,909,858               | 26,061,184             | 22,911,336    | -12.09%  | 23,438,232    | 23,997,337    |
| Total Expenditure                        | 20,202,041            | 19,952,444            | 24,909,858               | 26,061,184             | 22,911,336    | -12.09%  | 23,438,232    | 23,997,337    |
| Net Surplus/(Shortfall)                  | 630,807               | (249,345)             | (3,119,658)              | (4,909,284)            | (1,300,336)   | -73.51%  | (1,216,232)   | (1,164,337)   |
| Beginning Fund Balance                   | 100,048,289           | 100,679,096           | 100,429,751              | 100,429,751            | 97,310,093    | -3.11%   | 96,009,757    | 94,793,525    |
| Ending Fund Balance                      | 100,679,096           | 100,429,751           | 97,310,093               | 95,520,467             | 96,009,757    | 0.51%    | 94,793,525    | 93,629,188    |
| <b><u>INTERNAL SERVICE</u></b>           |                       |                       |                          |                        |               |          |               |               |
| <b><u>UNEMPLOYMENT COMPENSATION</u></b>  |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                            | 3,329                 | 4,971                 | 3,640                    | 3,640                  | 3,710         | 1.92%    | 3,790         | 3,875         |
| Expenditure                              |                       |                       |                          |                        |               |          |               |               |
| General government                       | 3,329                 | 4,475                 | 3,640                    | 3,640                  | 3,710         | 1.92%    | 3,790         | 3,875         |
| Total Expenditure                        | 3,329                 | 4,475                 | 3,640                    | 3,640                  | 3,710         | 1.92%    | 3,790         | 3,875         |
| Net Surplus/(Shortfall)                  | -                     | 497                   | -                        | -                      | -             | 0.00%    | -             | -             |
| Beginning Fund Balance                   | 40,000                | 40,000                | 40,497                   | 40,497                 | 40,497        | 0.00%    | 40,497        | 40,497        |
| Ending Fund Balance                      | 40,000                | 40,497                | 40,497                   | 40,497                 | 40,497        | 0.00%    | 40,497        | 40,497        |
| <b><u>WORKER'S COMP RESERVE FUND</u></b> |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                            | 525,930               | 879,740               | 765,000                  | 765,000                | 790,000       | 3.27%    | 815,000       | 840,000       |
| Expenditure                              |                       |                       |                          |                        |               |          |               |               |
| General government                       | 525,930               | 856,366               | 765,000                  | 765,000                | 790,000       | 3.27%    | 815,000       | 840,000       |
| Total Expenditure                        | 525,930               | 856,366               | 765,000                  | 765,000                | 790,000       | 3.27%    | 815,000       | 840,000       |
| Net Surplus/(Shortfall)                  | -                     | 23,374                | -                        | -                      | -             | 0.00%    | -             | -             |
| Beginning Fund Balance                   | 2,000,000             | 2,000,000             | 2,023,374                | 2,023,374              | 2,023,374     | 0.00%    | 2,023,374     | 2,023,374     |
| Ending Fund Balance                      | 2,000,000             | 2,023,374             | 2,023,374                | 2,023,374              | 2,023,374     | 0.00%    | 2,023,374     | 2,023,374     |

### All Funds Revenues and Expenditures

|                                  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|----------------------------------|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| <b>COMPENSATED ABSENCES FUND</b> |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                    | 4,588,280             | 4,285,527             | 4,820,442                | 4,707,050              | 4,820,240     | 2.40%    | 4,966,610     | 5,154,771     |
| Expenditure                      |                       |                       |                          |                        |               |          |               |               |
| General government               | 4,588,280             | 4,219,945             | 4,886,025                | 4,707,050              | 4,820,240     | 2.40%    | 4,966,610     | 5,154,771     |
| Total Expenditure                | 4,588,280             | 4,219,945             | 4,886,025                | 4,707,050              | 4,820,240     | 2.40%    | 4,966,610     | 5,154,771     |
| Net Surplus/(Shortfall)          | -                     | 65,583                | (65,583)                 | -                      | -             | 0.00%    | -             | -             |
| Beginning Fund Balance           | 1,000,000             | 1,000,000             | 1,065,583                | 1,065,583              | 1,000,000     | -6.15%   | 1,000,000     | 1,000,000     |
| Ending Fund Balance              | 1,000,000             | 1,065,583             | 1,000,000                | 1,065,583              | 1,000,000     | -6.15%   | 1,000,000     | 1,000,000     |
| <b>BUILDING OPERATIONS</b>       |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                    | 1,441,317             | 1,449,412             | 1,412,000                | 1,472,620              | 1,509,410     | 2.50%    | 1,547,120     | 1,547,120     |
| Expenditure                      |                       |                       |                          |                        |               |          |               |               |
| General government               | 1,236,056             | 1,230,395             | 1,375,860                | 1,380,360              | 1,561,836     | 13.15%   | 1,592,716     | 1,640,520     |
| Total Expenditure                | 1,236,056             | 1,230,395             | 1,375,860                | 1,380,360              | 1,561,836     | 13.15%   | 1,592,716     | 1,640,520     |
| Net Surplus/(Shortfall)          | 205,261               | 219,017               | 36,140                   | 92,260                 | (52,426)      | -156.82% | (45,596)      | (93,400)      |
| Beginning Fund Balance           | 741,844               | 947,105               | 1,166,122                | 1,166,122              | 1,202,262     | 3.10%    | 1,149,836     | 1,104,240     |
| Ending Fund Balance              | 947,105               | 1,166,122             | 1,202,262                | 1,258,382              | 1,149,836     | -8.63%   | 1,104,240     | 1,010,840     |
| <b>INFORMATION TECHNOLOGY</b>    |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                    | 2,193,090             | 2,239,959             | 2,226,080                | 2,226,080              | 2,297,292     | 3.20%    | 2,343,040     | 2,389,700     |
| Expenditure                      |                       |                       |                          |                        |               |          |               |               |
| General government               | 1,962,479             | 2,152,470             | 2,594,182                | 2,647,800              | 2,235,236     | -15.58%  | 2,224,930     | 2,284,760     |
| Total Expenditure                | 1,962,479             | 2,152,470             | 2,594,182                | 2,647,800              | 2,235,236     | -15.58%  | 2,224,930     | 2,284,760     |
| Net Surplus/(Shortfall)          | 230,611               | 87,488                | (368,102)                | (421,720)              | 62,056        | -114.71% | 118,110       | 104,940       |
| Beginning Fund Balance           | 1,387,487             | 1,618,098             | 1,705,586                | 1,705,586              | 1,337,484     | -21.58%  | 1,399,540     | 1,517,650     |
| Ending Fund Balance              | 1,618,098             | 1,705,586             | 1,337,484                | 1,283,866              | 1,399,540     | 9.01%    | 1,517,650     | 1,622,590     |

**All Funds  
Revenues and Expenditures**

|                                 | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|---------------------------------|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| <b><u>FLEET MAINTENANCE</u></b> |                       |                       |                          |                        |               |          |               |               |
| Total Revenue                   | 4,988,989             | 4,498,604             | 4,547,290                | 5,028,790              | 5,201,240     | 3.43%    | 5,051,890     | 5,025,970     |
| Expenditure                     |                       |                       |                          |                        |               |          |               |               |
| General government              | 4,234,999             | 3,845,119             | 4,376,160                | 8,918,845              | 8,757,980     | -1.80%   | 6,699,975     | 6,095,795     |
| Total Expenditure               | 4,234,999             | 3,845,119             | 4,376,160                | 8,918,845              | 8,757,980     | -1.80%   | 6,699,975     | 6,095,795     |
| Net Surplus/(Shortfall)         | 753,991               | 653,486               | 171,130                  | (3,890,055)            | (3,556,740)   | -8.57%   | (1,648,085)   | (1,069,825)   |
| Beginning Fund Balance          | 11,359,469            | 12,113,460            | 12,766,946               | 12,766,946             | 12,938,076    | 1.34%    | 9,381,336     | 7,733,251     |
| Ending Fund Balance             | \$ 12,113,460         | 12,766,946            | 12,938,076               | 8,876,891              | 9,381,336     | 5.68%    | 7,733,251     | 6,663,426     |

## Personnel Summary

|                                      | Approved<br>2019/20 |              | Approved<br>2020/21 |              | Requested<br>2021/22 |             |
|--------------------------------------|---------------------|--------------|---------------------|--------------|----------------------|-------------|
|                                      | FT                  | PT           | FT                  | PT           | FT                   | PT          |
| <b>Accounting</b>                    |                     |              |                     |              |                      |             |
| Account Clerk II                     | 1.00                |              |                     |              |                      |             |
| Accountant                           | 4.00                |              | 4.00                |              | 4.00                 |             |
| Accounting Manager                   | 1.00                |              | 1.00                |              |                      |             |
| Administrative Aide PT               |                     | 0.80         |                     | 1.20         |                      | 1.40        |
| Controller                           |                     |              |                     |              | 1.00                 |             |
| Grant Specialist PT                  |                     | 0.60         |                     | 0.50         |                      | 0.50        |
| Senior Accountant                    |                     |              |                     |              | 2.00                 |             |
| Office Manager                       |                     |              | 1.00                |              |                      |             |
| <b>Total for Accounting</b>          | <b>6.00</b>         | <b>1.40</b>  | <b>6.00</b>         | <b>1.70</b>  | <b>7.00</b>          | <b>1.90</b> |
| <b>Aquatic Center</b>                |                     |              |                     |              |                      |             |
| Attendant - Pool                     |                     | 0.90         |                     |              |                      |             |
| Cashier-Aquatic Center               |                     | 1.30         |                     | 2.60         |                      | 2.20        |
| Instructor-Water Safety TFAC         |                     | 0.30         |                     |              |                      | 0.50        |
| Instructor-Water Safety-PrivTFAC     |                     |              |                     |              |                      |             |
| Lifeguard TFAC                       |                     | 4.60         |                     | 3.50         |                      | 3.60        |
| Pool Manager-TFAC                    |                     | 3.60         |                     | 4.00         |                      | 2.50        |
| <b>Total for Aquatic Center</b>      | <b>0.00</b>         | <b>10.70</b> | <b>0.00</b>         | <b>10.10</b> | <b>0.00</b>          | <b>8.80</b> |
| <b>Assessing</b>                     |                     |              |                     |              |                      |             |
| Account Clerk II                     | 2.00                |              | 2.00                |              | 2.00                 |             |
| Appraiser                            | 3.00                |              | 3.00                |              | 3.00                 |             |
| City Assessor                        | 1.00                |              | 1.00                |              | 1.00                 |             |
| Deputy City Assessor                 | 1.00                |              | 1.00                |              | 1.00                 |             |
| <b>Total for Assessing</b>           | <b>7.00</b>         | <b>0.00</b>  | <b>7.00</b>         | <b>0.00</b>  | <b>7.00</b>          | <b>0.00</b> |
| <b>Building Inspection</b>           |                     |              |                     |              |                      |             |
| Building Official                    | 1.00                |              | 1.00                |              | 1.00                 |             |
| <b>Total for Building Inspection</b> | <b>1.00</b>         | <b>0.00</b>  | <b>1.00</b>         | <b>0.00</b>  | <b>1.00</b>          | <b>0.00</b> |

## Personnel Summary

|                                       | Approved<br>2019/20 |             | Approved<br>2020/21 |             | Requested<br>2021/22 |             |
|---------------------------------------|---------------------|-------------|---------------------|-------------|----------------------|-------------|
|                                       | FT                  | PT          | FT                  | PT          | FT                   | PT          |
| <b>Building Operations</b>            |                     |             |                     |             |                      |             |
| Building Maint Specialist I           | 3.00                |             | 3.00                |             | 3.00                 |             |
| Building Maint Specialist II          | 1.00                |             | 1.00                |             | 1.00                 |             |
| Building Maint Technician             | 4.00                |             | 4.00                |             | 4.00                 |             |
| Division Supervisor - Facilities      | 0.71                |             | 0.71                |             | 0.71                 |             |
| Facilities & Grounds Manager          | 0.50                |             | 0.50                |             | 0.50                 |             |
| Public Works Director                 | 0.13                |             | 0.13                |             | 0.13                 |             |
| Secretary                             | 1.00                |             | 1.00                |             | 1.00                 |             |
| <b>Total for Building Operations</b>  | <b>10.34</b>        | <b>0.00</b> | <b>10.34</b>        | <b>0.00</b> | <b>10.34</b>         | <b>0.00</b> |
| <b>City Attorney</b>                  |                     |             |                     |             |                      |             |
| Assistant City Attorney               | 3.00                |             | 3.00                |             | 3.00                 |             |
| City Attorney                         | 1.00                |             | 1.00                |             | 1.00                 |             |
| Intern                                |                     | 0.10        |                     | 0.20        |                      | 0.30        |
| Legal Assistant I                     | 1.00                |             | 1.00                |             | 1.00                 |             |
| Legal Assistant II                    | 1.00                |             | 1.00                |             | 1.00                 |             |
| Legal Secretary                       | 1.00                |             | 1.00                |             | 1.00                 |             |
| <b>Total for City Attorney</b>        | <b>7.00</b>         | <b>0.10</b> | <b>7.00</b>         | <b>0.20</b> | <b>7.00</b>          | <b>0.30</b> |
| <b>City Clerk</b>                     |                     |             |                     |             |                      |             |
| City Clerk                            | 1.00                |             | 1.00                |             | 1.00                 |             |
| Customer Service Coordinator          | 1.00                |             |                     |             |                      |             |
| Deputy City Clerk                     | 1.00                |             | 1.00                |             | 1.00                 |             |
| Building Maint Specialist (Elections) | 0.29                |             | 0.29                |             | 0.29                 |             |
| Election Aide                         |                     | 1.00        |                     |             |                      | 0.50        |
| Intern                                |                     |             |                     |             |                      |             |
| Office Assistant I                    | 2.00                |             | 2.00                |             | 3.00                 |             |
| Office Assistant II                   |                     |             | 1.00                |             |                      |             |
| Office Assistant PT                   |                     | 0.70        |                     | 1.20        |                      | 0.50        |
| <b>Total for City Clerk</b>           | <b>5.29</b>         | <b>1.70</b> | <b>5.29</b>         | <b>1.20</b> | <b>5.29</b>          | <b>1.00</b> |

## Personnel Summary

|   | Approved     |             | Approved     |             | Requested    |             |
|---|--------------|-------------|--------------|-------------|--------------|-------------|
|   | 2019/20      |             | 2020/21      |             | 2021/22      |             |
|   | FT           | PT          | FT           | PT          | FT           | PT          |
| <b>Engineering</b>  |              |             |              |             |              |             |
| Administrative Assistant  | 1.00         |             | 1.00         |             | 1.00         |             |
| City Engineer   | 1.00         |             | 1.00         |             | 1.00         |             |
| Civil Engineer  | 1.00         |             | 1.00         |             | 1.00         |             |
| Deputy City Engineer  | 1.00         |             | 1.00         |             | 1.00         |             |
| GIS Analyst   | 0.20         |             | 0.20         |             | 0.20         |             |
| Inspector Supervisor  | 1.00         |             | 1.00         |             | 1.00         |             |
| Land Surveyor   | 1.00         |             | 1.00         |             | 1.00         |             |
| MSE-E Engineering Specialist II                                     | 3.00         |             | 3.00         |             | 2.00         |             |
| MSE-G Leader  |              |             |              |             | 1.00         |             |
| MSE-H Engineering Specialist III                                    | 1.00         |             | 1.00         |             | 1.00         |             |
| Sr Right of Way Representative                                      | 1.00         |             | 1.00         |             | 1.00         |             |
| Sr Civil Engineer   | 1.00         |             | 1.00         |             | 1.00         |             |
| <b>Total for Engineering</b>  | <b>12.20</b> | <b>0.00</b> | <b>12.20</b> | <b>0.00</b> | <b>12.20</b> | <b>0.00</b> |
| <b>Fire</b>   |              |             |              |             |              |             |
| Administrative Aide PT  |              | 0.30        |              | 0.50        |              | 0.40        |
| Administrative Assistant  |              |             | 1.00         |             | 1.00         |             |
| Assistant Chief   | 1.00         |             | 2.00         |             | 2.00         |             |
| Fire Chief  | 1.00         |             | 1.00         |             | 1.00         |             |
| Fire Staff Assistant  |              | 1.40        |              | 1.40        |              | 1.20        |
| Fire Staff Lieutenant   | 4.00         |             | 8.00         |             | 8.00         |             |
| Fire Staff Technician   | 5.00         |             |              |             |              |             |
| Secretary   | 1.00         |             |              |             |              |             |
| <b>Total for Fire</b>   | <b>12.00</b> | <b>1.70</b> | <b>12.00</b> | <b>1.90</b> | <b>12.00</b> | <b>1.60</b> |
| <b>Historic Village - Contracted with Non-Profit Entity 2011/12</b> |              |             |              |             |              |             |
| MSE-C Equipment Operator I  | 0.31         | 0.10        | 0.31         | 0.10        | 0.23         | 0.10        |
| <b>Total for Historic Village</b>                                   | <b>0.31</b>  | <b>0.10</b> | <b>0.31</b>  | <b>0.10</b> | <b>0.23</b>  | <b>0.10</b> |



## Personnel Summary

|   | Approved<br>2019/20 |             | Approved<br>2020/21 |             | Requested<br>2021/22 |             |
|---|---------------------|-------------|---------------------|-------------|----------------------|-------------|
|   | FT                  | PT          | FT                  | PT          | FT                   | PT          |
| <b>Human Resources</b>                  |                     |             |                     |             |                      |             |
| HR Assistant Recruiter                  |                     |             |                     |             |                      | 0.70        |
| Human Resources Specialist              | 2.00                |             | 2.00                |             | 2.00                 |             |
| Human Resources Director                | 1.00                |             | 1.00                |             | 1.00                 |             |
| Office Assistant PT                     |                     | 0.50        |                     | 0.50        |                      |             |
| Office Manager                          | 1.00                |             | 1.00                |             | 1.00                 |             |
| <b>Total for Human Resources</b>        | <b>4.00</b>         | <b>0.50</b> | <b>4.00</b>         | <b>0.50</b> | <b>4.00</b>          | <b>0.70</b> |
| <b>Information Technology</b>           |                     |             |                     |             |                      |             |
| Application Specialist                  | 2.00                |             | 2.00                |             | 2.00                 |             |
| Data Proc Analyst/Programmer            | 1.00                |             | 1.00                |             | 1.00                 |             |
| GIS Administrator                       | 0.50                |             | 0.50                |             | 0.50                 |             |
| GIS Analyst                             | 0.20                |             | 0.20                |             | 0.20                 |             |
| Information Technology Director         | 1.00                |             | 1.00                |             | 1.00                 |             |
| Lead PC Specialist                      | 1.00                |             | 1.00                |             | 1.00                 |             |
| Network Administrator                   | 1.00                |             | 1.00                |             | 1.00                 |             |
| PC Specialist/Help Desk Tech            | 3.00                |             | 3.00                |             | 3.00                 |             |
| <b>Total for Information Technology</b> | <b>9.70</b>         | <b>0.00</b> | <b>9.70</b>         | <b>0.00</b> | <b>9.70</b>          | <b>0.00</b> |
| <b>Library</b>                          |                     |             |                     |             |                      |             |
| Administrative Aide                     | 1.00                |             | 1.00                |             | 1.00                 |             |
| Administrative Aide PT                  |                     | 0.50        |                     | 0.50        |                      | 0.50        |
| Administrative Assistant                |                     |             |                     |             | 1.00                 |             |
| Assistant Library Director              | 1.00                |             | 1.00                |             | 1.00                 |             |
| Circulation Supervisor                  | 1.00                |             | 1.00                |             | 1.00                 |             |
| Curbside Assistant                      |                     |             |                     |             |                      | 0.50        |
| Intern                                  |                     | 1.00        |                     |             |                      |             |
| Librarian I                             | 3.00                |             | 3.00                |             | 6.00                 |             |
| Librarian II                            | 2.00                |             | 2.00                |             | 4.00                 |             |
| Librarian PT                            |                     | 7.20        |                     | 7.70        |                      | 7.80        |

## Personnel Summary

|                                 | Approved     |              | Approved     |              | Requested    |              |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
|                                 | 2019/20      |              | 2020/21      |              | 2021/22      |              |
|                                 | FT           | PT           | FT           | PT           | FT           | PT           |
| <b>Library Continued</b>        |              |              |              |              |              |              |
| Librarian-Substitute            |              | 1.00         |              | 0.10         |              | 0.60         |
| Library Aide                    | 1.00         |              | 1.00         |              | 2.00         |              |
| Library Aide PT                 |              | 7.20         |              | 6.70         |              | 7.40         |
| Library Aide-Substitute         |              | 0.50         |              | 0.50         |              | 0.30         |
| Library Assistant               |              | 5.30         |              | 5.30         |              | 6.90         |
| Library Assistant-Substitute    |              | 0.90         |              | 1.80         |              | 0.40         |
| Library Director                | 1.00         |              | 1.00         |              | 1.00         |              |
| Library Page                    |              | 3.20         |              | 3.20         |              | 4.50         |
| Marketing Associate             |              |              |              |              | 1.00         |              |
| Marketing Associate PT          |              | 0.50         |              | 1.30         |              | 0.50         |
| Marketing Coordinator           | 0.50         |              | 1.00         |              |              |              |
| Technical Services Supervisor   | 1.00         |              | 1.00         |              | 1.00         |              |
| Technology Specialist           | 1.00         |              | 1.00         |              |              |              |
| <b>Total for Library</b>        | <b>12.50</b> | <b>27.30</b> | <b>13.00</b> | <b>27.10</b> | <b>19.00</b> | <b>29.40</b> |
| <b>Manager</b>                  |              |              |              |              |              |              |
| Assistant City Manager          | 1.00         |              | 1.00         |              | 1.00         |              |
| Assistant to the City Manager   | 1.00         |              | 1.00         |              | 1.00         |              |
| Cable Production Specialist     |              | 0.30         |              | 0.40         |              | 0.30         |
| Chief Financial Officer         | 1.00         |              | 1.00         |              | 1.00         |              |
| City Manager                    | 1.00         |              | 1.00         |              | 1.00         |              |
| Community Affairs Associate     |              | 0.40         |              | 0.70         |              | 0.70         |
| Community Affairs Director      | 1.00         |              | 1.00         |              | 1.00         |              |
| Economic Development Specialist | 1.00         |              | 1.00         |              | 1.00         |              |
| Intern                          |              | 0.60         |              | 0.60         |              |              |
| Marketing Coordinator           | 1.00         |              | 1.00         |              | 1.00         |              |
| Office Manager                  | 1.00         |              | 1.00         |              | 1.00         |              |
| <b>Total for Manager</b>        | <b>8.00</b>  | <b>1.30</b>  | <b>8.00</b>  | <b>1.70</b>  | <b>8.00</b>  | <b>1.00</b>  |

## Personnel Summary

|                                    | Approved     |             | Approved     |             | Requested    |             |
|------------------------------------|--------------|-------------|--------------|-------------|--------------|-------------|
|                                    | 2019/20      |             | 2020/21      |             | 2021/22      |             |
|                                    | FT           | PT          | FT           | PT          | FT           | PT          |
| <b>Fleet Maintenance</b>           |              |             |              |             |              |             |
| Field Supervisor                   | 2.00         |             | 2.00         |             | 2.00         |             |
| Fleet Operations Manager           | 1.00         |             | 1.00         |             | 1.00         |             |
| Inventory Control Assistant        | 1.00         |             | 1.00         |             | 1.00         |             |
| MSE-D Service Tech I-Fleet         | 3.00         |             | 3.00         |             | 3.00         |             |
| MSE-F Trade Specialist I           | 6.00         |             | 6.00         |             | 6.00         |             |
| MSE-G Trade Specialist II          | 4.00         |             | 4.00         |             | 4.00         |             |
| Public Works Assistant             |              | 0.80        |              | 1.40        |              | 0.70        |
| Public Works Director              | 0.13         |             | 0.13         |             | 0.13         |             |
| <b>Total for Fleet Maintenance</b> | <b>17.13</b> | <b>0.80</b> | <b>17.13</b> | <b>1.40</b> | <b>17.13</b> | <b>0.70</b> |
| <b>Parks</b>                       |              |             |              |             |              |             |
| Division Supervisor                | 0.98         |             | 0.98         |             | 0.98         |             |
| Facilities and Grounds Manager     | 0.50         |             | 0.50         |             | 0.50         |             |
| Intern                             |              | 0.60        |              | 0.80        |              | 0.70        |
| MSE-C Equipment Operator I         | 1.95         |             | 1.95         |             | 1.95         |             |
| MSE-F Park Maint.Trade Spec. I     | 0.88         |             | 0.88         |             | 0.91         |             |
| MSE-F Trade Specialist I           | 1.00         |             | 1.00         |             | 1.00         |             |
| MSE-G Leader                       | 0.88         |             | 0.88         |             | 0.91         |             |
| Public Works Director              | 0.13         |             | 0.13         |             | 0.13         |             |
| Seasonal Supervisor                |              | 1.80        |              | 1.40        |              | 1.40        |
| Summer Laborer - Parks             |              | 7.10        |              | 7.50        |              | 7.40        |
| <b>Total for Parks</b>             | <b>6.32</b>  | <b>9.50</b> | <b>6.32</b>  | <b>9.70</b> | <b>6.38</b>  | <b>9.50</b> |

## Personnel Summary

|  | Approved    |             | Approved    |             | Requested   |             |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
|  | 2019/20     |             | 2020/21     |             | 2021/22     |             |
|  | FT          | PT          | FT          | PT          | FT          | PT          |
| <b>Planning</b>                        |             |             |             |             |             |             |
| Administrative Assistant               | 1.00        |             | 1.00        |             | 1.00        |             |
| Building Official/Code Inspector       |             |             |             |             |             |             |
| Community Development Director         |             |             | 1.00        |             | 1.00        |             |
| Housing & Zoning Inspector             | 2.00        |             | 2.00        |             | 1.00        |             |
| Housing & Zoning Inspector II          |             |             |             |             | 1.00        |             |
| Housing & Zoning Inspector PT          |             | 0.70        |             | 0.80        |             | 0.60        |
| Housing & Zoning Inspector Temp Intern |             | 0.40        |             | 0.50        |             |             |
| Ordinance Enforcement Officer          |             |             |             |             |             |             |
| Planner                                |             |             | 1.00        |             | 1.00        |             |
| Planning Director                      | 1.00        |             |             |             |             |             |
| Zoning & Compliance Specialist         | 1.00        |             | 1.00        |             | 1.00        |             |
| <b>Total for Planning</b>              | <b>5.00</b> | <b>1.10</b> | <b>6.00</b> | <b>1.30</b> | <b>6.00</b> | <b>0.60</b> |
| <b>Police Department</b>               |             |             |             |             |             |             |
| 911 Operator                           |             | 0.40        |             | 0.50        |             | 0.20        |
| Administrative Assistant               | 4.00        |             | 4.00        |             | 4.00        |             |
| Background Investigator                |             | 1.30        |             | 0.80        |             | 0.50        |
| Communications Supervisor              | 8.00        |             | 8.00        |             | 8.00        |             |
| Crime Data Analyst                     | 1.00        |             | 1.00        |             | 1.00        |             |
| Crossing Guard                         |             | 1.30        |             | 1.30        |             | 0.50        |
| Emergency Manager Specialist           | 1.00        |             | 1.00        |             | 1.00        |             |
| Investigative Assistant                |             | 1.20        |             | 1.20        |             | 0.20        |
| Office Assistant PT                    |             | 0.30        |             | 0.70        |             | 0.30        |
| Office Manager                         | 1.00        |             | 1.00        |             | 1.00        |             |
| Police Analyst/Planner                 | 1.00        |             | 1.00        |             |             |             |
| Intern                                 |             | 0.40        |             | 0.50        |             | 0.40        |
| Police Captain                         | 2.00        |             | 2.00        |             | 2.00        |             |
| Police Chief                           | 1.00        |             | 1.00        |             | 1.00        |             |
| Police Computer Technician             |             | 0.50        |             | 0.50        |             | 0.70        |
| Police Desk Attendant                  |             | 2.20        |             | 1.90        |             | 1.70        |

## Personnel Summary

|                                    | Approved<br>2019/20 |             | Approved<br>2020/21 |             | Requested<br>2021/22 |             |
|------------------------------------|---------------------|-------------|---------------------|-------------|----------------------|-------------|
|                                    | FT                  | PT          | FT                  | PT          | FT                   | PT          |
| <b>Police Department-Continued</b> |                     |             |                     |             |                      |             |
| Information Tech Manager           | 1.00                |             | 1.00                |             | 1.00                 |             |
| Police Lieutenant                  | 5.00                |             | 6.00                |             | 6.00                 |             |
| Police Officer                     | 88.00               |             | 89.00               |             | 89.00                |             |
| Police Records Supervisor          | 1.00                |             | 1.00                |             | 1.00                 |             |
| Police Sergeant                    | 16.00               |             | 16.00               |             | 16.00                |             |
| Police Service Aide                | 26.00               |             | 26.00               |             | 26.00                |             |
| Records Clerk                      | 4.00                |             | 4.00                |             | 4.00                 |             |
| Student Enforcement Aide           |                     | 0.00        |                     | 0.10        |                      |             |
| Support Specialist                 | 1.00                |             | 1.00                |             | 2.00                 |             |
| <b>Total for Police Department</b> | <b>161.00</b>       | <b>7.60</b> | <b>163.00</b>       | <b>7.50</b> | <b>163.00</b>        | <b>4.50</b> |
| <b>Purchasing</b>                  |                     |             |                     |             |                      |             |
| Administrative Aide PT             |                     | 0.80        |                     | 0.40        |                      | 0.60        |
| Associate Buyer                    | 2.00                |             | 2.00                |             | 1.00                 |             |
| Buyer                              |                     |             |                     |             |                      |             |
| Intern                             |                     |             |                     |             |                      |             |
| Purchasing Manager                 | 1.00                |             | 1.00                |             | 1.00                 |             |
| <b>Total for Purchasing</b>        | <b>3.00</b>         | <b>0.80</b> | <b>3.00</b>         | <b>0.40</b> | <b>2.00</b>          | <b>0.60</b> |
| <b>Recreation</b>                  |                     |             |                     |             |                      |             |
| Account Clerk II                   | 1.00                |             | 1.00                |             | 1.00                 |             |
| Aide-Adaptive Program              |                     | 1.00        |                     | 0.80        |                      | 0.80        |
| Assistant Recreation Director      | 1.00                |             | 1.00                |             | 1.00                 |             |
| Attendant-Community Center         |                     | 3.20        |                     |             |                      |             |
| Babysitter                         |                     | 1.50        |                     | 1.60        |                      | 1.50        |
| Coordinator-Adaptive Program       |                     | 0.40        |                     | 0.50        |                      | 0.50        |
| Coordinator-Basketball Adult       |                     | 0.10        |                     | 0.10        |                      | 0.10        |
| Coordinator-Basketball Youth       |                     |             |                     | 0.20        |                      | 0.20        |
| Coordinator-Day Camp               |                     | 0.40        |                     | 0.30        |                      | 0.30        |
| Coordinator-Preschool              |                     | 0.60        |                     | 0.70        |                      | 0.70        |
| Coordinator-Recreation             |                     | 7.70        |                     | 8.30        |                      | 8.90        |
| Coordinator-Recreation Day Porter  |                     | 2.40        |                     | 2.00        |                      |             |

**Personnel Summary**

|                                 | Approved |      | Approved |      | Requested |      |
|---------------------------------|----------|------|----------|------|-----------|------|
|                                 | 2019/20  |      | 2020/21  |      | 2021/22   |      |
|                                 | FT       | PT   | FT       | PT   | FT        | PT   |
| <b>Recreation - Continued</b>   |          |      |          |      |           |      |
| Coordinator-Senior Program      |          | 0.20 |          | 0.20 |           | 0.20 |
| Coordinator-Soccer-Adult        |          | 0.10 |          | 0.10 |           | 0.10 |
| Coordinator-Softball-Adult      |          | 0.10 |          | 0.10 |           | 0.10 |
| Customer Service Assistant      |          | 0.40 |          | 3.90 |           | 3.60 |
| Day Camp Leader                 |          | 1.50 |          | 1.80 |           | 1.40 |
| Fitness/Wellness Specialist-CC  |          | 0.30 |          | 0.30 |           | 0.10 |
| Fitness/Wellness Specialist-SEN |          | 0.10 |          | 0.10 |           | 0.10 |
| Instructor-Preschool            |          | 2.40 |          | 2.10 |           | 2.90 |
| Instructor-Safety Town          |          | 0.20 |          | 0.30 |           | 0.30 |
| Instructor-Sports-Youth         |          | 0.10 |          | 0.10 |           | 0.10 |
| Instructor-Water Safety CC      |          | 1.20 |          | 0.50 |           | 0.40 |
| Instructor-Water Safety-Priv CC |          | 0.30 |          | 0.20 |           | 0.20 |
| Intern - Marketing Assistant    |          | 0.50 |          | 0.10 |           |      |
| Lifeguard CC                    |          | 6.20 |          | 6.20 |           | 6.10 |
| Marketing Associate PT          |          |      |          | 0.50 |           | 0.60 |
| Marketing Coordinator           | 0.50     |      | 1.00     |      | 1.00      |      |
| Office Manager                  | 1.00     |      | 1.00     |      | 1.00      |      |
| Official-Basketball-Youth       |          | 0.50 |          | 0.40 |           | 0.40 |
| Pool Manager-CC                 |          | 3.70 |          | 2.80 |           | 2.30 |
| Recreation Aide                 |          | 6.30 |          | 6.50 |           | 4.80 |
| Recreation Aide-Preschool       |          | 1.60 |          | 1.70 |           | 1.10 |
| Recreation Director             | 1.00     |      | 1.00     |      | 1.00      |      |
| Recreation Supervisor           | 2.00     |      | 3.00     |      | 2.00      |      |
| Recreation Supervisor - Seniors | 1.00     |      | 1.00     |      | 1.00      |      |
| Recreation Supervisor-PT-REC    |          | 0.80 |          | 0.60 |           | 0.60 |

**Personnel Summary**

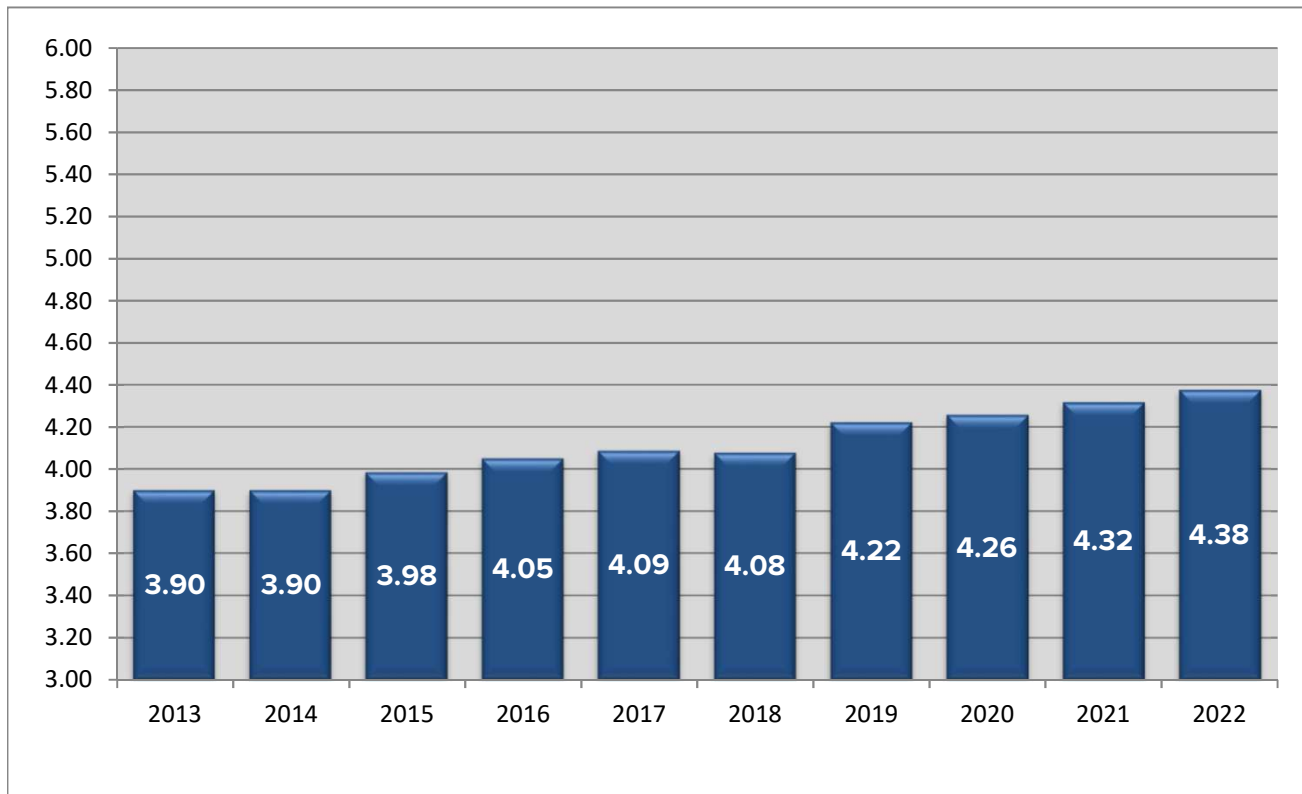
|                                       | Approved<br>2019/20 |              | Approved<br>2020/21 |              | Requested<br>2021/22 |              |
|---------------------------------------|---------------------|--------------|---------------------|--------------|----------------------|--------------|
|                                       | FT                  | PT           | FT                  | PT           | FT                   | PT           |
| <b>Recreation - Continued</b>         |                     |              |                     |              |                      |              |
| Recreation Supervisor-PT-SEN          |                     | 1.00         |                     | 1.00         |                      | 1.00         |
| Scorekeeper                           |                     | 0.70         |                     | 0.50         |                      | 0.50         |
| Umpire                                |                     | 0.10         |                     |              |                      | 0.10         |
| <b>Total for Recreation</b>           | <b>7.50</b>         | <b>45.60</b> | <b>9.00</b>         | <b>44.50</b> | <b>8.00</b>          | <b>40.00</b> |
| <b>Refuse and Recycling</b>           |                     |              |                     |              |                      |              |
| Account Clerk I                       | 0.05                |              | 0.05                |              |                      |              |
| Public Works Director                 | 0.10                |              | 0.10                |              | 0.10                 |              |
| Public Works Coordinator              | 0.13                |              | 0.13                |              | 0.13                 |              |
| <b>Total for Refuse and Recycling</b> | <b>0.28</b>         | <b>0.00</b>  | <b>0.28</b>         | <b>0.00</b>  | <b>0.23</b>          | <b>0.00</b>  |
| <b>Streets</b>                        |                     |              |                     |              |                      |              |
| Account Clerk I                       | 0.47                |              | 0.47                |              | 1.00                 |              |
| Division Supervisor                   | 1.00                |              | 1.00                |              | 1.00                 |              |
| Field Supervisor                      | 1.00                |              | 1.00                |              | 1.00                 |              |
| Intern                                |                     | 0.60         |                     | 1.40         |                      | 1.30         |
| MSE-C Equipment Operator I            | 8.00                |              | 8.00                |              | 8.00                 |              |
| MSE-F Equipment Operator II           | 8.00                |              | 8.00                |              | 8.00                 |              |
| MSE-G Leader                          | 2.00                |              | 2.00                |              | 2.00                 |              |
| Ordinance Enforcement Officer         |                     | 0.00         |                     | 0.70         |                      | 0.70         |
| Project Manager                       | 1.00                |              | 1.00                |              | 1.00                 |              |
| Public Works Director                 | 0.25                |              | 0.25                |              | 0.25                 |              |
| Seasonal Supervisor                   |                     | 0.30         |                     | 0.40         |                      | 0.60         |
| Streets & Drains Operations Mgr.      | 1.00                |              | 1.00                |              | 1.00                 |              |
| Summer Laborer - Streets              |                     | 5.20         |                     | 2.30         |                      | 2.20         |
| <b>Total for Streets</b>              | <b>22.72</b>        | <b>6.10</b>  | <b>22.72</b>        | <b>4.80</b>  | <b>23.25</b>         | <b>4.80</b>  |

## Personnel Summary

|   | Approved      |               | Approved      |               | Requested     |               |
|---|---------------|---------------|---------------|---------------|---------------|---------------|
|   | 2019/20       |               | 2020/21       |               | 2021/22       |               |
|   | FT            | PT            | FT            | PT            | FT            | PT            |
| <b>Transportation/Shuttle</b>           |               |               |               |               |               |               |
| Scheduler                               |               | 1.00          | 1.00          |               | 1.00          |               |
| Scheduler PT                            |               |               |               | 0.60          |               | 0.50          |
| Shuttle Driver                          |               | 4.00          |               |               |               |               |
| Transportation Coordinator              | 1.00          |               | 1.00          |               | 1.00          |               |
| Transportation Driver                   |               |               |               | 6.00          |               | 4.00          |
| Transportation Services Manager         | 1.00          |               |               |               |               |               |
| <b>Total for Transportation/Shuttle</b> | <b>2.00</b>   | <b>5.00</b>   | <b>2.00</b>   | <b>6.60</b>   | <b>2.00</b>   | <b>4.50</b>   |
| <b>Treasurer</b>                        |               |               |               |               |               |               |
| Account Clerk II                        | 2.00          |               | 2.00          |               | 2.00          |               |
| City Treasurer                          | 1.00          |               | 1.00          |               | 1.00          |               |
| Deputy City Treasurer                   | 1.00          |               | 1.00          |               | 1.00          |               |
| <b>Total for Treasurer</b>              | <b>4.00</b>   | <b>0.00</b>   | <b>4.00</b>   | <b>0.00</b>   | <b>4.00</b>   | <b>0.00</b>   |
| <b>Water &amp; Sewer</b>                |               |               |               |               |               |               |
| Account Clerk I                         | 0.48          |               | 0.48          |               |               |               |
| Cross Connection Inspector              | 1.00          |               | 1.00          |               | 1.00          |               |
| Division Supervisor - Water             | 1.00          |               | 1.00          |               | 1.00          |               |
| GIS Administrator                       | 0.50          |               | 0.50          |               | 0.50          |               |
| GIS Analyst                             | 0.60          |               | 0.60          |               | 0.60          |               |
| Inventory Control Assistant             | 1.00          |               | 1.00          |               | 1.00          |               |
| MSE-C Equipment Operator I              | 11.00         |               | 11.00         |               | 11.00         |               |
| MSE-D Service Tech I-Water              | 6.00          |               | 6.00          |               | 6.00          |               |
| MSE-F Equipment Operator II             | 6.00          |               | 6.00          |               | 6.00          |               |
| MSE-G Leader                            | 3.00          |               | 3.00          |               | 3.00          |               |
| Office Assistant I                      | 2.00          |               | 2.00          |               | 2.00          |               |
| Office Assistant II                     | 1.00          |               | 1.00          |               | 1.00          |               |
| Public Works Coordinator                | 0.90          |               | 0.90          |               | 0.90          |               |
| Public Works Director                   | 0.23          |               | 0.23          |               | 0.25          |               |
| Summer Laborer - Water                  |               | 0.80          |               | 1.20          |               | 1.90          |
| Water & Sewer Operations Mgr.           | 1.00          |               | 1.00          |               | 1.00          |               |
| <b>Total for Water &amp; Sewer</b>      | <b>35.71</b>  | <b>0.80</b>   | <b>35.71</b>  | <b>1.20</b>   | <b>35.25</b>  | <b>1.90</b>   |
| <b>Grand Total</b>                      | <b>360.00</b> | <b>122.10</b> | <b>365.00</b> | <b>121.90</b> | <b>370.00</b> | <b>111.90</b> |

**Position Changes for 2021/2022 Include:****Library** - Increased 6 FTE's to support additional hours.**Recreation** - Decreased 1 FTE for Recreation Supervisor.



**Personnel Summary****FULL-TIME EMPLOYEES PER 1,000 POPULATION**

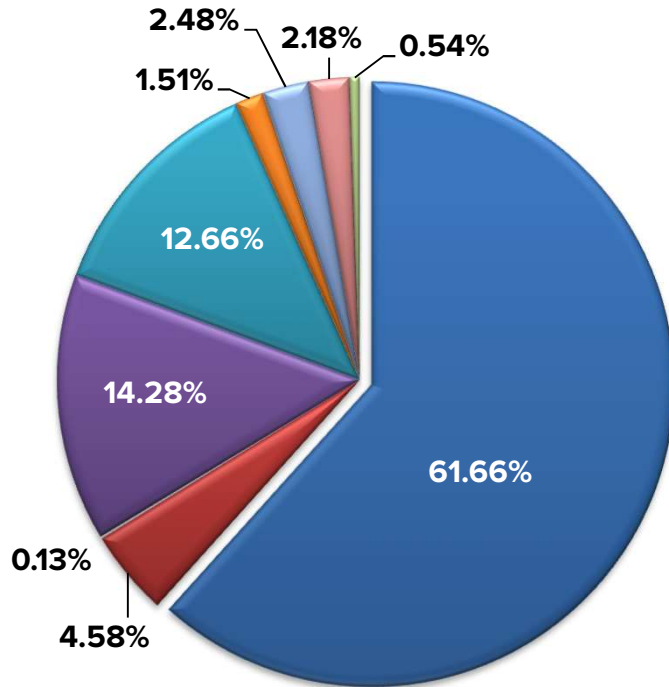
2019 through 2022 is based on the population estimate provided by the Southeast Michigan Council of Governments (SEMCOG) of 84,547.

# GENERAL **FUND**

2021/22 PROPOSED BUDGET

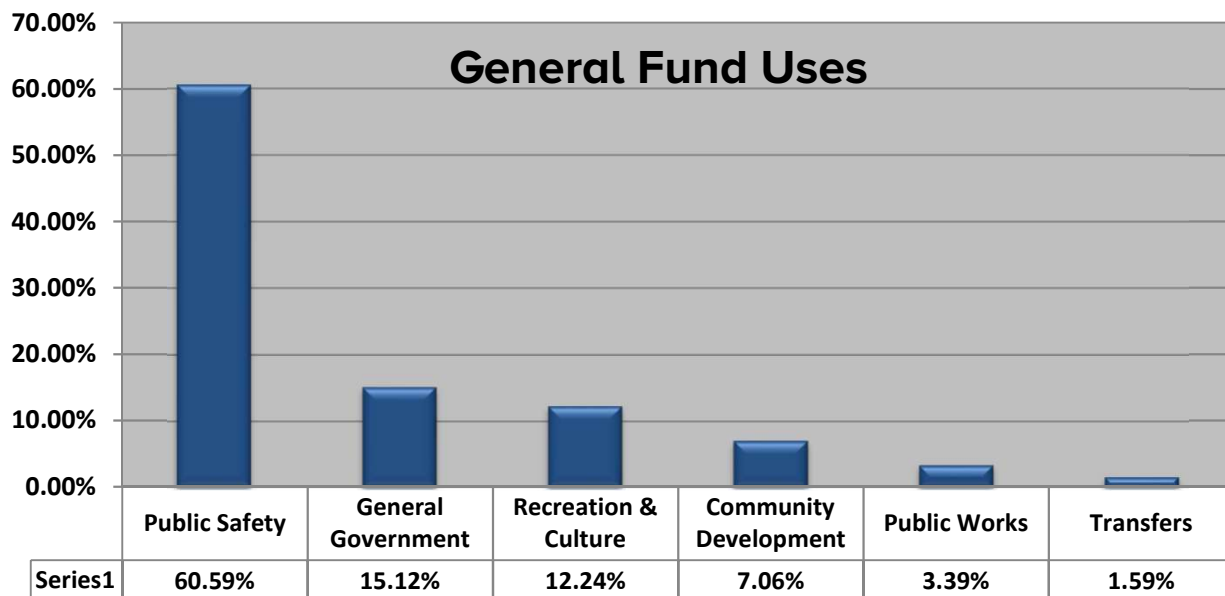
### How the City Allocates General Fund Resources

#### General Fund Revenue Sources



#### Millions

|                               |         |
|-------------------------------|---------|
| Taxes                         | \$36.28 |
| Licenses and Permits          | \$2.692 |
| Federal, State & Local Grants | \$0.074 |
| State Shared Revenue          | \$8.406 |
| Charges for Services          | \$7.448 |
| Fines & Forfeitures           | \$0.887 |
| Interest & Rents              | \$1.458 |
| Other Revenues                | \$1.282 |
| Other Sources                 | \$0.315 |



**General Fund**  
**Revenues Expenditures and Fund Balance**

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change       | 2023 Proposed     | 2024 Proposed     |
|---|-----------------------|-----------------------|--------------------------|------------------------|-------------------|----------------|-------------------|-------------------|
| <b><u>REVENUE</u></b>                               |                       |                       |                          |                        |                   |                |                   |                   |
| Taxes   | \$ 33,008,708         | \$ 34,236,297         | \$ 35,438,500            | \$ 35,404,700          | \$ 36,285,700     | 2.49%          | \$ 36,633,700     | \$ 37,081,700     |
| Licenses And Permits                                | 2,930,788             | 2,684,368             | 2,864,990                | 2,948,520              | 2,692,978         | -8.67%         | 2,938,829         | 3,187,952         |
| Federal Grants                                      | 20,347                | 31,998                | 4,436,991                | 4,004,430              | 10,000            | -99.75%        | 10,000            | 10,000            |
| State Grants  | 43,217                | 43,989                | 35,102                   | 42,000                 | 38,020            | -9.48%         | 38,040            | 38,040            |
| State Shared Revenues                               | 8,599,951             | 8,401,093             | 8,601,582                | 8,392,479              | 8,406,429         | 0.17%          | 8,781,182         | 8,940,343         |
| Contributions From Local Units                      | 52,156                | 33,421                | 85,306                   | 99,390                 | 26,000            | -73.84%        | 26,000            | 26,000            |
| Charges For Services                                | 8,039,567             | 6,361,046             | 5,632,555                | 5,652,950              | 7,448,396         | 31.76%         | 7,803,536         | 8,006,906         |
| Fines And Forfeitures                               | 1,369,202             | 853,061               | 675,500                  | 730,500                | 887,700           | 21.52%         | 939,900           | 1,039,900         |
| Interest & Rent                                     | 2,362,894             | 1,794,304             | 1,170,780                | 1,288,780              | 1,458,280         | 13.15%         | 1,514,280         | 1,545,280         |
| Other Revenue                                       | 1,173,146             | 1,168,744             | 1,263,421                | 1,236,930              | 1,282,300         | 3.67%          | 1,310,200         | 1,334,650         |
| <b>REVENUE</b>                                      | <b>57,599,977</b>     | <b>55,608,321</b>     | <b>60,204,727</b>        | <b>59,800,679</b>      | <b>58,535,803</b> | <b>-2.12%</b>  | <b>59,995,667</b> | <b>61,210,771</b> |
| <b><u>OTHER FINANCING SOURCES</u></b>               |                       |                       |                          |                        |                   |                |                   |                   |
| Operating Transfers In                              | 4,267,959             | 3,973,995             | 4,290,885                | 5,397,801              | 315,835           | -94.15%        | 311,315           | 316,265           |
| <b>OTHER FINANCING SOURCES</b>                      | <b>4,267,959</b>      | <b>3,973,995</b>      | <b>4,290,885</b>         | <b>5,397,801</b>       | <b>315,835</b>    | <b>-94.15%</b> | <b>311,315</b>    | <b>316,265</b>    |
| <b>Total Revenues &amp; Other Financing Sources</b> | <b>61,867,936</b>     | <b>59,582,316</b>     | <b>64,495,612</b>        | <b>65,198,480</b>      | <b>58,851,638</b> | <b>-9.73%</b>  | <b>60,306,982</b> | <b>61,527,036</b> |
| <b><u>EXPENDITURE</u></b>                           |                       |                       |                          |                        |                   |                |                   |                   |
| <b>General Government</b>                           |                       |                       |                          |                        |                   |                |                   |                   |
| Council And Executive Administration                | 4,232,453             | 4,362,372             | 4,812,370                | 5,094,090              | 4,946,370         | -2.90%         | 5,035,326         | 5,206,155         |
| Finance   | 2,569,727             | 2,654,593             | 2,908,985                | 2,973,424              | 3,080,756         | 3.61%          | 3,160,950         | 3,250,030         |
| Other General Government                            | 1,352,140             | 1,331,831             | 1,365,610                | 1,447,540              | 1,500,451         | 3.66%          | 1,485,130         | 1,515,450         |
| <b>Total General government</b>                     | <b>8,154,320</b>      | <b>8,348,796</b>      | <b>9,086,965</b>         | <b>9,515,054</b>       | <b>9,527,577</b>  | <b>0.13%</b>   | <b>9,681,406</b>  | <b>9,971,635</b>  |
| <b>Public Safety</b>                                |                       |                       |                          |                        |                   |                |                   |                   |
| Police  | 25,583,852            | 26,084,798            | 26,831,348               | 28,330,920             | 29,159,895        | 2.93%          | 29,720,190        | 30,507,880        |
| Fire  | 5,529,091             | 5,548,570             | 6,333,419                | 6,235,696              | 6,448,894         | 3.42%          | 6,553,822         | 6,647,792         |
| Building Inspection                                 | 2,345,456             | 2,194,791             | 2,403,154                | 2,463,040              | 2,560,090         | 3.94%          | 2,658,320         | 2,663,790         |
| <b>Total Public Safety</b>                          | <b>33,458,399</b>     | <b>33,828,158</b>     | <b>35,567,921</b>        | <b>37,029,656</b>      | <b>38,168,879</b> | <b>3.08%</b>   | <b>38,932,332</b> | <b>39,819,462</b> |

**General Fund**  
**Revenues Expenditures and Fund Balance**

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed        | % Change       | 2023 Proposed        | 2024 Proposed        |
|--|-----------------------|-----------------------|--------------------------|------------------------|----------------------|----------------|----------------------|----------------------|
| <b>Public Works</b>                                  |                       |                       |                          |                        |                      |                |                      |                      |
| Streets  | 5,722,967             | 5,593,946             | 5,497,291                | 7,061,456              | 1,698,670            | -75.94%        | 1,726,535            | 1,759,100            |
| Transportation                                       | 223,560               | 352,155               | 452,312                  | 519,792                | 438,400              | -15.66%        | 449,640              | 458,680              |
| <b>Total Public Works</b>                            | <b>5,946,527</b>      | <b>5,946,100</b>      | <b>5,949,603</b>         | <b>7,581,248</b>       | <b>2,137,070</b>     | <b>-71.81%</b> | <b>2,176,175</b>     | <b>2,217,780</b>     |
| <b>Community Development</b>                         |                       |                       |                          |                        |                      |                |                      |                      |
| Engineering  | 2,931,060             | 2,938,368             | 3,185,720                | 3,351,810              | 3,343,500            | -0.25%         | 3,403,180            | 3,469,270            |
| Planning   | 934,817               | 852,309               | 951,528                  | 1,077,698              | 1,105,620            | 2.59%          | 1,132,700            | 1,162,800            |
| <b>Total Community Development</b>                   | <b>3,865,877</b>      | <b>3,790,677</b>      | <b>4,137,248</b>         | <b>4,429,508</b>       | <b>4,449,120</b>     | <b>0.44%</b>   | <b>4,535,880</b>     | <b>4,632,070</b>     |
| <b>Recreation And Culture</b>                        |                       |                       |                          |                        |                      |                |                      |                      |
| Parks  | 2,942,696             | 2,849,080             | 3,152,316                | 3,222,986              | 2,582,800            | -19.86%        | 2,609,525            | 2,634,755            |
| Recreation   | 4,584,303             | 3,775,588             | 2,783,865                | 4,791,016              | 4,699,326            | -1.91%         | 4,895,971            | 5,015,026            |
| Nature Center  | 154,012               | 199,265               | 154,780                  | 158,930                | 164,750              | 3.66%          | 166,190              | 174,590              |
| Historic Village                                     | 214,960               | 255,597               | 251,790                  | 261,680                | 265,499              | 1.46%          | 268,690              | 272,040              |
| <b>Total Recreation and Culture</b>                  | <b>7,895,971</b>      | <b>7,079,530</b>      | <b>6,342,751</b>         | <b>8,434,612</b>       | <b>7,712,375</b>     | <b>-8.56%</b>  | <b>7,940,376</b>     | <b>8,096,411</b>     |
| <b>EXPENDITURE</b>                                   | <b>59,321,093</b>     | <b>58,993,261</b>     | <b>61,084,488</b>        | <b>66,990,078</b>      | <b>61,995,021</b>    | <b>-7.46%</b>  | <b>63,266,169</b>    | <b>64,737,358</b>    |
| <b>OTHER FINANCING USES</b>                          |                       |                       |                          |                        |                      |                |                      |                      |
| Operating Transfers Out                              | 1,635,410             | 2,000,000             | 1,000,000                | 1,000,000              | 1,000,000            | 0.00%          | 1,000,000            | 1,000,000            |
| <b>OTHER FINANCING USES</b>                          | <b>1,635,410</b>      | <b>2,000,000</b>      | <b>1,000,000</b>         | <b>1,000,000</b>       | <b>1,000,000</b>     | <b>0.00%</b>   | <b>1,000,000</b>     | <b>1,000,000</b>     |
| <b>Total Expenditures &amp; Other Financing Uses</b> | <b>60,956,503</b>     | <b>60,993,261</b>     | <b>62,084,488</b>        | <b>67,990,078</b>      | <b>62,995,021</b>    | <b>-7.35%</b>  | <b>64,266,169</b>    | <b>65,737,358</b>    |
| <b>SURPLUS (USE) OF FUND BALANCE</b>                 | <b>911,433</b>        | <b>(1,410,946)</b>    | <b>2,411,124</b>         | <b>(2,791,598)</b>     | <b>(4,143,383)</b>   | <b>48.42%</b>  | <b>(3,959,187)</b>   | <b>(4,210,322)</b>   |
| <b>Beginning Fund Balance</b>                        | <b>31,874,097</b>     | <b>32,785,530</b>     | <b>31,372,543</b>        | <b>31,372,543</b>      | <b>33,783,667</b>    | <b>7.69%</b>   | <b>29,640,284</b>    | <b>25,681,097</b>    |
| <b>Ending Fund Balance</b>                           | <b>\$ 32,785,530</b>  | <b>\$ 31,372,543</b>  | <b>\$ 33,783,667</b>     | <b>\$ 28,580,945</b>   | <b>\$ 29,640,284</b> | <b>3.71%</b>   | <b>\$ 25,681,097</b> | <b>\$ 21,470,775</b> |

**General Fund  
Revenue Detailed By Account**

|   |                             | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change     | 2023 Proposed     | 2024 Proposed     |
|---|-----------------------------|-----------------------|-----------------------|--------------------------|------------------------|-------------------|--------------|-------------------|-------------------|
| <b><u>REVENUE</u></b>                       |                             |                       |                       |                          |                        |                   |              |                   |                   |
| <b><u>TAXES</u></b>                         |                             |                       |                       |                          |                        |                   |              |                   |                   |
| 4402  | Property Taxes              | \$ 31,027,334         | \$ 32,350,792         | \$ 33,427,000            | \$ 33,366,000          | \$ 34,222,000     | 2.57%        | \$ 34,545,000     | \$ 34,943,000     |
| 4423  | Mobile Home Tax             | 1,170                 | 1,276                 | 4,000                    | 1,200                  | 1,200             | 0.00%        | 1,200             | 1,200             |
| 4427  | Senior Citizen Housing      | 72,260                | 62,922                | 37,500                   | 37,500                 | 37,500            | 0.00%        | 37,500            | 37,500            |
| 4445  | Tax Penalties and Interest  | 389,013               | 243,816               | 260,000                  | 300,000                | 300,000           | 0.00%        | 300,000           | 300,000           |
| 4447  | Administration Fee          | 1,518,932             | 1,577,491             | 1,710,000                | 1,700,000              | 1,725,000         | 1.47%        | 1,750,000         | 1,800,000         |
| <b>Total TAXES</b>                          |                             | <b>33,008,708</b>     | <b>34,236,297</b>     | <b>35,438,500</b>        | <b>35,404,700</b>      | <b>36,285,700</b> | <b>2.49%</b> | <b>36,633,700</b> | <b>37,081,700</b> |
| <b><u>LICENSES AND PERMITS</u></b>          |                             |                       |                       |                          |                        |                   |              |                   |                   |
| <b><u>BUSINESS LICENSES AND PERMITS</u></b> |                             |                       |                       |                          |                        |                   |              |                   |                   |
| 4451.20                                     | Electric, Plumbing, Heating | 8,255                 | 8,199                 | 9,200                    | 9,200                  | 9,560             | 3.91%        | 9,950             | 9,950             |
| 4451.30                                     | Builders                    | 3,580                 | 2,880                 | 3,660                    | 3,660                  | 3,800             | 3.83%        | 3,960             | 3,960             |
| 4451.40                                     | Sign Erectors               | 340                   | 90                    | 150                      | 150                    | 160               | 6.67%        | 170               | 170               |
| 4451.50                                     | Service Stations            | 188                   | 175                   | 200                      | 200                    | 200               | 0.00%        | 200               | 200               |
| 4451.60                                     | Amusements                  | 14,301                | 13,376                | 12,000                   | 12,000                 | 12,000            | 0.00%        | 12,000            | 12,000            |
| 4451.70                                     | Other                       | 20,661                | 21,091                | 20,000                   | 26,000                 | 26,000            | 0.00%        | 26,000            | 26,000            |
| 4451.75                                     | Medical Marihuana           | 79,500                | 77,300                | 80,000                   | 80,000                 | 80,000            | 0.00%        | 80,000            | 80,000            |
| <b>Total BUSINESS LICENSES AND PERMITS</b>  |                             | <b>126,825</b>        | <b>123,111</b>        | <b>125,210</b>           | <b>131,210</b>         | <b>131,720</b>    | <b>0.39%</b> | <b>132,280</b>    | <b>132,280</b>    |

**General Fund  
Revenue Detailed By Account**

|  |                               | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change      | 2023 Proposed    | 2024 Proposed    |
|--|-------------------------------|-----------------------|-----------------------|--------------------------|------------------------|------------------|---------------|------------------|------------------|
| <b><u>NON-BUSINESS LICENSES AND PERMIT</u></b> |                               |                       |                       |                          |                        |                  |               |                  |                  |
| 4476.15  | Building                      | 2,039,985             | 1,754,024             | 1,920,300                | 1,920,300              | 1,754,024        | -8.66%        | 1,929,426        | 2,104,828        |
| 4476.20  | Electrical                    | 158,442               | 172,596               | 158,140                  | 158,140                | 172,596          | 9.14%         | 189,855          | 207,114          |
| 4476.25  | Mechanical Permits            | 134,506               | 159,916               | 156,060                  | 156,060                | 159,916          | 2.47%         | 175,907          | 191,899          |
| 4476.30  | Plumbing                      | 131,295               | 155,639               | 150,000                  | 206,250                | 155,639          | -24.54%       | 171,203          | 186,767          |
| 4476.35  | Animal                        | 2,533                 | 1,021                 | 5,000                    | 13,280                 | 1,021            | -92.31%       | 1,123            | 1,225            |
| 4476.40  | Sidewalks                     | 13,416                | 10,656                | 15,200                   | 15,200                 | 10,656           | -29.89%       | 11,721           | 12,787           |
| 4476.45  | Fence                         | 3,550                 | 3,381                 | 4,000                    | 4,000                  | 3,381            | -15.48%       | 4,300            | 4,300            |
| 4476.50  | Sewer Inspection              | 8,491                 | 9,249                 | 11,350                   | 11,350                 | 9,249            | -18.51%       | 10,173           | 11,098           |
| 4476.55  | Right of Way                  | 19,259                | 18,075                | 25,000                   | 18,000                 | 18,075           | 0.42%         | 18,000           | 19,000           |
| 4476.60  | Multiple Dwelling Inspections | 26,600                | 59,752                | 30,000                   | 50,000                 | 59,752           | 19.50%        | 50,000           | 51,000           |
| 4476.65  | Grading                       | 6,165                 | 7,410                 | 8,750                    | 8,750                  | 7,410            | -15.31%       | 8,151            | 8,892            |
| 4476.70  | Fire Protection               | 138,435               | 106,809               | 113,730                  | 113,730                | 106,809          | -6.09%        | 117,490          | 128,171          |
| 4476.75  | Occupancy                     | 73,280                | 67,584                | 89,000                   | 89,000                 | 67,584           | -24.06%       | 74,342           | 81,100           |
| 4476.80  | Sign                          | 37,079                | 25,476                | 37,000                   | 37,000                 | 25,476           | -31.15%       | 28,023           | 30,571           |
| 4476.85  | Fireworks                     | 540                   | 720                   | 90                       | 90                     | 720              | 700.00%       | 900              | 900              |
| 4476.90  | Hazardous Materials           | 9,350                 | 8,100                 | 15,000                   | 15,000                 | 8,100            | -46.00%       | 15,000           | 15,000           |
| 4476.95  | Miscellaneous                 | 1,040                 | 850                   | 1,160                    | 1,160                  | 850              | -26.72%       | 935              | 1,020            |
| <b>Total NON-BUSINESS LICENSES AND PERMIT</b>  |                               | <b>2,803,964</b>      | <b>2,561,257</b>      | <b>2,739,780</b>         | <b>2,817,310</b>       | <b>2,561,258</b> | <b>-9.09%</b> | <b>2,806,549</b> | <b>3,055,672</b> |
| <b>Total LICENSES AND PERMITS</b>              |                               | <b>2,930,788</b>      | <b>2,684,368</b>      | <b>2,864,990</b>         | <b>2,948,520</b>       | <b>2,692,978</b> | <b>-8.67%</b> | <b>2,938,829</b> | <b>3,187,952</b> |

**General Fund  
Revenue Detailed By Account**

|                                    |                               | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change       | 2023 Proposed    | 2024 Proposed    |
|------------------------------------|-------------------------------|-----------------------|-----------------------|--------------------------|------------------------|------------------|----------------|------------------|------------------|
| <b>GRANTS</b>                      |                               |                       |                       |                          |                        |                  |                |                  |                  |
| <b>FEDERAL GRANTS</b>              |                               |                       |                       |                          |                        |                  |                |                  |                  |
| 4505                               | Federal Grants - Public Works | 4,125                 | -                     | -                        | -                      | -                | 0.00%          | -                | -                |
| 4510.010                           | Bullet Proof Vest             | -                     | 5,549                 | 2,000                    | 6,420                  | 5,000            | -22.12%        | 5,000            | 5,000            |
| 4512.020                           | Homeland Security             | 12,360                | 19,140                | 10,771                   | 3,000                  | 3,000            | 0.00%          | 3,000            | 3,000            |
| 4512.130                           | HIDTA                         | 3,862                 | 7,309                 | 7,000                    | 2,000                  | 2,000            | 0.00%          | 2,000            | 2,000            |
| 4528.100                           | CARES ACT                     | -                     | -                     | 2,153,435                | 2,141,030              | -                | -100.00%       | -                | -                |
| 4528.105                           | First Reponders               | -                     | -                     | 148,000                  | 148,000                | -                | -100.00%       | -                | -                |
| 4528.110                           | CRLGG                         | -                     | -                     | 115,785                  | 115,785                | -                | -100.00%       | -                | -                |
| 4528.115                           | PSPHPR (State)                | -                     | -                     | 2,000,000                | 1,588,195              | -                | -100.00%       | -                | -                |
| <b>Total FEDERAL GRANTS</b>        |                               | <b>20,347</b>         | <b>31,998</b>         | <b>4,436,991</b>         | <b>4,004,430</b>       | <b>10,000</b>    | <b>-99.75%</b> | <b>10,000</b>    | <b>10,000</b>    |
| <b>STATE GRANTS</b>                |                               |                       |                       |                          |                        |                  |                |                  |                  |
| 4543.100                           | Criminal Justice              | 17,684                | 17,168                | 8,000                    | 18,000                 | 16,000           | -11.11%        | 16,000           | 16,000           |
| 4543.120                           | 911 Training                  | 19,631                | 19,121                | 19,102                   | 16,000                 | 14,000           | -12.50%        | 14,000           | 14,000           |
| 4543.130                           | Oakland County NET            | 2,902                 | -                     | 1,000                    | 1,000                  | 1,020            | 2.00%          | 1,040            | 1,040            |
| 4569.110                           | Community Forestry            | -                     | -                     | 3,000                    | 3,000                  | 3,000            | 0.00%          | 3,000            | 3,000            |
| 4569.300                           | Fire Training Courses         | 3,000                 | 7,700                 | 4,000                    | 4,000                  | 4,000            | 0.00%          | 4,000            | 4,000            |
| <b>Total STATE GRANTS</b>          |                               | <b>43,217</b>         | <b>43,989</b>         | <b>35,102</b>            | <b>42,000</b>          | <b>38,020</b>    | <b>-9.48%</b>  | <b>38,040</b>    | <b>38,040</b>    |
| <b>STATE SHARED REVENUES</b>       |                               |                       |                       |                          |                        |                  |                |                  |                  |
| 4574.010                           | Homestead Exemption Reimb     | 4,296                 | 24,223                | 2,100                    | 2,100                  | 2,100            | 0.00%          | 2,100            | 2,100            |
| 4574.020                           | Liquor Licenses               | 60,180                | 66,142                | 70,000                   | 70,000                 | 70,000           | 0.00%          | 71,000           | 71,000           |
| 4574.030                           | Sales Tax                     | 6,996,850             | 6,990,047             | 7,332,573                | 7,283,470              | 7,128,482        | -2.13%         | 7,500,000        | 7,650,000        |
| 4574.040                           | CVTRS                         | 436,861               | 372,420               | 446,909                  | 446,909                | 455,847          | 2.00%          | 458,082          | 467,243          |
| 4574.050                           | EMPP/PPEL Reimbursement       | 1,101,765             | 948,261               | 750,000                  | 590,000                | 750,000          | 27.12%         | 750,000          | 750,000          |
| <b>Total STATE SHARED REVENUES</b> |                               | <b>8,599,951</b>      | <b>8,401,093</b>      | <b>8,601,582</b>         | <b>8,392,479</b>       | <b>8,406,429</b> | <b>0.17%</b>   | <b>8,781,182</b> | <b>8,940,343</b> |
| <b>Total GRANTS</b>                |                               | <b>8,663,516</b>      | <b>8,477,080</b>      | <b>13,073,675</b>        | <b>12,438,909</b>      | <b>8,454,449</b> | <b>-32.03%</b> | <b>8,829,222</b> | <b>8,988,383</b> |



**General Fund  
Revenue Detailed By Account**

|   |                                  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change       | 2023 Proposed    | 2024 Proposed    |
|---|----------------------------------|-----------------------|-----------------------|--------------------------|------------------------|------------------|----------------|------------------|------------------|
| <b>CONTRIBUTIONS FROM LOCAL UNITS</b>       |                                  |                       |                       |                          |                        |                  |                |                  |                  |
| 4581  | RAP Grants/MMRMA                 | 1,868                 | 525                   | -                        | -                      | -                | 0.00%          | -                | -                |
| 4582  | Public Safety                    | 39,500                | 21,478                | 15,000                   | 30,000                 | 15,000           | -50.00%        | 15,000           | 15,000           |
| 4589  | County - West Nile               | 10,288                | 11,418                | 11,413                   | 10,500                 | 10,500           | 0.00%          | 10,500           | 10,500           |
| 4590.100                                    | MMRMA RAP Grants                 | 500                   | -                     | 500                      | 500                    | 500              | 0.00%          | 500              | 500              |
| 4590.200                                    | Local                            | -                     | -                     | 58,393                   | 58,390                 | -                | -100.00%       | -                | -                |
| <b>Total CONTRIBUTIONS FROM LOCAL UNITS</b> |                                  | <b>52,156</b>         | <b>33,421</b>         | <b>85,306</b>            | <b>99,390</b>          | <b>26,000</b>    | <b>-73.84%</b> | <b>26,000</b>    | <b>26,000</b>    |
| <b>CHARGES FOR SERVICES</b>                 |                                  |                       |                       |                          |                        |                  |                |                  |                  |
| <b>FEES</b>                                 |                                  |                       |                       |                          |                        |                  |                |                  |                  |
| 4607.015                                    | Police Auto Crash Prop Damage    | 2,747                 | -                     | 100                      | 200                    | 204              | 2.00%          | 208              | 208              |
| 4607.020                                    | Building Board of Appeals        | 600                   | 400                   | 1,000                    | 1,250                  | 1,250            | 0.00%          | 1,250            | 1,250            |
| 4607.025                                    | Business Occupancy Permit        | 3,240                 | 2,250                 | 3,000                    | 3,000                  | 3,000            | 0.00%          | 3,000            | 3,000            |
| 4607.030                                    | CATV Franchise Fees              | 1,345,042             | 1,161,233             | 1,300,000                | 1,350,000              | 1,350,000        | 0.00%          | 1,350,000        | 1,350,000        |
| 4607.050                                    | Miscellaneous                    | 750                   | 480                   | 1,000                    | 1,000                  | 1,000            | 0.00%          | 1,000            | 1,000            |
| 4607.070                                    | Plan Review                      | 206,316               | 170,897               | 160,000                  | 220,000                | 225,000          | 2.27%          | 230,000          | 235,000          |
| 4607.085                                    | Non-sufficient funds             | 10,150                | 8,675                 | 7,500                    | 8,000                  | 8,000            | 0.00%          | 8,000            | 8,000            |
| 4607.090                                    | Planned Unit Develop Application | 1,800                 | -                     | 1,800                    | 1,800                  | 1,800            | 0.00%          | 1,800            | 1,800            |
| 4607.095                                    | Police Arrest Booking            | -                     | -                     | 50                       | 50                     | 51               | 2.00%          | 52               | 52               |
| 4607.110                                    | Site Plans                       | 25,100                | 19,180                | 5,000                    | 25,000                 | 25,000           | 0.00%          | 25,000           | 25,000           |
| 4607.135                                    | Telecom - METRO                  | 275,807               | 304,252               | 280,000                  | 280,000                | 305,000          | 8.93%          | 305,000          | 305,000          |
| 4607.140                                    | Towing                           | 72,510                | 49,440                | 25,000                   | 60,000                 | 40,000           | -33.33%        | 42,000           | 44,000           |
| 4607.150                                    | Vital Statistics                 | 157,717               | 151,007               | 170,000                  | 170,000                | 170,000          | 0.00%          | 170,000          | 175,000          |
| 4607.170                                    | Zoning Board of Appeals          | 2,250                 | 2,100                 | 3,000                    | 3,000                  | 3,000            | 0.00%          | 3,000            | 3,000            |
| 4607.180                                    | Zoning                           | 11,100                | 10,100                | 12,000                   | 12,000                 | 12,000           | 0.00%          | 12,000           | 12,000           |
| 4607.190                                    | Farmer's Market                  | 7,145                 | 2,810                 | 1,500                    | 5,000                  | 5,000            | 0.00%          | 5,000            | 5,000            |
| <b>Total FEES</b>                           |                                  | <b>2,122,275</b>      | <b>1,882,825</b>      | <b>1,970,950</b>         | <b>2,140,300</b>       | <b>2,150,305</b> | <b>0.47%</b>   | <b>2,157,310</b> | <b>2,169,310</b> |

**General Fund  
Revenue Detailed By Account**

|                                |                              | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change       | 2023 Proposed    | 2024 Proposed    |
|--------------------------------|------------------------------|-----------------------|-----------------------|--------------------------|------------------------|------------------|----------------|------------------|------------------|
| <b>SERVICES RENDERED</b>       |                              |                       |                       |                          |                        |                  |                |                  |                  |
| 4626.010                       | Open and Close Cemetery      | 1,775                 | 1,425                 | 3,400                    | 3,400                  | 3,400            | 0.00%          | 3,400            | 3,400            |
| 4626.020                       | Court Ordered Pmt & Ins      | 5,029                 | 12,218                | 5,000                    | 5,000                  | 5,000            | 0.00%          | 5,000            | 5,000            |
| 4626.030                       | County Road Maintenance      | 291,472               | 298,759               | 305,000                  | 305,000                | 313,000          | 2.62%          | 320,000          | 325,000          |
| 4626.060                       | Department of Public Works   | 298,680               | 81,852                | 80,000                   | 150,000                | 80,000           | -46.67%        | 80,000           | 80,000           |
| 4626.070                       | Duplicating and Photostats   | 4,082                 | 3,924                 | 5,800                    | 5,800                  | 5,800            | 0.00%          | 5,800            | 5,800            |
| 4626.080                       | Election Services            | 78                    | 91,324                | 91,175                   | -                      | -                | 0.00%          | -                | -                |
| 4626.085                       | School Elections             | -                     | -                     | -                        | 3,000                  | 3,000            | 0.00%          | 3,000            | 3,000            |
| 4626.090                       | Engineering Fees             | 1,264,710             | 1,323,939             | 1,400,000                | 1,500,000              | 1,600,000        | 6.67%          | 1,700,000        | 1,750,000        |
| 4626.110                       | Microfilming                 | 4,065                 | 668                   | 2,000                    | 5,000                  | 5,000            | 0.00%          | 5,000            | 5,000            |
| 4626.120                       | Miscellaneous                | 2,646                 | 2,137                 | 2,500                    | 2,500                  | 2,500            | 0.00%          | 2,500            | 2,500            |
| 4626.125                       | Passports                    | 22,946                | 12,980                | -                        | 17,000                 | 9,500            | -44.12%        | 17,000           | 17,000           |
| 4626.130                       | Police Services - Contract   | 125,131               | 150,630               | 200,000                  | 127,500                | 132,500          | 3.92%          | 135,000          | 135,000          |
| 4626.132                       | Somerset                     | 278,545               | 223,534               | 400,000                  | 250,000                | 255,000          | 2.00%          | 260,100          | 260,100          |
| 4626.135                       | Police Services - Clawson    | 203,880               | 207,450               | 205,000                  | 205,000                | 214,200          | 4.49%          | 218,484          | 222,854          |
| 4626.140                       | Police Reports               | 59,575                | 34,645                | 30,000                   | 56,000                 | 30,000           | -46.43%        | 30,000           | 30,000           |
| 4626.141                       | Police PBT                   | 10                    | -                     | 50                       | 50                     | 51               | 2.00%          | 52               | 52               |
| 4626.170                       | ROW                          | 81,798                | 155,084               | 150,000                  | 150,000                | 155,000          | 3.33%          | 160,000          | 160,000          |
| 4626.210                       | Soil Erosion                 | 10,540                | 9,124                 | 15,000                   | 15,000                 | 15,000           | 0.00%          | 15,000           | 15,000           |
| 4626.230                       | Weed Cutting                 | 16,355                | 26,466                | 20,000                   | 16,000                 | 16,000           | 0.00%          | 16,000           | 16,000           |
| <b>Total SERVICES RENDERED</b> |                              | <b>2,671,317</b>      | <b>2,636,159</b>      | <b>2,914,925</b>         | <b>2,816,250</b>       | <b>2,844,951</b> | <b>1.02%</b>   | <b>2,976,336</b> | <b>3,035,706</b> |
| <b>SALES</b>                   |                              |                       |                       |                          |                        |                  |                |                  |                  |
| 4642.010                       | Abandoned Vehicles           | 106,542               | 52,962                | 50,000                   | 35,000                 | 35,700           | 2.00%          | 36,410           | 36,410           |
| 4642.020                       | Auction Confiscated Property | (1,019)               | 1,212                 | 2,000                    | 2,000                  | 2,040            | 2.00%          | 2,080            | 2,080            |
| 4642.070                       | Miscellaneous                | 17,162                | 4,041                 | 87,000                   | 17,900                 | 17,900           | 0.00%          | 17,900           | 17,900           |
| 4642.080                       | Printed Materials            | 174                   | 358                   | 80                       | 500                    | 500              | 0.00%          | 500              | 500              |
| 4642.115                       | Senior Store                 | 33,278                | 21,873                | -                        | 35,000                 | 10,000           | -71.43%        | 30,000           | 32,000           |
| 4642.120                       | Sign Installation            | 3,377                 | 4,050                 | 600                      | 3,000                  | 3,000            | 0.00%          | 3,000            | 3,000            |
| 4642.150                       | Tree Planting                | 50,600                | 56,600                | 60,000                   | 60,000                 | 60,000           | 0.00%          | 60,000           | 60,000           |
| <b>Total SALES</b>             |                              | <b>210,114</b>        | <b>141,095</b>        | <b>199,680</b>           | <b>153,400</b>         | <b>129,140</b>   | <b>-15.81%</b> | <b>149,890</b>   | <b>151,890</b>   |

**General Fund  
Revenue Detailed By Account**

|                                      |                                     | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change        | 2023 Proposed    | 2024 Proposed    |
|--------------------------------------|-------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|------------------|-----------------|------------------|------------------|
| <b><u>USE AND ADMINISTRATION</u></b> |                                     |                       |                       |                          |                        |                  |                 |                  |                  |
| 4651.074                             | Senior Citizen Activity             | 202,966               | 75,112                | 3,000                    | 2,000                  | 150,000          | 7400.00%        | 200,000          | 210,000          |
| 4651.075                             | Community Center Passes             | 1,469,733             | 921,350               | 225,000                  | 225,000                | 850,000          | 277.78%         | 900,000          | 950,000          |
| 4651.076                             | Community Center Swim Programs      | 153,764               | 63,486                | 7,000                    | 7,000                  | 130,000          | 1757.14%        | 160,000          | 170,000          |
| 4651.077                             | Community Center Fitness Classes    | 49,311                | 21,301                | 25,000                   | 25,000                 | 50,000           | 100.00%         | 60,000           | 65,000           |
| 4651.078                             | Community Center<br>Programs/Events | 24,764                | 19,779                | 24,000                   | 6,000                  | 30,000           | 400.00%         | 35,000           | 40,000           |
| 4651.080                             | Recreation                          | 1,103,896             | 577,532               | 250,000                  | 250,000                | 1,100,000        | 340.00%         | 1,150,000        | 1,200,000        |
| 4651.085                             | Dog Park Passes                     | 16,147                | 7,600                 | 13,000                   | 13,000                 | 14,000           | 7.69%           | 15,000           | 15,000           |
| <b>Total USE AND ADMINISTRATION</b>  |                                     | <b>3,020,581</b>      | <b>1,686,160</b>      | <b>547,000</b>           | <b>528,000</b>         | <b>2,324,000</b> | <b>340.15%</b>  | <b>2,520,000</b> | <b>2,650,000</b> |
| <b><u>OTHER RECREATION</u></b>       |                                     |                       |                       |                          |                        |                  |                 |                  |                  |
| 4653.105                             | 5K Run                              | 15,280                | 14,807                | -                        | 15,000                 | -                | -100.00%        | -                | -                |
| <b>Total OTHER RECREATION</b>        |                                     | <b>15,280</b>         | <b>14,807</b>         | <b>-</b>                 | <b>15,000</b>          | <b>-</b>         | <b>-100.00%</b> | <b>-</b>         | <b>-</b>         |
| <b>Total CHARGES FOR SERVICES</b>    |                                     | <b>8,039,567</b>      | <b>6,361,046</b>      | <b>5,632,555</b>         | <b>5,652,950</b>       | <b>7,448,396</b> | <b>31.76%</b>   | <b>7,803,536</b> | <b>8,006,906</b> |
| <b><u>FINES AND FORFEITURES</u></b>  |                                     |                       |                       |                          |                        |                  |                 |                  |                  |
| <b><u>FINES AND FORFEITS</u></b>     |                                     |                       |                       |                          |                        |                  |                 |                  |                  |
| 4655.010                             | County Reimbursement-Court          | 904,877               | 459,350               | 300,000                  | 300,000                | 450,000          | 50.00%          | 500,000          | 600,000          |
| 4655.022                             | Police Investigations Reimburse     | 69,484                | 42,844                | 50,000                   | 50,000                 | 51,000           | 2.00%           | 52,000           | 52,000           |
| 4655.030                             | False Alarms - Fire Dept            | 64,225                | 61,050                | 65,000                   | 65,000                 | 66,000           | 1.54%           | 66,000           | 66,000           |
| 4655.040                             | False Alarms - Police               | 266,550               | 234,725               | 200,000                  | 254,000                | 258,000          | 1.57%           | 258,000          | 258,000          |
| 4655.060                             | QUIL Reimbursement                  | 62,901                | 54,271                | 60,000                   | 60,000                 | 61,200           | 2.00%           | 62,400           | 62,400           |
| 4655.065                             | Civil Infractions                   | 65                    | -                     | -                        | -                      | -                | 0.00%           | -                | -                |
| 4655.070                             | Bond Processing Fees                | 1,100                 | 820                   | 500                      | 1,500                  | 1,500            | 0.00%           | 1,500            | 1,500            |
| <b>Total FINES AND FORFEITS</b>      |                                     | <b>1,369,202</b>      | <b>853,061</b>        | <b>675,500</b>           | <b>730,500</b>         | <b>887,700</b>   | <b>21.52%</b>   | <b>939,900</b>   | <b>1,039,900</b> |
| <b>Total FINES AND FORFEITURES</b>   |                                     | <b>1,369,202</b>      | <b>853,061</b>        | <b>675,500</b>           | <b>730,500</b>         | <b>887,700</b>   | <b>21.52%</b>   | <b>939,900</b>   | <b>1,039,900</b> |

**General Fund  
Revenue Detailed By Account**

|                                     |                       | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change       | 2023 Proposed    | 2024 Proposed    |
|-------------------------------------|-----------------------|-----------------------|-----------------------|--------------------------|------------------------|------------------|----------------|------------------|------------------|
| <b><u>INTEREST &amp; RENT</u></b>   |                       |                       |                       |                          |                        |                  |                |                  |                  |
| <b><u>INVESTMENT INCOME</u></b>     |                       |                       |                       |                          |                        |                  |                |                  |                  |
| 4665                                | Interest Income       | 556,911               | 542,501               | 400,000                  | 424,000                | 426,000          | 0.47%          | 426,000          | 426,000          |
| 4669.020                            | Investment Income     | 660,267               | 351,888               | -                        | -                      | -                | 0.00%          | -                | -                |
| <b>Total INVESTMENT INCOME</b>      |                       | <b>1,217,179</b>      | <b>894,389</b>        | <b>400,000</b>           | <b>424,000</b>         | <b>426,000</b>   | <b>0.47%</b>   | <b>426,000</b>   | <b>426,000</b>   |
| <b><u>RENT INCOME</u></b>           |                       |                       |                       |                          |                        |                  |                |                  |                  |
| 4667.010                            | Building Rent         | 305,968               | 310,112               | 304,780                  | 304,780                | 304,780          | 0.00%          | 304,780          | 304,780          |
| 4667.015                            | Communication Tower   | 64,800                | 72,000                | 72,000                   | 72,000                 | 72,000           | 0.00%          | 72,000           | 72,000           |
| 4667.025                            | Community Center Rent | 403,789               | 214,392               | 70,000                   | 79,000                 | 250,000          | 216.46%        | 300,000          | 325,000          |
| 4667.028                            | Flynn Park - Beaumont | 15,000                | 15,000                | 15,000                   | 15,000                 | 15,000           | 0.00%          | 15,000           | 15,000           |
| 4667.035                            | Troy Ryde/SMART       | -                     | -                     | -                        | -                      | 225,000          | 0.00%          | 225,000          | 225,000          |
| 4667.075                            | Field Maintenance     | 86,355                | 40,869                | 25,000                   | 110,000                | 110,000          | 0.00%          | 115,000          | 120,000          |
| 4667.085                            | Parking Lot (SMART)   | 216,816               | 194,346               | 230,000                  | 230,000                | 1,500            | -99.35%        | 1,500            | 1,500            |
| 4667.095                            | Tennis Bubble         | 52,988                | 53,196                | 54,000                   | 54,000                 | 54,000           | 0.00%          | 55,000           | 56,000           |
| <b>Total RENT INCOME</b>            |                       | <b>1,145,716</b>      | <b>899,916</b>        | <b>770,780</b>           | <b>864,780</b>         | <b>1,032,280</b> | <b>19.37%</b>  | <b>1,088,280</b> | <b>1,119,280</b> |
| <b>Total INTEREST &amp; RENT</b>    |                       | <b>2,362,894</b>      | <b>1,794,304</b>      | <b>1,170,780</b>         | <b>1,288,780</b>       | <b>1,458,280</b> | <b>13.15%</b>  | <b>1,514,280</b> | <b>1,545,280</b> |
| <b><u>OTHER REVENUE</u></b>         |                       |                       |                       |                          |                        |                  |                |                  |                  |
| 4671                                | Miscellaneous         | 18,026                | 17,940                | 18,000                   | 18,000                 | 18,000           | 0.00%          | 18,000           | 18,000           |
| 4694                                | Cash Over or Short    | 162                   | 270                   | -                        | -                      | -                | 0.00%          | -                | -                |
| <b>Total OTHER REVENUE</b>          |                       | <b>18,189</b>         | <b>18,210</b>         | <b>18,000</b>            | <b>18,000</b>          | <b>18,000</b>    | <b>0.00%</b>   | <b>18,000</b>    | <b>18,000</b>    |
| <b><u>PRIVATE CONTRIBUTIONS</u></b> |                       |                       |                       |                          |                        |                  |                |                  |                  |
| 4675.080                            | Police                | 2,000                 | -                     | 1,650                    | -                      | -                | 0.00%          | -                | -                |
| 4675.110                            | Parks and Recreation  | 7,849                 | 674                   | -                        | 8,000                  | 2,500            | -68.75%        | 7,000            | 7,000            |
| 4675.130                            | Community Events      | 11,000                | 2,500                 | -                        | 5,000                  | 5,000            | 0.00%          | 5,000            | 5,000            |
| <b>Total PRIVATE CONTRIBUTIONS</b>  |                       | <b>20,849</b>         | <b>3,174</b>          | <b>1,650</b>             | <b>13,000</b>          | <b>7,500</b>     | <b>-42.31%</b> | <b>12,000</b>    | <b>12,000</b>    |

**General Fund  
Revenue Detailed By Account**

|                                       | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change     | 2023 Proposed    | 2024 Proposed    |
|---------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|------------------|--------------|------------------|------------------|
| <b><u>REIMBURSEMENTS</u></b>          |                       |                       |                          |                        |                  |              |                  |                  |
| 4676.010 Reimbursements               | 4,344                 | 3,091                 | 5,465                    | 5,000                  | 5,000            | 0.00%        | 5,000            | 5,000            |
| 4676.103 Troy Family Daze             | 10,000                | 10,000                | -                        | 10,000                 | 10,000           | 0.00%        | 10,000           | 10,000           |
| <b>Total REIMBURSEMENTS</b>           | <b>14,344</b>         | <b>13,091</b>         | <b>5,465</b>             | <b>15,000</b>          | <b>15,000</b>    | <b>0.00%</b> | <b>15,000</b>    | <b>15,000</b>    |
| <b><u>ADMINISTRATIVE CHARGES</u></b>  |                       |                       |                          |                        |                  |              |                  |                  |
| 4677.226 Refuse                       | 97,000                | 98,000                | 99,000                   | 99,000                 | 101,000          | 2.02%        | 103,000          | 105,000          |
| 4677.243 LDFA                         | 5,000                 | 5,000                 | 5,000                    | 5,000                  | 5,100            | 2.00%        | 5,200            | 5,300            |
| 4677.248 DDA                          | 26,000                | 26,500                | 27,000                   | 27,000                 | 50,000           | 85.19%       | 51,000           | 52,000           |
| 4677.250 BRA                          | 5,500                 | 5,600                 | 5,700                    | 5,700                  | 5,800            | 1.75%        | 5,900            | 6,000            |
| 4677.271 Library                      | 49,000                | 50,000                | 51,000                   | 51,000                 | 100,000          | 96.08%       | 102,000          | 104,000          |
| 4677.301 Debt Service                 | 62,500                | 63,500                | 134,876                  | 64,000                 | -                | -100.00%     | -                | -                |
| 4677.584 Golf Course                  | 10,400                | 10,500                | 10,600                   | 10,600                 | 10,800           | 1.89%        | 11,000           | 11,200           |
| 4677.590 Sewer                        | 302,000               | 305,000               | 308,000                  | 308,000                | 314,000          | 1.95%        | 320,000          | 326,000          |
| 4677.591 Water                        | 375,000               | 380,600               | 422,000                  | 422,000                | 430,000          | 1.90%        | 438,000          | 447,000          |
| 4677.661 Motor Pool                   | 78,500                | 86,600                | 88,330                   | 88,330                 | 90,100           | 2.00%        | 91,900           | 93,700           |
| 4677.731 Retirement System            | 82,000                | 83,600                | 85,300                   | 85,300                 | 110,000          | 28.96%       | 112,200          | 114,450          |
| <b>Total ADMINISTRATIVE CHARGES</b>   | <b>1,092,900</b>      | <b>1,114,900</b>      | <b>1,236,806</b>         | <b>1,165,930</b>       | <b>1,216,800</b> | <b>4.36%</b> | <b>1,240,200</b> | <b>1,264,650</b> |
| <b><u>REFUNDS AND REBATES</u></b>     |                       |                       |                          |                        |                  |              |                  |                  |
| 4687.040 Rebates                      | 26,864                | 19,369                | 1,500                    | 25,000                 | 25,000           | 0.00%        | 25,000           | 25,000           |
| <b>Total REFUNDS AND REBATES</b>      | <b>26,864</b>         | <b>19,369</b>         | <b>1,500</b>             | <b>25,000</b>          | <b>25,000</b>    | <b>0.00%</b> | <b>25,000</b>    | <b>25,000</b>    |
| <b>Total OTHER REVENUE</b>            | <b>1,173,146</b>      | <b>1,168,744</b>      | <b>1,263,421</b>         | <b>1,236,930</b>       | <b>1,282,300</b> | <b>3.67%</b> | <b>1,310,200</b> | <b>1,334,650</b> |
| <b><u>OTHER FINANCING SOURCES</u></b> |                       |                       |                          |                        |                  |              |                  |                  |
| <b><u>OPERATING TRANSFERS IN</u></b>  |                       |                       |                          |                        |                  |              |                  |                  |
| 4699.150 Cemetery Fund                | -                     | 1,200                 | 1,200                    | 1,200                  | 1,200            | 0.00%        | 1,200            | 1,200            |
| 4699.202 Major Street Fund            | 2,140,530             | 1,986,971             | 2,000,000                | 2,576,101              | -                | -100.00%     | -                | -                |
| 4699.203 Local Streets Fund           | 1,896,933             | 1,814,576             | 2,000,000                | 2,482,345              | -                | -100.00%     | -                | -                |

**General Fund  
Revenue Detailed By Account**

|                               | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|-------------------------------|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| 4699.248 DDA                  | 230,496               | 171,248               | 289,685                  | 338,155                | 314,635       | -6.96%   | 310,115       | 315,065       |
| Total OPERATING TRANSFERS IN  | 4,267,959             | 3,973,995             | 4,290,885                | 5,397,801              | 315,835       | -94.15%  | 311,315       | 316,265       |
| Total OTHER FINANCING SOURCES | 4,267,959             | 3,973,995             | 4,290,885                | 5,397,801              | 315,835       | -94.15%  | 311,315       | 316,265       |
| Total REVENUE                 | \$ 61,867,936         | \$ 59,582,316         | \$ 64,495,612            | \$ 65,198,480          | \$ 58,851,638 | -9.73%   | \$ 60,306,982 | \$ 61,527,036 |

**General Fund  
Expenditure Details By Department**

|  |                             | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change      | 2023 Proposed    | 2024 Proposed    |
|--|-----------------------------|-----------------------|-----------------------|--------------------------|------------------------|------------------|---------------|------------------|------------------|
| <b>GENERAL GOVERNMENT</b>                      |                             |                       |                       |                          |                        |                  |               |                  |                  |
| <b><u>Council/Executive Administration</u></b> |                             |                       |                       |                          |                        |                  |               |                  |                  |
| 102  | Council                     | \$ 61,113             | \$ 85,265             | \$ 97,150                | \$ 102,350             | \$ 103,598       | 1.22%         | \$ 105,237       | \$ 106,278       |
| 172  | Manager                     | 1,588,365             | 1,686,640             | 1,805,060                | 1,882,700              | 1,816,467        | -3.52%        | 1,859,480        | 1,905,413        |
| 215  | City Clerk                  |                       |                       |                          |                        |                  |               |                  |                  |
| 215  | Clerk                       | 631,520               | 596,759               | 634,221                  | 652,760                | 647,786          | -0.76%        | 665,205          | 684,390          |
| 262  | Elections                   | 176,246               | 243,198               | 415,949                  | 401,850                | 269,489          | -32.94%       | 249,354          | 299,264          |
| 266  | City Attorney               | 1,167,674             | 1,186,174             | 1,272,330                | 1,354,880              | 1,395,010        | 2.96%         | 1,426,080        | 1,460,710        |
| 270  | Human Resources             | 607,536               | 564,336               | 587,660                  | 699,550                | 714,020          | 2.07%         | 729,970          | 750,100          |
| <b>Total Council/Executive Administration</b>  |                             | <b>4,232,453</b>      | <b>4,362,372</b>      | <b>4,812,370</b>         | <b>5,094,090</b>       | <b>4,946,370</b> | <b>-2.90%</b> | <b>5,035,326</b> | <b>5,206,155</b> |
| <b><u>Finance</u></b>                          |                             |                       |                       |                          |                        |                  |               |                  |                  |
| 191  | Financial Services          |                       |                       |                          |                        |                  |               |                  |                  |
| 191  | Accounting                  | 829,558               | 914,621               | 972,434                  | 975,314                | 1,133,116        | 16.18%        | 1,162,980        | 1,195,230        |
| 223  | Independent Auditor         | 55,500                | 60,800                | 57,300                   | 60,800                 | 63,500           | 4.44%         | 65,200           | 67,200           |
| 253  | Treasurer                   | 528,052               | 483,776               | 544,043                  | 555,950                | 571,670          | 2.83%         | 586,730          | 604,210          |
| 233  | Purchasing                  | 257,585               | 247,391               | 335,750                  | 349,370                | 283,250          | -18.93%       | 291,030          | 299,570          |
| 257  | Assessing                   |                       |                       |                          |                        |                  |               |                  |                  |
| 247  | Board of Review             | 1,434                 | 1,603                 | 2,170                    | 2,320                  | 2,320            | 0.00%         | 2,360            | 2,420            |
| 257  | Assessing                   | 897,597               | 946,402               | 997,288                  | 1,029,670              | 1,026,900        | -0.27%        | 1,052,650        | 1,081,400        |
| <b>Total Finance</b>                           |                             | <b>2,569,727</b>      | <b>2,654,593</b>      | <b>2,908,985</b>         | <b>2,973,424</b>       | <b>3,080,756</b> | <b>3.61%</b>  | <b>3,160,950</b> | <b>3,250,030</b> |
| <b><u>Other General Government</u></b>         |                             |                       |                       |                          |                        |                  |               |                  |                  |
| 264  | Building Operations         |                       |                       |                          |                        |                  |               |                  |                  |
| 261  | Fire-Police Training Center | 105,108               | 94,552                | 101,620                  | 108,610                | 112,220          | 3.32%         | 114,520          | 116,870          |
| 265  | City Hall                   | 878,824               | 920,049               | 948,020                  | 1,022,090              | 1,062,594        | 3.96%         | 1,038,440        | 1,059,220        |
| 277  | District Court              | 368,209               | 317,230               | 315,970                  | 316,840                | 325,637          | 2.78%         | 332,170          | 339,360          |
| <b>Total Other General Government</b>          |                             | <b>1,352,140</b>      | <b>1,331,831</b>      | <b>1,365,610</b>         | <b>1,447,540</b>       | <b>1,500,451</b> | <b>3.66%</b>  | <b>1,485,130</b> | <b>1,515,450</b> |
| <b>TOTAL GENERAL GOVERNMENT</b>                |                             | <b>8,154,320</b>      | <b>8,348,796</b>      | <b>9,086,965</b>         | <b>9,515,054</b>       | <b>9,527,577</b> | <b>0.13%</b>  | <b>9,681,406</b> | <b>9,971,635</b> |

**General Fund  
Expenditure Details By Department**

|   |                                     | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change      | 2023 Proposed     | 2024 Proposed     |
|---|-------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|-------------------|---------------|-------------------|-------------------|
| <b>PUBLIC SAFETY</b>                      |                                     |                       |                       |                          |                        |                   |               |                   |                   |
| <b>Police</b>                             |                                     |                       |                       |                          |                        |                   |               |                   |                   |
| <b>11</b>                                 | <b>Investigative/Admin Services</b> |                       |                       |                          |                        |                   |               |                   |                   |
| 305                                       | Police Administration               | \$ 1,704,376          | \$ 1,541,625          | \$ 1,922,630             | \$ 1,689,100           | \$ 1,740,930      | 3.07%         | \$ 1,776,460      | \$ 1,806,870      |
| 307                                       | Investigations Services             | 2,092,896             | 2,277,656             | 2,292,069                | 2,384,870              | 2,366,370         | -0.78%        | 2,431,320         | 2,499,660         |
| 308                                       | Crime Information Unit              | 507,042               | 697,568               | 674,310                  | 663,240                | 552,410           | -16.71%       | 568,310           | 585,270           |
| 309                                       | Special Investigations Unit         | 551,293               | 561,660               | 586,020                  | 590,860                | 592,870           | 0.34%         | 609,640           | 627,200           |
| 311                                       | Drug Enforcement (DEA)              | 218,722               | 192,711               | 216,512                  | 217,620                | 212,240           | -2.47%        | 218,130           | 224,040           |
| 320                                       | Professional Standards              | 642,615               | 581,591               | 319,462                  | 702,880                | 605,550           | -13.85%       | 622,670           | 641,030           |
| 321                                       | Criminal Justice Training (302)     | 17,360                | 17,444                | 20,000                   | 23,080                 | 23,540            | 1.99%         | 24,010            | 24,010            |
| 322                                       | Training Section                    | 472,237               | 352,429               | 318,720                  | 377,280                | 362,470           | -3.93%        | 363,620           | 371,310           |
| 324                                       | Emergency Response/Preparedness     | 133,708               | 138,613               | 188,425                  | 199,860                | 154,830           | -22.53%       | 153,080           | 155,860           |
| 325                                       | Communications Section              | 2,015,228             | 2,086,626             | 2,141,970                | 2,599,330              | 2,460,610         | -5.34%        | 2,495,670         | 2,571,400         |
| 326                                       | Records Section                     | 635,956               | 622,413               | 612,120                  | 475,050                | 712,750           | 50.04%        | 733,370           | 756,130           |
| 329                                       | Lockup Section                      | 1,489,444             | 1,489,361             | 1,546,915                | 1,535,080              | 1,597,020         | 4.03%         | 1,643,560         | 1,694,680         |
| 333                                       | Property Section                    | 117,057               | 116,565               | 115,820                  | 119,290                | 118,975           | -0.26%        | 122,790           | 126,940           |
| 334                                       | Research & Technology               | 1,019,752             | 1,108,726             | 1,145,417                | 1,163,540              | 1,429,450         | 22.85%        | 1,354,020         | 1,366,450         |
| 335                                       | Community Services Section          | 1,021,968             | 963,723               | 834,695                  | 1,445,970              | 1,219,890         | -15.64%       | 1,253,580         | 1,287,970         |
| <b>Total Investigative/Admin Services</b> |                                     | <b>12,639,654</b>     | <b>12,748,711</b>     | <b>12,935,085</b>        | <b>14,187,050</b>      | <b>14,149,905</b> | <b>-0.26%</b> | <b>14,370,230</b> | <b>14,738,820</b> |
| <b>12</b>                                 | <b>Operations</b>                   |                       |                       |                          |                        |                   |               |                   |                   |
| 315                                       | Road Patrol                         | 10,834,855            | 10,259,540            | 10,878,780               | 11,090,420             | 11,874,150        | 7.07%         | 12,128,280        | 12,458,870        |
| 316                                       | K Nine                              | 589,478               | 607,914               | 613,073                  | 592,990                | 593,620           | 0.11%         | 608,820           | 623,970           |
| 317                                       | Directed Patrol Unit                | 546,620               | 907,633               | 827,550                  | 865,090                | 919,790           | 6.32%         | 945,960           | 973,170           |
| 318                                       | Traffic Unit                        | 934,010               | 1,521,994             | 1,567,510                | 1,551,710              | 1,607,320         | 3.58%         | 1,651,450         | 1,697,220         |
| 319                                       | Crossing Guards                     | 39,236                | 39,006                | 9,350                    | 43,660                 | 15,110            | -65.39%       | 15,450            | 15,830            |
| <b>Total Operations</b>                   |                                     | <b>12,944,198</b>     | <b>13,336,086</b>     | <b>13,896,263</b>        | <b>14,143,870</b>      | <b>15,009,990</b> | <b>6.12%</b>  | <b>15,349,960</b> | <b>15,769,060</b> |
| <b>Total Police</b>                       |                                     | <b>25,583,852</b>     | <b>26,084,798</b>     | <b>26,831,348</b>        | <b>28,330,920</b>      | <b>29,159,895</b> | <b>2.93%</b>  | <b>29,720,190</b> | <b>30,507,880</b> |



**General Fund  
Expenditure Details By Department**

|                                   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change     | 2023 Proposed     | 2024 Proposed     |
|-----------------------------------|-----------------------|-----------------------|--------------------------|------------------------|-------------------|--------------|-------------------|-------------------|
| <b><u>Fire</u></b>                |                       |                       |                          |                        |                   |              |                   |                   |
| 337 Fire Administration           | 436,473               | 353,407               | 385,241                  | 392,820                | 393,130           | 0.08%        | 402,500           | 412,970           |
| 338 Fire Operations               | 1,556,479             | 1,594,575             | 1,752,280                | 1,685,128              | 1,801,112         | 6.88%        | 1,845,770         | 1,879,000         |
| 340 Fire Companies                | 1,777,087             | 1,707,862             | 2,293,734                | 2,285,054              | 2,232,828         | -2.29%       | 2,238,004         | 2,238,944         |
| 341 Fire Prevention               | 927,600               | 1,098,068             | 1,064,316                | 981,106                | 1,087,584         | 10.85%       | 1,116,870         | 1,149,450         |
| 343 Fire Communications           | 249,980               | 265,684               | 269,608                  | 270,628                | 277,510           | 2.54%        | 282,930           | 289,440           |
| 344 Fire Halls                    | 581,471               | 528,973               | 568,240                  | 620,960                | 656,730           | 5.76%        | 667,748           | 677,988           |
| <b>Total Fire</b>                 | <b>5,529,091</b>      | <b>5,548,570</b>      | <b>6,333,419</b>         | <b>6,235,696</b>       | <b>6,448,894</b>  | <b>3.42%</b> | <b>6,553,822</b>  | <b>6,647,792</b>  |
| <b><u>Building Inspection</u></b> |                       |                       |                          |                        |                   |              |                   |                   |
| 371 Building Inspection           | 2,345,456             | 2,194,791             | 2,403,154                | 2,463,040              | 2,560,090         | 3.94%        | 2,658,320         | 2,663,790         |
| <b>Total Building Inspection</b>  | <b>2,345,456</b>      | <b>2,194,791</b>      | <b>2,403,154</b>         | <b>2,463,040</b>       | <b>2,560,090</b>  | <b>3.94%</b> | <b>2,658,320</b>  | <b>2,663,790</b>  |
| <b>TOTAL PUBLIC SAFETY</b>        | <b>33,458,399</b>     | <b>33,828,158</b>     | <b>35,567,921</b>        | <b>37,029,656</b>      | <b>38,168,879</b> | <b>3.08%</b> | <b>38,932,332</b> | <b>39,819,462</b> |

**PUBLIC WORKS**

**Streets**

**20 Local Roads**

|                                  |                  |                  |                  |                  |          |                 |          |          |
|----------------------------------|------------------|------------------|------------------|------------------|----------|-----------------|----------|----------|
| 481 Local Surface Maint - Gravel | \$ 84,585        | \$ 73,732        | \$ 68,020        | \$ 109,100       | -        | -100.00%        | -        | -        |
| 482 Local Surface Maint          | 391,476          | 372,283          | 454,390          | 526,660          | -        | -100.00%        | -        | -        |
| 485 Local Guard Rails & Posts    | 1,550            | 14,383           | 1,960            | 1,660            | -        | -100.00%        | -        | -        |
| 486 Local Sweeping               | 213,776          | 194,674          | 180,030          | 180,820          | -        | -100.00%        | -        | -        |
| 489 Local Drain Structures       | 316,262          | 383,424          | 441,979          | 557,010          | -        | -100.00%        | -        | -        |
| 490 Local Roadside Cleanup       | 10,639           | 8,369            | 5,270            | 5,520            | -        | -100.00%        | -        | -        |
| 491 Local Grass & Weed Control   | 3,508            | 1,492            | 1,245            | 1,165            | -        | -100.00%        | -        | -        |
| 495 Local Signs                  | 91,705           | 88,594           | 96,720           | 106,880          | -        | -100.00%        | -        | -        |
| 497 Local Markings               | 6,927            | 5,303            | 7,426            | 10,460           | -        | -100.00%        | -        | -        |
| 498 Local Snow & Ice Control     | 560,471          | 440,931          | 480,000          | 733,580          | -        | -100.00%        | -        | -        |
| 499 Local Administration         | 226,215          | 234,754          | 227,457          | 249,490          | -        | -100.00%        | -        | -        |
| <b>Total Local Roads</b>         | <b>1,907,114</b> | <b>1,817,939</b> | <b>1,964,497</b> | <b>2,482,345</b> | <b>-</b> | <b>-100.00%</b> | <b>-</b> | <b>-</b> |

**General Fund  
Expenditure Details By Department**

|                    |                               | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed  | % Change        | 2023 Proposed  | 2024 Proposed  |
|--------------------|-------------------------------|-----------------------|-----------------------|--------------------------|------------------------|----------------|-----------------|----------------|----------------|
| <b>21</b>          | <b>County Roads</b>           |                       |                       |                          |                        |                |                 |                |                |
| 500                | County Surface Maintenance    | 7,031                 | 8,923                 | 2,020                    | 3,720                  | -              | -100.00%        | -              | -              |
| 502                | County Snow & Ice Control     | 360,910               | 353,629               | 309,000                  | 500,540                | -              | -100.00%        | -              | -              |
| 503                | County Administration         | 20,167                | 22,353                | 18,610                   | 25,690                 | -              | -100.00%        | -              | -              |
| 504                | County Signs                  | 3,617                 | 7,605                 | 7,150                    | 10,280                 | -              | -100.00%        | -              | -              |
| 507                | County Sweeping               | 4,571                 | 1,453                 | 1,100                    | 1,140                  | -              | -100.00%        | -              | -              |
| Total County Roads |                               | <b>396,296</b>        | <b>393,963</b>        | <b>337,880</b>           | <b>541,370</b>         | -              | <b>-100.00%</b> | -              | -              |
| <b>22</b>          | <b>Major Roads</b>            |                       |                       |                          |                        |                |                 |                |                |
| 464                | Major Surface Maintenance     | 564,318               | 427,557               | 656,200                  | 704,330                | -              | -100.00%        | -              | -              |
| 465                | Major Guard Rails and Posts   | -                     | 1,373                 | 440                      | 330                    | -              | -100.00%        | -              | -              |
| 466                | Major Sweeping                | 105,910               | 95,454                | 88,000                   | 126,830                | -              | -100.00%        | -              | -              |
| 469                | Major Drain Structures        | 205,323               | 113,793               | 156,330                  | 177,840                | -              | -100.00%        | -              | -              |
| 470                | Major Roadside Cleanup        | 45,805                | 30,945                | 26,170                   | 35,570                 | -              | -100.00%        | -              | -              |
| 471                | Major Grass & Weed Control    | 7,761                 | 2,674                 | 1,840                    | 1,040                  | -              | -100.00%        | -              | -              |
| 475                | Major Signs                   | 196,881               | 213,156               | 106,570                  | 238,500                | -              | -100.00%        | -              | -              |
| 477                | Major Markings                | 88,655                | 29,837                | 102,430                  | 116,940                | -              | -100.00%        | -              | -              |
| 478                | Major Snow & Ice Control      | 395,872               | 426,444               | 449,000                  | 560,730                | -              | -100.00%        | -              | -              |
| 479                | Major Administration          | 528,837               | 649,538               | 428,710                  | 613,991                | -              | -100.00%        | -              | -              |
| Total Major Roads  |                               | <b>2,139,362</b>      | <b>1,990,771</b>      | <b>2,015,690</b>         | <b>2,576,101</b>       | -              | <b>-100.00%</b> | -              | -              |
| <b>23</b>          | <b>Drains</b>                 |                       |                       |                          |                        |                |                 |                |                |
| 514                | Retention Ponds               | 299,163               | 258,658               | 157,100                  | 254,390                | 200,160        | -21.32%         | 204,810        | 209,760        |
| 515                | Open Drain Maintenance        | 112,536               | 92,743                | 103,060                  | 110,450                | 111,930        | 1.34%           | 113,540        | 116,400        |
| 516                | Drains Administration         | 96,459                | 150,659               | 191,854                  | 197,710                | 431,780        | 118.39%         | 432,465        | 435,230        |
| 517                | Storm Sewer & Ryd             | 126,553               | 209,439               | 92,810                   | 173,950                | 195,000        | 12.10%          | 200,310        | 206,140        |
| Total Drains       |                               | <b>634,711</b>        | <b>711,499</b>        | <b>544,824</b>           | <b>736,500</b>         | <b>938,870</b> | <b>27.48%</b>   | <b>951,125</b> | <b>967,530</b> |
| <b>24</b>          | <b>Sidewalks</b>              |                       |                       |                          |                        |                |                 |                |                |
| 444                | Sidewalk Administration       | 32,075                | 32,955                | 25,020                   | 36,210                 | 39,410         | 8.84%           | 40,030         | 41,160         |
| 511                | Sidewalk Maint - Snow Control | 26,571                | 18,157                | 42,620                   | 56,150                 | 58,380         | 3.97%           | 59,590         | 60,840         |

**General Fund  
Expenditure Details By Department**

|                                   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|-----------------------------------|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| 512 Sidewalk Maint - General      | 141,826               | 154,768               | 73,300                   | 131,540                | 134,320       | 2.11%    | 137,420       | 141,570       |
| Total Sidewalks                   | 200,473               | 205,880               | 140,940                  | 223,900                | 232,110       | 3.67%    | 237,040       | 243,570       |
| <b>25 Street Lighting</b>         |                       |                       |                          |                        |               |          |               |               |
| 448 Street Lighting               | 439,462               | 470,469               | 490,160                  | 494,970                | 521,150       | 5.29%    | 531,700       | 541,190       |
| Total Street Lighting             | 439,462               | 470,469               | 490,160                  | 494,970                | 521,150       | 5.29%    | 531,700       | 541,190       |
| <b>26 Weeds</b>                   |                       |                       |                          |                        |               |          |               |               |
| 519 Weeds/Snow and Ice            | 5,550                 | 3,425                 | 3,300                    | 6,270                  | 6,540         | 4.31%    | 6,670         | 6,810         |
| Total Weeds                       | 5,550                 | 3,425                 | 3,300                    | 6,270                  | 6,540         | 4.31%    | 6,670         | 6,810         |
| Total Streets                     | 5,722,967             | 5,593,946             | 5,497,291                | 7,061,456              | 1,698,670     | -75.94%  | 1,726,535     | 1,759,100     |
| <b>Transportation</b>             |                       |                       |                          |                        |               |          |               |               |
| 596 Shuttle Services              | 223,560               | 1,151                 | -                        | -                      | -             | 0.00%    | -             | -             |
| 598 Senior/Special Transportation | -                     | 351,004               | 452,312                  | 519,792                | 438,400       | -15.66%  | 449,640       | 458,680       |
| Total Transportation              | 223,560               | 352,155               | 452,312                  | 519,792                | 438,400       | -15.66%  | 449,640       | 458,680       |
| TOTAL PUBLIC WORKS                | 5,946,527             | 5,946,100             | 5,949,603                | 7,581,248              | 2,137,070     | -71.81%  | 2,176,175     | 2,217,780     |
| <b>COMMUNITY DEVELOPMENT</b>      |                       |                       |                          |                        |               |          |               |               |
| <b>Engineering</b>                |                       |                       |                          |                        |               |          |               |               |
| 442 Engineering                   | \$ 2,931,060          | \$ 2,938,368          | \$ 3,185,720             | \$ 3,351,810           | \$ 3,343,500  | -0.25%   | \$ 3,403,180  | \$ 3,469,270  |
| Total Engineering                 | 2,931,060             | 2,938,368             | 3,185,720                | 3,351,810              | 3,343,500     | -0.25%   | 3,403,180     | 3,469,270     |
| <b>Planning</b>                   |                       |                       |                          |                        |               |          |               |               |
| 721 Planning                      | 922,092               | 842,073               | 937,488                  | 1,057,478              | 1,085,202     | 2.62%    | 1,112,072     | 1,141,932     |
| 723 Planning Commission           | 9,261                 | 8,517                 | 9,910                    | 15,340                 | 15,498        | 1.03%    | 15,658        | 15,838        |
| 726 Board of Zoning Appeals       | 3,411                 | 1,718                 | 4,130                    | 4,880                  | 4,920         | 0.82%    | 4,970         | 5,030         |
| 740 Real Estate and Development   | 54                    | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Total Planning                    | 934,817               | 852,309               | 951,528                  | 1,077,698              | 1,105,620     | 2.59%    | 1,132,700     | 1,162,800     |
| TOTAL COMMUNITY DEVELOPMENT       | 3,865,877             | 3,790,677             | 4,137,248                | 4,429,508              | 4,449,120     | 0.44%    | 4,535,880     | 4,632,070     |

**General Fund  
Expenditure Details By Department**

|                               |                                 | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change       | 2023 Proposed    | 2024 Proposed    |
|-------------------------------|---------------------------------|-----------------------|-----------------------|--------------------------|------------------------|------------------|----------------|------------------|------------------|
| <b>RECREATION AND CULTURE</b> |                                 |                       |                       |                          |                        |                  |                |                  |                  |
| <b><u>Parks</u></b>           |                                 |                       |                       |                          |                        |                  |                |                  |                  |
| 751                           | Parks Administration            | \$ 162,614            | \$ 173,675            | \$ 180,216               | \$ 169,776             | \$ 183,662       | 8.18%          | \$ 188,290       | \$ 193,350       |
| 756                           | Civic Center Maintenance        | 269,297               | 325,194               | 279,865                  | 279,865                | 306,415          | 9.49%          | 329,020          | 311,020          |
| 757                           | Cemetery Maintenance            | 10,697                | 22,443                | 23,040                   | 23,770                 | 22,080           | -7.11%         | 22,350           | 22,640           |
| 758                           | Parks Garage                    | 62,375                | 60,703                | 62,600                   | 62,700                 | 65,270           | 4.10%          | 66,560           | 67,890           |
| 759                           | Athletic Field Maintenance      | 232,467               | 178,616               | 293,990                  | 303,710                | 363,728          | 19.76%         | 342,880          | 349,380          |
| 770                           | Parks Maintenance               | 959,381               | 915,542               | 981,840                  | 942,860                | 1,032,740        | 9.53%          | 1,049,360        | 1,067,330        |
| 772                           | Park Equipment Repair           | 116,489               | 99,253                | 81,860                   | 86,660                 | 81,820           | -5.59%         | 84,120           | 86,700           |
| 773                           | Parks-Special Events            | 68,879                | 67,802                | 31,550                   | 60,660                 | 54,330           | -10.44%        | 55,550           | 56,880           |
| 774                           | Major Tree Maintenance          | 3,358                 | 4,203                 | 26,230                   | 26,230                 | -                | -100.00%       | -                | -                |
| 776                           | Major Tree Storm Damage         | 297                   | 771                   | 50                       | 200                    | -                | -100.00%       | -                | -                |
| 777                           | Local Tree Maintenance          | 594,693               | 604,395               | 634,170                  | 634,170                | -                | -100.00%       | -                | -                |
| 778                           | Local Tree Planting             | 145,600               | 151,028               | 154,730                  | 155,030                | 158,120          | 1.99%          | 161,280          | 164,500          |
| 779                           | Local Tree Storm Damage         | 14,768                | 13,778                | 29,440                   | 54,890                 | -                | -100.00%       | -                | -                |
| 780                           | Street Island Maintenance-Major | 71,118                | 59,729                | 83,000                   | 84,260                 | -                | -100.00%       | -                | -                |
| 781                           | Street Island Maintenance-Local | 98                    | 171                   | 50                       | 50                     | -                | -100.00%       | -                | -                |
| 783                           | Street Island Maintenance-DDA   | 230,565               | 171,776               | 289,685                  | 338,155                | 314,635          | -6.96%         | 310,115          | 315,065          |
| <b>Total Parks</b>            |                                 | <b>2,942,696</b>      | <b>2,849,080</b>      | <b>3,152,316</b>         | <b>3,222,986</b>       | <b>2,582,800</b> | <b>-19.86%</b> | <b>2,609,525</b> | <b>2,634,755</b> |
| <b><u>Recreation</u></b>      |                                 |                       |                       |                          |                        |                  |                |                  |                  |
| 752                           | Recreation Administration       | 873,202               | 696,781               | 578,590                  | 820,200                | 860,360          | 4.90%          | 885,226          | 903,216          |
| 753                           | Recreation                      | 988,285               | 843,146               | 416,030                  | 1,026,900              | 1,056,056        | 2.84%          | 1,079,165        | 1,106,570        |
| 754                           | Senior Programs                 | 310,434               | 235,376               | 127,720                  | 334,901                | 337,060          | 0.64%          | 356,920          | 366,530          |
| 755                           | Community Center                | 2,412,382             | 2,000,286             | 1,661,525                | 2,609,015              | 2,445,850        | -6.25%         | 2,574,660        | 2,638,710        |
| <b>Total Recreation</b>       |                                 | <b>4,584,303</b>      | <b>3,775,588</b>      | <b>2,783,865</b>         | <b>4,791,016</b>       | <b>4,699,326</b> | <b>-1.91%</b>  | <b>4,895,971</b> | <b>5,015,026</b> |
| <b><u>Nature Center</u></b>   |                                 |                       |                       |                          |                        |                  |                |                  |                  |
| 771                           | Nature Center                   | 154,012               | 199,265               | 154,780                  | 158,930                | 164,750          | 3.66%          | 166,190          | 174,590          |
| <b>Total Nature Center</b>    |                                 | <b>154,012</b>        | <b>199,265</b>        | <b>154,780</b>           | <b>158,930</b>         | <b>164,750</b>   | <b>3.66%</b>   | <b>166,190</b>   | <b>174,590</b>   |

**General Fund  
Expenditure Details By Department**

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed        | % Change      | 2023 Proposed        | 2024 Proposed        |
|---|-----------------------|-----------------------|--------------------------|------------------------|----------------------|---------------|----------------------|----------------------|
| <b>Historic Village</b>                     |                       |                       |                          |                        |                      |               |                      |                      |
| 802 Historic Village Operations             | 100,000               | 150,000               | 100,000                  | 100,000                | 106,000              | 6.00%         | 106,000              | 106,000              |
| 804 Museum Buildings                        | 85,194                | 87,422                | 94,620                   | 98,230                 | 106,799              | 8.72%         | 108,940              | 111,100              |
| 807 Museum Grounds                          | 29,766                | 18,174                | 57,170                   | 63,450                 | 52,700               | -16.94%       | 53,750               | 54,940               |
| <b>Total Historic Village</b>               | <b>214,960</b>        | <b>255,597</b>        | <b>251,790</b>           | <b>261,680</b>         | <b>265,499</b>       | <b>1.46%</b>  | <b>268,690</b>       | <b>272,040</b>       |
| <b>TOTAL RECREATION AND CULTURE</b>         | <b>7,895,971</b>      | <b>7,079,530</b>      | <b>6,342,751</b>         | <b>8,434,612</b>       | <b>7,712,375</b>     | <b>-8.56%</b> | <b>7,940,376</b>     | <b>8,096,411</b>     |
| <b>TRANSFERS OUT &amp; OTHER USES</b>       |                       |                       |                          |                        |                      |               |                      |                      |
| 966 Transfers Out                           | \$ 1,635,410          | \$ 2,000,000          | \$ 1,000,000             | \$ 1,000,000           | \$ 1,000,000         | 0.00%         | \$ 1,000,000         | \$ 1,000,000         |
| <b>Total</b>                                | <b>1,635,410</b>      | <b>2,000,000</b>      | <b>1,000,000</b>         | <b>1,000,000</b>       | <b>1,000,000</b>     | <b>0.00%</b>  | <b>1,000,000</b>     | <b>1,000,000</b>     |
| <b>TOTAL TRANSFERS OUT &amp; OTHER USES</b> | <b>1,635,410</b>      | <b>2,000,000</b>      | <b>1,000,000</b>         | <b>1,000,000</b>       | <b>1,000,000</b>     | <b>0.00%</b>  | <b>1,000,000</b>     | <b>1,000,000</b>     |
| <b>TOTAL - GENERAL FUND</b>                 | <b>\$ 60,956,503</b>  | <b>\$ 60,993,261</b>  | <b>\$ 62,084,488</b>     | <b>\$ 67,990,078</b>   | <b>\$ 62,995,021</b> | <b>-7.35%</b> | <b>\$ 64,266,169</b> | <b>\$ 65,737,358</b> |

**General Fund  
Expenditure Details By Account**

|                                     | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change       | 2023 Proposed     | 2024 Proposed     |
|-------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|-------------------|----------------|-------------------|-------------------|
| <b><u>EXPENDITURE</u></b>           |                       |                       |                          |                        |                   |                |                   |                   |
| <b><u>PERSONAL SERVICES</u></b>     |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Service                    | \$ 21,541,484         | \$ 22,403,814         | \$ 23,224,657            | \$ 25,033,590          | \$ 24,091,750     | -3.76%         | \$ 24,633,780     | \$ 25,249,660     |
| Elected and Appointed               | 21,975                | 19,450                | 22,400                   | 25,350                 | 25,350            | 0.00%          | 25,920            | 26,570            |
| Election Inspectors                 | 87,837                | 112,119               | 218,290                  | 236,450                | 71,300            | -69.85%        | 72,900            | 74,730            |
| S/A Supplement                      | 19,539                | 18,295                | 12,115                   | -                      | -                 | 0.00%          | -                 | -                 |
| Injury Leave                        | -                     | 88,372                | 115,673                  | -                      | -                 | 0.00%          | -                 | -                 |
| FICA                                | 1,625,944             | 1,699,340             | 1,813,075                | 1,924,110              | 1,842,430         | -4.25%         | 1,883,870         | 1,930,970         |
| Disability Pay - Volunteer Fire     | 918                   | 1,682                 | 12,180                   | -                      | -                 | 0.00%          | -                 | -                 |
| Workers Comp and Unemployment       | 335,759               | 626,369               | 569,310                  | 630,370                | 516,210           | -18.11%        | 527,810           | 541,020           |
| Sick Pay Allowance                  | 1,332,451             | 1,245,758             | 1,307,607                | 1,460,520              | 1,444,750         | -1.08%         | 1,477,280         | 1,514,160         |
| Hospital and Life Insurance         | 4,197,240             | 3,777,837             | 4,067,784                | 4,859,120              | 4,873,730         | 0.30%          | 5,214,900         | 5,579,940         |
| Vacation                            | 2,226,231             | 2,095,171             | 2,170,754                | 2,474,230              | 2,326,360         | -5.98%         | 2,378,730         | 2,438,160         |
| Retirement                          | 6,416,822             | 6,585,381             | 6,146,198                | 6,229,720              | 5,337,680         | -14.32%        | 5,457,770         | 5,594,200         |
| <b>TOTAL PERSONAL SERVICES</b>      | <b>37,806,199</b>     | <b>38,673,587</b>     | <b>39,680,043</b>        | <b>42,873,460</b>      | <b>40,529,560</b> | <b>-5.47%</b>  | <b>41,672,960</b> | <b>42,949,410</b> |
| <b><u>SUPPLIES</u></b>              |                       |                       |                          |                        |                   |                |                   |                   |
| Office Supplies                     | \$ 135,983            | \$ 102,861            | \$ 93,750                | \$ 149,540             | \$ 142,090        | -4.98%         | \$ 150,950        | \$ 151,040        |
| Postage                             | 109,904               | 110,433               | 131,010                  | 164,311                | 165,310           | 0.61%          | 161,960           | 162,030           |
| Operating Supplies                  | 1,444,854             | 1,305,078             | 941,984                  | 1,317,390              | 1,304,035         | -1.01%         | 1,340,770         | 1,335,860         |
| Fuel                                | 20,237                | 14,798                | 17,450                   | 23,370                 | 23,840            | 2.01%          | 24,318            | 24,318            |
| Tools                               | 7,825                 | 6,393                 | 9,660                    | 9,540                  | 2,120             | -77.78%        | 2,160             | 2,200             |
| Uniforms                            | 213,548               | 199,202               | 146,920                  | 233,610                | 219,870           | -5.88%         | 222,260           | 222,810           |
| Repair/Mtnce Supplies               | 867,586               | 827,886               | 1,097,085                | 1,186,905              | 610,268           | -48.58%        | 481,780           | 493,500           |
| <b>TOTAL SUPPLIES</b>               | <b>2,799,937</b>      | <b>2,566,652</b>      | <b>2,437,859</b>         | <b>3,084,666</b>       | <b>2,467,533</b>  | <b>-20.01%</b> | <b>2,384,198</b>  | <b>2,391,758</b>  |
| <b><u>OTHER SERVICE CHARGES</u></b> |                       |                       |                          |                        |                   |                |                   |                   |
| Professional Services               | \$ 1,208,122          | \$ 1,155,694          | \$ 1,153,800             | \$ 1,123,820           | \$ 1,158,080      | 3.05%          | \$ 1,181,470      | \$ 1,205,370      |
| Contractual Services                | 6,941,429             | 6,288,017             | 6,684,099                | 7,543,350              | 7,001,067         | -7.19%         | 7,081,519         | 7,176,129         |
| Bad Debt Expense                    | 53,867                | 95,698                | 35,000                   | 35,000                 | 5,000             | -85.71%        | 5,000             | 5,000             |
| Computer Services                   | 1,370,076             | 1,413,100             | 1,474,810                | 1,474,468              | 1,476,613         | 0.15%          | 1,471,124         | 1,484,083         |
| Consultant Services                 | 993,001               | 1,048,035             | 1,195,000                | 1,320,000              | 1,310,500         | -0.72%         | 1,311,000         | 1,311,500         |
| Health Services                     | 26,995                | 21,792                | 48,650                   | 44,930                 | 46,270            | 2.98%          | 52,240            | 52,420            |

**General Fund  
Expenditure Details By Account**

|                                    | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed        | % Change      | 2023 Proposed        | 2024 Proposed        |
|------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|----------------------|---------------|----------------------|----------------------|
| Communications                     | 114,340               | 121,389               | 119,710                  | 121,300                | 124,120              | 2.32%         | 120,175              | 121,110              |
| Vehicle Allowance                  | 63,750                | 68,425                | 74,150                   | 74,150                 | 69,150               | -6.74%        | 69,150               | 69,150               |
| Travel & Mileage                   | 5,241                 | 2,428                 | 4,650                    | 6,850                  | 7,480                | 9.20%         | 7,590                | 7,600                |
| Community Promotion                | 35,610                | 35,926                | 35,000                   | 54,000                 | 55,000               | 1.85%         | 56,000               | 56,000               |
| Appreciation Banquet               | 625                   | 7,455                 | 7,500                    | 10,000                 | 10,000               | 0.00%         | 10,000               | 10,000               |
| Firefighters Banquet               | 15,559                | 313                   | 22,450                   | 22,450                 | 22,900               | 2.00%         | 22,900               | 22,900               |
| Community Policing                 | 11,492                | 4,547                 | 7,020                    | 7,020                  | 7,160                | 1.99%         | 7,310                | 7,310                |
| Sundry                             | 3,844                 | 5,132                 | 2,500                    | 5,750                  | 5,870                | 2.09%         | 5,990                | 5,990                |
| Printing                           | 139,872               | 137,763               | 154,050                  | 177,920                | 178,490              | 0.32%         | 180,720              | 180,720              |
| Books and Magazines                | 6,094                 | 3,897                 | 10,990                   | 12,940                 | 13,102               | 1.25%         | 13,202               | 13,202               |
| Legal Notices                      | 10,109                | 7,538                 | 6,360                    | 6,320                  | 6,400                | 1.27%         | 6,400                | 6,400                |
| Advertising                        | 722                   | 1,197                 | 500                      | 1,250                  | 1,350                | 8.00%         | 1,400                | 1,450                |
| Other Fees                         | 132,607               | 98,946                | 20,000                   | 140,700                | 133,750              | -4.94%        | 143,900              | 147,000              |
| Public Utilities                   | 1,832,221             | 1,728,551             | 1,832,930                | 2,116,250              | 1,849,630            | -12.60%       | 1,885,205            | 1,917,755            |
| Vehicle Rental-Motor Pool          | 3,035,483             | 3,069,274             | 3,088,731                | 3,425,294              | 2,413,113            | -29.55%       | 2,459,517            | 2,471,792            |
| Rent-Internal                      | 92,725                | 105,747               | 113,300                  | 119,800                | 12,110               | -89.89%       | 10,290               | 10,500               |
| Rent                               | 8,290                 | -                     | -                        | 4,000                  | -                    | -100.00%      | -                    | -                    |
| Miscellaneous                      | 2,056,407             | 1,897,880             | 2,440,219                | 2,490,195              | 2,434,803            | -2.22%        | 2,444,094            | 2,446,914            |
| Membership & Dues                  | 101,564               | 129,622               | 129,724                  | 147,120                | 148,370              | 0.85%         | 150,450              | 151,000              |
| Education & Training               | 273,174               | 196,570               | 200,670                  | 321,600                | 313,120              | -2.64%        | 316,100              | 318,630              |
| Other                              | 62,812                | 49,570                | 72,273                   | 120,245                | 87,590               | -27.16%       | 87,675               | 87,675               |
| Tax Refunds                        | 37,685                | (5,958)               | 7,500                    | 15,000                 | 15,000               | 0.00%         | 15,000               | 15,000               |
| Banking Fees                       | 81,240                | 64,472                | 25,000                   | 90,230                 | 91,890               | 1.84%         | 93,590               | 93,590               |
| <b>TOTAL OTHER SERVICE CHARGES</b> | <b>18,714,957</b>     | <b>17,753,022</b>     | <b>18,966,586</b>        | <b>21,031,952</b>      | <b>18,997,928</b>    | <b>-9.67%</b> | <b>19,209,011</b>    | <b>19,396,190</b>    |
| <b>TOTAL EXPENDITURE</b>           | <b>59,321,093</b>     | <b>58,993,261</b>     | <b>61,084,488</b>        | <b>66,990,078</b>      | <b>61,995,021</b>    | <b>-7.46%</b> | <b>63,266,169</b>    | <b>64,737,358</b>    |
| <b>OTHER FINANCING USES</b>        |                       |                       |                          |                        |                      |               |                      |                      |
| Operating Transfers Out            | \$ 1,635,410          | \$ 2,000,000          | \$ 1,000,000             | \$ 1,000,000           | \$ 1,000,000         | 0.00%         | \$ 1,000,000         | \$ 1,000,000         |
| <b>TOTAL OTHER FINANCING USES</b>  | <b>1,635,410</b>      | <b>2,000,000</b>      | <b>1,000,000</b>         | <b>1,000,000</b>       | <b>1,000,000</b>     | <b>0.00%</b>  | <b>1,000,000</b>     | <b>1,000,000</b>     |
| <b>TOTAL - GENERAL FUND</b>        | <b>\$ 60,956,503</b>  | <b>\$ 60,993,261</b>  | <b>\$ 62,084,488</b>     | <b>\$ 67,990,078</b>   | <b>\$ 62,995,021</b> | <b>-7.35%</b> | <b>\$ 64,266,169</b> | <b>\$ 65,737,358</b> |

# CITY COUNCIL **AND** EXECUTIVE ADMINISTRATION

2021/22 PROPOSED BUDGET



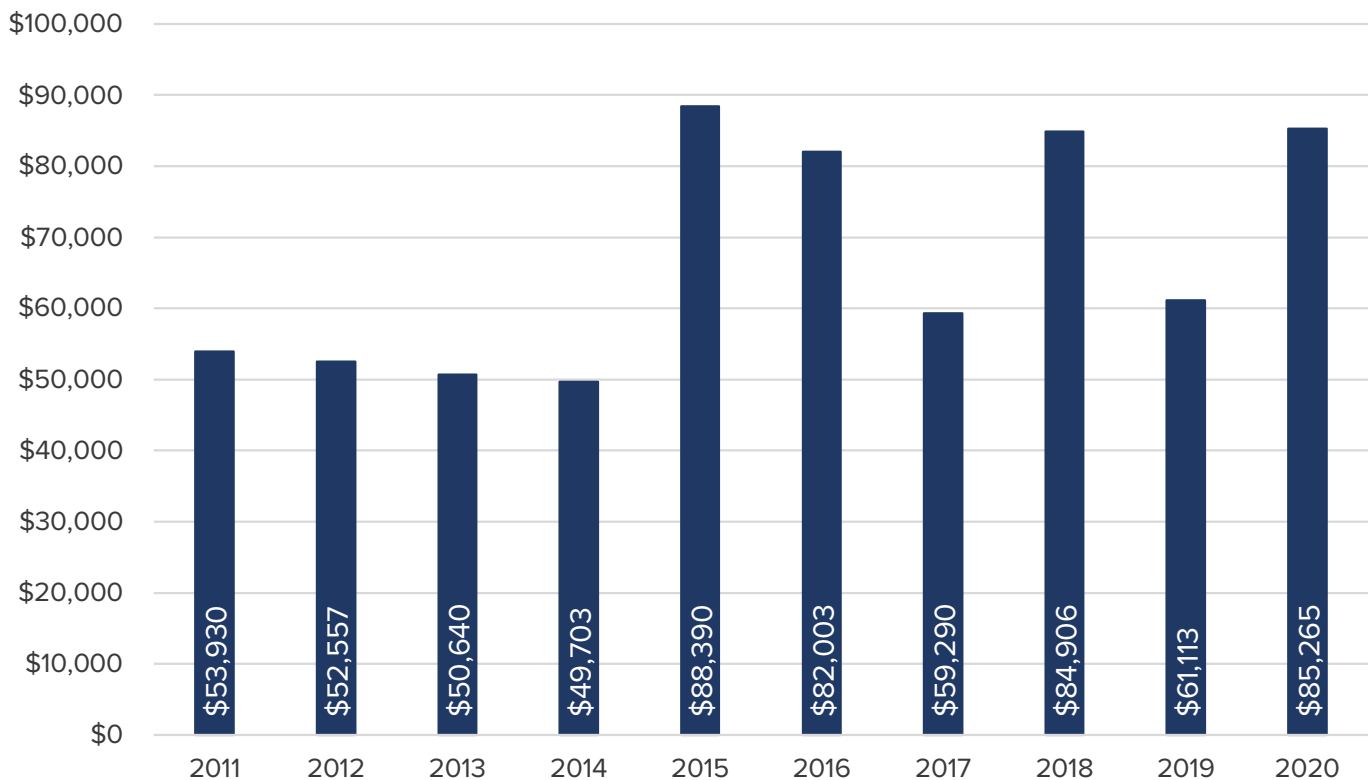
# CITY COUNCIL

|                      |                             |
|----------------------|-----------------------------|
| Mayor.....           | Ethan Baker                 |
| Mayor Pro Tem .....  | Theresa Brooks              |
| Council Member ..... | Edna Abraham                |
| Council Member ..... | Rebecca Chamberlain-Creanga |
| Council Member ..... | Ann Erickson Gault          |
| Council Member ..... | David Hamilton              |
| Council Member ..... | Ellen Hodorek               |



## OPERATING BUDGET HISTORY

Increase beginning in 2015 due to computer internal service charges for use of City computers.



**GENERAL FUND**  
**General Government/Council And Executive**  
**Administration**

## Council

|                                   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change     | 2023 Proposed     | 2024 Proposed     |
|-----------------------------------|-----------------------|-----------------------|--------------------------|------------------------|-------------------|--------------|-------------------|-------------------|
| <b>Fund: 101 GENERAL FUND</b>     |                       |                       |                          |                        |                   |              |                   |                   |
| Expenditures                      |                       |                       |                          |                        |                   |              |                   |                   |
| <b>Department: 102 Council</b>    |                       |                       |                          |                        |                   |              |                   |                   |
| <b>Business Unit: 102 Council</b> |                       |                       |                          |                        |                   |              |                   |                   |
| Personal Services                 | \$ 15,847             | \$ 14,541             | \$ 15,860                | \$ 15,860              | \$ 15,850         | -0.06%       | \$ 16,210         | \$ 16,610         |
| Supplies                          | 770                   | 1,937                 | 2,700                    | 2,900                  | 2,950             | 1.72%        | 3,000             | 3,000             |
| Other Service Charges             | 44,496                | 68,787                | 78,590                   | 83,590                 | 84,798            | 1.45%        | 86,027            | 86,668            |
| <b>Department Total: Council</b>  | <b>\$ 61,113</b>      | <b>\$ 85,265</b>      | <b>\$ 97,150</b>         | <b>\$ 102,350</b>      | <b>\$ 103,598</b> | <b>1.22%</b> | <b>\$ 105,237</b> | <b>\$ 106,278</b> |

# CITY MANAGER

|                                       |                      |
|---------------------------------------|----------------------|
| City Manager .....                    | Mark F. Miller, AICP |
| Assistant City Manager .....          | Robert J. Bruner     |
| Chief Financial Officer .....         | Rob Maleszyk         |
| Director of Community Affairs .....   | Cindy Stewart        |
| Economic Development Specialist ..... | Glenn Lapin          |

## MISSION STATEMENT

The mission of the City Manager's Office is to partner with City Council in achieving the goals and objectives set forth for the City of Troy. To this end, a key factor is the identification of priorities and establishment of management procedures that develop and effectively utilize City resources. In addition, the City Manager's Office works to create an environment that actively encourages business retention and growth through public and private sector collaboration, and oversees the City's communications, marketing, and organization-wide projects.

## DEPARTMENT FUNCTIONS

### CITY MANAGEMENT

- Oversees the day-to-day operations of the City
- Prepares meeting agendas
- Coordinates major and/or interdepartmental projects
- Conducts management/personnel studies
- Addresses questions and concerns from the community
- Selects candidates for vacant senior staff positions
- Recommends strategic planning initiatives

### FINANCE

- Prepares annual operating budget
- Monitors expenditures and revenues
- Analyzes and evaluates financial trends
- Develops Capital Improvement Program
- Administers the pension plans
- Manages investment of funds

## ECONOMIC DEVELOPMENT SERVICES

- Directs economic development efforts of the City
- Encourages and supports appropriate sustainable private sector developments
- Coordinates economic development services with other City, county, regional and state economic development agencies
- Provides information and assistance to businesses expanding or relocating to the City
- Provides professional and clerical staff support for the Downtown Development Authority, the Brownfield Redevelopment Authority, and the Local Development Finance Authority
- Coordinates City efforts with the Troy Chamber of Commerce

## COMMUNITY AFFAIRS

- Monitor the City's social media accounts to share information, and interact with the community
- Design City promotional materials while maintaining brand standards throughout all city creative content
- Partner with various City departments to create City-outreach programs
- Establish, manage, and implement the City's visual brand and identity
- Conceptualize, plan, and implement new creative marketing methods
- Ensure City website content and photos are accurate
- Manage the City's Farmer's Market

# PERFORMANCE INDICATORS

| PERFORMANCE INDICATORS                            | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|---|----------------|----------------|-------------------|----------------|
| # of Council Meetings                             | 39             | 36             | 30                | 30             |
| # City Strategies Addressed                       | 9              | 9              | 10                | -              |
| # of Employees' Retirement System Board Meetings  | 11             | 11             | 11                | 11             |
| # of Downtown Development Authority Meetings      | 3              | 3              | 3                 | 3              |
| # of Brownfield Redevelopment Authority Meetings  | 2              | 2              | 2                 | 2              |
| # of Local Development Finance Authority Meetings | 2              | 2              | 2                 | 2              |
| # of Labor Contracts Settled                      | 0              | 2              | 3                 | 0              |
| # of Business Contacts                            | 149            | 102            | 115               | 120            |
| # of Business Attraction Contacts                 | 56             | 32             | 40                | 40             |
| GFOA Awards                                       | 3              | 3              | 3                 | 3              |
| Bond Rating (S&P)                                 | AAA            | AAA            | AAA               | AAA            |

## NOTES ON PERFORMANCE INDICATORS

- # of Council meetings includes all Special Meetings & Study Sessions
- # of City Strategies Addressed is no longer utilized as a performance indicator
- # of Business Contact and # of Business Attraction Contacts decreased due to the hardships of the COVID-19 Pandemic. This number does not reflect restaurant relief program interactions and other COVID assistance programs

## SUMMARY OF BUDGET CHANGES

- Carried forward funds for City Manager Office construction

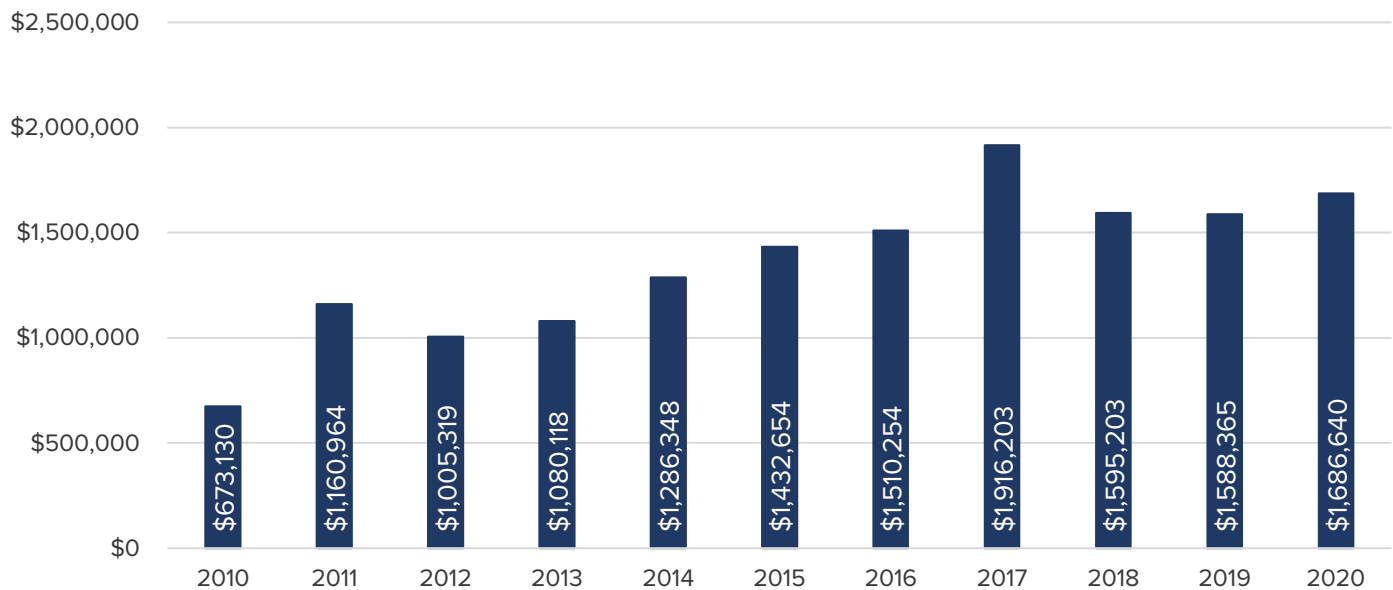
### SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

- None

| PERSONNEL SUMMARY     | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-----------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                       | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| City Manager's Office | 9           | 1.4       | 8           | 1.3       | 8           | 1.7       | 8           | 1.0       |
| Total Department      | 9           | 1.4       | 8           | 1.3       | 8           | 1.7       | 8           | 1.0       |

## OPERATING BUDGET HISTORY

2011 Incorporated Community Affairs Department



**GENERAL FUND**  
**General Government/Council And Executive**  
**Administration**

## Manager

|                                   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change      | 2023 Proposed       | 2024 Proposed       |
|-----------------------------------|-----------------------|-----------------------|--------------------------|------------------------|---------------------|---------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>     |                       |                       |                          |                        |                     |               |                     |                     |
| Expenditures                      |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Department: 172 Manager</b>    |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Business Unit: 172 Manager</b> |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                 | 1,238,685             | 1,385,130             | 1,422,460                | 1,492,600              | 1,493,430           | 0.06%         | 1,533,320           | 1,578,060           |
| Supplies                          | 31,742                | 24,642                | 60,000                   | 73,000                 | 38,550              | -47.19%       | 34,100              | 34,100              |
| Other Service Charges             | 317,937               | 276,868               | 322,600                  | 317,100                | 284,487             | -10.28%       | 292,060             | 293,253             |
| <b>Department Total: Manager</b>  | <b>\$ 1,588,365</b>   | <b>\$ 1,686,640</b>   | <b>\$ 1,805,060</b>      | <b>\$ 1,882,700</b>    | <b>\$ 1,816,467</b> | <b>-3.52%</b> | <b>\$ 1,859,480</b> | <b>\$ 1,905,413</b> |

# CITY CLERK'S OFFICE AND ELECTIONS

City Clerk.....Aileen Dickson

## MISSION STATEMENT

The mission of the City Clerk's Office is to build trust and confidence by promoting transparency, ensuring access to elections, and providing local government services to all.

## DEPARTMENT FUNCTIONS

### CITY COUNCIL MEETING ADMINISTRATION

- Post notices of Public Meetings
- Prepare City Council Agendas/Packets
- Prepare City Council Minutes
- Process results of City Council Meetings (certified resolutions, agreements, contracts)

### ELECTIONS

- Assure all voters their rights to fair and accessible elections
- Conduct all elections in compliance with federal, state and local election laws
- Update and maintain accurate voter records
- Maintain updated permanent absent voter list
- Educate voters and future voters with regard to election process and the importance of voting
- Implement new election laws in a timely and efficient manner

### FOIA

- Process all FOIA requests within statutorily required timelines
- Educate the public and staff in regards to FOIA laws and policies
- Communicate effectively with applicants and record holders
- Maintain accurate and complete records for all transactions as required by records retention schedules

### LICENSING

- Educate business owners and residents in regards to licensing ordinances
- Facilitate the Do Not Knock Registry
- Maintain accurate records of applicants and transactions completed
- Work in conjunction with other departments to ensure timely and efficient responses to applications and inquiries

### VITAL RECORDS

- Maintain accurate and confidential records of all events that occur within the City
- Provide certified copies to authorized applicants according to state statute
- Maintain complete records of all transactions

## PERFORMANCE INDICATORS

| Performance Indicators   | 2018/19 Actual | 2019/20 Actual | 2020/21 Projected | 2021/22 Budget |
|--|----------------|----------------|-------------------|----------------|
| Birth Certificate Requests Processed   | 3,837          | 3,112          | 3,300             | 3,300          |
| Death Certificate Requests Processed   | 1,191          | 1,156          | 1,100             | 1100           |
| Elections Conducted  | 2              | 2              | 2                 | 1              |
| Voter Transactions Processed   | 4,281          | 4,791          | 11,446            | 5,000          |
| Absent Voter Ballots Processed   | 19,274         | 17,600         | 57,486            | 10,000         |
| Business Licenses Issued   | 212            | 144            | 110               | 150            |
| Freedom of Information Act Requests Processed  | 351            | 245            | 264               | 300            |
| Passport Photos Taken  | 309            | N/A            | N/A               | N/A            |
| Mail Room and Duplicating  | 289,412        | 434,118        | 651,177           | 400,000        |
| City Council Agenda Packets Prepared   | 36             | 33             | 33                | 27             |
| Legal Notices Prepared   | 90             | 94             | 88                | 90             |
| Efficiencies and Savings Growth Expected Through the continuing development of electronic operations in the department | 5%             | 5%             | 5%                | 5%             |
| % of Registered Voters Voting (November)   | 67%            | 26%            | 77%               | 26%            |

### NOTES ON PERFORMANCE INDICATORS

The elections of 2020/21 were the busiest in Troy's history, with the highest number of absentee ballots ever issued and the highest overall voter turnout. Due to COVID-19, many businesses either were temporarily or permanently closed, causing business licensing to decrease in 2020/21.

## SUMMARY OF BUDGET CHANGES

Budget needs for 2021/22 are leveled off compared to the dramatic increase needed in Elections for the 2020/21 budget due to the Presidential election year during the pandemic.

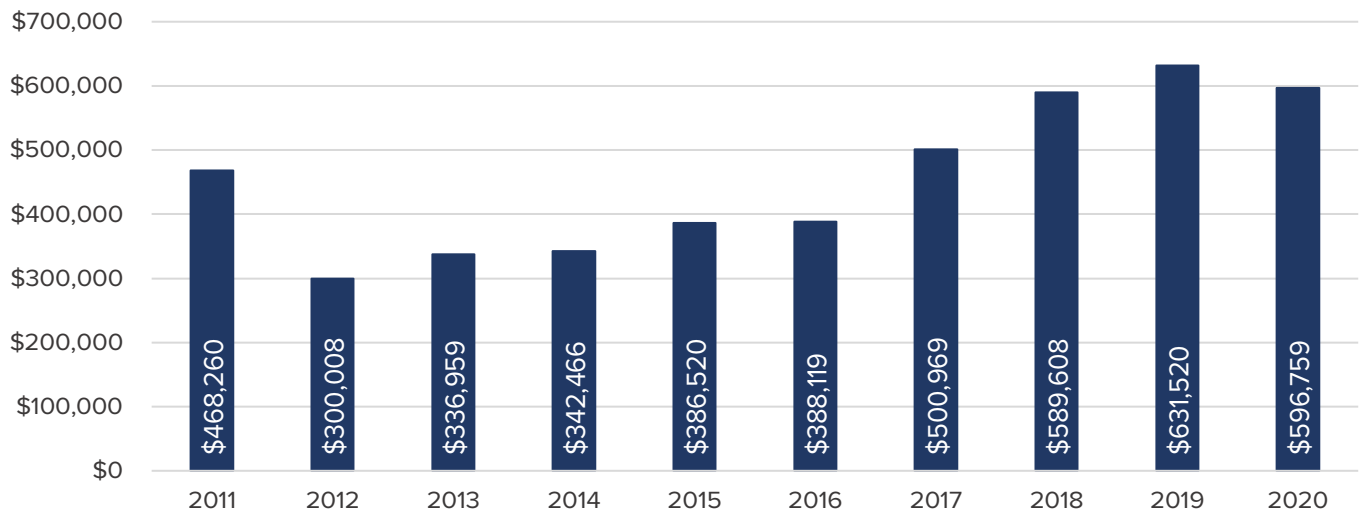
### SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

COVID-19 and the Presidential election year caused increased Election services throughout 2020/21, but COVID-19 decreased business licenses and other services.

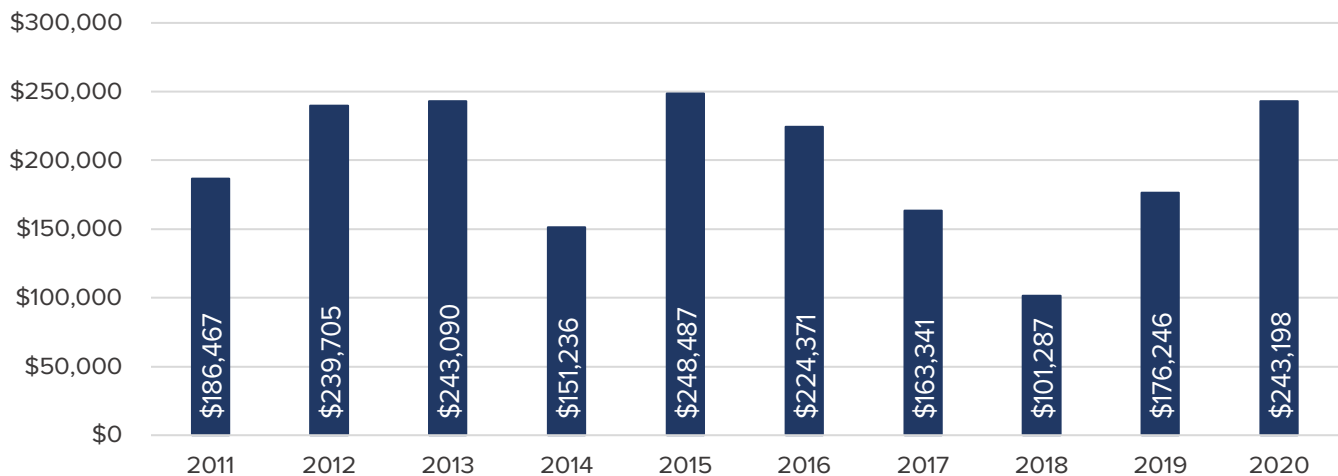


| PERSONNEL SUMMARY   | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|---------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                     | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| City Clerk's Office | 4           | 0.3       | 5           | 0.7       | 5           | 1.2       | 5           | 0.5       |
| Elections           | 1.29        | 2.10      | 0.29        | 1         | 0.29        | 0         | 0.29        | 0.5       |
| Total Department    | 5.29        | 2.40      | 5.29        | 1.70      | 5.29        | 1.2       | 5.29        | 1.0       |

## OPERATING BUDGET HISTORY - CITY CLERK'S OFFICE



## OPERATING BUDGET HISTORY - ELECTIONS



**GENERAL FUND**  
**General Government/Council And Executive**  
**Administration**

## City Clerk

|                                       | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change       | 2023 Proposed     | 2024 Proposed     |
|---------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|-------------------|----------------|-------------------|-------------------|
| <b>Fund: 101 GENERAL FUND</b>         |                       |                       |                          |                        |                   |                |                   |                   |
| Expenditures                          |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Department: 215 City Clerk</b>     |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Business Unit: 215 Clerk</b>       |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services                     | 568,341               | 535,852               | 564,641                  | 583,320                | 576,850           | -1.11%         | 593,300           | 611,660           |
| Supplies                              | 5,572                 | 4,300                 | 8,970                    | 8,870                  | 9,040             | 1.92%          | 9,200             | 9,200             |
| Other Service Charges                 | 57,607                | 56,606                | 60,610                   | 60,570                 | 61,896            | 2.19%          | 62,705            | 63,530            |
| <b>Business Unit Total: Clerk</b>     | <b>\$ 631,520</b>     | <b>\$ 596,759</b>     | <b>\$ 634,221</b>        | <b>\$ 652,760</b>      | <b>\$ 647,786</b> | <b>-0.76%</b>  | <b>\$ 665,205</b> | <b>\$ 684,390</b> |
| <b>Business Unit: 262 Elections</b>   |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services                     | 111,227               | 147,442               | 269,248                  | 276,970                | 114,890           | -58.52%        | 117,800           | 121,090           |
| Supplies                              | 20,848                | 31,708                | 37,650                   | 46,800                 | 48,895            | 4.48%          | 25,700            | 25,700            |
| Other Service Charges                 | 44,171                | 64,049                | 109,051                  | 78,080                 | 105,704           | 35.38%         | 105,854           | 152,474           |
| <b>Business Unit Total: Elections</b> | <b>\$ 176,246</b>     | <b>\$ 243,198</b>     | <b>\$ 415,949</b>        | <b>\$ 401,850</b>      | <b>\$ 269,489</b> | <b>-32.94%</b> | <b>\$ 249,354</b> | <b>\$ 299,264</b> |
| <b>Department Total: City Clerk</b>   | <b>\$ 807,765</b>     | <b>\$ 839,957</b>     | <b>\$ 1,050,170</b>      | <b>\$ 1,054,610</b>    | <b>\$ 917,275</b> | <b>-13.02%</b> | <b>\$ 914,559</b> | <b>\$ 983,654</b> |

# CITY ATTORNEY

City Attorney.....Lori Grigg Bluhm

## MISSION STATEMENT

The mission of the City Attorney's Office is to provide effective and efficient legal services to City Council, City Management and the various boards and committees of the City.

## DEPARTMENT FUNCTIONS

### ADMINISTRATION

- Prepares and administers department budget
- Serves as a liaison with local, federal, and state agencies, associations and groups
- Monitors progress of outside retained counsel
- Serves as a liaison with other City departments
- Coordinates staff development
- Explores use of available technological advances for increased efficiency
- Liaison for City's Casualty & Property Insurance
- Monitors compliance with Open Meetings Act and Freedom of Information Act
- Processes Claims against the City

### CITY AS PLAINTIFF

- Handles eminent domain cases
- Initiates invoice collection procedures
- Pursues nuisance abatement
- Pursues license revocations with Secretary of State
- Prepares administrative search warrants
- Represents City at administrative hearings, including but not limited to environmental law hearings

### DEFENSE OF THE CITY OF TROY

- Represents the City when its zoning and planning decisions are challenged
- Defends the City, its officials and volunteers when sued for the performance of governmental functions
- Defends the City and its officials in personal injury cases
- Defends City Assessor's value determinations

### PROSECUTION

- Processes misdemeanor ordinance violations
- Prosecutes drug and alcohol cases
- Pursues building and zoning ordinance cases
- Handles domestic abuse cases
- Prosecutes shoplifting cases
- Represents the City in traffic matters
- Prosecutes disorderly conduct cases
- Handles assault and battery cases
- Assists in municipal civil infraction matters
- Defends appeals of criminal convictions
- Defends appeals of civil infractions
- Participates on Drug Therapy Court Teams

### OTHER ACTIVITIES

- Negotiates or assists in negotiations of contracts, agreements, bonds and real estate transactions
- Researches, drafts, and reviews all ordinances, policies and legal documents
- Recommends necessary revisions of the City Charter and Code
- Receives citizen complaints, mediates disputes and issues criminal misdemeanor warrants
- Provides training regarding the law and legal procedures for employees and officials
- Assists citizens on a daily basis by answering inquiries and providing appropriate referrals when warranted
- Responds to media inquiries

## PERFORMANCE INDICATORS

| PERFORMANCE INDICATORS     | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|----------------------------|----------------|----------------|-------------------|----------------|
| District Court Appearances | 9,994          | 6,550          | 7,000             | 7000           |
| Claims and Incidents       | 134            | 120            | 125               | 125            |
| Cost Recovery for City     | \$62,900       | \$59,448       | \$60,000          | \$60,000       |
| Warrants Issued            | 234            | 198            | 200               | 200            |
| City Council Agenda Items  | 138            | 135            | 148               | 140            |

### NOTES ON PERFORMANCE INDICATORS

Cost Recovery amount does not include any restitution obtained for the benefit of crime victims or City's percentage of fines and costs and late fees resulting from district court prosecution.

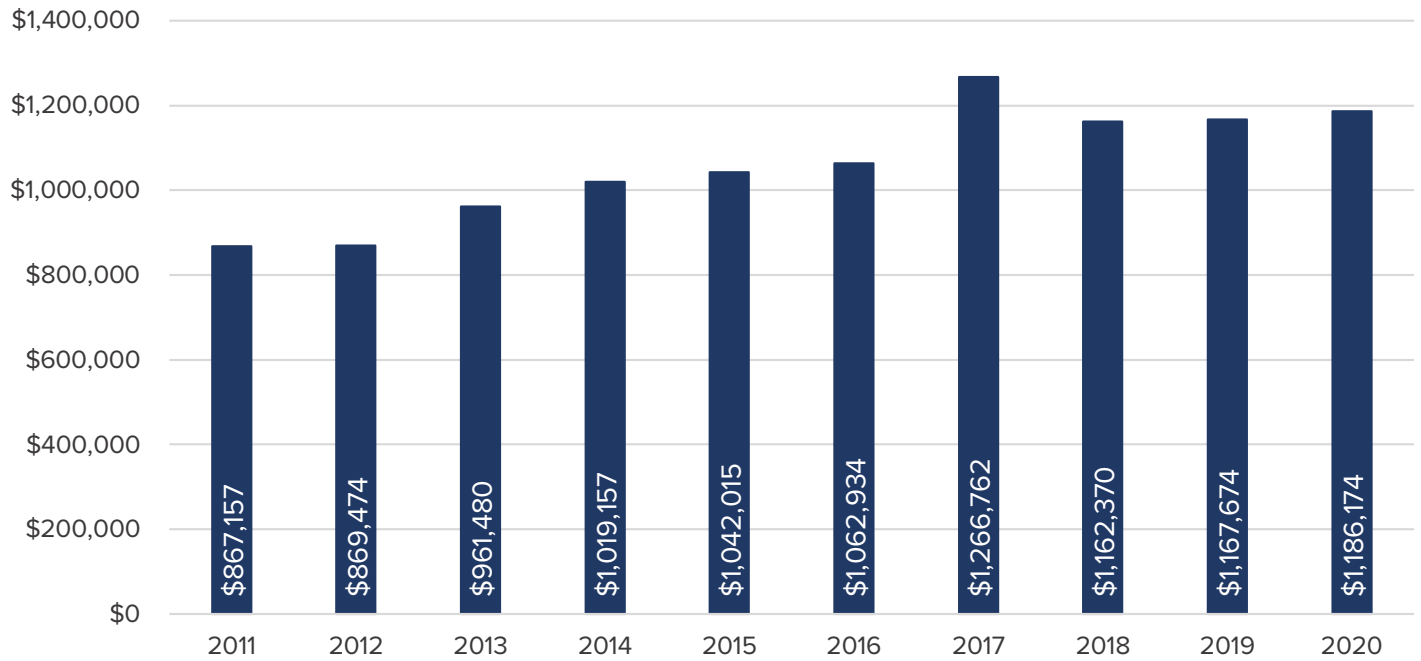
## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

None.

| PERSONNEL SUMMARY       | 2019 BUDGET |            | 2020 BUDGET |            | 2021 BUDGET |            | 2022 BUDGET |            |
|-------------------------|-------------|------------|-------------|------------|-------------|------------|-------------|------------|
|                         | Full Time   | Part Time  | Full Time   | Part Time  | Full Time   | Part Time  | Full Time   | Part Time  |
| City Attorney's Office  | 7           | 0.3        | 7           | 0.1        | 7           | 0.2        | 7           | 0.3        |
| <b>Total Department</b> | <b>7</b>    | <b>0.3</b> | <b>7</b>    | <b>0.1</b> | <b>7</b>    | <b>0.2</b> | <b>7</b>    | <b>0.3</b> |

# OPERATING BUDGET HISTORY



**GENERAL FUND**  
**General Government/Council And Executive**  
**Administration**

## City Attorney

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change     | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|--------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>           |                       |                       |                          |                        |                     |              |                     |                     |
| Expenditures                            |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Department: 266 City Attorney</b>    |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Business Unit: 266 City Attorney</b> |                       |                       |                          |                        |                     |              |                     |                     |
| Personal Services                       | 1,037,080             | 1,044,798             | 1,088,620                | 1,088,620              | 1,126,790           | 3.51%        | 1,157,760           | 1,192,390           |
| Supplies                                | 5,208                 | 4,893                 | 5,500                    | 6,440                  | 6,560               | 1.86%        | 6,560               | 6,560               |
| Other Service Charges                   | 125,386               | 136,484               | 178,210                  | 259,820                | 261,660             | 0.71%        | 261,760             | 261,760             |
| <b>Department Total: City Attorney</b>  | <b>\$ 1,167,674</b>   | <b>\$ 1,186,174</b>   | <b>\$ 1,272,330</b>      | <b>\$ 1,354,880</b>    | <b>\$ 1,395,010</b> | <b>2.96%</b> | <b>\$ 1,426,080</b> | <b>\$ 1,460,710</b> |

# HUMAN RESOURCES

Human Resources Director.....Jeanette Menig

## MISSION STATEMENT

It is the mission of the Human Resources Department to develop, implement and maintain programs and processes that add value to the City of Troy and to our workplace, leading to improved employee welfare, engagement and retention, thereby solidifying the City of Troy's position as an employer of choice.



## DEPARTMENT FUNCTIONS

### HUMAN RESOURCES

- Recruit and hire highly qualified candidates
- Research and implement effective measures to encourage employee retention
- Assist departments in effective personnel management
- Coordinate annual performance evaluations for full-time employees
- Develop policies to assure consistent, effective administration of procedures, pay, benefits and equal employment opportunity
- Maintain employee personnel records
- Ensure state and federal employment law compliance

### LABOR RELATIONS

- Provide consultation to employees and supervisors on labor relations and contract issues
- Negotiate collective bargaining agreements

### BENEFITS ADMINISTRATION

- Manage enrollment in health insurance plans
- Assist employees with health benefit issues
- Provide required COBRA notifications
- Administer Family and Medical Leave (FMLA)

### WORKPLACE SAFETY AND WELLNESS

- Administer workers' compensation program; coordinate with City-designated clinic and insurer, maintain records and report injuries as required
- Coordinate early return-to-work program
- Lead the Employee Safety Committee
- Review and evaluate workplace injuries and accidents; recommend safety improvements
- Coordinate safety training; ensure compliance to MIOSHA standards
- Coordinate Wellness Program, promote multi-faceted employee wellness

# PERFORMANCE INDICATORS

| PERFORMANCE INDICATOR  | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|--|----------------|----------------|-------------------|----------------|
| Full-time New Hires  | 23             | 19             | 22                | 25             |
| Full-time Promotions   | 15             | 6              | 20                | 15             |
| Part-time/Temporary New Hires                                | 155            | 130            | 100               | 150            |
| Part-time/Temporary Rehires                                  | 60             | 32             | 35                | 45             |
| Full-time Separations (not Retirement)                       | 10             | 8              | 11                | 10             |
| Full-time Retirements  | 9              | 8              | 12                | 10             |
| Part-time/Temporary Separations                              | 185            | 83             | 150               | 150            |
| Other Employment Record Changes                              | 1345           | 1053           | 1350              | 1400           |
| Job Postings   | 78             | 35             | 75                | 80             |
| Employment Applications                                      | 1101           | 938            | 3300              | 4000           |
| Occupational Injury or Illness Claims                        | 34             | 35             | 34                | 32             |
| Average Number of Work Days to Complete Internal Recruitment | 29             | 26             | 25                | 22             |
| Average Number of Work Days to Complete External Recruitment | 34             | 58             | 35                | 32             |
| Full-time Employee Turnover Rate (Excluding Retirements)     | 2.9%           | 2.3%           | 3.2%              | 3.0%           |
| Workplace Safety/Training Programs                           | 4              | 2              | 2                 | 5              |
| Employee Involvement Activities                              | 5              | 4              | 0                 | 2              |
| Employee Wellness Activities/Events                          | 3              | 1              | 1                 | 1              |



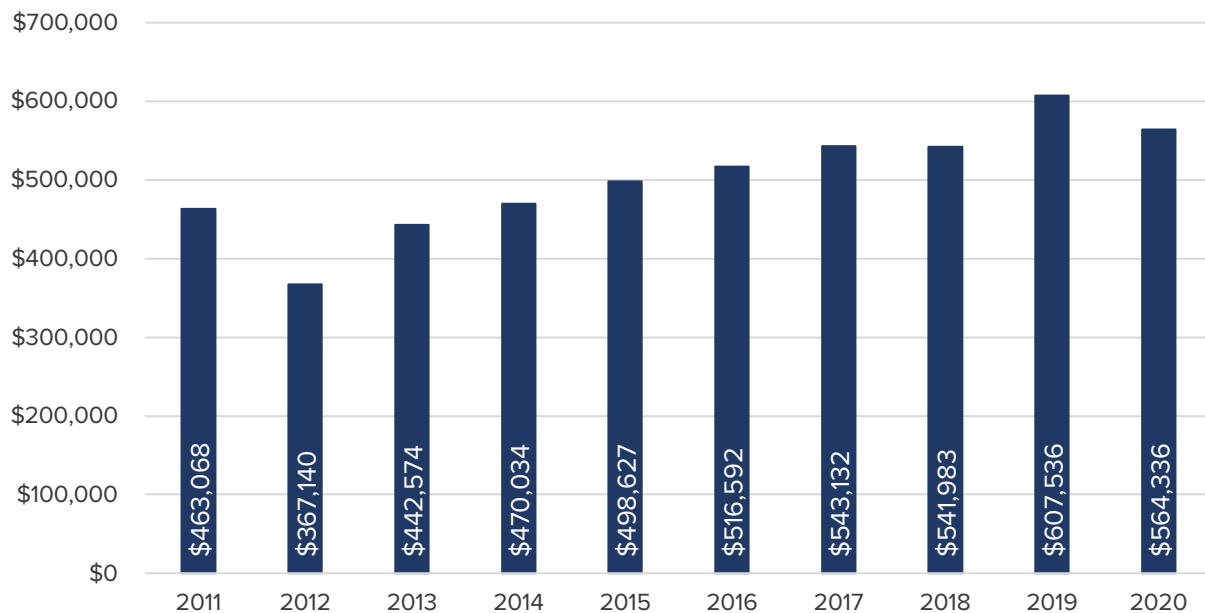
# SUMMARY OF BUDGET CHANGES

## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

The part-time position transitioned from an Office Assistant to a Human Resources Assistant – Recruiter with an increase in annual work hours.

| PERSONNEL SUMMARY | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                   | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Human Resources   | 4           | 0.5       | 4           | 0.5       | 4           | 0.5       | 4           | 0.7       |
| Total Department  | 4           | 0.5       | 4           | 0.5       | 4           | 0.5       | 4           | 0.7       |

## OPERATING BUDGET HISTORY



**GENERAL FUND**  
**General Government/Council And Executive**  
**Administration**

## Human Resources

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change     | 2023 Proposed     | 2024 Proposed     |
|---|-----------------------|-----------------------|--------------------------|------------------------|-------------------|--------------|-------------------|-------------------|
| <b>Fund: 101 GENERAL FUND</b>             |                       |                       |                          |                        |                   |              |                   |                   |
| Expenditures                              |                       |                       |                          |                        |                   |              |                   |                   |
| <b>Department: 270 Human Resources</b>    |                       |                       |                          |                        |                   |              |                   |                   |
| <b>Business Unit: 270 Human Resources</b> |                       |                       |                          |                        |                   |              |                   |                   |
| Personal Services                         | 504,528               | 451,683               | 481,650                  | 537,460                | 568,840           | 5.84%        | 586,000           | 605,080           |
| Supplies                                  | 3,081                 | 2,869                 | 1,550                    | 3,650                  | 3,650             | 0.00%        | 3,650             | 3,650             |
| Other Service Charges                     | 99,926                | 109,784               | 104,460                  | 158,440                | 141,530           | -10.67%      | 140,320           | 141,370           |
| <b>Department Total: Human Resources</b>  | <b>\$ 607,536</b>     | <b>\$ 564,336</b>     | <b>\$ 587,660</b>        | <b>\$ 699,550</b>      | <b>\$ 714,020</b> | <b>2.07%</b> | <b>\$ 729,970</b> | <b>\$ 750,100</b> |

# FINANCIAL **SERVICES**

2021/22 PROPOSED BUDGET

# FINANCE

Controller.....Lisa Burnham

## MISSION STATEMENT

The mission of the Finance Department is to achieve excellence in the accounting of all financial transactions, and provide support to City departments with financial; budgetary; and procurement issues.



## DEPARTMENT FUNCTIONS

### ACCOUNTING

- Performs accounting of all financial transactions
- Processes payroll payrolls and associated vendor disbursements
- Administers retiree health care and processes retirement payments
- Processes accounts payable transactions
- Processes accounts receivables transactions
- Reviews and processes all city invoices
- Manages the procurement card program
- Monitors the requisition process to ensure budgetary and policy compliance
- Performs grant administration
- Reconciles bank statements and investments

## PERFORMANCE INDICATORS

| PERFORMANCE INDICATORS  | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|---|----------------|----------------|-------------------|----------------|
| GFOA Certified Annual Financial Report Award – Years Received | 23             | 24             | 25                | 26             |
| Audit Workpapers Prepared                                     | 473            | 543            | 550               | 565            |
| P-Card Transactions Processed                                 | 6,105          | 4,152          | 3,500             | 5000           |
| P-Card Rebate   | \$24,032       | \$16,804       | \$15,000          | \$25,000       |
| General Journal Entries Processed                             | 3,414          | 3,055          | 3,100             | 3,200          |
| Payroll and Retiree Checks Processed                          | 27,814         | 27,214         | 23,000            | 27,500         |
| Retirees/Beneficiaries Receiving Medical Benefits             | 562            | 559            | 570               | 580            |
| Bank Statements and Investments Reconciled                    | 42             | 42             | 42                | 42             |
| P-Card Statements Processed Per Year                          | 651            | 585            | 650               | 700            |
| Invoices Issued   | 10,102         | 9,839          | 10,000            | 10,250         |
| Vendor Files Maintained                                       | 2,671          | 3,908          | 3,600             | 3,700          |
| Accounts Payable Checks Issued                                | 9,397          | 10,316         | 8,300             | 9,500          |
| Accounts Payable Invoices Processed                           | 19,994         | 19,177         | 14,700            | 17,000         |

### NOTES ON PERFORMANCE INDICATORS

None

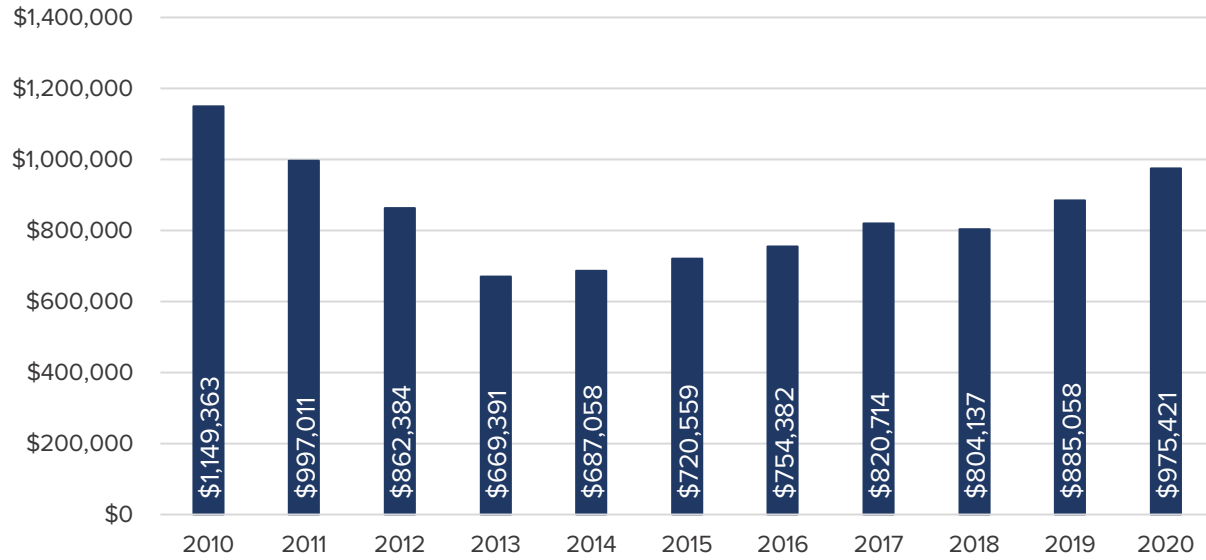
## SUMMARY OF BUDGET CHANGES

| PERSONNEL SUMMARY | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                   | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Accounting        | 6           | 1.6       | 6           | 1.4       | 6           | 1.7       | 7           | 1.9       |
| Total Department  | 6           | 1.6       | 6           | 1.4       | 6           | 1.7       | 7           | 1.9       |

### SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21

None

# OPERATING BUDGET HISTORY



**GENERAL FUND**  
General Government/Finance

## Financial Services

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change      | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|---------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>                   |                       |                       |                          |                        |                     |               |                     |                     |
| Expenditures                                    |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Department: 191 Financial Services</b>       |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Business Unit: 191 Accounting</b>            |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                               | 707,387               | 760,761               | 841,370                  | 833,800                | 1,030,460           | 23.59%        | 1,059,270           | 1,091,490           |
| Supplies  | 18,048                | 11,452                | 9,500                    | 13,250                 | 13,560              | 2.34%         | 13,760              | 13,760              |
| Other Service Charges                           | 104,124               | 142,408               | 121,564                  | 128,264                | 89,096              | -30.54%       | 89,950              | 89,980              |
| <b>Business Unit Total: Accounting</b>          | <b>\$ 829,558</b>     | <b>\$ 914,621</b>     | <b>\$ 972,434</b>        | <b>\$ 975,314</b>      | <b>\$ 1,133,116</b> | <b>16.18%</b> | <b>\$ 1,162,980</b> | <b>\$ 1,195,230</b> |
| <b>Business Unit: 223 Independent Auditor</b>   |                       |                       |                          |                        |                     |               |                     |                     |
| Other Service Charges                           | 55,500                | 60,800                | 57,300                   | 60,800                 | 63,500              | 4.44%         | 65,200              | 67,200              |
| <b>Business Unit Total: Independent Auditor</b> | <b>\$ 55,500</b>      | <b>\$ 60,800</b>      | <b>\$ 57,300</b>         | <b>\$ 60,800</b>       | <b>\$ 63,500</b>    | <b>4.44%</b>  | <b>\$ 65,200</b>    | <b>\$ 67,200</b>    |
| <b>Department Total: Financial Services</b>     | <b>\$ 885,058</b>     | <b>\$ 975,421</b>     | <b>\$ 1,029,734</b>      | <b>\$ 1,036,114</b>    | <b>\$ 1,196,616</b> | <b>15.49%</b> | <b>\$ 1,228,180</b> | <b>\$ 1,262,430</b> |

# TREASURER

City Treasurer .....Sandra Kasperek

## MISSION STATEMENT

The Treasurer’s Office is dedicated to providing the public with a positive experience interacting with government offices, particularly those conducting financial transactions with the city.



## DEPARTMENT FUNCTIONS

- Coordinate and deposit all revenue collections to appropriate bank accounts daily
- Print and mail vendor and payroll checks
- Create, maintain and balance tax database
- Collect and distribute tax revenue to appropriate taxing authorities
- Develop, implement and monitor policies/procedures to maintain best practices and safeguards
- Process outgoing City mail
- Passport Acceptance Facility



## PERFORMANCE INDICATORS

| PERFORMANCE INDICATOR   | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|---|----------------|----------------|-------------------|----------------|
| Tax Bill Payments Taken in the Treasurer's Office             | 20,300         | 20,600         | 20,600            | 20,600         |
| Tax Bill Payments Processed Electronically and at the Lockbox | 40,400         | 40,100         | 40,000            | 40,000         |
| Tax Bill Payments Processed Online/IVR Credit Card            | 1,920          | 2,200          | 2,300             | 2,300          |
| Tax Adjustments Processed                                     | 320            | 380            | 400               | 400            |
| Total % of Tax Roll Collected                                 | 99.90          | 99.80          | 99.90             | 99.90          |
| Water Bill Payments Taken in the Treasurer's Office           | 16,100         | 14,000         | 14,000            | 14,000         |
| Water Bill Payments Processed at the Lockbox                  | 59,500         | 59,000         | 59,000            | 59,000         |
| Water Bill Payments Processed Online/IVR Credit Card          | 6,300          | 8,400          | 8,500             | 8,500          |
| Water Bill Payments Processed through Auto Pay                | 23,000         | 24,300         | 24,500            | 24,500         |
| Customers Enrolled in Auto Pay                                | 5,800          | 6,200          | 6,300             | 6,300          |
| Special Assessment Billed                                     | 4              | 1              | 1                 | 1              |
| Number of Invoices Processed                                  | 7,000          | 6,820          | 6,900             | 6,900          |
| Number of Pieces of Outgoing City Mail Processed              | 65,500         | 62,600         | 60,000            | 60,000         |
| Passport Application Accepted                                 | 680            | 320            | -                 | -              |

### NOTES ON PERFORMANCE INDICATORS

Building has been closed to the public since March 2020 due to a global pandemic.

# SUMMARY OF BUDGET CHANGES

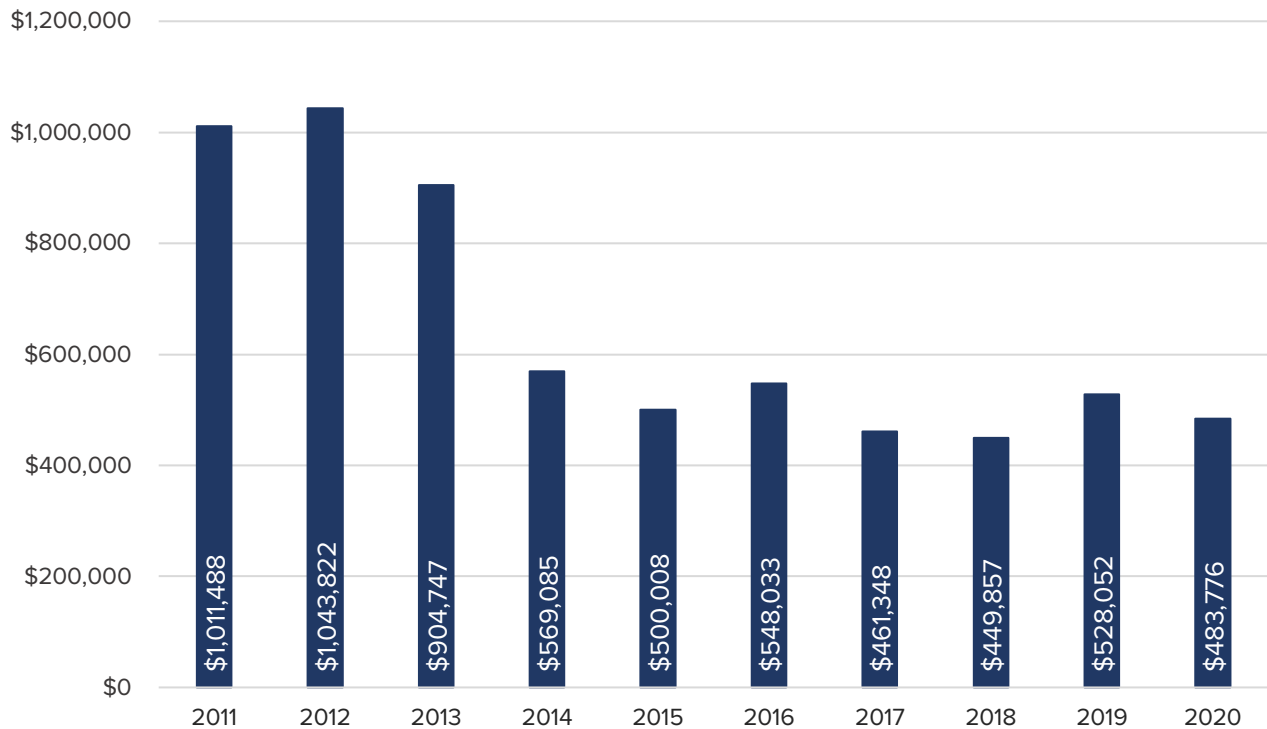
7901 Tax Bill Printing 8% increase to prevailing cost. Rebid after 5-yr contract expired.

| PERSONNEL SUMMARY       | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-------------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                         | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| City Treasurer's Office | 4           | 0         | 4           | 0         | 4           | 0         | 4           | 0         |
| Total Department        | 4           | 0         | 4           | 0         | 4           | 0         | 4           | 0         |

## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

None

## OPERATING BUDGET HISTORY



**GENERAL FUND**  
General Government/Finance

## Treasurer

|                                       | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change     | 2023 Proposed     | 2024 Proposed     |
|---------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|-------------------|--------------|-------------------|-------------------|
| <b>Fund: 101 GENERAL FUND</b>         |                       |                       |                          |                        |                   |              |                   |                   |
| Expenditures                          |                       |                       |                          |                        |                   |              |                   |                   |
| <b>Department: 191 Treasurer</b>      |                       |                       |                          |                        |                   |              |                   |                   |
| <b>Business Unit: 253 Treasurer</b>   |                       |                       |                          |                        |                   |              |                   |                   |
| Personal Services                     | 422,227               | 418,275               | 449,979                  | 451,600                | 472,480           | 4.62%        | 486,700           | 502,480           |
| Supplies                              | 28,777                | 30,389                | 42,350                   | 43,550                 | 43,120            | -0.99%       | 43,190            | 43,190            |
| Other Service Charges                 | 77,048                | 35,113                | 51,714                   | 60,800                 | 56,070            | -7.78%       | 56,840            | 58,540            |
| <b>Business Unit Total: Treasurer</b> | <b>\$ 528,052</b>     | <b>\$ 483,776</b>     | <b>\$ 544,043</b>        | <b>\$ 555,950</b>      | <b>\$ 571,670</b> | <b>2.83%</b> | <b>\$ 586,730</b> | <b>\$ 604,210</b> |
| <b>Department Total: Treasurer</b>    | <b>\$ 528,052</b>     | <b>\$ 483,776</b>     | <b>\$ 544,043</b>        | <b>\$ 555,950</b>      | <b>\$ 571,670</b> | <b>2.83%</b> | <b>\$ 586,730</b> | <b>\$ 604,210</b> |

# PURCHASING

Purchasing Manager.....Emily Frontera

## MISSION STATEMENT

The Mission of the Purchasing Department is to ensure value for City of Troy Departments by procuring goods and services at the lowest competitive price from competent vendors meeting specifications. Activities of the personnel in the Purchasing Department shall be performed in a manner that guarantees the integrity of the purchasing process, and that all vendors and City personnel are treated equitably and professionally.

## DEPARTMENT FUNCTIONS

- Administering and managing the economical, effective, timely and lawful procurement process in order to meet the needs of the City
- Utilizing MITN; the Michigan Inter-Governmental Trade Network; [www.mitn.info](http://www.mitn.info)
- Actively participating in cooperative purchasing opportunities where applicable and beneficial to the City of Troy
- Conduct Quote and Bid process which includes writing customized bid documents and Request for Proposals
- Continuously facilitating and planning cost saving opportunities
- Contract administration of City-wide, non-construction contracts
- Collaborating with the Finance Department to ensure accurate payment and processing of all purchases

## PERFORMANCE INDICATORS

| PERFORMANCE INDICATOR             | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|-----------------------------------|----------------|----------------|-------------------|----------------|
| Bid/Proposals Processed           | 58             | 44             | 50                | 50             |
| Value of Goods/Services Purchased | \$44,064,552   | \$39,901,051   | \$45,000,000      | \$46,000,000   |
| Bid Process Savings               | \$845,233      | \$1,013,000    | \$750,000         | \$750,000      |
| % of Awards Without Dispute       | 100%           | 100%           | 100%              | 100%           |
| Vending Commissions               | \$13,470       | \$17,130       | \$10,000          | \$20,000       |
| Office Supply Rebates             | \$700          | \$1210         | \$1200            | \$1200         |

## NOTES ON PERFORMANCE INDICATORS

The Purchasing Department had a very successful year. The % of Awards without dispute were 100% Vending sales fell in 2020/2021 due to the pandemic and City building closures.

The City continues to receive commissions based on the City-wide vending contract and is anticipated to increase as buildings reopen to the public and staff.

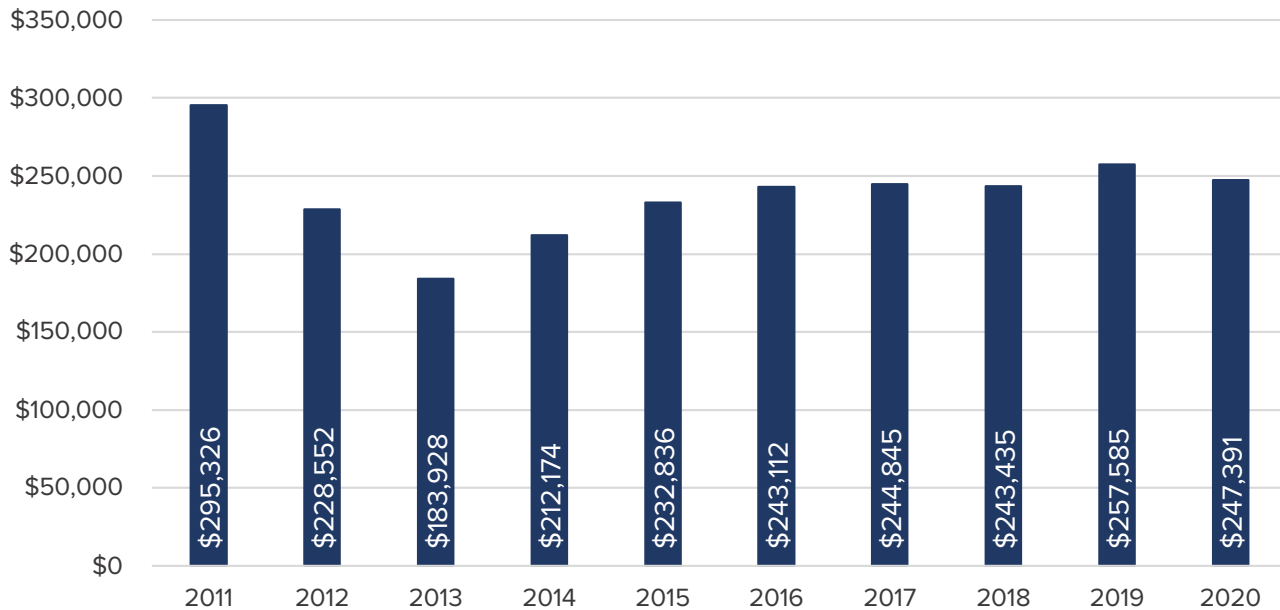
# SUMMARY OF BUDGET CHANGES

## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

None

| PERSONNEL SUMMARY     | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-----------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                       | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Purchasing Department | 3           | 1.6       | 3           | 0.8       | 3           | 0.4       | 2           | 0.6       |
| Total Department      | 3           | 1.6       | 3           | 0.8       | 3           | 0.4       | 2           | 0.6       |

## OPERATING BUDGET HISTORY



**GENERAL FUND**  
General Government/Finance

## Purchasing

|                                      | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change       | 2023 Proposed     | 2024 Proposed     |
|--------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|-------------------|----------------|-------------------|-------------------|
| <b>Fund: 101 GENERAL FUND</b>        |                       |                       |                          |                        |                   |                |                   |                   |
| Expenditures                         |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Department: 233 Purchasing</b>    |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Business Unit: 233 Purchasing</b> |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services                    | 238,132               | 228,649               | 312,750                  | 326,370                | 259,810           | -20.39%        | 267,220           | 275,480           |
| Supplies                             | 3,157                 | 1,146                 | 2,800                    | 2,800                  | 2,950             | 5.36%          | 3,050             | 3,050             |
| Other Service Charges                | 16,296                | 17,596                | 20,200                   | 20,200                 | 20,490            | 1.44%          | 20,760            | 21,040            |
| <b>Department Total: Purchasing</b>  | <b>\$ 257,585</b>     | <b>\$ 247,391</b>     | <b>\$ 335,750</b>        | <b>\$ 349,370</b>      | <b>\$ 283,250</b> | <b>-18.93%</b> | <b>\$ 291,030</b> | <b>\$ 299,570</b> |

# CITY ASSESSOR'S OFFICE

City Assessor.....Leger A. (Nino) Licari

## MISSION STATEMENT

The mission of the City Assessor's Office is to accurately inventory and appraise every parcel of property in Troy in order to fairly distribute the tax burden, which supports the cost of government.

## DEPARTMENT FUNCTIONS

- Supervises preparation of Assessment Roll
- Serves as secretary of the Board of Review
- Implements policies and procedures
- Defends City in all matters before the
- Michigan Tax Tribunal

## PERFORMANCE INDICATORS

| PERFORMANCE INDICATORS         | 2018/19 ACTUAL  | 2019/20 ACTUAL  | 2020/21 PROJECTED | 2021/22 BUDGET  |
|--------------------------------|-----------------|-----------------|-------------------|-----------------|
| Board of Review Appointments   | 49              | 20              | 36                | 45              |
| Assessor Review Changes        | 22              | 15              | 16                | 20              |
| Personal Property Audits       | 150             | 150             | 100               | 150             |
| Principal Residence Exemptions | 1,024           | 975             | 925               | 879             |
| Transfer Affidavits and Deeds  | 5,400           | 5,206           | 4,528             | 3,939           |
| Property Description Changes   | 100             | 68              | 75                | 75              |
| Total State Equalized Value    | \$6,146,885,474 | \$6,536,364,170 | \$6,916,181,470   | \$7,168,405,250 |
| Small Claims Tribunal Appeals  | 12              | 1               | 8                 | 5               |
| Full Tribunal Appeals          | 14              | 18              | 30                | 100             |
| Sales Ratio                    | 50.00%          | 50.00%          | 50.00%            | 50.00%          |
| Equalization Factor            | 1.00            | 1.00            | 1.00              | 1.00            |

## NOTES ON PERFORMANCE INDICATORS

- As Residential Value increase, Board of Review Appointments will increase.
- Assessor Review Changes are higher than anticipated.
- Principal Residence Exemption and Deed processing will increase with more sales.
- Property Descriptions Changes will flatten.
- Small Claims Tribunal Appeals will flatten with rising residential values.
- Full Tribunal Appeals will increase for 2021 and 2022 because of the pandemic.
- The Sales Ratio percent and Equalization Factor should not change.

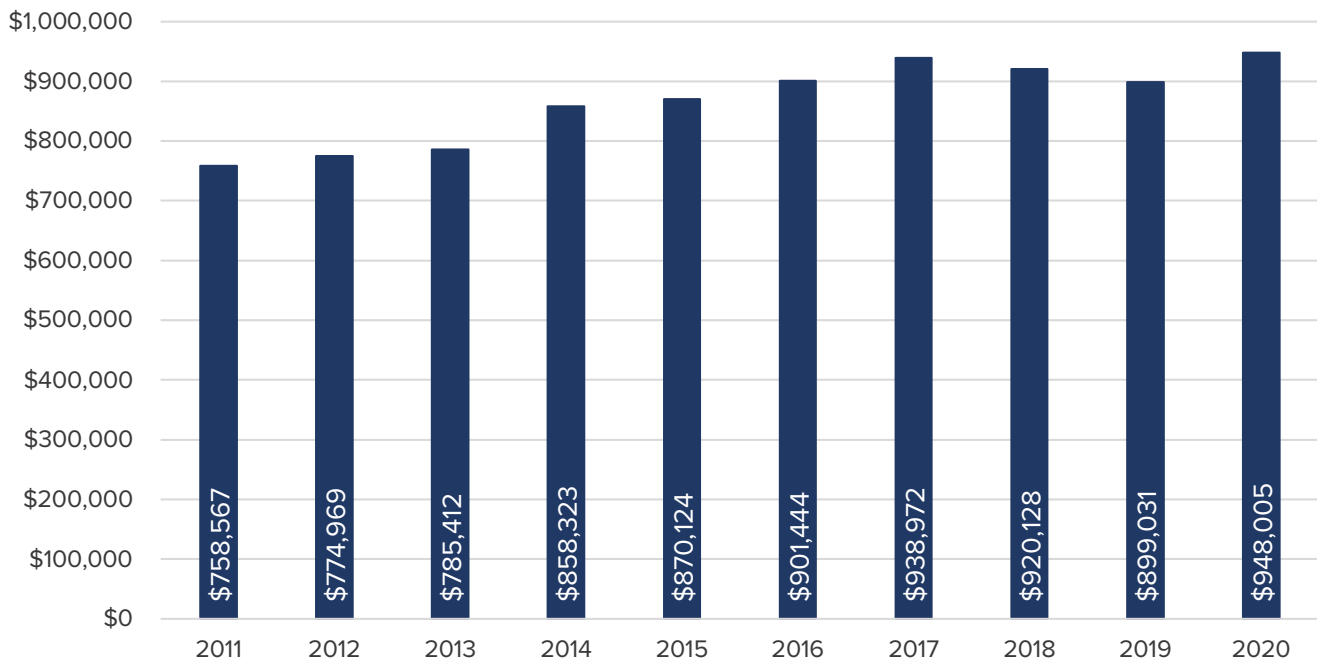
# SUMMARY OF BUDGET CHANGES

## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

None

| PERSONNEL SUMMARY       | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-------------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                         | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| City Assessor's Office  | 7           | 0         | 7           | 0         | 7           | 0         | 7           | 0         |
| <b>Total Department</b> | <b>7</b>    | <b>0</b>  | <b>7</b>    | <b>0</b>  | <b>7</b>    | <b>0</b>  | <b>7</b>    | <b>0</b>  |

## OPERATING BUDGET HISTORY





**GENERAL FUND**  
General Government/Finance

## Assessing

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change      | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|---------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>               |                       |                       |                          |                        |                     |               |                     |                     |
| Expenditures                                |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Department: 257 Assessing</b>            |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Business Unit: 247 Board of Review</b>   |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                           | 1,456                 | 1,603                 | 1,800                    | 1,950                  | 1,950               | 0.00%         | 1,990               | 2,050               |
| Other Service Charges                       | (22)                  | -                     | 370                      | 370                    | 370                 | 0.00%         | 370                 | 370                 |
| <b>Business Unit Total: Board of Review</b> | <b>\$ 1,434</b>       | <b>\$ 1,603</b>       | <b>\$ 2,170</b>          | <b>\$ 2,320</b>        | <b>\$ 2,320</b>     | <b>0.00%</b>  | <b>\$ 2,360</b>     | <b>\$ 2,420</b>     |
| <b>Business Unit: 257 Assessing</b>         |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                           | 794,905               | 848,644               | 891,506                  | 920,110                | 917,430             | -0.29%        | 943,180             | 971,930             |
| Supplies                                    | 18,102                | 17,399                | 24,860                   | 25,660                 | 26,180              | 2.03%         | 26,180              | 26,180              |
| Other Service Charges                       | 84,590                | 80,359                | 80,922                   | 83,900                 | 83,290              | -0.73%        | 83,290              | 83,290              |
| <b>Business Unit Total: Assessing</b>       | <b>\$ 897,597</b>     | <b>\$ 946,402</b>     | <b>\$ 997,288</b>        | <b>\$ 1,029,670</b>    | <b>\$ 1,026,900</b> | <b>-0.27%</b> | <b>\$ 1,052,650</b> | <b>\$ 1,081,400</b> |
| <b>Department Total: Assessing</b>          | <b>\$ 899,031</b>     | <b>\$ 948,005</b>     | <b>\$ 999,458</b>        | <b>\$ 1,031,990</b>    | <b>\$ 1,029,220</b> | <b>-0.27%</b> | <b>\$ 1,055,010</b> | <b>\$ 1,083,820</b> |

# OTHER GENERAL GOVERNMENT

2021/22 PROPOSED BUDGET

# CITY BUILDINGS

Public Works Director.....Kurt Bovensiep

Facilities & Grounds Operations Manager.....Dennis Trantham



| PERSONNEL SUMMARY | 2019<br>BUDGET |              | 2020<br>BUDGET |              | 2021<br>BUDGET |              | 2022<br>BUDGET |              |
|-------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
|                   | Full<br>Time   | Part<br>Time | Full<br>Time   | Part<br>Time | Full<br>Time   | Part<br>Time | Full<br>Time   | Part<br>Time |
| City Hall         |                |              |                |              |                |              |                |              |
| Total Department  | ✓              | ✓            | ✓              | ✓            | ✓              | ✓            | ✓              | ✓            |

**GENERAL FUND**  
General Government/Other General Government

## Building Operations

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change     | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|--------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>                           |                       |                       |                          |                        |                     |              |                     |                     |
| Expenditures  |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Department: 264 Building Operations</b>              |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Business Unit: 261 Fire-Police Training Center</b>   |                       |                       |                          |                        |                     |              |                     |                     |
| Supplies  | 4,094                 | 4,425                 | 6,000                    | 5,530                  | 6,200               | 12.12%       | 6,300               | 6,400               |
| Other Service Charges                                   | 101,014               | 90,128                | 95,620                   | 103,080                | 106,020             | 2.85%        | 108,220             | 110,470             |
| <b>Business Unit Total: Fire-Police Training Center</b> | <b>\$ 105,108</b>     | <b>\$ 94,552</b>      | <b>\$ 101,620</b>        | <b>\$ 108,610</b>      | <b>\$ 112,220</b>   | <b>3.32%</b> | <b>\$ 114,520</b>   | <b>\$ 116,870</b>   |
| <b>Business Unit: 265 City Hall</b>                     |                       |                       |                          |                        |                     |              |                     |                     |
| Supplies  | 30,839                | 40,787                | 37,550                   | 37,620                 | 32,070              | -14.75%      | 32,710              | 33,360              |
| Other Service Charges                                   | 847,985               | 879,261               | 910,470                  | 984,470                | 1,030,524           | 4.68%        | 1,005,730           | 1,025,860           |
| <b>Business Unit Total: City Hall</b>                   | <b>\$ 878,824</b>     | <b>\$ 920,049</b>     | <b>\$ 948,020</b>        | <b>\$ 1,022,090</b>    | <b>\$ 1,062,594</b> | <b>3.96%</b> | <b>\$ 1,038,440</b> | <b>\$ 1,059,220</b> |
| <b>Business Unit: 277 District Court</b>                |                       |                       |                          |                        |                     |              |                     |                     |
| Supplies  | 103,797               | 7,795                 | 21,430                   | 21,380                 | 21,810              | 2.01%        | 22,250              | 22,700              |
| Other Service Charges                                   | 264,411               | 309,435               | 294,540                  | 295,460                | 303,827             | 2.83%        | 309,920             | 316,660             |
| <b>Business Unit Total: District Court</b>              | <b>\$ 368,209</b>     | <b>\$ 317,230</b>     | <b>\$ 315,970</b>        | <b>\$ 316,840</b>      | <b>\$ 325,637</b>   | <b>2.78%</b> | <b>\$ 332,170</b>   | <b>\$ 339,360</b>   |
| <b>Department Total: Building Operations</b>            | <b>\$ 1,352,140</b>   | <b>\$ 1,331,831</b>   | <b>\$ 1,365,610</b>      | <b>\$ 1,447,540</b>    | <b>\$ 1,500,451</b> | <b>3.66%</b> | <b>\$ 1,485,130</b> | <b>\$ 1,515,450</b> |

# PUBLIC **SAFETY**

2021/22 PROPOSED BUDGET

# POLICE

Police Chief .....Frank Nastasi

## MISSION STATEMENT

It is the mission of the Police Department to enhance the quality of life in our community by protecting life and property and maintaining the peace through police service. The Police Department seeks to accomplish its mission by forming partnerships with residents, businesses, community groups, governmental agencies, and private organizations. The Department utilizes problem solving and creativity to enhance community livability and empowers its employees to exercise leadership to achieve our mission.

## DEPARTMENT FUNCTIONS

### OFFICE OF THE CHIEF OF POLICE/ PROFESSIONAL STANDARDS SECTION

- Prepares and administers the Department budget
- Coordinates and administers grants
- Directs the planning, organization, coordination, and review of department operations
- Establishes, evaluates, and reports on department goals
- Develops, implements, and evaluates department policies and procedures
- Works with the City Manager and department heads on city plans and projects
- Serves as a liaison with law enforcement and community groups
- Manages emergency operations and homeland security functions
- Conducts Internal and Pre-employment Investigations
- Develops, schedules, and presents department training
- Manages and disseminates social media
- Facilitates problem-solving projects
- Conducts background investigations on liquor license applicants, gun registration, and other city-mandated licensing and permits
- Manages and directs the Tactical Support Team, Crisis Negotiation Team, and Oakland
- County Hazardous Material Response Team
- Coordinates with Oak Tac Training
- Consortium to manage and direct small squad tactics, active shooter, and school safety training exercises

### INVESTIGATIVE/ ADMINISTRATIVE SERVICES

- Investigates reported crimes and suspected criminal activity
- Conducts undercover investigations and criminal surveillances
- Gathers collates, and disseminates information regarding criminal activity

### INVESTIGATIVE/ ADMINISTRATIVE SERVICES (CONT.)

- Administers criminal and narcotics forfeiture actions
- Provides specialized narcotics trafficking and arson investigations
- Serves as liaison with other law enforcement agencies
- Conducts forensic examinations of electronic devices
- Participates in multi-jurisdictional investigative efforts
- Conducts investigations relative to child welfare, abuse and neglect
- Serves as liaison with local, state, and federal prosecutors and courts
- Maintains records, processes Freedom of Information (FOIA) requests, and permit and license requests
- Stores, secures and disposes of property and evidence
- Houses and transports prisoners
- Dispatches calls for emergency services
- Coordinates and maintains management information systems and conducts research and planning
- Coordinates purchase and maintenance of department vehicles
- Manages impound vehicles
- Coordinates volunteers working inside the department
- Manages the function of Crime Data Analyst
- Disseminates media information/Public Information Officer
- Conducts safety education classes for youth groups
- Implements crime prevention programs
- Coordinates school crossing guards
- Coordinates chaplain programs
- Facilitates the volunteer citizen on patrol program
- School Resource Officer
- Coordinates the PD involvement in community charity-based events in conjunction with city civic groups

**OPERATIONS DIVISION**

- Establishes working relationships with people in the community to facilitate quality policing and problem solving
- Operates motor and foot patrol by uniformed and plain clothes officers for the general maintenance of law and order
- Provides immediate response to emergency situations and provides specialized law enforcement response to tactical situations
- Investigates traffic crashes, facilitates traffic education programs, responds to complaints of neighborhood traffic problems
- Participates in multi-jurisdictional South Oakland County Crash Investigations team
- Utilizes K9 Unit for drug searches, missing persons, and tracking criminals
- Processes major crime scene/Evidence Technician Unit
- Conducts liquor compliance inspections by plain clothes and uniformed officers
- Conducts tobacco compliance checks and smoking lounges compliance checks
- Somerset Liaison Officer
- Plan, coordinate, staff, and execute large scale special events occurring in the City of Troy

**PERFORMANCE INDICATORS**

| PERFORMANCE INDICATORS                         | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|--|----------------|----------------|-------------------|----------------|
| OWI Arrests                                    | 375            | 289            | 250               | 275            |
| Liquor Law Violations                          | 91             | 65             | 42                | 40             |
| Alcohol Compliance Inspections                 | 631            | 859            | 8                 | 500            |
| Group A Crimes Occurring                       | 2,783          | 2,175          | 2,320             | 2,400          |
| Group A Crimes Arrests                         | 859            | 668            | 518               | 550            |
| Group A Crime Clearance Rate                   | 37.7%          | 30.7%          | 30.0%             | 30.0%          |
| Directed/Selective Traffic Enforcement Details | 359            | 375            | 716               | 550            |
| Hazardous Traffic Citations                    | 9,551          | 5,330          | 2,412             | 2,500          |
| Non-Hazardous Traffic Citations                | 1,254          | 630            | 702               | 675            |
| License, Title, Registration Citations         | 3,692          | 2,169          | 1,212             | 1,300          |
| Commercial Motor Vehicle Violations            | 978            | 555            | 708               | 675            |
| Traffic Crashes                                | 3,581          | 3,183          | 2,252             | 2,300          |
| **School Safety Checks/Business Checks         | 452 / 284      | 190 / 1,850    | 58 / 6,614        | 75 / 3,500     |
| Request for Ambulance With Officer             | 2,135          | 637            | 1,128             | 1,000          |
| Volunteer Hours                                | 3,753.00       | 2,484.00       | 0                 | 750            |
| Online (Web Based Reports Taken)               | 121            | 288            | 324               | 300            |

**NOTES ON PERFORMANCE INDICATORS**

\*\* Business Check added to School Safety Checks with Schools CLOSED during COVID-19

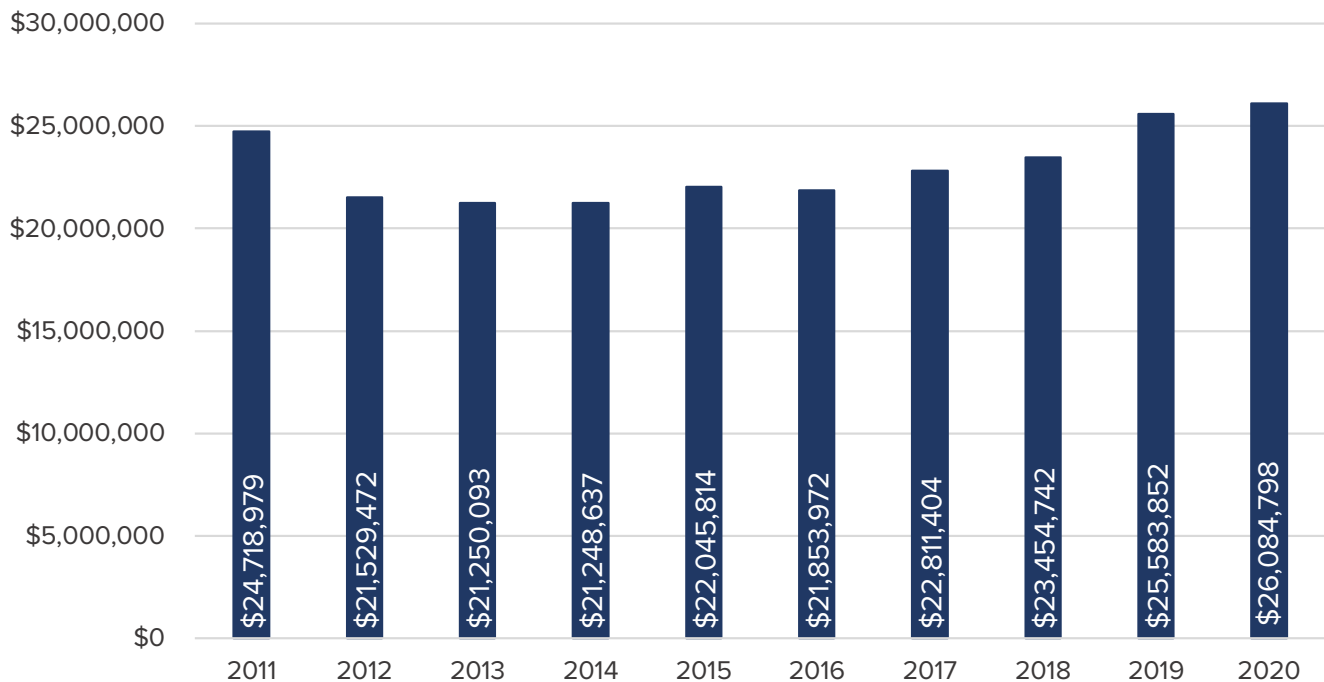
# SUMMARY OF BUDGET CHANGES

## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

None

| PERSONNEL SUMMARY | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                   | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Police Department | 162         | 8.1       | 161         | 7.6       | 163         | 7.5       | 163         | 4.5       |
| Total Department  | 162         | 8.1       | 161         | 7.6       | 163         | 7.5       | 163         | 4.5       |

## OPERATING BUDGET HISTORY





**GENERAL FUND**  
**Public Safety/Police**

## Police Department

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change       | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|----------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>                           |                       |                       |                          |                        |                     |                |                     |                     |
| Expenditures  |                       |                       |                          |                        |                     |                |                     |                     |
| <b>Department: 301 Police Department</b>                |                       |                       |                          |                        |                     |                |                     |                     |
| <b>Division: 11 Investigative/Admin<br/>Services</b>    |                       |                       |                          |                        |                     |                |                     |                     |
| <b>Business Unit: 305 Police Administration</b>         |                       |                       |                          |                        |                     |                |                     |                     |
| Personal Services                                       | 1,047,908             | 947,275               | 1,274,220                | 943,160                | 975,220             | 3.40%          | 1,002,440           | 1,032,850           |
| Supplies  | 98,931                | 96,275                | 99,280                   | 111,400                | 113,580             | 1.96%          | 115,800             | 115,800             |
| Other Service Charges                                   | 557,537               | 498,075               | 549,130                  | 634,540                | 652,130             | 2.77%          | 658,220             | 658,220             |
| <b>Business Unit Total: Police<br/>Administration</b>   | <b>\$ 1,704,376</b>   | <b>\$ 1,541,625</b>   | <b>\$ 1,922,630</b>      | <b>\$ 1,689,100</b>    | <b>\$ 1,740,930</b> | <b>3.07%</b>   | <b>\$ 1,776,460</b> | <b>\$ 1,806,870</b> |
| <b>Business Unit: 307 Investigations<br/>Services</b>   |                       |                       |                          |                        |                     |                |                     |                     |
| Personal Services                                       | 1,933,287             | 2,123,384             | 2,134,069                | 2,214,630              | 2,193,460           | -0.96%         | 2,254,640           | 2,322,980           |
| Supplies  | 15,238                | 11,959                | 12,000                   | 17,600                 | 17,740              | 0.80%          | 17,800              | 17,800              |
| Other Service Charges                                   | 144,371               | 142,313               | 146,000                  | 152,640                | 155,170             | 1.66%          | 158,880             | 158,880             |
| <b>Business Unit Total: Investigations<br/>Services</b> | <b>\$ 2,092,896</b>   | <b>\$ 2,277,656</b>   | <b>\$ 2,292,069</b>      | <b>\$ 2,384,870</b>    | <b>\$ 2,366,370</b> | <b>-0.78%</b>  | <b>\$ 2,431,320</b> | <b>\$ 2,499,660</b> |
| <b>Business Unit: 308 Crime Information<br/>Unit</b>    |                       |                       |                          |                        |                     |                |                     |                     |
| Personal Services                                       | 481,975               | 673,223               | 647,340                  | 635,070                | 523,860             | -17.51%        | 539,080             | 556,040             |
| Supplies  | 4,957                 | 3,576                 | 3,210                    | 4,410                  | 4,450               | 0.91%          | 4,490               | 4,490               |
| Other Service Charges                                   | 20,109                | 20,770                | 23,760                   | 23,760                 | 24,100              | 1.43%          | 24,740              | 24,740              |
| <b>Business Unit Total: Crime Information<br/>Unit</b>  | <b>\$ 507,042</b>     | <b>\$ 697,568</b>     | <b>\$ 674,310</b>        | <b>\$ 663,240</b>      | <b>\$ 552,410</b>   | <b>-16.71%</b> | <b>\$ 568,310</b>   | <b>\$ 585,270</b>   |

**GENERAL FUND**  
**Public Safety/Police**

## Police Department

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change       | 2023 Proposed     | 2024 Proposed     |
|---|-----------------------|-----------------------|--------------------------|------------------------|-------------------|----------------|-------------------|-------------------|
| <b>Fund: 101 GENERAL FUND</b>                           |                       |                       |                          |                        |                   |                |                   |                   |
| Expenditures  |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Department: 301 Police Department</b>                |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Business Unit: 309 Special Investigations Unit</b>   |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services                                       | 506,805               | 515,889               | 543,170                  | 546,090                | 547,370           | 0.23%          | 563,130           | 580,690           |
| Supplies  | 2,735                 | 4,203                 | 2,250                    | 3,850                  | 3,880             | 0.78%          | 3,910             | 3,910             |
| Other Service Charges                                   | 41,753                | 41,568                | 40,600                   | 40,920                 | 41,620            | 1.71%          | 42,600            | 42,600            |
| <b>Business Unit Total: Special Investigations Unit</b> | <b>\$ 551,293</b>     | <b>\$ 561,660</b>     | <b>\$ 586,020</b>        | <b>\$ 590,860</b>      | <b>\$ 592,870</b> | <b>0.34%</b>   | <b>\$ 609,640</b> | <b>\$ 627,200</b> |
| <b>Business Unit: 311 Drug Enforcement (DEA)</b>        |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services                                       | 192,000               | 172,754               | 191,952                  | 190,230                | 184,340           | -3.10%         | 189,630           | 195,540           |
| Supplies  | 7,048                 | 1,120                 | 2,700                    | 5,530                  | 5,630             | 1.81%          | 5,730             | 5,730             |
| Other Service Charges                                   | 19,674                | 18,836                | 21,860                   | 21,860                 | 22,270            | 1.88%          | 22,770            | 22,770            |
| <b>Business Unit Total: Drug Enforcement (DEA)</b>      | <b>\$ 218,722</b>     | <b>\$ 192,711</b>     | <b>\$ 216,512</b>        | <b>\$ 217,620</b>      | <b>\$ 212,240</b> | <b>-2.47%</b>  | <b>\$ 218,130</b> | <b>\$ 224,040</b> |
| <b>Business Unit: 320 Professional Standards</b>        |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services                                       | 614,617               | 559,380               | 291,922                  | 674,290                | 576,520           | -14.50%        | 592,990           | 611,350           |
| Supplies  | 875                   | 1,608                 | 750                      | 1,800                  | 1,800             | 0.00%          | 1,800             | 1,800             |
| Other Service Charges                                   | 27,123                | 20,603                | 26,790                   | 26,790                 | 27,230            | 1.64%          | 27,880            | 27,880            |
| <b>Business Unit Total: Professional Standards</b>      | <b>\$ 642,615</b>     | <b>\$ 581,591</b>     | <b>\$ 319,462</b>        | <b>\$ 702,880</b>      | <b>\$ 605,550</b> | <b>-13.85%</b> | <b>\$ 622,670</b> | <b>\$ 641,030</b> |

**GENERAL FUND**  
**Public Safety/Police**

## Police Department

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change       | 2023 Proposed     | 2024 Proposed     |
|---|-----------------------|-----------------------|--------------------------|------------------------|-------------------|----------------|-------------------|-------------------|
| <b>Fund: 101 GENERAL FUND</b>                               |                       |                       |                          |                        |                   |                |                   |                   |
| Expenditures  |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Department: 301 Police Department</b>                    |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Business Unit: 321 Criminal Justice Training (302)</b>   |                       |                       |                          |                        |                   |                |                   |                   |
| Other Service Charges                                       | 17,360                | 17,444                | 20,000                   | 23,080                 | 23,540            | 1.99%          | 24,010            | 24,010            |
| <b>Business Unit Total: Criminal Justice Training (302)</b> | <b>\$ 17,360</b>      | <b>\$ 17,444</b>      | <b>\$ 20,000</b>         | <b>\$ 23,080</b>       | <b>\$ 23,540</b>  | <b>1.99%</b>   | <b>\$ 24,010</b>  | <b>\$ 24,010</b>  |
| <b>Business Unit: 322 Training Section</b>                  |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services   | 318,287               | 238,186               | 223,380                  | 269,690                | 244,830           | -9.22%         | 251,710           | 259,400           |
| Supplies  | 132,099               | 102,432               | 83,020                   | 93,460                 | 103,300           | 10.53%         | 97,180            | 97,180            |
| Other Service Charges                                       | 21,851                | 11,811                | 12,320                   | 14,130                 | 14,340            | 1.49%          | 14,730            | 14,730            |
| <b>Business Unit Total: Training Section</b>                | <b>\$ 472,237</b>     | <b>\$ 352,429</b>     | <b>\$ 318,720</b>        | <b>\$ 377,280</b>      | <b>\$ 362,470</b> | <b>-3.93%</b>  | <b>\$ 363,620</b> | <b>\$ 371,310</b> |
| <b>Business Unit: 324 Emergency Response/Preparedness</b>   |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services   | 82,253                | 82,148                | 89,425                   | 89,300                 | 93,030            | 4.18%          | 95,520            | 98,300            |
| Supplies  | 51,381                | 52,075                | 97,000                   | 108,440                | 59,640            | -45.00%        | 55,400            | 55,400            |
| Other Service Charges                                       | 74                    | 4,390                 | 2,000                    | 2,120                  | 2,160             | 1.89%          | 2,160             | 2,160             |
| <b>Business Unit Total: Emergency Response/Preparedness</b> | <b>\$ 133,708</b>     | <b>\$ 138,613</b>     | <b>\$ 188,425</b>        | <b>\$ 199,860</b>      | <b>\$ 154,830</b> | <b>-22.53%</b> | <b>\$ 153,080</b> | <b>\$ 155,860</b> |

**GENERAL FUND**  
**Public Safety/Police**

## Police Department

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change      | 2023 Proposed       | 2024 Proposed       |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------------|---------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>                      |                       |                       |                          |                        |                     |               |                     |                     |
| Expenditures                                       |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Department: 301 Police Department</b>           |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Business Unit: 325 Communications Section</b>   |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                                  | 1,915,582             | 2,008,445             | 2,059,100                | 2,452,680              | 2,291,990           | -6.55%        | 2,360,050           | 2,435,780           |
| Supplies   | 39,673                | 26,868                | 23,000                   | 65,330                 | 85,680              | 31.15%        | 51,040              | 51,040              |
| Other Service Charges                              | 59,973                | 51,313                | 59,870                   | 81,320                 | 82,940              | 1.99%         | 84,580              | 84,580              |
| <b>Business Unit Total: Communications Section</b> | <b>\$ 2,015,228</b>   | <b>\$ 2,086,626</b>   | <b>\$ 2,141,970</b>      | <b>\$ 2,599,330</b>    | <b>\$ 2,460,610</b> | <b>-5.34%</b> | <b>\$ 2,495,670</b> | <b>\$ 2,571,400</b> |
| <b>Business Unit: 326 Records Section</b>          |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                                  | 629,525               | 613,735               | 609,120                  | 466,460                | 703,960             | 50.92%        | 724,400             | 747,160             |
| Supplies   | 1,089                 | 777                   | -                        | 4,690                  | 4,790               | 2.13%         | 4,890               | 4,890               |
| Other Service Charges                              | 5,342                 | 7,901                 | 3,000                    | 3,900                  | 4,000               | 2.56%         | 4,080               | 4,080               |
| <b>Business Unit Total: Records Section</b>        | <b>\$ 635,956</b>     | <b>\$ 622,413</b>     | <b>\$ 612,120</b>        | <b>\$ 475,050</b>      | <b>\$ 712,750</b>   | <b>50.04%</b> | <b>\$ 733,370</b>   | <b>\$ 756,130</b>   |
| <b>Business Unit: 329 Lockup Section</b>           |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                                  | 1,450,337             | 1,453,387             | 1,516,735                | 1,498,060              | 1,559,490           | 4.10%         | 1,605,430           | 1,656,550           |
| Supplies   | 21,950                | 20,198                | 15,000                   | 21,790                 | 22,020              | 1.06%         | 22,250              | 22,250              |
| Other Service Charges                              | 17,158                | 15,775                | 15,180                   | 15,230                 | 15,510              | 1.84%         | 15,880              | 15,880              |
| <b>Business Unit Total: Lockup Section</b>         | <b>\$ 1,489,444</b>   | <b>\$ 1,489,361</b>   | <b>\$ 1,546,915</b>      | <b>\$ 1,535,080</b>    | <b>\$ 1,597,020</b> | <b>4.03%</b>  | <b>\$ 1,643,560</b> | <b>\$ 1,694,680</b> |
| <b>Business Unit: 333 Property Section</b>         |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                                  | 113,991               | 110,702               | 115,020                  | 116,790                | 116,420             | -0.32%        | 120,180             | 124,330             |
| Supplies   | 2,381                 | 2,395                 | 250                      | 1,950                  | 1,980               | 1.54%         | 2,010               | 2,010               |
| Other Service Charges                              | 685                   | 3,468                 | 550                      | 550                    | 575                 | 4.55%         | 600                 | 600                 |
| <b>Business Unit Total: Property Section</b>       | <b>\$ 117,057</b>     | <b>\$ 116,565</b>     | <b>\$ 115,820</b>        | <b>\$ 119,290</b>      | <b>\$ 118,975</b>   | <b>-0.26%</b> | <b>\$ 122,790</b>   | <b>\$ 126,940</b>   |

**GENERAL FUND**  
**Public Safety/Police**

## Police Department

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed        | % Change       | 2023 Proposed        | 2024 Proposed        |
|--|-----------------------|-----------------------|--------------------------|------------------------|----------------------|----------------|----------------------|----------------------|
| <b>Fund: 101 GENERAL FUND</b>                          |                       |                       |                          |                        |                      |                |                      |                      |
| Expenditures   |                       |                       |                          |                        |                      |                |                      |                      |
| <b>Department: 301 Police Department</b>               |                       |                       |                          |                        |                      |                |                      |                      |
| <b>Business Unit: 334 Research &amp; Technology</b>    |                       |                       |                          |                        |                      |                |                      |                      |
| Personal Services                                      | 206,867               | 213,510               | 240,353                  | 237,270                | 377,620              | 59.15%         | 388,810              | 401,240              |
| Supplies   | 43,191                | 29,703                | 34,454                   | 25,850                 | 45,000               | 74.08%         | 26,900               | 26,900               |
| Other Service Charges                                  | 769,694               | 865,514               | 870,610                  | 900,420                | 1,006,830            | 11.82%         | 938,310              | 938,310              |
| <b>Business Unit Total: Research &amp; Technology</b>  | <b>\$ 1,019,752</b>   | <b>\$ 1,108,726</b>   | <b>\$ 1,145,417</b>      | <b>\$ 1,163,540</b>    | <b>\$ 1,429,450</b>  | <b>22.85%</b>  | <b>\$ 1,354,020</b>  | <b>\$ 1,366,450</b>  |
| <b>Business Unit: 335 Community Services Section</b>   |                       |                       |                          |                        |                      |                |                      |                      |
| Personal Services                                      | 941,823               | 897,723               | 761,265                  | 1,315,060              | 1,086,740            | -17.36%        | 1,117,570            | 1,151,960            |
| Supplies   | 8,835                 | 7,918                 | 5,000                    | 9,950                  | 10,030               | 0.80%          | 10,110               | 10,110               |
| Other Service Charges                                  | 71,310                | 58,082                | 68,430                   | 120,960                | 123,120              | 1.79%          | 125,900              | 125,900              |
| <b>Business Unit Total: Community Services Section</b> | <b>\$ 1,021,968</b>   | <b>\$ 963,723</b>     | <b>\$ 834,695</b>        | <b>\$ 1,445,970</b>    | <b>\$ 1,219,890</b>  | <b>-15.64%</b> | <b>\$ 1,253,580</b>  | <b>\$ 1,287,970</b>  |
| <b>Division Total: Investigative/Admin Services</b>    | <b>\$ 12,639,654</b>  | <b>\$ 12,748,711</b>  | <b>\$ 12,935,085</b>     | <b>\$ 14,187,050</b>   | <b>\$ 14,149,905</b> | <b>-0.26%</b>  | <b>\$ 14,370,230</b> | <b>\$ 14,738,820</b> |
| <b>Division: 12 Operations</b>                         |                       |                       |                          |                        |                      |                |                      |                      |
| <b>Business Unit: 315 Road Patrol</b>                  |                       |                       |                          |                        |                      |                |                      |                      |
| Personal Services                                      | 9,704,065             | 9,321,197             | 9,781,190                | 9,812,860              | 10,507,060           | 7.07%          | 10,803,130           | 11,133,720           |
| Supplies   | 309,873               | 193,018               | 191,990                  | 260,530                | 332,660              | 27.69%         | 266,880              | 266,880              |
| Other Service Charges                                  | 820,917               | 745,325               | 905,600                  | 1,017,030              | 1,034,430            | 1.71%          | 1,058,270            | 1,058,270            |
| <b>Business Unit Total: Road Patrol</b>                | <b>\$ 10,834,855</b>  | <b>\$ 10,259,540</b>  | <b>\$ 10,878,780</b>     | <b>\$ 11,090,420</b>   | <b>\$ 11,874,150</b> | <b>7.07%</b>   | <b>\$ 12,128,280</b> | <b>\$ 12,458,870</b> |

**GENERAL FUND**  
**Public Safety/Police**

## Police Department

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed        | % Change       | 2023 Proposed        | 2024 Proposed        |
|--|-----------------------|-----------------------|--------------------------|------------------------|----------------------|----------------|----------------------|----------------------|
| <b>Fund: 101 GENERAL FUND</b>                    |                       |                       |                          |                        |                      |                |                      |                      |
| Expenditures                                     |                       |                       |                          |                        |                      |                |                      |                      |
| <b>Department: 301 Police Department</b>         |                       |                       |                          |                        |                      |                |                      |                      |
| <b>Business Unit: 316 K Nine</b>                 |                       |                       |                          |                        |                      |                |                      |                      |
| Personal Services                                | 516,211               | 526,172               | 541,333                  | 513,840                | 513,060              | -0.15%         | 526,550              | 541,700              |
| Supplies   | 6,044                 | 6,386                 | 4,500                    | 6,030                  | 6,100                | 1.16%          | 6,160                | 6,160                |
| Other Service Charges                            | 67,223                | 75,356                | 67,240                   | 73,120                 | 74,460               | 1.83%          | 76,110               | 76,110               |
| <b>Business Unit Total: K Nine</b>               | <b>\$ 589,478</b>     | <b>\$ 607,914</b>     | <b>\$ 613,073</b>        | <b>\$ 592,990</b>      | <b>\$ 593,620</b>    | <b>0.11%</b>   | <b>\$ 608,820</b>    | <b>\$ 623,970</b>    |
| <b>Business Unit: 317 Directed Patrol Unit</b>   |                       |                       |                          |                        |                      |                |                      |                      |
| Personal Services                                | 472,979               | 787,016               | 751,740                  | 787,530                | 840,970              | 6.79%          | 865,390              | 892,600              |
| Supplies   | 5,779                 | 6,681                 | 5,260                    | 6,760                  | 6,810                | 0.74%          | 6,860                | 6,860                |
| Other Service Charges                            | 67,862                | 113,936               | 70,550                   | 70,800                 | 72,010               | 1.71%          | 73,710               | 73,710               |
| <b>Business Unit Total: Directed Patrol Unit</b> | <b>\$ 546,620</b>     | <b>\$ 907,633</b>     | <b>\$ 827,550</b>        | <b>\$ 865,090</b>      | <b>\$ 919,790</b>    | <b>6.32%</b>   | <b>\$ 945,960</b>    | <b>\$ 973,170</b>    |
| <b>Business Unit: 318 Traffic Unit</b>           |                       |                       |                          |                        |                      |                |                      |                      |
| Personal Services                                | 760,751               | 1,321,130             | 1,408,390                | 1,411,450              | 1,464,830            | 3.78%          | 1,505,820            | 1,551,590            |
| Supplies   | 9,587                 | 11,254                | 9,500                    | 10,130                 | 10,170               | 0.39%          | 10,210               | 10,210               |
| Other Service Charges                            | 163,672               | 189,609               | 149,620                  | 130,130                | 132,320              | 1.68%          | 135,420              | 135,420              |
| <b>Business Unit Total: Traffic Unit</b>         | <b>\$ 934,010</b>     | <b>\$ 1,521,994</b>   | <b>\$ 1,567,510</b>      | <b>\$ 1,551,710</b>    | <b>\$ 1,607,320</b>  | <b>3.58%</b>   | <b>\$ 1,651,450</b>  | <b>\$ 1,697,220</b>  |
| <b>Business Unit: 319 Crossing Guards</b>        |                       |                       |                          |                        |                      |                |                      |                      |
| Personal Services                                | 38,751                | 32,714                | 9,350                    | 43,090                 | 14,520               | -66.30%        | 14,840               | 15,220               |
| Supplies   | 45                    | -                     | -                        | 340                    | 350                  | 2.94%          | 360                  | 360                  |
| Other Service Charges                            | 440                   | 6,292                 | -                        | 230                    | 240                  | 4.35%          | 250                  | 250                  |
| <b>Business Unit Total: Crossing Guards</b>      | <b>\$ 39,236</b>      | <b>\$ 39,006</b>      | <b>\$ 9,350</b>          | <b>\$ 43,660</b>       | <b>\$ 15,110</b>     | <b>-65.39%</b> | <b>\$ 15,450</b>     | <b>\$ 15,830</b>     |
| <b>Division Total: Operations</b>                | <b>\$ 12,944,198</b>  | <b>\$ 13,336,086</b>  | <b>\$ 13,896,263</b>     | <b>\$ 14,143,870</b>   | <b>\$ 15,009,990</b> | <b>6.12%</b>   | <b>\$ 15,349,960</b> | <b>\$ 15,769,060</b> |
| <b>Department Total: Police Department</b>       | <b>\$ 25,583,852</b>  | <b>\$ 26,084,798</b>  | <b>\$ 26,831,348</b>     | <b>\$ 28,330,920</b>   | <b>\$ 29,159,895</b> | <b>2.93%</b>   | <b>\$ 29,720,190</b> | <b>\$ 30,507,880</b> |

# FIRE

Fire Chief .....Richard C. Riesterer

## MISSION STATEMENT

The mission of the Troy Fire Department is to provide effective and efficient fire protection, rescue, and hazard mitigation to the community with a team of professionals, both volunteer and career, through fire prevention, public education, training, emergency response, and strategic planning.

## DEPARTMENT FUNCTIONS

### ADMINISTRATION

- Plans community fire protection and emergency services
- Oversees recruitment and selection of volunteer and career personnel
- Develops department policies and procedures
- Administers private provider emergency medical services
- Administers and Directs department operations
- Prepares and Administers department budget

### FIRE PREVENTION/COMMUNITY RISK REDUCTION

- Reviews plans for future site development
- Reviews plans for new building construction and renovation
- Reviews plans for fire protection system installations
- Conducts building fire and life safety inspections
- Issues permits for fire protection; fireworks; hazardous materials; occupancy; prescribed burns; and special events
- Administers MI-OSHA required "Firefighter Right to Know" program
- Conducts public fire safety education and community outreach programs
- Oversees youth explorer program

### FIRE SUPPRESSION AND RESCUE/RESCUE

- Responds to fires, rescues, and other emergencies
- Mitigates hazardous situations
- Provides firefighting mutual aid to neighboring communities

### OPERATIONS/TRAINING

- Coordinates and provides firefighter recruit and in-service training
- Administers equipment and apparatus acquisition and maintenance
- Oversees routine inspections and maintenance of assigned apparatus and equipment
- Coordinates facility maintenance
- Conducts fire investigations

# PERFORMANCE INDICATORS

| PERFORMANCE INDICATOR                 | 2018/19 ACTUAL   | 2019/20 ACTUAL   | 2020/21 PROJECTED | 2021/22 BUDGET    |
|---------------------------------------|------------------|------------------|-------------------|-------------------|
| Fire Department Responses             | 1,164            | 1,117            | 1,220             | 1,244             |
| All Fires                             | 140              | 151              | 212               | 216               |
| Structure Fires                       | 65               | 90               | 93                | 95                |
| Property Endangered                   | \$ 50,640,239.00 | \$ 95,213,074.00 | \$ 120,000,000.00 | \$ 122,400,000.00 |
| Fire Loss                             | \$171,562.00     | \$7,628,618.00   | \$1,400,000.00    | \$1,428,000.00    |
| # of Volunteer Firefighters           | 165              | 150              | 150               | 153               |
| Firefighter Training Hours            | 21,745           | 23,309           | 22,450            | 22,899            |
| Public Education Programs             | 54               | 113              | 17*               | 17                |
| Public Education Attendance           | 5,481            | 10,887           | 5,159*            | 5,262             |
| Inspections Performed                 | 1,724            | 1,414            | 1,004             | 1,024             |
| Violations Issued                     | 600              | 479              | 630               | 643               |
| Violations Cleared                    | 557              | 418              | 248               | 426               |
| Fees Earned                           | \$188,519.00     | \$142,942.25     | \$151,383.50      | \$151,411.17      |
| Permits Issued                        | 567              | 418              | 386               | 393               |
| Plans Reviewed                        | 1,752            | 1,358            | 1,096             | 1,118             |
| Fire Loss Per Capita*                 | \$1.97           | \$87.69          | \$16.09           | \$16.41           |
| Dept. Operating Cost Per Capita**     | \$64.58          | \$63.78          | \$70.64           | \$72.05           |
| Firefighting Efficiency***            | 99%              | 92%              | 99%               | 95%               |
| Civilian fire related deaths/injuries | 0/1              | 0/1              | 0/2               | 0/0               |
| Firefighter death/injuries            | 0/3              | 0/2              | 0/3               | 0/0               |



## NOTES ON PERFORMANCE INDICATORS

### 19/20 actual fire loss & fire loss per capita were significant due to a couple major fires

- Old Creek Condos (structure & contents)
- ND Industries (contents)
- Belle Tire (structure & contents)
- SaveOn (structure & contents)
- Metro Church (structure & contents)

### COVID impacted Public Education for 20/21 projected

- No school programs
- Included virtual open house numbers (11 events, 4900 people reached)

### COVID impacted all Fire Prevention categories for 20/21 projected as well

- All categories were affected due to the shutdown, and ensuing restricted schedules for the inspectors

## SUMMARY OF BUDGET CHANGES

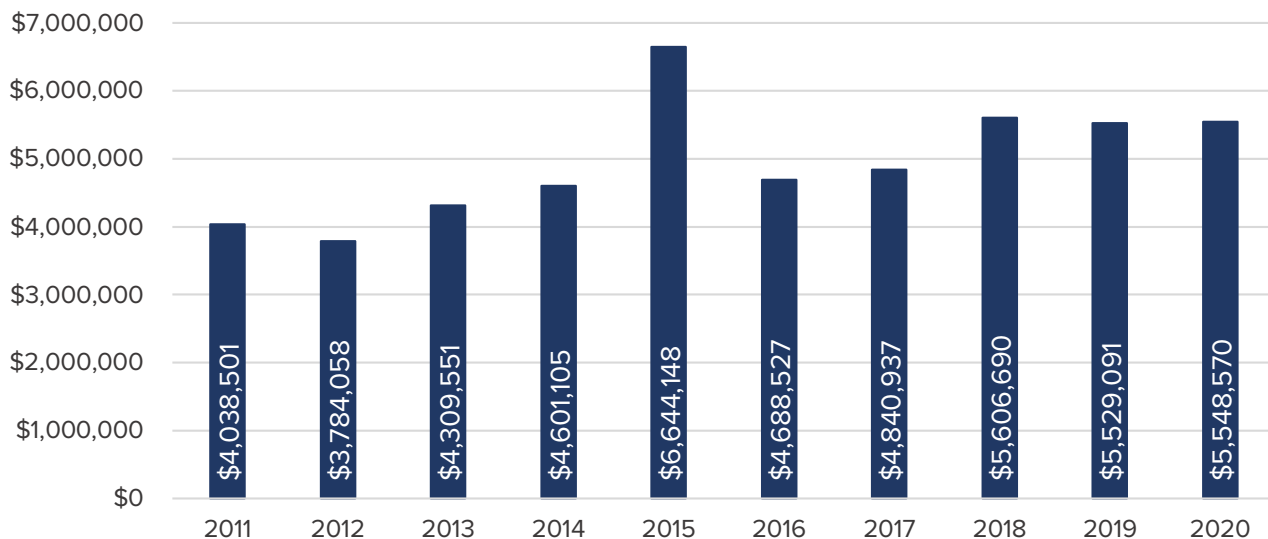
None

### SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

Projections for 21/22 are based upon 20/21 figures. Decreases in spending allocated funds due to COVID-19 restrictions.

| PERSONNEL SUMMARY | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                   | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Fire Department   | 12          | 2.3       | 12          | 1.7       | 12          | 1.9       | 12          | 1.9       |
| Total Department  | 12          | 2.3       | 12          | 1.7       | 12          | 1.9       | 12          | 1.9       |

## OPERATING BUDGET HISTORY



**GENERAL FUND**  
**Public Safety/Fire**

## Fire

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change      | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|---------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>                   |                       |                       |                          |                        |                     |               |                     |                     |
| Expenditures                                    |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Department: 336 Fire</b>                     |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Business Unit: 337 Fire Administration</b>   |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                               | 345,285               | 333,176               | 341,181                  | 343,660                | 346,280             | 0.76%         | 355,390             | 365,600             |
| Supplies  | 36,034                | 2,888                 | 3,000                    | 6,300                  | 4,000               | -36.51%       | 4,000               | 4,000               |
| Other Service Charges                           | 55,154                | 17,343                | 41,060                   | 42,860                 | 42,850              | -0.02%        | 43,110              | 43,370              |
| <b>Business Unit Total: Fire Administration</b> | <b>\$ 436,473</b>     | <b>\$ 353,407</b>     | <b>\$ 385,241</b>        | <b>\$ 392,820</b>      | <b>\$ 393,130</b>   | <b>0.08%</b>  | <b>\$ 402,500</b>   | <b>\$ 412,970</b>   |
| <b>Business Unit: 338 Fire Operations</b>       |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                               | 639,961               | 664,825               | 842,430                  | 735,880                | 827,270             | 12.42%        | 850,510             | 876,460             |
| Supplies  | 293,113               | 332,951               | 299,020                  | 299,020                | 311,590             | 4.20%         | 317,530             | 323,010             |
| Other Service Charges                           | 623,405               | 596,799               | 610,830                  | 650,228                | 662,252             | 1.85%         | 677,730             | 679,530             |
| <b>Business Unit Total: Fire Operations</b>     | <b>\$ 1,556,479</b>   | <b>\$ 1,594,575</b>   | <b>\$ 1,752,280</b>      | <b>\$ 1,685,128</b>    | <b>\$ 1,801,112</b> | <b>6.88%</b>  | <b>\$ 1,845,770</b> | <b>\$ 1,879,000</b> |
| <b>Business Unit: 340 Fire Companies</b>        |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                               | 918                   | 1,682                 | 12,180                   | -                      | -                   | 0.00%         | -                   | -                   |
| Supplies  | 37,300                | 11,575                | 16,160                   | 16,160                 | 16,560              | 2.48%         | 16,890              | 17,230              |
| Other Service Charges                           | 1,738,870             | 1,694,606             | 2,265,394                | 2,268,894              | 2,216,268           | -2.32%        | 2,221,114           | 2,221,714           |
| <b>Business Unit Total: Fire Companies</b>      | <b>\$ 1,777,087</b>   | <b>\$ 1,707,862</b>   | <b>\$ 2,293,734</b>      | <b>\$ 2,285,054</b>    | <b>\$ 2,232,828</b> | <b>-2.29%</b> | <b>\$ 2,238,004</b> | <b>\$ 2,238,944</b> |
| <b>Business Unit: 341 Fire Prevention</b>       |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                               | 809,070               | 992,630               | 972,200                  | 882,490                | 990,490             | 12.24%        | 1,018,050           | 1,048,860           |
| Supplies  | 9,088                 | 13,398                | 11,000                   | 17,000                 | 17,240              | 1.41%         | 17,480              | 17,730              |
| Other Service Charges                           | 109,443               | 92,040                | 81,116                   | 81,616                 | 79,854              | -2.16%        | 81,340              | 82,860              |
| <b>Business Unit Total: Fire Prevention</b>     | <b>\$ 927,600</b>     | <b>\$ 1,098,068</b>   | <b>\$ 1,064,316</b>      | <b>\$ 981,106</b>      | <b>\$ 1,087,584</b> | <b>10.85%</b> | <b>\$ 1,116,870</b> | <b>\$ 1,149,450</b> |

**GENERAL FUND**  
**Public Safety/Fire**

## Fire

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change     | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|--------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>                   |                       |                       |                          |                        |                     |              |                     |                     |
| Expenditures                                    |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Department: 336 Fire</b>                     |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Business Unit: 343 Fire Communications</b>   |                       |                       |                          |                        |                     |              |                     |                     |
| Supplies  | 3,550                 | 1,923                 | 3,020                    | 4,040                  | 3,040               | -24.75%      | 3,080               | 4,120               |
| Other Service Charges                           | 246,430               | 263,762               | 266,588                  | 266,588                | 274,470             | 2.96%        | 279,850             | 285,320             |
| <b>Business Unit Total: Fire Communications</b> | <b>\$ 249,980</b>     | <b>\$ 265,684</b>     | <b>\$ 269,608</b>        | <b>\$ 270,628</b>      | <b>\$ 277,510</b>   | <b>2.54%</b> | <b>\$ 282,930</b>   | <b>\$ 289,440</b>   |
| <b>Business Unit: 344 Fire Halls</b>            |                       |                       |                          |                        |                     |              |                     |                     |
| Supplies  | 81,601                | 71,872                | 81,680                   | 85,680                 | 96,300              | 12.39%       | 98,208              | 99,728              |
| Other Service Charges                           | 499,870               | 457,100               | 486,560                  | 535,280                | 560,430             | 4.70%        | 569,540             | 578,260             |
| <b>Business Unit Total: Fire Halls</b>          | <b>\$ 581,471</b>     | <b>\$ 528,973</b>     | <b>\$ 568,240</b>        | <b>\$ 620,960</b>      | <b>\$ 656,730</b>   | <b>5.76%</b> | <b>\$ 667,748</b>   | <b>\$ 677,988</b>   |
| <b>Department Total: Fire</b>                   | <b>\$ 5,529,091</b>   | <b>\$ 5,548,570</b>   | <b>\$ 6,333,419</b>      | <b>\$ 6,235,696</b>    | <b>\$ 6,448,894</b> | <b>3.42%</b> | <b>\$ 6,553,822</b> | <b>\$ 6,647,792</b> |

# BUILDING INSPECTION

City Building Official .....Salim Huerta

## MISSION STATEMENT

The City of Troy contracts with SAFEbuilt Inc. to perform Building Inspection duties dedicated to protecting the health, safety and welfare of the Troy community. The Building Official oversees SAFEbuilt.



## DEPARTMENT FUNCTIONS

### ADMINISTRATION

- Prepares and administers department budget
- Develops departmental policies and procedures that allow for delivery of professional services
- Provides technical support and attends elected and appointed board meetings
- Ensures that inspectors complete required continuing education classes to maintain State registration
- Provides education to the public on the activities of the department
- Oversees and provides administrative recommendations for the department

### PLAN REVIEW

- Reviews plans for compliance with the city, state and federal codes, ordinances and laws and prepares for issuance of permits
- Provides information regarding codes, ordinances, processes and requirements to designers, builders and the general public
- Inspects construction through completion to assure compliance with all codes and ordinances
- Coordinates and compiles information from other departments involved in the plan review process

### CLERICAL

- Processes and issues permits and conducts daily accounting of fees
- Maintains and updates permit and inspection records
- Prepares and processes written communications from the department
- Prepares monthly and annual reports
- Assists with locating record on existing buildings
- Provides information and assistance to citizens
- Coordinates inspections with Fire, Engineering, Water and other involved departments
- Assists homeowners with the builder complaint process through the State of Michigan

## PERFORMANCE INDICATORS

| PERFORMANCE INDICATORS      | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|-----------------------------|----------------|----------------|-------------------|----------------|
| Permits issued              | 9,765          | 6,591          | 6,723             | 7,909          |
| Plans Reviewed              | 3,335          | 2,763          | 2,819             | 3,316          |
| Total Value of Construction | \$221,057,841  | \$167,292,976  | \$170,638,836     | \$200,751,571  |
| Number of Inspections       | 17,497         | 14,950         | 15,249            | 17,940         |

### NOTES ON PERFORMANCE INDICATORS

There was a drop in activity in 2019/20 and 2020/21 due to Covid but this is expected to increase in the second half of FY 20/21 and going forward.

## SUMMARY OF BUDGET CHANGES

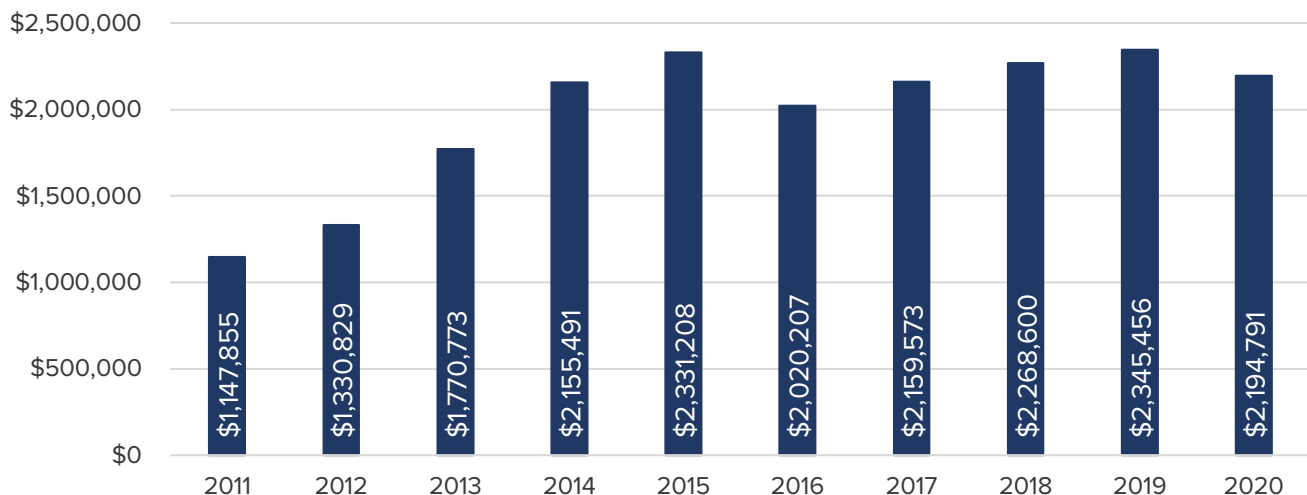
### SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

No significant changes proposed.

| PERSONNEL SUMMARY       | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-------------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                         | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Building Inspection     | 0.35        | 0         | 0.35        | 0         | 1           | 0         | 1           | 0         |
| <b>Total Department</b> | <b>0.35</b> | <b>0</b>  | <b>0.35</b> | <b>0</b>  | <b>1</b>    | <b>0</b>  | <b>1</b>    | <b>0</b>  |

\*Certified Building Official hours, service outsourced to Safe Built.

## OPERATING BUDGET HISTORY



**GENERAL FUND**  
Public Safety/Building Inspection

## Building Inspection

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change     | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|--------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>                 |                       |                       |                          |                        |                     |              |                     |                     |
| Expenditures                                  |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Department: 371 Building Inspection</b>    |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Business Unit: 371 Building Inspection</b> |                       |                       |                          |                        |                     |              |                     |                     |
| Personal Services                             | 77,094                | 137,334               | 145,398                  | 145,910                | 152,160             | 4.28%        | 156,740             | 161,810             |
| Supplies                                      | 5,880                 | 4,481                 | 6,000                    | 6,000                  | 6,250               | 4.17%        | 6,500               | 6,500               |
| Other Service Charges                         | 2,262,482             | 2,052,975             | 2,251,756                | 2,311,130              | 2,401,680           | 3.92%        | 2,495,080           | 2,495,480           |
| <b>Department Total: Building Inspection</b>  | <b>\$ 2,345,456</b>   | <b>\$ 2,194,791</b>   | <b>\$ 2,403,154</b>      | <b>\$ 2,463,040</b>    | <b>\$ 2,560,090</b> | <b>3.94%</b> | <b>\$ 2,658,320</b> | <b>\$ 2,663,790</b> |

# DEPARTMENT OF **PUBLIC WORKS**

2021/22 PROPOSED BUDGET

# PUBLIC WORKS

Public Works Director.....Kurt Bovensiep

Streets & Drains Operations Manager.....Scott Carruthers

## MISSION STATEMENT

The mission of the Public Works Department is to ensure a safe environment for Troy residents and guests through maintenance of the local, major, and county road network, sidewalks, and the storm water drainage system of the City of Troy.



## DEPARTMENT FUNCTIONS

### ADMINISTRATIVE AND SUPPORT SERVICES

- Prepares and administers the department budget
- Coordinates and evaluates staff activities
- Coordinates staff development and training
- Procures materials, equipment and supplies
- Serves as liaison with other City departments and government units
- Recommends and formulates policies and programs
- Maintains inventory
- Prepares material and service specifications and invitations to bid
- Analyze bid documents and prepares recommendations for City Council
- Supervises contractors to ensure that bid specifications are being followed
- Evaluates contractors for use on future bids
- Maintains and updates the computerized inventory system

### STREETS AND DRAINS

- Provides maintenance, repair and replacement to a network of 268.7 miles of Local Roads, 77.2 miles of Major/Industrial Roads, and 67.5 miles of County roads
- Provides maintenance and oversight to 1,100 street lights
- Maintains traffic control signs through Major, Local, and select County roads
- Maintains a program that monitors and replaces hazardous sidewalks in the 507 miles of city sidewalks
- Investigates residential storm water issues
- Works to maintain a highly efficient storm water drainage system as regulated by the Oakland County Storm Water Permit and MDEQ
- Assists other departments or agencies in securing a safe environment during emergencies
- Responds 24/7 to clear major, industrial and local roadways of snow and ice



## PERFORMANCE INDICATORS

| PERFORMANCE INDICATOR      | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|----------------------------|----------------|----------------|-------------------|----------------|
| Sidewalks-New Installation | \$0            | \$0            | \$10,000          | \$10,000       |
| Concrete Pavement Repair   | \$4,376,303    | \$2,247,788    | \$3,852,797       | \$3,200,000    |
| Crack and Joint Sealing    | \$150,000      | \$13,721       | \$100,000         | \$102,000      |
| Street Light Maintenance   | \$439,500      | \$140,338      | \$161,320         | \$159,210      |

## STREETS AND DRAINS

| PERFORMANCE INDICATOR                          | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|--|----------------|----------------|-------------------|----------------|
| Snow Removal and Plowing Occurrences           | 6              | 3              | 3                 | 6              |
| Snow and Ice Control and Salting Occurrences   | 38             | 26             | 28                | 35             |
| Salt Usages in Tons                            | 6,827          | 7750           | 4,000             | 6,000          |
| Asphalt Placed (Hot)                           | 303 Tons       | 473 Tons       | 450 Tons          | 500 Tons       |
| Asphalt Placed (Cold)                          | 54 Tons        | 150 Tons       | 150 Tons          | 150 Tons       |
| Concrete Redi-Mix Placed in Cu.Yds             | 467            | 451            | 475               | 450            |
| Traffic Sign Repairs or Replacements           | 199            | 130            | 200               | 200            |
| Street Sweeping Local Roads (4 times per year) | 100%           | 100%           | 100%              | 100%           |
| Requests for Service                           | 1,595          | 1,557          | 1520              | 1600           |

### NOTES ON PERFORMANCE INDICATORS

Chloride sand is no longer an indicator because it is only used on gravel roads for traction during icy conditions

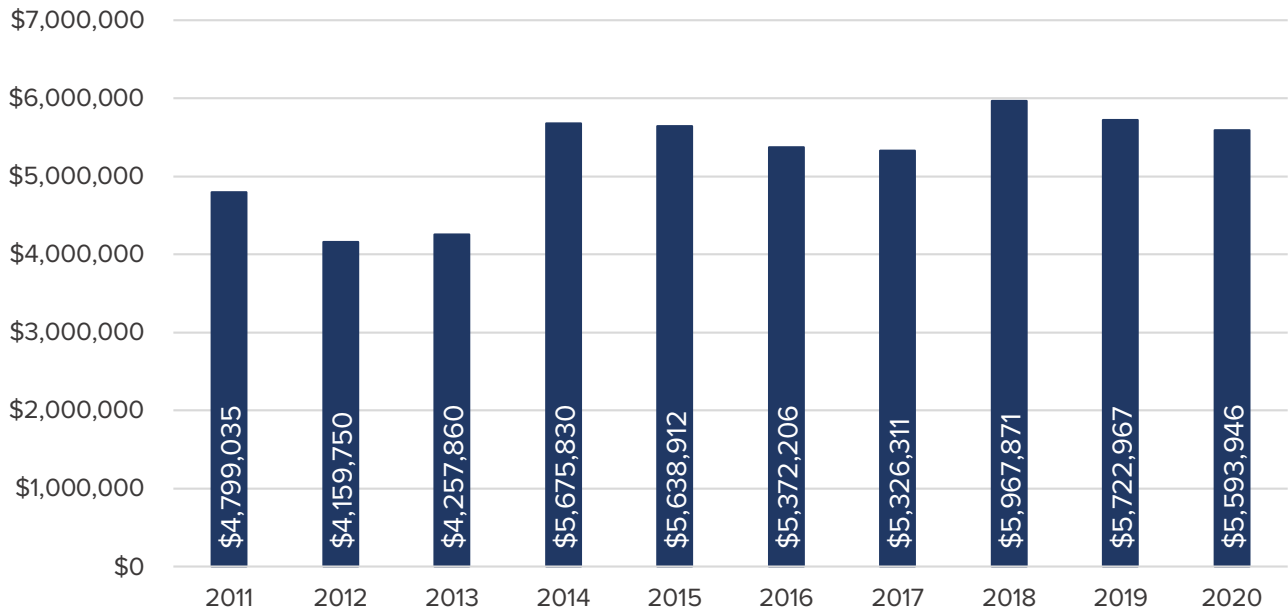
# SUMMARY OF BUDGET CHANGES

## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

None

| PERSONNEL SUMMARY  | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|--------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                    | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Streets and Drains | 22.72       | 7.9       | 22.72       | 6.1       | 22.72       | 4.8       | 23.25       | 4.8       |
| Total Department   | 22.72       | 7.9       | 22.72       | 6.1       | 22.72       | 4.8       | 23.25       | 4.8       |

## OPERATING BUDGET HISTORY



**GENERAL FUND**  
**Public Works/Streets**

## Streets

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| <b>Fund: 101 GENERAL FUND</b>                             |                       |                       |                          |                        |               |          |               |               |
| Expenditures  |                       |                       |                          |                        |               |          |               |               |
| <b>Department: 447 Streets</b>                            |                       |                       |                          |                        |               |          |               |               |
| <b>Division: 20 Local Roads</b>                           |                       |                       |                          |                        |               |          |               |               |
| <b>Business Unit: 481 Local Surface Maint - Gravel</b>    |                       |                       |                          |                        |               |          |               |               |
| Personal Services   | 44,494                | 38,896                | 37,520                   | 75,550                 | -             | -100.00% | -             | -             |
| Supplies  | 7,064                 | 9,070                 | 6,500                    | 6,500                  | -             | -100.00% | -             | -             |
| Other Service Charges                                     | 33,026                | 25,767                | 24,000                   | 27,050                 | -             | -100.00% | -             | -             |
| <b>Business Unit Total: Local Surface Maint - Gravel</b>  | <b>\$ 84,585</b>      | <b>\$ 73,732</b>      | <b>\$ 68,020</b>         | <b>\$ 109,100</b>      | -             | -100.00% | -             | -             |
| <b>Business Unit: 482 Local Surface Maint</b>             |                       |                       |                          |                        |               |          |               |               |
| Personal Services   | 224,363               | 227,456               | 306,790                  | 301,690                | -             | -100.00% | -             | -             |
| Supplies  | 45,629                | 76,235                | 62,600                   | 84,600                 | -             | -100.00% | -             | -             |
| Other Service Charges                                     | 121,485               | 68,592                | 85,000                   | 140,370                | -             | -100.00% | -             | -             |
| <b>Business Unit Total: Local Surface Maint</b>           | <b>\$ 391,476</b>     | <b>\$ 372,283</b>     | <b>\$ 454,390</b>        | <b>\$ 526,660</b>      | -             | -100.00% | -             | -             |
| <b>Business Unit: 485 Local Guard Rails &amp; Posts</b>   |                       |                       |                          |                        |               |          |               |               |
| Personal Services   | 1,211                 | 10,500                | 1,460                    | -                      | -             | 0.00%    | -             | -             |
| Other Service Charges                                     | 339                   | 3,883                 | 500                      | 1,660                  | -             | -100.00% | -             | -             |
| <b>Business Unit Total: Local Guard Rails &amp; Posts</b> | <b>\$ 1,550</b>       | <b>\$ 14,383</b>      | <b>\$ 1,960</b>          | <b>\$ 1,660</b>        | -             | -100.00% | -             | -             |
| <b>Business Unit: 486 Local Sweeping</b>                  |                       |                       |                          |                        |               |          |               |               |
| Personal Services   | 84,507                | 75,467                | 50,030                   | 50,820                 | -             | -100.00% | -             | -             |
| Other Service Charges                                     | 129,269               | 119,207               | 130,000                  | 130,000                | -             | -100.00% | -             | -             |
| <b>Business Unit Total: Local Sweeping</b>                | <b>\$ 213,776</b>     | <b>\$ 194,674</b>     | <b>\$ 180,030</b>        | <b>\$ 180,820</b>      | -             | -100.00% | -             | -             |

**GENERAL FUND**  
**Public Works/Streets**

## Streets

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| <b>Fund: 101 GENERAL FUND</b>                              |                       |                       |                          |                        |               |          |               |               |
| Expenditures   |                       |                       |                          |                        |               |          |               |               |
| <b>Department: 447 Streets</b>                             |                       |                       |                          |                        |               |          |               |               |
| <b>Business Unit: 489 Local Drain Structures</b>           |                       |                       |                          |                        |               |          |               |               |
| Personal Services  | 162,054               | 227,568               | 245,990                  | 317,470                | -             | -100.00% | -             | -             |
| Supplies   | 24,937                | 19,247                | 27,080                   | 42,080                 | -             | -100.00% | -             | -             |
| Other Service Charges                                      | 129,272               | 136,609               | 168,909                  | 197,460                | -             | -100.00% | -             | -             |
| <b>Business Unit Total: Local Drain Structures</b>         | <b>\$ 316,262</b>     | <b>\$ 383,424</b>     | <b>\$ 441,979</b>        | <b>\$ 557,010</b>      | -             | -100.00% | -             | -             |
| <b>Business Unit: 490 Local Roadside Cleanup</b>           |                       |                       |                          |                        |               |          |               |               |
| Personal Services  | 8,150                 | 6,652                 | 3,120                    | 3,230                  | -             | -100.00% | -             | -             |
| Supplies   | 479                   | 84                    | 150                      | 150                    | -             | -100.00% | -             | -             |
| Other Service Charges                                      | 2,010                 | 1,634                 | 2,000                    | 2,140                  | -             | -100.00% | -             | -             |
| <b>Business Unit Total: Local Roadside Cleanup</b>         | <b>\$ 10,639</b>      | <b>\$ 8,369</b>       | <b>\$ 5,270</b>          | <b>\$ 5,520</b>        | -             | -100.00% | -             | -             |
| <b>Business Unit: 491 Local Grass &amp; Weed Control</b>   |                       |                       |                          |                        |               |          |               |               |
| Personal Services  | 2,986                 | 917                   | 560                      | -                      | -             | 0.00%    | -             | -             |
| Supplies   | -                     | 458                   | 285                      | 285                    | -             | -100.00% | -             | -             |
| Other Service Charges                                      | 522                   | 117                   | 400                      | 880                    | -             | -100.00% | -             | -             |
| <b>Business Unit Total: Local Grass &amp; Weed Control</b> | <b>\$ 3,508</b>       | <b>\$ 1,492</b>       | <b>\$ 1,245</b>          | <b>\$ 1,165</b>        | -             | -100.00% | -             | -             |

**GENERAL FUND**  
**Public Works/Streets**

## Streets

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| <b>Fund: 101 GENERAL FUND</b>                            |                       |                       |                          |                        |               |          |               |               |
| Expenditures   |                       |                       |                          |                        |               |          |               |               |
| <b>Department: 447 Streets</b>                           |                       |                       |                          |                        |               |          |               |               |
| <b>Business Unit: 495 Local Signs</b>                    |                       |                       |                          |                        |               |          |               |               |
| Personal Services  | 59,507                | 58,509                | 69,230                   | 70,520                 | -             | -100.00% | -             | -             |
| Supplies   | 18,922                | 18,030                | 17,490                   | 17,490                 | -             | -100.00% | -             | -             |
| Other Service Charges                                    | 13,275                | 12,055                | 10,000                   | 18,870                 | -             | -100.00% | -             | -             |
| <b>Business Unit Total: Local Signs</b>                  | <b>\$ 91,705</b>      | <b>\$ 88,594</b>      | <b>\$ 96,720</b>         | <b>\$ 106,880</b>      | -             | -100.00% | -             | -             |
| <b>Business Unit: 497 Local Markings</b>                 |                       |                       |                          |                        |               |          |               |               |
| Personal Services  | 6,522                 | 1,316                 | 2,926                    | 5,430                  | -             | -100.00% | -             | -             |
| Supplies   | 55                    | 3,891                 | 4,000                    | 4,530                  | -             | -100.00% | -             | -             |
| Other Service Charges                                    | 350                   | 95                    | 500                      | 500                    | -             | -100.00% | -             | -             |
| <b>Business Unit Total: Local Markings</b>               | <b>\$ 6,927</b>       | <b>\$ 5,303</b>       | <b>\$ 7,426</b>          | <b>\$ 10,460</b>       | -             | -100.00% | -             | -             |
| <b>Business Unit: 498 Local Snow &amp; Ice Control</b>   |                       |                       |                          |                        |               |          |               |               |
| Personal Services  | 165,602               | 148,231               | 135,000                  | 257,000                | -             | -100.00% | -             | -             |
| Supplies   | 52,101                | 65,120                | 75,000                   | 91,730                 | -             | -100.00% | -             | -             |
| Other Service Charges                                    | 342,769               | 227,579               | 270,000                  | 384,850                | -             | -100.00% | -             | -             |
| <b>Business Unit Total: Local Snow &amp; Ice Control</b> | <b>\$ 560,471</b>     | <b>\$ 440,931</b>     | <b>\$ 480,000</b>        | <b>\$ 733,580</b>      | -             | -100.00% | -             | -             |
| <b>Business Unit: 499 Local Administration</b>           |                       |                       |                          |                        |               |          |               |               |
| Personal Services  | 131,052               | 130,306               | 129,260                  | 141,800                | -             | -100.00% | -             | -             |
| Supplies   | 10,719                | 14,233                | 13,620                   | 12,120                 | -             | -100.00% | -             | -             |
| Other Service Charges                                    | 84,443                | 90,215                | 84,577                   | 95,570                 | -             | -100.00% | -             | -             |
| <b>Business Unit Total: Local Administration</b>         | <b>\$ 226,215</b>     | <b>\$ 234,754</b>     | <b>\$ 227,457</b>        | <b>\$ 249,490</b>      | -             | -100.00% | -             | -             |
| <b>Division Total: Local Roads</b>                       | <b>\$ 1,907,114</b>   | <b>\$ 1,817,939</b>   | <b>\$ 1,964,497</b>      | <b>\$ 2,482,345</b>    | -             | -100.00% | -             | -             |

**GENERAL FUND**  
**Public Works/Streets**

## Streets

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change        | 2023 Proposed | 2024 Proposed |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------|-----------------|---------------|---------------|
| <b>Fund: 101 GENERAL FUND</b>                                 |                       |                       |                          |                        |               |                 |               |               |
| Expenditures  |                       |                       |                          |                        |               |                 |               |               |
| <b>Department: 447 Streets</b>                                |                       |                       |                          |                        |               |                 |               |               |
| <b>Division: 21 County Roads</b>                              |                       |                       |                          |                        |               |                 |               |               |
| <b>Business Unit: 500 County Surface<br/>Maintenance</b>      |                       |                       |                          |                        |               |                 |               |               |
| Personal Services   | 4,060                 | 1,872                 | 1,020                    | 2,680                  | -             | -100.00%        | -             | -             |
| Other Service Charges   | 2,971                 | 7,051                 | 1,000                    | 1,040                  | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: County Surface<br/>Maintenance</b>    | <b>\$ 7,031</b>       | <b>\$ 8,923</b>       | <b>\$ 2,020</b>          | <b>\$ 3,720</b>        | <b>-</b>      | <b>-100.00%</b> | <b>-</b>      | <b>-</b>      |
| <b>Business Unit: 502 County Snow &amp; Ice<br/>Control</b>   |                       |                       |                          |                        |               |                 |               |               |
| Personal Services   | 129,814               | 115,882               | 134,000                  | 238,790                | -             | -100.00%        | -             | -             |
| Supplies  | 113,003               | 123,854               | 100,000                  | 156,740                | -             | -100.00%        | -             | -             |
| Other Service Charges   | 118,093               | 113,893               | 75,000                   | 105,010                | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: County Snow &amp; Ice<br/>Control</b> | <b>\$ 360,910</b>     | <b>\$ 353,629</b>     | <b>\$ 309,000</b>        | <b>\$ 500,540</b>      | <b>-</b>      | <b>-100.00%</b> | <b>-</b>      | <b>-</b>      |
| <b>Business Unit: 503 County<br/>Administration</b>           |                       |                       |                          |                        |               |                 |               |               |
| Personal Services   | 3,928                 | 3,548                 | -                        | 4,580                  | -             | -100.00%        | -             | -             |
| Supplies  | 523                   | 881                   | 610                      | 610                    | -             | -100.00%        | -             | -             |
| Other Service Charges   | 15,716                | 17,923                | 18,000                   | 20,500                 | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: County<br/>Administration</b>         | <b>\$ 20,167</b>      | <b>\$ 22,353</b>      | <b>\$ 18,610</b>         | <b>\$ 25,690</b>       | <b>-</b>      | <b>-100.00%</b> | <b>-</b>      | <b>-</b>      |

**GENERAL FUND**  
**Public Works/Streets**

## Streets

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change        | 2023 Proposed | 2024 Proposed |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------|-----------------|---------------|---------------|
| <b>Fund: 101 GENERAL FUND</b>                         |                       |                       |                          |                        |               |                 |               |               |
| Expenditures  |                       |                       |                          |                        |               |                 |               |               |
| <b>Department: 447 Streets</b>                        |                       |                       |                          |                        |               |                 |               |               |
| <b>Business Unit: 504 County Signs</b>                |                       |                       |                          |                        |               |                 |               |               |
| Personal Services                                     | 1,076                 | 1,125                 | 650                      | -                      | -             | 0.00%           | -             | -             |
| Supplies  | 2,541                 | 6,479                 | 6,000                    | 9,780                  | -             | -100.00%        | -             | -             |
| Other Service Charges                                 | -                     | -                     | 500                      | 500                    | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: County Signs</b>              | <b>\$ 3,617</b>       | <b>\$ 7,605</b>       | <b>\$ 7,150</b>          | <b>\$ 10,280</b>       | -             | <b>-100.00%</b> | -             | -             |
| <b>Business Unit: 507 County Sweeping</b>             |                       |                       |                          |                        |               |                 |               |               |
| Personal Services                                     | 2,279                 | 960                   | 100                      | -                      | -             | 0.00%           | -             | -             |
| Other Service Charges                                 | 2,291                 | 493                   | 1,000                    | 1,140                  | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: County Sweeping</b>           | <b>\$ 4,571</b>       | <b>\$ 1,453</b>       | <b>\$ 1,100</b>          | <b>\$ 1,140</b>        | -             | <b>-100.00%</b> | -             | -             |
| <b>Division Total: County Roads</b>                   | <b>\$ 396,296</b>     | <b>\$ 393,963</b>     | <b>\$ 337,880</b>        | <b>\$ 541,370</b>      | -             | <b>-100.00%</b> | -             | -             |
| <b>Division: 22 Major Roads</b>                       |                       |                       |                          |                        |               |                 |               |               |
| <b>Business Unit: 464 Major Surface Maintenance</b>   |                       |                       |                          |                        |               |                 |               |               |
| Personal Services                                     | 355,499               | 260,671               | 419,000                  | 460,350                | -             | -100.00%        | -             | -             |
| Supplies  | 51,479                | 71,132                | 52,200                   | 53,230                 | -             | -100.00%        | -             | -             |
| Other Service Charges                                 | 157,340               | 95,754                | 185,000                  | 190,750                | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: Major Surface Maintenance</b> | <b>\$ 564,318</b>     | <b>\$ 427,557</b>     | <b>\$ 656,200</b>        | <b>\$ 704,330</b>      | -             | <b>-100.00%</b> | -             | -             |

**GENERAL FUND**  
**Public Works/Streets**

## Streets

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change        | 2023 Proposed | 2024 Proposed |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------|-----------------|---------------|---------------|
| <b>Fund: 101 GENERAL FUND</b>                           |                       |                       |                          |                        |               |                 |               |               |
| Expenditures  |                       |                       |                          |                        |               |                 |               |               |
| <b>Department: 447 Streets</b>                          |                       |                       |                          |                        |               |                 |               |               |
| <b>Business Unit: 465 Major Guard Rails and Posts</b>   |                       |                       |                          |                        |               |                 |               |               |
| Personal Services                                       | -                     | 1,002                 | 110                      | -                      | -             | 0.00%           | -             | -             |
| Supplies  | -                     | 173                   | 130                      | 130                    | -             | -100.00%        | -             | -             |
| Other Service Charges                                   | -                     | 198                   | 200                      | 200                    | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: Major Guard Rails and Posts</b> | -                     | <b>\$ 1,373</b>       | <b>\$ 440</b>            | <b>\$ 330</b>          | -             | <b>-100.00%</b> | -             | -             |
| <b>Business Unit: 466 Major Sweeping</b>                |                       |                       |                          |                        |               |                 |               |               |
| Personal Services                                       | 42,491                | 39,087                | 23,000                   | 50,330                 | -             | -100.00%        | -             | -             |
| Other Service Charges                                   | 63,419                | 56,368                | 65,000                   | 76,500                 | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: Major Sweeping</b>              | <b>\$ 105,910</b>     | <b>\$ 95,454</b>      | <b>\$ 88,000</b>         | <b>\$ 126,830</b>      | -             | <b>-100.00%</b> | -             | -             |
| <b>Business Unit: 469 Major Drain Structures</b>        |                       |                       |                          |                        |               |                 |               |               |
| Personal Services                                       | 119,860               | 79,082                | 49,250                   | 116,680                | -             | -100.00%        | -             | -             |
| Supplies  | 7,617                 | 5,592                 | 65,780                   | 5,860                  | -             | -100.00%        | -             | -             |
| Other Service Charges                                   | 77,845                | 29,119                | 41,300                   | 55,300                 | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: Major Drain Structures</b>      | <b>\$ 205,323</b>     | <b>\$ 113,793</b>     | <b>\$ 156,330</b>        | <b>\$ 177,840</b>      | -             | <b>-100.00%</b> | -             | -             |
| <b>Business Unit: 470 Major Roadside Cleanup</b>        |                       |                       |                          |                        |               |                 |               |               |
| Personal Services                                       | 36,279                | 25,530                | 21,000                   | 29,940                 | -             | -100.00%        | -             | -             |
| Supplies  | 40                    | 112                   | 170                      | 170                    | -             | -100.00%        | -             | -             |
| Other Service Charges                                   | 9,486                 | 5,303                 | 5,000                    | 5,460                  | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: Major Roadside Cleanup</b>      | <b>\$ 45,805</b>      | <b>\$ 30,945</b>      | <b>\$ 26,170</b>         | <b>\$ 35,570</b>       | -             | <b>-100.00%</b> | -             | -             |



**GENERAL FUND**  
**Public Works/Streets**

## Streets

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change        | 2023 Proposed | 2024 Proposed |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------|-----------------|---------------|---------------|
| <b>Fund: 101 GENERAL FUND</b>                              |                       |                       |                          |                        |               |                 |               |               |
| Expenditures   |                       |                       |                          |                        |               |                 |               |               |
| <b>Department: 447 Streets</b>                             |                       |                       |                          |                        |               |                 |               |               |
| <b>Business Unit: 471 Major Grass &amp; Weed Control</b>   |                       |                       |                          |                        |               |                 |               |               |
| Personal Services  | 6,297                 | 2,205                 | 940                      | -                      | -             | 0.00%           | -             | -             |
| Other Service Charges                                      | 1,464                 | 469                   | 900                      | 1,040                  | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: Major Grass &amp; Weed Control</b> | <b>\$ 7,761</b>       | <b>\$ 2,674</b>       | <b>\$ 1,840</b>          | <b>\$ 1,040</b>        | -             | <b>-100.00%</b> | -             | -             |
| <b>Business Unit: 475 Major Signs</b>                      |                       |                       |                          |                        |               |                 |               |               |
| Personal Services  | 161,901               | 170,859               | 70,000                   | 195,930                | -             | -100.00%        | -             | -             |
| Supplies   | 16,734                | 15,599                | 12,570                   | 12,570                 | -             | -100.00%        | -             | -             |
| Other Service Charges                                      | 18,246                | 26,697                | 24,000                   | 30,000                 | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: Major Signs</b>                    | <b>\$ 196,881</b>     | <b>\$ 213,156</b>     | <b>\$ 106,570</b>        | <b>\$ 238,500</b>      | -             | <b>-100.00%</b> | -             | -             |
| <b>Business Unit: 477 Major Markings</b>                   |                       |                       |                          |                        |               |                 |               |               |
| Personal Services  | 7,759                 | 2,137                 | 1,500                    | 15,340                 | -             | -100.00%        | -             | -             |
| Supplies   | -                     | 1,782                 | 1,900                    | 1,970                  | -             | -100.00%        | -             | -             |
| Other Service Charges                                      | 80,896                | 25,918                | 99,030                   | 99,630                 | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: Major Markings</b>                 | <b>\$ 88,655</b>      | <b>\$ 29,837</b>      | <b>\$ 102,430</b>        | <b>\$ 116,940</b>      | -             | <b>-100.00%</b> | -             | -             |
| <b>Business Unit: 478 Major Snow &amp; Ice Control</b>     |                       |                       |                          |                        |               |                 |               |               |
| Personal Services  | 202,126               | 207,915               | 225,000                  | 320,780                | -             | -100.00%        | -             | -             |
| Supplies   | 81,872                | 112,746               | 115,000                  | 130,650                | -             | -100.00%        | -             | -             |
| Other Service Charges                                      | 111,874               | 105,783               | 109,000                  | 109,300                | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: Major Snow &amp; Ice Control</b>   | <b>\$ 395,872</b>     | <b>\$ 426,444</b>     | <b>\$ 449,000</b>        | <b>\$ 560,730</b>      | -             | <b>-100.00%</b> | -             | -             |

**GENERAL FUND**  
**Public Works/Streets**

## Streets

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change       | 2023 Proposed     | 2024 Proposed     |
|--|-----------------------|-----------------------|--------------------------|------------------------|-------------------|----------------|-------------------|-------------------|
| <b>Fund: 101 GENERAL FUND</b>                      |                       |                       |                          |                        |                   |                |                   |                   |
| Expenditures                                       |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Department: 447 Streets</b>                     |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Business Unit: 479 Major Administration</b>     |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services                                  | 204,144               | 330,876               | 108,500                  | 225,110                | -                 | -100.00%       | -                 | -                 |
| Supplies   | 8,441                 | 9,107                 | 1,100                    | 8,111                  | -                 | -100.00%       | -                 | -                 |
| Other Service Charges                              | 316,252               | 309,555               | 319,110                  | 380,770                | -                 | -100.00%       | -                 | -                 |
| <b>Business Unit Total: Major Administration</b>   | <b>\$ 528,837</b>     | <b>\$ 649,538</b>     | <b>\$ 428,710</b>        | <b>\$ 613,991</b>      | -                 | -100.00%       | -                 | -                 |
| <b>Division Total: Major Roads</b>                 | <b>\$ 2,139,362</b>   | <b>\$ 1,990,771</b>   | <b>\$ 2,015,690</b>      | <b>\$ 2,576,101</b>    | -                 | -100.00%       | -                 | -                 |
| <b>Division: 23 Drains</b>                         |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Business Unit: 514 Retention Ponds</b>          |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services                                  | 169,131               | 115,711               | 45,000                   | 107,480                | 69,620            | -35.23%        | 71,690            | 73,990            |
| Supplies   | 10,385                | 8,077                 | 8,500                    | 11,460                 | 9,530             | -16.84%        | 9,720             | 9,910             |
| Other Service Charges                              | 119,647               | 134,871               | 103,600                  | 135,450                | 121,010           | -10.66%        | 123,400           | 125,860           |
| <b>Business Unit Total: Retention Ponds</b>        | <b>\$ 299,163</b>     | <b>\$ 258,658</b>     | <b>\$ 157,100</b>        | <b>\$ 254,390</b>      | <b>\$ 200,160</b> | <b>-21.32%</b> | <b>\$ 204,810</b> | <b>\$ 209,760</b> |
| <b>Business Unit: 515 Open Drain Maintenance</b>   |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services                                  | 62,214                | 46,981                | 53,060                   | 52,230                 | 52,540            | 0.59%          | 54,050            | 55,720            |
| Supplies   | 6,206                 | 5,000                 | 5,000                    | 5,160                  | 5,270             | 2.13%          | 5,370             | 5,480             |
| Other Service Charges                              | 44,116                | 40,762                | 45,000                   | 53,060                 | 54,120            | 2.00%          | 54,120            | 55,200            |
| <b>Business Unit Total: Open Drain Maintenance</b> | <b>\$ 112,536</b>     | <b>\$ 92,743</b>      | <b>\$ 103,060</b>        | <b>\$ 110,450</b>      | <b>\$ 111,930</b> | <b>1.34%</b>   | <b>\$ 113,540</b> | <b>\$ 116,400</b> |

**GENERAL FUND**  
**Public Works/Streets**

## Streets

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change       | 2023 Proposed     | 2024 Proposed     |
|---|-----------------------|-----------------------|--------------------------|------------------------|-------------------|----------------|-------------------|-------------------|
| <b>Fund: 101 GENERAL FUND</b>                     |                       |                       |                          |                        |                   |                |                   |                   |
| Expenditures                                      |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Department: 447 Streets</b>                    |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Business Unit: 516 Drains Administration</b>   |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services                                 | 64,723                | 16,972                | 9,330                    | 34,960                 | 15,250            | -56.38%        | 15,660            | 16,090            |
| Supplies  | 873                   | 1,543                 | 830                      | 830                    | 840               | 1.20%          | 860               | 880               |
| Other Service Charges                             | 30,863                | 132,145               | 181,694                  | 161,920                | 415,690           | 156.73%        | 415,945           | 418,260           |
| <b>Business Unit Total: Drains Administration</b> | <b>\$ 96,459</b>      | <b>\$ 150,659</b>     | <b>\$ 191,854</b>        | <b>\$ 197,710</b>      | <b>\$ 431,780</b> | <b>118.39%</b> | <b>\$ 432,465</b> | <b>\$ 435,230</b> |
| <b>Business Unit: 517 Storm Sewer &amp; Ryd</b>   |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services                                 | 96,429                | 149,988               | 52,560                   | 132,930                | 153,150           | 15.21%         | 157,620           | 162,600           |
| Supplies  | 1,636                 | 7,036                 | 8,000                    | 8,770                  | 8,950             | 2.05%          | 9,130             | 9,310             |
| Other Service Charges                             | 28,488                | 52,414                | 32,250                   | 32,250                 | 32,900            | 2.02%          | 33,560            | 34,230            |
| <b>Business Unit Total: Storm Sewer &amp; Ryd</b> | <b>\$ 126,553</b>     | <b>\$ 209,439</b>     | <b>\$ 92,810</b>         | <b>\$ 173,950</b>      | <b>\$ 195,000</b> | <b>12.10%</b>  | <b>\$ 200,310</b> | <b>\$ 206,140</b> |
| <b>Division Total: Drains</b>                     | <b>\$ 634,711</b>     | <b>\$ 711,499</b>     | <b>\$ 544,824</b>        | <b>\$ 736,500</b>      | <b>\$ 938,870</b> | <b>27.48%</b>  | <b>\$ 951,125</b> | <b>\$ 967,530</b> |

**GENERAL FUND**  
**Public Works/Streets**

## Streets

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change     | 2023 Proposed     | 2024 Proposed     |
|---|-----------------------|-----------------------|--------------------------|------------------------|-------------------|--------------|-------------------|-------------------|
| <b>Fund: 101 GENERAL FUND</b>                             |                       |                       |                          |                        |                   |              |                   |                   |
| Expenditures  |                       |                       |                          |                        |                   |              |                   |                   |
| <b>Department: 447 Streets</b>                            |                       |                       |                          |                        |                   |              |                   |                   |
| <b>Division: 24 Sidewalks</b>                             |                       |                       |                          |                        |                   |              |                   |                   |
| <b>Business Unit: 444 Sidewalk Administration</b>         |                       |                       |                          |                        |                   |              |                   |                   |
| Personal Services   | 29,282                | 30,095                | 21,900                   | 32,810                 | 35,600            | 8.50%        | 36,530            | 37,590            |
| Other Service Charges                                     | 2,793                 | 2,860                 | 3,120                    | 3,400                  | 3,810             | 12.06%       | 3,500             | 3,570             |
| <b>Business Unit Total: Sidewalk Administration</b>       | <b>\$ 32,075</b>      | <b>\$ 32,955</b>      | <b>\$ 25,020</b>         | <b>\$ 36,210</b>       | <b>\$ 39,410</b>  | <b>8.84%</b> | <b>\$ 40,030</b>  | <b>\$ 41,160</b>  |
| <b>Business Unit: 511 Sidewalk Maint - Snow Control</b>   |                       |                       |                          |                        |                   |              |                   |                   |
| Personal Services   | 5,995                 | 621                   | 420                      | 5,140                  | 5,330             | 3.70%        | 5,480             | 5,650             |
| Other Service Charges                                     | 20,576                | 17,536                | 42,200                   | 51,010                 | 53,050            | 4.00%        | 54,110            | 55,190            |
| <b>Business Unit Total: Sidewalk Maint - Snow Control</b> | <b>\$ 26,571</b>      | <b>\$ 18,157</b>      | <b>\$ 42,620</b>         | <b>\$ 56,150</b>       | <b>\$ 58,380</b>  | <b>3.97%</b> | <b>\$ 59,590</b>  | <b>\$ 60,840</b>  |
| <b>Business Unit: 512 Sidewalk Maint - General</b>        |                       |                       |                          |                        |                   |              |                   |                   |
| Personal Services   | 119,963               | 122,273               | 49,500                   | 100,220                | 102,290           | 2.07%        | 105,170           | 108,370           |
| Supplies  | 2,507                 | 9,587                 | 5,800                    | 5,820                  | 5,930             | 1.89%        | 6,050             | 6,050             |
| Other Service Charges                                     | 19,356                | 22,908                | 18,000                   | 25,500                 | 26,100            | 2.35%        | 26,200            | 27,150            |
| <b>Business Unit Total: Sidewalk Maint - General</b>      | <b>\$ 141,826</b>     | <b>\$ 154,768</b>     | <b>\$ 73,300</b>         | <b>\$ 131,540</b>      | <b>\$ 134,320</b> | <b>2.11%</b> | <b>\$ 137,420</b> | <b>\$ 141,570</b> |
| <b>Division Total: Sidewalks</b>                          | <b>\$ 200,473</b>     | <b>\$ 205,880</b>     | <b>\$ 140,940</b>        | <b>\$ 223,900</b>      | <b>\$ 232,110</b> | <b>3.67%</b> | <b>\$ 237,040</b> | <b>\$ 243,570</b> |

**GENERAL FUND**  
**Public Works/Streets**

## Streets

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change       | 2023 Proposed       | 2024 Proposed       |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------------|----------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>                |                       |                       |                          |                        |                     |                |                     |                     |
| Expenditures                                 |                       |                       |                          |                        |                     |                |                     |                     |
| <b>Department: 447 Streets</b>               |                       |                       |                          |                        |                     |                |                     |                     |
| <b>Division: 25 Street Lighting</b>          |                       |                       |                          |                        |                     |                |                     |                     |
| <b>Business Unit: 448 Street Lighting</b>    |                       |                       |                          |                        |                     |                |                     |                     |
| Personal Services                            | 24,944                | 22,864                | 23,000                   | 17,240                 | 16,710              | -3.07%         | 17,180              | 17,710              |
| Supplies                                     | 17,495                | 44,891                | 60,000                   | 62,950                 | 64,210              | 2.00%          | 65,490              | 65,490              |
| Other Service Charges                        | 397,023               | 402,714               | 407,160                  | 414,780                | 440,230             | 6.14%          | 449,030             | 457,990             |
| <b>Division Total: Street Lighting</b>       | <b>\$ 439,462</b>     | <b>\$ 470,469</b>     | <b>\$ 490,160</b>        | <b>\$ 494,970</b>      | <b>\$ 521,150</b>   | <b>5.29%</b>   | <b>\$ 531,700</b>   | <b>\$ 541,190</b>   |
| <b>Division: 26 Weeds</b>                    |                       |                       |                          |                        |                     |                |                     |                     |
| <b>Business Unit: 519 Weeds/Snow and Ice</b> |                       |                       |                          |                        |                     |                |                     |                     |
| Other Service Charges                        | 5,550                 | 3,425                 | 3,300                    | 6,270                  | 6,540               | 4.31%          | 6,670               | 6,810               |
| <b>Division Total: Weeds</b>                 | <b>\$ 5,550</b>       | <b>\$ 3,425</b>       | <b>\$ 3,300</b>          | <b>\$ 6,270</b>        | <b>\$ 6,540</b>     | <b>4.31%</b>   | <b>\$ 6,670</b>     | <b>\$ 6,810</b>     |
| <b>Department Total: Streets</b>             | <b>\$ 5,722,967</b>   | <b>\$ 5,593,946</b>   | <b>\$ 5,497,291</b>      | <b>\$ 7,061,456</b>    | <b>\$ 1,698,670</b> | <b>-75.94%</b> | <b>\$ 1,726,535</b> | <b>\$ 1,759,100</b> |

**General Fund  
Public Works/Transportation**

## Transportation

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change       | 2023 Proposed     | 2024 Proposed     |
|---|-----------------------|-----------------------|--------------------------|------------------------|-------------------|----------------|-------------------|-------------------|
| <b>Fund: 101 General Fund</b>                             |                       |                       |                          |                        |                   |                |                   |                   |
| Expenditures  |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Department: 596 Transportation</b>                     |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Business Unit: 596 Shuttle Services</b>                |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services   | 123,776               | 651                   | -                        | -                      | -                 | 0.00%          | -                 | -                 |
| Supplies  | 1,317                 | -                     | -                        | -                      | -                 | 0.00%          | -                 | -                 |
| Other Service Charges                                     | 98,467                | 500                   | -                        | -                      | -                 | 0.00%          | -                 | -                 |
| <b>Business Unit Total: Shuttle Services</b>              | <b>\$ 223,560</b>     | <b>\$ 1,151</b>       | <b>-</b>                 | <b>-</b>               | <b>-</b>          | <b>0.00%</b>   | <b>-</b>          | <b>-</b>          |
| <b>Business Unit: 598 Senior/Special Transportation</b>   |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services   | -                     | 189,483               | 320,000                  | 377,430                | 291,650           | -22.73%        | 299,740           | 308,760           |
| Supplies  | -                     | 9,483                 | 8,500                    | 11,500                 | 11,500            | 0.00%          | 11,500            | 11,500            |
| Other Service Charges                                     | -                     | 152,037               | 123,812                  | 130,862                | 135,250           | 3.35%          | 138,400           | 138,420           |
| <b>Business Unit Total: Senior/Special Transportation</b> | <b>-</b>              | <b>\$ 351,004</b>     | <b>\$ 452,312</b>        | <b>\$ 519,792</b>      | <b>\$ 438,400</b> | <b>-15.66%</b> | <b>\$ 449,640</b> | <b>\$ 458,680</b> |
| <b>Department Total: Transportation</b>                   | <b>\$ 223,560</b>     | <b>\$ 352,155</b>     | <b>\$ 452,312</b>        | <b>\$ 519,792</b>      | <b>\$ 438,400</b> | <b>-15.66%</b> | <b>\$ 449,640</b> | <b>\$ 458,680</b> |

# COMMUNITY DEVELOPMENT

2021/22 PROPOSED BUDGET

# ENGINEERING

City Engineer/Traffic Engineer ..... William J. Huotari, P.E.

Deputy City Engineer ..... G. Scott Finlay, P.E

## MISSION STATEMENT

The mission of the Engineering Department is to provide high quality, cost effective infrastructure improvements to promote safety, transportation, economic growth and vibrancy of the City of Troy.

## DEPARTMENT FUNCTIONS

### ADMINISTRATION

- Prepares and administers capital improvement program (CIP) budget for roads, sewers, water mains and drains
- Develops master plans for capital improvements
- Serves as liaison with federal, state and county agencies and other cities to implement road, water, sewer and drain projects, programs, and permits
- Serves as liaison with utility companies for utility and telecommunications work within city right-of-way
- Member of Oakland County Federal Aid Comm. which prioritizes road funding
- Prepares and maintains design standards for public and private improvements
- Prepares requests for proposals for consulting engineering services
- Manages city staff and consultants assigned to perform technical studies, project design, construction project administration and inspection
- Recommends and implements policies for all city real estate and right-of-way activities

### ENGINEERING

- Designs and prepares engineering plans and specifications for public improvement projects such as storm drains, sanitary sewers, stream bank stabilization and water mains
- Reviews site grading, drainage and soil erosion control plans for compliance with City of Troy, county and state requirements
- Maintains development standards, construction specifications and standard construction details
- Provides utility and flood plain information
- Maintains the pavement management system
- Issues permits and performs inspections for water, sewer, roads, utility construction, soil erosion control and culvert installations
- Prepares special assessment district projects for paving, sanitary sewers and sidewalks

### SURVEYING AND INSPECTION

- Conducts surveys for design and construction of public improvements
- Maintains the city's global positioning and benchmark systems
- Participates in maintenance of the city's geographic information system
- Resolves drainage problems on new construction
- Inspects public improvements for compliance with development standards, construction specifications and soil erosion control
- Inspects city road, water, sewer and utility projects

### RIGHT OF WAY

- Appraises and negotiates for acquisition or sale of city real estate and right-of-way
- Sells, leases, and licenses land and public property
- Facilitates the donation or acquisition of land and property for public use
- Coordinates vacation or sale of city property
- Assists in relocating businesses and residences acquired as part of city road projects
- Provides real estate support services to the public, other city departments, utility companies and public agencies
- Assists in the litigation process regarding public property
- Maintains records for city-owned property, easement and other real estate documents at the County
- Researches and assures clear title to city-owned property and rights
- Performs real estate asset management activities
- Skilled and trained in federal and state laws and regulations as they pertain to real estate acquisition and capital improvement projects



**TRAFFIC ENGINEERING**

- Conducts traffic volume counts and speed studies
- Reviews plans for new developments for compliance with traffic standards
- Responds to requests for new traffic signals and signs
- Serves as liaison with Oakland County on traffic signal concerns
- Investigates traffic vision obstructions
- Provides staff support for Traffic Committee activities
- Coordinates review of traffic studies
- Processes sidewalk waiver requests

**STORM WATER DRAINAGE**

- Evaluates storm water drainage systems
- Develops and implements projects to reduce erosion, improve water quality and aquatic habitat
- Monitors construction site runoff
- Serves as liaison with other storm water agencies to effectively manage watersheds in accordance with regulations and mandates
- Administers MS4 state storm water permit requirements
- Participates with the Alliance of Rouge Communities (ARC) and Clinton River Area of Concern on storm water permit activities, grant applications and grant projects
- Serves as enforcing agency for Soil Erosion and Sediment Control (SESC) program

**PERFORMANCE INDICATORS**

| Performance Indicators                               | 2018/19 Actual | 2019/20 Actual | 2020/21 Projected | 2021/22 Budget |
|--|----------------|----------------|-------------------|----------------|
| Preliminary Site Plans Approved                      | 55             | 49             | 50                | 50             |
| Right-of-way Permits Issued                          | 212            | 219            | 225               | 225            |
| Value of Construction Contracts Awarded & Supervised | \$6M           | \$8M           | \$9M              | \$9M           |
| Soil Erosion Control Inspections                     | 879            | 791            | 1,000             | 1,000          |
| Soil Erosion Control Permits Issued                  | 54             | 58             | 150               | 150            |
| % Engineering Plans Reviewed within 8 Weeks          | 92%            | 95%            | 95%               | 95%            |
| % Right -of-way Permits issued within 10 days        | 95%            | 95%            | 95%               | 95%            |
| % Soil Erosion Control Permits Issued within 5 days  | 98%            | 98%            | 98%               | 98%            |
| % CIP Projects Budgeted and Awarded                  | 90%            | 92%            | 92%               | 92%            |

**NOTES ON PERFORMANCE INDICATORS**

“Value of Construction Contracts Awarded & Supervised” is up slightly due to the Big Beaver Relief Sewer contract in 2021.

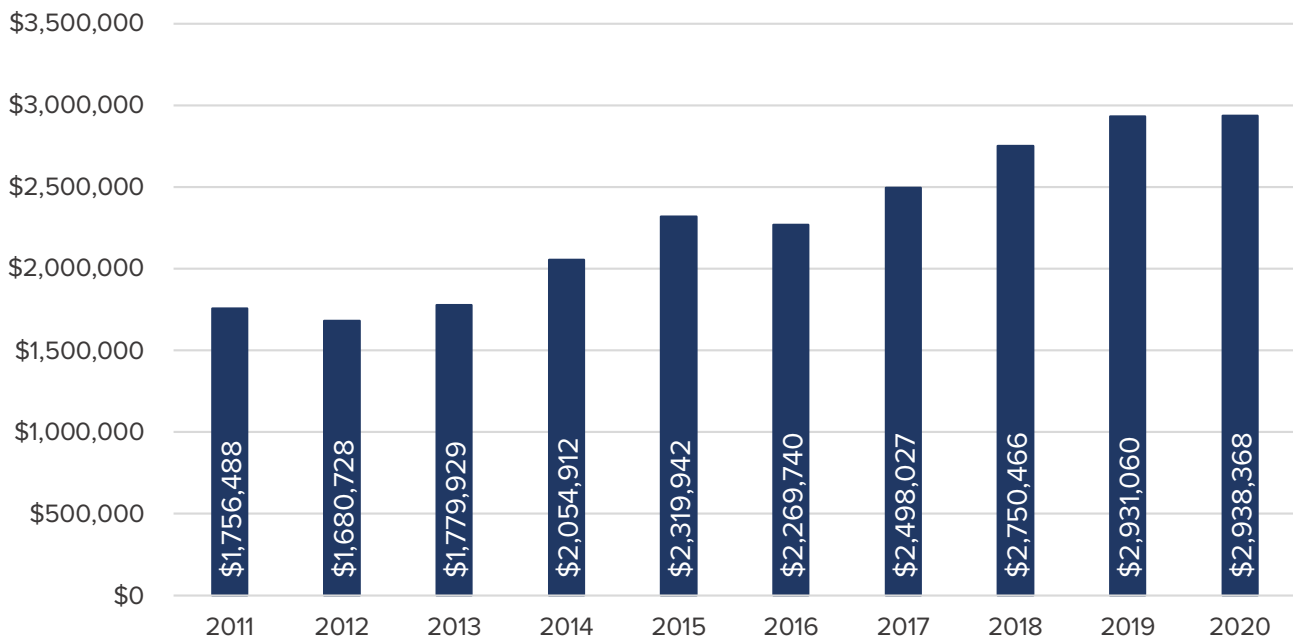
# SUMMARY OF BUDGET CHANGES

None

## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

| PERSONNEL SUMMARY   | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|---------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                     | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Engineering         | 12.2        | 0         | 12.2        | 0         | 12.2        | 0         | 12.2        | 0         |
| Traffic Engineering |             |           |             |           |             |           |             |           |
| Total Department    | 12.2        | 0         | 12.2        | 0         | 12.2        | 0         | 12.2        | 0         |

## OPERATING BUDGET HISTORY



**GENERAL FUND**  
Community Development/Engineering

## Engineering

|                                       | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change      | 2023 Proposed       | 2024 Proposed       |
|---------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|---------------------|---------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>         |                       |                       |                          |                        |                     |               |                     |                     |
| Expenditures                          |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Department: 442 Engineering</b>    |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Business Unit: 442 Engineering</b> |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                     | 1,734,078             | 1,748,348             | 1,868,000                | 1,922,470              | 1,908,520           | -0.73%        | 1,963,890           | 2,025,580           |
| Supplies                              | 9,097                 | 8,603                 | 14,600                   | 13,660                 | 15,340              | 12.30%        | 15,630              | 15,940              |
| Other Service Charges                 | 1,187,884             | 1,181,418             | 1,303,120                | 1,415,680              | 1,419,640           | 0.28%         | 1,423,660           | 1,427,750           |
| <b>Department Total: Engineering</b>  | <b>\$ 2,931,060</b>   | <b>\$ 2,938,368</b>   | <b>\$ 3,185,720</b>      | <b>\$ 3,351,810</b>    | <b>\$ 3,343,500</b> | <b>-0.25%</b> | <b>\$ 3,403,180</b> | <b>\$ 3,469,270</b> |

# PLANNING

Community Development Director .....R. Brent Savidant

## MISSION STATEMENT

The Planning Department guides private and public development and redevelopment efforts. Planning assists in creating a more socially, economically and environmentally sustainable community, as envisioned in the City of Troy Master Plan. The Planning Department provides expertise and information to elected officials, appointed boards and commissions, City Departments and citizens to assist in understanding and addressing key community issues and priorities. The Planning Department promotes and maintains a clean, healthy, and safe city through education, cooperation, and enforcement of our property maintenance, zoning, nuisance and rental inspection codes. The Planning Department assists the City Manager in creating an environment for investment in the City of Troy.

## DEPARTMENT FUNCTIONS

### ADMINISTRATION

- Prepares agendas and provides technical support to the Planning Commission, Zoning Board of Appeals, Historic District Commission, Historic District Study Committee, Sustainable Development Review Committee, Building Code Board of Appeals & Animal Control Appeals Board
- Prepares and administers the department budget
- Serves as City's representative and expert witness in litigation related to zoning, property maintenance, and blight
- Serves as liaison to the Downtown Development Authority (DDA)
- Serves as liaison with developers to residential, commercial and industrial developments

### APPLICATION AND REVIEW PROCESS

- Provides information regarding application procedures and requirements
- Reviews site plan applications for compliance with City ordinances and regulations
- Reviews special use requests for compliance with City ordinances and regulations
- Reviews subdivision plat and site condominium applications for compliance with City ordinances and regulations
- Reviews rezoning applications for compliance with the master plan and provides recommendations
- Reviews zoning ordinance text amendment applications and provides recommendations
- Reviews street vacation request for compliance with City ordinances and regulations

### APPLICATION AND REVIEW PROCESS (CONT.)

- Provides design assistance to developers and City Staff
- Reviews planned unit development applications for compliance with City ordinances, regulations and high-quality urban design standards
- Conducts site plan compliance inspections prior to issuance of certificates of occupancy
- Upgrades the development approval process, focusing on technological improvements and digital submittals
- Determines compliance with Zoning Ordinance

### PLANNING ZONING AND LAND USE

- Provides information regarding the City's zoning ordinance and subdivision regulations
- Provides information regarding planning, land use and zoning issues
- Prepares and maintains zoning districts map
- Maintains the City's Master Plan
- Provides analysis of zoning ordinance
- Inspects properties to ensure compliance with the Zoning Ordinance, Rental Inspection, Property Maintenance Code, and other City ordinances
- Considers complaints related to zoning, land use, blight and nuisances
- Reviews & issues sign, animal, temporary structure, use & special event permits

# PERFORMANCE INDICATORS

| PERFORMANCE INDICATORS                                     | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|--|----------------|----------------|-------------------|----------------|
| Site Plan Reviews  | 9              | 5              | 12                | 12             |
| Special Use Requests                                       | 15             | 9              | 12                | 12             |
| Site Condominium Reviews                                   | 5              | 4              | 4                 | 4              |
| Rezoning requests  | 3              | 2              | 2                 | 2              |
| Conditional Rezoning Requests                              | 7              | 2              | 2                 | 2              |
| Zoning Ordinance Text Amendments                           | 2              | 2              | 2                 | 2              |
| Planned Unit Developments                                  | 1              | 0              | 1                 | 1              |
| Sign Permit Applications reviewed                          | 340            | 255            | 250               | 300            |
| Code Enforcements  | 3,002          | 2,423          | 2,400             | 3,000          |
| Citizen Volunteer Enforcements (temporary sign removal)    | 1,174          | 1,024          | 300               | 1,000          |
| Zoning Board of Appeals cases                              | 22             | 22             | 15                | 24             |
| Animal Licenses  | 7              | 9              | 8                 | 8              |
| Code Enforcement Inspections                               | 6,245          | 5,976          | 5,900             | 6,000          |
| Temporary Structure, Use, & Outdoor Special Events Permits | 25             | 22             | 25                | 25             |

## NOTES ON PERFORMANCE INDICATORS

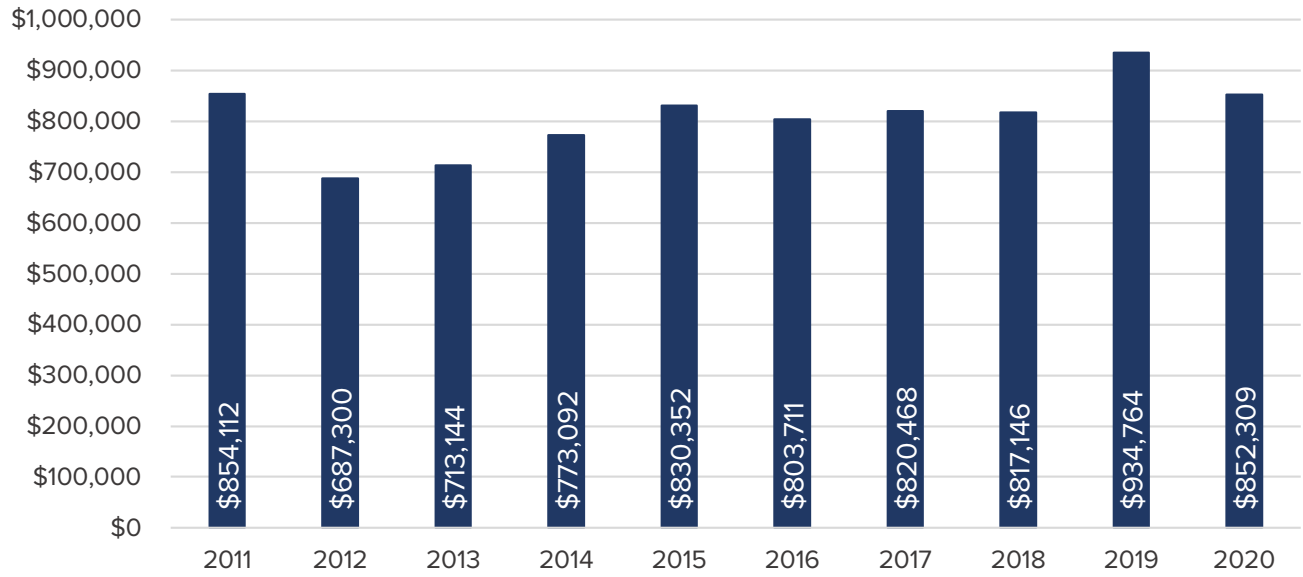
Summary of Budget Changes

## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

The Planning Intern position (part time) will be eliminated at the end of FY 2020/21.

| PERSONNEL SUMMARY       | 2019 BUDGET |            | 2020 BUDGET |            | 2021 BUDGET |            | 2022 BUDGET |            |
|-------------------------|-------------|------------|-------------|------------|-------------|------------|-------------|------------|
|                         | Full Time   | Part Time  | Full Time   | Part Time  | Full Time   | Part Time  | Full Time   | Part Time  |
| Planning Department     | 4.65        | 0.9        | 5           | 1.1        | 6           | 1.3        | 6           | 0.6        |
| <b>Total Department</b> | <b>4.65</b> | <b>0.9</b> | <b>5</b>    | <b>1.1</b> | <b>6</b>    | <b>1.3</b> | <b>6</b>    | <b>0.6</b> |

# OPERATING BUDGET HISTORY



**GENERAL FUND**  
**Community Development/Planning**

## Planning

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change     | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|--------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>                           |                       |                       |                          |                        |                     |              |                     |                     |
| Expenditures  |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Department: 721 Planning</b>                         |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Business Unit: 721 Planning</b>                      |                       |                       |                          |                        |                     |              |                     |                     |
| Personal Services                                       | 730,908               | 699,681               | 774,770                  | 868,640                | 888,200             | 2.25%        | 915,070             | 944,930             |
| Supplies  | 6,255                 | 4,250                 | 5,790                    | 5,790                  | 5,910               | 2.07%        | 5,910               | 5,910               |
| Other Service Charges                                   | 184,930               | 138,142               | 156,928                  | 183,048                | 191,092             | 4.39%        | 191,092             | 191,092             |
| <b>Business Unit Total: Planning</b>                    | <b>\$ 922,092</b>     | <b>\$ 842,073</b>     | <b>\$ 937,488</b>        | <b>\$ 1,057,478</b>    | <b>\$ 1,085,202</b> | <b>2.62%</b> | <b>\$ 1,112,072</b> | <b>\$ 1,141,932</b> |
| <b>Business Unit: 723 Planning Commission</b>           |                       |                       |                          |                        |                     |              |                     |                     |
| Personal Services                                       | 4,473                 | 3,511                 | 4,870                    | 7,300                  | 7,300               | 0.00%        | 7,460               | 7,640               |
| Supplies  | 175                   | 176                   | 500                      | 500                    | 510                 | 2.00%        | 510                 | 510                 |
| Other Service Charges                                   | 4,612                 | 4,831                 | 4,540                    | 7,540                  | 7,688               | 1.96%        | 7,688               | 7,688               |
| <b>Business Unit Total: Planning<br/>Commission</b>     | <b>\$ 9,261</b>       | <b>\$ 8,517</b>       | <b>\$ 9,910</b>          | <b>\$ 15,340</b>       | <b>\$ 15,498</b>    | <b>1.03%</b> | <b>\$ 15,658</b>    | <b>\$ 15,838</b>    |
| <b>Business Unit: 726 Board of Zoning<br/>Appeals</b>   |                       |                       |                          |                        |                     |              |                     |                     |
| Personal Services                                       | 1,913                 | 1,567                 | 1,520                    | 2,270                  | 2,270               | 0.00%        | 2,320               | 2,380               |
| Supplies  | 119                   | -                     | 900                      | 900                    | 920                 | 2.22%        | 920                 | 920                 |
| Other Service Charges                                   | 1,378                 | 151                   | 1,710                    | 1,710                  | 1,730               | 1.17%        | 1,730               | 1,730               |
| <b>Business Unit Total: Board of Zoning<br/>Appeals</b> | <b>\$ 3,411</b>       | <b>\$ 1,718</b>       | <b>\$ 4,130</b>          | <b>\$ 4,880</b>        | <b>\$ 4,920</b>     | <b>0.82%</b> | <b>\$ 4,970</b>     | <b>\$ 5,030</b>     |
| <b>Department Total: Planning</b>                       | <b>\$ 934,764</b>     | <b>\$ 852,309</b>     | <b>\$ 951,528</b>        | <b>\$ 1,077,698</b>    | <b>\$ 1,105,620</b> | <b>2.59%</b> | <b>\$ 1,132,700</b> | <b>\$ 1,162,800</b> |

# RECREATION **AND** CULTURE

2021/22 PROPOSED BUDGET



# PARKS

Public Works Director.....Kurt Bovensiep

Facilities & Grounds Operations Manager.....Dennis Trantham

## MISSION STATEMENT

It is the mission of the Parks Division of the Department of Public Works is to enhance the quality of life for residents and businesses by providing recreation programs, facilities, parks and related services. The Division promotes a healthy lifestyle for all age groups regardless of physical abilities, and enriches cultural and natural resources through community interpretive programs.

## DEPARTMENT FUNCTIONS

- Maintains over 1000 acres of active and passive park land, and municipal ground
- Plants and maintains right-of-way trees
- Administers contracted landscape maintenance of all municipal buildings
- Serves as a community resource for horticultural/ arboricultural concerns
- Plans and develops park projects
- Maintains four municipal cemeteries

## PERFORMANCE INDICATORS

| PERFORMANCE INDICATORS                               | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|--|----------------|----------------|-------------------|----------------|
| Residential Tree Trimmed during Winter Block Pruning | 3,200          | 3,800          | 4,000             | 4,100          |
| Residential Tree Related Request                     | 1,010          | 1,036          | 1,400             | 1,400          |
| ROW Tree Planted                                     | 400            | 386            | 401               | 400            |
| Athletic Field Maintenance Hours                     | 2,100          | 2,100          | 2,100             | 2,100          |

## NOTES ON PERFORMANCE INDICATORS

The Recreation Department charges a field usage that augments the hours spent on athletic field maintenance.

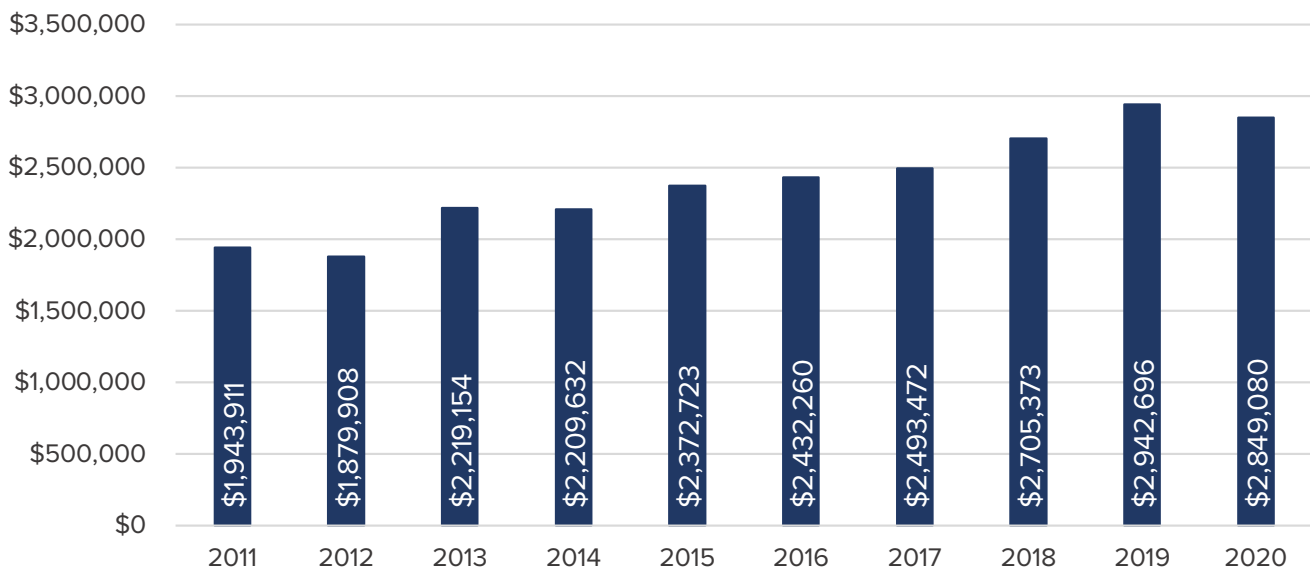
# SUMMARY OF BUDGET CHANGES

## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

The Grounds Division has seen an increased demand in service in the parks as a result of COVID  
The Grounds Division has began treating the trails and parks as year-round amenities.

| PERSONNEL SUMMARY | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                   | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Parks Department  | 6.3         | 10.4      | 6.32        | 9.5       | 6.32        | 9.7       | 6.38        | 9.5       |
| Total Department  | 6.3         | 10.4      | 6.32        | 9.5       | 6.32        | 9.7       | 6.38        | 9.5       |

## OPERATING BUDGET HISTORY



**General Fund  
Recreation And Culture/Parks**

## Parks

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change      | 2023 Proposed     | 2024 Proposed     |
|--|-----------------------|-----------------------|--------------------------|------------------------|-------------------|---------------|-------------------|-------------------|
| <b>Fund: 101 General Fund</b>                        |                       |                       |                          |                        |                   |               |                   |                   |
| Expenditures   |                       |                       |                          |                        |                   |               |                   |                   |
| <b>Department: 751 Parks</b>                         |                       |                       |                          |                        |                   |               |                   |                   |
| <b>Division: 30 Parks Maintenance</b>                |                       |                       |                          |                        |                   |               |                   |                   |
| <b>Business Unit: 751 Parks Administration</b>       |                       |                       |                          |                        |                   |               |                   |                   |
| Personal Services                                    | 133,340               | 150,991               | 138,130                  | 119,890                | 123,850           | 3.30%         | 127,350           | 131,270           |
| Supplies   | 1,606                 | 1,393                 | 1,800                    | 1,800                  | 1,800             | 0.00%         | 1,800             | 1,800             |
| Other Service Charges                                | 27,667                | 21,291                | 40,286                   | 48,086                 | 58,012            | 20.64%        | 59,140            | 60,280            |
| <b>Business Unit Total: Parks Administration</b>     | <b>\$ 162,614</b>     | <b>\$ 173,675</b>     | <b>\$ 180,216</b>        | <b>\$ 169,776</b>      | <b>\$ 183,662</b> | <b>8.18%</b>  | <b>\$ 188,290</b> | <b>\$ 193,350</b> |
| <b>Business Unit: 756 Civic Center Maintenance</b>   |                       |                       |                          |                        |                   |               |                   |                   |
| Personal Services                                    | 29,041                | 52,157                | 83,240                   | 83,240                 | 83,830            | 0.71%         | 86,170            | 88,810            |
| Supplies   | 4,810                 | 40,962                | 15,920                   | 15,920                 | 41,240            | 159.05%       | 41,560            | 16,890            |
| Other Service Charges                                | 235,446               | 232,076               | 180,705                  | 180,705                | 181,345           | 0.35%         | 201,290           | 205,320           |
| <b>Business Unit Total: Civic Center Maintenance</b> | <b>\$ 269,297</b>     | <b>\$ 325,194</b>     | <b>\$ 279,865</b>        | <b>\$ 279,865</b>      | <b>\$ 306,415</b> | <b>9.49%</b>  | <b>\$ 329,020</b> | <b>\$ 311,020</b> |
| <b>Business Unit: 757 Cemetery Maintenance</b>       |                       |                       |                          |                        |                   |               |                   |                   |
| Personal Services                                    | 4,488                 | 12,182                | 9,730                    | 9,730                  | 7,900             | -18.81%       | 8,120             | 8,360             |
| Other Service Charges                                | 6,208                 | 10,262                | 13,310                   | 14,040                 | 14,180            | 1.00%         | 14,230            | 14,280            |
| <b>Business Unit Total: Cemetery Maintenance</b>     | <b>\$ 10,697</b>      | <b>\$ 22,443</b>      | <b>\$ 23,040</b>         | <b>\$ 23,770</b>       | <b>\$ 22,080</b>  | <b>-7.11%</b> | <b>\$ 22,350</b>  | <b>\$ 22,640</b>  |
| <b>Business Unit: 758 Parks Garage</b>               |                       |                       |                          |                        |                   |               |                   |                   |
| Supplies   | 931                   | 2,087                 | 3,000                    | 3,000                  | 3,060             | 2.00%         | 3,120             | 3,180             |
| Other Service Charges                                | 61,444                | 58,616                | 59,600                   | 59,700                 | 62,210            | 4.20%         | 63,440            | 64,710            |
| <b>Business Unit Total: Parks Garage</b>             | <b>\$ 62,375</b>      | <b>\$ 60,703</b>      | <b>\$ 62,600</b>         | <b>\$ 62,700</b>       | <b>\$ 65,270</b>  | <b>4.10%</b>  | <b>\$ 66,560</b>  | <b>\$ 67,890</b>  |

**General Fund  
Recreation And Culture/Parks**

## Parks

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change       | 2023 Proposed       | 2024 Proposed       |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------------|----------------|---------------------|---------------------|
| <b>Fund: 101 General Fund</b>                          |                       |                       |                          |                        |                     |                |                     |                     |
| Expenditures   |                       |                       |                          |                        |                     |                |                     |                     |
| <b>Department: 751 Parks</b>                           |                       |                       |                          |                        |                     |                |                     |                     |
| <b>Business Unit: 759 Athletic Field Maintenance</b>   |                       |                       |                          |                        |                     |                |                     |                     |
| Personal Services                                      | 72,964                | 44,969                | 133,770                  | 133,770                | 156,530             | 17.01%         | 160,920             | 165,850             |
| Supplies   | 26,491                | 16,688                | 25,000                   | 20,800                 | 56,778              | 172.97%        | 30,600              | 31,210              |
| Other Service Charges                                  | 133,012               | 116,959               | 135,220                  | 149,140                | 150,420             | 0.86%          | 151,360             | 152,320             |
| <b>Business Unit Total: Athletic Field Maintenance</b> | <b>\$ 232,467</b>     | <b>\$ 178,616</b>     | <b>\$ 293,990</b>        | <b>\$ 303,710</b>      | <b>\$ 363,728</b>   | <b>19.76%</b>  | <b>\$ 342,880</b>   | <b>\$ 349,380</b>   |
| <b>Business Unit: 770 Parks Maintenance</b>            |                       |                       |                          |                        |                     |                |                     |                     |
| Personal Services                                      | 328,574               | 338,721               | 372,500                  | 311,490                | 377,170             | 21.09%         | 386,750             | 397,520             |
| Supplies   | 114,207               | 135,292               | 89,220                   | 88,710                 | 97,320              | 9.71%          | 99,260              | 101,250             |
| Other Service Charges                                  | 516,599               | 441,530               | 520,120                  | 542,660                | 558,250             | 2.87%          | 563,350             | 568,560             |
| <b>Business Unit Total: Parks Maintenance</b>          | <b>\$ 959,381</b>     | <b>\$ 915,542</b>     | <b>\$ 981,840</b>        | <b>\$ 942,860</b>      | <b>\$ 1,032,740</b> | <b>9.53%</b>   | <b>\$ 1,049,360</b> | <b>\$ 1,067,330</b> |
| <b>Business Unit: 772 Park Equipment Repair</b>        |                       |                       |                          |                        |                     |                |                     |                     |
| Personal Services                                      | 111,759               | 93,791                | 78,060                   | 82,860                 | 77,940              | -5.94%         | 80,170              | 82,670              |
| Other Service Charges                                  | 4,729                 | 5,462                 | 3,800                    | 3,800                  | 3,880               | 2.11%          | 3,950               | 4,030               |
| <b>Business Unit Total: Park Equipment Repair</b>      | <b>\$ 116,489</b>     | <b>\$ 99,253</b>      | <b>\$ 81,860</b>         | <b>\$ 86,660</b>       | <b>\$ 81,820</b>    | <b>-5.59%</b>  | <b>\$ 84,120</b>    | <b>\$ 86,700</b>    |
| <b>Business Unit: 773 Parks-Special Events</b>         |                       |                       |                          |                        |                     |                |                     |                     |
| Personal Services                                      | 54,781                | 55,042                | 19,550                   | 50,630                 | 38,150              | -24.65%        | 39,190              | 40,330              |
| Supplies   | -                     | -                     | 6,000                    | -                      | -                   | 0.00%          | -                   | -                   |
| Other Service Charges                                  | 14,098                | 12,759                | 6,000                    | 10,030                 | 16,180              | 61.32%         | 16,360              | 16,550              |
| <b>Business Unit Total: Parks-Special Events</b>       | <b>\$ 68,879</b>      | <b>\$ 67,802</b>      | <b>\$ 31,550</b>         | <b>\$ 60,660</b>       | <b>\$ 54,330</b>    | <b>-10.44%</b> | <b>\$ 55,550</b>    | <b>\$ 56,880</b>    |

**General Fund  
Recreation And Culture/Parks**

## Parks

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change        | 2023 Proposed     | 2024 Proposed     |
|---|-----------------------|-----------------------|--------------------------|------------------------|-------------------|-----------------|-------------------|-------------------|
| <b>Fund: 101 General Fund</b>                       |                       |                       |                          |                        |                   |                 |                   |                   |
| Expenditures  |                       |                       |                          |                        |                   |                 |                   |                   |
| <b>Department: 751 Parks</b>                        |                       |                       |                          |                        |                   |                 |                   |                   |
| <b>Business Unit: 774 Major Tree Maintenance</b>    |                       |                       |                          |                        |                   |                 |                   |                   |
| Personal Services                                   | 3,056                 | 4,024                 | 25,730                   | 25,730                 | -                 | -100.00%        | -                 | -                 |
| Other Service Charges                               | 302                   | 179                   | 500                      | 500                    | -                 | -100.00%        | -                 | -                 |
| <b>Business Unit Total: Major Tree Maintenance</b>  | <b>\$ 3,358</b>       | <b>\$ 4,203</b>       | <b>\$ 26,230</b>         | <b>\$ 26,230</b>       | -                 | <b>-100.00%</b> | -                 | -                 |
| <b>Business Unit: 776 Major Tree Storm Damage</b>   |                       |                       |                          |                        |                   |                 |                   |                   |
| Personal Services                                   | 291                   | 748                   | -                        | -                      | -                 | 0.00%           | -                 | -                 |
| Other Service Charges                               | 7                     | 23                    | 50                       | 200                    | -                 | -100.00%        | -                 | -                 |
| <b>Business Unit Total: Major Tree Storm Damage</b> | <b>\$ 297</b>         | <b>\$ 771</b>         | <b>\$ 50</b>             | <b>\$ 200</b>          | -                 | <b>-100.00%</b> | -                 | -                 |
| <b>Business Unit: 777 Local Tree Maintenance</b>    |                       |                       |                          |                        |                   |                 |                   |                   |
| Personal Services                                   | 148,933               | 164,337               | 157,280                  | 157,380                | -                 | -100.00%        | -                 | -                 |
| Supplies  | 2,943                 | 1,942                 | 3,100                    | 3,000                  | -                 | -100.00%        | -                 | -                 |
| Other Service Charges                               | 442,817               | 438,117               | 473,790                  | 473,790                | -                 | -100.00%        | -                 | -                 |
| <b>Business Unit Total: Local Tree Maintenance</b>  | <b>\$ 594,693</b>     | <b>\$ 604,395</b>     | <b>\$ 634,170</b>        | <b>\$ 634,170</b>      | -                 | <b>-100.00%</b> | -                 | -                 |
| <b>Business Unit: 778 Local Tree Planting</b>       |                       |                       |                          |                        |                   |                 |                   |                   |
| Supplies  | 145,600               | 151,028               | 154,730                  | 154,730                | 157,820           | 2.00%           | 160,980           | 164,200           |
| Other Service Charges                               | -                     | -                     | -                        | 300                    | 300               | 0.00%           | 300               | 300               |
| <b>Business Unit Total: Local Tree Planting</b>     | <b>\$ 145,600</b>     | <b>\$ 151,028</b>     | <b>\$ 154,730</b>        | <b>\$ 155,030</b>      | <b>\$ 158,120</b> | <b>1.99%</b>    | <b>\$ 161,280</b> | <b>\$ 164,500</b> |

**General Fund  
Recreation And Culture/Parks**

## Parks

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change        | 2023 Proposed | 2024 Proposed |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------|-----------------|---------------|---------------|
| <b>Fund: 101 General Fund</b>                               |                       |                       |                          |                        |               |                 |               |               |
| Expenditures  |                       |                       |                          |                        |               |                 |               |               |
| <b>Department: 751 Parks</b>                                |                       |                       |                          |                        |               |                 |               |               |
| <b>Business Unit: 779 Local Tree Storm Damage</b>           |                       |                       |                          |                        |               |                 |               |               |
| Personal Services   | 12,397                | 12,436                | 25,940                   | 52,890                 | -             | -100.00%        | -             | -             |
| Other Service Charges                                       | 2,372                 | 1,342                 | 3,500                    | 2,000                  | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: Local Tree Storm Damage</b>         | <b>\$ 14,768</b>      | <b>\$ 13,778</b>      | <b>\$ 29,440</b>         | <b>\$ 54,890</b>       | -             | <b>-100.00%</b> | -             | -             |
| <b>Business Unit: 780 Street Island Maintenance-Major</b>   |                       |                       |                          |                        |               |                 |               |               |
| Personal Services   | 556                   | 850                   | 4,320                    | 4,320                  | -             | -100.00%        | -             | -             |
| Supplies  | -                     | -                     | 500                      | 500                    | -             | -100.00%        | -             | -             |
| Other Service Charges                                       | 70,562                | 58,880                | 78,180                   | 79,440                 | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: Street Island Maintenance-Major</b> | <b>\$ 71,118</b>      | <b>\$ 59,729</b>      | <b>\$ 83,000</b>         | <b>\$ 84,260</b>       | -             | <b>-100.00%</b> | -             | -             |
| <b>Business Unit: 781 Street Island Maintenance-Local</b>   |                       |                       |                          |                        |               |                 |               |               |
| Personal Services   | -                     | 95                    | -                        | -                      | -             | 0.00%           | -             | -             |
| Other Service Charges                                       | 98                    | 76                    | 50                       | 50                     | -             | -100.00%        | -             | -             |
| <b>Business Unit Total: Street Island Maintenance-Local</b> | <b>\$ 98</b>          | <b>\$ 171</b>         | <b>\$ 50</b>             | <b>\$ 50</b>           | -             | <b>-100.00%</b> | -             | -             |
| <b>Business Unit: 783 Street Island Maintenance-DDA</b>     |                       |                       |                          |                        |               |                 |               |               |
| Personal Services   | 64,286                | 50,731                | 72,440                   | 72,440                 | 79,840        | 10.22%          | 82,040        | 84,520        |
| Supplies  | 34,476                | 3,967                 | 5,000                    | 37,000                 | 5,100         | -86.22%         | 5,220         | 5,320         |

**General Fund  
Recreation And Culture/Parks**

## Parks

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change       | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|----------------|---------------------|---------------------|
| <b>Fund: 101 General Fund</b>                                 |                       |                       |                          |                        |                     |                |                     |                     |
| Expenditures  |                       |                       |                          |                        |                     |                |                     |                     |
| <b>Department: 751 Parks</b>                                  |                       |                       |                          |                        |                     |                |                     |                     |
| Other Service Charges   | 131,804               | 117,078               | 212,245                  | 228,715                | 229,695             | 0.43%          | 222,855             | 225,225             |
| <b>Business Unit Total: Street Island<br/>Maintenance-DDA</b> | <b>\$ 230,565</b>     | <b>\$ 171,776</b>     | <b>\$ 289,685</b>        | <b>\$ 338,155</b>      | <b>\$ 314,635</b>   | <b>-6.96%</b>  | <b>\$ 310,115</b>   | <b>\$ 315,065</b>   |
| <b>Division Total: Parks Maintenance</b>                      | <b>\$ 2,942,696</b>   | <b>\$ 2,849,080</b>   | <b>\$ 3,152,316</b>      | <b>\$ 3,222,986</b>    | <b>\$ 2,582,800</b> | <b>-19.86%</b> | <b>\$ 2,609,525</b> | <b>\$ 2,634,755</b> |
| <b>Department Total: Parks</b>                                | <b>\$ 2,942,696</b>   | <b>\$ 2,849,080</b>   | <b>\$ 3,152,316</b>      | <b>\$ 3,222,986</b>    | <b>\$ 2,582,800</b> | <b>-19.86%</b> | <b>\$ 2,609,525</b> | <b>\$ 2,634,755</b> |

# RECREATION

Interim Recreation Director.....Brian Goul

## MISSION STATEMENT

We believe that recreation, through diverse programs, facilities and services, has a positive impact on building strong, active, healthy communities for residents of all ages, backgrounds and abilities.

## DEPARTMENT FUNCTIONS

### ADAPTIVE RECREATION

(No programs since March 2020 besides virtual)

- Conducts social, recreational, athletic and fitness activities for persons with disabilities
- Provides programs and special events in partnership with Special Olympics, Oakland County Parks and Recreation, Northwest Therapeutic Recreation, Troy Ability Soccer League

### ATHLETICS

(Adult Softball only sport offered since March 2020, starting regular leagues this summer)

- Coordinates adult leagues
- Coordinates youth leagues
- Serves as liaison with citizen organizations such as Troy Youth Football, Troy Youth Soccer League, Troy Soccer Club, Troy Baseball Boosters, and Troy travel teams
- Coordinates adult and youth instructional sport activities

### ADMINISTRATION

- Acts as liaison with Parks and Recreation Board
- Conducts facility planning and development
- Oversees capital improvement projects
- Applies for grants
- Conducts marketing strategies
- Supervises staff assignments
- Prepares and administers the department budget
- Administers scholarship and fee waiver for recreation programs and community center membership
- Maintains a Facebook page and Instagram to be used for promoting and marketing
- Serves as liaison with Friends of Troy Seniors, Troy Racquet Club, Indigo Golf, Camp Ticonderoga, and Troy Nature Society
- Coordinates public use of parks
- Issues Dog Park Memberships
- Manages sponsorships & donations

### PRESCHOOL

(Closed since March 2020, starting camps this summer and classes this Fall)

- Provides full range of Parent & Tot and preschool activities and classes including a state licensed preschool
- Offers 7 weeks of summer camps for 3-5 years old

### CAMPS

(Cancelled for 2020 season, resuming this summer following CDC guidelines)

- Program 9 weeks of traditional day camps during summer months with before and aftercare options
- Conducts Troy Sports Camps with the Troy School District (22 different camps)
- Conducts an adaptive camp for individuals with disabilities
- Conducts dance, art, Lego, Robot/Science and performing arts camps
- Offers Nationally accredited Safety Town Camp for 8 weeks

### COMMUNITY CENTER

(Closed March 2020 and reopened September 2020 following restriction requirements)

- Sells fitness membership passes to residents and non-residents for use of the gym, pools and fitness areas
- Provides free wireless internet access throughout the facility
- Rents meeting and banquet rooms to the public for events including receptions, showers, business meeting and expos
- Provides food service options for meetings and banquets through a preferred caterer
- Offers personal training service
- Provides space for local senior artists to sell their crafts
- Partners with DMC to provide a Physical Therapy Clinic and health related programs



**ENRICHMENT PROGRAMS**

(Online and Virtual only since March 2020, beginning to offer again Spring 2021)

- Offers youth and adult enrichment programs
- Coordinates skiing, arts and crafts, martial arts, fitness and dance programs
- Offers special events for individuals and families

**SENIOR CITIZEN PROGRAMS**

(Programs cancelled since March 2020, offering virtual and outside offerings currently)

- Accredited by the National Council on Aging/National Institute of Senior Centers in 2002
- Offers social, enrichment, recreational, educational, sports and fitness activities
- Offers services such as meals for the homebound, food distribution, hospital equipment loan program
- Partners with Friends of Troy Seniors for programs and services

**PERFORMANCE INDICATORS**

| PERFORMANCE INDICATOR   | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|---|----------------|----------------|-------------------|----------------|
| Number of Fitness Members/pass holders                        | 7,211          | 7,159          | 2,300             | 3,500          |
| Number of Fitness area Daily visits                           | 360,010        | 185,834        | 45,000            | 100,000        |
| Number of Room Rentals  | 3,343          | 1,292          | 100               | 2,300          |
| Number of City Based Room Reservations including Rec Programs | 13,997         | 10,843         | 2500              | 10,000         |
| Number of Recreation Program Registrations                    | 16,420         | 3,509          | 6,500             | 15,000         |
| Park Shelter Reservations                                     | 460            | 153            | 500               | 500            |
| Number of Dog Park Members                                    | 425            | 695            | 700               | 725            |
| Swim Lessons participants - Indoor                            | 1,770          | 984            | 107               | 528            |
| Youth Camp Enrollments (ages 3-18)                            | 2,411          | 2,075          | 500               | 1,500          |

**NOTES ON PERFORMANCE INDICATORS**

None

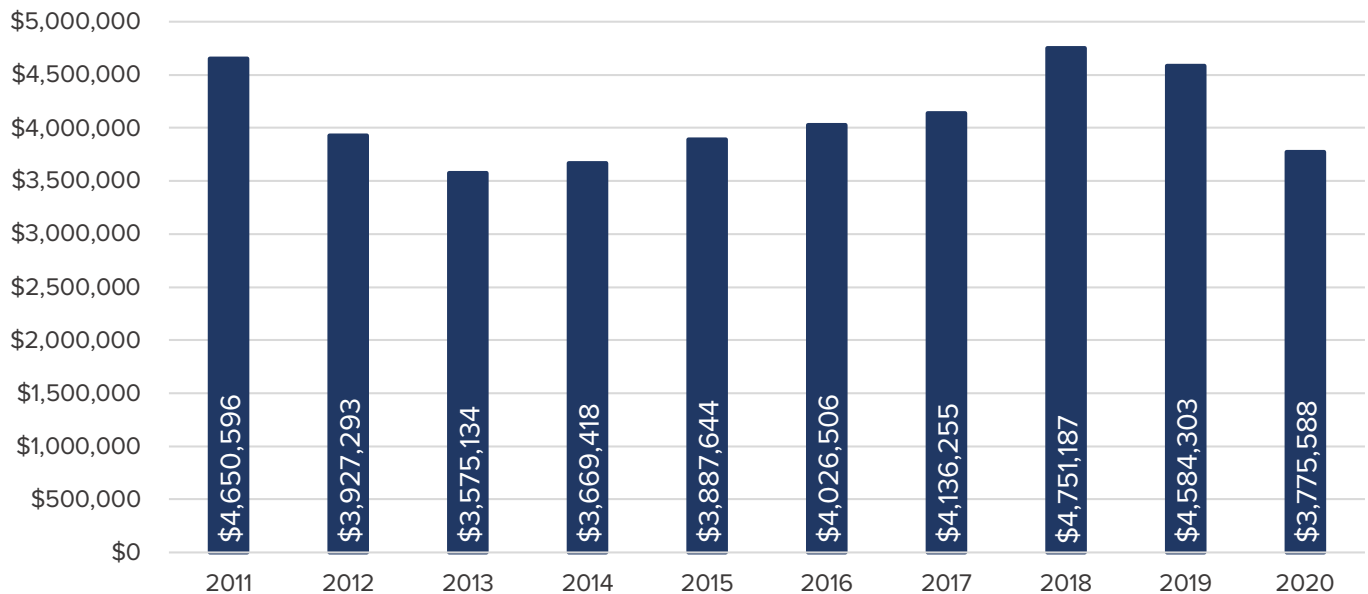
# SUMMARY OF BUDGET CHANGES

## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

None

| PERSONNEL SUMMARY     | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-----------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                       | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Recreation Department | 7.5         | 46.9      | 7.5         | 45.6      | 9.0         | 44.5      | 8.0         | 40.0      |
| Total Department      | 7.5         | 46.9      | 7.5         | 45.6      | 9.0         | 44.5      | 8.0         | 40.0      |

## OPERATING BUDGET HISTORY



**GENERAL FUND**  
**Recreation And Culture/Recreation**

## Recreation

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change     | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|--------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>                         |                       |                       |                          |                        |                     |              |                     |                     |
| Expenditures  |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Department: 752 Recreation</b>                     |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Business Unit: 752 Recreation Administration</b>   |                       |                       |                          |                        |                     |              |                     |                     |
| Personal Services                                     | 371,408               | 432,559               | 395,520                  | 490,500                | 518,500             | 5.71%        | 532,100             | 547,340             |
| Supplies  | 54,178                | 35,193                | 9,000                    | 58,200                 | 53,200              | -8.59%       | 60,600              | 60,600              |
| Other Service Charges                                 | 447,617               | 229,029               | 174,070                  | 271,500                | 288,660             | 6.32%        | 292,526             | 295,276             |
| <b>Business Unit Total: Recreation Administration</b> | <b>\$ 873,202</b>     | <b>\$ 696,781</b>     | <b>\$ 578,590</b>        | <b>\$ 820,200</b>      | <b>\$ 860,360</b>   | <b>4.90%</b> | <b>\$ 885,226</b>   | <b>\$ 903,216</b>   |
| <b>Division: 31 Recreation</b>                        |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Business Unit: 753 Recreation</b>                  |                       |                       |                          |                        |                     |              |                     |                     |
| Personal Services                                     | 557,074               | 501,587               | 319,230                  | 570,630                | 634,130             | 11.13%       | 650,120             | 668,100             |
| Supplies  | 133,317               | 99,896                | 47,000                   | 126,780                | 136,950             | 8.02%        | 134,000             | 136,100             |
| Other Service Charges                                 | 297,895               | 241,662               | 49,800                   | 329,490                | 284,976             | -13.51%      | 295,045             | 302,370             |
| <b>Business Unit Total: Recreation</b>                | <b>\$ 988,285</b>     | <b>\$ 843,146</b>     | <b>\$ 416,030</b>        | <b>\$ 1,026,900</b>    | <b>\$ 1,056,056</b> | <b>2.84%</b> | <b>\$ 1,079,165</b> | <b>\$ 1,106,570</b> |
| <b>Business Unit: 754 Senior Programs</b>             |                       |                       |                          |                        |                     |              |                     |                     |
| Personal Services                                     | 134,851               | 109,855               | 98,810                   | 142,610                | 159,920             | 12.14%       | 164,400             | 169,430             |
| Supplies  | 15,041                | 9,767                 | 3,000                    | 31,200                 | 25,000              | -19.87%      | 27,000              | 29,000              |
| Other Service Charges                                 | 160,541               | 115,754               | 25,910                   | 161,091                | 152,140             | -5.56%       | 165,520             | 168,100             |
| <b>Business Unit Total: Senior Programs</b>           | <b>\$ 310,434</b>     | <b>\$ 235,376</b>     | <b>\$ 127,720</b>        | <b>\$ 334,901</b>      | <b>\$ 337,060</b>   | <b>0.64%</b> | <b>\$ 356,920</b>   | <b>\$ 366,530</b>   |
| <b>Business Unit: 755 Community Center</b>            |                       |                       |                          |                        |                     |              |                     |                     |
| Personal Services                                     | 987,671               | 758,188               | 596,390                  | 1,118,890              | 976,680             | -12.71%      | 1,001,550           | 1,029,490           |
| Supplies  | 255,938               | 194,961               | 100,080                  | 267,290                | 185,230             | -30.70%      | 256,350             | 260,350             |

**GENERAL FUND**  
**Recreation And Culture/Recreation**

## Recreation

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change      | 2023 Proposed       | 2024 Proposed       |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------------|---------------|---------------------|---------------------|
| <b>Fund: 101 GENERAL FUND</b>                |                       |                       |                          |                        |                     |               |                     |                     |
| Expenditures                                 |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Department: 752 Recreation</b>            |                       |                       |                          |                        |                     |               |                     |                     |
| Other Service Charges                        | 1,168,773             | 1,047,137             | 965,055                  | 1,222,835              | 1,283,940           | 5.00%         | 1,316,760           | 1,348,870           |
| <b>Business Unit Total: Community Center</b> | <b>\$ 2,412,382</b>   | <b>\$ 2,000,286</b>   | <b>\$ 1,661,525</b>      | <b>\$ 2,609,015</b>    | <b>\$ 2,445,850</b> | <b>-6.25%</b> | <b>\$ 2,574,660</b> | <b>\$ 2,638,710</b> |
| <b>Division Total: Recreation</b>            | <b>\$ 3,711,101</b>   | <b>\$ 3,078,807</b>   | <b>\$ 2,205,275</b>      | <b>\$ 3,970,816</b>    | <b>\$ 3,838,966</b> | <b>-3.32%</b> | <b>\$ 4,010,745</b> | <b>\$ 4,111,810</b> |
| <b>Department Total: Recreation</b>          | <b>\$ 4,584,303</b>   | <b>\$ 3,775,588</b>   | <b>\$ 2,783,865</b>      | <b>\$ 4,791,016</b>    | <b>\$ 4,699,326</b> | <b>-1.91%</b> | <b>\$ 4,895,971</b> | <b>\$ 5,015,026</b> |

# HISTORIC VILLAGE NATURE CENTER

Troy Historic Village Executive Director .....Jennifer Peters

Troy Nature Society Executive Director .....Carla Reeb

## HISTORIC VILLAGE – MISSION STATEMENT

The Troy Historical Society administers the Troy Historic Village through a management agreement with the City of Troy. The mission of the Troy Historical Society is to stimulate discovery and cultivate life-long appreciation of history by sharing and preserving heritage through creative, meaningful experiences that engage our stakeholders.

## NATURE CENTER – MISSION STATEMENT

The Nature Center's mission to provide resources and education to inspire the appreciation and preservation of nature. The objectives of the society include: Providing healthy outdoor experiences and educational activities for individuals of all ages, creating an understanding of the value and necessity of stewardship of our natural environment, and the preservation and protection of the Stage Nature Center for future generations.

## DEPARTMENT FUNCTIONS HISTORIC VILLAGE

- Engages visitors and stakeholders in positive learning experiences and social interactions
- Respects the significance of history as we seek knowledge, understanding, and relevance in our lives
- Recognizes the importance of archival and material collections as social objects and catalysts for sharing information and ideas
- Embraces innovation and encourages passion and creativity in our work
- Encourages the objective analysis, civil discussion, and evaluation of controversial issues
- Promotes a culture of stewardship where all adhere to the highest standards of historic preservation

## DEPARTMENT FUNCTIONS NATURE CENTER

- Provides programs for the Public to interact with Troy's natural features
- Connect with schools to provide programs for students and young people
- Organize Scout group programs to help foster the next generation of stewards that protect and preserve our natural environment
- Educational nature programs for individuals of all ages
- Develop volunteer opportunities for members of the community to apply and expand their skills while supporting the City's natural features

# SUMMARY OF BUDGET CHANGES

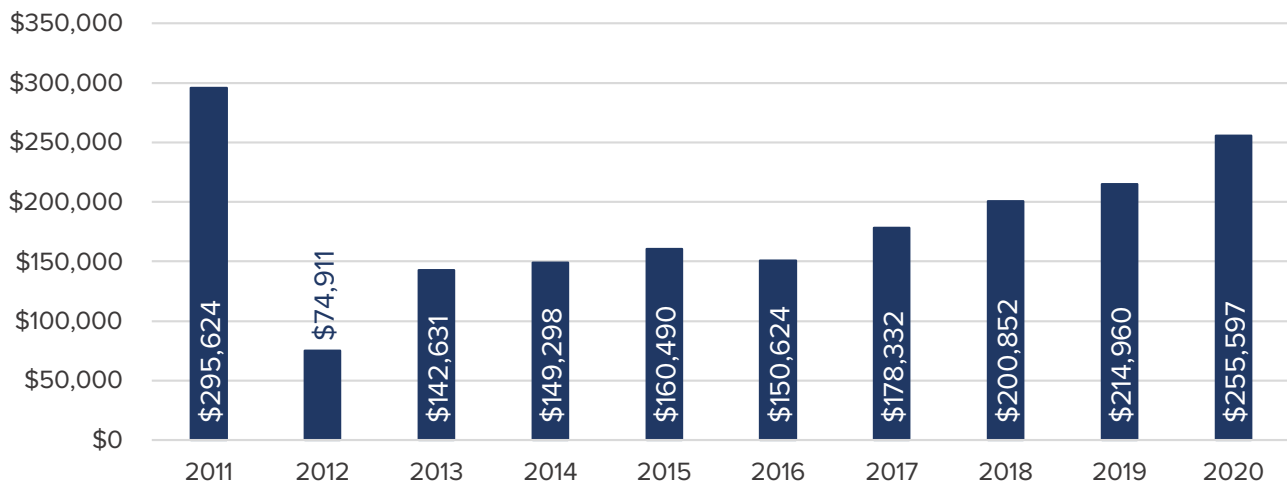
## HISTORIC VILLAGE/NATURE CENTER

### SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

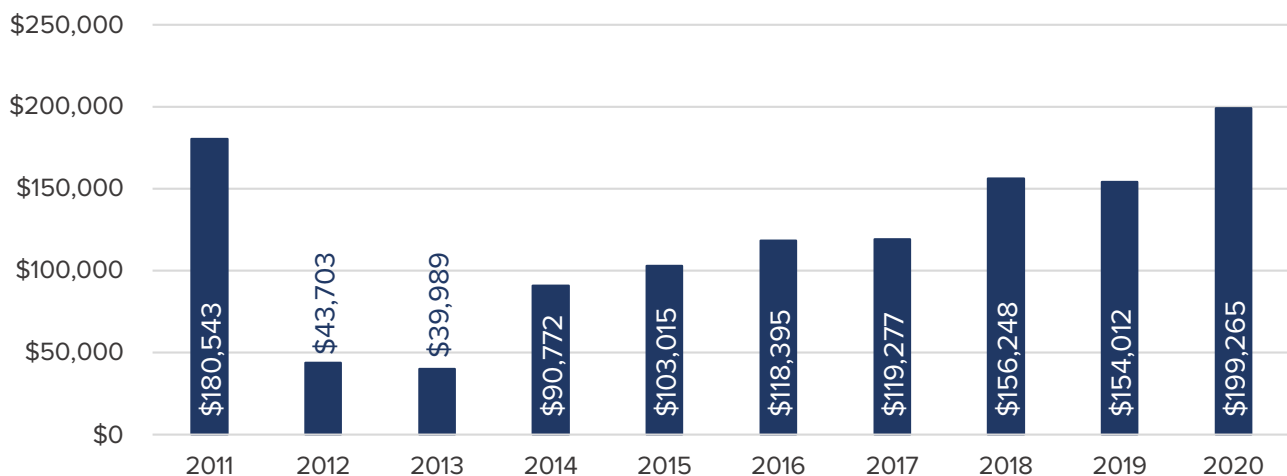
None

| PERSONNEL SUMMARY | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                   | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Historic Village  | 0.31        | 0.1       | 0.31        | 0.1       | 0.31        | 0.1       | 0.23        | 0.1       |
| Total Department  | 0.31        | 0.1       | 0.31        | 0.1       | 0.31        | 0.1       | 0.23        | 0.1       |

## OPERATING BUDGET HISTORY – HISTORIC VILLAGE



## OPERATING BUDGET HISTORY – NATURE CENTER



**GENERAL FUND**  
**Recreation And Culture/Nature Center**

## Nature Center

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change     | 2023 Proposed     | 2024 Proposed     |
|---|-----------------------|-----------------------|--------------------------|------------------------|-------------------|--------------|-------------------|-------------------|
| <b>Fund: 101 GENERAL FUND</b>           |                       |                       |                          |                        |                   |              |                   |                   |
| Expenditures                            |                       |                       |                          |                        |                   |              |                   |                   |
| <b>Department: 771 Nature Center</b>    |                       |                       |                          |                        |                   |              |                   |                   |
| <b>Business Unit: 771 Nature Center</b> |                       |                       |                          |                        |                   |              |                   |                   |
| Supplies                                | 2,633                 | 1,255                 | 4,000                    | 3,600                  | 4,000             | 11.11%       | 4,000             | 11,000            |
| Other Service Charges                   | 151,379               | 198,010               | 150,780                  | 155,330                | 160,750           | 3.49%        | 162,190           | 163,590           |
| <b>Department Total: Nature Center</b>  | <b>\$ 154,012</b>     | <b>\$ 199,265</b>     | <b>\$ 154,780</b>        | <b>\$ 158,930</b>      | <b>\$ 164,750</b> | <b>3.66%</b> | <b>\$ 166,190</b> | <b>\$ 174,590</b> |

**General Fund  
Recreation And Culture/Historic Village**

## Museum

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change       | 2023 Proposed     | 2024 Proposed     |
|---|-----------------------|-----------------------|--------------------------|------------------------|-------------------|----------------|-------------------|-------------------|
| <b>Fund: 101 General Fund</b>                           |                       |                       |                          |                        |                   |                |                   |                   |
| Expenditures  |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Department: 804 Museum</b>                           |                       |                       |                          |                        |                   |                |                   |                   |
| <b>Business Unit: 802 Historic Village Operations</b>   |                       |                       |                          |                        |                   |                |                   |                   |
| Other Service Charges                                   | 100,000               | 150,000               | 100,000                  | 100,000                | 106,000           | 6.00%          | 106,000           | 106,000           |
| <b>Business Unit Total: Historic Village Operations</b> | <b>\$ 100,000</b>     | <b>\$ 150,000</b>     | <b>\$ 100,000</b>        | <b>\$ 100,000</b>      | <b>\$ 106,000</b> | <b>6.00%</b>   | <b>\$ 106,000</b> | <b>\$ 106,000</b> |
| <b>Business Unit: 804 Museum Buildings</b>              |                       |                       |                          |                        |                   |                |                   |                   |
| Supplies  | 7,234                 | 18,475                | 20,000                   | 20,000                 | 25,000            | 25.00%         | 25,500            | 26,010            |
| Other Service Charges                                   | 77,960                | 68,947                | 74,620                   | 78,230                 | 81,799            | 4.56%          | 83,440            | 85,090            |
| <b>Business Unit Total: Museum Buildings</b>            | <b>\$ 85,194</b>      | <b>\$ 87,422</b>      | <b>\$ 94,620</b>         | <b>\$ 98,230</b>       | <b>\$ 106,799</b> | <b>8.72%</b>   | <b>\$ 108,940</b> | <b>\$ 111,100</b> |
| <b>Business Unit: 807 Museum Grounds</b>                |                       |                       |                          |                        |                   |                |                   |                   |
| Personal Services                                       | 14,729                | 8,011                 | 47,170                   | 47,170                 | 36,420            | -22.79%        | 37,470            | 38,660            |
| Other Service Charges                                   | 15,037                | 10,163                | 10,000                   | 16,280                 | 16,280            | 0.00%          | 16,280            | 16,280            |
| <b>Business Unit Total: Museum Grounds</b>              | <b>\$ 29,766</b>      | <b>\$ 18,174</b>      | <b>\$ 57,170</b>         | <b>\$ 63,450</b>       | <b>\$ 52,700</b>  | <b>-16.94%</b> | <b>\$ 53,750</b>  | <b>\$ 54,940</b>  |
| <b>Department Total: Museum</b>                         | <b>\$ 214,960</b>     | <b>\$ 255,597</b>     | <b>\$ 251,790</b>        | <b>\$ 261,680</b>      | <b>\$ 265,499</b> | <b>1.46%</b>   | <b>\$ 268,690</b> | <b>\$ 272,040</b> |

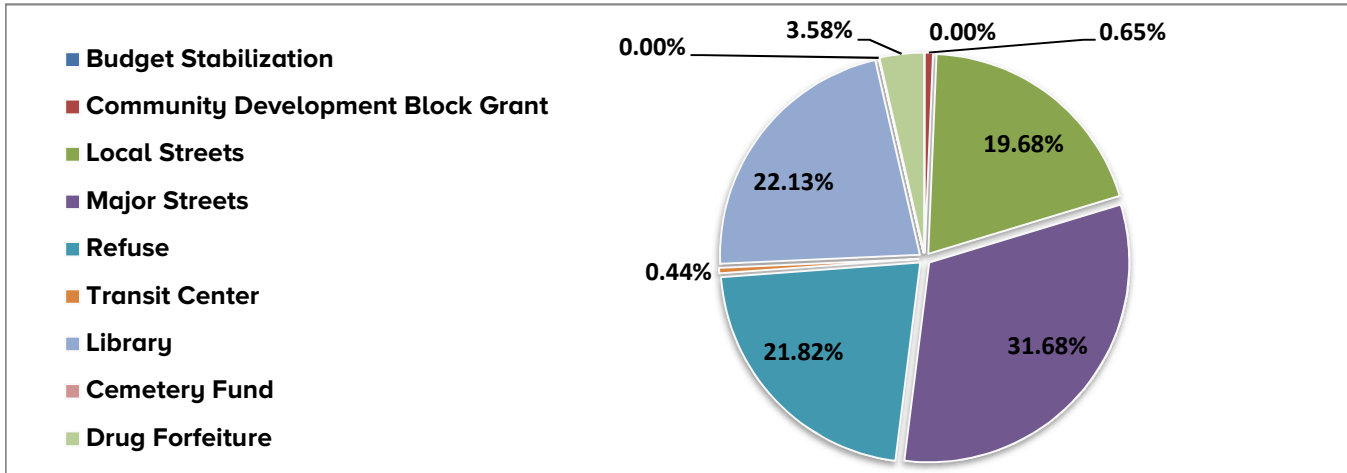


# SPECIAL **REVENUES**

2021/22 PROPOSED BUDGET

### Special Revenue Funds Summary

The chart below shows expenditures for each Special Revenue Fund as a percent of the total Special Revenue Budget.



#### • *Budget Stabilization Fund*

**\$0**

This fund was created for the following purposes:

- ✓ To cover a General Fund deficit if the City of Troy's annual audit reveals a deficit.
- ✓ To prevent a reduction in the level of public services, or in the number of employees, at any time in a fiscal year when the City of Troy's budgeted revenue is not being collected in an amount sufficient to cover budgeted expenses.
- ✓ To prevent reduction in the level of service or in the number of employees, when preparing the budget for the next fiscal year when the City of Troy's estimated revenue does not appear sufficient to cover estimated expenses.
- ✓ To cover expenses arising because of a natural disaster including flood, fire or tornado. However, if federal or state funds are received to offset the appropriations of the fund, that money shall be returned to the fund.

#### • *CDBG Grant*

**\$170,000**

This fund accounts for grant revenues from the Department of Housing and Development to be used for residential and other Capital improvements.

#### • *Local Streets Fund*

**\$5,183,577**

This fund accounts for various revenues, including state shared revenue, related to the repair, maintenance and construction of all streets classified as "local" within the city.

#### • *Major Streets Fund*

**\$8,343,064**

This fund accounts for state shared revenue related to the repair, maintenance and construction of all streets classified as "major" within the city.

#### • *Refuse Fund*

**\$5,747,460**

Provides refuse collection, yard waste removal and curbside recycling. Funds are generated by property taxes to provide this service.

**Special Revenue Funds****· *Library Fund* \$5,827,898**

This fund accounts for costs associated with the operations, maintenance and capital expenditures for the city's public library. Funding for these expenditures is provided by a voter approved dedicated property tax.

**· *Drug Forfeiture Fund* \$944,040**

This fund accounts for federal and state contributed resources derived from drug forfeitures. This funding is restricted to specific types of police expenditures as defined by these funding entities.

**· *Transit Center Fund* 117,180**

This fund accounts for costs associated with the operations, maintenance of the City's Transit Center. In addition it also accounts for cost reimbursements from Amtrak and rent revenues for sponsorship advertising at the Center.

**· *Cemetery Fund* 1,200**

This fund accounts for investment earnings on cemetery fees held in perpetuity to reimburse the General Fund for cemetery maintenance.

**SPECIAL REVENUE**  
**Public Works**

## Major Street Fund

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change       | 2023 Proposed       | 2024 Proposed       |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------------|----------------|---------------------|---------------------|
| <b>Fund: 202 MAJOR STREET FUND</b>     |                       |                       |                          |                        |                     |                |                     |                     |
| <b>REVENUE</b>                         |                       |                       |                          |                        |                     |                |                     |                     |
| Grants                                 | \$ 6,871,404          | \$ 6,167,975          | \$ 6,726,420             | \$ 6,976,570           | \$ 6,948,200        | -0.41%         | \$ 7,087,200        | \$ 7,185,870        |
| Interest & Rent                        | 148,805               | 99,710                | 33,000                   | 50,000                 | 35,000              | -30.00%        | 35,000              | 35,000              |
| <b>Department Total: Revenue</b>       | <b>7,020,210</b>      | <b>6,267,685</b>      | <b>6,759,420</b>         | <b>7,026,570</b>       | <b>6,983,200</b>    | <b>-0.62%</b>  | <b>7,122,200</b>    | <b>7,220,870</b>    |
| <b>EXPENDITURE</b>                     |                       |                       |                          |                        |                     |                |                     |                     |
| <b>Department: 447 Streets</b>         |                       |                       |                          |                        |                     |                |                     |                     |
| Personal Services                      | -                     | -                     | -                        | -                      | 1,754,300           | 0.00%          | 1,804,480           | 1,860,480           |
| Supplies                               | -                     | -                     | -                        | -                      | 391,402             | 0.00%          | 399,173             | 407,104             |
| Other Service Charges                  | -                     | -                     | -                        | -                      | 1,085,055           | 0.00%          | 1,093,670           | 1,115,457           |
| <b>Department Total: Streets</b>       | <b>-</b>              | <b>-</b>              | <b>-</b>                 | <b>-</b>               | <b>3,230,757</b>    | <b>0.00%</b>   | <b>3,297,323</b>    | <b>3,383,041</b>    |
| <b>Department: 751 Parks</b>           |                       |                       |                          |                        |                     |                |                     |                     |
| Personal Services                      | -                     | -                     | -                        | -                      | 27,010              | 0.00%          | 27,820              | 28,760              |
| Supplies                               | -                     | -                     | -                        | -                      | 500                 | 0.00%          | 500                 | 500                 |
| Other Service Charges                  | -                     | -                     | -                        | -                      | 84,797              | 0.00%          | 84,797              | 84,797              |
| <b>Department Total: Parks</b>         | <b>-</b>              | <b>-</b>              | <b>-</b>                 | <b>-</b>               | <b>112,307</b>      | <b>0.00%</b>   | <b>113,117</b>      | <b>114,057</b>      |
| <b>Department: 966 Transfers Out</b>   |                       |                       |                          |                        |                     |                |                     |                     |
| <b>OTHER FINANCING USES</b>            |                       |                       |                          |                        |                     |                |                     |                     |
| Other Financing Uses                   | 5,640,530             | 6,486,971             | 8,200,000                | 8,776,101              | 5,000,000           | -43.03%        | 4,000,000           | 4,000,000           |
| <b>Department Total: Transfers Out</b> | <b>5,640,530</b>      | <b>6,486,971</b>      | <b>8,200,000</b>         | <b>8,776,101</b>       | <b>5,000,000</b>    | <b>-43.03%</b> | <b>4,000,000</b>    | <b>4,000,000</b>    |
| <b>Surplus (Use) of Fund Balance</b>   | <b>1,379,680</b>      | <b>(219,286)</b>      | <b>(1,440,580)</b>       | <b>(1,749,531)</b>     | <b>(1,359,864)</b>  | <b>-22.27%</b> | <b>(288,240)</b>    | <b>(276,228)</b>    |
| <b>Beginning Fund Balance</b>          | <b>4,009,053</b>      | <b>5,388,733</b>      | <b>5,169,446</b>         | <b>5,169,446</b>       | <b>3,728,866</b>    | <b>-27.87%</b> | <b>2,369,002</b>    | <b>2,080,762</b>    |
| <b>Ending Fund Balance</b>             | <b>\$ 5,388,733</b>   | <b>\$ 5,169,446</b>   | <b>\$ 3,728,866</b>      | <b>\$ 3,419,915</b>    | <b>\$ 2,369,002</b> | <b>-30.73%</b> | <b>\$ 2,080,762</b> | <b>\$ 1,804,534</b> |

**SPECIAL REVENUE**  
**Public Works**

## Local Street Fund

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change       | 2023 Proposed       | 2024 Proposed       |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------------|----------------|---------------------|---------------------|
| <b>Fund: 203 LOCAL STREET FUND</b>     |                       |                       |                          |                        |                     |                |                     |                     |
| <b><u>REVENUE</u></b>                  |                       |                       |                          |                        |                     |                |                     |                     |
| Grants                                 | \$ 2,331,116          | \$ 2,435,872          | \$ 2,654,900             | \$ 2,753,650           | \$ 2,742,000        | -0.42%         | \$ 2,797,300        | \$ 2,836,260        |
| Interest & Rent                        | 96,242                | 71,108                | 32,000                   | 32,000                 | 32,000              | 0.00%          | 32,000              | 32,000              |
| <b>OTHER FINANCING SOURCES</b>         |                       |                       |                          |                        |                     |                |                     |                     |
| Other Financing Sources                | 1,000,000             | 1,500,000             | 1,500,000                | 1,500,000              | 1,500,000           | 0.00%          | 1,500,000           | 1,500,000           |
| <b>Department Total: Revenue</b>       | <b>3,427,357</b>      | <b>4,006,981</b>      | <b>4,186,900</b>         | <b>4,285,650</b>       | <b>4,274,000</b>    | <b>-0.27%</b>  | <b>4,329,300</b>    | <b>4,368,260</b>    |
| <b><u>EXPENDITURE</u></b>              |                       |                       |                          |                        |                     |                |                     |                     |
| <b>Department: 447 Streets</b>         |                       |                       |                          |                        |                     |                |                     |                     |
| Personal Services                      | -                     | -                     | -                        | -                      | 1,201,730           | 0.00%          | 1,236,620           | 1,275,540           |
| Supplies                               | -                     | -                     | -                        | -                      | 256,777             | 0.00%          | 261,897             | 266,875             |
| Other Service Charges                  | -                     | -                     | -                        | -                      | 1,030,470           | 0.00%          | 1,042,160           | 1,061,470           |
| <b>Department Total: Streets</b>       | <b>-</b>              | <b>-</b>              | <b>-</b>                 | <b>-</b>               | <b>2,488,977</b>    | <b>0.00%</b>   | <b>2,540,677</b>    | <b>2,603,885</b>    |
| <b>Department: 751 Parks</b>           |                       |                       |                          |                        |                     |                |                     |                     |
| Personal Services                      | -                     | -                     | -                        | -                      | 197,420             | 0.00%          | 203,500             | 210,250             |
| Supplies                               | -                     | -                     | -                        | -                      | 3,050               | 0.00%          | 3,110               | 3,170               |
| Other Service Charges                  | -                     | -                     | -                        | -                      | 494,130             | 0.00%          | 502,460             | 510,970             |
| <b>Department Total: Parks</b>         | <b>-</b>              | <b>-</b>              | <b>-</b>                 | <b>-</b>               | <b>694,600</b>      | <b>0.00%</b>   | <b>709,070</b>      | <b>724,390</b>      |
| <b>Department: 966 Transfers Out</b>   |                       |                       |                          |                        |                     |                |                     |                     |
| <b>OTHER FINANCING USES</b>            |                       |                       |                          |                        |                     |                |                     |                     |
| Other Financing Uses                   | 3,396,933             | 3,314,576             | 3,800,000                | 4,282,345              | 2,000,000           | -53.30%        | 2,000,000           | 2,000,000           |
| <b>Department Total: Transfers Out</b> | <b>3,396,933</b>      | <b>3,314,576</b>      | <b>3,800,000</b>         | <b>4,282,345</b>       | <b>2,000,000</b>    | <b>-53.30%</b> | <b>2,000,000</b>    | <b>2,000,000</b>    |
|  | 30,424                | 692,405               | 386,900                  | 3,305                  | (909,577)           | -              | (920,447)           | (960,015)           |
|  |                       |                       |                          |                        |                     | 27621.24%      |                     |                     |
| <b>Surplus (Use) of Fund Balance</b>   |                       |                       |                          |                        |                     |                |                     |                     |
| <b>Beginning Fund Balance</b>          | <b>3,014,071</b>      | <b>3,044,495</b>      | <b>3,736,900</b>         | <b>3,736,900</b>       | <b>4,123,800</b>    | <b>10.35%</b>  | <b>3,214,223</b>    | <b>2,293,776</b>    |
| <b>Ending Fund Balance</b>             | <b>\$ 3,044,495</b>   | <b>\$ 3,736,900</b>   | <b>\$ 4,123,800</b>      | <b>\$ 3,740,205</b>    | <b>\$ 3,214,223</b> | <b>-14.06%</b> | <b>\$ 2,293,776</b> | <b>\$ 1,333,761</b> |

# REFUSE AND RECYCLING

Public Works Director.....Kurt Bovensiep

Public Works Coordinator .....Vacant

## MISSION STATEMENT

The Refuse and Recycling Division provides prompt, reliable, and efficient refuse and recycling collection by a private contractor once per week servicing 28,000 single-family homes, condominiums, mobile homes, duplexes, and 116 small commercial businesses. Refuse from 4,118 apartments is also collected on a weekly basis.

## DEPARTMENT FUNCTIONS

### ADMINISTRATIVE AND SUPPORT SERVICES

- Provides prompt and reliable refuse, curbside recycling and yard waste removal service
- Promotes City of Troy curbside recycling as the preferred program to remove recyclable products from the waste stream in a fiscally responsible manner
- Investigates and resolves refuse and recycling related issues in a professional manner
- Liaison to the City's refuse contractor
- Promotes public education in the area of solid waste disposal and mixed recycling through newsletters, brochures, telephone contact and site visits
- Promotes household hazardous waste program and electronics recycling
- Represents the City of Troy on the SOCRRA board
- Maintains, and monitors collection counts
- Reviews and approves service billings from SOCRRA

## PERFORMANCE INDICATORS

| PERFORMANCE INDICATOR                            | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|--|----------------|----------------|-------------------|----------------|
| Total Refuse/Recycling/Compost Collected in Tons | 42,728         | 44,060         | 45,000            | 45,000         |
| Refuse Collect in Tons                           | 26,453         | 27,301         | 28,000            | 28,000         |
| Compost Collected in Tons                        | 10,033         | 10,653         | 11,000            | 11,000         |
| Recyclables Collected in Tons                    | 6,241          | 6,105          | 6,200             | 6,200          |
| % of Total Refuse Composted                      | 23%            | 24%            | 25%               | 25%            |
| % of Total Refuse Recycled                       | 15%            | 14%            | 15%               | 15%            |
| Refuse and Recycling Collection Costs Per Capita | 62.10          | 63.89          | 65.55             | 68.52          |

## NOTES ON PERFORMANCE INDICATORS

None

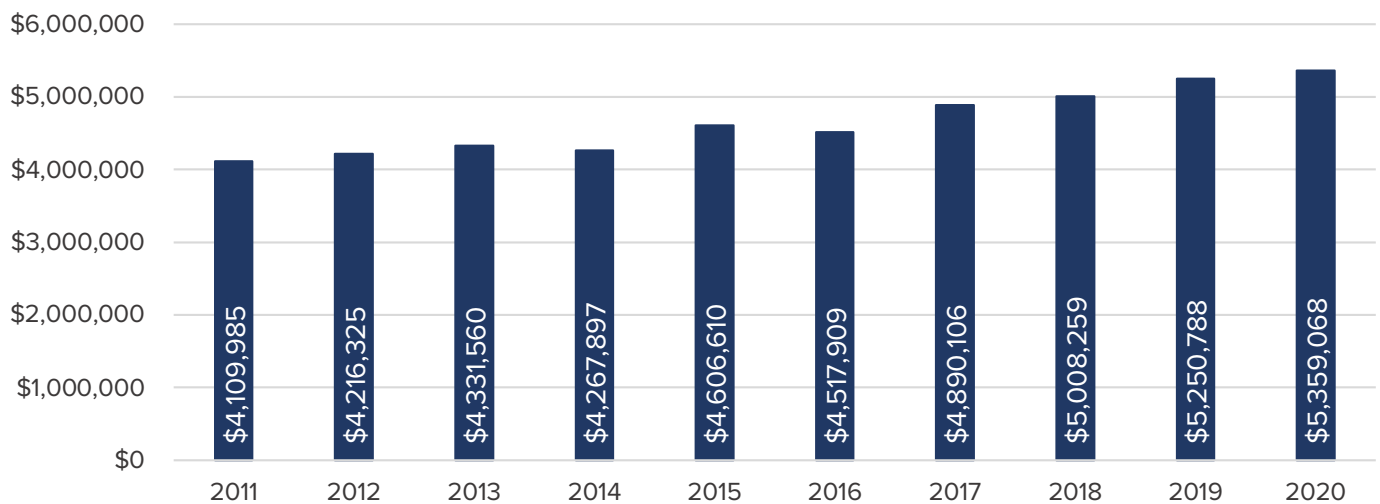
# SUMMARY OF BUDGET CHANGES

## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

None

| PERSONNEL SUMMARY  | 2019<br>BUDGET |              | 2020<br>BUDGET |              | 2021<br>BUDGET |              | 2022<br>BUDGET |              |
|--------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
|                    | Full<br>Time   | Part<br>Time | Full<br>Time   | Part<br>Time | Full<br>Time   | Part<br>Time | Full<br>Time   | Part<br>Time |
| Refuse & Recycling | .28            | 0            | .28            | 0            | .28            | 0            | .23            | 0            |
| Total Department   | .28            | 0            | .28            | 0            | .28            | 0            | .23            | 0            |

## OPERATING BUDGET HISTORY



**SPECIAL REVENUE**  
**Sanitation**

## Refuse Fund

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change       | 2023 Proposed       | 2024 Proposed     |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|----------------|---------------------|-------------------|
| <b>Fund: 226 REFUSE FUND</b>                  |                       |                       |                          |                        |                     |                |                     |                   |
| <b><u>REVENUE</u></b>                         |                       |                       |                          |                        |                     |                |                     |                   |
| Taxes   | \$ 5,102,374          | \$ 5,416,656          | \$ 5,608,800             | \$ 5,630,000           | \$ 5,717,000        | 1.55%          | \$ 5,798,000        | \$ 5,865,000      |
| Grants  | -                     | 60,327                | 70,463                   | -                      | 30,000              | 0.00%          | 30,000              | 30,000            |
| Charges For Services                          | 1,118                 | 940                   | 100                      | 600                    | 500                 | -16.67%        | 500                 | 500               |
| Interest & Rent                               | 87,767                | 68,877                | 22,000                   | 40,000                 | 10,000              | -75.00%        | 10,000              | 10,000            |
| <b>Department Total: Revenue</b>              | <b>5,191,259</b>      | <b>5,546,801</b>      | <b>5,701,363</b>         | <b>5,670,600</b>       | <b>5,757,500</b>    | <b>1.53%</b>   | <b>5,838,500</b>    | <b>5,905,500</b>  |
| <b><u>EXPENDITURE</u></b>                     |                       |                       |                          |                        |                     |                |                     |                   |
| <b>Department: 530 Refuse and Recycling</b>   |                       |                       |                          |                        |                     |                |                     |                   |
| Personal Services                             | 47,010                | 46,686                | 42,050                   | 48,770                 | 40,800              | -16.34%        | 41,980              | 43,310            |
| Supplies                                      | 1,263                 | 1,363                 | 6,100                    | 2,500                  | 6,500               | 160.00%        | 6,500               | 6,500             |
| Other Service Charges                         | 5,202,515             | 5,311,019             | 5,450,070                | 5,535,585              | 5,700,160           | 2.97%          | 5,869,900           | 6,044,720         |
| <b>Department Total: Refuse and Recycling</b> | <b>5,250,788</b>      | <b>5,359,068</b>      | <b>5,498,220</b>         | <b>5,586,855</b>       | <b>5,747,460</b>    | <b>2.87%</b>   | <b>5,918,380</b>    | <b>6,094,530</b>  |
| <b>Surplus (Use) of Fund Balance</b>          | <b>(59,530)</b>       | <b>187,732</b>        | <b>203,143</b>           | <b>83,745</b>          | <b>10,040</b>       | <b>-88.01%</b> | <b>(79,880)</b>     | <b>(189,030)</b>  |
| <b>Beginning Fund Balance</b>                 | <b>800,105</b>        | <b>740,576</b>        | <b>928,308</b>           | <b>928,308</b>         | <b>1,131,451</b>    | <b>21.88%</b>  | <b>1,141,491</b>    | <b>1,061,611</b>  |
| <b>Ending Fund Balance</b>                    | <b>\$ 740,576</b>     | <b>\$ 928,308</b>     | <b>\$ 1,131,451</b>      | <b>\$ 1,012,053</b>    | <b>\$ 1,141,491</b> | <b>12.79%</b>  | <b>\$ 1,061,611</b> | <b>\$ 872,581</b> |



**SPECIAL REVENUE**  
**Community Development**

## Transit Center

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change       | 2023 Proposed    | 2024 Proposed    |
|--|-----------------------|-----------------------|--------------------------|------------------------|------------------|----------------|------------------|------------------|
| <b>Fund: 234 Transit Center</b>                        |                       |                       |                          |                        |                  |                |                  |                  |
| <b><u>REVENUE</u></b>                                  |                       |                       |                          |                        |                  |                |                  |                  |
| Charges For Services                                   | \$ 78,661             | \$ 87,975             | \$ 95,940                | \$ 94,110              | \$ 117,180       | 24.51%         | \$ 119,210       | \$ 126,240       |
| Interest & Rent  | 11                    | -                     | -                        | -                      | -                | 0.00%          | -                | -                |
| <b>Department Total: Revenue</b>                       | <b>78,671</b>         | <b>87,975</b>         | <b>95,940</b>            | <b>94,110</b>          | <b>117,180</b>   | <b>24.51%</b>  | <b>119,210</b>   | <b>126,240</b>   |
| <b><u>EXPENDITURE</u></b>                              |                       |                       |                          |                        |                  |                |                  |                  |
| <b>Department: 265 Building and Facility Maint</b>     |                       |                       |                          |                        |                  |                |                  |                  |
| Supplies   | 2,821                 | 3,850                 | 3,100                    | 6,430                  | 6,510            | 1.24%          | 6,590            | 6,640            |
| Other Service Charges                                  | 65,983                | 70,640                | 82,840                   | 80,790                 | 96,670           | 19.66%         | 98,620           | 105,600          |
| <b>Department Total: Building and Facility Maint</b>   | <b>68,804</b>         | <b>74,490</b>         | <b>85,940</b>            | <b>87,220</b>          | <b>103,180</b>   | <b>18.30%</b>  | <b>105,210</b>   | <b>112,240</b>   |
| <b>Department: 285 Grounds and Common Area Maint</b>   |                       |                       |                          |                        |                  |                |                  |                  |
| Other Service Charges                                  | 9,857                 | 13,485                | 10,000                   | 6,890                  | 14,000           | 103.19%        | 14,000           | 14,000           |
| <b>Department Total: Grounds and Common Area Maint</b> | <b>9,857</b>          | <b>13,485</b>         | <b>10,000</b>            | <b>6,890</b>           | <b>14,000</b>    | <b>103.19%</b> | <b>14,000</b>    | <b>14,000</b>    |
| <b>Surplus (Use) of Fund Balance</b>                   | <b>11</b>             | <b>-</b>              | <b>-</b>                 | <b>-</b>               | <b>-</b>         | <b>0.00%</b>   | <b>-</b>         | <b>-</b>         |
| <b>Beginning Fund Balance</b>                          | <b>11,537</b>         | <b>11,547</b>         | <b>11,547</b>            | <b>11,547</b>          | <b>11,547</b>    | <b>0.00%</b>   | <b>11,547</b>    | <b>11,547</b>    |
| <b>Ending Fund Balance</b>                             | <b>\$ 11,547</b>      | <b>\$ 11,547</b>      | <b>\$ 11,547</b>         | <b>\$ 11,547</b>       | <b>\$ 11,547</b> | <b>0.00%</b>   | <b>\$ 11,547</b> | <b>\$ 11,547</b> |

**SPECIAL REVENUE**  
**General Government**

## Budget Stabilization Fund

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change       | 2023 Proposed       | 2024 Proposed       |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------------|----------------|---------------------|---------------------|
| <b>Fund: 257 BUDGET STABILIZATION FUND</b> |                       |                       |                          |                        |                     |                |                     |                     |
| <b><u>REVENUE</u></b>                      |                       |                       |                          |                        |                     |                |                     |                     |
| Interest & Rent                            | \$ 51,669             | \$ 36,886             | \$ 10,000                | \$ 18,000              | \$ 10,000           | -44.44%        | \$ 10,000           | \$ 10,000           |
| <b>Department Total: Revenue</b>           | <b>51,669</b>         | <b>36,886</b>         | <b>10,000</b>            | <b>18,000</b>          | <b>10,000</b>       | <b>-44.44%</b> | <b>10,000</b>       | <b>10,000</b>       |
| Surplus (Use) of Fund Balance              | 51,669                | 36,886                | 10,000                   | 18,000                 | 10,000              | -44.44%        | 10,000              | 10,000              |
| <b>Beginning Fund Balance</b>              | <b>1,565,721</b>      | <b>1,617,390</b>      | <b>1,656,277</b>         | <b>1,656,277</b>       | <b>1,666,277</b>    | <b>0.60%</b>   | <b>1,676,277</b>    | <b>1,686,277</b>    |
| <b>Ending Fund Balance</b>                 | <b>\$ 1,617,390</b>   | <b>\$ 1,656,277</b>   | <b>\$ 1,666,277</b>      | <b>\$ 1,674,277</b>    | <b>\$ 1,676,277</b> | <b>0.12%</b>   | <b>\$ 1,686,277</b> | <b>\$ 1,696,277</b> |

**SPECIAL REVENUE**  
**Public Safety**

## Forfeiture Fund

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change       | 2023 Proposed    | 2024 Proposed    |
|---|-----------------------|-----------------------|--------------------------|------------------------|-------------------|----------------|------------------|------------------|
| <b>Fund: 265 Forfeiture Fund</b>            |                       |                       |                          |                        |                   |                |                  |                  |
| <b><u>REVENUE</u></b>                       |                       |                       |                          |                        |                   |                |                  |                  |
| Fines And Forfeitures                       | \$ 138,770            | \$ 206,244            | \$ 136,960               | \$ 131,000             | \$ 131,000        | 0.00%          | \$ 131,000       | \$ 131,000       |
| Interest & Rent                             | 46,858                | 31,862                | 10,000                   | 10,000                 | 10,000            | 0.00%          | 10,000           | 10,000           |
| <b>Department Total: Revenue</b>            | <b>185,629</b>        | <b>238,106</b>        | <b>146,960</b>           | <b>141,000</b>         | <b>141,000</b>    | <b>0.00%</b>   | <b>141,000</b>   | <b>141,000</b>   |
| <b><u>EXPENDITURE</u></b>                   |                       |                       |                          |                        |                   |                |                  |                  |
| <b>Department: 321 Police Forfeitures</b>   |                       |                       |                          |                        |                   |                |                  |                  |
| Supplies                                    | 28,720                | 5,749                 | 237,500                  | 289,500                | 144,040           | -50.25%        | 144,040          | 144,040          |
| <b>OTHER FINANCING USES</b>                 |                       |                       |                          |                        |                   |                |                  |                  |
| Other Financing Uses                        | 226,539               | 165,282               | 114,000                  | 114,000                | 800,000           | 601.75%        | 226,500          | -                |
| <b>Department Total: Police Forfeitures</b> | <b>255,259</b>        | <b>171,031</b>        | <b>351,500</b>           | <b>403,500</b>         | <b>944,040</b>    | <b>133.96%</b> | <b>370,540</b>   | <b>144,040</b>   |
| <b>Surplus (Use) of Fund Balance</b>        | <b>(69,630)</b>       | <b>67,076</b>         | <b>(204,540)</b>         | <b>(262,500)</b>       | <b>(803,040)</b>  | <b>205.92%</b> | <b>(229,540)</b> | <b>(3,040)</b>   |
| <b>Beginning Fund Balance</b>               | <b>1,333,901</b>      | <b>1,264,271</b>      | <b>1,331,347</b>         | <b>1,331,347</b>       | <b>1,126,807</b>  | <b>-15.36%</b> | <b>323,767</b>   | <b>94,227</b>    |
| <b>Ending Fund Balance</b>                  | <b>\$ 1,264,271</b>   | <b>\$ 1,331,347</b>   | <b>\$ 1,126,807</b>      | <b>\$ 1,068,847</b>    | <b>\$ 323,767</b> | <b>-69.71%</b> | <b>\$ 94,227</b> | <b>\$ 91,187</b> |

# LIBRARY

Library Director .....Emily Dumas

## MISSION STATEMENT

The mission of the Troy Public Library is to be the community's collection of knowledge and entertainment, a personal resource for lifelong learning, and a vibrant space for all.



## DEPARTMENT FUNCTIONS

### ADMINISTRATION

- Sets Library priorities
- Prepares and administers department budgets
- Recommends and implements policies
- Develops new programs and services
- Coordinates staff hiring, development, and evaluation
- Oversees building maintenance and renovation
- Coordinates and administers grants
- Serves as a liaison to City departments
- Serves as liaison to Friends of the Library, the Suburban Library Cooperative, and other library bodies
- Compiles, maintains, and analyzes statistics
- Oversees the Library's Endowment Fund

### ADULT INFORMATION

- Maintains and promotes a current collection of print and audiovisual material for adults
- Assists adults in choosing and locating material
- Answers reference questions
- Plans, coordinates and promotes adult programs, and book discussion groups
- Coordinates adult multi-cultural services and the international collection
- Provides outreach services to homebound patrons
- Assists patrons with visual impairments
- Coordinates Adult Services volunteers

### CIRCULATION

- Assists patrons in loaning Library material
- Administers the Library's patron and material databases
- Instructs patrons in the use of the automated self-checkout stations
- Registers new Library users
- Staffs Library-wide telephone desk
- Coordinates statewide interlibrary loan delivery service
- Acts as concierge for Library services

### DIGITAL SERVICES

- Maintains and promotes a current collection of digital content for adults and youth
- Instructs patrons in how to access digital content, including eBooks, audiobooks, movies, and music
- Educates patrons on use of electronic resources, and research methods
- Manages public Internet access
- Troubleshoots library and patron computer hardware and software issues
- Assists public in reserving study rooms

### MARKETING

- Promotes and markets the Library to the community
- Develops Library promotional material in print and online
- Maintains the Library's website and social media accounts
- Maintains the Library's public events calendar

### TECHNICAL SERVICES

- Orders, receives, and invoices new material
- Catalogs and processes material
- Maintains and updates Library-wide inventory
- Monitors collection budget spending
- Cleans and repairs print and audiovisual material
- Discards and recycles outdated library material
- Receives and routes deliveries

### TEENS

- Maintains and promotes a current collection of print and audiovisual material for teens and young adults
- Assists teens in choosing and locating material
- Educates teens on use of electronic resources and research methods
- Coordinates teen multicultural services
- Plans and conducts teen programming
- Manages teen social media
- Serves as liaison with high schools, vocational schools, colleges and the Teen Advisory Board

## YOUTH

- Maintains and promotes a current collection of print, audiovisual, and electronic material for children
- Assists youth in choosing and locating material
- Teaches basic research methods and electronic resource use
- Plans and presents a variety of programs for children and families
- Oversees the youth computer area
- Develops cooperative programs with schools and community groups, providing visits to schools for storytelling and tours of the library
- Manages the special needs collection
- Manages youth social media
- Coordinates youth and student volunteers

## PERFORMANCE INDICATORS

| PERFORMANCE INDICATOR        | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|------------------------------|----------------|----------------|-------------------|----------------|
| Annual Library Visits        | 377,100        | 298,025        | 30,000            | 300,000        |
| Items Circulated             | 1,264,109      | 975,088        | 620,000           | 1,000,000      |
| Program Attendance           | 33,481         | 31,044         | 11,700            | 15,000         |
| New Library Cards Added      | 15,691         | 15,452         | 5,500             | 12,500         |
| Total Number Library Cards   | 52,282         | 57,144         | 59,000            | 60,000         |
| Electronic Resources Usage   | 107,920        | 98,998         | 125,000           | 130,000        |
| Annual Visits/Capita         | 4.66           | 3.67           | 0.38              | 3.7            |
| Annual Circulation/Capita    | 16             | 12             | 7.6               | 12.3           |
| Hits on Library Website      | 541,703        | 456,074        | 560,000           | 600,000        |
| Social Media Followers       | 5,241          | 6,205          | 7,800             | 10,000         |
| Number of Library Volunteers | 175            | 130            | 40                | 50             |

### NOTES ON PERFORMANCE INDICATORS

- **FY2019/20:** Library services were completely suspended, and the Library building closed, from March 13 – June 8, 2020, due to the COVID pandemic. The Library provided curbside and virtual services only, and the building remained closed, from June 8-30, 2020.
- **FY2020/21:** The Library provided curbside and virtual services only, and the building remained closed, beginning July 1, 2020. These estimates assume the Library building opens on April 1, 2021, under occupancy and social distancing limitations mandated by the State. While visits and items circulated decreased dramatically with reduced library services, electronic resource use, and visits to the Library's website and social media sites increased significantly.
- **FY2021/22:** These estimates assume the Library building will be open to the public under occupancy and social distancing limitations mandated by the State. It also assumes a seven-day operation.

# SUMMARY OF BUDGET CHANGES

## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

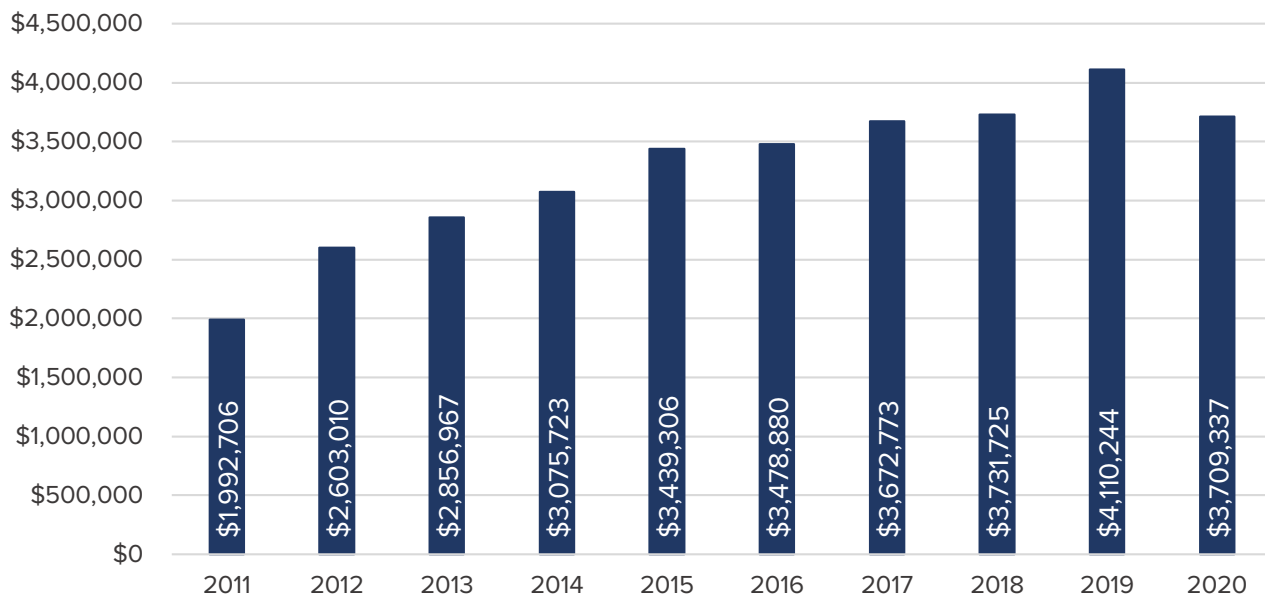
- The 2021/22 budget is the first under the new Library millage, passed by Troy voters in November, 2020. Library revenue increased from \$4.1 million in 2020/21, to \$5.8 million in 2021/22. It includes:
- Increases in operating costs for a seven-day Library
- An increase in the number of full-time staff positions
- Approximately \$350,000 in deferred building repairs, including new windows; replacement of heating and cooling units; and exterior building work
- Approximately \$570,000 in renovations, including a new Youth area; study rooms in the Adult area; and new Administration offices to house more staff.

## PERSONAL SERVICES

The number of full-time personnel will increase from 13 to 20, predominantly through a process of internal promotions. Increasing the number of full time positions will create a more stable staff, reduce the part time to full time ratio, improve succession planning, and provide for a better library service experience by the public.

| PERSONNEL SUMMARY | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                   | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Library           | 10.5        | 31.1      | 12.5        | 27.3      | 13          | 27.1      | 19          | 29.4      |
| Total Department  | 10.5        | 31.1      | 12.5        | 27.3      | 13          | 27.1      | 19          | 29.4      |

## OPERATING BUDGET HISTORY



**SPECIAL REVENUE**  
**Recreation And Culture**

## Library Fund

|                                      | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change        | 2023 Proposed     | 2024 Proposed     |
|--------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|-------------------|-----------------|-------------------|-------------------|
| <b>Fund: 271 LIBRARY FUND</b>        |                       |                       |                          |                        |                   |                 |                   |                   |
| <b><u>REVENUE</u></b>                |                       |                       |                          |                        |                   |                 |                   |                   |
| Taxes                                | \$ 3,280,407          | \$ 3,397,872          | \$ 3,499,954             | \$ 3,452,000           | \$ 5,800,000      | 68.02%          | \$ 5,950,000      | \$ 6,050,000      |
| Grants                               | 64,908                | 64,832                | 32,692                   | 33,000                 | 33,000            | 0.00%           | 33,000            | 33,000            |
| Grants                               | -                     | 38,807                | 44,224                   | -                      | 20,000            | 0.00%           | 20,000            | 20,000            |
| Contributions From Local Units       | 175,217               | 139,465               | 140,000                  | 169,000                | 131,000           | -22.49%         | 131,000           | 141,000           |
| Charges For Services                 | 20,369                | 12,773                | 1,003                    | 17,800                 | 8,900             | -50.00%         | 17,800            | 17,800            |
| Fines And Forfeitures                | 49,427                | 38,660                | 1,900                    | 50,000                 | 25,000            | -50.00%         | 50,000            | 50,000            |
| Interest & Rent                      | 60,524                | 36,607                | 8,500                    | 8,000                  | 3,000             | -62.50%         | 7,000             | 7,000             |
| Other Revenue                        | 6,466                 | 23,716                | 12,676                   | 5,000                  | 7,000             | 40.00%          | 7,000             | 7,000             |
| <b>Department Total: Revenue</b>     | <b>3,657,318</b>      | <b>3,752,731</b>      | <b>3,740,949</b>         | <b>3,734,800</b>       | <b>6,027,900</b>  | <b>61.40%</b>   | <b>6,215,800</b>  | <b>6,325,800</b>  |
| <b><u>EXPENDITURE</u></b>            |                       |                       |                          |                        |                   |                 |                   |                   |
| <b>Department: 790 Library</b>       |                       |                       |                          |                        |                   |                 |                   |                   |
| Personal Services                    | 2,091,085             | 2,108,779             | 2,396,870                | 2,428,260              | 3,086,480         | 27.11%          | 3,173,120         | 3,269,870         |
| Supplies                             | 114,920               | 116,161               | 108,000                  | 111,500                | 154,900           | 38.92%          | 142,000           | 145,000           |
| Other Service Charges                | 986,411               | 889,396               | 965,413                  | 992,758                | 1,153,518         | 16.19%          | 1,106,580         | 1,229,430         |
| Capital Outlay                       | -                     | -                     | 36,000                   | -                      | -                 | 0.00%           | -                 | -                 |
| <b>OTHER FINANCING USES</b>          |                       |                       |                          |                        |                   |                 |                   |                   |
| Other Financing Uses                 | 917,827               | 595,000               | 595,000                  | 595,000                | 1,433,000         | 140.84%         | 1,500,000         | 1,500,000         |
| <b>Department Total: Library</b>     | <b>4,110,244</b>      | <b>3,709,337</b>      | <b>4,101,283</b>         | <b>4,127,518</b>       | <b>5,827,898</b>  | <b>41.20%</b>   | <b>5,921,700</b>  | <b>6,144,300</b>  |
| <b>Surplus (Use) of Fund Balance</b> | <b>(452,926)</b>      | <b>43,395</b>         | <b>(360,334)</b>         | <b>(392,718)</b>       | <b>200,002</b>    | <b>-150.93%</b> | <b>294,100</b>    | <b>181,500</b>    |
| <b>Beginning Fund Balance</b>        | <b>1,078,468</b>      | <b>625,543</b>        | <b>668,937</b>           | <b>668,937</b>         | <b>308,603</b>    | <b>-53.87%</b>  | <b>508,605</b>    | <b>802,705</b>    |
| <b>Ending Fund Balance</b>           | <b>\$ 625,543</b>     | <b>\$ 668,937</b>     | <b>\$ 308,603</b>        | <b>\$ 276,219</b>      | <b>\$ 508,605</b> | <b>84.13%</b>   | <b>\$ 802,705</b> | <b>\$ 984,205</b> |

**SPECIAL REVENUE**  
**Community Development- Old**

## Comm Dev Block Grant Fund

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed  | % Change      | 2023 Proposed  | 2024 Proposed  |
|---|-----------------------|-----------------------|--------------------------|------------------------|----------------|---------------|----------------|----------------|
| <b>Fund: 280 COMM DEV BLOCK GRANT FUND</b>                |                       |                       |                          |                        |                |               |                |                |
| <b><u>REVENUE</u></b>                                     |                       |                       |                          |                        |                |               |                |                |
| Grants  | \$ 112,064            | \$ 354,637            | \$ 295,000               | \$ 150,000             | \$ 170,000     | 13.33%        | \$ 150,000     | \$ 150,000     |
| <b>Department Total: Revenue</b>                          | <b>112,064</b>        | <b>354,637</b>        | <b>295,000</b>           | <b>150,000</b>         | <b>170,000</b> | <b>13.33%</b> | <b>150,000</b> | <b>150,000</b> |
| <b><u>EXPENDITURE</u></b>                                 |                       |                       |                          |                        |                |               |                |                |
| <b>Department: 733 CDBG Home Chore Program</b>            |                       |                       |                          |                        |                |               |                |                |
| Other Service Charges                                     | 49,139                | 51,645                | 45,000                   | 45,000                 | 45,000         | 0.00%         | 45,000         | 45,000         |
| <b>Department Total: CDBG Home Chore Program</b>          | <b>49,139</b>         | <b>51,645</b>         | <b>45,000</b>            | <b>45,000</b>          | <b>45,000</b>  | <b>0.00%</b>  | <b>45,000</b>  | <b>45,000</b>  |
| <b>Department: 739 CDBG Architectural Barriers</b>        |                       |                       |                          |                        |                |               |                |                |
| Other Service Charges                                     | -                     | 11,821                | -                        | -                      | -              | 0.00%         | -              | -              |
| <b>Department Total: CDBG Architectural Barriers</b>      | <b>-</b>              | <b>11,821</b>         | <b>-</b>                 | <b>-</b>               | <b>-</b>       | <b>0.00%</b>  | <b>-</b>       | <b>-</b>       |
| <b>Department: 741 CDBG Park Improvements</b>             |                       |                       |                          |                        |                |               |                |                |
| <b>OTHER FINANCING USES</b>                               |                       |                       |                          |                        |                |               |                |                |
| Other Financing Uses                                      | -                     | -                     | 250,000                  | 105,000                | 125,000        | 19.05%        | 105,000        | 105,000        |
| <b>Department Total: CDBG Park Improvements</b>           | <b>-</b>              | <b>-</b>              | <b>250,000</b>           | <b>105,000</b>         | <b>125,000</b> | <b>19.05%</b> | <b>105,000</b> | <b>105,000</b> |
| <b>Department: 747 CDBG NoRes Historic Preservation</b>   |                       |                       |                          |                        |                |               |                |                |
| Other Service Charges                                     | 62,926                | -                     | -                        | -                      | -              | 0.00%         | -              | -              |
| <b>OTHER FINANCING USES</b>                               |                       |                       |                          |                        |                |               |                |                |
| Other Financing Uses                                      | -                     | 291,170               | -                        | -                      | -              | 0.00%         | -              | -              |
| <b>Department Total: CDBG NoRes Historic Preservation</b> | <b>62,926</b>         | <b>291,170</b>        | <b>-</b>                 | <b>-</b>               | <b>-</b>       | <b>0.00%</b>  | <b>-</b>       | <b>-</b>       |
| <b>Surplus (Use) of Fund Balance</b>                      | <b>-</b>              | <b>-</b>              | <b>-</b>                 | <b>-</b>               | <b>-</b>       | <b>0.00%</b>  | <b>-</b>       | <b>-</b>       |
| <b>Beginning Fund Balance</b>                             | <b>-</b>              | <b>-</b>              | <b>-</b>                 | <b>-</b>               | <b>-</b>       | <b>0.00%</b>  | <b>-</b>       | <b>-</b>       |
| <b>Ending Fund Balance</b>                                | <b>-</b>              | <b>-</b>              | <b>-</b>                 | <b>-</b>               | <b>-</b>       | <b>0.00%</b>  | <b>-</b>       | <b>-</b>       |



**PERMANENT**  
**General Government**

## Cemetery Fund

|                                      | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change     | 2023 Proposed     | 2024 Proposed     |
|--------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|-------------------|--------------|-------------------|-------------------|
| <b>Fund: 150 CEMETERY FUND</b>       |                       |                       |                          |                        |                   |              |                   |                   |
| <b><u>REVENUE</u></b>                |                       |                       |                          |                        |                   |              |                   |                   |
| Charges For Services                 | \$ 1,975              | \$ 2,100              | \$ 4,000                 | \$ 4,000               | \$ 4,000          | 0.00%        | \$ 4,000          | \$ 4,000          |
| Interest & Rent                      | 7,477                 | 5,348                 | 2,200                    | 2,200                  | 2,200             | 0.00%        | 2,200             | 2,200             |
| <b>Department Total: Revenue</b>     | <b>9,452</b>          | <b>7,448</b>          | <b>6,200</b>             | <b>6,200</b>           | <b>6,200</b>      | <b>0.00%</b> | <b>6,200</b>      | <b>6,200</b>      |
| <b><u>EXPENDITURE</u></b>            |                       |                       |                          |                        |                   |              |                   |                   |
| <b>Department: 276 Cemetery</b>      |                       |                       |                          |                        |                   |              |                   |                   |
| <b>OTHER FINANCING USES</b>          |                       |                       |                          |                        |                   |              |                   |                   |
| Other Financing Uses                 | -                     | 1,200                 | 1,200                    | 1,200                  | 1,200             | 0.00%        | 1,200             | 1,200             |
| <b>Department Total: Cemetery</b>    | <b>-</b>              | <b>1,200</b>          | <b>1,200</b>             | <b>1,200</b>           | <b>1,200</b>      | <b>0.00%</b> | <b>1,200</b>      | <b>1,200</b>      |
| <b>Surplus (Use) of Fund Balance</b> | <b>9,452</b>          | <b>6,248</b>          | <b>5,000</b>             | <b>5,000</b>           | <b>5,000</b>      | <b>0.00%</b> | <b>5,000</b>      | <b>5,000</b>      |
| <b>Beginning Fund Balance</b>        | <b>224,358</b>        | <b>233,810</b>        | <b>240,058</b>           | <b>240,058</b>         | <b>245,058</b>    | <b>2.08%</b> | <b>250,058</b>    | <b>255,058</b>    |
| <b>Ending Fund Balance</b>           | <b>\$ 233,810</b>     | <b>\$ 240,058</b>     | <b>\$ 245,058</b>        | <b>\$ 245,058</b>      | <b>\$ 250,058</b> | <b>2.04%</b> | <b>\$ 255,058</b> | <b>\$ 260,058</b> |

# DEBT **SERVICE**

2021/22 PROPOSED BUDGET

## Legal Debt Limits

## Legal Debt Limits

Section 11.1 of the Troy City Charter enumerates the borrowing power of the City. It states that City Council may, by proper ordinance or resolution, subject to the applicable provisions of law and this Charter, authorize the borrowing of money for any purpose within the scope of the powers vested in the City and the issuance of bonds of the City or other evidences of indebtedness therefore, and may pledge the full faith, credit and resources of the City for the payment of the obligation created thereby.

The Charter states that no bonds shall be sold to obtain funds for any purpose other than that for which they were specifically authorized, and if any such bonds are not sold within five years after authorization, such authorization shall be null and void.

Section 11.2 of the Troy City Charter provides for borrowing in anticipation of special assessments. The City Council may authorize the borrowing of money, subject to the applicable provisions of law and this Charter, in anticipation of the payment of special assessments made for the purpose of defraying the cost of any public improvement, or in anticipation of the payment of any combination of such special assessments, and the issuing of bonds therefore.

Such special assessment bonds may be an obligation of the special assessment district or districts and a general obligation of the City for which the full faith and credit of the City may be pledged.

Section 11.9 of the Troy City Charter provides limits on borrowing authority. No limits are established on the power of the City to borrow, except those established by the laws of this state.

The statutory debt limits of net bonded indebtedness incurred for all public purposes shall not at any one time exceed 10% of the assessed valuation of taxable property in the City (\$7,156,234,730) at December 31, 2020) except that this limit may be exceeded by 3/8ths of 1% in case of fire, flood or any other calamity. This limitation does not include bonds issued in anticipation of the payment of special assessments, nor bonds issued pursuant to court order for sewerage or garbage disposal systems.

The Michigan State Bond Act provides that the total debt in special assessment bonds, which would require that the City pledge its faith and credit, shall not exceed 12% of assessed valuation of taxable property of the City, nor shall such bonds be issued in any calendar year in excess of 3% unless voted.

The following is the computation of legal debt margin for the City of Troy:

|                          | Annual Net Debt      | % of State<br>Equalization<br>Value | Legal Maximum<br>Debt   | Legal Debt Margin       |
|--------------------------|----------------------|-------------------------------------|-------------------------|-------------------------|
| General Obligation Debt  | \$ 23,197,400        | 10%                                 | \$ 715,623,473          | \$ 692,426,073          |
| Emergency Bonds          | -                    | 3/8%                                | 26,835,880              | 26,835,880              |
| Special Assessment Bonds | -                    | 12%                                 | 858,748,168             | 858,748,168             |
| <b>Total Debt</b>        | <b>\$ 23,197,400</b> |                                     | <b>\$ 1,601,207,521</b> | <b>\$ 1,578,010,121</b> |

## Debt Summary

**DEBT SERVICE**(Does not include debt serviced by **Enterprise Funds**)

| Description of Debt        | Debt Outstanding 6/30/2021 | 2022 Principal and Interest |                   |                   |
|----------------------------|----------------------------|-----------------------------|-------------------|-------------------|
|                            |                            | Principal                   | Interest          | Total             |
| Proposal A - Streets       | \$ -                       | \$ -                        | \$ -              | \$ -              |
| Proposal B - Public Safety | -                          | -                           | -                 | -                 |
| Proposal C - Recreation    | -                          | -                           | -                 | -                 |
| Series 2013 & 2020 - DDA   | 10,545,000                 | 440,000                     | 156,663           | 596,663           |
| North Arm Relief Drain     | -                          | -                           | -                 | -                 |
| George W. Kuhn Drain       | 597,985                    | 200,145                     | 14,080            | 214,225           |
| <b>Total Debt Service</b>  | <b>\$ 11,142,985</b>       | <b>\$ 640,145</b>           | <b>\$ 170,743</b> | <b>\$ 810,888</b> |

**TAX-SUPPORTED, DDA CAPTURE AND CAPITAL PROJECT FUND DEBT SERVICE**

| General Debt Tax Debt Service | 2017/18 Actual      | 2018/19 Actual      | 2019/20 Actual      | 2020/21 Estimate    | 2021/22 Budget |
|-------------------------------|---------------------|---------------------|---------------------|---------------------|----------------|
| Proposal A - Streets          | \$ 890,300          | \$ 921,125          | \$ 897,750          | \$ 959,600          | \$ -           |
| Proposal B - Public Safety    | 1,216,500           | 1,266,725           | 1,214,675           | 1,175,850           | -              |
| Proposal C - Rec. Facilities  | 696,250             | 688,975             | 682,600             | 678,300             | -              |
| <b>Total General Debt</b>     | <b>\$ 2,803,050</b> | <b>\$ 2,876,825</b> | <b>\$ 2,795,025</b> | <b>\$ 2,813,750</b> | <b>\$ -</b>    |

| DDA Capture Debt Service   | 2017/18 Actual | 2018/19 Actual | 2019/20 Actual | 2020/21 Estimate | 2021/22 Budget |
|----------------------------|----------------|----------------|----------------|------------------|----------------|
| 2013 and 2020 Series - DDA | 931,513        | 923,713        | 914,613        | 4,235,512        | 596,913        |

| Capital Projects Debt Service      | 2017/18 Actual    | 2018/19 Actual    | 2019/20 Actual    | 2020/21 Estimate  | 2021/22 Budget    |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| North Arm Relief                   | \$ 56,712         | \$ 56,853         | \$ 56,964         | \$ 55,550         | \$ -              |
| George W. Kuhn                     | 215,692           | 213,771           | 214,444           | 214,196           | 214,225           |
| <b>Total Capital Projects Debt</b> | <b>\$ 272,404</b> | <b>\$ 270,624</b> | <b>\$ 271,408</b> | <b>\$ 269,746</b> | <b>\$ 214,225</b> |

## Schedule of Principal and Interest

## GENERAL DEBT SERVICE FUND

| Fiscal Year  | Proposal A Streets | Proposal B Public Safety | Proposal C Recreation Facilities | Interest         | Total Tax-Financed Debt | Series 2013 and 2020 Debt | Series 2013 and 2020 Interest | Total DDA Financed Debt | Total General Debt Service |
|--------------|--------------------|--------------------------|----------------------------------|------------------|-------------------------|---------------------------|-------------------------------|-------------------------|----------------------------|
| 2021         | 940,000            | 1,155,000                | 665,000                          | 52,575           | 2,812,575               | 3,587,400                 | 638,488                       | 4,225,888               | 7,038,463                  |
| 2022         | -                  | -                        | -                                | -                | -                       | 440,000                   | 156,663                       | 596,663                 | 596,663                    |
| 2023         | -                  | -                        | -                                | -                | -                       | 485,000                   | 144,895                       | 629,895                 | 629,895                    |
| 2024         | -                  | -                        | -                                | -                | -                       | 560,000                   | 142,857                       | 702,857                 | 702,857                    |
| 2025         | -                  | -                        | -                                | -                | -                       | 680,000                   | 139,107                       | 819,107                 | 819,107                    |
| 2026         | -                  | -                        | -                                | -                | -                       | 805,000                   | 133,284                       | 938,284                 | 938,284                    |
| 2027         | -                  | -                        | -                                | -                | -                       | 840,000                   | 125,135                       | 965,135                 | 965,135                    |
| 2028         | -                  | -                        | -                                | -                | -                       | 1,075,000                 | 113,472                       | 1,188,472               | 1,188,472                  |
| 2029         | -                  | -                        | -                                | -                | -                       | 1,040,000                 | 98,180                        | 1,138,180               | 1,138,180                  |
| 2030         | -                  | -                        | -                                | -                | -                       | 1,000,000                 | 81,125                        | 1,081,125               | 1,081,125                  |
| 2031         | -                  | -                        | -                                | -                | -                       | 975,000                   | 63,623                        | 1,038,623               | 1,038,623                  |
| 2032         | -                  | -                        | -                                | -                | -                       | 930,000                   | 45,561                        | 975,561                 | 975,561                    |
| 2033         | -                  | -                        | -                                | -                | -                       | 880,000                   | 27,266                        | 907,266                 | 907,266                    |
| 2034         | -                  | -                        | -                                | -                | -                       | 835,000                   | 9,072                         | 844,072                 | 844,072                    |
| <b>Total</b> | <b>\$ 940,000</b>  | <b>\$ 1,155,000</b>      | <b>\$ 665,000</b>                | <b>\$ 52,575</b> | <b>\$ 2,812,575</b>     | <b>\$ 14,132,400</b>      | <b>\$ 1,918,728</b>           | <b>\$ 16,051,128</b>    | <b>\$ 18,863,703</b>       |

### Schedule of Principal and Interest

#### CAPITAL PROJECTS FUNDS

| Fiscal Year  | George W. Kuhn Drain | North Arm Relief Drain | Interest         | Total Capital Debt |
|--------------|----------------------|------------------------|------------------|--------------------|
| 2021         | 195,406              | 54,932                 | 19,408           | 269,746            |
| 2022         | 200,145              | -                      | 14,080           | 214,225            |
| 2023         | 162,036              | -                      | 9,257            | 171,293            |
| 2024         | 164,407              | -                      | 5,320            | 169,727            |
| 2025         | 16,111               | -                      | 1,320            | 17,431             |
| 2026         | 16,477               | -                      | 960              | 17,437             |
| 2027         | 14,551               | -                      | 590              | 15,141             |
| 2028         | 14,531               | -                      | 250              | 14,781             |
| 2029         | 9,727                | -                      | -                | 9,727              |
| <b>Total</b> | <b>\$ 793,391</b>    | <b>\$ 54,932</b>       | <b>\$ 51,185</b> | <b>\$ 899,508</b>  |

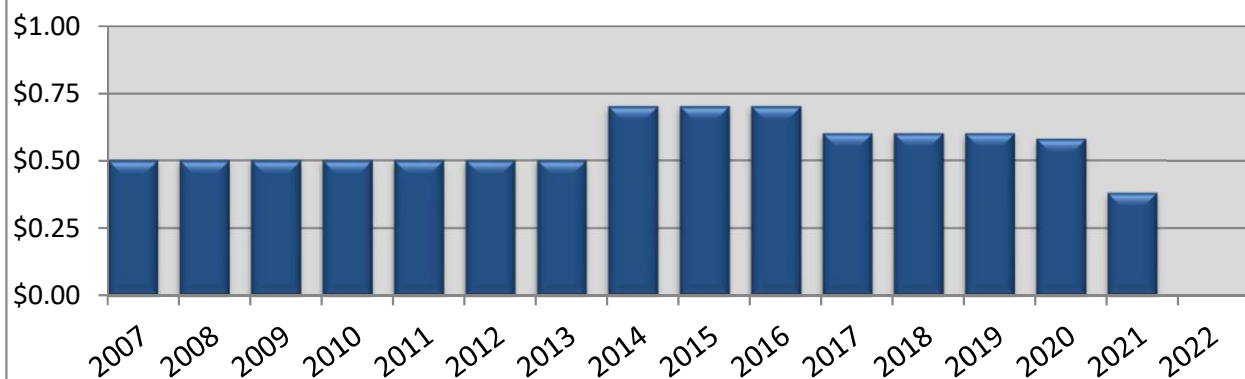
#### ENTERPRISE FUNDS

| Fiscal Year  | Sanctuary Lake Golf Course | Interest          | Total Enterprise Debt |
|--------------|----------------------------|-------------------|-----------------------|
| 2021         | 700,000                    | 155,800           | 855,800               |
| 2022         | 685,000                    | 140,238           | 825,238               |
| 2023         | 770,000                    | 122,050           | 892,050               |
| 2024         | 755,000                    | 102,988           | 857,988               |
| 2025         | 840,000                    | 83,050            | 923,050               |
| 2026         | 820,000                    | 62,300            | 882,300               |
| 2027         | 850,000                    | 39,300            | 889,300               |
| 2028         | 885,000                    | 13,275            | 898,275               |
| <b>Total</b> | <b>\$ 6,305,000</b>        | <b>\$ 719,001</b> | <b>\$ 7,024,001</b>   |

### Schedule of Principal and Interest All Funds

| Fiscal Year  | General Debt Service Fund | Capital Projects Fund | Enterprise Funds    | Total                |
|--------------|---------------------------|-----------------------|---------------------|----------------------|
| 2021         | 7,038,463                 | 269,746               | 855,800             | 8,164,009            |
| 2022         | 596,663                   | 214,225               | 825,238             | 1,636,126            |
| 2023         | 629,895                   | 171,293               | 892,050             | 1,693,238            |
| 2024         | 702,857                   | 169,727               | 857,988             | 1,730,572            |
| 2025         | 819,107                   | 17,431                | 923,050             | 1,759,588            |
| 2026         | 938,284                   | 17,437                | 882,300             | 1,838,021            |
| 2027         | 965,135                   | 15,141                | 889,300             | 1,869,576            |
| 2028         | 1,188,472                 | 14,781                | 898,275             | 2,101,528            |
| 2029         | 1,138,180                 | 9,727                 | -                   | 1,147,907            |
| 2030         | 1,081,125                 | -                     | -                   | 1,081,125            |
| 2031         | 1,038,623                 | -                     | -                   | 1,038,623            |
| 2032         | 975,561                   | -                     | -                   | 975,561              |
| 2033         | 907,266                   | -                     | -                   | 907,266              |
| 2034         | 844,072                   | -                     | -                   | 844,072              |
| <b>Total</b> | <b>\$ 18,863,703</b>      | <b>\$ 899,508</b>     | <b>\$ 7,024,001</b> | <b>\$ 26,787,212</b> |

### Projected Millage Rate Requirements General Debt Fund



Bars represent estimated millage requirements as a result of bond issue Proposals A, B and C.

**DEBT SERVICE**  
**Debt Service**

|   |                         | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change        | 2023 Proposed | 2024 Proposed |
|---|-------------------------|-----------------------|-----------------------|--------------------------|------------------------|---------------|-----------------|---------------|---------------|
| <b>FUND 301 GENERAL DEBT SERVICE FUND</b>   |                         |                       |                       |                          |                        |               |                 |               |               |
| <b>REVENUE</b>                              |                         |                       |                       |                          |                        |               |                 |               |               |
| 4402  | Property Taxes          | \$ 2,866,822          | \$ 2,888,729          | \$ 2,000,763             | \$ 1,944,240           | -             | -100.00%        | -             | -             |
| 4574.050                                    | EMPP/PPEL Reimbursement | -                     | 35,539                | 39,021                   | -                      | -             | 0.00%           | -             | -             |
| 4665  | Interest Income         | 13,284                | 14,655                | 350                      | 9,000                  | -             | -100.00%        | -             | -             |
| 4669.020                                    | Investment Income       | 15,127                | 9,135                 | -                        | -                      | -             | 0.00%           | -             | -             |
| <b>Total Revenue</b>                        |                         | <b>2,895,233</b>      | <b>2,948,059</b>      | <b>2,040,134</b>         | <b>1,953,240</b>       | -             | <b>-100.00%</b> | -             | -             |
| <b>EXPENDITURE</b>                          |                         |                       |                       |                          |                        |               |                 |               |               |
| 7801.010                                    | Adm & Prof              | 63,500                | 64,500                | 134,876                  | 64,000                 | -             | -100.00%        | -             | -             |
| 7964  | Tax Refunds             | 3,464                 | (550)                 | -                        | 1,510                  | -             | -100.00%        | -             | -             |
| <b>Total Expenditure</b>                    |                         | <b>66,964</b>         | <b>63,950</b>         | <b>134,876</b>           | <b>65,510</b>          | -             | <b>-100.00%</b> | -             | -             |
| <b>OTHER FINANCING USES</b>                 |                         |                       |                       |                          |                        |               |                 |               |               |
| 8999.355                                    | Proposal A Debt         | 921,125               | 897,750               | 959,600                  | 959,600                | -             | -100.00%        | -             | -             |
| 8999.356                                    | Proposal B Debt         | 1,266,725             | 1,214,675             | 1,175,850                | 1,175,850              | -             | -100.00%        | -             | -             |
| 8999.357                                    | Proposal C Debt         | 688,975               | 682,600               | 678,300                  | 678,300                | -             | -100.00%        | -             | -             |
| <b>Total OTHER FINANCING USES</b>           |                         | <b>2,876,825</b>      | <b>2,795,025</b>      | <b>2,813,750</b>         | <b>2,813,750</b>       | -             | <b>-100.00%</b> | -             | -             |
| <b>Total Expenditure</b>                    |                         | <b>2,943,789</b>      | <b>2,858,975</b>      | <b>2,948,626</b>         | <b>2,879,260</b>       | -             | <b>-100.00%</b> | -             | -             |
| <b>Surplus/(Use) of Fund Balance</b>        |                         | <b>(48,556)</b>       | <b>89,083</b>         | <b>(908,492)</b>         | <b>(926,020)</b>       | -             | <b>-100.00%</b> | -             | -             |
| <b>Beginning Fund Balance</b>               |                         | <b>867,966</b>        | <b>819,409</b>        | <b>908,492</b>           | <b>908,492</b>         | -             | <b>-100.00%</b> | -             | -             |
| <b>Ending Fund Balance</b>                  |                         | <b>819,409</b>        | <b>908,492</b>        | <b>-</b>                 | <b>(17,528)</b>        | -             | <b>-100.00%</b> | -             | -             |
| <b>FUND 355 PROP A BOND DEBT RETIREMENT</b> |                         |                       |                       |                          |                        |               |                 |               |               |
| <b>OTHER FINANCING SOURCES</b>              |                         |                       |                       |                          |                        |               |                 |               |               |
| 4699.301                                    | Debt Service            | 921,125               | 897,750               | 959,600                  | 959,600                | -             | -100.00%        | -             | -             |
| <b>Total Revenue</b>                        |                         | <b>921,125</b>        | <b>897,750</b>        | <b>959,600</b>           | <b>959,600</b>         | -             | <b>-100.00%</b> | -             | -             |
| <b>EXPENDITURE</b>                          |                         |                       |                       |                          |                        |               |                 |               |               |
| 7991  | Principal               | 825,000               | 840,000               | 940,000                  | 940,000                | -             | -100.00%        | -             | -             |
| 7995  | Interest                | 95,375                | 57,000                | 18,800                   | 18,800                 | -             | -100.00%        | -             | -             |
| 7998  | Other Fees              | 750                   | 750                   | 800                      | 800                    | -             | -100.00%        | -             | -             |
| <b>Total Expenditure</b>                    |                         | <b>921,125</b>        | <b>897,750</b>        | <b>959,600</b>           | <b>959,600</b>         | -             | <b>-100.00%</b> | -             | -             |



**DEBT SERVICE**  
**Debt Service**

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change | 2023 Proposed | 2024 Proposed |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------|----------|---------------|---------------|
| Surplus/(Use) of Fund Balance                   | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Beginning Fund Balance                          | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Ending Fund Balance                             | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| <b>FUND 356 PROP B BOND DEBT RETIREMENT</b>     |                       |                       |                          |                        |               |          |               |               |
| <b>OTHER FINANCING SOURCES</b>                  |                       |                       |                          |                        |               |          |               |               |
| 4699.301 Debt Service                           | 1,266,725             | 1,214,675             | 1,175,850                | 1,175,850              | -             | -100.00% | -             | -             |
| Total Revenue                                   | 1,266,725             | 1,214,675             | 1,175,850                | 1,175,850              | -             | -100.00% | -             | -             |
| <b>EXPENDITURE</b>                              |                       |                       |                          |                        |               |          |               |               |
| 7991 Principal                                  | 1,155,000             | 1,150,000             | 1,155,000                | 1,155,000              | -             | -100.00% | -             | -             |
| 7995 Interest                                   | 111,475               | 64,425                | 20,475                   | 20,475                 | -             | -100.00% | -             | -             |
| 7998 Other Fees                                 | 250                   | 250                   | 375                      | 375                    | -             | -100.00% | -             | -             |
| Total Expenditure                               | 1,266,725             | 1,214,675             | 1,175,850                | 1,175,850              | -             | -100.00% | -             | -             |
| Surplus/(Use) of Fund Balance                   | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Beginning Fund Balance                          | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Ending Fund Balance                             | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| <b>FUND 357 PROP C BOND DEBT RETIREMENT</b>     |                       |                       |                          |                        |               |          |               |               |
| <b>OTHER FINANCING SOURCES</b>                  |                       |                       |                          |                        |               |          |               |               |
| 4699.301 Debt Service                           | 688,975               | 682,600               | 678,300                  | 678,300                | -             | -100.00% | -             | -             |
| Total Revenue                                   | 688,975               | 682,600               | 678,300                  | 678,300                | -             | -100.00% | -             | -             |
| <b>EXPENDITURE</b>                              |                       |                       |                          |                        |               |          |               |               |
| 7991 Principal                                  | 615,000               | 640,000               | 665,000                  | 665,000                | -             | -100.00% | -             | -             |
| 7995 Interest                                   | 73,975                | 42,600                | 13,300                   | 13,300                 | -             | -100.00% | -             | -             |
| Total Expenditure                               | 688,975               | 682,600               | 678,300                  | 678,300                | -             | -100.00% | -             | -             |
| Surplus/(Use) of Fund Balance                   | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Beginning Fund Balance                          | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| Ending Fund Balance                             | -                     | -                     | -                        | -                      | -             | 0.00%    | -             | -             |
| <b>FUND 358 GEN OBLIGATION DEBT-SERIES 2013</b> |                       |                       |                          |                        |               |          |               |               |

**DEBT SERVICE**  
**Debt Service**

|                                      |            | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed  | % Change       | 2023 Proposed  | 2024 Proposed  |
|--------------------------------------|------------|-----------------------|-----------------------|--------------------------|------------------------|----------------|----------------|----------------|----------------|
| <b><u>REVENUE</u></b>                |            |                       |                       |                          |                        |                |                |                |                |
| 4676.248                             | DDA        | 923,713               | 914,613               | 1,013,738                | 1,013,738              | 596,913        | -41.12%        | 629,895        | 702,857        |
| <b>Total Revenue</b>                 |            | <b>923,713</b>        | <b>914,613</b>        | <b>1,013,738</b>         | <b>1,013,738</b>       | <b>596,913</b> | <b>-41.12%</b> | <b>629,895</b> | <b>702,857</b> |
| <b><u>EXPENDITURE</u></b>            |            |                       |                       |                          |                        |                |                |                |                |
| 7991                                 | Principal  | 260,000               | 260,000               | 375,000                  | 375,000                | 440,000        | 17.33%         | 485,000        | 560,000        |
| 7995                                 | Interest   | 663,463               | 654,363               | 638,488                  | 638,488                | 156,663        | -75.46%        | 144,895        | 142,857        |
| 7998                                 | Other Fees | 250                   | 250                   | 250                      | 250                    | 250            | 0.00%          | -              | -              |
| <b>Total Expenditure</b>             |            | <b>923,713</b>        | <b>914,613</b>        | <b>1,013,738</b>         | <b>1,013,738</b>       | <b>596,913</b> | <b>-41.12%</b> | <b>629,895</b> | <b>702,857</b> |
| <b>Surplus/(Use) of Fund Balance</b> |            | <b>-</b>              | <b>-</b>              | <b>-</b>                 | <b>-</b>               | <b>-</b>       | <b>0.00%</b>   | <b>-</b>       | <b>-</b>       |
| <b>Ending Fund Balance</b>           |            | <b>\$ -</b>           | <b>\$ -</b>           | <b>\$ -</b>              | <b>\$ -</b>            | <b>\$ -</b>    | <b>0.00%</b>   | <b>\$ -</b>    | <b>\$ -</b>    |

# CAPITAL **PROJECTS**

2021/22 PROPOSED BUDGET

**Capital Projects Fund Summary****CAPITAL PROJECTS FUND**

The City of Troy uses a Capital Projects Fund to account for development, improvement and major repair of capital facilities as well as the purchase of vehicles and equipment not financed by other funds.

The purpose of the fund acts as a formal mechanism that enables administrators, creditors and other granting agencies to ensure that resources dedicated for capital purchases are used for that purpose and no other.

Financial resources for such purposes and activities primarily arise from a Capital Operating millage, the sale of City General Obligation Bonds, grants and transfers from other governmental funds.

As with all governmental funds, the Capital Projects Fund concentrates on inflows and outflows of available, spendable resources. Accordingly, the Capital Projects Fund uses the modified accrual basis of accounting.

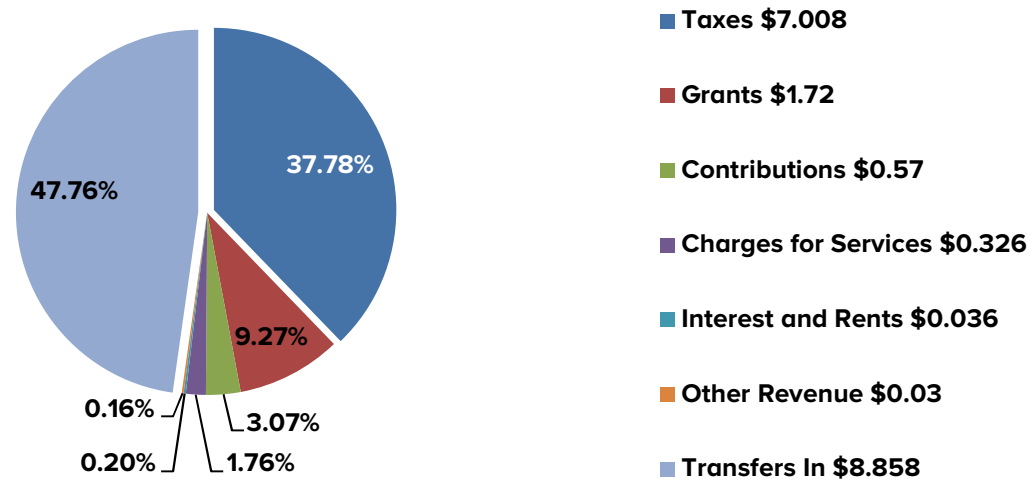
The administrator of the Capital Projects Fund has the authority to continue expenditures within prescribed limits until a project is completed.

**Major Sources of Revenue Include:**

- ***Taxes*** - This source of revenue is derived by multiplying the capital projects millage rate by the taxable value of the City.
- ***State Grants*** - This source of revenue is comprised of grants from the State of Michigan to be used mainly for road construction and rehabilitation projects.
- ***Contributions*** - This source of revenue is primarily comprised of County road funding.
- ***Charges for Services*** - This revenues source is comprised primarily from resident and business charges related to the City's sidewalk program.
- ***Interest and Rents*** - Generated from Communication Tower rental income and investment income .
- ***Transfers In*** - This source of revenue contains operating transfers from other funds to finance those funds capital needs including Major and Local Streets Fund, Library Fund and specially financed projects sponsored by the General Fund.

## Capital Projects Fund Summary

## 2021/22 Capital Projects Fund Revenue (Millions)



The above chart demonstrates that the primary funding sources for capital projects resides in tax revenues and transfers from other funds.

Tax revenues of \$7.0 million accounts for approximately 38% of total capital project fund revenues. This is down slightly from the previous year budget by \$165 thousand or 2.3%. The decrease is due to a headlee amendment rollback in the current year millage rate.

Transfers in from other funds total \$8.9 million and account for approximately 48% of total capital projects fund revenues. The transfers from other funds include:

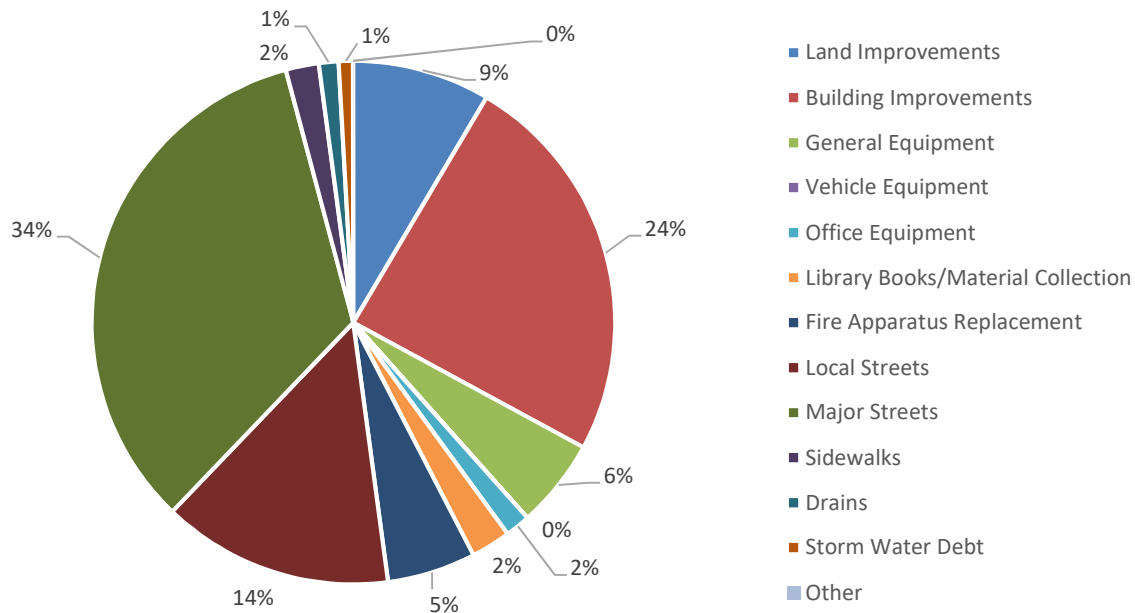
|  |                     |
|--|---------------------|
| General Fund                           | \$ 1,000,000        |
| Major Streets                          | 3,500,000           |
| Local Streets                          | 2,000,000           |
| Drug Forfeiture Fund                   | 800,000             |
| Library Fund                           | 1,433,000           |
| Community Development Block Grant Fund | 125,000             |
| Total Transfers In                     | <u>\$ 8,858,000</u> |

### Capital Projects Fund Summary

#### CAPITAL PROJECTS BY CLASSIFICATION INCLUDE:

|                                     | 2022<br>Proposed     | 2023 Proposed        | 2024 Proposed        |
|-------------------------------------|----------------------|----------------------|----------------------|
| • Land Improvements                 | \$ 2,085,000         | \$ 2,625,000         | \$ 1,425,000         |
| • Building Improvements             | 5,974,500            | 6,522,000            | 2,905,000            |
| • General Equipment                 | 1,349,342            | 476,500              | 545,000              |
| • Vehicle Equipment                 | -                    | -                    | -                    |
| • Office Equipment                  | 380,000              | 358,000              | -                    |
| • Library Books/Material Collection | 600,000              | 600,000              | 610,000              |
| • Fire Apparatus Replacement        | 1,340,000            | 1,500,000            | 1,000,000            |
| • Streets:                          |                      |                      |                      |
| Local Streets                       | 3,500,000            | 3,500,000            | 4,100,000            |
| Major Streets                       | 8,250,000            | 9,840,000            | 7,415,000            |
| Sidewalks                           | 500,000              | 500,000              | 500,000              |
| • Drains                            | 300,000              | 300,000              | 300,000              |
| • Storm Water Debt                  | 214,230              | 171,300              | 169,730              |
| • Other                             | 5,000                | 5,000                | 5,000                |
| <b>Total Capital Projects</b>       | <b>\$ 24,498,072</b> | <b>\$ 26,397,800</b> | <b>\$ 18,974,730</b> |

2022 Budget By Classification



### Capital Projects Fund Summary

The following is a breakdown of the more significant planned capital projects by Department for the 2021/22 fiscal year:

Note: (\*) indicates significant non-recurring capital projects budgeted.

|  |                      |
|--|----------------------|
| <b><i>Total Capital Projects:</i></b>  | <b>\$ 24,498,072</b> |
| <ul style="list-style-type: none"> <li> <b><i>Major Streets</i></b> <ul style="list-style-type: none"> <li>√ Major renovation of Major and County Roads throughout the City including:<br/>Rochester, Barclay to Trinway (\$2.2 million)<br/>Square Lake, Adams to Coolidge (\$1.1 million)<br/>Industrial Road Maintenance (\$1.5 million)</li> </ul> </li> </ul> | <b>\$ 8,250,000</b>  |
| <ul style="list-style-type: none"> <li> <b><i>Local Streets</i></b> <ul style="list-style-type: none"> <li>√ Concrete Slab Replacement (\$1.7 million)</li> <li>√ Asphalt Mill and Overlay (\$1.8 million)</li> </ul> </li> </ul>  | <b>\$ 3,500,000</b>  |
| <ul style="list-style-type: none"> <li> <b><i>Police Department</i></b> <ul style="list-style-type: none"> <li>√ (*) Body Worn Camera System (\$404K)</li> <li>(*) County Radio System (\$200K)</li> </ul> </li> </ul>   | <b>\$ 994,000</b>    |
| <ul style="list-style-type: none"> <li> <b><i>Fire Department</i></b> <ul style="list-style-type: none"> <li>√ (*) Ladder Truck (\$890k) and Air Tender (\$400k)</li> </ul> </li> </ul>  | <b>\$ 1,885,842</b>  |
| <ul style="list-style-type: none"> <li> <b><i>Public Works</i></b> <ul style="list-style-type: none"> <li>√ (*) Drains (\$514k)</li> <li>Sidewalks (\$500k)</li> <li>Parking Lot Maintenance (\$250k)</li> </ul> </li> </ul>   | <b>\$ 1,410,230</b>  |
| <ul style="list-style-type: none"> <li> <b><i>Library</i></b> <ul style="list-style-type: none"> <li>√ Books and Materials (\$600K)</li> <li>(*) Youth Renovation (\$400k)</li> </ul> </li> </ul>  | <b>\$ 1,433,000</b>  |
| <ul style="list-style-type: none"> <li> <b><i>Parks</i></b> <ul style="list-style-type: none"> <li>√ (*) Trails and Pathways (\$750K)</li> <li>(*) Civic Center Skate Park (\$550K)</li> <li>(*) Sylvan Glen Lake Park Improvements (\$250K)</li> </ul> </li> </ul>  | <b>\$ 1,905,000</b>  |
| <ul style="list-style-type: none"> <li> <b><i>City Buildings</i></b> <ul style="list-style-type: none"> <li>√ (*) Community Center Roof, HVAC, and Gym Floor (\$2.9 mil)</li> <li>(*) Police Roof and HVAC (\$760K)</li> <li>(*) Court Building HVAC (\$415K)</li> </ul> </li> </ul>   | <b>\$ 4,360,000</b>  |
| <ul style="list-style-type: none"> <li> <b><i>Historic Village</i></b> <ul style="list-style-type: none"> <li>√ (*) Wagon Shop Structural Repair and Roof (\$170k)</li> <li>Exterior Building Repairs and Painting (\$155K)</li> </ul> </li> </ul>   | <b>\$ 325,000</b>    |

### Capital Projects Fund Summary

#### **CAPITAL PROJECTS FUND - Significant Nonrecurring Capital Expenditures**

The City coordinates 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 as described in the Budget Policies section of this document. Below are some of the more significant nonrecurring capital projects budgeted and the related impact on the operating budget.

| <b>Projects</b>                    | <b>Explanations</b>  | <b>Cost</b> | <b>Operating Budget Impact</b>  |
|------------------------------------|--|-------------|---|
| Body Worn Camera System for Police | To equip Police Department with Body Cameras.  | \$404,000   | The Body Cameras will assist in law enforcement and potential to lower any litigation costs.            |
| County Radio System for Police     | To replace the current system per County requirements.   | \$200,000   | The replacement will reduce future maintenance costs & improve operational efficiency.                  |
| Historic Village Improvements      | Improvements to Wagon Shop Structural Repair and Roof.   | \$170,000   | These improvements and repairs will reduce future operating/maintenance costs and prevent water damage. |
| Park Improvements                  | Improvements to Trails & Pathways, Demo of Civic Center Skate Park & Sylvan Glen Lake Park Improvements. | \$1,905,000 | To improve the city's park amenities and reduce maintenance costs to deteriorating structures.          |
| City Buildings Improvements        | Community Center Roof and HVAC, Police Roof and HVAC, and Court Building HVAC.                           | \$4,360,000 | These improvements will reduce future operating maintenance costs.                                      |



### Capital Outlay Detail

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change      | 2023 Proposed     | 2024 Proposed     |
|---|-----------------------|-----------------------|--------------------------|------------------------|-------------------|---------------|-------------------|-------------------|
| <b>FUND: 401 CAPITAL FUND</b>           |                       |                       |                          |                        |                   |               |                   |                   |
| <b>REVENUE</b>                          |                       |                       |                          |                        |                   |               |                   |                   |
| <b>Department: 000 Revenue</b>          |                       |                       |                          |                        |                   |               |                   |                   |
| Business Unit: 000 Revenue              |                       |                       |                          |                        |                   |               |                   |                   |
| TAXES                                   | \$ 6,860,470          | \$ 6,908,413          | \$ 7,172,751             | \$ 7,172,751           | \$ 7,008,000      | -2.30%        | \$ 7,074,000      | \$ 7,156,000      |
| GRANTS                                  | 839,799               | 96,916                | 249,830                  | 160,000                | 1,720,000         | 975.00%       | 2,320,000         | 280,000           |
| CONTRIBUTIONS FROM LOCAL UNITS          | 334,620               | -                     | 602,237                  | 620,000                | 570,000           | -8.06%        | 570,000           | 570,000           |
| CHARGES FOR SERVICES                    | 211,466               | 296,914               | 326,000                  | 326,000                | 326,000           | 0.00%         | 326,000           | 326,000           |
| INTEREST & RENT                         | 369,823               | 354,130               | 80,000                   | 11,600                 | 36,600            | 215.52%       | 36,600            | 36,600            |
| OTHER REVENUE                           | 455,520               | 387,577               | 30,000                   | 30,000                 | 30,000            | 0.00%         | 30,000            | 30,000            |
| <b>Total Revenue</b>                    | <b>9,071,697</b>      | <b>8,043,949</b>      | <b>8,460,818</b>         | <b>8,320,351</b>       | <b>9,690,600</b>  | <b>16.47%</b> | <b>10,356,600</b> | <b>8,398,600</b>  |
| <b>OTHER FINANCING SOURCES</b>          |                       |                       |                          |                        |                   |               |                   |                   |
| <b>Department: 000 Revenue</b>          |                       |                       |                          |                        |                   |               |                   |                   |
| Business Unit: 000 Revenue              |                       |                       |                          |                        |                   |               |                   |                   |
| Operating Transfers In                  |                       |                       |                          |                        |                   |               |                   |                   |
| General                                 | 1,861,949             | 2,000,000             | 1,000,000                | 1,000,000              | 1,000,000         | 0.00%         | 1,000,000         | 1,000,000         |
| Major Street Fund                       | 2,500,000             | 3,000,000             | 4,700,000                | 4,700,000              | 3,500,000         | -25.53%       | 2,500,000         | 2,500,000         |
| Local Streets Fund                      | 1,500,000             | 1,500,000             | 1,800,000                | 1,800,000              | 2,000,000         | 11.11%        | 2,000,000         | 2,000,000         |
| LDFA                                    | 55,360                | -                     | -                        | -                      | -                 | 0.00%         | -                 | -                 |
| Forfeitures                             | -                     | 165,282               | 114,000                  | 114,000                | 800,000           | 601.75%       | 226,500           | -                 |
| Library                                 | 917,827               | 595,000               | 595,000                  | 595,000                | 1,433,000         | 140.84%       | 1,500,000         | 1,500,000         |
| CDBG                                    | -                     | 291,170               | 250,000                  | 250,000                | 125,000           | -50.00%       | 105,000           | 105,000           |
| <b>Total OTHER FINANCING SOURCES</b>    | <b>6,835,136</b>      | <b>7,551,452</b>      | <b>8,459,000</b>         | <b>8,459,000</b>       | <b>8,858,000</b>  | <b>4.72%</b>  | <b>7,331,500</b>  | <b>7,105,000</b>  |
| <b>Total Revenues and Other Sources</b> | <b>15,906,833</b>     | <b>15,595,401</b>     | <b>16,919,818</b>        | <b>16,779,351</b>      | <b>18,548,600</b> | <b>10.54%</b> | <b>17,688,100</b> | <b>15,503,600</b> |

### Capital Outlay Detail

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed  | % Change        | 2023 Proposed  | 2024 Proposed |
|--|-----------------------|-----------------------|--------------------------|------------------------|----------------|-----------------|----------------|---------------|
| <b>EXPENDITURE</b>                             |                       |                       |                          |                        |                |                 |                |               |
| <b>Department: 172 Manager</b>                 |                       |                       |                          |                        |                |                 |                |               |
| Business Unit: 172 Manager                     |                       |                       |                          |                        |                |                 |                |               |
| General Equipment                              |                       |                       |                          |                        |                |                 |                |               |
| General  | -                     | -                     | 26,399                   | 29,500                 | -              | -100.00%        | -              | -             |
| Communications                                 | 12,665                | -                     | -                        | -                      | -              | 0.00%           | -              | -             |
| <b>Total: Manager</b>                          | <b>12,665</b>         | <b>-</b>              | <b>26,399</b>            | <b>29,500</b>          | <b>-</b>       | <b>-100.00%</b> | <b>-</b>       | <b>-</b>      |
| <b>Department: 191 Financial Services</b>      |                       |                       |                          |                        |                |                 |                |               |
| Business Unit: 253 Treasurer                   |                       |                       |                          |                        |                |                 |                |               |
| Tax Refunds                                    | 8,361                 | (1,312)               | -                        | 5,000                  | 5,000          | 0.00%           | 5,000          | 5,000         |
| <b>Total: Financial Services</b>               | <b>8,361</b>          | <b>(1,312)</b>        | <b>-</b>                 | <b>5,000</b>           | <b>5,000</b>   | <b>0.00%</b>    | <b>5,000</b>   | <b>5,000</b>  |
| <b>Department: 215 City Clerk</b>              |                       |                       |                          |                        |                |                 |                |               |
| Business Unit: 262 Elections                   |                       |                       |                          |                        |                |                 |                |               |
| General Equipment                              |                       |                       |                          |                        |                |                 |                |               |
| General  | -                     | 265,305               | 88,435                   | 180,000                | 80,000         | -55.56%         | -              | -             |
| <b>Total: City Clerk</b>                       | <b>-</b>              | <b>265,305</b>        | <b>88,435</b>            | <b>180,000</b>         | <b>80,000</b>  | <b>-55.56%</b>  | <b>-</b>       | <b>-</b>      |
| <b>Department: 264 Building Operations</b>     |                       |                       |                          |                        |                |                 |                |               |
| Business Unit: 261 Fire-Police Training Center |                       |                       |                          |                        |                |                 |                |               |
| Buildings and Improvements                     | -                     | -                     | 106,000                  | 192,000                | 100,000        | -47.92%         | 100,000        | 55,000        |
| <b>Total: Fire-Police Training Center</b>      | <b>-</b>              | <b>-</b>              | <b>106,000</b>           | <b>192,000</b>         | <b>100,000</b> | <b>-47.92%</b>  | <b>100,000</b> | <b>55,000</b> |
| Business Unit: 265 City Hall                   |                       |                       |                          |                        |                |                 |                |               |
| Land Improvements                              |                       |                       |                          |                        |                |                 |                |               |
| Entry Way Signage & Landscaping                | 12,730                | -                     | -                        | -                      | -              | 0.00%           | -              | -             |
| Buildings and Improvements                     |                       |                       |                          |                        |                |                 |                |               |
| City Hall HVAC                                 | -                     | -                     | 115,000                  | 115,000                | -              | -100.00%        | -              | -             |
| City Hall Boiler                               | -                     | -                     | 45,630                   | 45,630                 | -              | -100.00%        | -              | -             |
| Roof Replacement                               | -                     | 1,095,573             | -                        | -                      | -              | 0.00%           | -              | -             |
| City Hall                                      | -                     | -                     | 300,000                  | 300,000                | -              | -100.00%        | 1,655,000      | -             |

### Capital Outlay Detail

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed  | % Change        | 2023 Proposed    | 2024 Proposed  |
|---|-----------------------|-----------------------|--------------------------|------------------------|----------------|-----------------|------------------|----------------|
| General Repairs                           | 29,585                | 18,521                | 30,000                   | 30,000                 | 65,000         | 116.67%         | 30,000           | 30,000         |
| <b>Total: City Hall</b>                   | <b>42,315</b>         | <b>1,114,094</b>      | <b>490,630</b>           | <b>490,630</b>         | <b>65,000</b>  | <b>-86.75%</b>  | <b>1,685,000</b> | <b>30,000</b>  |
| Business Unit: 277 District Court         |                       |                       |                          |                        |                |                 |                  |                |
| Buildings and Improvements                |                       |                       |                          |                        |                |                 |                  |                |
| Reserve/Court Bldg                        | -                     | -                     | 162,160                  | 162,160                | 445,000        | 174.42%         | 911,000          | 40,000         |
| <b>Total: District Court</b>              | <b>-</b>              | <b>-</b>              | <b>162,160</b>           | <b>162,160</b>         | <b>445,000</b> | <b>174.42%</b>  | <b>911,000</b>   | <b>40,000</b>  |
| <b>Total: Building Operations</b>         | <b>42,315</b>         | <b>1,114,094</b>      | <b>758,790</b>           | <b>844,790</b>         | <b>610,000</b> | <b>-27.79%</b>  | <b>2,696,000</b> | <b>125,000</b> |
| <b>Department: 301 Police Department</b>  |                       |                       |                          |                        |                |                 |                  |                |
| Business Unit: 305 Police Administration  |                       |                       |                          |                        |                |                 |                  |                |
| Buildings and Improvements                |                       |                       |                          |                        |                |                 |                  |                |
| Garage/Office Renovation                  | -                     | -                     | -                        | -                      | 785,000        | 0.00%           | 105,000          | 200,000        |
| Gun Range Renovation and Updates          | -                     | 165,282               | -                        | -                      | -              | 0.00%           | 100,000          | -              |
| General Equipment                         |                       |                       |                          |                        |                |                 |                  |                |
| General                                   | -                     | -                     | 45,000                   | 45,000                 | 60,000         | 33.33%          | -                | -              |
| Federal Drug Forfeiture                   | 157,724               | -                     | -                        | -                      | -              | 0.00%           | -                | -              |
| Office Equipment                          |                       |                       |                          |                        |                |                 |                  |                |
| Office Equipment and Furniture            | -                     | 34,960                | -                        | -                      | -              | 0.00%           | -                | -              |
| <b>Total: Police Administration</b>       | <b>157,724</b>        | <b>200,242</b>        | <b>45,000</b>            | <b>45,000</b>          | <b>845,000</b> | <b>1777.78%</b> | <b>205,000</b>   | <b>200,000</b> |
| Business Unit: 315 Road Patrol            |                       |                       |                          |                        |                |                 |                  |                |
| General Equipment                         |                       |                       |                          |                        |                |                 |                  |                |
| General                                   | 57,773                | -                     | 339,651                  | 300,000                | 404,000        | 34.67%          | 340,000          | 340,000        |
| Federal Drug Forfeiture                   | 68,815                | -                     | 34,000                   | 34,000                 | -              | -100.00%        | 26,500           | -              |
| Vehicle Equipment                         | -                     | -                     | 65,000                   | 65,000                 | -              | -100.00%        | -                | -              |
| <b>Total: Road Patrol</b>                 | <b>126,588</b>        | <b>-</b>              | <b>438,651</b>           | <b>399,000</b>         | <b>404,000</b> | <b>1.25%</b>    | <b>366,500</b>   | <b>340,000</b> |
| Business Unit: 325 Communications Section |                       |                       |                          |                        |                |                 |                  |                |
| General Equipment                         |                       |                       |                          |                        |                |                 |                  |                |
| General                                   | -                     | -                     | 40,000                   | 40,000                 | 150,000        | 275.00%         | -                | 25,000         |
| Federal Drug Forfeiture                   | -                     | -                     | 80,000                   | 80,000                 | -              | -100.00%        | -                | -              |

### Capital Outlay Detail

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change        | 2023 Proposed    | 2024 Proposed    |
|--|-----------------------|-----------------------|--------------------------|------------------------|------------------|-----------------|------------------|------------------|
| Office Equipment                       |                       |                       |                          |                        |                  |                 |                  |                  |
| Computers                              | -                     | -                     | -                        | -                      | 40,000           | 0.00%           | 35,000           | -                |
| Network Computer/Switches/Etc.         | 60,073                | -                     | -                        | -                      | 40,000           | 0.00%           | 125,000          | -                |
| Computer Software                      | -                     | -                     | 100,000                  | 40,000                 | 100,000          | 150.00%         | 198,000          | -                |
| Radio Communications                   | -                     | -                     | -                        | -                      | 200,000          | 0.00%           | -                | -                |
| <b>Total: Communications Section</b>   | <b>60,073</b>         | <b>-</b>              | <b>220,000</b>           | <b>160,000</b>         | <b>530,000</b>   | <b>231.25%</b>  | <b>358,000</b>   | <b>25,000</b>    |
| <b>Total: Police Department</b>        | <b>344,385</b>        | <b>200,242</b>        | <b>703,651</b>           | <b>604,000</b>         | <b>1,779,000</b> | <b>194.54%</b>  | <b>929,500</b>   | <b>565,000</b>   |
| <b>Department: 336 Fire</b>            |                       |                       |                          |                        |                  |                 |                  |                  |
| Business Unit: 337 Fire Administration |                       |                       |                          |                        |                  |                 |                  |                  |
| Land Improvements                      |                       |                       |                          |                        |                  |                 |                  |                  |
| Memorials/Peace Garden                 | -                     | -                     | 173,575                  | 173,575                | -                | -100.00%        | -                | -                |
| <b>Total: Fire Administration</b>      | <b>-</b>              | <b>-</b>              | <b>173,575</b>           | <b>173,575</b>         | <b>-</b>         | <b>-100.00%</b> | <b>-</b>         | <b>-</b>         |
| Business Unit: 338 Fire Operations     |                       |                       |                          |                        |                  |                 |                  |                  |
| General Equipment                      |                       |                       |                          |                        |                  |                 |                  |                  |
| General                                | -                     | 884,879               | 30,000                   | 30,000                 | -                | -100.00%        | -                | -                |
| Opticom                                | 420,576               | -                     | 112,495                  | 200,000                | 281,342          | 40.67%          | -                | -                |
| Apparatus Replacement                  | 1,635,409             | -                     | -                        | -                      | 1,340,000        | 0.00%           | 1,500,000        | 1,000,000        |
| <b>Total: Fire Operations</b>          | <b>2,055,985</b>      | <b>884,879</b>        | <b>142,495</b>           | <b>230,000</b>         | <b>1,621,342</b> | <b>604.93%</b>  | <b>1,500,000</b> | <b>1,000,000</b> |
| Business Unit: 343 Fire Communications |                       |                       |                          |                        |                  |                 |                  |                  |
| General Equipment                      |                       |                       |                          |                        |                  |                 |                  |                  |
| Communications                         | -                     | -                     | -                        | -                      | 105,000          | 0.00%           | -                | -                |
| <b>Total: Fire Communications</b>      | <b>-</b>              | <b>-</b>              | <b>-</b>                 | <b>-</b>               | <b>105,000</b>   | <b>0.00%</b>    | <b>-</b>         | <b>-</b>         |
| Business Unit: 344 Fire Halls          |                       |                       |                          |                        |                  |                 |                  |                  |
| Buildings and Improvements             |                       |                       |                          |                        |                  |                 |                  |                  |
| Station Two                            | -                     | -                     | 57,031                   | 195,000                | 40,000           | -79.49%         | -                | -                |
| Station Three                          | -                     | -                     | -                        | -                      | 60,000           | 0.00%           | -                | -                |
| Fire Station Five                      | -                     | -                     | -                        | -                      | 12,000           | 0.00%           | -                | -                |
| Station Six                            | -                     | 3,000                 | 180,000                  | 180,000                | 47,500           | -73.61%         | -                | -                |
| General Repairs                        | -                     | -                     | -                        | -                      | -                | 0.00%           | 215,000          | -                |
| <b>Total: Fire Halls</b>               | <b>-</b>              | <b>3,000</b>          | <b>237,031</b>           | <b>375,000</b>         | <b>159,500</b>   | <b>-57.47%</b>  | <b>215,000</b>   | <b>-</b>         |
| <b>Total: Fire</b>                     | <b>2,055,985</b>      | <b>887,879</b>        | <b>553,101</b>           | <b>778,575</b>         | <b>1,885,842</b> | <b>142.22%</b>  | <b>1,715,000</b> | <b>1,000,000</b> |

### Capital Outlay Detail

|                                    | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change     | 2023 Proposed | 2024 Proposed |
|------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|---------------|--------------|---------------|---------------|
| <b>Department: 442 Engineering</b> |                       |                       |                          |                        |               |              |               |               |
| Business Unit: 442 Engineering     |                       |                       |                          |                        |               |              |               |               |
| General Equipment                  |                       |                       |                          |                        |               |              |               |               |
| General                            | -                     | -                     | -                        | 30,000                 | 30,000        | 0.00%        | -             | -             |
| <b>Total: Engineering</b>          | -                     | -                     | -                        | <b>30,000</b>          | <b>30,000</b> | <b>0.00%</b> | -             | -             |
| <b>Department: 447 Streets</b>     |                       |                       |                          |                        |               |              |               |               |
| Business Unit: 448 Street Lighting |                       |                       |                          |                        |               |              |               |               |
| General Equipment                  |                       |                       |                          |                        |               |              |               |               |
| General                            | 49,692                | 49,692                | 49,600                   | 50,000                 | 50,000        | 0.00%        | 50,000        | 50,000        |
| <b>Total: Street Lighting</b>      | <b>49,692</b>         | <b>49,692</b>         | <b>49,600</b>            | <b>50,000</b>          | <b>50,000</b> | <b>0.00%</b> | <b>50,000</b> | <b>50,000</b> |
| Business Unit: 479 Major Roads     |                       |                       |                          |                        |               |              |               |               |
| Buildings and Improvements         |                       |                       |                          |                        |               |              |               |               |
| General Repairs                    | 537,893               | -                     | -                        | 28,000                 | 210,000       | 650.00%      | -             | -             |
| General Equipment                  |                       |                       |                          |                        |               |              |               |               |
| General                            | -                     | 58,910                | 30,000                   | 60,000                 | 60,000        | 0.00%        | 60,000        | 60,000        |
| Public Works Construction          |                       |                       |                          |                        |               |              |               |               |
| Dequindre from Long Lk to Auburn   | 2,051                 | -                     | -                        | -                      | -             | 0.00%        | -             | -             |
| John R from Long Lk - Square Lk    | 46,140                | 530,440               | 200,000                  | 532,000                | -             | -100.00%     | -             | -             |
| John R from Sq Lake to South Bld   | 46,020                | 753,000               | 125,000                  | 218,000                | -             | -100.00%     | -             | -             |
| Roch from Barclay to Trinway       | 176,458               | 19,794                | 50,000                   | 380,000                | 2,150,000     | 465.79%      | 2,900,000     | 350,000       |
| Rochester, Elmwood to Maple        | -                     | -                     | -                        | -                      | -             | 0.00%        | -             | 625,000       |
| 2015 Tri-Party                     | 181,796               | 186,750               | 1,000,000                | 450,000                | -             | -100.00%     | 600,000       | 600,000       |
| Square Lake, Adams to Coolidge     | -                     | -                     | -                        | 1,100,000              | 1,100,000     | 0.00%        | -             | -             |
| Square Lake, Coolidge to Crooks    | -                     | -                     | -                        | 800,000                | 800,000       | 0.00%        | -             | -             |
| Crooks, Wilshire Traffic Signal    | 150,000               | -                     | -                        | -                      | -             | 0.00%        | -             | -             |
| Todd Drive, OCLRP Funded           | 257,616               | -                     | -                        | -                      | -             | 0.00%        | -             | -             |
| Coolidge, Square Lk. to S. Blvd    | -                     | -                     | -                        | -                      | 1,000,000     | 0.00%        | -             | -             |
| Maple @ Rochester Traffic Signal   | -                     | -                     | -                        | 125,000                | 125,000       | 0.00%        | -             | -             |
| Long Lk. @ Coolidge Traffic Sign   | -                     | -                     | -                        | 150,000                | 150,000       | 0.00%        | -             | -             |
| Coolidge under I-75                | -                     | -                     | 350,000                  | 500,000                | -             | -100.00%     | -             | -             |
| OC Local Rd Imp (OCLRP)            | -                     | 526,429               | 405,000                  | 404,474                | 340,000       | -15.94%      | 340,000       | 340,000       |
| Adams, Long Lake to Square Lake    | -                     | -                     | 300,000                  | 100,000                | -             | -100.00%     | -             | -             |

### Capital Outlay Detail

|                                       | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed     | % Change      | 2023 Proposed     | 2024 Proposed     |
|---------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|-------------------|---------------|-------------------|-------------------|
| 14 Mile, John R to Dequindre          | -                     | -                     | -                        | -                      | 75,000            | 0.00%         | -                 | -                 |
| 14 Mile, I-75 to John R               | -                     | -                     | -                        | -                      | 60,000            | 0.00%         | -                 | -                 |
| Stephenson, 14 Mile to Maple          | -                     | -                     | -                        | -                      | -                 | 0.00%         | 2,000,000         | -                 |
| Stephenson, Maple to I-75             | -                     | -                     | -                        | -                      | -                 | 0.00%         | 2,000,000         | -                 |
| Coolidge, Sq Lake Traffic Signal      | -                     | -                     | -                        | 300,000                | 300,000           | 0.00%         | -                 | -                 |
| Coolidge at Maple Traffic Signal      | -                     | -                     | -                        | 150,000                | 150,000           | 0.00%         | -                 | -                 |
| Rochester, Player Traffic Signal      | -                     | -                     | -                        | -                      | -                 | 0.00%         | -                 | 500,000           |
| Maple, Coolidge to Dequindre          | -                     | -                     | -                        | -                      | -                 | 0.00%         | -                 | 2,500,000         |
| Concrete Pavement Leveling            | 1,799,518             | 1,202,082             | 1,500,000                | 1,500,000              | 1,500,000         | 0.00%         | 1,500,000         | 2,000,000         |
| Concrete Slab Replacement             | 567,107               | -                     | 1,000,000                | 500,000                | 500,000           | 0.00%         | 500,000           | 500,000           |
| <b>Total: Major Roads</b>             | <b>3,764,598</b>      | <b>3,277,404</b>      | <b>4,960,000</b>         | <b>7,297,474</b>       | <b>8,520,000</b>  | <b>16.75%</b> | <b>9,900,000</b>  | <b>7,475,000</b>  |
| <b>Business Unit: 499 Local Roads</b> |                       |                       |                          |                        |                   |               |                   |                   |
| <b>Public Works Construction</b>      |                       |                       |                          |                        |                   |               |                   |                   |
| Charnwood Hills Phse 1 Chip Seal      | -                     | -                     | -                        | -                      | -                 | 0.00%         | -                 | 600,000           |
| Local Road Asphalt                    | 2,295,352             | 1,777,350             | 2,025,000                | 2,025,000              | 1,800,000         | -11.11%       | 2,200,000         | 2,400,000         |
| Concrete Slab Replacement             | 1,752,063             | 1,045,706             | 1,500,000                | 1,500,000              | 1,700,000         | 13.33%        | 1,300,000         | 1,100,000         |
| <b>Total: Local Roads</b>             | <b>4,047,416</b>      | <b>2,823,056</b>      | <b>3,525,000</b>         | <b>3,525,000</b>       | <b>3,500,000</b>  | <b>-0.71%</b> | <b>3,500,000</b>  | <b>4,100,000</b>  |
| <b>Business Unit: 513 Sidewalks</b>   |                       |                       |                          |                        |                   |               |                   |                   |
| <b>Public Works Construction</b>      |                       |                       |                          |                        |                   |               |                   |                   |
| New Construction                      | -                     | -                     | 10,000                   | 10,000                 | 10,000            | 0.00%         | 10,000            | 10,000            |
| Replacement Program                   | 483,942               | 173,541               | 490,000                  | 490,000                | 490,000           | 0.00%         | 490,000           | 490,000           |
| <b>Total: Sidewalks</b>               | <b>483,942</b>        | <b>173,541</b>        | <b>500,000</b>           | <b>500,000</b>         | <b>500,000</b>    | <b>0.00%</b>  | <b>500,000</b>    | <b>500,000</b>    |
| <b>Business Unit: 516 Drains</b>      |                       |                       |                          |                        |                   |               |                   |                   |
| <b>Public Works Construction</b>      |                       |                       |                          |                        |                   |               |                   |                   |
| Drains and Retention Ponds            | 61,389                | -                     | -                        | -                      | -                 | 0.00%         | -                 | -                 |
| Nelson Drain Stabilization            | -                     | -                     | -                        | -                      | 300,000           | 0.00%         | -                 | -                 |
| Henry-Graham Joint Repairs            | -                     | -                     | -                        | -                      | -                 | 0.00%         | 300,000           | -                 |
| McCulloch & Half Penny Drain Rep      | -                     | -                     | -                        | -                      | -                 | 0.00%         | -                 | 300,000           |
| <b>Total: Drains</b>                  | <b>61,389</b>         | <b>-</b>              | <b>-</b>                 | <b>-</b>               | <b>300,000</b>    | <b>0.00%</b>  | <b>300,000</b>    | <b>300,000</b>    |
| <b>Total: Streets</b>                 | <b>8,407,037</b>      | <b>6,323,693</b>      | <b>9,034,600</b>         | <b>11,372,474</b>      | <b>12,870,000</b> | <b>13.17%</b> | <b>14,250,000</b> | <b>12,425,000</b> |

### Capital Outlay Detail

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed  | % Change       | 2023 Proposed  | 2024 Proposed  |
|--|-----------------------|-----------------------|--------------------------|------------------------|----------------|----------------|----------------|----------------|
| <b>Department: 464 Public Works Administration</b> |                       |                       |                          |                        |                |                |                |                |
| Business Unit: 464 Public Works Administration     |                       |                       |                          |                        |                |                |                |                |
| Land Improvements                                  |                       |                       |                          |                        |                |                |                |                |
| Municipal Parking Lots                             | -                     | -                     | 350,000                  | 350,000                | 250,000        | -28.57%        | 250,000        | 250,000        |
| Buildings and Improvements                         |                       |                       |                          |                        |                |                |                |                |
| Roof Replacement                                   | 396,238               | -                     | 125,000                  | 125,000                | -              | -100.00%       | -              | -              |
| General Repairs                                    | -                     | 5,128                 | 296,000                  | 310,000                | 17,000         | -94.52%        | -              | -              |
| General Equipment                                  |                       |                       |                          |                        |                |                |                |                |
| General  | -                     | -                     | -                        | -                      | 129,000        | 0.00%          | -              | 20,000         |
| <b>Total: Public Works Administration</b>          | <b>396,238</b>        | <b>5,128</b>          | <b>771,000</b>           | <b>785,000</b>         | <b>396,000</b> | <b>-49.55%</b> | <b>250,000</b> | <b>270,000</b> |
| <b>Department: 740 Real Estate and Development</b> |                       |                       |                          |                        |                |                |                |                |
| Business Unit: 740 Real Estate and Development     |                       |                       |                          |                        |                |                |                |                |
| Land   |                       |                       |                          |                        |                |                |                |                |
| Acquisition  | 99,264                | 1,933                 | -                        | -                      | -              | 0.00%          | -              | -              |
| <b>Total: Real Estate and Development</b>          | <b>99,264</b>         | <b>1,933</b>          | <b>-</b>                 | <b>-</b>               | <b>-</b>       | <b>0.00%</b>   | <b>-</b>       | <b>-</b>       |
| <b>Department: 751 Parks</b>                       |                       |                       |                          |                        |                |                |                |                |
| Business Unit: 770 Park Development                |                       |                       |                          |                        |                |                |                |                |
| Land Improvements                                  |                       |                       |                          |                        |                |                |                |                |
| Beach Road Park                                    | 77,334                | -                     | -                        | -                      | -              | 0.00%          | -              | 175,000        |
| Beaver Trail Park                                  | -                     | -                     | -                        | -                      | -              | 0.00%          | 175,000        | -              |
| Boulan Park  | -                     | -                     | 288,000                  | 288,000                | -              | -100.00%       | 400,000        | -              |
| Brinston Park                                      | -                     | 140,690               | -                        | -                      | -              | 0.00%          | -              | -              |
| Firefighters Park                                  | -                     | -                     | 355,000                  | 355,000                | 125,000        | -64.79%        | 350,000        | -              |
| Flynn Park   | -                     | -                     | -                        | -                      | -              | 0.00%          | 150,000        | -              |
| Jaycee park  | -                     | -                     | 150,000                  | 150,000                | -              | -100.00%       | -              | -              |
| Civic Center Park/Skate & Parkin                   | -                     | -                     | 400,000                  | 500,000                | 550,000        | 10.00%         | -              | -              |
| Robinwood Trail                                    | 6,548                 | -                     | -                        | -                      | -              | 0.00%          | -              | -              |
| City Farm Improvements                             | 6,897                 | 291,170               | -                        | -                      | 160,000        | 0.00%          | -              | -              |

### Capital Outlay Detail

|                                      | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change       | 2023 Proposed    | 2024 Proposed    |
|--------------------------------------|-----------------------|-----------------------|--------------------------|------------------------|------------------|----------------|------------------|------------------|
| Sylvan Glen                          | -                     | -                     | -                        | -                      | 250,000          | 0.00%          | 250,000          | 250,000          |
| Schools Joint Project                | -                     | -                     | -                        | -                      | -                | 0.00%          | 300,000          | -                |
| Various                              | 13,876                | -                     | -                        | -                      | -                | 0.00%          | -                | -                |
| Trails and Pathways                  | 26,362                | 23,795                | 575,000                  | 810,500                | 750,000          | -7.46%         | 750,000          | 750,000          |
| Dog Park                             | 86,267                | -                     | -                        | -                      | -                | 0.00%          | -                | -                |
| Buildings and Improvements           |                       |                       |                          |                        |                  |                |                  |                  |
| Parks                                | -                     | 5,496                 | 140,000                  | 140,000                | 70,000           | -50.00%        | 85,000           | -                |
| <b>Total: Parks</b>                  | <b>217,284</b>        | <b>461,151</b>        | <b>1,908,000</b>         | <b>2,243,500</b>       | <b>1,905,000</b> | <b>-15.09%</b> | <b>2,460,000</b> | <b>1,175,000</b> |
| <b>Department: 752 Recreation</b>    |                       |                       |                          |                        |                  |                |                  |                  |
| Business Unit: 755 Community Center  |                       |                       |                          |                        |                  |                |                  |                  |
| Buildings and Improvements           |                       |                       |                          |                        |                  |                |                  |                  |
| Annex Renovation                     | 40,920                | 148,891               | 698,604                  | 875,580                | 2,905,000        | 231.78%        | 2,010,000        | 1,560,000        |
| General Equipment                    |                       |                       |                          |                        |                  |                |                  |                  |
| Annex Equipment                      | -                     | -                     | 347,000                  | 372,000                | -                | -100.00%       | -                | 50,000           |
| <b>Total: Recreation</b>             | <b>40,920</b>         | <b>148,891</b>        | <b>1,045,604</b>         | <b>1,247,580</b>       | <b>2,905,000</b> | <b>132.85%</b> | <b>2,010,000</b> | <b>1,610,000</b> |
| <b>Department: 771 Nature Center</b> |                       |                       |                          |                        |                  |                |                  |                  |
| Business Unit: 771 Nature Center     |                       |                       |                          |                        |                  |                |                  |                  |
| Buildings and Improvements           |                       |                       |                          |                        |                  |                |                  |                  |
|                                      | 26,625                | -                     | 145,000                  | 145,000                | 60,000           | -58.62%        | 75,000           | 75,000           |
| <b>Total: Nature Center</b>          | <b>26,625</b>         | <b>-</b>              | <b>145,000</b>           | <b>145,000</b>         | <b>60,000</b>    | <b>-58.62%</b> | <b>75,000</b>    | <b>75,000</b>    |
| <b>Department: 790 Library</b>       |                       |                       |                          |                        |                  |                |                  |                  |
| Business Unit: 790 Library           |                       |                       |                          |                        |                  |                |                  |                  |
| Buildings and Improvements           |                       |                       |                          |                        |                  |                |                  |                  |
| Carpet/Tile Replacement              | 298,862               | -                     | -                        | -                      | -                | 0.00%          | -                | -                |
| Roof Replacement                     | -                     | 1,188,612             | -                        | -                      | -                | 0.00%          | -                | -                |
| General Repairs                      | 41,074                | 35,521                | 36,000                   | 36,000                 | 833,000          | 2213.89%       | 850,000          | 850,000          |
| Books/Materials                      | 593,065               | 590,144               | 595,000                  | 595,000                | 600,000          | 0.84%          | 600,000          | 610,000          |
| <b>Total: Library</b>                | <b>933,001</b>        | <b>1,814,277</b>      | <b>631,000</b>           | <b>631,000</b>         | <b>1,433,000</b> | <b>127.10%</b> | <b>1,450,000</b> | <b>1,460,000</b> |



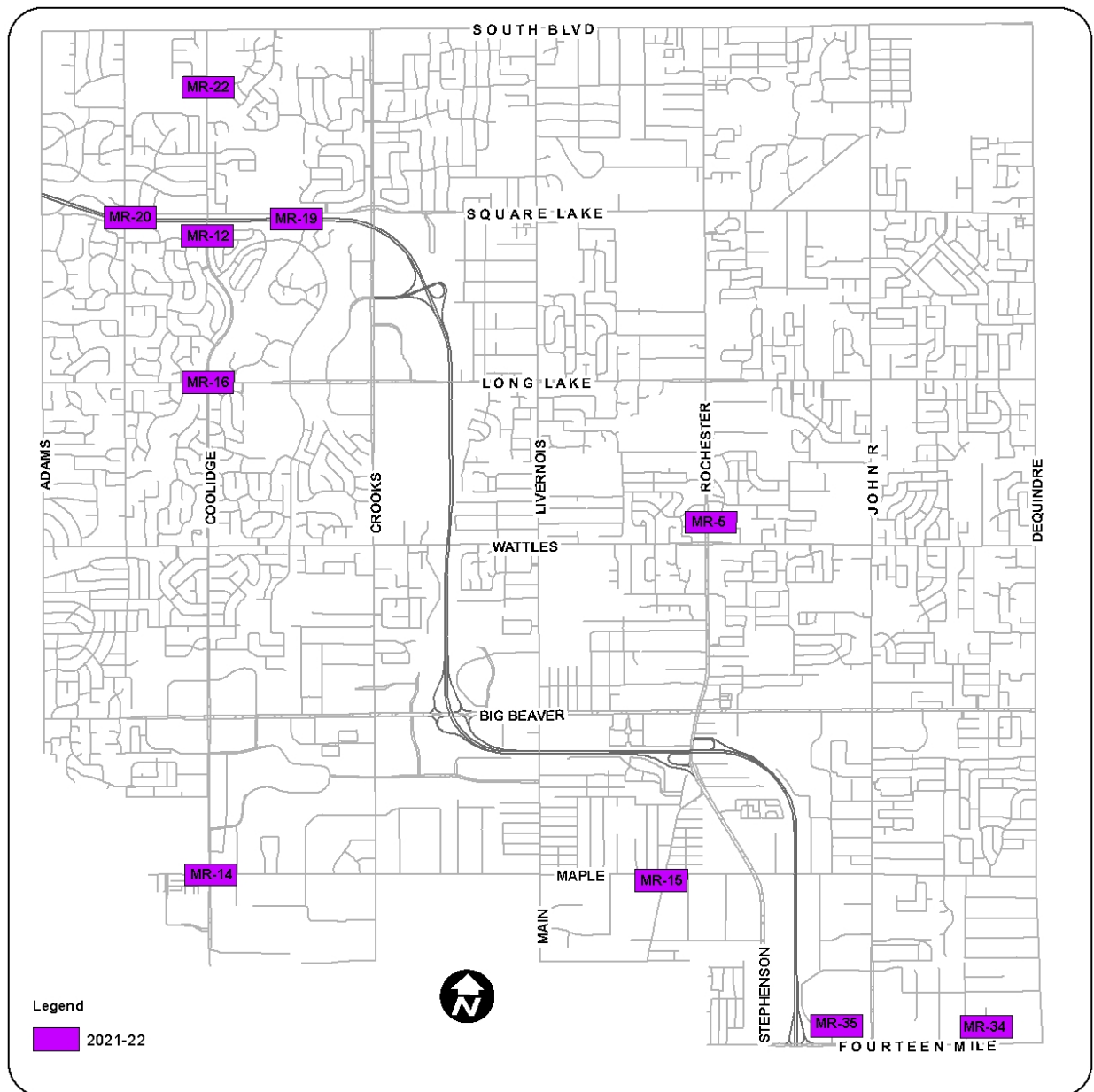
### Capital Outlay Detail

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change       | 2023 Proposed       | 2024 Proposed         |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------------|----------------|---------------------|-----------------------|
| <b>Department: 804 Museum</b>            |                       |                       |                          |                        |                     |                |                     |                       |
| Business Unit: 804 Museum Buildings      |                       |                       |                          |                        |                     |                |                     |                       |
| Land Improvements                        |                       |                       |                          |                        |                     |                |                     |                       |
| Historic Village                         | -                     | -                     | 112,000                  | 130,000                | -                   | -100.00%       | -                   | -                     |
| Buildings and Improvements               |                       |                       |                          |                        |                     |                |                     |                       |
| General Repairs                          | 11,791                | 374,210               | 652,260                  | 652,260                | 325,000             | -50.17%        | 386,000             | 95,000                |
| <b>Total: Museum</b>                     | <b>11,791</b>         | <b>374,210</b>        | <b>764,260</b>           | <b>782,260</b>         | <b>325,000</b>      | <b>-58.45%</b> | <b>386,000</b>      | <b>95,000</b>         |
| <b>Total Expenditure</b>                 | <b>12,595,869</b>     | <b>11,595,492</b>     | <b>16,429,840</b>        | <b>19,678,679</b>      | <b>24,283,842</b>   | <b>23.40%</b>  | <b>26,226,500</b>   | <b>18,805,000</b>     |
| <b>DEBT SERVICE</b>                      |                       |                       |                          |                        |                     |                |                     |                       |
| <b>Department: 447 Streets</b>           |                       |                       |                          |                        |                     |                |                     |                       |
| Business Unit: 516 Drains                |                       |                       |                          |                        |                     |                |                     |                       |
| Principal                                | 240,469               | 246,158               | 250,338                  | 250,338                | 200,145             | -20.05%        | 162,036             | 164,407               |
| Interest                                 | 30,143                | 26,897                | 19,408                   | 19,408                 | 14,080              | -27.45%        | 9,257               | 5,320                 |
| Other Fees                               | 13                    | 13                    | 4                        | 4                      | 5                   | 25.00%         | 7                   | 3                     |
| <b>Total DEBT SERVICE</b>                | <b>270,625</b>        | <b>273,069</b>        | <b>269,750</b>           | <b>269,750</b>         | <b>214,230</b>      | <b>-20.58%</b> | <b>171,300</b>      | <b>169,730</b>        |
| <b>Total Expenditures and Other Uses</b> | <b>12,866,494</b>     | <b>11,868,560</b>     | <b>16,699,590</b>        | <b>19,948,429</b>      | <b>24,498,072</b>   | <b>22.81%</b>  | <b>26,397,800</b>   | <b>18,974,730</b>     |
| <b>Surplus/(Use) of Fund Balance</b>     | <b>3,040,340</b>      | <b>3,726,841</b>      | <b>220,228</b>           | <b>(3,169,078)</b>     | <b>(5,949,472)</b>  | <b>87.74%</b>  | <b>(8,709,700)</b>  | <b>(3,471,130)</b>    |
| <b>Beginning Fund Balance</b>            | <b>6,970,105</b>      | <b>10,010,444</b>     | <b>13,737,285</b>        | <b>13,737,285</b>      | <b>13,957,513</b>   | <b>1.60%</b>   | <b>8,008,041</b>    | <b>(701,659)</b>      |
| <b>Ending Fund Balance</b>               | <b>\$ 10,010,444</b>  | <b>\$ 13,737,285</b>  | <b>\$ 13,957,513</b>     | <b>\$ 10,568,207</b>   | <b>\$ 8,008,041</b> | <b>-24.23%</b> | <b>(\$ 701,659)</b> | <b>(\$ 4,172,789)</b> |

**Special Assessment Fund**  
**Revenues Expenditures and Fund Balance**

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed | % Change     | 2023 Proposed | 2024 Proposed |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------|--------------|---------------|---------------|
| <b>REVENUE</b>                                      |                       |                       |                          |                        |               |              |               |               |
| Interest & Rent                                     | \$ 505                | \$ 357                | -                        | -                      | -             | 0.00%        | -             | -             |
| <b>REVENUE</b>                                      | <b>505</b>            | <b>357</b>            | <b>-</b>                 | <b>-</b>               | <b>-</b>      | <b>0.00%</b> | <b>-</b>      | <b>-</b>      |
| <b>Total Revenues &amp; Other Financing Sources</b> | <b>505</b>            | <b>357</b>            | <b>-</b>                 | <b>-</b>               | <b>-</b>      | <b>0.00%</b> | <b>-</b>      | <b>-</b>      |
| <b>SURPLUS (USE) OF FUND BALANCE</b>                | <b>505</b>            | <b>357</b>            | <b>-</b>                 | <b>-</b>               | <b>-</b>      | <b>0.00%</b> | <b>-</b>      | <b>-</b>      |
| Beginning Fund Balance                              | 6,222                 | 6,727                 | 7,084                    | 7,084                  | 7,084         | 0.00%        | 7,084         | 7,084         |
| Ending Fund Balance                                 | \$ 6,727              | \$ 7,084              | \$ 7,084                 | \$ 7,084               | \$ 7,084      | 0.00%        | \$ 7,084      | \$ 7,084      |

## Major Roads



| MAJOR ROADS 2022 BUDGET (401.447.479) |                |  |                    |                   |                   |                     |                             |                         |                      | Major Roads                          |
|---------------------------------------|----------------|--|--------------------|-------------------|-------------------|---------------------|-----------------------------|-------------------------|----------------------|--------------------------------------|
| Map Number                            | Project Number | Project Name                           | Total Project Cost | Total City Cost   | Other Sources     | 2021 Amended Budget | 2021 Expenditure to 6/30/21 | 2021 Balance at 6/30/21 | Proposed 2022 Budget | Comments                             |
|                                       | 7989.022035    | John R, Long Lake to Square Lake       | 8,425,000          | 1,685,000         | 7,200,000         | 532,000             | 200,000                     | 332,000                 | -                    | Widen & Reconstruct                  |
|                                       | 7989.022045    | John R, Square Lake to South Blvd.     | 8,425,000          | 1,685,000         | 7,200,000         | 218,000             | 125,000                     | 93,000                  | -                    | Widen & Reconstruct                  |
| MR-5                                  | 7989.022065    | Rochester, Barclay to Trinway          | 21,000,000         | 4,200,000         | 14,400,000        | 380,000             | 50,000                      | 330,000                 | 2,150,000            | Widen & Reconstruct                  |
| MR-12                                 | 7989.211065    | Coolidge at Square Lake Traffic Signal | 300,000            | 300,000           | -                 | 300,000             | -                           | 300,000                 | 300,000              | TS - 100% City                       |
|                                       | 7989.201055    | Coolidge Under I75 (Betterment)        | 300,000            | 300,000           | -                 | 500,000             | 350,000                     | 150,000                 | -                    | Widen & Reconstruct Beyond MDOT Work |
| MR-14                                 | 7989.211076    | Coolidge at Maple Traffic Signal       | 300,000            | 150,000           | 150,000           | 150,000             | -                           | 150,000                 | 150,000              | TS - 50% Troy - 25% RCOC - 25% Bham  |
| MR-15                                 | 7989.201035    | Maple at Rochester Traffic Signal      | 250,000            | 125,000           | 125,000           | 125,000             | -                           | 125,000                 | 125,000              | TS - RCOC \$125k                     |
| MR-16                                 | 7989.201045    | Long Lake at Coolidge Traffic Signal   | 300,000            | 150,000           | 150,000           | 150,000             | -                           | 150,000                 | 150,000              | TS - RCOC \$150k                     |
| MR-19                                 | 7989.151135    | Square Lake, Coolidge to Crooks        | 800,000            | 800,000           | -                 | 800,000             | -                           | 800,000                 | 800,000              | Mill & Overlay                       |
| MR-20                                 | 7989.151125    | Square Lake, Adams to Coolidge         | 1,100,000          | 1,100,000         | -                 | 1,100,000           | -                           | 1,100,000               | 1,100,000            | Mill & Overlay                       |
| MR-22                                 | 7989.201015    | Coolidge, Square Lake to South Blvd    | 1,000,000          | 1,000,000         | -                 | -                   | -                           | -                       | 1,000,000            | Mill & Overlay                       |
| MR-30                                 | 7989.201065    | Oakland Co. Local Road Imp. Program    | 2,040,000          | 1,020,000         | 170,000           | 404,474             | 405,000                     | (526)                   | 340,000              | OCLRP \$170k                         |
| MR-34                                 | 7989.211026    | 14 Mile, John R to Dequindre           | 1,160,000          | 75,000            | 1,085,000         | -                   | -                           | -                       | 75,000               | By RCOC - STP                        |
| MR-35                                 | 7989.211036    | 14 Mile, I75 to John R                 | 1,000,000          | 60,000            | 940,000           | -                   | -                           | -                       | 60,000               | By RCOC - STP                        |
|                                       | 7989.211015    | Adams, Long Lake to Square Lake        | 2,100,000          | 100,000           | 2,000,000         | 100,000             | 300,000                     | (200,000)               | -                    | NHPP                                 |
| MR-42                                 | 7975.900       | DPW Hoop House                         | 75,000             | 75,000            | -                 | -                   | -                           | -                       | 75,000               | By DPW                               |
| MR-43                                 | 7975.900       | DPW SEG Radiant Tube Heaters           | 50,000             | 50,000            | -                 | -                   | -                           | -                       | 50,000               | By DPW                               |
| MR-44                                 | 7975.900       | DPW SEG Exhaust Fan                    | 28,000             | 28,000            | -                 | 28,000              | -                           | 28,000                  | 85,000               | By DPW                               |
| MR-45                                 | 7978.010       | DPW Equipment                          | 60,000             | 60,000            | -                 | 60,000              | 30,000                      | 30,000                  | 60,000               | By DPW                               |
|                                       | 7989.151056    | Tri-Party                              | 600,000            | 200,000           | 400,000           | 450,000             | 1,000,000                   | (550,000)               | -                    | 1/3 City - 1/3 County - 1/3 Board    |
| MR-49                                 | 7989.300       | Industrial Road Maintenance            | 650,000            | 4,060,000         | -                 | 1,500,000           | 1,500,000                   | -                       | 1,500,000            | By DPW                               |
| MR-50                                 | 7989.500       | Slab Replacement - Major Roads         | 400,000            | 600,000           | -                 | 500,000             | 1,000,000                   | (500,000)               | 500,000              | By DPW                               |
| <b>TOTALS:</b>                        |                |  | <b>50,363,000</b>  | <b>17,823,000</b> | <b>33,820,000</b> | <b>7,297,474</b>    | <b>4,960,000</b>            | <b>2,337,474</b>        | <b>8,520,000</b>     |                                      |
| <b>Revenue (Federal Funds):</b>       |                |  |                    |                   |                   |                     | <b>40,000</b>               |                         | <b>1,720,000</b>     |                                      |
| <b>Revenue (State Grants):</b>        |                |  |                    |                   |                   |                     | <b>-</b>                    |                         | <b>-</b>             |                                      |
| <b>Revenue (Tri-Party/RCOC):</b>      |                |  |                    |                   |                   |                     | <b>170,000</b>              |                         | <b>570,000</b>       |                                      |

## Major Roads

Major Roads carry the highest volumes and distribute traffic between the various residential, industrial and business districts of the city. They provide for traffic movements into, out of and through the city at moderately high speeds. The City of Troy is responsible for the maintenance of approximately 25 miles of city major mile roads. An additional 32 miles of roads are classified under ACT 51 as Major Roads but are nominally termed “Industrial Roads” by the city and are funded within the Major Road fund.

Approximately 43 miles of major roads within the city are under the jurisdiction of the Road Commission for Oakland County (RCOC).

Projects in the Major Road fund generally fall into two categories:

- ♦ Reconstruction and Widening
- ♦ Maintenance

Reconstruction and widening projects are budgeted when federal funds become available. Federal funds provide up to 80% of the cost of these improvements and are typically used for capacity or safety projects. These types of projects provide for improved traffic flow, safety for motorists and pedestrians as well as improvements in access to property. Most of these projects have three (3) distinct phases and are budgeted accordingly to provide for design, right-of-way and ultimately construction over multiple years.

Maintenance projects are generally funded entirely with city funds and as such are smaller scale projects. Funds budgeted annually for maintenance activities include concrete slab replacement and asphalt pavement overlays. These fixes provide for an improved road surface as well as an increased life cycle for the pavement. Maintenance activities are typically completed in the year that they are budgeted.

### ***MR-5. Rochester Road, Barclay to Trinway (Reconstruction and Widening)***

This project will reconstruct and widen Rochester, from Barclay to Trinway from an existing 5-lane road to a new 6-lane concrete boulevard. Included in the project are new traffic signals, concrete sidewalks and underground utilities where required. Federal funds for the design phase have been obligated and are available. The right-of-way and construction phases are approved for federal funding in 2022 and 2024 respectively. Federal funds will pay for approximately 80% of the project cost.

### ***MR-12. Coolidge Highway at Square Lake Road (Traffic Signal Modernization)***

The existing traffic signal at Coolidge and Square Lake will be completely modernized (upgraded). Along with the traffic signal work, all pedestrian crossings will be made Americans with Disabilities Act (ADA) compliant. This project will be paid for entirely with City funds.

**Major Roads*****MR-14. Coolidge Highway at Maple Road (Traffic Signal Modernization)***

The existing traffic signal at Coolidge and Maple will be completely modernized (upgraded). Along with the traffic signal work, all pedestrian crossings will be made Americans with Disabilities Act (ADA) compliant. The city, RCOC and Birmingham will share in the cost of the project.

***MR-15. Maple Road at Rochester Road (Traffic Signal Modernization)***

The existing traffic signal at Maple and Rochester will be completely modernized (upgraded). Along with the traffic signal work, all pedestrian crossings will be made Americans with Disabilities Act (ADA) compliant. The city and RCOC will share in the cost of the project.

***MR-16. Long Lake Road at Coolidge Highway (Traffic Signal Modernization)***

The existing traffic signal at Long Lake and Coolidge will be completely modernized (upgraded). Along with the traffic signal work, all pedestrian crossings will be made Americans with Disabilities Act (ADA) compliant. The city and RCOC will share in the cost of the project.

***MR-19. Square Lake Road, Coolidge Highway to Crooks Road (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. This project will be paid for entirely with City funds.

***MR-20. Square Lake Road, Adams Road to Coolidge Highway (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. This project will be paid for entirely with City funds.

***MR-22. Coolidge Highway, Square Lake to South Boulevard (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. This project will be paid for entirely with City funds.

**Major Roads*****MR-30. Oakland County Local Road Improvement Program (OCLRP)***

The Oakland County Local Road Improvement Program was established to provide funding for road improvements on non-County roads that would improve economic development in Oakland County. Specific project locations are typically not delineated on the CIP map as locations are determined annually dependent on road conditions. The City is responsible for 50% of the program amount while the Oakland County Board of Commissioners is responsible for the remaining 50%.

***MR-34. 14 Mile, John R to Dequindre (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. Federal funds will pay for approximately 80% of the project cost. The local match is shared by the RCOC, Madison Heights and Troy.

***MR-35. 14 Mile, I75 to John R (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. Federal funds will pay for approximately 80% of the project cost. The local match is shared by the RCOC, Madison Heights and Troy.

***MR-42. DPW Hoop House***

The DPW uses top soil for a variety of tasks, including restoring turf after damage from winter time snow removal and other construction operations. The top soil storage bin in the DPW yard is exposed to the elements and frequently gets wet and unusable for a significant portion of the construction season. While the top soil is drying out enough to be usable, work completion is put on hold. Covering the top soil pile and keeping it dry will allow DPW staff to complete jobs in a more timely and efficient manner.

***MR-43. DPW SEG Radiant Tube Heaters***

The radiant heater tubes in the Streets Equipment Garage (SEG) keep the area warm enough to melt snow and ice off the plow trucks to facilitate visual inspection of the vehicles for pre-trip inspections and so that routine maintenance and service may be performed. The current radiant heater tubes have reached the end of their service life and need to be replaced.

**Major Roads*****MR-44. Streets Equipment Garage Exhaust Fan***

The exhaust fans in the Streets Equipment Garage have reached the end of their useful life and are proposed to be replaced. Exhaust fans remove odors and VOC gases that can accumulate and pollute an area. The air in the Streets Equipment Garage will be left much fresher and cleaner for staff and visitors.

***MR-45. DPW Equipment***

DPW has the need for miscellaneous equipment that exceeds \$10,000 on an annual basis. This account provides funding for equipment such as mini excavators, trailers, etc. Funds are proposed based on the estimated cost of equipment to be purchased.

***MR-49. Industrial Road Maintenance***

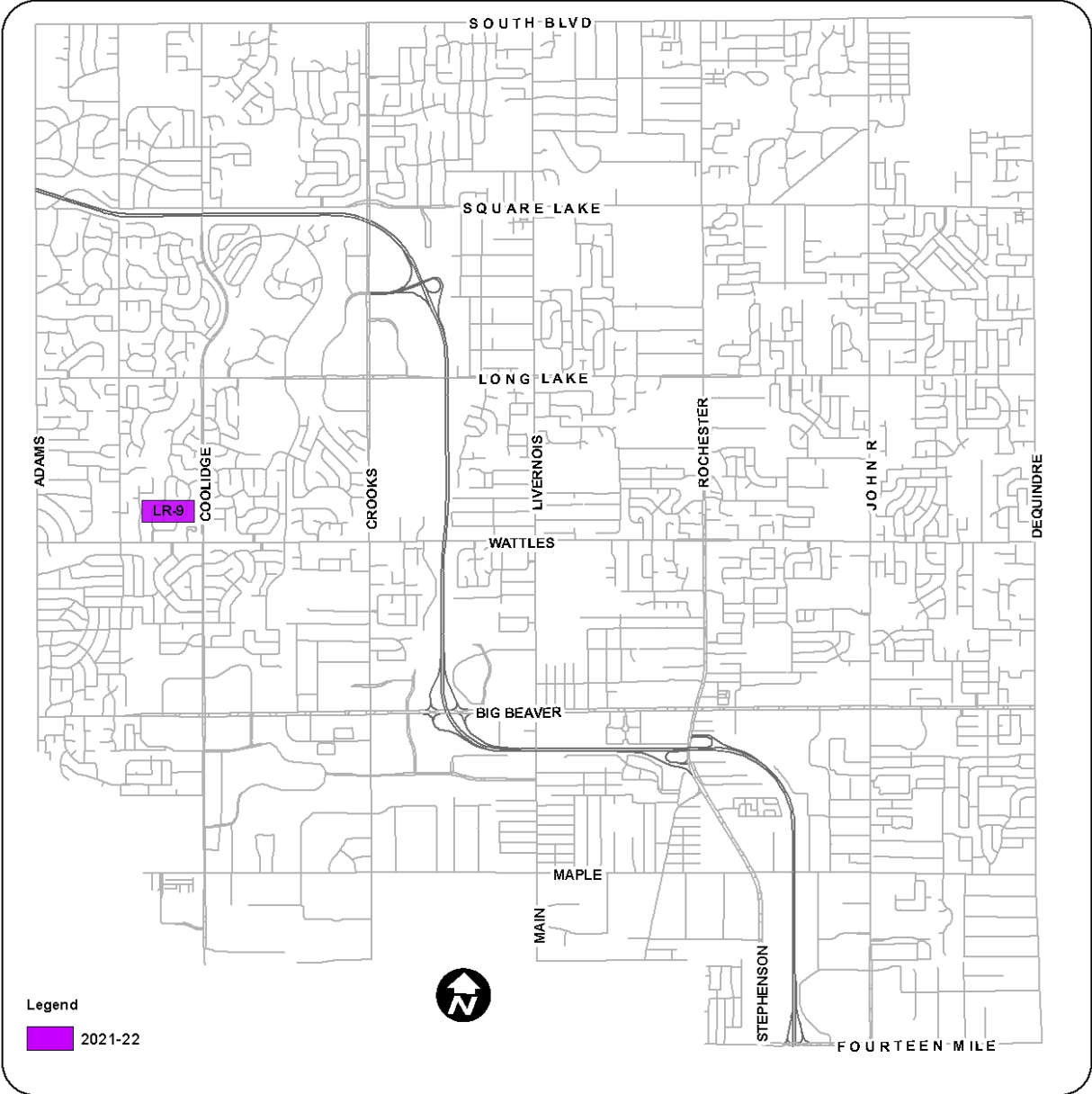
Project locations are determined annually based on the City's Pavement Management System and field inspections, and are not typically delineated on the CIP map. This work involves removal and replacement of failed concrete pavement to repair and extend the life of the pavement or mill and overlay projects.

***MR-50. Concrete Slab Replacement (Major Roads)***

Project locations are determined annually based on the City's Pavement Management System and field inspections, and are not typically delineated on the CIP map. This work involves removal and replacement of failed concrete pavement to repair and extend the life of the pavement. An annual allocation is budgeted to complete this work and is targeted at City major roads.



Local Roads



## Local Roads

| LOCAL ROADS 2022 BUDGET (401.447.499) |                |                           |                    |                  |               |                     |                             |                         |                      |                        |
|---------------------------------------|----------------|---------------------------|--------------------|------------------|---------------|---------------------|-----------------------------|-------------------------|----------------------|------------------------|
| Map Number                            | Project Number | Project Name              | Total Project Cost | Total City Cost  | Other Sources | 2021 Amended Budget | 2021 Expenditure to 6/30/21 | 2021 Balance at 6/30/21 | Proposed 2022 Budget | Comments               |
| LR-2                                  | 7989.500       | Concrete Slab Replacement | 1,700,000          | 1,700,000        | -             | -                   | -                           | -                       | 1,700,000            | By DPW                 |
|                                       | 7989.500       | Concrete Slab Replacement | 1,500,000          | 1,500,000        | -             | 1,500,000           | 1,500,000                   | -                       | -                    | By DPW                 |
| LR-9                                  | 7989.400       | Asphalt Pavement Overlay  | 1,800,000          | 1,800,000        | -             | -                   | -                           | -                       | 1,800,000            | Sec. 18                |
|                                       | 7989.400       | Asphalt Pavement Overlay  | 2,025,000          | 2,025,000        | -             | 2,025,000           | 2,025,000                   | -                       | -                    | Sec. 2,3,10,15,18 & 22 |
| <b>TOTALS:</b>                        |                |                           | <b>7,025,000</b>   | <b>7,025,000</b> | <b>-</b>      | <b>3,525,000</b>    | <b>3,525,000</b>            | <b>-</b>                | <b>3,500,000</b>     |                        |

## Local Roads

The City of Troy is responsible for the maintenance of approximately 269 miles of local roads. Approximately 251 miles of these are subdivision streets of concrete or asphalt, 5 miles are chip seal and 4 miles are gravel roads. Approximately 2/3 of subdivision streets are concrete with the remaining 1/3 being asphalt. The remaining 9 miles are nominally termed by the city as “Industrial Roads”, such as Naughton, Wheaton and Piedmont that are classified as local because they do not meet the definition of a Major Road under Act 51.

Public Act 499 of 2002 established a ten member State Transportation Asset Management Council (TAMC). The law also required that the TAMC set up a process for determining the condition of Michigan’s highways and bridges and develop a strategy so that those assets are maintained, preserved and improved in an efficient and cost-effective manner. The TAMC adopted the Pavement Surface and Evaluation Rating (PASER) system as its road condition survey reporting tool. The TAMC initially developed the strategy for Michigan’s federal-aid eligible roads and bridges but, was extended to all public roads in the State. In order to prioritize road maintenance activities, the City is now using the PASER system. PASER is used statewide and is a “windshield” road rating system that uses a 1 to 10 rating scale, with a value of 10 representing a new road and a value of 1 representing a failed road. Condition ratings are assigned by visually identifying the type and amount of defects along a road segment while driving the segment. The PASER system translates these observations into a condition rating.

The TAMC established the following categories:

PASER ratings of 8-10 require routine maintenance, such as street sweeping, shoulder grading or crack sealing.

PASER ratings of 5-7 require capital preventative maintenance, such as concrete slab replacements or asphalt overlays.

PASER ratings of 1-4 require structural improvements, such as pulverizing or reconstruction that address the structural integrity of the road.

The City simplifies this system by grouping roads with a rating of 6 or higher as being in Good condition, 4 or 5 as Fair and 3 or less as Poor. Currently, 60 miles or 24% of local subdivision streets are rated a 5 or less.

Once PASER rating work is complete, analysis of the network is performed using Roadsoft Pavement Management software, which is available free to local agencies by the Center for Technology & Training (CTT) at Michigan Technological University. Roadsoft is used statewide by numerous road agencies including MDOT, most Counties and numerous local governments. Roadsoft uses the PASER condition ratings as a basis for the analysis. Specific maintenance procedures and their associated costs are established by the city based on city practice and experience. The software uses this data along with specific user defined information (such as budgetary limitations and timeframes) to generate an optimal mix of maintenance procedures

**Local Roads**

and project future network conditions. The Pavement Management system is augmented by field reviews of the recommended areas as pavement conditions in areas can deteriorate faster or slower than anticipated based on numerous factors including weather, traffic, pavement thickness and previous maintenance.

Once this information is analyzed, project areas are developed based on geographic locations to complete repairs. This provides for economies of scale for these types of repairs within a specific section or area of the city. Streets outside these sections are repaired on an as needed basis.

Local road maintenance typically involves concrete slab replacements or asphalt pavement overlays.

Paving of a local road is initiated by the residents living on the road. Residents on gravel roads can initiate a Special Assessment District (SAD) where the cost to pave the road is split by the benefitting properties and the city. Once the road has been paved, future maintenance costs are traditionally borne by the City and paid for through the local road fund.

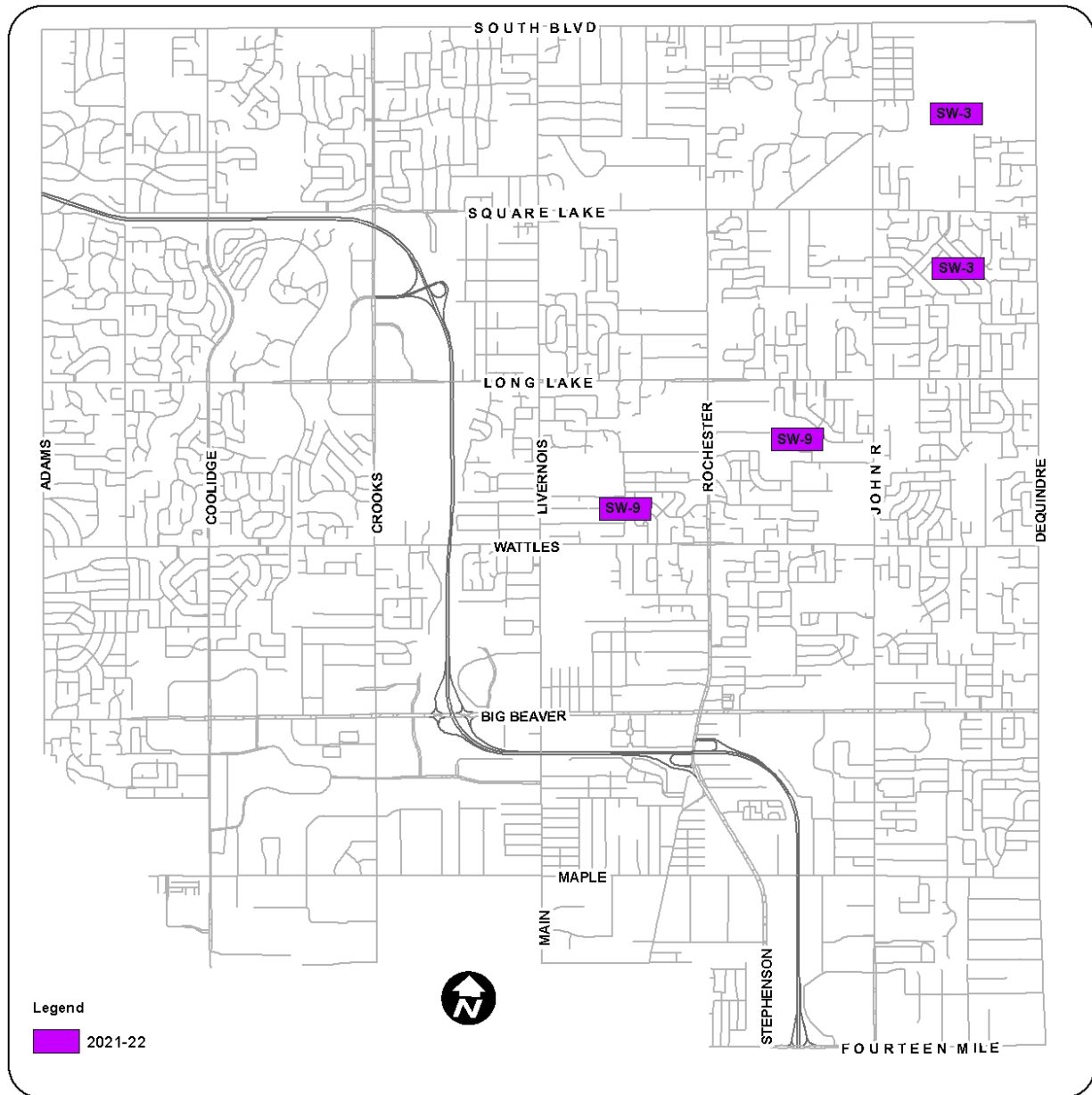
***LR-1. Local Road Maintenance – Concrete Slab Replacement (Sections TBD)***

Concrete slab replacement removes and replaces spot sections of failed concrete pavement. Using PASER ratings in conjunction with our Roadsoft Pavement Management software and field verification, the Department of Public Works (DPW) identifies specific locations within sections throughout the City and prepares bid documents for concrete slab replacement work to be done by a contractor. Locations are determined annually based on updated PASER ratings so specific locations are not identified on the map. Local road concrete slab replacement is paid for entirely with City funds.

***LR-9. Asphalt Pavement Overlay (Sec. 18)***

The local roads in the following areas will be targeted for asphalt pavement overlays: Section 18 - Orchard Trail, Timberwyck Trail, Red Fox Trail, Black Pine, Tarragona Way, Bronson, Brandywyne, Cherrywood, Briargrove, Stonehendge Court, Frostwood Court and Sugargrove Court. The work will include milling (grinding) of the existing pavement and then placing a 1.5" to 3" asphalt overlay. This project will be paid for entirely by City funds.

## Sidewalks



## Sidewalks

| <b>SIDEWALKS 2022 BUDGET (401.447.513)</b>     |                           |                            |                                   |                                |                          |                                    |  |  |                                     |   |
|--|---------------------------|----------------------------|-----------------------------------|--------------------------------|--------------------------|------------------------------------|--|--|-------------------------------------|---|
| <b>Map<br/>Number</b>                          | <b>Project<br/>Number</b> | <b>Project Name</b>        | <b>Total<br/>Project<br/>Cost</b> | <b>Total<br/>City<br/>Cost</b> | <b>Other<br/>Sources</b> | <b>2021<br/>Amended<br/>Budget</b> | <b>2021<br/>Expenditure<br/>to 6/30/21</b> | <b>2021<br/>Balance<br/>at<br/>6/30/21</b> | <b>Proposed<br/>2022<br/>Budget</b> | <b>Comments</b>                             |
|  | 7989.700                  | Residential & Major        | 490,000                           | 334,000                        | 156,000                  | 500,000                            | 500,000                                    | -  | -                                   | By DPW                                      |
| SW-3   | 7989.700                  | Residential - Sec. 1 & 12  | 390,000                           | 234,000                        | 156,000                  | -                                  | -  | -  | 390,000                             | By DPW                                      |
| SW-9   | 7989.700                  | Major Roads - Sec. 14 & 15 | 100,000                           | 100,000                        | -                        | -                                  | -  | -  | 100,000                             | By DPW                                      |
| SW-13  | 7989.650                  | New Construction           | 10,000                            | 10,000                         | -                        | -                                  | -  | -  | 10,000                              | By DPW                                      |
| <b>TOTALS:</b>                                 |                           |                            | <b>990,000</b>                    | <b>678,000</b>                 | <b>312,000</b>           | <b>500,000</b>                     | <b>500,000</b>                             | <b>-</b>                                   | <b>500,000</b>                      |   |
| <b>Revenue (Sidewalk Replacement Program):</b> |                           |                            |                                   |                                |                          |                                    | <b>156,000</b>                             |  | <b>156,000</b>                      | Paid by Resident for Sidewalk Repairs (40%) |

## Sidewalks

The Department of Public Works is responsible for the sidewalk replacement program. The city is divided into 15 areas for major road sidewalk replacements and 15 areas for residential sidewalk replacements. These areas are reviewed annually and a sidewalk replacement list is prepared. Not all sidewalks in any one area are replaced, only those sections of sidewalk that do not meet current requirements are included as funding allows. The replacement program also upgrades sidewalks and ramps to comply with current Americans with Disabilities Act (ADA) requirements.

Due to the Covid-19 pandemic the sidewalk replacements in the target areas for 2020-21 were not completed. With a great number of residents working and/or attending school from home during the pandemic there was also an increase in sidewalk use throughout the City. As a results there was also an increase in reported problems with sidewalks. These reported issues will be addressed this spring, summer and fall. The target areas for 2020-21 will be addressed in the spring of 2022.

The residential sidewalk replacement program provides the property owner with the option of replacing the sidewalk themselves or having the replacement added to the City's list. The City of Troy hires a contractor to remove and replace these sections of sidewalks and the residents are billed for the work.

The annual budget amount for the sidewalk fund varies based on funds available from the overall Capital Fund. Funds are typically split between three categories: residential sidewalk replacement; major road sidewalk replacement; and new construction. These budgeted amounts will vary based on the overall Capital Fund for the City. Sidewalk funds are moved among these 3 areas in order to meet the annual needs of the sidewalk program.

### **SW-3. Residential Sidewalk Replacements (Section 1 & 12)**

This project will be paid for entirely by City funds, with partial reimbursement by property owners.

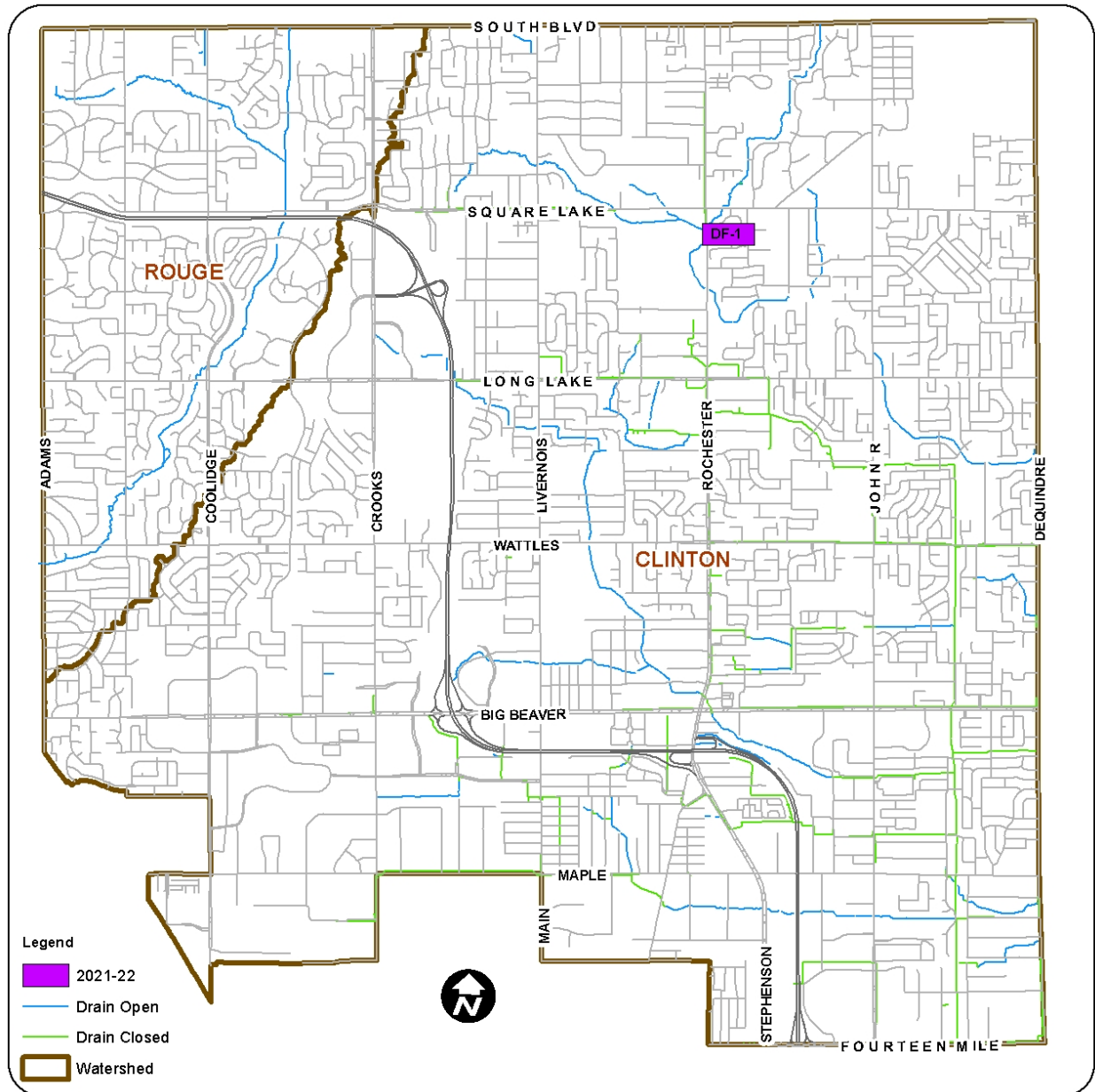
### **SW-9. Major Road Sidewalk Replacements (Section 14 & 15)**

This project will be paid for entirely by City funds.

### **SW-13. New Construction (City-wide)**

Funds are budgeted annually for construction of new sidewalks, for acquisition of easements and/or right-of-way for new sidewalks and/or filling in gaps along major roads.

## Drain Fund





## Drain Fund

| DRAINS 2022 BUDGET (401.447.516.7989) |                   |                                 |                          |                       |                  |                           |                                    |                               |                            |  |
|---------------------------------------|-------------------|---------------------------------|--------------------------|-----------------------|------------------|---------------------------|------------------------------------|-------------------------------|----------------------------|--|
| Map<br>Number                         | Project<br>Number | Project Name                    | Total<br>Project<br>Cost | Total<br>City<br>Cost | Other<br>Sources | 2021<br>Amended<br>Budget | 2021<br>Expenditure<br>to 06/30/21 | 2021<br>Balance<br>at 6/30/21 | Proposed<br>2022<br>Budget | Comments                                     |
| DF-1                                  |                   | Nelson Drain Bank Stabilization | 300,000                  | 300,000               |                  |                           |                                    |                               | 300,000                    | Bank Stabilization, Square Lake to Rochester |
|                                       |                   |                                 |                          |                       |                  |                           |                                    |                               |                            |  |
|                                       |                   |                                 |                          |                       |                  |                           |                                    |                               |                            |  |
|                                       |                   |                                 |                          |                       |                  |                           |                                    |                               |                            |  |
|                                       |                   |                                 |                          |                       |                  |                           |                                    |                               |                            |  |
| TOTALS:                               |                   |                                 | 300,000                  | 300,000               |                  |                           |                                    |                               | 300,000                    |  |

**Drain Fund**

The City of Troy is divided into two principal drainage areas or watersheds: the Rouge River Watershed and the Clinton River Watershed.

**Rouge River Watershed**

The Rouge River Watershed is located in the northwestern portion of the city and contains 6.1 square miles. This area drains to the Main Branch of the Rouge River, which enters Wayne County at Telegraph and 8 Mile Roads and ultimately outlets to the Detroit River.

**Clinton River Watershed**

The Clinton River Watershed encompasses the remaining 27.7 square miles of the city. This area drains to the Red Run Subwatershed of the Clinton River, which ultimately outlets to Lake St. Clair.

The Federal Environmental Protection Agency (EPA) and the Michigan Department of Environment, Great Lakes & Energy (EGLE) have placed limitations on Municipal Separate Storm Sewer System (MS4), known as Phase II Stormwater Regulations and the National Pollutant Discharge Elimination System (NPDES) MS4 permit.

These regulations state 6 minimum measures that municipalities must address:

- Public education and outreach
- Public participation and involvement
- Illicit discharge detection and elimination
- Construction site runoff control
- Post-construction runoff control
- Pollution prevention and good housekeeping

These measures are addressed through the Clinton River Red Run Subwatershed Management Plan; the Rouge River Main 1-2 Subwatershed Management Plan; the City's Stormwater Pollution Prevention Initiative; the City's development standards and public works standard maintenance practices. Bi-annually in the fall, the City must submit a report to the State summarizing all activities implemented that address these measures.

Projects in the Drain Fund are proposed annually, as needed, that comply with these measures as well as projects that address drainage concerns; soil erosion; flooding; and regional drainage in accordance with the Master Storm Drainage Plan Update.

**Drain Fund**

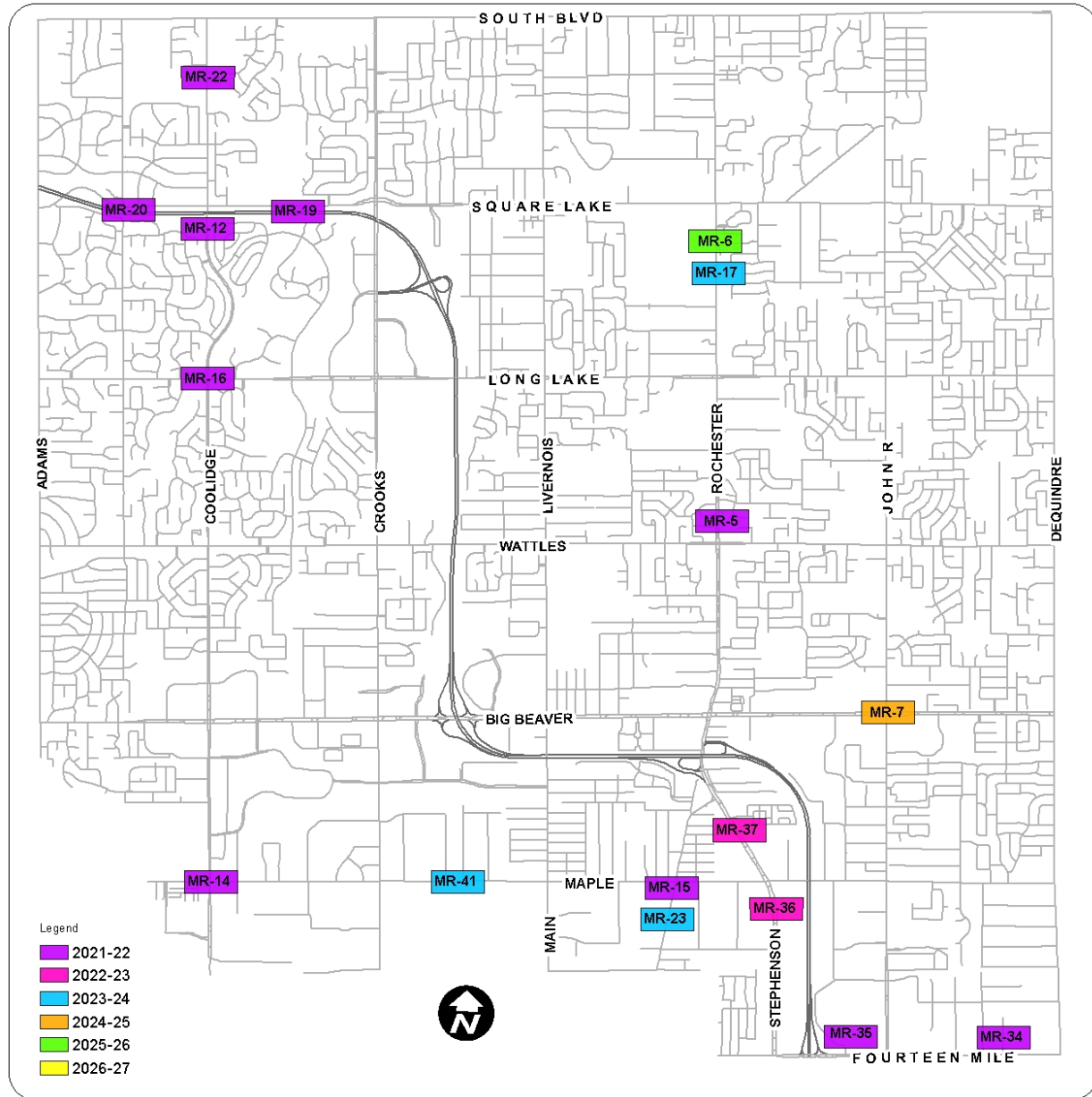
There are standalone Drain projects proposed in the Capital Fund for the next 3 years. The Water Resource Commission (WRC) has been and will continue to inspect the estimated 272 million dollars of WRC underground drains in the City of Troy. Many of the large diameter drains are 40-50 years old and will require more intensive maintenance to extend their service life another 30-40 years.

Non-capital projects and/or routine maintenance for drain related items are funded from the Streets Department Operating budget.

**DF-1. Nelson Drain (Bank Stabilization)**

The work proposed is along an approximately 800 lineal foot reach of the drain between Rochester Road and Square Lake Road. This stream stabilization work is to include regrading and re-shaping of the channel cross section, removal of sand bars, as well as the installation of in-stream structures such as cross vanes, riffles and a chimney drain.

## 6 Year Capital Improvement Plan Major Roads Fund



## 6 Year CIP - Major Roads

6 Year Capital Improvement Plan  
Major Roads Fund

| Map Number | Project Name                             | Total Project Cost | Total City Cost | Proposed  |           |           |           |           |           | Comments  |
|------------|--|--------------------|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|---|
|            |  |                    |                 | 2022      | 2023      | 2024      | 2025      | 2026      | 2027      |   |
| MR-5       | Rochester, Barclay to Trinway            | 21,000,000         | 4,200,000       | 2,150,000 | 2,900,000 | 350,000   | 600,000   | 1,346,000 | -         | Widen & Reconstruct - 2024                      |
| MR-6       | Rochester, Long Lake to South Blvd       | 524,000            | 105,000         | -         | -         | -         | -         | 105,000   | -         | Concrete Pavement Replacement - 2025            |
| MR-7       | Automation Alley/Smart Zone Ped Crossing | 250,000            | 250,000         | -         | -         | -         | 250,000   | -         | -         | Pedestrian Crossing                             |
| MR-12      | Coolidge at Square Lake Traffic Signal   | 300,000            | 300,000         | 300,000   | -         | -         | -         | -         | -         | Traffic Signal - 100% City                      |
| MR-14      | Coolidge at Maple Traffic Signal         | 300,000            | 150,000         | 150,000   | -         | -         | -         | -         | -         | Traffic Signal - 50% City - 25% RCOC - 25% Bham |
| MR-15      | Maple at Rochester Traffic Signal        | 250,000            | 125,000         | 125,000   | -         | -         | -         | -         | -         |   |
| MR-16      | Long Lake at Coolidge Traffic Signal     | 300,000            | 150,000         | 150,000   | -         | -         | -         | -         | -         |   |
| MR-17      | Rochester at Player Traffic Signal       | 500,000            | 500,000         | -         | -         | 500,000   | -         | -         | -         | Master Pathway Crossing & TS Modernization      |
| MR-19      | Square Lake, Coolidge to Crooks          | 800,000            | 800,000         | 800,000   | -         | -         | -         | -         | -         | Mill & Overlay                                  |
| MR-20      | Square Lake, Adams to Coolidge           | 1,100,000          | 1,100,000       | 1,100,000 | -         | -         | -         | -         | -         | Mill & Overlay                                  |
| MR-22      | Coolidge, Square Lake to South Blvd      | 1,000,000          | 1,000,000       | 1,000,000 | -         | -         | -         | -         | -         | Mill & Overlay                                  |
| MR-23      | Rochester, Elmwood to Maple              | 625,000            | 625,000         | -         | -         | 625,000   | -         | -         | -         | Mill & Overlay                                  |
| MR-30      | Oakland Co. Local Road Imp. Program      | 2,040,000          | 1,020,000       | 340,000   | 340,000   | 340,000   | 340,000   | 340,000   | 340,000   | OCLRP - \$170k                                  |
| MR-34      | 14 Mile, John R to Dequindre             | 1,500,000          | 75,000          | 75,000    | -         | -         | -         | -         | -         | STP - \$1.2M                                    |
| MR-35      | 14 Mile, I75 to John R                   | 1,200,000          | 60,000          | 60,000    | -         | -         | -         | -         | -         | STP - \$960k                                    |
| MR-36      | Stephenson, 14 Mile to Maple             | 2,000,000          | 2,000,000       | -         | 2,000,000 | -         | -         | -         | -         | Mill & Overlay                                  |
| MR-37      | Stephenson, Maple to I75                 | 2,000,000          | 2,000,000       | -         | 2,000,000 | -         | -         | -         | -         | Mill & Overlay                                  |
| MR-41      | Maple, Coolidge to Dequindre             | 5,000,000          | 2,500,000       | -         | -         | 2,500,000 | -         | -         | -         | Joint Project w/RCOC                            |
| MR-42      | DPW Hoop House                           | 75,000             | 75,000          | 75,000    | -         | -         | -         | -         | -         | BY DPW  |
| MR-43      | DPW SEG Radiant Tube Heaters             | 50,000             | 50,000          | 50,000    | -         | -         | -         | -         | -         | BY DPW  |
| MR-44      | DPW SEG Exhaust Fan                      | 85,000             | 85,000          | 85,000    | -         | -         | -         | -         | -         | BY DPW  |
| MR-45      | DPW Equipment                            | 360,000            | 360,000         | 60,000    | 60,000    | 60,000    | 60,000    | 60,000    | 60,000    | By DPW  |
| MR-46      | Tri-Party                                | 3,600,000          | 1,200,000       | -         | 600,000   | 600,000   | 600,000   | 600,000   | 600,000   | 1/3 - City/County/RCOC - 20/21/22 - \$400k 22   |
| MR-49      | Industrial Road Maintenance              | 11,500,000         | 11,500,000      | 1,500,000 | 1,500,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,500,000 | Various Locations                               |
| MR-50      | Slab Replacement - Major Roads           | 4,500,000          | 4,500,000       | 500,000   | 500,000   | 500,000   | 1,000,000 | 1,000,000 | 1,000,000 | Various Locations - RCOC CPR 21 \$500k          |
| TOTAL:     |  | 60,859,000         | 69,695,000      | 8,520,000 | 9,900,000 | 7,475,000 | 4,850,000 | 5,451,000 | 4,500,000 |   |
| Revenue:   |  |                    |                 | 2,290,000 | 2,890,000 | 850,000   | 570,000   | 570,000   | 570,000   |   |

## 6 Year Capital Improvement Plan Major Roads Fund

Major Roads carry the highest volumes and distribute traffic between the various residential, industrial and business districts of the city. They provide for traffic movements into, out of and through the city at moderately high speeds. The City of Troy is responsible for the maintenance of approximately 25 miles of city major mile roads. An additional 32 miles of roads are classified under ACT 51 as Major Roads but are nominally termed “Industrial Roads” by the city and are funded within the Major Road fund.

Approximately 43 miles of major roads within the city are under the jurisdiction of the Road Commission for Oakland County (RCOC).

Projects in the Major Road fund generally fall into two categories:

- ◆ Reconstruction and Widening
- ◆ Maintenance

Reconstruction and widening projects are budgeted when federal funds become available. Federal funds provide up to 80% of the cost of these improvements and are typically used for capacity or safety projects. These types of projects provide for improved traffic flow, safety for motorists and pedestrians as well as improvements in access to property. Most of these projects have three (3) distinct phases and are budgeted accordingly to provide for design, right-of-way and ultimately construction over multiple years.

Maintenance projects are generally funded entirely with city funds and as such are smaller scale projects. Funds budgeted annually for maintenance activities include concrete slab replacement and asphalt pavement overlays. These fixes provide for an improved road surface as well as an increased life cycle for the pavement. Maintenance activities are typically completed in the year that they are budgeted.

### ***MR-5. Rochester Road, Barclay to Trinway (Reconstruction and Widening)***

This project will reconstruct and widen Rochester, from Barclay to Trinway from an existing 5-lane road to a new 6-lane concrete boulevard. Included in the project are new traffic signals, concrete sidewalks and underground utilities where required. Federal funds for the design phase have been obligated and are available. The right-of-way and construction phases are approved for federal funding in 2022 and 2024 respectively. Federal funds will pay for approximately 80% of the project cost.

### ***MR-6. Rochester Road, Long Lake Road to South Blvd (Concrete Pavement Replacement)***

National Highway Performance Program (NHPP) federal funds were approved for 2024 for concrete pavement replacement on Rochester Road, from Long Lake to South Blvd. This project involves the removal and replacement of failed concrete pavement to repair and extend

**6 Year Capital Improvement Plan  
Major Roads Fund**

the life of the pavement on Rochester Road, north of the new boulevard section. The intent is to include the concrete pavement replacement work as part of the Rochester Road, Barclay to Trinway project to allow for coordination of traffic and economies of scale.

***MR-7. Automation Alley/Smart Zone (Pedestrian Crossing)***

A pedestrian crossing is proposed to provide a signalized, protected crossing of Big Beaver just west of John R. The traffic signal on the north side, by Troy Sports, has been completed. Traffic signal work, on the south side near Altair and improvements in the median will be completed as part of the project.

***MR-12. Coolidge Highway at Square Lake Road (Traffic Signal Modernization)***

The existing traffic signal at Coolidge and Square Lake will be completely modernized (upgraded). Along with the traffic signal work, all pedestrian crossings will be made Americans with Disabilities Act (ADA) compliant. This project will be paid for entirely with City funds.

***MR-14. Coolidge Highway at Maple Road (Traffic Signal Modernization)***

The existing traffic signal at Coolidge and Maple will be completely modernized (upgraded). Along with the traffic signal work, all pedestrian crossings will be made Americans with Disabilities Act (ADA) compliant. The city, RCOC and Birmingham will share in the cost of the project.

***MR-15. Maple Road at Rochester Road (Traffic Signal Modernization)***

The existing traffic signal at Maple and Rochester will be completely modernized (upgraded). Along with the traffic signal work, all pedestrian crossings will be made Americans with Disabilities Act (ADA) compliant. The city and RCOC will share in the cost of the project.

***MR-16. Long Lake Road at Coolidge Highway (Traffic Signal Modernization)***

The existing traffic signal at Long Lake and Coolidge will be completely modernized (upgraded). Along with the traffic signal work, all pedestrian crossings will be made Americans with Disabilities Act (ADA) compliant. The city and RCOC will share in the cost of the project.

***MR-17. Rochester Road at Player Drive (Traffic Signal Modernization)***

The existing traffic signal at Rochester and Player will be completely modernized (upgraded). Along with the traffic signal work, all pedestrian crossings will be made Americans with Disabilities Act (ADA) compliant. This project will be paid for entirely with City funds.

**6 Year Capital Improvement Plan  
Major Roads Fund*****MR-19. Square Lake Road, Coolidge Highway to Crooks Road (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. This project will be paid for entirely with City funds.

***MR-20. Square Lake Road, Adams Road to Coolidge Highway (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. This project will be paid for entirely with City funds.

***MR-22. Coolidge Highway, Square Lake to South Boulevard (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. This project will be paid for entirely with City funds.

***MR-23. Rochester Road, Elmwood to Maple Road (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. This project will be paid for entirely with City funds.

***MR-30. Oakland County Local Road Improvement Program (OCLRP)***

The Oakland County Local Road Improvement Program was established to provide funding for road improvements on non-County roads that would improve economic development in Oakland County. Specific project locations are typically not delineated on the CIP map as locations are determined annually dependent on road conditions. The City is responsible for 50% of the program amount while the Oakland County Board of Commissioners is responsible for the remaining 50%.



**6 Year Capital Improvement Plan  
Major Roads Fund*****MR-34. 14 Mile, John R to Dequindre (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. Federal funds will pay for approximately 80% of the project cost. The local match is shared by the RCOC, Madison Heights and Troy.

***MR-35. 14 Mile, I75 to John R (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. Federal funds will pay for approximately 80% of the project cost. The local match is shared by the RCOC, Madison Heights and Troy.

***MR-36. Stephenson, 14 Mile to Maple (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. This project will be paid for entirely with City funds.

***MR-37. Stephenson, Maple to I75 (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. This project will be paid for entirely with City funds.

***MR-41. Maple, Coolidge to Dequindre (Mill and Overlay)***

This project will provide for a new pavement surface to improve ride quality and extend service life. The existing asphalt pavement will be milled (ground off) and a new asphalt pavement surface will be placed, curbs will be replaced as needed and sidewalk ramps will be improved to comply with ADA requirements. The city and RCOC will share in the cost of the project.

***MR-42. DPW Hoop House***

The DPW uses top soil for a variety of tasks, including restoring turf after damage from winter time snow removal and other construction operations. The top soil storage bin in the DPW

**6 Year Capital Improvement Plan  
Major Roads Fund**

yard is exposed to the elements and frequently gets wet and unusable for a significant portion of the construction season. While the top soil is drying out enough to be usable, work completion is put on hold. Covering the top soil pile and keeping it dry will allow DPW staff to complete jobs in a more timely and efficient manner.

***MR-43. DPW SEG Radiant Tube Heaters***

The radiant heater tubes in the Streets Equipment Garage (SEG) keep the area warm enough to melt snow and ice off the plow trucks to facilitate visual inspection of the vehicles for pre-trip inspections and so that routine maintenance and service may be performed. The current radiant heater tubes have reached the end of their service life and need to be replaced.

***MR-44. Streets Equipment Garage Exhaust Fan***

The exhaust fans in the Streets Equipment Garage have reached the end of their useful life and are proposed to be replaced. Exhaust fans remove odors and VOC gases that can accumulate and pollute an area. The air in the Streets Equipment Garage will be left much fresher and cleaner for staff and visitors.

***MR-45. DPW Equipment***

DPW has the need for miscellaneous equipment that exceeds \$10,000 on an annual basis. This account provides funding for equipment such as mini excavators, trailers, etc. Funds are proposed based on the estimated cost of equipment to be purchased.

***MR-46. Tri-Party Program***

Tri-Party program funds are made available on an annual basis for projects on County roads within the city. Specific project locations are typically not delineated on the CIP map as locations are determined annually dependent on road conditions. The City is responsible for 1/3 of the program amount while Oakland County and RCOC are responsible for the remaining 2/3.

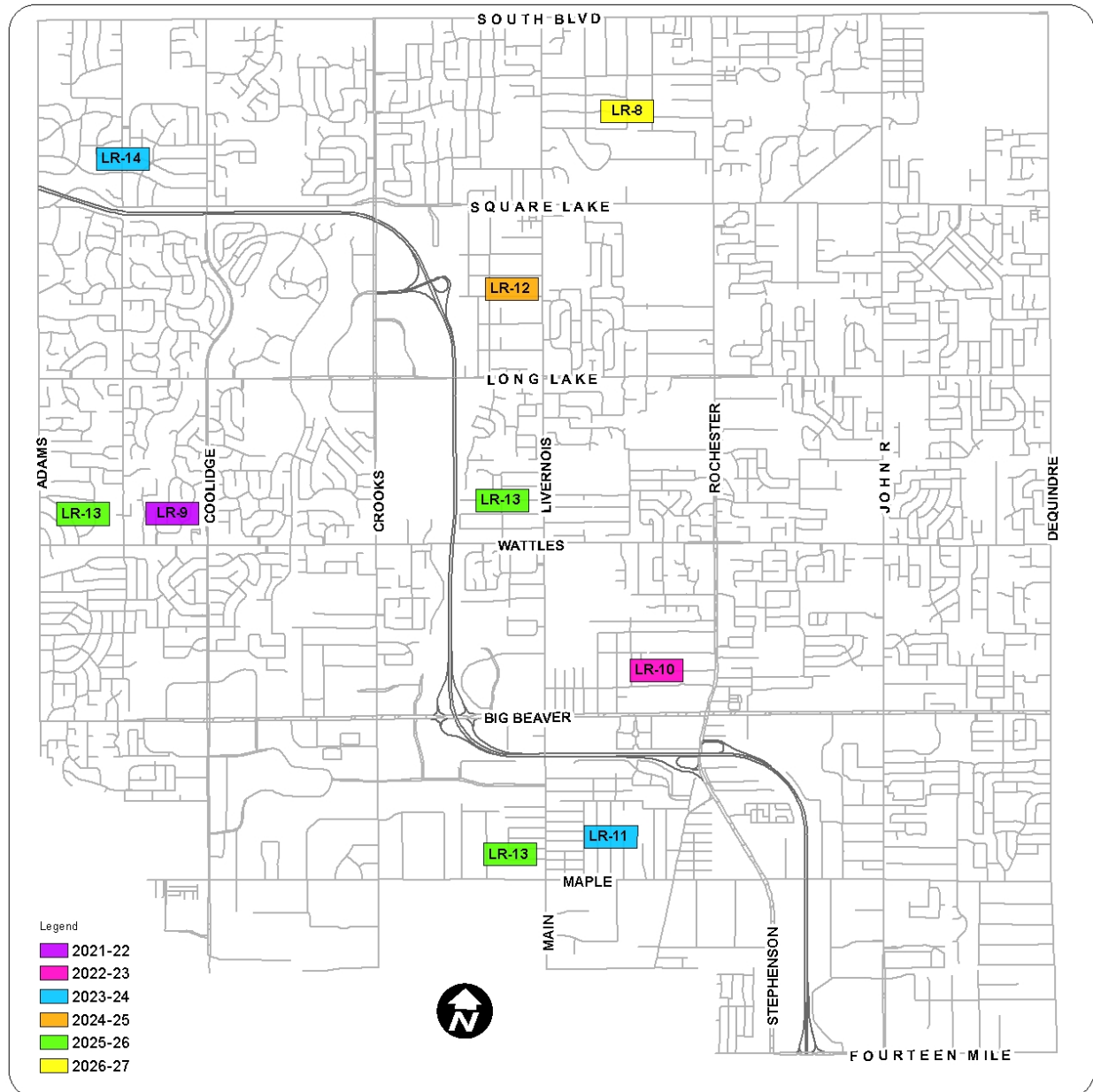
***MR-49. Industrial Road Maintenance***

Project locations are determined annually based on the City's Pavement Management System and field inspections, and are not typically delineated on the 6-year CIP map. This work involves removal and replacement of failed concrete pavement to repair and extend the life of the pavement or mill and overlay projects.

**6 Year Capital Improvement Plan  
Major Roads Fund*****MR-50. Concrete Slab Replacement (Major Roads)***

Project locations are determined annually based on the City's Pavement Management System and field inspections, and are not typically delineated on the 6-year CIP map. This work involves removal and replacement of failed concrete pavement to repair and extend the life of the pavement. An annual allocation is budgeted to complete this work and is targeted at City major roads.

## 6 Year Capital Improvement Plan Local Roads



## 6 Year Capital Improvement Plan Local Roads

### 6 Year CIP - Local Roads

| Map<br>Number  | Project Name                                | Total<br>Project<br>Cost | Total<br>City<br>Cost | Proposed  |           |           |           |           |           | Comments       |
|----------------|---|--------------------------|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|----------------|
|                |   |                          |                       | 2022      | 2023      | 2024      | 2025      | 2026      | 2027      |                |
| LR-1           | Concrete Slab Replacement                   | 1,500,000                | 1,500,000             | -         | -         | -         | -         |           | 1,500,000 | By DPW         |
| LR-2           | Concrete Slab Replacement                   | 1,700,000                | 1,700,000             | 1,700,000 | -         | -         | -         |           | -         | By DPW         |
| LR-3           | Concrete Slab Replacement                   | 1,300,000                | 1,300,000             | -         | 1,300,000 | -         | -         |           | -         | By DPW         |
| LR-4           | Concrete Slab Replacement                   | 1,100,000                | 1,100,000             | -         | -         | 1,100,000 | -         |           | -         | By DPW         |
| LR-5           | Concrete Slab Replacement                   | 1,500,000                | 1,500,000             | -         | -         | -         | 1,500,000 |           | -         | By DPW         |
| LR-6           | Concrete Slab Replacement                   | 1,500,000                | 1,500,000             | -         | -         | -         | -         | 1,500,000 | -         | By DPW         |
| LR-8           | Asphalt Pavement Overlay - Sec. 3 South 1/2 | 2,000,000                | 2,000,000             | -         | -         | -         | -         |           | 2,000,000 | By Engineering |
| LR-9           | Asphalt Pavement Overlay - Sec. 18          | 1,800,000                | 1,800,000             | 1,800,000 | -         | -         | -         |           | -         | By Engineering |
| LR-10          | Asphalt Pavement Overlay - Sec. 22          | 2,200,000                | 2,200,000             | -         | 2,200,000 | -         | -         |           | -         | By Engineering |
| LR-11          | Asphalt Pavement Overlay - Sec. 27          | 2,400,000                | 2,400,000             | -         | -         | 2,400,000 | -         |           | -         | By Engineering |
| LR-12          | Asphalt Pavement Overlay - Sec. 9           | 2,000,000                | 2,000,000             | -         | -         | -         | 2,000,000 |           | -         | By Engineering |
| LR-13          | Asphalt Pavement Overlay - Sec. 16,18 & 28  | 2,000,000                | 2,000,000             | -         | -         | -         | -         | 2,000,000 | -         | By Engineering |
| LR-14          | Charnwood Hills Chip Seal - 1 & 2           | 600,000                  | 600,000               | -         | -         | 600,000   | -         | -         | -         | By Engineering |
| <b>TOTALS:</b> |   | 21,600,000               | 21,600,000            | 3,500,000 | 3,500,000 | 4,100,000 | 3,500,000 | 3,500,000 | 3,500,000 |                |

## 6 Year Capital Improvement Plan Local Roads

The City of Troy is responsible for the maintenance of approximately 269 miles of local roads. Approximately 251 miles of these are subdivision streets of concrete or asphalt, 5 miles are chip seal and 4 miles are gravel roads. Approximately 2/3 of subdivision streets are concrete with the remaining 1/3 being asphalt. The remaining 9 miles are nominally termed by the city as “Industrial Roads”, such as Naughton, Wheaton and Piedmont that are classified as local because they do not meet the definition of a Major Road under Act 51.

Public Act 499 of 2002 established a ten member State Transportation Asset Management Council (TAMC). The law also required that the TAMC set up a process for determining the condition of Michigan’s highways and bridges and develop a strategy so that those assets are maintained, preserved and improved in an efficient and cost-effective manner. The TAMC adopted the Pavement Surface and Evaluation Rating (PASER) system as its road condition survey reporting tool. The TAMC initially developed the strategy for Michigan’s federal-aid eligible roads and bridges but, was extended to all public roads in the State. In order to prioritize road maintenance activities, the City is now using the PASER system. PASER is used statewide and is a “windshield” road rating system that uses a 1 to 10 rating scale, with a value of 10 representing a new road and a value of 1 representing a failed road. Condition ratings are assigned by visually identifying the type and amount of defects along a road segment while driving the segment. The PASER system translates these observations into a condition rating.

The TAMC established the following categories:

PASER ratings of 8-10 require routine maintenance, such as street sweeping, shoulder grading or crack sealing.

PASER ratings of 5-7 require capital preventative maintenance, such as concrete slab replacements or asphalt overlays.

PASER ratings of 1-4 require structural improvements, such as milling, pulverizing or reconstruction that address the structural integrity of the road.

The City simplifies this system by grouping roads with a rating of 6 or higher as being in Good condition, 4 or 5 as Fair and 3 or less as Poor. Currently, 60 miles or 24% of local subdivision streets are rated a 5 or less.

Once PASER rating work is complete, analysis of the network is performed using Roadsoft Pavement Management software, which is available free to local agencies by the Center for Technology & Training (CTT) at Michigan Technological University. Roadsoft is used statewide by numerous road agencies including MDOT, most Counties and numerous local governments. Roadsoft uses the PASER condition ratings as a basis for the analysis. Specific maintenance procedures and their associated costs are established by the city based on city practice and experience. The software uses this data along with specific user defined information (such as budgetary limitations and timeframes) to generate an optimal mix of maintenance procedures

## 6 Year Capital Improvement Plan Local Roads

and project future network conditions. The Pavement Management system is augmented by field reviews of the recommended areas as pavement conditions in areas can deteriorate faster or slower than anticipated based on numerous factors including weather, traffic, pavement thickness and previous maintenance.

Once this information is analyzed, project areas are developed based on geographic locations to complete repairs. This provides for economies of scale for these types of repairs within a specific section or area of the city. Streets outside these sections are repaired on an as needed basis.

Local road maintenance typically involves concrete slab replacements or asphalt pavement overlays.

Paving of a local road is initiated by the residents living on the road. Residents on gravel roads can initiate a Special Assessment District (SAD) where the cost to pave the road is split by the benefitting properties and the city. Once the road has been paved, future maintenance costs are traditionally borne by the City and paid for through the local road fund.

### ***LR-1 - LR-6. Local Road Maintenance – Concrete Slab Replacement (Sections TBD)***

Concrete slab replacement removes and replaces spot sections of failed concrete pavement. Using PASER ratings in conjunction with our Roadsoft Pavement Management software and field verification, the Department of Public Works (DPW) identifies specific locations within sections throughout the City and prepares bid documents for concrete slab replacement work to be done by a contractor. Locations are determined annually based on updated PASER ratings so specific locations are not identified for future years. Local road concrete slab replacement is paid for entirely with City funds.

### ***LR-8. Asphalt Pavement Overlay (Sec. 2, 3, 10, 15, 18 & 22)***

The local roads in the following areas will be targeted for asphalt pavement overlays: Section 2 - Atkins; Section 3 - Lovell, Donaldson, Westaway, Montclair and Norton; Section 10 - Cutting and Donaldson; Section 15 - Evaline, Leetonia, Crestfield and Hanover; Section 18 - Valley Vista, Valley Vista Circle, Valley Vista Court and Big Oak; Section 22 - Finch. The work will include milling (grinding) of the existing pavement and then placing a 1.5" to 3" asphalt overlay. This project will be paid for entirely by City funds.

**6 Year Capital Improvement Plan  
Local Roads*****LR-9. Asphalt Pavement Overlay (Sec. 18)***

The local roads in the following areas will be targeted for asphalt pavement overlays: Section 18 - Orchard Trail, Timberwyck Trail, Red Fox Trail, Black Pine, Tarragona Way, Bronson, Brandywyne, Cherrywood, Briargrove, Stonehendge Court, Frostwood Court and Sugargrove Court. The work will include milling (grinding) of the existing pavement and then placing a 1.5" to 3" asphalt overlay. This project will be paid for entirely by City funds.

***LR-10. Asphalt Pavement Overlay (Sec. 22)***

The local roads in the following areas will be targeted for asphalt pavement overlays: Section 22 - Colebrook, Trombley, Vanderpool, Harris, Hartland, Louis, Troy, Frankton, Helena, Talbot, Kilmer and Ellenboro. The work will include milling (grinding) of the existing pavement and then placing a 1.5" to 3" asphalt overlay. This project will be paid for entirely by City funds.

***LR-11. Asphalt Pavement Overlay (Sec. 27)***

The local roads in the following areas will be targeted for asphalt pavement overlays: Section 27 - Starr, Hickory, Cherry, Robinwood, Algansee, Larchwood, Arthur, Woodslee, Vermont, Birchwood, Chopin, Mastin, Hartshorn, Plum, Beech Lane, Kirkton, Cook Ct. Eastport, Westwood, VanCourtland, Enterprise, Algansee, Larchwood, Arthur, Woodslee, Vermont, Birchwood, Chopin and Mastin. The work will include milling (grinding) of the existing pavement and then placing a 1.5" to 3" asphalt overlay. This project will be paid for entirely by City funds.

***LR-12. Asphalt Pavement Overlay (Sec. 9)***

The local roads in the following areas will be targeted for asphalt pavement overlays: Section 9 - Houghten, Wright, Daniels, Deinmore, Virgilia, Niles, Haldane, Florence, Blanche, Habrand, McKinley, Stalwart and Fabius. The work will include milling (grinding) of the existing pavement and then placing a 1.5" to 3" asphalt overlay. This project will be paid for entirely by City funds.

***LR-13. Asphalt Pavement Overlay (Sec. 16, 18 & 28)***

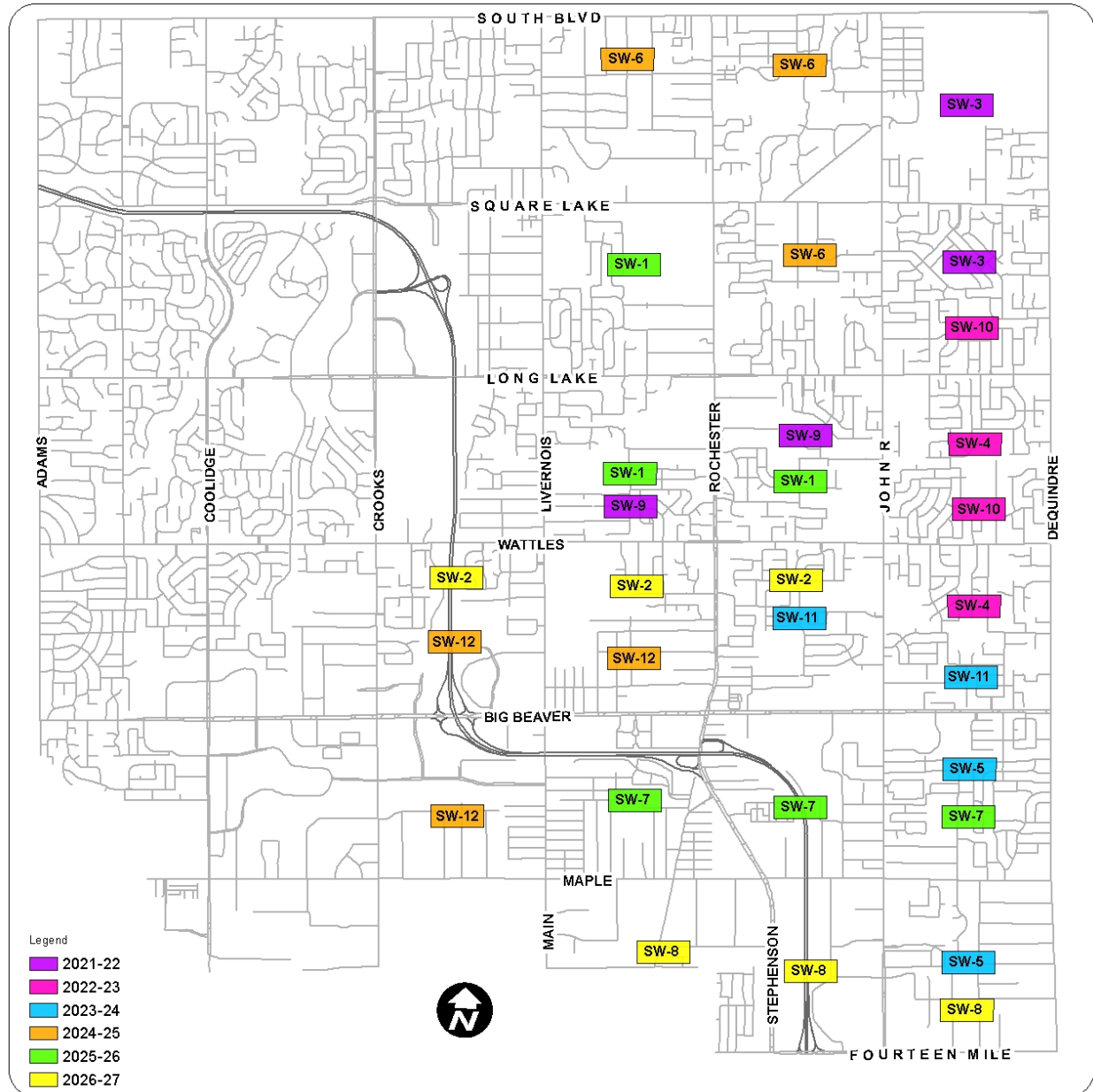
The local roads in the following areas will be targeted for asphalt pavement overlays: Section 16 - Hart, Webb, Paragon, Carter, Lange and Virgilia; Section 18 - Hylane, Pine Hill, Butternut Hill, Walnut Hill, Chestnut Hill, Rouge Circle, Juniper Court and Bronson; Section 28 - Olympia, Tacoma, Regents, Biltmore, Cloveridge, Forthon and Shepherds. The work will include milling (grinding) of the existing pavement and then placing a 1.5" to 3" asphalt overlay. This project will be paid for entirely by City funds.



**6 Year Capital Improvement Plan  
Local Roads*****LR-14. Chip Seal (Charnwood Hills 1 & 2)***

The local roads in the following areas will be targeted for a chip seal: Section 6 - Tewksbury, Bretby, Anslow, Ramsbury, Tutbury, Malvern, Charnwood, Glyndebourne, Chalgrove, Dalesford, Charnwood and Windrush. The work will include base repairs of the existing pavement, then placing a double chip seal treatment (a double layer of asphalt emulsion and crushed stone) and a single fog seal treatment (a single application of liquid asphalt on top). This project will be paid for entirely by City funds.

## 6 Year Capital Improvement Plan Sidewalks



### 6 Year Capital Improvement Plan Sidewalks

| 6 Year CIP - Sidewalks                         |                                |                          |                       |          |         |         |         |         |         |   |
|--|--------------------------------|--------------------------|-----------------------|----------|---------|---------|---------|---------|---------|---|
| Map<br>Number                                  | Project Name                   | Total<br>Project<br>Cost | Total<br>City<br>Cost | Proposed |         |         |         |         |         | Comments                                    |
|  |                                |                          |                       | 2022     | 2023    | 2024    | 2025    | 2026    | 2027    |   |
| SW-1   | Residential - Sec. 10, 14 & 15 | 390,000                  | 234,000               | -        | -       | -       | -       | 390,000 | -       | By DPW                                      |
| SW-2   | Residential - Sec. 21, 22 & 23 | 390,000                  | 234,000               | -        | -       | -       | -       | -       | 390,000 | By DPW                                      |
| SW-3   | Residential - Sec. 1 & 12      | 390,000                  | 234,000               | 390,000  | -       | -       | -       | -       | -       | By DPW                                      |
| SW-4   | Residential - Sec. 13 & 24     | 390,000                  | 234,000               | -        | 390,000 | -       | -       | -       | -       | By DPW                                      |
| SW-5   | Residential - Sec. 25 & 36     | 390,000                  | 234,000               | -        | -       | 390,000 | -       | -       | -       | By DPW                                      |
| SW-6   | Residential - Sec. 2,3 & 11    | 390,000                  | 234,000               | -        | -       | -       | 390,000 | -       | -       | By DPW                                      |
| SW-7   | Major Roads - Sec. 25, 26 & 27 | 100,000                  | 100,000               | -        | -       | -       | -       | 100,000 | -       | By DPW                                      |
| SW-8   | Major Roads - Sec. 34, 35 & 36 | 100,000                  | 100,000               | -        | -       | -       | -       | -       | 100,000 | By DPW                                      |
| SW-9   | Major Roads - Sec. 14 & 15     | 100,000                  | 100,000               | 100,000  | -       | -       | -       | -       | -       | By DPW                                      |
| SW-10  | Major Roads - Sec. 12 & 13     | 100,000                  | 100,000               | -        | 100,000 | -       | -       | -       | -       | By DPW                                      |
| SW-11  | Major Roads - Sec. 23 & 24     | 100,000                  | 100,000               | -        | -       | 100,000 | -       | -       | -       | By DPW                                      |
| SW-12  | Major Roads - Sec. 21, 22 & 28 | 100,000                  | 100,000               | -        | -       | -       | 100,000 | -       | -       | By DPW                                      |
| SW-13  | New Construction               | 60,000                   | 60,000                | 10,000   | 10,000  | 10,000  | 10,000  | 10,000  | 10,000  | By DPW                                      |
| <b>TOTALS:</b>                                 |                                | 3,000,000                | 2,064,000             | 500,000  | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |   |
| <b>Revenue (Sidewalk Replacement Program):</b> |                                |                          |                       | 156,000  | 156,000 | 156,000 | 156,000 | 156,000 | 156,000 | Paid by Resident for Sidewalk Repairs (40%) |

## 6 Year Capital Improvement Plan Sidewalks

The Department of Public Works is responsible for the sidewalk replacement program. The city is divided into 15 areas for major road sidewalk replacements and 15 areas for residential sidewalk replacements. These areas are reviewed annually and a sidewalk replacement list is prepared. Not all sidewalks in any one area are replaced, only those sections of sidewalk that do not meet current requirements are included as funding allows. The replacement program also upgrades sidewalks and ramps to comply with current Americans with Disabilities Act (ADA) requirements.

Due to the Covid-19 pandemic the sidewalk replacements in the target areas for 2020-21 were not completed. With a great number of residents working and/or attending school from home during the pandemic there was also an increase in sidewalk use throughout the City. As a result there was also an increase in reported problems with sidewalks. These reported issues will be addressed this spring, summer and fall. The target areas for 2020-21 will be addressed in the spring of 2022.

The residential sidewalk replacement program provides the property owner with the option of replacing the sidewalk themselves or having the replacement added to the City's list. The City of Troy hires a contractor to remove and replace these sections of sidewalks and the residents are billed for the work.

The annual budget amount for the sidewalk fund varies based on funds available from the overall Capital Fund. Funds are typically split between three categories: residential sidewalk replacement; major road sidewalk replacement; and new construction. These budgeted amounts will vary based on the overall Capital Fund for the City. Sidewalk funds are moved among these 3 areas in order to meet the annual needs of the sidewalk program.

### **SW-1. Residential Sidewalk Replacements (Section 10, 14 & 15)**

This project will be paid for entirely by City funds, with partial reimbursement by property owners.

### **SW-2. Residential Sidewalk Replacements (Section 21, 22 & 23)**

This project will be paid for entirely by City funds, with partial reimbursement by property owners.

### **SW-3. Residential Sidewalk Replacements (Section 1 & 12)**

This project will be paid for entirely by City funds, with partial reimbursement by property owners.

**6 Year Capital Improvement Plan  
Sidewalks****SW-4. Residential Sidewalk Replacements (Section 13 & 24)**

This project will be paid for entirely by City funds, with partial reimbursement by property owners.

**SW-5. Residential Sidewalk Replacements (Section 25 & 36)**

This project will be paid for entirely by City funds, with partial reimbursement by property owners.

**SW-6. Residential Sidewalk Replacements (Section 2, 3 & 11)**

This project will be paid for entirely by City funds, with partial reimbursement by property owners.

**SW-7. Major Road Sidewalk Replacements (Section 25, 26 & 27)**

This project will be paid for entirely by City funds.

**SW-8. Major Road Sidewalk Replacements (Section 34, 35 & 36)**

This project will be paid for entirely by City funds.

**SW-9. Major Road Sidewalk Replacements (Section 14 & 15)**

This project will be paid for entirely by City funds.

**SW-10. Major Road Sidewalk Replacements (Section 12 & 13)**

This project will be paid for entirely by City funds.

**SW-11. Major Road Sidewalk Replacements (Section 23 & 24)**

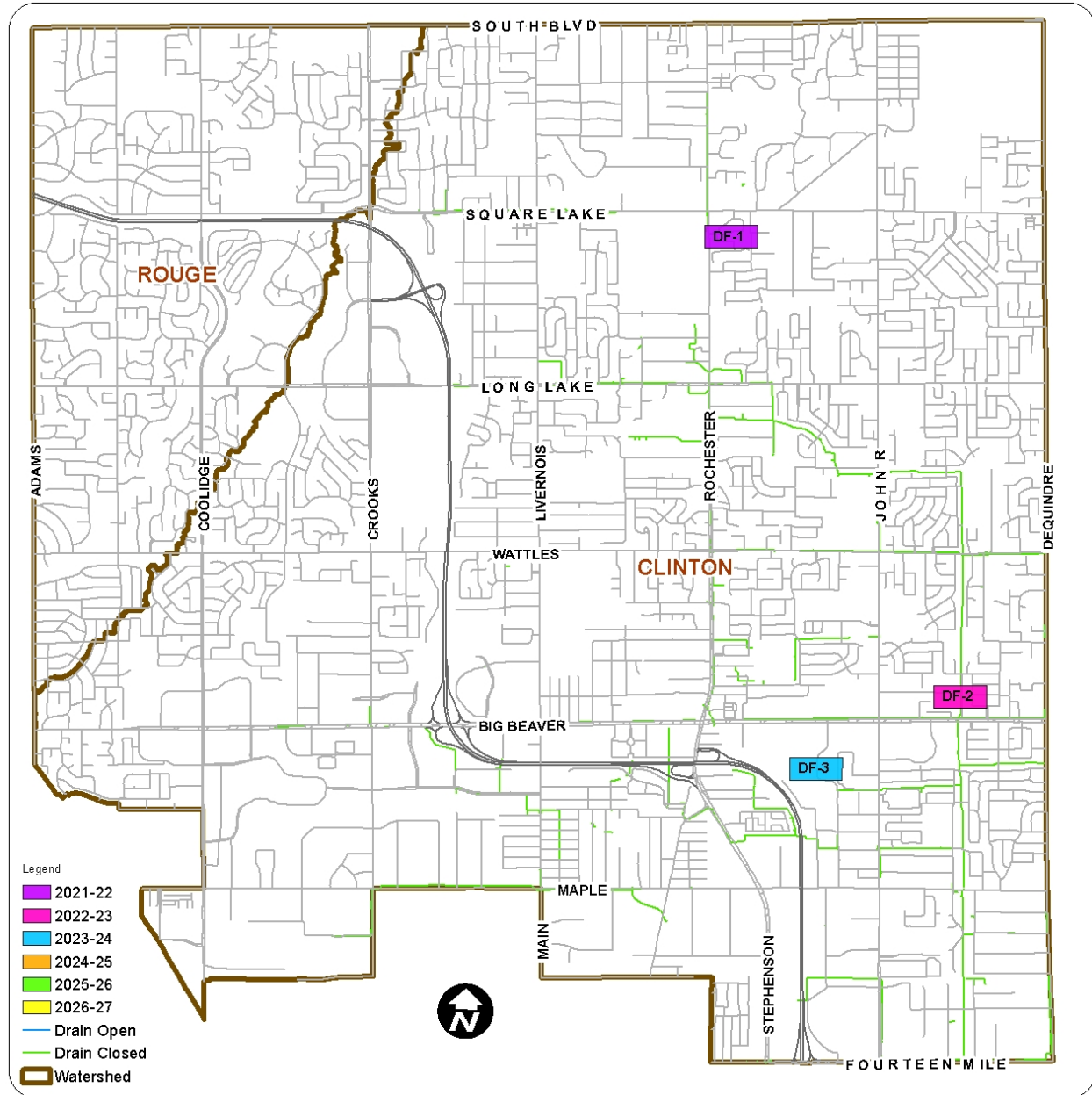
This project will be paid for entirely by City funds.

**SW-12. Major Road Sidewalk Replacements (Section 21, 22 & 28)**

This project will be paid for entirely by City funds.

**SW-13. New Construction (City-wide)**

Funds are budgeted annually for construction of new sidewalks, for acquisition of easements and/or right-of-way for new sidewalks and/or filling in gaps along major roads.

**6 Year Capital Improvement Plan  
Drain Fund**

**6 Year Capital Improvement Plan  
Drain Fund**

| <b>6 Year CIP - Drains</b> |                   |                                      |                 |              |                |                |                |          |          |          |  |
|----------------------------|-------------------|--------------------------------------|-----------------|--------------|----------------|----------------|----------------|----------|----------|----------|--|
| Map<br>Number              | Project<br>Number | Project Name                         | Total           | Total        | Proposed       |                |                |          |          |          | Comments                                     |
|                            |                   |                                      | Project<br>Cost | City<br>Cost | 2022           | 2023           | 2024           | 2025     | 2026     | 2027     |  |
| DF-1                       |                   | Nelson Drain Bank Stabilization      | 300,000         | 300,000      | 300,000        |                |                |          |          |          | Bank Stabilization, Square Lake to Rochester |
| DF-2                       |                   | Henry Graham Drain Grouting          | 300,000         | 300,000      |                | 300,000        |                |          |          |          | Joint Grouting entire length                 |
| DF-3                       |                   | McCulloch & Half Penny Drain Repairs | 300,000         | 300,000      |                |                | 300,000        |          |          |          | Stabilization and Joint Grouting             |
|                            |                   |                                      |                 |              |                |                |                |          |          |          |  |
|                            |                   |                                      |                 |              |                |                |                |          |          |          |  |
| <b>TOTALS:</b>             |                   |                                      |                 |              | <b>300,000</b> | <b>300,000</b> | <b>300,000</b> | <b>0</b> | <b>0</b> | <b>0</b> |  |

**6 Year Capital Improvement Plan  
Drain Fund**

The City of Troy is divided into two principal drainage areas or watersheds: the Rouge River Watershed and the Clinton River Watershed.

**Rouge River Watershed**

The Rouge River Watershed is located in the northwestern portion of the city and contains 6.1 square miles. This area drains to the Main Branch of the Rouge River, which enters Wayne County at Telegraph and 8 Mile Roads and ultimately outlets to the Detroit River.

**Clinton River Watershed**

The Clinton River Watershed encompasses the remaining 27.7 square miles of the city. This area drains to the Red Run Subwatershed of the Clinton River, which ultimately outlets to Lake St. Clair.

The Federal Environmental Protection Agency (EPA) and the Michigan Department of Environment, Great Lakes & Energy (EGLE) have placed limitations on Municipal Separate Storm Sewer System (MS4), known as Phase II Stormwater Regulations and the National Pollutant Discharge Elimination System (NPDES) MS4 permit.

These regulations state 6 minimum measures that municipalities must address:

- Public education and outreach
- Public participation and involvement
- Illicit discharge detection and elimination
- Construction site runoff control
- Post-construction runoff control
- Pollution prevention and good housekeeping

These measures are addressed through the Clinton River Red Run Subwatershed Management Plan; the Rouge River Main 1-2 Subwatershed Management Plan; the City's Stormwater Pollution Prevention Initiative; the City's development standards and public works standard maintenance practices. Bi-annually in the fall, the City must submit a report to the State summarizing all activities implemented that address these measures.

Projects in the Drain Fund are proposed annually, as needed, that comply with these measures as well as projects that address drainage concerns; soil erosion; flooding; and regional drainage in accordance with the Master Storm Drainage Plan Update.



**6 Year Capital Improvement Plan  
Drain Fund**

There are standalone Drain projects proposed in the Capital Fund for the next 3 years. The Water Resource Commission (WRC) has been and will continue to inspect the estimated 272 million dollars of WRC underground drains in the City of Troy. Many of the large diameter drains are 40-50 years old and will require more intensive maintenance to extend their service life another 30-40 years.

Non-capital projects and/or routine maintenance for drain related items are funded from the Streets Department Operating budget.

**DF-1. Nelson Drain (Bank Stabilization)**

The work proposed is along an approximately 800 lineal foot reach of the drain between Rochester Road and Square Lake Road. This stream stabilization work is to include regrading and re-shaping of the channel cross section, removal of sand bars, as well as the installation of in-stream structures such as cross vanes, riffles and a chimney drain.

**DF-2. Henry Graham Drain (Joint Grouting)**

This proposed work is a follow up to the CCTV inspection done as part of the recently completed SAW grant work. It involves a fairly extensive amount of grouting to seal leaking pipe joints and is to be completed from within the pipes. There are multiple locations where this rehabilitation work is proposed throughout the system, generally in the larger pipe diameters.

**DF-3. McCulloch & Half Penny Drain Repairs**

WRC inspections of these drains in the summer of 2021 will have the potential for additional larger scale maintenance and or repairs similar to the Nelson and Henry Graham Drains.

# ENTERPRISE **FUNDS**

2021/22 PROPOSED BUDGET

# GOLF COURSES

Interim Recreation Director.....Brian Goul

## MISSION STATEMENT

It is the mission of the Golf Division to provide a quality golf experience for residents and businesses.

## DEPARTMENT FUNCTIONS

### RECREATION DEPARTMENT

- Acts as liaison with golf management company Indigo Golf
- Conducts facility planning and development
- Works on capital improvement projects

## DEPARTMENT FUNCTIONS

### GOLF DIVISION

- With Indigo Golf operates two municipal golf operations
- Serves as liaison with restaurant operation - Camp Ticonderoga
- Works with Indigo Golf to ensure repairs and improvements to courses are completed
- Offers a full practice facility at Sanctuary Lake Golf Course

## PERFORMANCE INDICATORS

| PERFORMANCE INDICATORS | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|------------------------|----------------|----------------|-------------------|----------------|
| Sylvan Glen Rounds     | 44,315         | 46,043         | 46,043            | 46,790         |
| Sanctuary Lake Rounds  | 40,315         | 40,293         | 44,255            | 41,700         |

## NOTES ON PERFORMANCE INDICATORS

Rounds have increased due to COVID. 2019-20 Rounds are close to normal even with the courses being closed for some time for COVID.

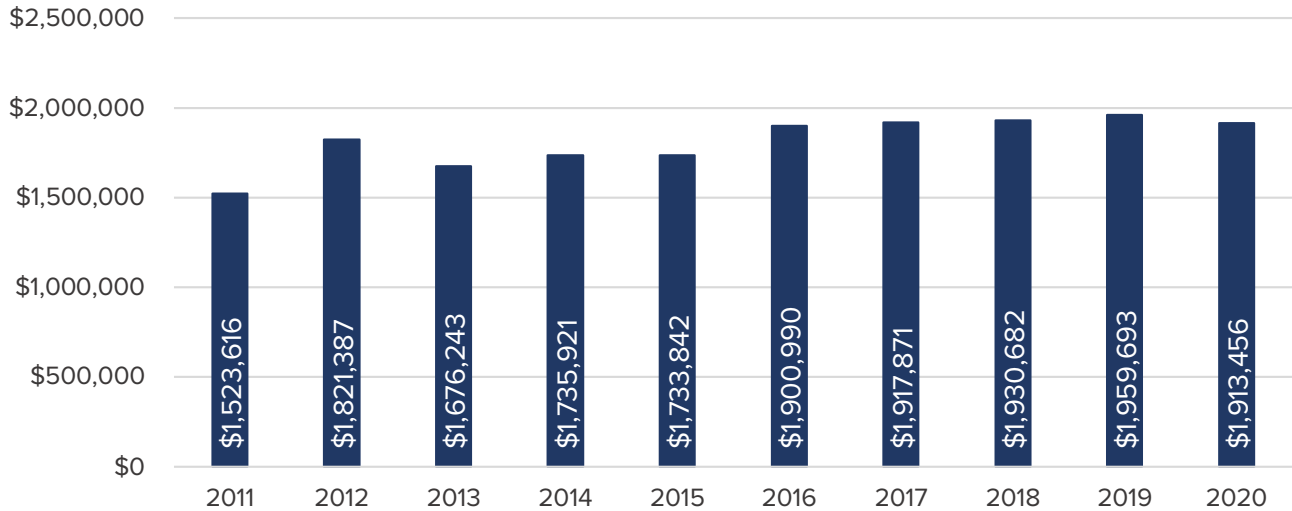
## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

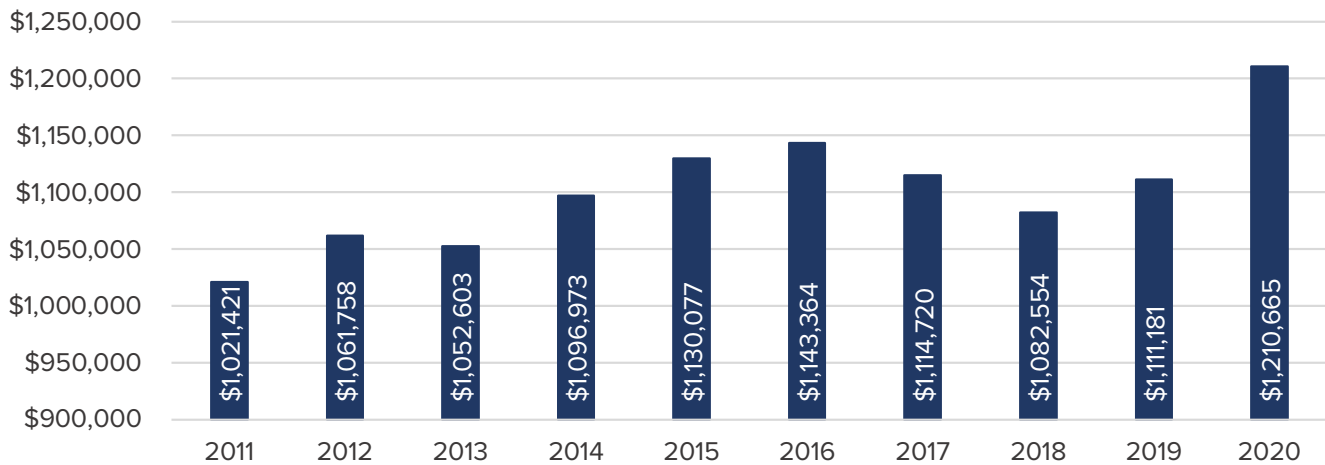
None

| PERSONNEL SUMMARY | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                   | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Greens            | 0           | 0         | 0           | 0         | 0           | 0         | 0           | 0         |
| Pro Shop          | 0           | 0         | 0           | 0         | 0           | 0         | 0           | 0         |
| Total Department  | *0          | *0        | *0          | *0        | *0          | *0        | *0          | *0        |

## EXPENSE HISTORY – SANCTUARY LAKE GOLF COURSE



## EXPENSE HISTORY – SYLVAN GLENN GOLF COURSE



**Sanctuary Lake Golf Course  
Revenues Expenditures and Fund Balance**

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed         | % Change     | 2023 Proposed         | 2024 Proposed         |
|--|-----------------------|-----------------------|--------------------------|------------------------|-----------------------|--------------|-----------------------|-----------------------|
| <b>REVENUE</b>                                       |                       |                       |                          |                        |                       |              |                       |                       |
| Charges For Services                                 | \$ 1,778,488          | \$ 1,684,939          | \$ 1,860,000             | \$ 1,738,800           | \$ 1,775,350          | 2.10%        | \$ 1,827,114          | \$ 1,880,419          |
| Other Revenue  | 23,983                | -                     | -                        | -                      | -                     | 0.00%        | -                     | -                     |
| <b>REVENUE</b>                                       | <b>1,802,470</b>      | <b>1,684,939</b>      | <b>1,860,000</b>         | <b>1,738,800</b>       | <b>1,775,350</b>      | <b>2.10%</b> | <b>1,827,114</b>      | <b>1,880,419</b>      |
| <b>Total Revenues &amp; Other Financing Sources</b>  | <b>1,802,470</b>      | <b>1,684,939</b>      | <b>1,860,000</b>         | <b>1,738,800</b>       | <b>1,775,350</b>      | <b>2.10%</b> | <b>1,827,114</b>      | <b>1,880,419</b>      |
| <b>EXPENDITURE</b>                                   |                       |                       |                          |                        |                       |              |                       |                       |
| <b>Sanctuary Lake</b>                                |                       |                       |                          |                        |                       |              |                       |                       |
| Billy Casper   | 1,719,791             | 1,704,479             | 1,581,460                | 1,517,895              | 1,544,270             | 1.74%        | 1,580,310             | 1,615,830             |
| City Expenses  | 239,902               | 208,977               | 855,650                  | 860,880                | 837,150               | -2.76%       | 903,990               | 871,690               |
| Capital  | -                     | -                     | 106,610                  | 106,610                | 169,000               | 58.52%       | 22,000                | 12,000                |
| <b>Total Sanctuary Lake</b>                          | <b>1,959,693</b>      | <b>1,913,456</b>      | <b>2,543,720</b>         | <b>2,485,385</b>       | <b>2,550,420</b>      | <b>2.62%</b> | <b>2,506,300</b>      | <b>2,499,520</b>      |
| <b>EXPENDITURE</b>                                   | <b>1,959,693</b>      | <b>1,913,456</b>      | <b>2,543,720</b>         | <b>2,485,385</b>       | <b>2,550,420</b>      | <b>2.62%</b> | <b>2,506,300</b>      | <b>2,499,520</b>      |
| <b>Total Expenditures &amp; Other Financing Uses</b> | <b>1,959,693</b>      | <b>1,913,456</b>      | <b>2,543,720</b>         | <b>2,485,385</b>       | <b>2,550,420</b>      | <b>2.62%</b> | <b>2,506,300</b>      | <b>2,499,520</b>      |
| <b>SURPLUS (USE) OF FUND BALANCE</b>                 | <b>(157,223)</b>      | <b>(228,517)</b>      | <b>(683,720)</b>         | <b>(746,585)</b>       | <b>(775,070)</b>      | <b>3.82%</b> | <b>(679,186)</b>      | <b>(619,101)</b>      |
| Beginning Fund Balance                               | (6,507,495)           | (6,664,718)           | (6,893,235)              | (6,893,235)            | (7,576,955)           | 9.92%        | (8,352,025)           | (9,031,211)           |
| Ending Fund Balance                                  | <b>(\$ 6,664,718)</b> | <b>(\$ 6,893,235)</b> | <b>(\$ 7,576,955)</b>    | <b>(\$ 7,639,820)</b>  | <b>(\$ 8,352,025)</b> | <b>9.32%</b> | <b>(\$ 9,031,211)</b> | <b>(\$ 9,650,312)</b> |

**Sylvan Glen Golf Course  
Revenues Expenditures and Fund Balance**

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change      | 2023 Proposed       | 2024 Proposed       |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------------|---------------|---------------------|---------------------|
| <b>REVENUE</b>                                       |                       |                       |                          |                        |                     |               |                     |                     |
| Charges For Services                                 | \$ 1,098,018          | \$ 1,156,893          | \$ 1,130,000             | \$ 1,146,070           | \$ 1,180,120        | 2.97%         | \$ 1,203,736        | \$ 1,227,796        |
| Interest & Rent                                      | 170,400               | 182,400               | 182,400                  | 182,400                | 182,400             | 0.00%         | 182,400             | 182,400             |
| Other Revenue  | 20,833                | -                     | -                        | -                      | -                   | 0.00%         | -                   | -                   |
| <b>REVENUE</b>                                       | <b>1,289,250</b>      | <b>1,339,293</b>      | <b>1,312,400</b>         | <b>1,328,470</b>       | <b>1,362,520</b>    | <b>2.56%</b>  | <b>1,386,136</b>    | <b>1,410,196</b>    |
| <b>Total Revenues &amp; Other Financing Sources</b>  | <b>1,289,250</b>      | <b>1,339,293</b>      | <b>1,312,400</b>         | <b>1,328,470</b>       | <b>1,362,520</b>    | <b>2.56%</b>  | <b>1,386,136</b>    | <b>1,410,196</b>    |
| <b>EXPENDITURE</b>                                   |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Sylvan Glen</b>                                   |                       |                       |                          |                        |                     |               |                     |                     |
| Billy Casper   | 1,092,150             | 1,185,035             | 1,071,540                | 1,090,200              | 1,147,970           | 5.30%         | 1,165,200           | 1,182,710           |
| City Expenses  | 19,031                | 25,630                | 17,810                   | 27,490                 | 30,180              | 9.79%         | 31,830              | 33,500              |
| Capital  | -                     | -                     | -                        | 172,700                | 125,000             | -27.62%       | 493,000             | 132,000             |
| <b>Total Sylvan Glen</b>                             | <b>1,111,181</b>      | <b>1,210,665</b>      | <b>1,089,350</b>         | <b>1,290,390</b>       | <b>1,303,150</b>    | <b>0.99%</b>  | <b>1,690,030</b>    | <b>1,348,210</b>    |
| <b>EXPENDITURE</b>                                   | <b>1,111,181</b>      | <b>1,210,665</b>      | <b>1,089,350</b>         | <b>1,290,390</b>       | <b>1,303,150</b>    | <b>0.99%</b>  | <b>1,690,030</b>    | <b>1,348,210</b>    |
| <b>Total Expenditures &amp; Other Financing Uses</b> | <b>1,111,181</b>      | <b>1,210,665</b>      | <b>1,089,350</b>         | <b>1,290,390</b>       | <b>1,303,150</b>    | <b>0.99%</b>  | <b>1,690,030</b>    | <b>1,348,210</b>    |
| <b>SURPLUS (USE) OF FUND BALANCE</b>                 | <b>178,069</b>        | <b>128,628</b>        | <b>223,050</b>           | <b>38,080</b>          | <b>59,370</b>       | <b>55.91%</b> | <b>(303,894)</b>    | <b>61,986</b>       |
| Beginning Fund Balance                               | 6,190,034             | 6,368,104             | 6,496,731                | 6,496,731              | 6,719,781           | 3.43%         | 6,779,151           | 6,475,257           |
| Ending Fund Balance                                  | <b>\$ 6,368,104</b>   | <b>\$ 6,496,731</b>   | <b>\$ 6,719,781</b>      | <b>\$ 6,534,811</b>    | <b>\$ 6,779,151</b> | <b>3.74%</b>  | <b>\$ 6,475,257</b> | <b>\$ 6,537,243</b> |

# AQUATICS

Interim Recreation Director.....Brian Goul

## MISSION STATEMENT

The mission of the Troy Family Aquatic Center is to offer splashable moments for family and friends in a safe and welcoming environment.

## DEPARTMENT FUNCTIONS

### ADMINISTRATION

- Works on capital improvement projects
- Coordinates marketing
- Establishes staff assignments
- Coordinates planning and development
- Prepares and administers the department budget
- Manages sponsorship and donations

### AQUATICS DIVISION

- Operates the Troy Family Aquatics Center
- Processes over 55,000 visitors annually
- Conducts classes including lifeguarding, lifeguard instructor, water safety instructor, learn to swim, preschool and private swim lessons
- Conducts birthday and celebration parties
- Provides group rentals and private rentals to residents, businesses and school groups
- Conducts weekly family nights and special events

## PERFORMANCE INDICATORS

Facility closed for 2020 season due to COVID, Unknown restrictions for 2021 Season

| PERFORMANCE INDICATORS    | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|---------------------------|----------------|----------------|-------------------|----------------|
| Aquatic Center Admissions | 41,681         | 31,149         | 10,000            | 45,000         |
| Season Pass Attendance    | 13,075         | 9,460          | 3,000             | 14,000         |
| Swim Lesson Registrations | 566            | 374            | 72                | 336            |
| Residents Daily Visits    | 10,716         | 7,988          | 2,250             | 11,000         |
| Non-Resident Daily Visits | 17,890         | 10,788         | 4,250             | 17,500         |
| Camp Visits               | Included above | 2,913          | 500               | 2,500          |

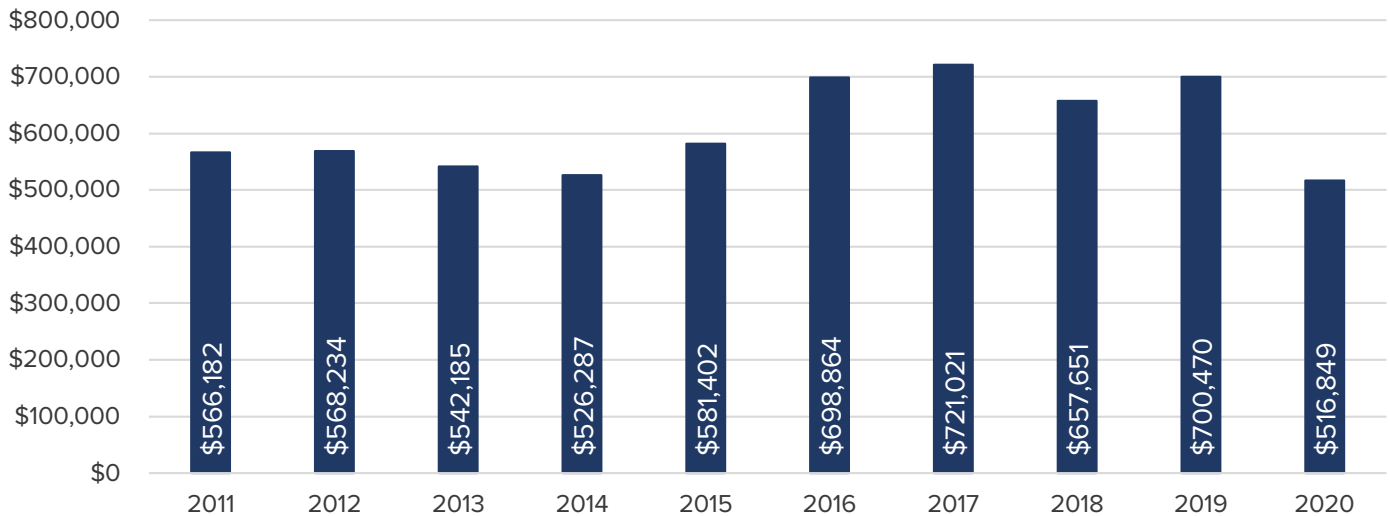
# SUMMARY OF BUDGET CHANGES

## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/19 BUDGET

Closed in 2020. May have restrictions in 2021 as well

| PERSONNEL SUMMARY       | 2019 BUDGET |             | 2020 BUDGET |             | 2021 BUDGET |             | 2022 BUDGET |            |
|-------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------|
|                         | Full Time   | Part Time   | Full Time   | Part Time   | Full Time   | Part Time   | Full Time   | Part Time  |
| Aquatic Center          | 0           | 11.5        | 0           | 10.7        | 0           | 10.1        | 0           | 8.8        |
| <b>Total Department</b> | <b>0</b>    | <b>11.5</b> | <b>0</b>    | <b>10.7</b> | <b>0</b>    | <b>10.1</b> | <b>0</b>    | <b>8.8</b> |

## OPERATING BUDGET HISTORY





**Aquatic Center Fund**  
**Revenues Expenditures and Fund Balance**

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed  | % Change       | 2023 Proposed    | 2024 Proposed  |
|--|-----------------------|-----------------------|--------------------------|------------------------|----------------|----------------|------------------|----------------|
| <b><u>REVENUE</u></b>                                |                       |                       |                          |                        |                |                |                  |                |
| Charges For Services                                 | \$ 532,805            | \$ 300,916            | \$ 213,000               | \$ 590,000             | \$ 600,000     | 1.69%          | \$ 625,000       | \$ 642,000     |
| Interest & Rent                                      | 26,459                | 10,554                | 5,500                    | 26,800                 | 33,000         | 23.13%         | 33,000           | 34,000         |
| Other Revenue  | 244                   | 30                    | -                        | -                      | -              | 0.00%          | -                | -              |
| <b>REVENUE</b>                                       | <b>559,507</b>        | <b>311,500</b>        | <b>218,500</b>           | <b>616,800</b>         | <b>633,000</b> | <b>2.63%</b>   | <b>658,000</b>   | <b>676,000</b> |
| <b>Total Revenues &amp; Other Financing Sources</b>  | <b>559,507</b>        | <b>311,500</b>        | <b>218,500</b>           | <b>616,800</b>         | <b>633,000</b> | <b>2.63%</b>   | <b>658,000</b>   | <b>676,000</b> |
| <b><u>EXPENDITURE</u></b>                            |                       |                       |                          |                        |                |                |                  |                |
| <b>Aquatic Center</b>                                |                       |                       |                          |                        |                |                |                  |                |
| Operations   | 700,470               | 516,849               | 303,150                  | 564,170                | 531,774        | -5.74%         | 542,543          | 553,913        |
| Capital  | -                     | -                     | 293,160                  | 327,000                | 110,000        | -66.36%        | 455,000          | 80,000         |
| <b>Total Aquatic Center</b>                          | <b>700,470</b>        | <b>516,849</b>        | <b>596,310</b>           | <b>891,170</b>         | <b>641,774</b> | <b>-27.99%</b> | <b>997,543</b>   | <b>633,913</b> |
| <b>EXPENDITURE</b>                                   | <b>700,470</b>        | <b>516,849</b>        | <b>596,310</b>           | <b>891,170</b>         | <b>641,774</b> | <b>-27.99%</b> | <b>997,543</b>   | <b>633,913</b> |
| <b>Total Expenditures &amp; Other Financing Uses</b> | <b>700,470</b>        | <b>516,849</b>        | <b>596,310</b>           | <b>891,170</b>         | <b>641,774</b> | <b>-27.99%</b> | <b>997,543</b>   | <b>633,913</b> |
| <b>SURPLUS (USE) OF FUND BALANCE</b>                 | <b>(140,963)</b>      | <b>(205,349)</b>      | <b>(377,810)</b>         | <b>(274,370)</b>       | <b>(8,774)</b> | <b>-96.80%</b> | <b>(339,543)</b> | <b>42,087</b>  |
| Beginning Fund Balance                               | 889,019               | 748,056               | 542,707                  | 542,707                | 164,897        | -69.62%        | 156,123          | (183,420)      |
| Ending Fund Balance                                  | \$ 748,056            | \$ 542,707            | \$ 164,897               | \$ 268,337             | \$ 156,123     | -41.82%        | (\$ 183,420)     | (\$ 141,333)   |

# WATER & SEWER

Public Works Director.....Kurt Bovensiep

Water and Sewer Operations Manager.....Paul Trosper

## MISSION STATEMENT

The Water Division is dedicated to serving residents of the City of Troy by ensuring that the quality of the drinking water is above all standards and that water needed to fight fires is never compromised. The Sewer Division is dedicated to ensuring the safe and efficient discharge of wastewater to the Great Lakes Water Authority (GLWA) waste treatment facility.

## DEPARTMENT FUNCTIONS

### WATER AND SEWER BILLING AND ACCOUNTS

- Provides billing, account management and administration
- Communicates with field staff regarding customer service request and information
- Provides clerical support to the department
- Educates consumers on leak detection, Water-driven sump pumps, water loss through leaking toilets and lawn sprinkler systems

### SEWER MAINTENANCE

- Maintains, cleans, televises and repairs sanitary sewers, lift stations and manholes
- Responds to service request calls related to the sanitary sewer system
- Inspects, assist and supervises subcontractors in the development and expansion of the sanitary sewer system
- Provides flow metering for a study to identify inflow and infiltration issues

### WATER TRANSMISSION AND DISTRIBUTION

- Provides accurate and continuous readings of water meters
- Maintains water distribution system, including pressure reducing valves, hydrants, services and meters
- Responds to citizen service request and inquiries related to water quality questions, water pressure problems and water main construction
- Inspect, assist and supervises contractors in the development and expansion of the water distribution system
- Inspects connections to the water supply in commercial buildings and enforces City Ordinances related to cross-connection control

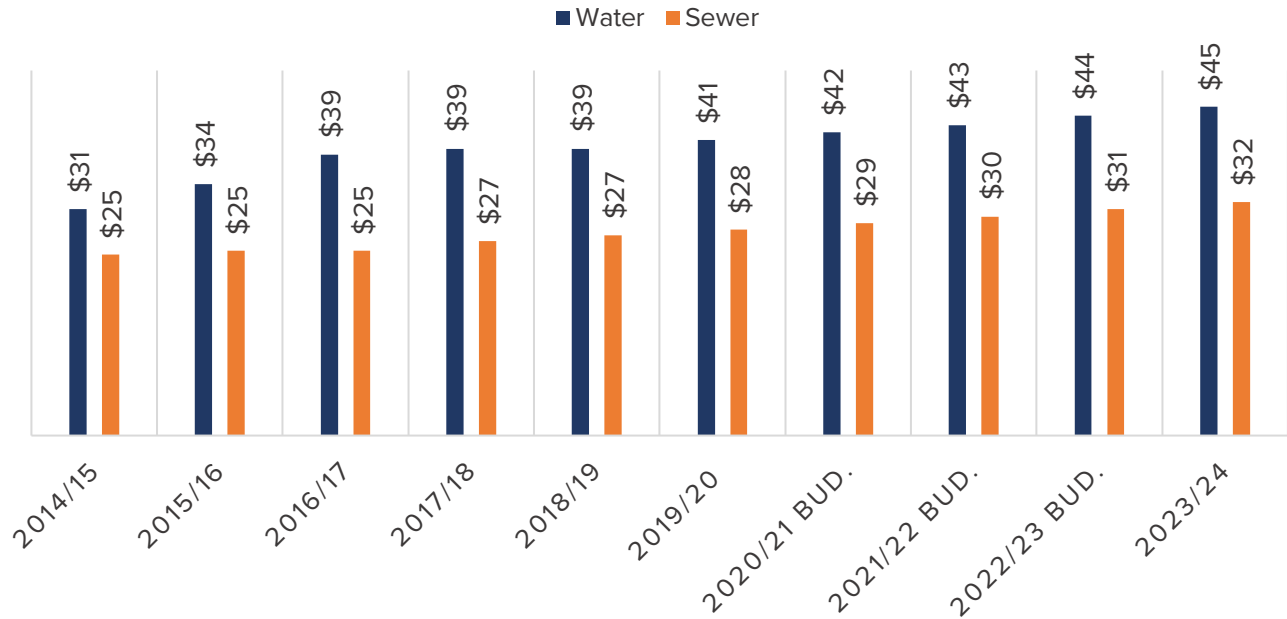
# PERFORMANCE INDICATORS

| PERFORMANCE INDICATORS             | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|------------------------------------|----------------|----------------|-------------------|----------------|
| Service Request Received           | 2,971          | 2,036          | 2,050             | 2,075          |
| New Water Taps                     | 175            | 141            | 145               | 140            |
| New Water Meter Installations      | 175            | 141            | 145               | 140            |
| Backflow Compliance Notices        | 12,071         | 12,100         | 12,125            | 12,135         |
| Repaired Water Main Breaks         | 30             | 21             | 20                | 25             |
| Valves Turned                      | 4,100          | 4,600          | 4,750             | 4,800          |
| Miss Dig Teletypes                 | 10,361         | 10,675         | 10,500            | 10,700         |
| Hydrants Winterized                | 6,050          | 6,118          | 6,130             | 6,142          |
| Water Sample Testing               | 575            | 600            | 605               | 607            |
| Sanitary Sewers Cleaned (feet)     | 356,153        | 592,587        | 520,000           | 550,000        |
| Large Meter Exchanges              | 58             | 45             | 50                | 60             |
| 10 Year Meter Exchanges            | 1,029          | 769            | 525               | 785            |
| Water & Sewer Customers            | 28,452         | 28,475         | 28,600            | 28,670         |
| Miles of Water Main                | 544            | 549            | 551               | 554            |
| Water Purchased from Detroit (MCF) | 470,324        | 435,036        | 482,000           | 470,000        |
| Miles of Sanitary Sewer            | 400            | 407            | 409               | 411            |
| Sanitary Sewer Main Blockages      | 5              | 6              | 6                 | 6              |

## NOTES ON PERFORMANCE INDICATORS

Due to COVID restrictions meter exchanges were down for 2020/2021

# RATES



|               | 2014/15 Rates | 2015/16 Rates | 2016/17 Rates | 2017/18 Rates | 2018/19 Rates | 2019/20 Rates | 2020/21 Rates | Budget 2021/22 Rates | Budget 2022/23 Rates | Budget 2023/24 Rates |
|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------------|----------------------|----------------------|
| Water         | \$31.00       | \$34.40       | \$38.50       | \$39.30       | \$39.30       | \$40.50       | \$41.50       | \$42.50              | \$43.80              | \$45.10              |
| Sewer         | \$24.80       | \$25.30       | \$25.30       | \$26.60       | \$27.40       | \$28.20       | \$29.10       | \$30.00              | \$31.00              | \$32.00              |
| Total Rate    | \$55.80       | \$59.70       | \$63.80       | \$65.90       | \$66.70       | \$68.70       | \$70.60       | \$72.50              | \$74.80              | \$77.10              |
| Rate Increase | \$0.65        | \$3.90        | \$4.10        | \$2.10        | \$0.80        | \$2.00        | \$1.90        | \$1.90               | \$2.30               | \$2.30               |
| Percent       | 1.2%          | 7.0%          | 6.9%          | 3.3%          | 1.2%          | 3.0%          | 2.8%          | 2.7%                 | 3.2%                 | 3.1%                 |

## SUMMARY OF BUDGET CHANGES

As regulations and water treatment procedures become increasingly more stringent the cost of water will reflect these changes

### SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21

None

| PERSONNEL SUMMARY    | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|----------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                      | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Water/Sewer Division | 35.73       | 1.3       | 35.71       | 0.8       | 35.71       | 1.2       | 35.25       | 1.9       |
| Total Department     | 35.73       | 1.3       | 35.71       | 0.8       | 35.71       | 1.2       | 35.25       | 1.9       |

## GREAT LAKES WATER AUTHORITY (GLWA)

| YEAR    | ESTIMATED<br>FIXED FEE | ESTIMATED<br>VARIABLE RATE | ESTIMATED<br>COMBINED RATE | ESTIMATED<br>USAGE (MCF) |
|---------|------------------------|----------------------------|----------------------------|--------------------------|
| 2016/17 | 7,836,000              | \$12.01                    | \$29.04                    | 460,000                  |
| 2017/18 | 8,079,600              | \$11.80                    | \$28.99                    | 470,000                  |
| 2018/19 | 8,190,000              | \$11.55                    | \$28.98                    | 470,000                  |
| 2019/20 | 8,370,000              | \$11.34                    | \$29.15                    | 470,000                  |
| 2020/21 | 8,450,400              | \$12.20                    | \$30.18                    | 470,000                  |
| 2021/22 | 8,697,800              | \$12.24                    | \$30.74                    | 470,000                  |

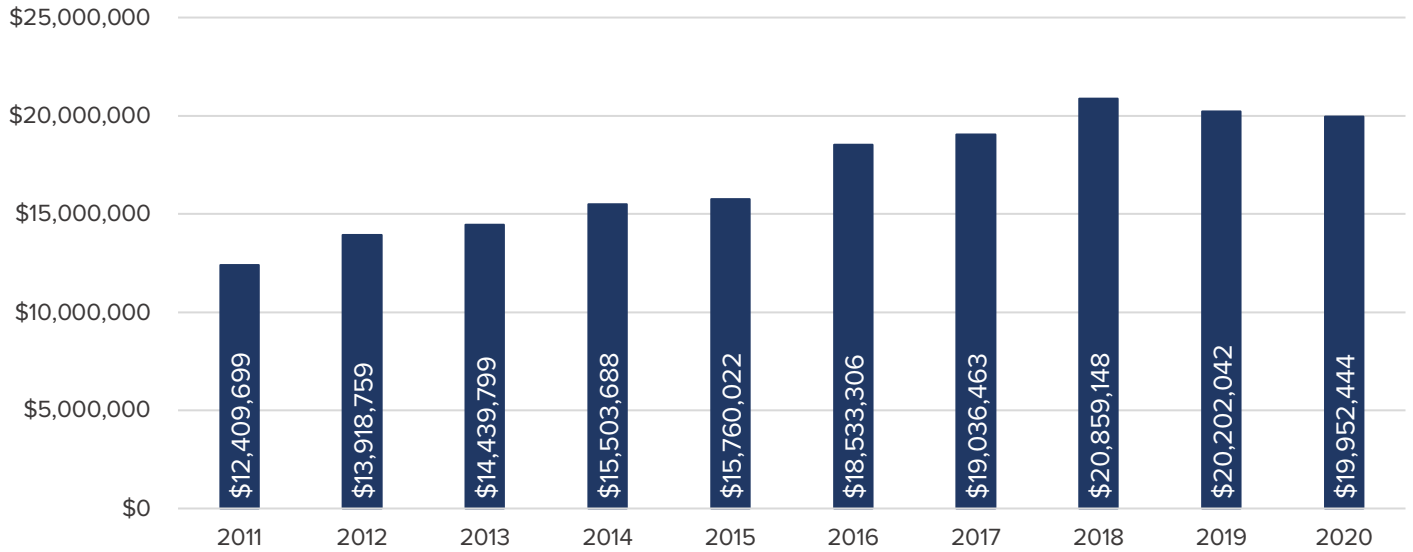
## OCWRC - G.W. KUHN SEWERAGE RATE

| YEAR    | ESTIMATED<br>FIXED FEE | ESTIMATED<br>VARIABLE RATE | ESTIMATED<br>COMBINED RATE | ESTIMATED<br>USAGE (MCF) |
|---------|------------------------|----------------------------|----------------------------|--------------------------|
| 2016/17 | 8,150,903              | \$0.00                     | \$21.05                    | 387,130                  |
| 2017/18 | 8,738,221              | \$0.00                     | \$21.85                    | 400,000                  |
| 2018/19 | 8,902,126              | \$0.00                     | \$22.26                    | 400,000                  |
| 2019/20 | 9,080,200              | \$0.00                     | \$22.70                    | 400,000                  |
| 2020/21 | 9,261,804              | \$0.00                     | \$23.15                    | 400,000                  |
| 2021/22 | 9,447,040              | \$0.00                     | \$23.62                    | 400,000                  |

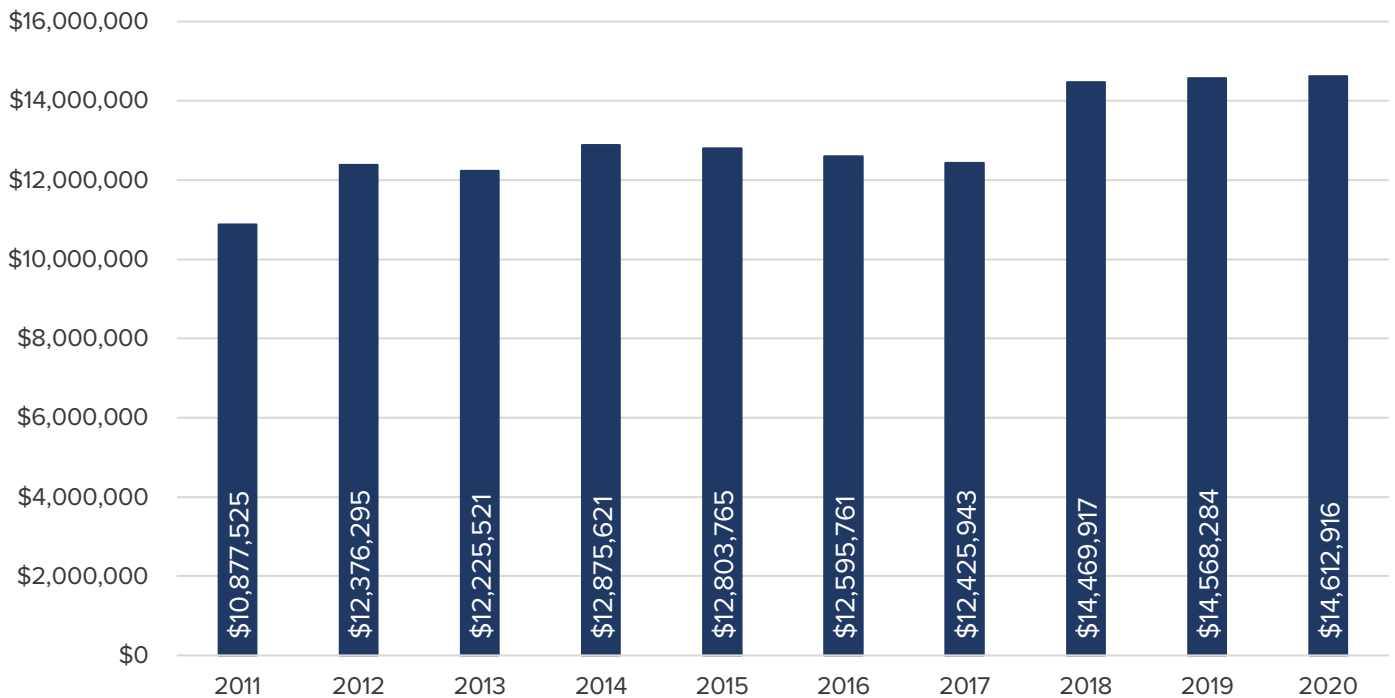
## OCWRC - EVERGREEN-FARMINGTON SEWERAGE RATE

| YEAR    | ESTIMATED<br>FIXED FEE | ESTIMATED<br>VARIABLE RATE | ESTIMATED<br>COMBINED RATE | ESTIMATED<br>USAGE (MCF) |
|---------|------------------------|----------------------------|----------------------------|--------------------------|
| 2016/17 | 1,631,218              | \$0.00                     | \$22.39                    | 72,870                   |
| 2017/18 | 1,799,371              | \$0.00                     | \$25.71                    | 70,000                   |
| 2018/19 | 1,833,123              | \$0.00                     | \$26.19                    | 70,000                   |
| 2019/20 | 1,869,800              | \$0.00                     | \$26.71                    | 70,000                   |
| 2020/21 | 1,907,196              | \$0.00                     | \$27.25                    | 70,000                   |
| 2021/22 | 1,945,340              | \$0.00                     | \$27.79                    | 70,000                   |

## OPERATING BUDGET HISTORY – WATER



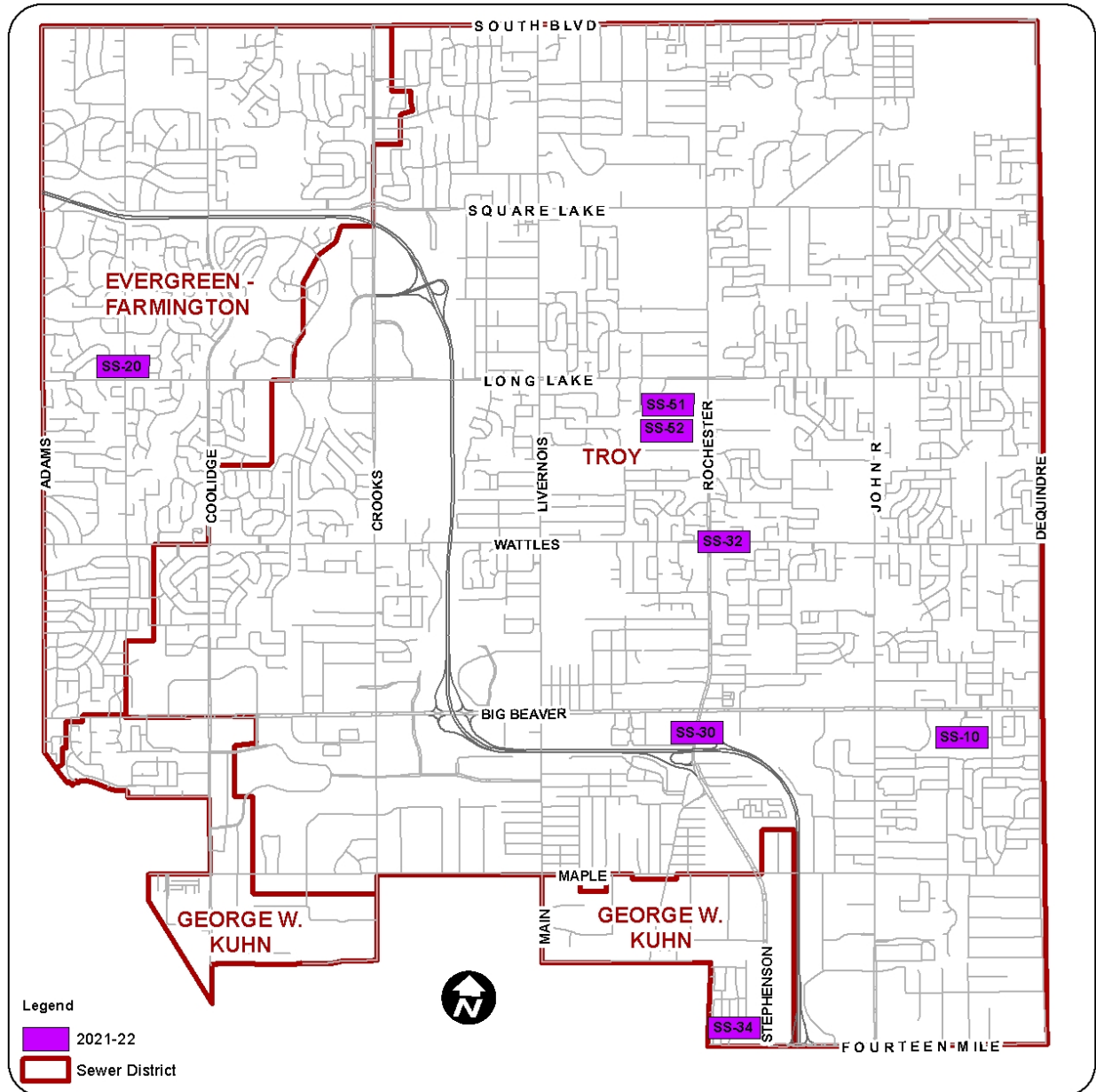
## OPERATING BUDGET HISTORY – SEWER



**Sewer Fund**  
**Revenues Expenditures and Fund Balance**

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed        | % Change       | 2023 Proposed        | 2024 Proposed        |
|--|-----------------------|-----------------------|--------------------------|------------------------|----------------------|----------------|----------------------|----------------------|
| <b>REVENUE</b>                                       |                       |                       |                          |                        |                      |                |                      |                      |
| Contributions From Local Units                       | -                     | \$ 20,848             | \$ 6,000                 | -                      | -                    | 0.00%          | -                    | -                    |
| Charges For Services                                 | 13,124,295            | 12,681,390            | 15,065,000               | 14,284,400             | 14,721,800           | 3.06%          | 15,200,000           | 15,670,000           |
| Interest & Rent                                      | 963,131               | 604,517               | 220,000                  | 300,000                | 200,000              | -33.33%        | 200,000              | 200,000              |
| Other Revenue  | 407,730               | 21,751                | -                        | -                      | -                    | 0.00%          | -                    | -                    |
| <b>REVENUE</b>                                       | <b>14,495,157</b>     | <b>13,328,506</b>     | <b>15,291,000</b>        | <b>14,584,400</b>      | <b>14,921,800</b>    | <b>2.31%</b>   | <b>15,400,000</b>    | <b>15,870,000</b>    |
| <b>Total Revenues &amp; Other Financing Sources</b>  | <b>14,495,157</b>     | <b>13,328,506</b>     | <b>15,291,000</b>        | <b>14,584,400</b>      | <b>14,921,800</b>    | <b>2.31%</b>   | <b>15,400,000</b>    | <b>15,870,000</b>    |
| <b>EXPENDITURE</b>                                   |                       |                       |                          |                        |                      |                |                      |                      |
| <b>Sewer</b>   |                       |                       |                          |                        |                      |                |                      |                      |
| Administration & Cost Of Sales                       | 13,538,384            | 13,667,896            | 12,384,310               | 12,615,080             | 12,860,733           | 1.95%          | 13,110,189           | 13,495,340           |
| Maintenance  | 1,029,900             | 945,020               | 1,076,250                | 1,191,470              | 1,110,870            | -6.76%         | 1,133,030            | 1,157,670            |
| Capital  | -                     | -                     | 8,000,000                | 12,862,000             | 4,000,000            | -68.90%        | 3,000,000            | 2,000,000            |
| <b>Total Sewer</b>                                   | <b>14,568,284</b>     | <b>14,612,916</b>     | <b>21,460,560</b>        | <b>26,668,550</b>      | <b>17,971,603</b>    | <b>-32.61%</b> | <b>17,243,219</b>    | <b>16,653,010</b>    |
| <b>EXPENDITURE</b>                                   | <b>14,568,284</b>     | <b>14,612,916</b>     | <b>21,460,560</b>        | <b>26,668,550</b>      | <b>17,971,603</b>    | <b>-32.61%</b> | <b>17,243,219</b>    | <b>16,653,010</b>    |
| <b>Total Expenditures &amp; Other Financing Uses</b> | <b>14,568,284</b>     | <b>14,612,916</b>     | <b>21,460,560</b>        | <b>26,668,550</b>      | <b>17,971,603</b>    | <b>-32.61%</b> | <b>17,243,219</b>    | <b>16,653,010</b>    |
| <b>SURPLUS (USE) OF FUND BALANCE</b>                 | <b>(73,128)</b>       | <b>(1,284,410)</b>    | <b>(6,169,560)</b>       | <b>(12,084,150)</b>    | <b>(3,049,803)</b>   | <b>-74.76%</b> | <b>(1,843,219)</b>   | <b>(783,010)</b>     |
| Beginning Fund Balance                               | 66,852,167            | 66,779,039            | 65,494,629               | 65,494,629             | 59,325,069           | -9.42%         | 56,275,266           | 54,432,047           |
| Ending Fund Balance                                  | <b>\$ 66,779,039</b>  | <b>\$ 65,494,629</b>  | <b>\$ 59,325,069</b>     | <b>\$ 53,410,479</b>   | <b>\$ 56,275,266</b> | <b>5.36%</b>   | <b>\$ 54,432,047</b> | <b>\$ 53,649,037</b> |

## Sewer Fund Capital





## Sewer Fund Capital

| SEWER FUND 2022 BUDGET (590.527.535.7973) |                |   |                    |                   |               |                     |                             |                         |                      |                                       |
|---|----------------|---|--------------------|-------------------|---------------|---------------------|-----------------------------|-------------------------|----------------------|---------------------------------------|
| Map Number                                | Project Number | Project Name                              | Total Project Cost | Total City Cost   | Other Sources | 2021 Amended Budget | 2021 Expenditure to 6/30/21 | 2021 Balance at 6/30/21 | Proposed 2022 Budget | Comments                              |
| SS-04                                     | 09.401.5       | Miscellaneous Sanitary Sewer Locations    | 2,650,000          | 2,650,000         | -             | 100,000             | -                           | 100,000                 | -                    | City Wide Sanitary Sewer Ext. Program |
| SS-10                                     | 17.402.5       | Big Beaver Relief Sewer                   | 7,500,000          | 7,500,000         | -             | 6,000,000           | 6,000,000                   | -                       | 1,500,000            | Big Beaver - Paris                    |
| SS-17                                     | 16.403.5       | Lift Station Renovation                   | 860,000            | 860,000           | -             | 452,000             | 365,000                     | 87,000                  | -                    | 7 Stations                            |
| SS-18                                     | 18.401.5       | Willow Grove Sanitary Sewer               | 1,700,000          | 1,700,000         | -             | 1,685,000           | 900,000                     | 785,000                 | -                    | Trevino to Square Lake                |
| SS-20                                     | 20.403.5       | Ev-Frm Corrective Action Plan (CAP)       | 2,500,000          | 2,500,000         | -             | 4,000,000           | -                           | 4,000,000               | 1,200,000            | Phase II CAP - City's Share           |
| SS-30                                     | 16.404.5       | Sanitary Sewer CIPP                       | 3,000,000          | 3,000,000         | -             | 250,000             | 500,000                     | (250,000)               | 500,000              | City wide sanitary sewer ext. program |
| SS-32                                     | 20.405.5       | Sanitary Cleaning & Television Inspection | 3,000,000          | 3,000,000         | -             | 250,000             | 250,000                     | -                       | 500,000              | City wide sanitary sewer ext. program |
| SS-33                                     |                | Root Treatment                            | 1,350,000          | 1,350,000         | -             | -                   | -                           | -                       | 100,000              | City wide sanitary sewer ext. program |
| SS-34                                     |                | Sanitary Sewer System Improvements, 2014  | 20,000             | 20,000            | -             | -                   | -                           | -                       | 20,000               | DPW                                   |
| SS-49                                     | 7973.0001      | Various Projects & Locations              | 50,000             | 50,000            | -             | 50,000              | 10,000                      | 40,000                  | 30,000               | Various Projects                      |
| SS-50                                     | 7978.010       | General Equipment                         | 50,000             | 50,000            | -             | 50,000              | 50,000                      | -                       | 50,000               | DPW                                   |
| SS-51                                     | 7975           | Sewer Wash Pad Improvements               | 50,000             | 50,000            | -             | -                   | -                           | -                       | 50,000               | DPW                                   |
| SS-52                                     | 7975           | W/S Garage Ventilation                    | 50,000             | 50,000            | -             | -                   | -                           | -                       | 50,000               | DPW                                   |
| SS-53                                     | 7975           | W&S Storage Bldg. & Workshop Replacement  | 25,000             | 25,000            | -             | 25,000              | 25,000                      | -                       | -                    | DPW                                   |
| <b>TOTALS:</b>                            |                |   | <b>22,805,000</b>  | <b>22,805,000</b> | <b>-</b>      | <b>12,862,000</b>   | <b>8,100,000</b>            | <b>4,762,000</b>        | <b>4,000,000</b>     |                                       |

**Sewer Fund Capital**

The City of Troy is divided into 3 sanitary sewer districts: the George W. Kuhn Drainage District (formerly the Twelve Towns Drainage District); Evergreen-Farmington Sewage Disposal District; and the Troy Sewage Disposal District. Wastewater from all 3 districts is carried through large diameter interceptor pipes to the Detroit Wastewater Treatment Plant for treatment before discharge to the Detroit River.

Following is a description of the specific functions of each district:

**George W. Kuhn (GWK) Drainage District**

The George W. Kuhn Drainage District (formerly the Twelve Towns Drainage District) serves all or part of 14 communities, encompassing a drainage area of 24,500 acres upstream of the Red Run Drain, a tributary of the Clinton River. During dry weather, all flow is routed to the Detroit Wastewater Treatment Plant, but during heavy rainfall, high volumes of combined sewage (typically more than 93 percent storm water) exceed the outlet capacity to Detroit, causing excess flow to be diverted to the George W. Kuhn Retention Treatment Basin (GWK RTB) where it is stored, screened and disinfected prior to discharge to the Red Run Drain. The GWK RTB construction was completed in 2006.

**Evergreen-Farmington Sewage Disposal District**

This district is in the northwest portion of the city in the Rouge River Drainage Basin. This interceptor was constructed by the Oakland County Department of Public Works in 1959 and serves the City of Troy and surrounding communities. The County contracted with each community for their share of the interceptor based on population.

**Troy Sewage Disposal District**

The interceptor sewers in this district were constructed for the City of Troy by the Oakland County Department of Public Works. The sanitary flow from this district discharges to the Dequindre Interceptor at 14 Mile and Dequindre. The city contracted for capacity in the Southeastern Oakland County Sewage Disposal System. Troy's capacity was computed on the basis of population in the GWK Drainage District and the Troy Sewage Disposal District.

Sewer Fund projects typically are initiated to address one of 3 issues:

- To provide for the City of Troy's share towards major sewer projects that may be mandated by state or federal laws or permit requirements.
- Sewer system studies that identify projects to address state and federal requirements.
- Elimination of septic systems in Troy.

**Sewer Fund Capital****SS-4. Miscellaneous Sanitary Sewer Locations**

This annual amount budgeted is to provide for new sanitary sewer throughout the city. Locations that are currently serviced by septic systems have been identified. A continuation of this program will require that right-of-way and/or easements be acquired in order to construct additional sanitary sewer. Specific locations are not delineated on the map due to the small size of most locations. This project will be paid for entirely by City funds.

**SS-10. Big Beaver Relief Sewer**

This project will construct a large diameter relief sewer to provide for additional capacity to serve the Big Beaver Road corridor. Funds have previously been budgeted for study and design. The studies and design have been completed and the project is ready for bidding and construction. This project will be paid for entirely by City funds.

**SS-20. Evergreen - Farmington Corrective Action Plan (CAP)**

The Evergreen-Farmington sewage Disposal System is under a State of Michigan Department of the Environment, Great Lakes and Energy (EGLE), Administrative Consent Order (ACO). The ACO calls for a Corrective Action Plan (CAP) for the Phase II projects to be submitted by April 1, 2020 and for the construction of the Phase II projects to be completed by November 1, 2022. The Water Resources Commissioner Office has taken the lead for the fifteen (15) communities that makeup the Evergreen-Farmington Disposal System. The City of Troy accounts for approximately 3.15 % of the tributary peak flow and our costs will be split into two projects. The purchase of Additional Capacity, estimated at \$33 million (Troy's share \$1 million) and System Improvements estimated at \$35 million (Troy's share 1.1 million). Budget number are 20% higher since these are estimate project costs.

**SS-30. Sanitary Sewer CIPP**

Previous cleaning and televising sanitary sewers has identified some lines for immediate repair, others were highlighted for needing attention in the future. Sewer lines needing attention will be repaired by Sanitary Sewer CIPP projects.

**SS-32. Sanitary Cleaning & Television Inspection**

Previously Saw Grant Funding provided for cleaning and televising some sanitary sewers. Some lines were identified for immediate repair, others were highlighted for needing attention in the future. The results of the cleaning and inspection also made it very apparent that the older, larger diameter concrete pipes in the Troy Sanitary Sewer System needed to be cleaned, televised and inspected. Implementing a proactive approach to sewer maintenance will reduce reactive repair costs and restore capacity to the system.

**Sewer Fund Capital****SS-33. Root Treatment**

Previously Saw Grant Funding provided for cleaning and televising some sanitary sewers. Some lines were identified for immediate repair, others were highlighted for needing attention in the future. Root treatment of sanitary sewers that are located in rear yards is a highlighted need for attention. Implementing a proactive approach to sewer maintenance will reduce reactive repair costs and restore capacity to the system.

**SS-34. Sanitary Sewer System Improvements, 2014**

Replacement of structure covers in the GWK sanitary district by DPW personnel.

**SS-49. Various Projects and Locations**

This item is used for small projects that are encountered throughout the year that do not fit within a traditional sewer fund project. Examples are maintenance items and expenditures for materials for the sewer system. An annual amount is included in the budget which is on-going and is paid for entirely by City funds.

**SS-50. General Equipment**

This is an annual budget amount in the Sewer Fund for miscellaneous equipment required by the Public Works or Engineering Department for work associated with the Sewer Fund that are otherwise not specifically noted in the capital improvement plan. The budget amount is established annually based on anticipated needs and is on-going. This project will be paid for entirely by City funds.

**SS-51. Sewer Wash Pad Improvements (DPW)**

As part of the MS4 Permit requirements material removed from sewers must be disposed of properly. The wet material is placed on a concrete pad at the DPW yard to dry. The liquid is sent to a sanitary sewer and the dried material is taken to an appropriate land fill. To more efficiently handle and dispose of this material the existing pad needs to be replaced and enhanced. Materials handled in this process are connected to the municipal sanitary & storm sewer systems.

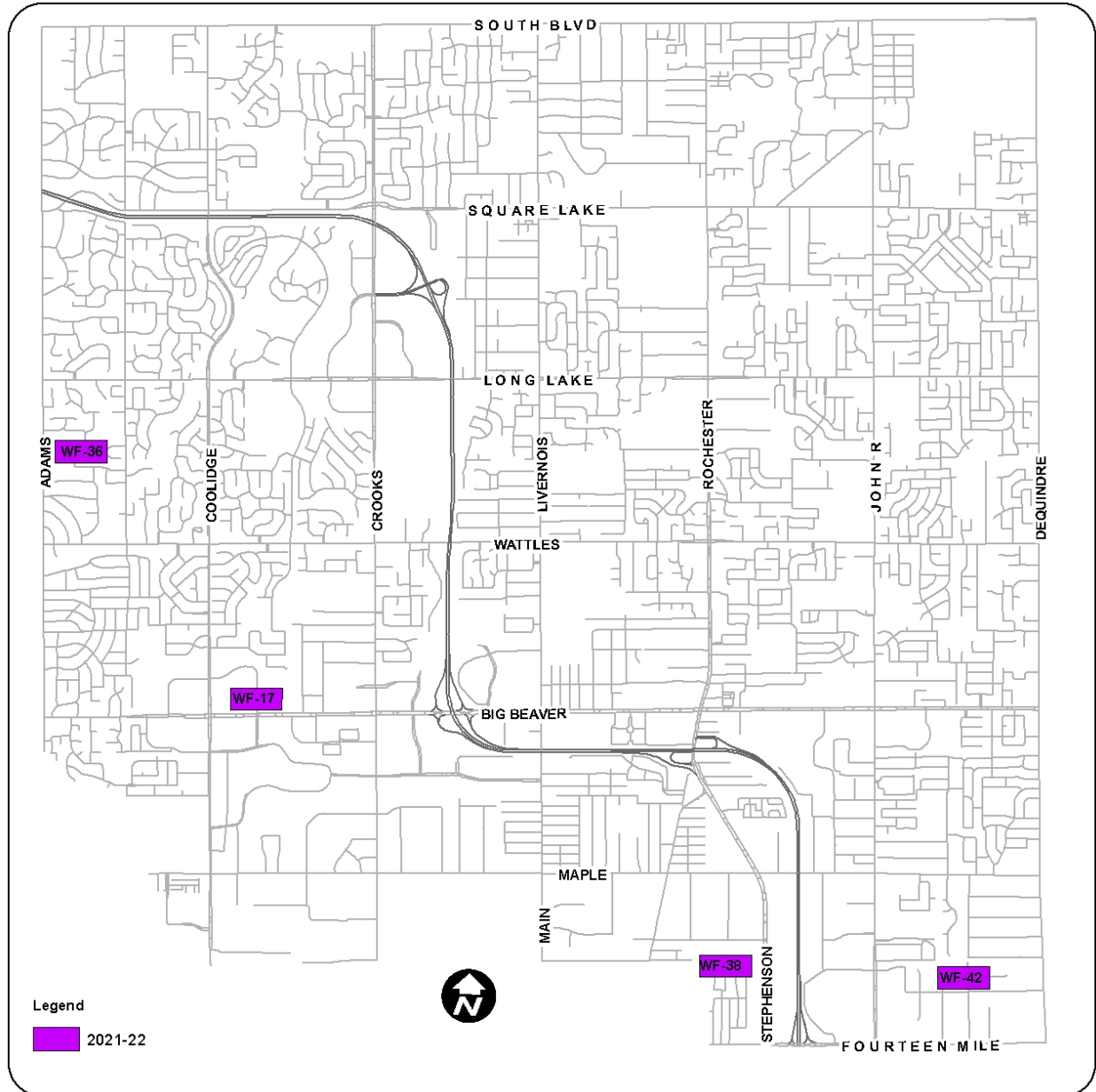
**SS-52. W/S Garage Ventilation (DPW)**

The ventilation system in the Water & Sewer garage has exceeded its' life expectancy, and is costly to repair. Materials and equipment stored and repaired in this building are connect to the operation of municipal water and sewer systems.

**Water Fund**  
**Revenues Expenditures and Fund Balance**

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed        | % Change       | 2023 Proposed        | 2024 Proposed        |
|--|-----------------------|-----------------------|--------------------------|------------------------|----------------------|----------------|----------------------|----------------------|
| <b>REVENUE</b>                                       |                       |                       |                          |                        |                      |                |                      |                      |
| Charges For Services                                 | \$ 19,673,616         | \$ 19,181,045         | \$ 21,505,200            | \$ 20,947,500          | \$ 21,406,500        | 2.19%          | \$ 22,017,500        | \$ 22,628,500        |
| Interest & Rent                                      | 501,806               | 345,405               | 185,000                  | 104,300                | 104,400              | 0.10%          | 104,400              | 104,400              |
| Other Revenue  | 657,425               | 176,649               | 100,000                  | 100,100                | 100,100              | 0.00%          | 100,100              | 100,100              |
| <b>REVENUE</b>                                       | <b>20,832,848</b>     | <b>19,703,099</b>     | <b>21,790,200</b>        | <b>21,151,900</b>      | <b>21,611,000</b>    | <b>2.17%</b>   | <b>22,222,000</b>    | <b>22,833,000</b>    |
| <b>Total Revenues &amp; Other Financing Sources</b>  | <b>20,832,848</b>     | <b>19,703,099</b>     | <b>21,790,200</b>        | <b>21,151,900</b>      | <b>21,611,000</b>    | <b>2.17%</b>   | <b>22,222,000</b>    | <b>22,833,000</b>    |
| <b>EXPENDITURE</b>                                   |                       |                       |                          |                        |                      |                |                      |                      |
| <b>Water</b>   |                       |                       |                          |                        |                      |                |                      |                      |
| Administration & Cost Of Sales                       | 17,077,313            | 16,977,753            | 14,917,630               | 15,316,074             | 15,552,886           | 1.55%          | 15,997,537           | 16,468,317           |
| Transmission & Distribution                          | 668,026               | 725,938               | 727,675                  | 714,600                | 804,460              | 12.57%         | 824,165              | 845,890              |
| Maintenance  | 2,228,774             | 2,024,357             | 2,058,058                | 2,670,700              | 2,649,360            | -0.80%         | 2,706,230            | 2,766,560            |
| Reading & Accounting                                 | 227,927               | 224,397               | 232,770                  | 284,810                | 304,630              | 6.96%          | 310,300              | 316,570              |
| Capital  | -                     | -                     | 6,973,725                | 7,075,000              | 3,600,000            | -49.12%        | 3,600,000            | 3,600,000            |
| <b>Total Water</b>                                   | <b>20,202,041</b>     | <b>19,952,444</b>     | <b>24,909,858</b>        | <b>26,061,184</b>      | <b>22,911,336</b>    | <b>-12.09%</b> | <b>23,438,232</b>    | <b>23,997,337</b>    |
| <b>EXPENDITURE</b>                                   | <b>20,202,041</b>     | <b>19,952,444</b>     | <b>24,909,858</b>        | <b>26,061,184</b>      | <b>22,911,336</b>    | <b>-12.09%</b> | <b>23,438,232</b>    | <b>23,997,337</b>    |
| <b>Total Expenditures &amp; Other Financing Uses</b> | <b>20,202,041</b>     | <b>19,952,444</b>     | <b>24,909,858</b>        | <b>26,061,184</b>      | <b>22,911,336</b>    | <b>-12.09%</b> | <b>23,438,232</b>    | <b>23,997,337</b>    |
| <b>SURPLUS (USE) OF FUND BALANCE</b>                 | <b>630,807</b>        | <b>(249,345)</b>      | <b>(3,119,658)</b>       | <b>(4,909,284)</b>     | <b>(1,300,336)</b>   | <b>-73.51%</b> | <b>(1,216,232)</b>   | <b>(1,164,337)</b>   |
| Beginning Fund Balance                               | 100,048,289           | 100,679,096           | 100,429,751              | 100,429,751            | 97,310,093           | -3.11%         | 96,009,757           | 94,793,525           |
| Ending Fund Balance                                  | <u>\$ 100,679,096</u> | <u>\$ 100,429,751</u> | <u>\$ 97,310,093</u>     | <u>\$ 95,520,467</u>   | <u>\$ 96,009,757</u> | <u>0.51%</u>   | <u>\$ 94,793,525</u> | <u>\$ 93,629,188</u> |

## Water Fund Capital



## Water Fund Capital

## WATER FUND 2022 BUDGET (591.537.555.7972)

| Map Number     | Project Number | Project Name                             | Total Project Cost | Total City Cost   | Other Sources | 2021 Amended Budget | 2021 Expenditure to 6/30/21 | 2021 Balance at 6/30/21 | Proposed 2022 Budget | Comments   |
|----------------|----------------|--|--------------------|-------------------|---------------|---------------------|-----------------------------|-------------------------|----------------------|--|
|                | 17.501.5       | Square Lake Place Subdivision            | 1,700,000          | 1,700,000         | -             | 200,000             | 33,500                      | 166,500                 | -                    | Saxony, Tuscany, Normandy, Dryden, Smithfield, Brittany, Silverstone       |
|                | 18.502.5       | Naughton, Wheaton & Piedmont             | 4,500,000          | 4,500,000         | -             | 3,975,000           | 2,600,000                   | 1,375,000               | -                    | Replace 8" with 12"  |
|                | 17.503.5       | Beach PRV (2020 Carryover)               | 860,400            | 860,400           |               | 50,000              | 20,000                      | 30,000                  |                      | PRV Replacement at Beach and South Blvd                                    |
|                | 20.501.5       | Midtown Place Apt. Wm Upgrades           | 150,000            | 150,000           | -             | 150,000             | 109,000                     | 41,000                  | -                    | 8" to 12" Water Main Replacement for Fire Protection & Reliability         |
|                | 20.507.5       | Maxwell & Stutz                          | 1,000,000          | 1,000,000         | -             | 250,000             | 1,000,000                   | (750,000)               | -                    | Breaks & 8" to 12" Water Main Replacement                                  |
|                | 20.505.5       | Indusco Ct.                              | 1,500,000          | 1,500,000         | -             | 1,050,000           | 1,500,000                   | (450,000)               | -                    | 8" to 12" and 16" Water Main Replacement for Fire Protection & Reliability |
| WF-36          | 20.504.5       | Orchard Trail                            | 700,000            | 700,000           | -             | 600,000             | 400,000                     | 200,000                 | 300,000              | 6" to 8" Water Main Replacement for Fire Protection & Reliability          |
|                | 20.502.5       | I-75 Crossing at Oakland Mall Betterment | 350,000            | 350,000           | -             | 250,000             | 350,000                     | (100,000)               | -                    | Upgrade I-75 Crossing with road project                                    |
|                | 20.503.5       | I-75 Crossing at Maple Betterment        | 750,000            | 750,000           | -             | 250,000             | 750,000                     | (500,000)               | -                    | Upgrade I-75 Crossing with road project                                    |
|                | 20.506.5       | Axtell behind Hollywood Market           | 200,000            | 200,000           | -             | 150,000             | 200,000                     | (50,000)                | -                    | Breaks & 8" to 12" Water Main Replacement                                  |
| WF-17          | 21.501.5       | PRV #7                                   | 550,000            | 550,000           | -             |                     |                             |                         | 550,000              | NE Corner of Big Beaver and Coolidge                                       |
| WF-38          | 21.503.5       | Stephenson, Maple to 14 Mile             | 2,500,000          | 2,500,000         | -             |                     |                             |                         | 2,500,000            | 8" to 12" and 16" Water Main Replacement for Fire Protection & Reliability |
| WF-42          | 22.501.5       | Minnesota, 14 Mile to American           | 100,000            | 100,000           | -             |                     |                             |                         | 100,000              | 8" to 12" and 16" Water Main Replacement for Fire Protection & Reliability |
| WF-50          | 7972.0001      | Various Projects & Locations             | 50,000             | 50,000            | -             | 50,000              | 10,000                      | 40,000                  | 50,000               | Various Projects By DPW  |
| WF-51          | 7978.010       | General Equipment                        | 50,000             | 50,000            | -             | 50,000              | -                           | 50,000                  | 50,000               | By DPW   |
| WF-52          | 7975.010       | General Building Improvements            | 50,000             | 50,000            | -             | 50,000              | -                           | 50,000                  | 50,000               | By DPW   |
| <b>TOTALS:</b> |                |  | <b>15,010,400</b>  | <b>15,010,400</b> | <b>-</b>      | <b>7,075,000</b>    | <b>6,972,500</b>            | <b>102,500</b>          | <b>3,600,000</b>     |  |

**Water Fund Capital**

The City of Troy receives its water from the City of Detroit through large diameter transmission mains, ranging in size from 54-inch to 84-inch, that flow into the city through six (6) Great Lakes Water Authority (GLWA) metered locations located along the perimeter of the city. There are two (2) of these meter vaults located along Adams, two (2) along South Boulevard and two (2) along Dequindre. The water flows from these entrance points through approximately 536 miles of city water mains consisting of 6-inch to 36-inch mains. Pressures are increased or reduced, as needed, within the five (5) pressure districts within the city to maintain proper fire flows and pressures in response to water demands.

The city water system is managed by the use of a Supervisory Control and Data Acquisition (SCADA) system. SCADA allows the collection of real-time operations data and the ability to monitor locations to optimize the overall water system. The SCADA system is comprised of twenty-two remote data collection sites, the central computer location at the DPW yard and six GLWA meter vaults.

Proposed projects in the Water Fund are selected primarily based on the following factors:

- History of water main breaks
- Flow requirements based on the Water System Master Plan
- Age of the water main
- Coordination with other capital improvement projects
- Redundancy or the looping of the water system
- Size of the water main

The proposed water system projects are flexible, allowing for the addition of new improvements to address specific needs. Studies and analysis of the existing system is an on-going endeavor that, coupled with new technologies, provides for improved system capabilities and reliability.

**WF-17. PRV #7 (Pressure Reducing Vault (PRV) Renovations)**

This project will rehabilitate a pressure reducing vault (PRV) located at the northwest corner of Big Beaver and Coolidge. This vault regulates water main pressures in the southwest quadrant of the City and is showing signs of deterioration. Access to the vault will also be improved to comply with current standards.

**WF-36. Orchard Trail, Adams to the East (Water Main Replacement)**

This project will replace the existing 6" water main on Orchard Trail, from Adams to the east with a new 8" water main. There have been numerous water main breaks in this area and upsizing the main will increase capacity and fire flow protection in this residential area. This



**Water Fund Capital**

project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs and is consistent with the 2015 reliability study.

**WF-38. Stephenson, Maple to 14 Mile (Water Main Replacement)**

This project will replace the existing 8" cast iron water main on the east side of Stephenson Highway with a new 12" water main. This area has experienced several water main breaks and reduced fire flows. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

**WF-42. Minnesota, 14 Mile to American & American (Water Main Replacement)**

This project will replace the existing 8" cast iron water main on Minnesota and American with a new 12" water main. There have been numerous water main breaks in this area and upsizing the mains will increase capacity in this industrial area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs and is consistent with the 2020 reliability study.

**WF-50. Various Projects and Locations**

This item is used by the Water Department for small projects that are encountered throughout the year that do not fit within a traditional water fund project. Examples are maintenance items and expenditures for materials for the water system. An annual amount is included in the budget which is on-going and is paid for entirely by City funds. Operation and maintenance costs will not be impacted.

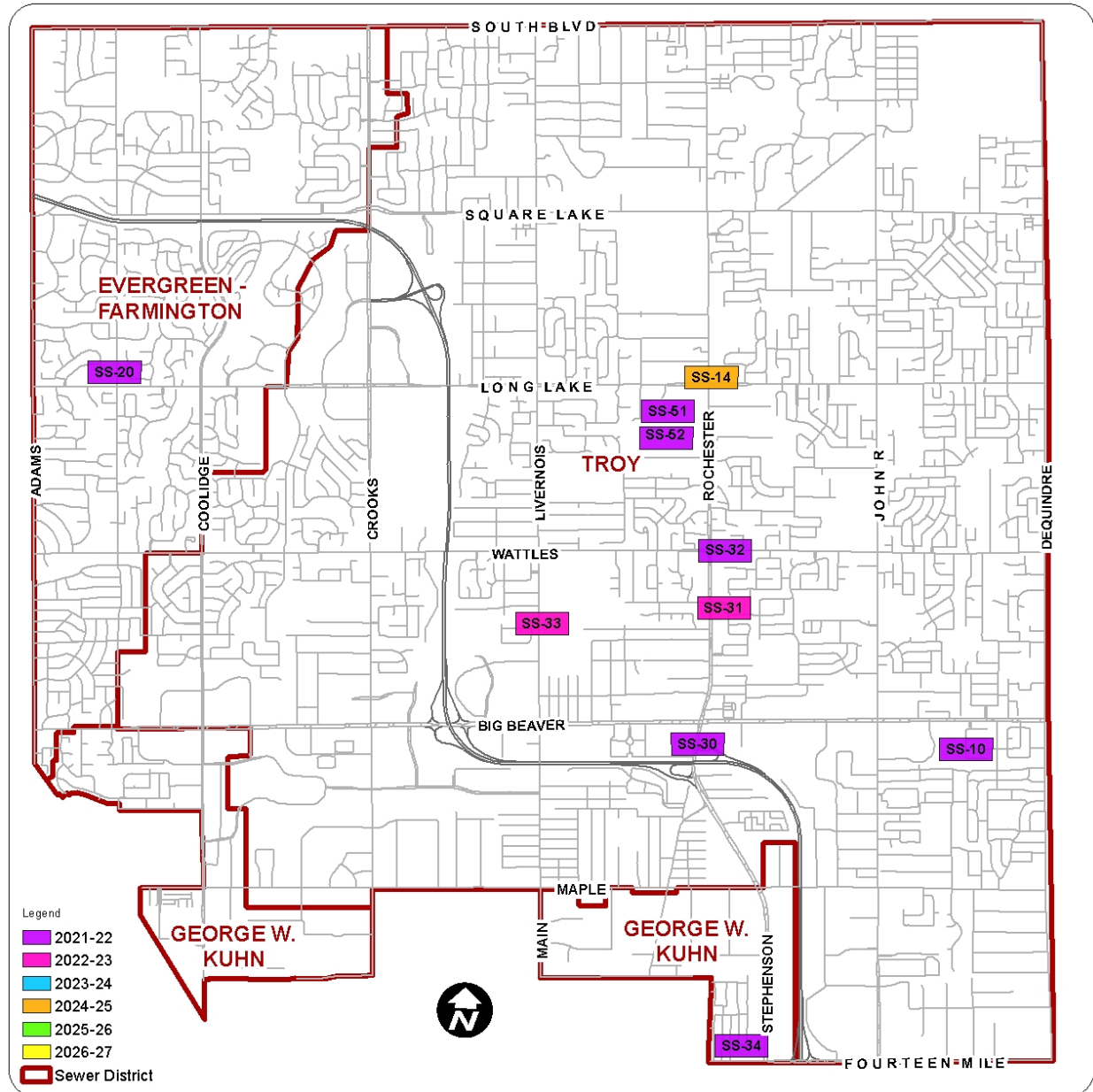
**WF-51. General Equipment**

This is an annual budget amount in the Water Fund for miscellaneous equipment required by the Public Works or Engineering Department for work associated with the Water Fund that are otherwise not specifically noted in the capital improvement plan. The budget amount is established annually based on anticipated needs, is on-going and is paid for entirely by City funds. Operation and maintenance costs are not expected to be impacted.

**WF-52. General Building Improvements**

This is an annual budget amount in the Water Fund for miscellaneous building renovations required by the Public Works for work associated with the Water Fund that are otherwise not specifically noted in the capital improvement plan. The budget amount is established annually based on anticipated needs, is on-going and is paid for entirely by City funds.

## 6 Year Capital Improvement Plan Sewer Fund



**6 Year Capital Improvement Plan  
Sewer Fund**

| <b>6 Year CIP - Sewer Fund</b> |   |                          |                       |           |           |           |           |           |           |                                       |
|--------------------------------|---|--------------------------|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|---------------------------------------|
| Map<br>Number                  | Project Name                              | Total<br>Project<br>Cost | Total<br>City<br>Cost | Proposed  |           |           |           |           |           | Comments                              |
|                                |   |                          |                       | 2022      | 2023      | 2024      | 2025      | 2026      | 2027      |                                       |
| SS-04                          | Miscellaneous Sanitary Sewer Locations    | 2,650,000                | 2,650,000             | -         | 150,000   | 650,000   | 550,000   | 650,000   | 650,000   | City wide sanitary sewer ext. program |
| SS-10                          | Big Beaver Relief Sewer                   | 7,500,000                | 7,500,000             | 1,500,000 | -         | -         | -         | -         | -         | Big Beaver - Paris                    |
| SS-14                          | Rochester, Barclay to Trinway             | 900,000                  | 900,000               | -         | -         | -         | 900,000   | -         | -         | Part of Rochester Widening            |
| SS-20                          | Ev-Frm Corrective Action Plan (CAP)       | 2,500,000                | 2,500,000             | 1,200,000 | 1,300,000 | -         | -         | -         | -         | Phase II CAP - City's Share           |
| SS-30                          | Sanitary Sewer CIPP                       | 3,000,000                | 3,000,000             | 500,000   | 500,000   | 500,000   | 500,000   | 500,000   | 500,000   | City wide sanitary sewer program      |
| SS-31                          | I & I - Troy Sanitary District            | 400,000                  | 400,000               | -         | 200,000   | -         | 200,000   | -         | -         | City wide sanitary sewer program      |
| SS-32                          | Sanitary Cleaning & Television Inspection | 3,000,000                | 3,000,000             | 500,000   | 500,000   | 500,000   | 500,000   | 500,000   | 500,000   | City wide sanitary sewer program      |
| SS-33                          | Root Treatment                            | 1,350,000                | 1,350,000             | 100,000   | 250,000   | 250,000   | 250,000   | 250,000   | 250,000   | City wide sanitary sewer program      |
| SS-34                          | Sanitary Sewer System Improvements, 2014  | 20,000                   | 20,000                | 20,000    | -         | -         | -         | -         | -         | DPW                                   |
| SS-49                          | Various Projects & Locations              | 280,000                  | 280,000               | 30,000    | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | City wide sanitary sewer program      |
| SS-50                          | General Equipment                         | 300,000                  | 300,000               | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | DPW                                   |
| SS-51                          | Sewer Wash Pad Improvements               | 50,000                   | 50,000                | 50,000    | -         | -         | -         | -         | -         | DPW                                   |
| SS-52                          | W/S Garage Ventilation                    | 50,000                   | 50,000                | 50,000    | -         | -         | -         | -         | -         | DPW                                   |
| <b>TOTALS:</b>                 |   | 22,000,000               | 22,000,000            | 4,000,000 | 3,000,000 | 2,000,000 | 3,000,000 | 2,000,000 | 2,000,000 |                                       |

**6 Year Capital Improvement Plan  
Sewer Fund**

The City of Troy is divided into 3 sanitary sewer districts: the George W. Kuhn Drainage District (formerly the Twelve Towns Drainage District); Evergreen-Farmington Sewage Disposal District; and the Troy Sewage Disposal District. Wastewater from all 3 districts is carried through large diameter interceptor pipes to the Detroit Wastewater Treatment Plant for treatment before discharge to the Detroit River.

Following is a description of the specific functions of each district:

**George W. Kuhn (GWK) Drainage District**

The George W. Kuhn Drainage District (formerly the Twelve Towns Drainage District) serves all or part of 14 communities, encompassing a drainage area of 24,500 acres upstream of the Red Run Drain, a tributary of the Clinton River. During dry weather, all flow is routed to the Detroit Wastewater Treatment Plant, but during heavy rainfall, high volumes of combined sewage (typically more than 93 percent storm water) exceed the outlet capacity to Detroit, causing excess flow to be diverted to the George W. Kuhn Retention Treatment Basin (GWK RTB) where it is stored, screened and disinfected prior to discharge to the Red Run Drain. The GWK RTB construction was completed in 2006.

**Evergreen-Farmington Sewage Disposal District**

This district is in the northwest portion of the city in the Rouge River Drainage Basin. This interceptor was constructed by the Oakland County Department of Public Works in 1959 and serves the City of Troy and surrounding communities. The County contracted with each community for their share of the interceptor based on population.

**Troy Sewage Disposal District**

The interceptor sewers in this district were constructed for the City of Troy by the Oakland County Department of Public Works. The sanitary flow from this district discharges to the Dequindre Interceptor at 14 Mile and Dequindre. The city contracted for capacity in the Southeastern Oakland County Sewage Disposal System. Troy's capacity was computed on the basis of population in the GWK Drainage District and the Troy Sewage Disposal District.

Sewer Fund projects typically are initiated to address one of 3 issues:

- To provide for the City of Troy's share towards major sewer projects that may be mandated by state or federal laws or permit requirements.
- Sewer system studies that identify projects to address state and federal requirements.
- Elimination of septic systems in Troy.

**6 Year Capital Improvement Plan  
Sewer Fund****SS-4. Miscellaneous Sanitary Sewer Locations**

This annual amount budgeted is to provide for new sanitary sewer throughout the city. Locations that are currently serviced by septic systems have been identified. A continuation of this program will require that right-of-way and/or easements be acquired in order to construct additional sanitary sewer. Specific locations are not delineated on the map due to the small size of most locations. This project will be paid for entirely by City funds.

**SS-10. Big Beaver Relief Sewer**

This project will construct a large diameter relief sewer to provide for additional capacity to serve the Big Beaver Road corridor. Funds have previously been budgeted for study, design and construction. The studies and design have been completed and the project is currently under construction; construction funds need to be budgeted again this year since the project will be built over two budget years. This project will be paid for entirely by City funds.

**SS-14. Rochester, Barclay to Trinway (Sanitary Sewer)**

A new sanitary sewer will be constructed at various locations as part of the reconstruction and widening project. It is the City's policy to construct underground utilities when a road is reconstructed to avoid having to remove new or newer pavement sometime after the road has been completed. The construction of this sewer would also provide an outlet for residents who are currently on septic systems. The sanitary sewer portion of the project will be paid for entirely by City funds.

**SS-20. Evergreen - Farmington Corrective Action Plan (CAP)**

The Evergreen-Farmington sewage Disposal System is under a State of Michigan Department of the Environment, Great Lakes and Energy (EGLE), Administrative Consent Order (ACO). The ACO calls for a Corrective Action Plan (CAP) for the Phase II projects to be submitted by April 1, 2020 and for the construction of the Phase II projects to be completed by November 1, 2022. The Water Resources Commissioner Office has taken the lead for the fifteen (15) communities that makeup the Evergreen-Farmington Disposal System. The City of Troy accounts for approximately 3.15 % of the tributary peak flow and our costs will be split into two projects. The purchase of Additional Capacity, estimated at \$33 million (Troy's share \$1 million) and System Improvements estimated at \$35 million (Troy's share 1.1 million). Budget number are 20% higher since these are estimate project costs.

**6 Year Capital Improvement Plan  
Sewer Fund****SS-30. Sanitary Sewer CIPP**

Previous cleaning and televising sanitary sewers has identified some lines for immediate repair, others were highlighted for needing attention in the future. Sewer lines needing attention will be repaired by Sanitary Sewer CIPP projects.

**SS-31. I & I, Troy Sanitary District**

Inflow and infiltration (I&I), when, "clear water", ground water and stormwater enter the sanitary system. Clear water in the sanitary system takes up valuable capacity within the system and gets treated, treatment is a significant cost. I & I studies consist of flow monitoring, dye testing and/or smoke testing. Sanitary sewers identified while cleaning and televising will be scheduled for I & I testing. Sewer lines will be identified for future and/or immediate repair. Implementing a proactive approach to sewer maintenance will reduce reactive repair costs and restore capacity to the system.

**SS-32. Sanitary Cleaning & Television Inspection**

Previously Saw Grant Funding provided for cleaning and televising some sanitary sewers. Some lines were identified for immediate repair, others were highlighted for needing attention in the future. The results of the cleaning and inspection also made it very apparent that the older, larger diameter concrete pipes in the Troy Sanitary Sewer System needed to be cleaned, televised and inspected. Implementing a proactive approach to sewer maintenance will reduce reactive repair costs and restore capacity to the system.

**SS-33. Root Treatment**

Previously Saw Grant Funding provided for cleaning and televising some sanitary sewers. Some lines were identified for immediate repair, others were highlighted for needing attention in the future. Root treatment of sanitary sewers that are located in rear yards is a highlighted need for attention. Implementing a proactive approach to sewer maintenance will reduce reactive repair costs and restore capacity to the system.

**SS-34. Sanitary Sewer System Improvements, 2014**

Replacement of structure covers in the GWK sanitary district by DPW personnel.

**6 Year Capital Improvement Plan  
Sewer Fund****SS-49. Various Projects and Locations**

This item is used for small projects that are encountered throughout the year that do not fit within a traditional sewer fund project. Examples are maintenance items and expenditures for materials for the sewer system. An annual amount is included in the budget which is on-going and is paid for entirely by City funds.

**SS-50. General Equipment**

This is an annual budget amount in the Sewer Fund for miscellaneous equipment required by the Public Works or Engineering Department for work associated with the Sewer Fund that are otherwise not specifically noted in the capital improvement plan. The budget amount is established annually based on anticipated needs and is on-going. This project will be paid for entirely by City funds.

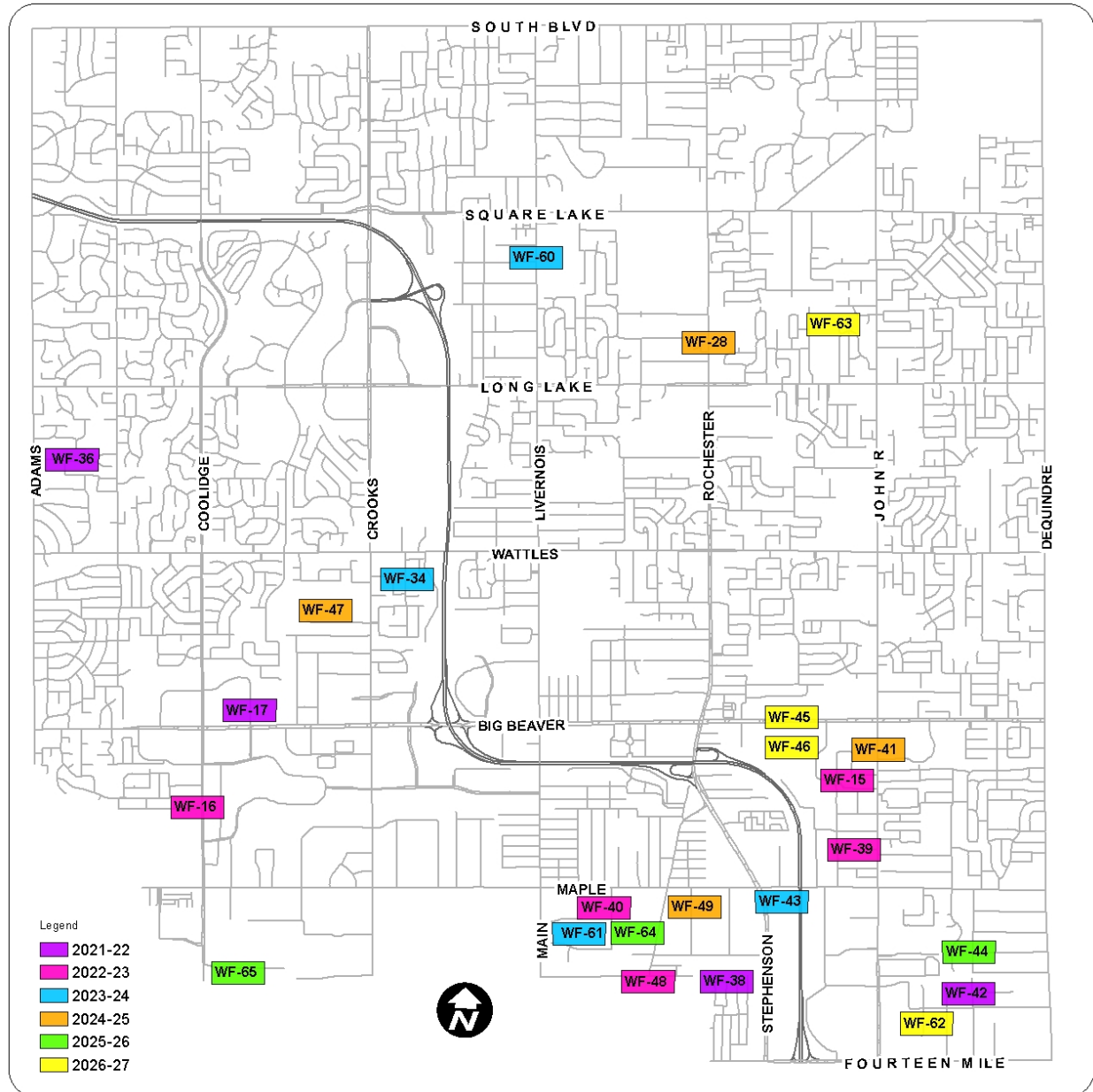
**SS-51. Sewer Wash Pad Improvements (DPW)**

As part of the MS4 Permit requirements material removed from sewers must be disposed of properly. The wet material is placed on a concrete pad at the DPW yard to dry. The liquid is sent to a sanitary sewer and the dried material is taken to an appropriate land fill. To more efficiently handle and dispose of this material the existing pad needs to be replaced and enhanced. Materials handled in this process are connected to the municipal sanitary & storm sewer systems.

**SS-52. W/S Garage Ventilation (DPW)**

The ventilation system in the Water & Sewer garage has exceeded its' life expectancy, and is costly to repair. Materials and equipment stored and repaired in this building are connect to the operation of municipal water and sewer systems.

## 6 Year Capital Improvement Plan Water Fund





**6 Year Capital Improvement Plan  
Water Fund**
**6 Year CIP - Water Fund**

| Map<br>Number  | Project Name   | Total<br>Project<br>Cost | Total<br>City<br>Cost | Proposed  |           |           |           |           |           | Comments   |
|----------------|--|--------------------------|-----------------------|-----------|-----------|-----------|-----------|-----------|-----------|--|
|                |  |                          |                       | 2022      | 2023      | 2024      | 2025      | 2026      | 2027      |  |
| WF-15          | Bethany Villa 12" Loop to Bellingham, Bethany Villas | 1,950,000                | 1,950,000             | -         | 150,000   | -         | -         | 1,800,000 | -         | Loop and Water Main Replacement for Fire Protection & Reliability      |
| WF-16          | Coolidge, Derby to Golfview                          | 250,000                  | 250,000               | -         | 250,000   | -         | -         | -         | -         | Abandon 8" WM and Transfer to 16" WM                                   |
| WF-17          | PRV #7   | 550,000                  | 550,000               | 550,000   | -         | -         | -         | -         | -         | NE Corner of Big Beaver and Coolidge                                   |
| WF-28          | Rochester, Barclay to Trinway                        | 500,000                  | 500,000               | -         | -         | -         | 500,000   | -         | -         | Part of Rochester Widening   |
| WF-34          | Finch, Portsmouth to Huntsford                       | 800,000                  | 800,000               | -         | -         | 800,000   | -         | -         | -         | 6" to 12" Water Main Replacement for Fire Protection & Reliability     |
| WF-36          | Orchard Trail  | 300,000                  | 300,000               | 300,000   | -         | -         | -         | -         | -         | 6" to 8" Water Main Replacement for Fire Protection & Reliability      |
| WF-38          | Stephenson, Maple to 14 Mile                         | 2,500,000                | 2,500,000             | 2,500,000 | -         | -         | -         | -         | -         | 8" to 12" Water Main Replacement for Fire Protection & Reliability     |
| WF-39          | Woodslee - 12" loop to Bellingham                    | 150,000                  | 150,000               | -         | 150,000   | -         | -         | -         | -         | 12" Water Main Loop for Fire Protection & Reliability                  |
| WF-40          | 360 - 280 Maple 12" Loop                             | 200,000                  | 200,000               | -         | 200,000   | -         | -         | -         | -         | 12" Water Main Loop for Fire Protection & Reliability                  |
| WF-41          | John R - Brinston to Big Beaver                      | 1,400,000                | 1,400,000             | -         | -         | -         | 1,400,000 | -         | -         | 8" to 12" Water Main Replacement for Fire Protection & Reliability     |
| WF-42          | Minnesota, 14 Mile to American & American            | 1,450,000                | 1,450,000             | 100,000   | 1,350,000 | -         | -         | -         | -         | 8" to 12" Water Main Replacement for Fire Protection & Reliability     |
| WF-43          | I-75, Maple to Oakland Mall                          | 1,800,000                | 1,800,000             | -         | -         | 1,800,000 | -         | -         | -         | 8" to 12" Water Main Replacement for Fire Protection & Reliability     |
| WF-44          | Elliot, Minnesota to Dequindre                       | 1,100,000                | 1,100,000             | -         | -         | -         | -         | 1,100,000 | -         | 12" to 16" Water Main Replacement for Fire Protection & Reliability    |
| WF-45          | Big Beaver - Daley to John R                         | 2,100,000                | 2,100,000             | -         | -         | -         | -         | -         | 2,100,000 | 8" to 16" Water Main Replacement for Fire Protection & Reliability     |
| WF-46          | South of Big Beaver at 1310                          | 350,000                  | 350,000               | -         | -         | -         | -         | -         | 350,000   | 8" to 16" Water Main Replacement for Fire Protection & Reliability     |
| WF-47          | McManus to Boulan Park                               | 350,000                  | 350,000               | -         | -         | -         | 350,000   | -         | -         | 4" & 6" to 8" Water Main Replacement for Fire Protection & Reliability |
| WF-48          | Badder, Rochester to Redwood Park                    | 1,350,000                | 1,350,000             | -         | 1,350,000 | -         | -         | -         | -         | 8" to 12" Water Main Replacement for Fire Protection & Reliability     |
| WF-49          | Souter, Maple to Rankin                              | 1,200,000                | 1,200,000             | -         | -         | -         | 1,200,000 | -         | -         | 8" to 12" Water Main Replacement for Fire Protection & Reliability     |
| WF-60          | Livernois, Stalwart to Cutting                       | 450,000                  | 450,000               | -         | -         | 450,000   | -         | -         | -         | Abandon 8" WM and Transfer to 16" WM                                   |
| WF-61          | Park to Midtown Place Apartments                     | 400,000                  | 400,000               | -         | -         | 400,000   | -         | -         | -         | 8" to 12" Water Main Replacement for Fire Protection & Reliability     |
| WF-62          | Robbins to Executive Dr.                             | 325,000                  | 325,000               | -         | -         | -         | -         | -         | 325,000   | 12" Water Main Loop for Fire Protection & Reliability                  |
| WF-63          | Hopedale to Willow Grove                             | 675,000                  | 675,000               | -         | -         | -         | -         | -         | 675,000   | 12" Water Main Loop for Fire Protection & Reliability                  |
| WF-64          | 1195 Rochester to Combermere                         | 400,000                  | 400,000               | -         | -         | -         | -         | 400,000   | -         | 12" Water Main Loop for Fire Protection & Reliability                  |
| WF-65          | Coolidge - West ROW to Airport                       | 150,000                  | 150,000               | -         | -         | -         | -         | 150,000   | -         | 12" Water Main Loop for Fire Protection & Reliability                  |
| WF-50          | Various Projects & Locations                         | 300,000                  | 300,000               | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | By DPW   |
| WF-51          | General Equipment                                    | 300,000                  | 300,000               | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | BY DPW   |
| WF-52          | General Building Improvements                        | 300,000                  | 300,000               | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | 50,000    | By DPW   |
| <b>TOTALS:</b> |  | 21,600,000               | 21,600,000            | 3,600,000 | 3,600,000 | 3,600,000 | 3,600,000 | 3,600,000 | 3,600,000 |  |

**6 Year Capital Improvement Plan  
Water Fund**

The City of Troy receives its water from the City of Detroit through large diameter transmission mains, ranging in size from 54-inch to 84-inch, that flow into the city through six (6) Great Lakes Water Authority (GLWA) metered locations located along the perimeter of the city. There are two (2) of these meter vaults located along Adams, two (2) along South Boulevard and two (2) along Dequindre. The water flows from these entrance points through approximately 536 miles of city water mains consisting of 6-inch to 36-inch mains. Pressures are increased or reduced, as needed, within the five (5) pressure districts within the city to maintain proper fire flows and pressures in response to water demands.

The city water system is managed by the use of a Supervisory Control and Data Acquisition (SCADA) system. SCADA allows the collection of real-time operations data and the ability to monitor locations to optimize the overall water system. The SCADA system is comprised of twenty-two remote data collection sites, the central computer location at the DPW yard and six GLWA meter vaults.

Proposed projects in the Water Fund are selected primarily based on the following factors:

- History of water main breaks
- Flow requirements based on the Water System Master Plan
- Age of the water main
- Coordination with other capital improvement projects
- Redundancy or the looping of the water system
- Size of the water main

The proposed water system projects are flexible, allowing for the addition of new improvements to address specific needs. Studies and analysis of the existing system is an on-going endeavor that, coupled with new technologies, provides for improved system capabilities and reliability.

**WF-15. Bethany Villas (Water Main Loop & Replacement)**

This project will first provide a 12" water main loop from Eldridge to Bellingham in 2023. Providing a water main loop will improve fire flows in this area, provide needed redundancy to the water main system and is consistent with the 2020 reliability study. Second in 2026 this project will replace the existing 8" cast iron water mains on Eldridge and Jackson that supplies the entire Bethany Villa complex with new 8" water mains. There have been water main breaks on the existing water main and due to the fact that it runs between buildings, restoration and repair of water main breaks are very expensive. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

**6 Year Capital Improvement Plan  
Water Fund****WF-16. Coolidge, Derby to Golfview (Water Main Abandonment)**

This project will transfer connections and water services over to a parallel 16" concrete water main. The south end of the existing 8" cast iron water main was abandoned approximately 10 years ago. By transferring connections to the 16" water main, we will be able to eliminate a section of existing 8" water main that has a history of water main breaks. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

**WF-17. PRV #7 (Pressure Reducing Vault (PRV) Renovations)**

This project will rehabilitate a pressure reducing vault (PRV) located at the northwest corner of Big Beaver and Coolidge. This vault regulates water main pressures in the southwest quadrant of the City and is showing signs of deterioration. Access to the vault will also be improved to comply with current standards.

**WF-28. Rochester, Barclay to Trinway (Water Main Replacement)**

Portions of the existing water main will be replaced with a new 12" water main to accommodate the reconstruction and widening of Rochester Road to a new 6-lane concrete boulevard. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

**WF-34. Finch, Portsmouth to Huntsford (Water Main Replacement)**

This project will replace the existing 6" water mains on Finch, between Portsmouth and Huntsford with new 12" water main. There have been numerous water main breaks in this area and upsizing the main will increase capacity and fire flow protection in this residential area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs and is consistent with the 2020 reliability study.

**WF-36. Orchard Trail, Adams to the East (Water Main Replacement)**

This project will replace the existing 6" water main on Orchard Trail, from Adams to the east with a new 8" water main. There have been numerous water main breaks in this area and upsizing the main will increase capacity and fire flow protection in this residential area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs and is consistent with the 2020 reliability study.

**6 Year Capital Improvement Plan  
Water Fund****WF-38. Stephenson, Maple to 14 Mile (Water Main Replacement)**

This project will replace the existing 8" cast iron water main on the east side of Stephenson Highway with a new 12" water main. This area has experienced several water main breaks and reduced fire flows. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

**WF-39. Woodslee to Bellingham (12" Water Main Loop)**

This project will provide a 12" water main loop along the north side of Woodslee to Bellingham. Providing a water main loop will improve fire flows in this industrial area, provide needed redundancy to the water main system in and is consistent with the 2020 reliability study. This project will be paid for entirely by City funds.

**WF-40. 360 - 280 Maple (12" Water Main Loop)**

This project will provide a 12" water main loop to 3 long dead end water mains, along the south side of these properties. Providing a water main loop will improve fire flows in this industrial area, provide needed redundancy to the water main system and is consistent with the 2020 reliability study. This project will be paid for entirely by City funds.

**WF-41. John R - Brinston to Big Beaver (Water Main Replacement)**

This project will replace the existing 8" cast iron water main on John R with a new 12" water main. Upsizing the main will increase capacity and improve fire flow protection in this industrial area. This project will be paid for entirely by City funds and is consistent with the 2020 reliability study.

**WF-42. Minnesota, 14 Mile to American & American (Water Main Replacement)**

This project will replace the existing 8" cast iron water main on Minnesota and American with a new 12" water main. There have been numerous water main breaks in this area and upsizing the mains will increase capacity in this industrial area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs and is consistent with the 2020 reliability study.

**6 Year Capital Improvement Plan  
Water Fund****WF-43. Along I-75, Maple Road to Oakland Mall (Water Main Replacement)**

This project will replace the existing 8" & 12" cast iron water mains along the west side of I-75, through the parking lots of the business along Stephenson Highway, from Maple Road to Oakland Mall with a new 12" water main. There have been numerous water main breaks in this area and upsizing the mains will increase capacity and improve fire flow in this industrial area. This project will be paid for entirely by City funds. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

**WF-44. Elliott, Minnesota to Dequindre (Water Main Replacement)**

This project will replace the existing 12" cast iron water main on Elliot with a new 16" water main. Upsizing the main will increase capacity and improve fire protection in this industrial area. This project will be paid for entirely by City funds and is consistent with the 2020 reliability study.

**WF-45. Big Beaver, John R to Daley (Water Main Replacement)**

This project will replace the existing 8" cast iron water mains on Big Beaver with a new 16" water main. Upsizing the main will increase capacity and improve fire protection. This project will be paid for entirely by City funds and is consistent with the 2020 reliability study.

**WF-46. 1310 Big Beaver, South 800 feet. (Water Main Replacement)**

This project will replace the existing 8" cast iron water main from 1310 Big Beaver to the south 800 feet, with a new 16" water main. Upsizing the main will increase capacity and improve fire flow protection in this industrial area. This project will be paid for entirely by City funds and is consistent with the 2020 reliability study.

**WF-47. McManus to Boulan Park (Water Main Replacement)**

This project will replace the existing 4" & 6" cast iron water main from the west end of McManus to Boulan Park with a new 8" water main. Upsizing the main will increase capacity and improve fire flow protection to Boulan Park. This project will be paid for entirely by City funds and is consistent with the 2020 reliability study.

**6 Year Capital Improvement Plan  
Water Fund****WF-48. Badder, Rochester to Redwood Park (Water Main Replacement)**

This project will replace the existing 8" cast iron water main on Badder with a new 12" water main. Upsizing the main will increase capacity and improve fire flow protection in this industrial area. This project will be paid for entirely by City funds and is consistent with the 2020 reliability study.

**WF-49. Souter, Maple to Rankin (Water Main Replacement)**

This project will replace the existing 8" cast iron water main on Souter with a new 12" water main. Upsizing the main will increase capacity and improve fire flow protection in this industrial area. This project will be paid for entirely by City funds and is consistent with the 2020 reliability study.

**WF-50. Various Projects and Locations**

This item is used by the Water Department for small projects that are encountered throughout the year that do not fit within a traditional water fund project. Examples are maintenance items and expenditures for materials for the water system. An annual amount is included in the budget which is on-going and is paid for entirely by City funds.

**WF-51. General Equipment**

This is an annual budget amount in the Water Fund for miscellaneous equipment required by the Public Works or Engineering Department for work associated with the Water Fund that are otherwise not specifically noted in the capital improvement plan. The budget amount is established annually based on anticipated needs, is on-going and is paid for entirely by City funds.

**WF-52. General Building Improvements**

This is an annual budget amount in the Water Fund for miscellaneous building renovations required by the Public Works for work associated with the Water Fund that are otherwise not specifically noted in the capital improvement plan. The budget amount is established annually based on anticipated needs, is on-going and is paid for entirely by City funds.

**6 Year Capital Improvement Plan  
Water Fund****WF-60. Livernois, Stalwart to Cutting (Water Main Abandonment)**

This project will transfer connections and water services over to a parallel 16" concrete water main. By transferring connections to the 16" water main, we will be able to eliminate a section of existing 8" water main that has a history of water main breaks. Replacement of older water mains reduces the number of water main breaks that occur, reducing costs for repairs.

**WF-61. Park to Midtown Place Apartments (Water Main Replacement)**

This project will replace the existing 8" cast iron water main from Park north to the new Midtown Place Apartments with a new 12" water main. Upsizing the main will increase capacity in this area. This project will be paid for entirely by City funds and is consistent with the 2020 reliability study.

**WF-62. Robbins & Executive Dr. 12" Loop (12" Water Main Loop)**

This project will provide a 12" water main loop from Robbins to Executive, eliminating a long dead end water main on Robbins. Providing a water main loop will improve fire flows in this industrial area, provide needed redundancy to the water main system and is consistent with the 2020 reliability study. This project will be paid for entirely by City funds.

**WF-63. Hopedale to Willow Grove (12" Water Main Loop)**

This project will provide a 12" water main loop from Hopedale to Willow Grove eliminating long dead ends on Allison and Ludstone as well. Providing water main loops will improve fire flows in these residential areas, provide needed redundancy to the water main system and is consistent with the 2020 reliability study. This project will be paid for entirely by City funds.

**WF-64. 1195 Rochester to Combermere (12" Water Main Loop)**

This project will provide a 12" water main loop from Rochester to Combermere. Providing a water main loop will improve fire flows in this industrial area, provide needed redundancy to the water main system and is consistent with the 2020 reliability study. This project will be paid for entirely by City funds.

**WF-65. Coolidge - West ROW to Airport (12" Water Main Loop)**

This project will provide a 12" water main loop from Coolidge to the dead end water main at the west end of the airport. Providing a water main loop will improve fire flows in this industrial area, provide needed redundancy to the water main system and is consistent with the 2020 reliability study. This project will be paid for entirely by City funds.

# INTERNAL **SERVICE** FUND

2021/22 PROPOSED BUDGET



# FACILITIES MAINTENANCE

Public Works Director.....Kurt Bovensiep

Facilities & Grounds Operations Manager.....Dennis Trantham

## MISSION STATEMENT

The mission of the Facilities Maintenance Division of the Department of Public Works is to maintain all city buildings and facilities in a cost effective and efficient manner to provide a safe and pleasing work environment for our employees, and to enhance the customer service experience for our citizens.



## DEPARTMENT FUNCTIONS

### ADMINISTRATIVE SERVICES

- Maintains 595,964 sq. ft of municipal facilities
- Prepares the department budget
- Manages facility-related renovation and capital projects
- Provides 24-hour maintenance and custodial services to all City-owned buildings
- Analyzes the needs of facilities and equipment for efficiency and longevity
- Plans and conducts preventive maintenance programs
- Procures material, equipment and supplies
- Coordinates with outside contractors
- Maintains parts inventory
- Processes and reviews utility invoices
- Formulates and develops service procedures and develops safe work practices
- Provides energy conservation with building upgrades
- Assists with Elections
- Operates and Maintains CCTV System
- Access Control Installation and Maintenance
- Procures material and maintains COVID PPE Inventory
- Retrofits all facilities for COVID

## PERFORMANCE INDICATORS

| PERFORMANCE INDICATORS              | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|-------------------------------------|----------------|----------------|-------------------|----------------|
| Service Requests                    | 18,500         | N/A            | N/A               | N/A            |
| Work Orders Completed               | 5500           | 5200           | 5400              | 5700           |
| Number of Buildings Serviced        | 54             | 54             | 57                | 57             |
| City Facilities – Sq. Ft            | 584,954        | 584,954        | 595.658           | 595,964        |
| Renovation Projects                 | 7              | 6              | 10                | 10             |
| Interior Preventative Maint. Cycles | 3              | 3              | 4                 | 4              |
| Exterior Preventative Maint. Cycles | 3              | 2              | 4                 | 4              |
| Capital Projects Completed          | 8              | 13             | 50                | 30             |
| Operations Cost per Sq. Ft          | \$2.11         | \$2.10         | \$2.31            | \$2.64         |
| Janitorial Cost per Sq. Ft          | \$1.16         | \$1.08         | \$0.94            | \$1.52         |

# SUMMARY OF BUDGET CHANGES

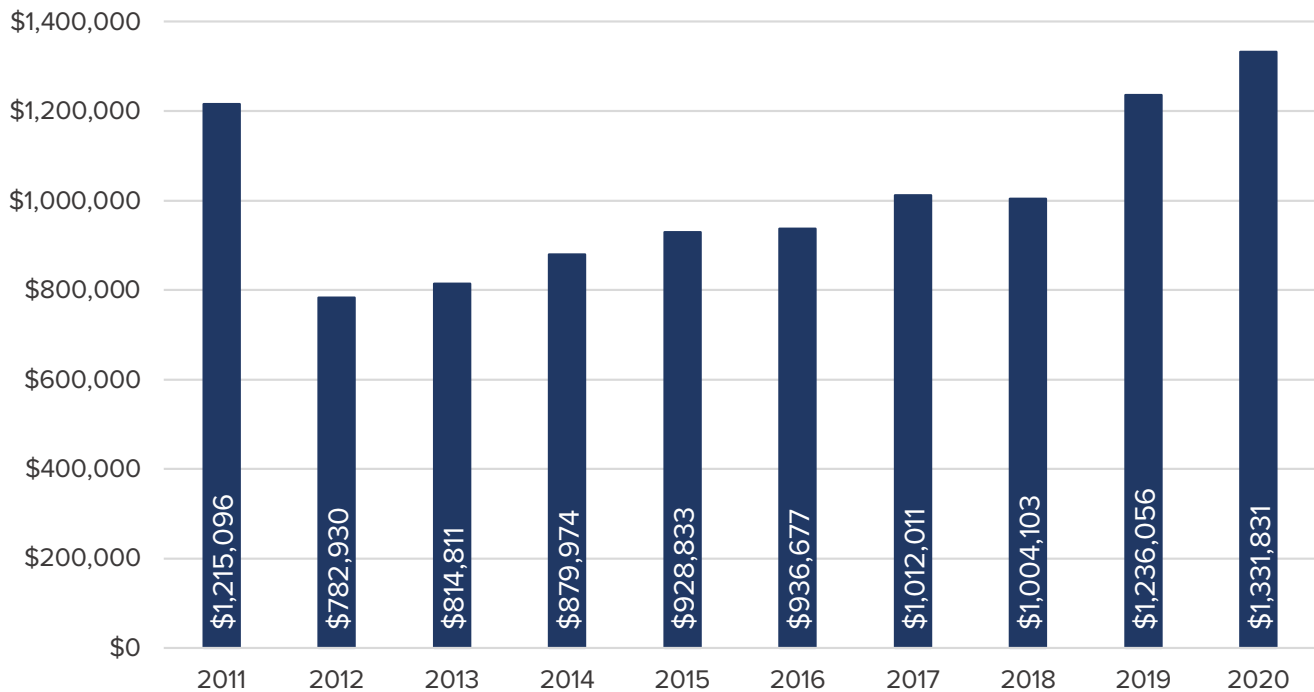
## SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21

Upgraded access control and security cameras throughout several facilities

Continued Energy Efficient Upgrades

| PERSONNEL SUMMARY   | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|---------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                     | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Building Operations | 10.34       | 0         | 10.34       | 0         | 10.34       | 0         | 10.34       | 0         |
| Total Department    | 10.34       | 0         | 10.34       | 0         | 10.34       | 0         | 10.34       | 0         |

## OPERATING BUDGET HISTORY



**INTERNAL SERVICE**  
**General Government**

## Building Operations

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change        | 2023 Proposed       | 2024 Proposed       |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------------|-----------------|---------------------|---------------------|
| <b>Fund: 631 BUILDING OPERATIONS</b>         |                       |                       |                          |                        |                     |                 |                     |                     |
| <b><u>REVENUE</u></b>                        |                       |                       |                          |                        |                     |                 |                     |                     |
| <b>Department: 000 Revenue</b>               |                       |                       |                          |                        |                     |                 |                     |                     |
| Charges For Services                         | \$ 1,411,670          | \$ 1,424,105          | \$ 1,400,000             | \$ 1,471,620           | \$ 1,508,410        | 2.50%           | \$ 1,546,120        | \$ 1,546,120        |
| Interest & Rent                              | 29,647                | 25,307                | 12,000                   | 1,000                  | 1,000               | 0.00%           | 1,000               | 1,000               |
| <b>Department Total: Revenue</b>             | <b>1,441,317</b>      | <b>1,449,412</b>      | <b>1,412,000</b>         | <b>1,472,620</b>       | <b>1,509,410</b>    | <b>2.50%</b>    | <b>1,547,120</b>    | <b>1,547,120</b>    |
| <b><u>EXPENDITURE</u></b>                    |                       |                       |                          |                        |                     |                 |                     |                     |
| <b>Department: 264 Building Operations</b>   |                       |                       |                          |                        |                     |                 |                     |                     |
| Personal Services                            | 988,802               | 987,778               | 1,074,490                | 1,074,490              | 1,188,750           | 10.63%          | 1,225,360           | 1,265,970           |
| Supplies                                     | 37,084                | 41,574                | 41,230                   | 41,230                 | 46,480              | 12.73%          | 42,590              | 43,430              |
| Other Service Charges                        | 210,170               | 201,043               | 260,140                  | 264,640                | 326,606             | 23.42%          | 324,766             | 331,120             |
| <b>Department Total: Building Operations</b> | <b>1,236,056</b>      | <b>1,230,395</b>      | <b>1,375,860</b>         | <b>1,380,360</b>       | <b>1,561,836</b>    | <b>13.15%</b>   | <b>1,592,716</b>    | <b>1,640,520</b>    |
| <b>Total Income from Operations</b>          | <b>205,261</b>        | <b>219,017</b>        | <b>36,140</b>            | <b>92,260</b>          | <b>(52,426)</b>     | <b>-156.82%</b> | <b>(45,596)</b>     | <b>(93,400)</b>     |
| <b>Beginning Fund Balance</b>                | <b>741,844</b>        | <b>947,105</b>        | <b>1,166,122</b>         | <b>1,166,122</b>       | <b>1,202,262</b>    | <b>3.10%</b>    | <b>1,149,836</b>    | <b>1,104,240</b>    |
| <b>Ending Fund Balance</b>                   | <b>\$ 947,105</b>     | <b>\$ 1,166,122</b>   | <b>\$ 1,202,262</b>      | <b>\$ 1,258,382</b>    | <b>\$ 1,149,836</b> | <b>-8.63%</b>   | <b>\$ 1,104,240</b> | <b>\$ 1,010,840</b> |

# FLEET OPERATIONS DIVISION

Public Works Director.....Kurt Bovensiep

Fleet Operations Division Manager.....Brian D. Varney

## MISSION STATEMENT

The mission of the Fleet Maintenance Division provides the City of Troy with safe and efficient equipment and vehicle maintenance, repair and replacement services through a workforce that values communication, teamwork, ethics and quality of work.



## DIVISION FUNCTIONS

### ADMINISTRATIVE AND SUPPORT SERVICES

- Prepares specifications and administers the department budget
- Coordinates and evaluates staff activities
- Coordinates staff development and training
- Procures materials, equipment and supplies
- Formulates and develops operational programs and priorities
- Maintains computerized fleet maintenance, parts and fuel inventory program
- Recommends creative and efficient procedures and programs in the department's areas of concern
- Prepares equipment usage and cost reports for departmental budgeting
- Develops and administers safety and training for new and current equipment prior to implementation for seasonal use periods such as winter snow and ice control, sweeper maintenance and pavement construction seasons
- Coordinates DPW building repairs and improvements
- Administers signed service agreements with In-sourced customers
- Administers one (1) vehicle lease agreement with In-sourced customer
- Reviews customer service evaluations and responds as needed
- Monitors Dashboard which we developed for the fleet operation with 12 Key Performance Indicators (KPI)

### FLEET OPERATIONS

- Provides vehicle/heavy truck/equipment repair services for the City-owned fleet
- Provides 24-hour maintenance on all emergency equipment
- Operates a main facility and a satellite garage through a 2-shift operation (7:30am - 12:30am, Monday through Friday)
- Performs welding, fabrication and repairs on various equipment
- Assists Police Department with fatal traffic accident investigations
- Repairs police and fire apparatus and public works vehicles and equipment from surrounding agencies
- Maintenance and calibration of DPW vehicle scale used by DPW vehicles and Police Traffic Safety Division.
- Administers fleet maintenance and fueling softwares
- Specification and procurement of City vehicles and equipment
- Repair contracts with Cities and Townships of Birmingham, Bloomfield Hills, Bloomfield Twp., Centerline, Madison Heights and Oak Park
- Administers surplus auctions for end of life vehicles and equipment
- Operates and maintains fuel stations at DPW and City Hall locations
- Installs and removes radio equipment and emergency lights
- Chrysler and General Motors authorized warranty repair center

## PERFORMANCE INDICATORS

| PERFORMANCE INDICATORS                   | 2018/19 ACTUAL | 2019/20 ACTUAL | 2020/21 PROJECTED | 2021/22 BUDGET |
|--|----------------|----------------|-------------------|----------------|
| Completed Driver's Work Request          | 1,444          | 1239           | 1162              | 1349           |
| Road Service Calls                       | 21             | 18             | 24                | 26             |
| Completed Work Orders                    | 2,474          | 2255           | 2167              | 2383           |
| Cleaning/Washing                         | 756            | 1580           | 1808              | 1833           |
| Towing                                   | 188            | 140            | 155               | 179            |
| Brake Replacement/Repairs                | 102            | 142            | 210               | 156            |
| Preventative Maintenance - A             | 890            | 870            | 852               | 875            |
| Preventative Maintenance - B             | 113            | 128            | 129               | 133            |
| Vehicle Tires Replaced                   | 316            | 345            | 186               | 379            |
| % of Snow Removal Equip. Available       | 100%           | 100%           | 100%              | 100%           |
| % of Snow Equip. Prepared by Nov. 15     | 80%            | 83%            | 100%              | 100%           |
| % of Front Line Fire Apparatus Available | 100%           | 100%           | 100%              | 100%           |
| Average Age of Salt Trucks (Years)       | 10.2           | 9.4            | 8.5               | 8              |
| Average Age of Police Vehicles (Years)   | 3.8            | 4.0            | 3.8               | 3,5            |

### NOTES ON PERFORMANCE INDICATORS

Average year of salt trucks decreases as we follow our restructured planned replacement program. Following a planned replacement program increases dependability and availability while increasing the revenue value when selling end of life vehicles.

## SUMMARY OF BUDGET CHANGES

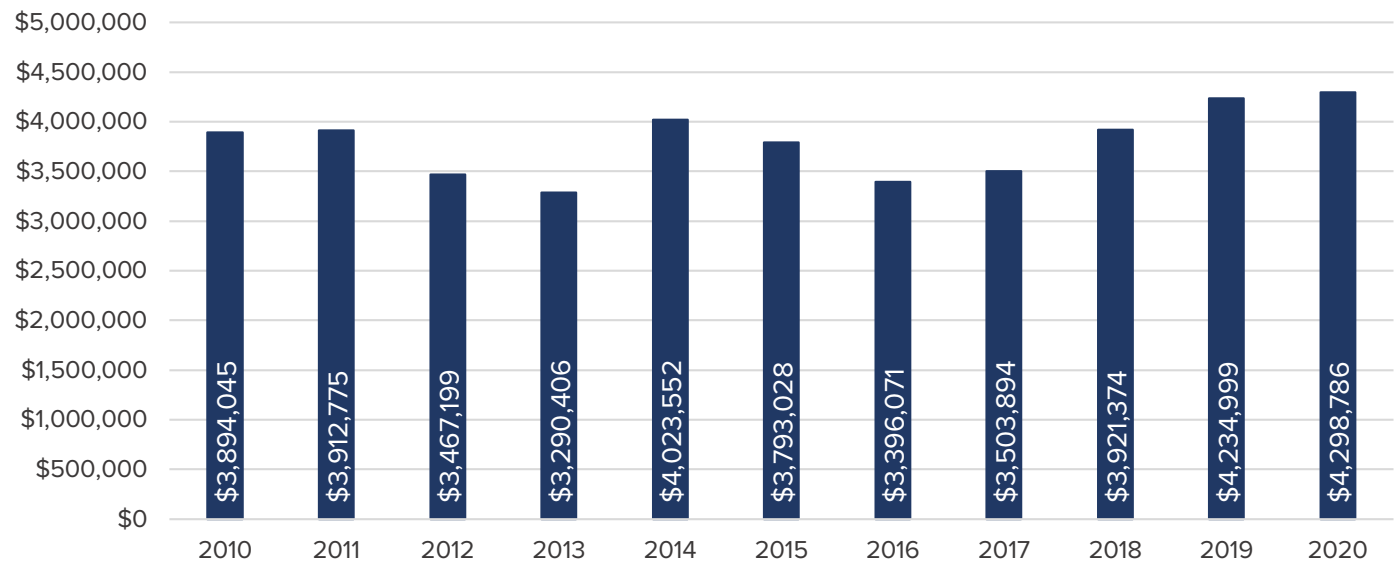
2021 FY projects moved to 2022 FY due to manufacturer early cut-off dates and parts supply shortage to build the vehicles and equipment. Partial expected 2021 FY revenues moved to 2022 FY due to late arriving vehicles and manufacturer delays.

### SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

2021 FY DPW Fuel Island project moved to 2022 FY. Project is expected to be bid and awarded in 2021 FY and completed in 2022 FY.

| PERSONNEL SUMMARY | 2019 BUDGET |           | 2020 BUDGET |           | 2021 BUDGET |           | 2022 BUDGET |           |
|-------------------|-------------|-----------|-------------|-----------|-------------|-----------|-------------|-----------|
|                   | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time | Full Time   | Part Time |
| Fleet Maintenance | 17.1        | 1         | 17.13       | 0.8       | 17.13       | 1.4       | 17.13       | 0.7       |
| Total Department  | 17.1        | 1         | 17.13       | 0.8       | 17.13       | 1.4       | 17.13       | 0.7       |

## OPERATING BUDGET HISTORY



# FLEET MAINTENANCE FUND

## SECTION A – REPLACEMENT UNITS

| 2022 QUANTITY                              | REPLACES | DESCRIPTION                                | 2022 PROPOSED    | 2023 PROPOSED    | 2024 PROPOSED    |
|--|----------|--|------------------|------------------|------------------|
| <b>REPLACEMENT VEHICLES</b>                |          |  |                  |                  |                  |
| 6  | A        | Police Patrol Cars                         | 228,000          | 195,000          | 200,000          |
| 3  | B        | Detective Cars                             | 99,000           | 102,000          | 105,000          |
| 1  | C        | Police Canine                              | 38,000           |                  | 40,000           |
|  |          | Prisoner Transport Van                     |                  | 40,000           |                  |
| 2  | D        | Fire Department 4X4                        | 78,000           | 78,000           | 80,000           |
| 1  | E        | Fire Dept. 4X4 Pickup Truck                | 38,000           |                  | 40,000           |
| 1  | F        | Dump Truck - 2 1/2 Yard                    | 62,000           | 63,000           | 64,000           |
| 1  | F        | Dump Truck - 2 1/2 Yard - 2021 Project     | 60,000           |                  |                  |
| 1  | G        | Dump Truck Crew- 2 1/2 Yard                | 63,000           | 63,000           | 64,000           |
| 1  | G        | Dump Truck Crew- 2 1/2 Yard - 2020 Project | 61,000           |                  |                  |
|  |          | Dump Truck 5 - 7 Yards                     |                  | 220,000          |                  |
| 1  | H        | Dump Truck – 10-12 Yds Swap Loader         | 325,000          |                  |                  |
| 2  | I        | Dump Truck - 10-12 Yds - 2021 Project      | 460,000          |                  |                  |
|  |          | Dump Truck - 10-12 Yds w/plow & salter     |                  | 780,000          | 780,000          |
|  |          | Street Sweeper                             |                  | 350,000          |                  |
| 1  | J        | Sewer Jet Catch Basin Cleaner              | 450,000          |                  |                  |
| 1  | K        | Staff Vehicles                             | 30,000           | 30,000           | 64,000           |
| 2  | K        | Staff vehicles - 2021 Project              | 56,000           |                  |                  |
| 1  | L        | Cargo Van                                  | 39,000           | 39,000           | 78,000           |
| 2  | L        | Cargo Van – 2021 Project                   | 76,000           |                  |                  |
| 3  | M        | Pickup Truck                               | 93,000           | 93,000           | 64,000           |
| 3  | M        | Pickup Truck - 2021 Project                | 90,000           |                  |                  |
| 1  | N        | Pickup Truck Crew Cab                      | 36,000           |                  |                  |
| 2  | O        | Pickup Truck w/plow – 2021 Project         | 72,000           |                  |                  |
| 2  | O        | Pickup Truck w/ plow                       | 74,000           | 74,000           | 76,000           |
| 1  | P        | Fleet Service Truck                        | 75,000           |                  |                  |
|  |          | Water Crew Truck                           |                  | 200,000          |                  |
|  |          | Water Camera Truck                         |                  | 120,000          |                  |
|  |          | Water Hydrant Truck                        |                  |                  | 180,000          |
| 1  | Q        | Street Sign Truck                          | 160,000          |                  |                  |
|  |          | Tree Chipper Truck                         |                  | 200,000          |                  |
| 1  | R        | Tractor Backhoe                            | 135,000          |                  |                  |
|  |          | Loader                                     |                  |                  | 260,000          |
|  |          | Log Loader Trailer                         |                  | 30,000           |                  |
| 2  | S        | Equipment Trailers                         | 42,000           |                  |                  |
| 1  | T        | Rear Yard Drain Machine                    | 55,000           |                  |                  |
|  |          | Brush Chipper                              |                  | 60,000           |                  |
| <b>Total Section A - Replacement Units</b> |          |  | <b>2,995,000</b> | <b>2,737,000</b> | <b>2,095,000</b> |

**SECTION B – BUILDING IMPROVEMENTS AND GENERAL REPAIRS**

| REPLACES                    | DESCRIPTION                               | 2022 PROPOSED | 2023 PROPOSED | 2024 PROPOSED |
|-----------------------------|---|---------------|---------------|---------------|
|                             | DPW HVAC Replacement                      | 75,000        |               |               |
|                             | DPW Fuel Island Renovation – 2021 Project | 750,000       |               |               |
|                             | City Hall Fuel Island Renovation          | 750,000       |               |               |
|                             | Paint Fleet Shop                          |               |               |               |
|                             | Security System Upgrade                   |               |               |               |
|                             | DPW Scale                                 | 60,000        |               |               |
|                             | Exhaust Fans                              | 95,000        |               |               |
| Total Section B - New Units |   | 1,730,000     |               |               |

**SECTION C – TOOLS AND EQUIPMENT**

| REPLACES                              | DESCRIPTION                | 2022 PROPOSED | 2023 PROPOSED | 2024 PROPOSED |
|---------------------------------------|----------------------------|---------------|---------------|---------------|
|                                       | Tire Carousel              |               | 40,000        |               |
|                                       | VHF Radio Repeater Upgrade | 75,000        |               |               |
|                                       | Hoist Replacement          | 60,000        |               |               |
| Total Section C - Tools and Equipment |                            | 135,000       | 40,000        |               |

**SUMMARY OF CAPITAL PURCHASES**

| 2022 UNITS              | REPLACES | DESCRIPTION                                | 2022 PROPOSED | 2023 PROPOSED | 2024 PROPOSED |
|-------------------------|----------|--|---------------|---------------|---------------|
| 44                      | Various  | Replacement Units Average                  | 2,995,000     | 2,737,000     | 2,095,000     |
|                         | Various  | Buildings and Improvements General Repairs | 1,730,000     |               |               |
|                         | Various  | Shop Equipment                             | 135,000       | 40,000        |               |
| Total Capital Purchases |          |  | 4,860,000     | 2,777,000     | 2,095,000     |



**EQUIPMENT TO BE REPLACED – ESTIMATED PROCEEDS**

| ITEM #                                    | EQUIPMENT# | DESCRIPTION                     | ESTIMATED RECOVERY |
|---|------------|---------------------------------|--------------------|
| A   |            | Police Patrol Vehicles          | 40,500             |
| B   |            | Police Detective Vehicles       | 17,500             |
| C   |            | Police K9 Vehicle               | 9,000              |
| D   |            | Fire Dept. 4x4 Staff Vehicles   | 5,000              |
| E   |            | Fire Dept. 4x4 Truck            | 10,000             |
| F   |            | 2-1/2 Yd. Dump Truck            | 16,000             |
| G   |            | 2-1/2 Yd Crew Dump Truck        | 16,000             |
|   |            | 5-7 Yd Dump Truck               | 15,000             |
| H   |            | 10-12 Yd. Swap Loader           | 10,000             |
| I   |            | 10-12 Yd. Dump Truck            | 46,000             |
| J   |            | Sewer Jet & Catch Basin Cleaner | 50,000             |
| K   |            | Staff Vehicles                  | 10,500             |
| L   |            | Cargo Vans                      | 15,000             |
| M   |            | Pickup Trucks                   | 9,000              |
| N   |            | Pickup Crew Cab                 | 4,000              |
| O   |            | Pickup Truck w/plow             | 14,000             |
| Q   |            | Street Sign Truck               | 30,000             |
| R   |            | Tractor Backhoe                 | 28,000             |
| S   |            | Equipment Trailer               | 6,000              |
| T   |            | Rear Yard Drain Machine         | 7,000              |
|   |            | Arrow Board Trailer             | 500                |
| <b>Total Proceeds From Replaced Units</b> |            |                                 | <b>359,000</b>     |

**INTERNAL SERVICE**  
**General Government**

## Fleet Maintenance

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change     | 2023 Proposed    | 2024 Proposed    |
|---|-----------------------|-----------------------|--------------------------|------------------------|------------------|--------------|------------------|------------------|
| <b>Fund: 661 FLEET MAINTENANCE</b>                          |                       |                       |                          |                        |                  |              |                  |                  |
| <b><u>REVENUE</u></b>                                       |                       |                       |                          |                        |                  |              |                  |                  |
| <b>Department: 000 Revenue</b>                              |                       |                       |                          |                        |                  |              |                  |                  |
| Charges For Services  | \$ 81,386             | \$ 32,451             | \$ 19,000                | \$ 23,720              | \$ 12,000        | -49.41%      | \$ 13,000        | \$ 13,500        |
| Interest & Rent   | 4,273,475             | 4,263,904             | 4,132,550                | 4,465,460              | 4,549,700        | 1.89%        | 4,506,940        | 4,512,020        |
| Other Revenue   | 634,128               | 202,248               | 395,740                  | 539,610                | 639,540          | 18.52%       | 531,950          | 500,450          |
| <b>Department Total: Revenue</b>                            | <b>4,988,989</b>      | <b>4,498,604</b>      | <b>4,547,290</b>         | <b>5,028,790</b>       | <b>5,201,240</b> | <b>3.43%</b> | <b>5,051,890</b> | <b>5,025,970</b> |
| <b><u>EXPENDITURE</u></b>                                   |                       |                       |                          |                        |                  |              |                  |                  |
| <b>Department: 549 Motor Pool</b>                           |                       |                       |                          |                        |                  |              |                  |                  |
| <b>Business Unit: 549 Motor Pool Administration</b>         |                       |                       |                          |                        |                  |              |                  |                  |
| Personal Services   | 526,532               | 518,859               | -                        | 552,260                | 568,200          | 2.89%        | 584,940          | 603,600          |
| Supplies  | 10,917                | 11,367                | 10,000                   | 11,260                 | 13,500           | 19.89%       | 13,810           | 14,120           |
| Other Service Charges                                       | 145,992               | 146,718               | 157,530                  | 174,885                | 180,520          | 3.22%        | 184,575          | 188,325          |
| <b>Business Unit Total: Motor Pool Administration</b>       | <b>683,441</b>        | <b>676,944</b>        | <b>167,530</b>           | <b>738,405</b>         | <b>762,220</b>   | <b>3.23%</b> | <b>783,325</b>   | <b>806,045</b>   |
| <b>Business Unit: 550 Equipment Operation &amp; Maint</b>   |                       |                       |                          |                        |                  |              |                  |                  |
| Personal Services   | 1,081,595             | 1,120,271             | -                        | 1,397,810              | 1,406,930        | 0.65%        | 1,449,290        | 1,496,370        |
| Supplies  | 1,120,939             | 925,247               | 1,054,000                | 1,185,360              | 1,193,230        | 0.66%        | 1,215,780        | 1,215,780        |
| Other Service Charges                                       | 94,956                | 73,452                | 72,470                   | 83,860                 | 90,530           | 7.95%        | 92,250           | 92,750           |
| <b>Business Unit Total: Equipment Operation &amp; Maint</b> | <b>2,297,490</b>      | <b>2,118,970</b>      | <b>1,126,470</b>         | <b>2,667,030</b>       | <b>2,690,690</b> | <b>0.89%</b> | <b>2,757,320</b> | <b>2,804,900</b> |

**INTERNAL SERVICE**  
**General Government**

## Fleet Maintenance

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change      | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|---------------|---------------------|---------------------|
| <b>Fund: 661 FLEET MAINTENANCE</b>                          |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Business Unit: 551 DPW Facility Maintenance</b>          |                       |                       |                          |                        |                     |               |                     |                     |
| Supplies  | 21,673                | 18,050                | 16,500                   | 19,940                 | 18,300              | -8.22%        | 18,700              | 19,200              |
| Other Service Charges                                       | 348,189               | 341,374               | 338,020                  | 360,370                | 356,770             | -1.00%        | 363,630             | 370,650             |
| <b>Business Unit Total: DPW Facility Maintenance</b>        | <b>369,862</b>        | <b>359,423</b>        | <b>354,520</b>           | <b>380,310</b>         | <b>375,070</b>      | <b>-1.38%</b> | <b>382,330</b>      | <b>389,850</b>      |
| <b>Department Total: Motor Pool</b>                         | <b>3,350,794</b>      | <b>3,155,337</b>      | <b>1,648,520</b>         | <b>3,785,745</b>       | <b>3,827,980</b>    | <b>1.12%</b>  | <b>3,922,975</b>    | <b>4,000,795</b>    |
| <b>Total Income from Operations</b>                         | <b>1,638,196</b>      | <b>1,343,267</b>      | <b>2,898,770</b>         | <b>1,243,045</b>       | <b>1,373,260</b>    | <b>10.48%</b> | <b>1,128,915</b>    | <b>1,025,175</b>    |
| <b>EXPENDITURE</b>  |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Department: 549 Motor Pool</b>                           |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Business Unit: 550 Equipment Operation &amp; Maint</b>   |                       |                       |                          |                        |                     |               |                     |                     |
| Depreciation  | 884,205               | 916,616               | -                        | -                      | -                   | 0.00%         | -                   | -                   |
| <b>Business Unit Total: Equipment Operation &amp; Maint</b> | <b>884,205</b>        | <b>916,616</b>        | <b>-</b>                 | <b>-</b>               | <b>-</b>            | <b>0.00%</b>  | <b>-</b>            | <b>-</b>            |
| <b>Business Unit: 565 Motor Pool Capital</b>                |                       |                       |                          |                        |                     |               |                     |                     |
| Capital Expenditures  | -                     | (226,834)             | 2,727,640                | 5,133,100              | 4,930,000           | -3.96%        | 2,777,000           | 2,095,000           |
| <b>Business Unit Total: Motor Pool Capital</b>              | <b>-</b>              | <b>(226,834)</b>      | <b>2,727,640</b>         | <b>5,133,100</b>       | <b>4,930,000</b>    | <b>-3.96%</b> | <b>2,777,000</b>    | <b>2,095,000</b>    |
| <b>Department Total: Motor Pool</b>                         | <b>884,205</b>        | <b>689,782</b>        | <b>2,727,640</b>         | <b>5,133,100</b>       | <b>4,930,000</b>    | <b>-3.96%</b> | <b>2,777,000</b>    | <b>2,095,000</b>    |
| <b>Total Capital/Depreciation Expense</b>                   | <b>(884,205)</b>      | <b>(689,782)</b>      | <b>(2,727,640)</b>       | <b>(5,133,100)</b>     | <b>(4,930,000)</b>  | <b>-3.96%</b> | <b>(2,777,000)</b>  | <b>(2,095,000)</b>  |
| <b>Total Income (Loss)</b>                                  | <b>753,991</b>        | <b>653,486</b>        | <b>171,130</b>           | <b>(3,890,055)</b>     | <b>(3,556,740)</b>  | <b>-8.57%</b> | <b>(1,648,085)</b>  | <b>(1,069,825)</b>  |
| <b>Beginning Fund Balance</b>                               | <b>11,359,469</b>     | <b>12,113,460</b>     | <b>12,766,946</b>        | <b>12,766,946</b>      | <b>12,938,076</b>   | <b>1.34%</b>  | <b>9,381,336</b>    | <b>7,733,251</b>    |
| <b>Ending Fund Balance</b>                                  | <b>\$ 12,113,460</b>  | <b>\$ 12,766,946</b>  | <b>\$ 12,938,076</b>     | <b>\$ 8,876,891</b>    | <b>\$ 9,381,336</b> | <b>5.68%</b>  | <b>\$ 7,733,251</b> | <b>\$ 6,663,426</b> |

# INFORMATION TECHNOLOGY

Information Technology Director.....Gert Paraskevin

## MISSION STATEMENT

Information Technology is an internal service organization whose purpose is to provide technology and telecommunications services in support of the City of Troy's goals. Information Technology empowers users to effectively utilize resources by providing a stable, reliable environment, and responsive support services.



## DEPARTMENT FUNCTIONS

### ADMINISTRATIVE & SUPPORT SERVICES

- Prepares and administers the department budget
- Keeps abreast of technological changes
- Develops short-and long-term plans
- Manages purchases and implementations
- Establishes standards
- Adopts policies
- Maintains software and equipment inventory
- Serves as liaison with City departments
- Coordinates and evaluates staff development and activities
- Oversees Technology Committees

### APPLICATION SUPPORT

- Performs requirements analysis to determine application software needs
- Recommends and implements application software
- Provides initial and ongoing training
- Functions as front-line support and acts as the liaison between software vendors and end users to resolve issues
- Implements change requests and enhancements
- Performs software upgrades
- Creates custom programming and interfaces
- Supports the Intranet and Internet websites

### CLIENT SUPPORT

- Provides desktop hardware support and maintenance
- Provides desktop software support and maintenance
- Purchases and installs new equipment and software
- Serves as the contact with various vendors
- Provides Smartphone support

### INFRASTRUCTURE SUPPORT

- Provides network administration
- Supports all data communications technology
- Performs installations, maintenance and upgrades of network operating systems
- Maintains communications equipment and network hardware
- Develops and executes backup procedures
- Monitors the network to proactively identify problems and recommend upgrade
- Maintains e-mail communication gateways
- Oversees network security
- Maintains and supports the City's telecommunication system

## PERFORMANCE INDICATORS

| PERFORMANCE INDICATORS             | 2018/19<br>ACTUAL                 | 2019/20<br>ACTUAL                 | 2020/21<br>PROJECTED              | 2021/22<br>BUDGET                 |
|------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Software Supported                 | 172                               | 163                               | 164                               | 161                               |
| Personal Computers Supported       | 502                               | 506                               | 512                               | 512                               |
| Printers Supported                 | 155                               | 195                               | 205                               | 205                               |
| Servers Supported                  | 74                                | 73                                | 75                                | 75                                |
| Computer Help Desk Requests        | 3,043                             | 2,864                             | 3,040                             | 3,100                             |
| IT Staff Training Costs            | \$7,020                           | \$8,796                           | \$5,000                           | 14,000                            |
| Equipment Maintenance Costs        | \$6,743                           | \$6,556                           | \$15,500                          | \$17,550                          |
| Standard Computer Chargeback Rates | \$4,235 /<br>\$4,012 /<br>\$2,500 | \$4,320 /<br>\$4,092 /<br>\$2,550 | \$4,406 /<br>\$4,174 /<br>\$2,601 | \$4,494 /<br>\$4,257 /<br>\$2,653 |

### NOTES ON PERFORMANCE INDICATORS

Printers include local label printers not all previously counted.

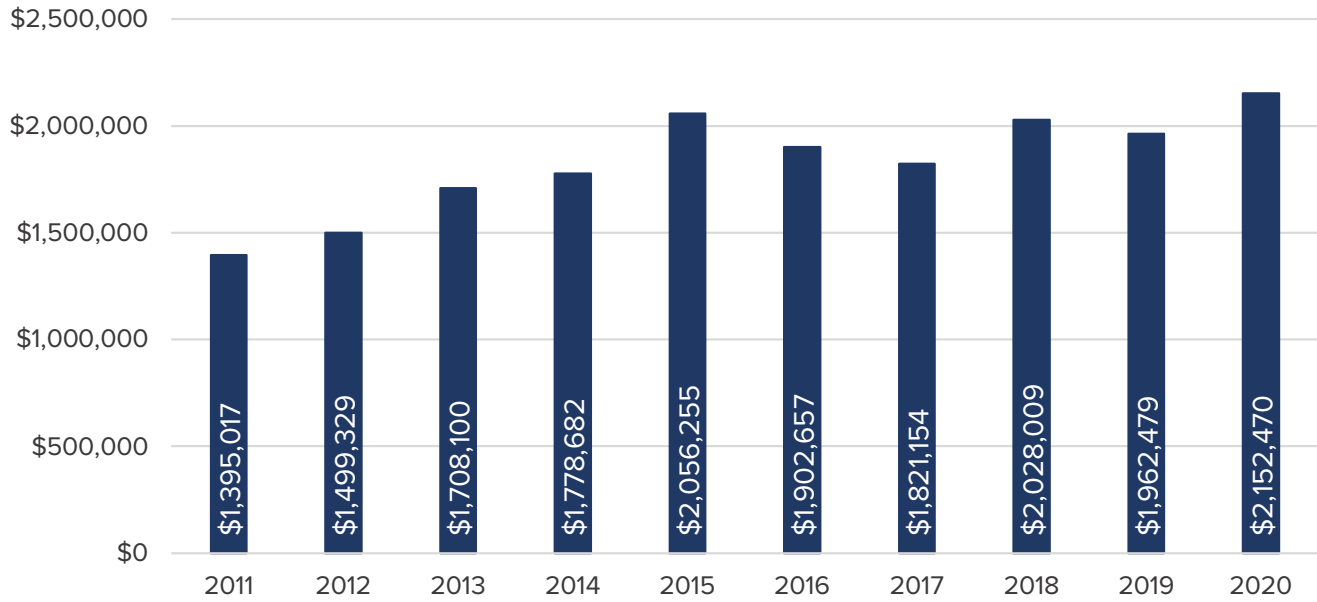
## SUMMARY OF BUDGET CHANGES

### SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21

- **Personal Services:** None
- **Supplies:** Significant decrease (41%) as past few years included replacement of computer workstations. That replacement will be complete.
- **Other Service Charges:** None
- **Capital Outlay:** Significant reduction as the replacement of the phone system will be completed for fiscal 2021. Capital outlay for 2022 includes two server replacements and additional backup resources.

| PERSONNEL SUMMARY       | 2019<br>BUDGET |              | 2020<br>BUDGET |              | 2021<br>BUDGET |              | 2022<br>BUDGET |              |
|-------------------------|----------------|--------------|----------------|--------------|----------------|--------------|----------------|--------------|
|                         | Full<br>Time   | Part<br>Time | Full<br>Time   | Part<br>Time | Full<br>Time   | Part<br>Time | Full<br>Time   | Part<br>Time |
| Information Technology  | 9.7            | 0            | 9.7            | 0            | 9.7            | 0            | 9.7            | 0            |
| <b>Total Department</b> | <b>9.7</b>     | <b>0</b>     | <b>9.7</b>     | <b>0</b>     | <b>9.7</b>     | <b>0</b>     | <b>9.7</b>     | <b>0</b>     |

# OPERATING BUDGET HISTORY



**INTERNAL SERVICE**  
**General Government**

## Information Technology

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change        | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|-----------------|---------------------|---------------------|
| <b>Fund: 636 INFORMATION TECHNOLOGY</b>         |                       |                       |                          |                        |                     |                 |                     |                     |
| <b><u>REVENUE</u></b>                           |                       |                       |                          |                        |                     |                 |                     |                     |
| <b>Department: 000 Revenue</b>                  |                       |                       |                          |                        |                     |                 |                     |                     |
| Charges For Services                            | \$ 2,150,401          | \$ 2,205,776          | \$ 2,216,080             | \$ 2,216,080           | \$ 2,287,292        | 3.21%           | \$ 2,333,040        | \$ 2,379,700        |
| Interest & Rent                                 | 42,689                | 34,182                | 10,000                   | 10,000                 | 10,000              | 0.00%           | 10,000              | 10,000              |
| <b>Department Total: Revenue</b>                | <b>2,193,090</b>      | <b>2,239,959</b>      | <b>2,226,080</b>         | <b>2,226,080</b>       | <b>2,297,292</b>    | <b>3.20%</b>    | <b>2,343,040</b>    | <b>2,389,700</b>    |
| <b><u>EXPENDITURE</u></b>                       |                       |                       |                          |                        |                     |                 |                     |                     |
| <b>Department: 228 Information Technology</b>   |                       |                       |                          |                        |                     |                 |                     |                     |
| Personal Services                               | 1,188,324             | 1,173,816             | 1,317,592                | 1,371,140              | 1,453,150           | 5.98%           | 1,494,800           | 1,541,250           |
| Supplies  | 260,489               | 225,325               | 233,500                  | 233,500                | 137,000             | -41.33%         | 91,500              | 201,500             |
| Other Service Charges                           | 364,966               | 611,625               | 493,090                  | 493,160                | 525,086             | 6.47%           | 518,630             | 520,010             |
| <b>Department Total: Information Technology</b> | <b>1,813,779</b>      | <b>2,010,766</b>      | <b>2,044,182</b>         | <b>2,097,800</b>       | <b>2,115,236</b>    | <b>0.83%</b>    | <b>2,104,930</b>    | <b>2,262,760</b>    |
| <b>Total Income from Operations</b>             | <b>379,312</b>        | <b>229,193</b>        | <b>181,898</b>           | <b>128,280</b>         | <b>182,056</b>      | <b>41.92%</b>   | <b>238,110</b>      | <b>126,940</b>      |
| <b><u>EXPENDITURE</u></b>                       |                       |                       |                          |                        |                     |                 |                     |                     |
| <b>Department: 228 Information Technology</b>   |                       |                       |                          |                        |                     |                 |                     |                     |
| Depreciation                                    | 148,701               | 141,704               | -                        | -                      | -                   | 0.00%           | -                   | -                   |
| Capital Expenditures                            | -                     | -                     | 550,000                  | 550,000                | 120,000             | -78.18%         | 120,000             | 22,000              |
| <b>Department Total: Information Technology</b> | <b>148,701</b>        | <b>141,704</b>        | <b>550,000</b>           | <b>550,000</b>         | <b>120,000</b>      | <b>-78.18%</b>  | <b>120,000</b>      | <b>22,000</b>       |
| <b>Total Capital/Depreciation Expense</b>       | <b>(148,701)</b>      | <b>(141,704)</b>      | <b>(550,000)</b>         | <b>(550,000)</b>       | <b>(120,000)</b>    | <b>-78.18%</b>  | <b>(120,000)</b>    | <b>(22,000)</b>     |
| <b>Total Income (Loss)</b>                      | <b>230,611</b>        | <b>87,488</b>         | <b>(368,102)</b>         | <b>(421,720)</b>       | <b>62,056</b>       | <b>-114.71%</b> | <b>118,110</b>      | <b>104,940</b>      |
| <b>Beginning Fund Balance</b>                   | <b>1,387,487</b>      | <b>1,618,098</b>      | <b>1,705,586</b>         | <b>1,705,586</b>       | <b>1,337,484</b>    | <b>-21.58%</b>  | <b>1,399,540</b>    | <b>1,517,650</b>    |
| <b>Ending Fund Balance</b>                      | <b>\$ 1,618,098</b>   | <b>\$ 1,705,586</b>   | <b>\$ 1,337,484</b>      | <b>\$ 1,283,866</b>    | <b>\$ 1,399,540</b> | <b>9.01%</b>    | <b>\$ 1,517,650</b> | <b>\$ 1,622,590</b> |

**INTERNAL SERVICE**  
**General Government**

## Unemployment Compensation

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed    | % Change     | 2023 Proposed    | 2024 Proposed    |
|---|-----------------------|-----------------------|--------------------------|------------------------|------------------|--------------|------------------|------------------|
| <b>Fund: 605 UNEMPLOYMENT<br/>COMPENSATION</b>              |                       |                       |                          |                        |                  |              |                  |                  |
| <b><u>REVENUE</u></b>                                       |                       |                       |                          |                        |                  |              |                  |                  |
| <b>Department: 000 Revenue</b>                              |                       |                       |                          |                        |                  |              |                  |                  |
| Charges For Services  | \$ 2,049              | \$ 4,086              | \$ 3,440                 | \$ 3,640               | \$ 3,710         | 1.92%        | \$ 3,790         | \$ 3,875         |
| Interest & Rent   | 1,280                 | 885                   | 200                      | -                      | -                | 0.00%        | -                | -                |
| <b>Department Total: Revenue</b>                            | <b>3,329</b>          | <b>4,971</b>          | <b>3,640</b>             | <b>3,640</b>           | <b>3,710</b>     | <b>1.92%</b> | <b>3,790</b>     | <b>3,875</b>     |
| <b><u>EXPENDITURE</u></b>                                   |                       |                       |                          |                        |                  |              |                  |                  |
| <b>Department: 870 Unemployment<br/>Compensation Fund</b>   |                       |                       |                          |                        |                  |              |                  |                  |
| Other Service Charges                                       | 3,329                 | 4,475                 | 3,640                    | 3,640                  | 3,710            | 1.92%        | 3,790            | 3,875            |
| <b>Department Total: Unemployment<br/>Compensation Fund</b> | <b>3,329</b>          | <b>4,475</b>          | <b>3,640</b>             | <b>3,640</b>           | <b>3,710</b>     | <b>1.92%</b> | <b>3,790</b>     | <b>3,875</b>     |
| <b>Total Income from Operations</b>                         | <b>-</b>              | <b>497</b>            | <b>-</b>                 | <b>-</b>               | <b>-</b>         | <b>0.00%</b> | <b>-</b>         | <b>-</b>         |
| <b>Beginning Fund Balance</b>                               | <b>40,000</b>         | <b>40,000</b>         | <b>40,497</b>            | <b>40,497</b>          | <b>40,497</b>    | <b>0.00%</b> | <b>40,497</b>    | <b>40,497</b>    |
| <b>Ending Fund Balance</b>                                  | <b>\$ 40,000</b>      | <b>\$ 40,497</b>      | <b>\$ 40,497</b>         | <b>\$ 40,497</b>       | <b>\$ 40,497</b> | <b>0.00%</b> | <b>\$ 40,497</b> | <b>\$ 40,497</b> |



**INTERNAL SERVICE**  
**General Government**

## Worker's Comp Reserve Fund

|   | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change     | 2023 Proposed       | 2024 Proposed       |
|---|-----------------------|-----------------------|--------------------------|------------------------|---------------------|--------------|---------------------|---------------------|
| <b>Fund: 606 WORKER'S COMP RESERVE<br/>FUND</b>         |                       |                       |                          |                        |                     |              |                     |                     |
| <b><u>REVENUE</u></b>                                   |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Department: 000 Revenue</b>                          |                       |                       |                          |                        |                     |              |                     |                     |
| Charges For Services                                    | \$ 445,820            | \$ 832,272            | \$ 740,000               | \$ 750,000             | \$ 775,000          | 3.33%        | \$ 800,000          | \$ 825,000          |
| Interest & Rent   | 69,486                | 40,887                | 10,000                   | -                      | -                   | 0.00%        | -                   | -                   |
| Other Revenue   | 10,624                | 6,581                 | 15,000                   | 15,000                 | 15,000              | 0.00%        | 15,000              | 15,000              |
| <b>Department Total: Revenue</b>                        | <b>525,930</b>        | <b>879,740</b>        | <b>765,000</b>           | <b>765,000</b>         | <b>790,000</b>      | <b>3.27%</b> | <b>815,000</b>      | <b>840,000</b>      |
| <b><u>EXPENDITURE</u></b>                               |                       |                       |                          |                        |                     |              |                     |                     |
| <b>Department: 871 Worker's<br/>Compensation Fund</b>   |                       |                       |                          |                        |                     |              |                     |                     |
| Other Service Charges                                   | 525,930               | 856,366               | 765,000                  | 765,000                | 790,000             | 3.27%        | 815,000             | 840,000             |
| <b>Department Total: Worker's<br/>Compensation Fund</b> | <b>525,930</b>        | <b>856,366</b>        | <b>765,000</b>           | <b>765,000</b>         | <b>790,000</b>      | <b>3.27%</b> | <b>815,000</b>      | <b>840,000</b>      |
| <b>Total Income from Operations</b>                     | <b>-</b>              | <b>23,374</b>         | <b>-</b>                 | <b>-</b>               | <b>-</b>            | <b>0.00%</b> | <b>-</b>            | <b>-</b>            |
| <b>Beginning Fund Balance</b>                           | <b>2,000,000</b>      | <b>2,000,000</b>      | <b>2,023,374</b>         | <b>2,023,374</b>       | <b>2,023,374</b>    | <b>0.00%</b> | <b>2,023,374</b>    | <b>2,023,374</b>    |
| <b>Ending Fund Balance</b>                              | <b>\$ 2,000,000</b>   | <b>\$ 2,023,374</b>   | <b>\$ 2,023,374</b>      | <b>\$ 2,023,374</b>    | <b>\$ 2,023,374</b> | <b>0.00%</b> | <b>\$ 2,023,374</b> | <b>\$ 2,023,374</b> |

**INTERNAL SERVICE**  
**General Government**

## Compensated Absences Fund

|  | 2019 Actual<br>Amount | 2020 Actual<br>Amount | 2021 Estimated<br>Amount | 2021 Amended<br>Budget | 2022 Proposed       | % Change      | 2023 Proposed       | 2024 Proposed       |
|--|-----------------------|-----------------------|--------------------------|------------------------|---------------------|---------------|---------------------|---------------------|
| <b>Fund: 630 COMPENSATED ABSENCES<br/>FUND</b>         |                       |                       |                          |                        |                     |               |                     |                     |
| <b><u>REVENUE</u></b>                                  |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Department: 000 Revenue</b>                         |                       |                       |                          |                        |                     |               |                     |                     |
| Interest & Rent  | \$ 173,327            | \$ 128,442            | \$ 52,000                | \$ 52,000              | \$ 35,000           | -32.69%       | \$ 35,000           | \$ 35,000           |
| Other Revenue  | 4,414,954             | 4,157,086             | 4,768,442                | 4,655,050              | 4,785,240           | 2.80%         | 4,931,610           | 5,119,771           |
| <b>Department Total: Revenue</b>                       | <b>4,588,280</b>      | <b>4,285,527</b>      | <b>4,820,442</b>         | <b>4,707,050</b>       | <b>4,820,240</b>    | <b>2.40%</b>  | <b>4,966,610</b>    | <b>5,154,771</b>    |
| <b><u>EXPENDITURE</u></b>                              |                       |                       |                          |                        |                     |               |                     |                     |
| <b>Department: 859 Compensated<br/>Absences Fund</b>   |                       |                       |                          |                        |                     |               |                     |                     |
| Personal Services                                      | 4,588,280             | 4,219,945             | 4,886,025                | 4,707,050              | 4,820,240           | 2.40%         | 4,966,610           | 5,154,771           |
| <b>Department Total: Compensated<br/>Absences Fund</b> | <b>4,588,280</b>      | <b>4,219,945</b>      | <b>4,886,025</b>         | <b>4,707,050</b>       | <b>4,820,240</b>    | <b>2.40%</b>  | <b>4,966,610</b>    | <b>5,154,771</b>    |
| <b>Total Income from Operations</b>                    | <b>-</b>              | <b>65,583</b>         | <b>(65,583)</b>          | <b>-</b>               | <b>-</b>            | <b>0.00%</b>  | <b>-</b>            | <b>-</b>            |
| <b>Beginning Fund Balance</b>                          | <b>1,000,000</b>      | <b>1,000,000</b>      | <b>1,065,583</b>         | <b>1,065,583</b>       | <b>1,000,000</b>    | <b>-6.15%</b> | <b>1,000,000</b>    | <b>1,000,000</b>    |
| <b>Ending Fund Balance</b>                             | <b>\$ 1,000,000</b>   | <b>\$ 1,065,583</b>   | <b>\$ 1,000,000</b>      | <b>\$ 1,065,583</b>    | <b>\$ 1,000,000</b> | <b>-6.15%</b> | <b>\$ 1,000,000</b> | <b>\$ 1,000,000</b> |

# SUPPLEMENTAL **INFORMATION**

2021/22 PROPOSED BUDGET

### Governmental Funds Revenues, Expenditures and Changes in Fund Balance Last Ten Years

| Description                                      | 2011               | 2012              | 2013              | 2014                | 2015               | 2016               | 2017               | 2018              | 2019              | 2020              |
|--|--------------------|-------------------|-------------------|---------------------|--------------------|--------------------|--------------------|-------------------|-------------------|-------------------|
| <b>Revenues</b>                                  |                    |                   |                   |                     |                    |                    |                    |                   |                   |                   |
| Property Taxes                                   | \$ 46,082,673      | \$ 46,450,199     | \$ 46,470,104     | \$ 46,739,163       | \$ 47,032,046      | \$ 48,181,711      | \$ 48,330,909      | \$ 49,449,053     | \$ 51,118,782     | \$ 52,847,967     |
| Licenses and Permits                             | 1,259,748          | 1,686,633         | 2,254,775         | 2,429,459           | 2,896,533          | 2,519,342          | 2,755,580          | 2,947,987         | 2,930,791         | 2,684,369         |
| Federal Sources                                  | 2,171,633          | 1,040,037         | 5,119,153         | 3,189,800           | 1,909,795          | 2,492,626          | 564,401            | 419,889           | 350,211           | 410,169           |
| State Sources                                    | 10,504,385         | 11,384,502        | 11,673,045        | 12,238,420          | 14,532,201         | 14,016,525         | 15,102,588         | 17,266,839        | 18,707,814        | 17,461,280        |
| County Sources                                   | 1,039,709          | 614,530           | 786,068           | 31,209              | 587,902            | 1,401,455          | 1,624,744          | 1,227,514         | 904,756           | 479,549           |
| Charges for Services                             | 7,335,759          | 7,660,204         | 7,760,295         | 8,378,616           | 9,375,710          | 9,636,700          | 9,198,024          | 9,328,352         | 8,353,157         | 6,763,062         |
| Fines and Forfeits                               | 1,277,705          | 1,154,999         | 902,183           | 1,396,241           | 1,418,354          | 1,183,571          | 1,415,429          | 1,617,607         | 1,557,399         | 1,097,965         |
| Interest Income                                  | 430,899            | 186,897           | 154,351           | 348,625             | 224,322            | 865,229            | 10,795             | 70,137            | 2,102,986         | 1,607,993         |
| Miscellaneous                                    | 1,967,075          | 2,330,595         | 2,007,022         | 2,042,877           | 3,086,024          | 2,948,266          | 3,167,305          | 3,139,232         | 3,261,326         | 3,022,060         |
| <b>Total Revenues</b>                            | <b>72,069,586</b>  | <b>72,508,596</b> | <b>77,126,996</b> | <b>76,794,410</b>   | <b>81,062,887</b>  | <b>83,245,425</b>  | <b>82,169,775</b>  | <b>85,466,610</b> | <b>89,287,222</b> | <b>86,374,414</b> |
| <b>Expenditures</b>                              |                    |                   |                   |                     |                    |                    |                    |                   |                   |                   |
| General Government                               | 8,232,791          | 7,499,219         | 7,409,887         | 6,621,292           | 6,992,994          | 7,338,404          | 7,931,122          | 7,557,035         | 8,241,232         | 8,436,783         |
| Public Safety                                    | 29,899,440         | 26,644,367        | 27,371,783        | 28,082,145          | 31,108,472         | 28,611,021         | 29,860,208         | 31,427,553        | 33,487,111        | 33,833,913        |
| Roads and Streets                                | 4,799,035          | 4,159,761         | 4,257,865         | 5,675,847           | 5,638,918          | 5,372,214          | 5,441,176          | 6,184,744         | 5,946,526         | 5,946,118         |
| Other Public Works                               | 1,756,490          | 1,680,731         | 1,779,928         | -                   | -                  | -                  | -                  | -                 | -                 | -                 |
| Sanitation                                       | 4,109,985          | 4,216,324         | 4,331,560         | 4,267,898           | 4,606,610          | 4,517,910          | 4,890,106          | 5,008,258         | 5,250,790         | 5,359,069         |
| Community Develop.                               | 148,800            | 133,712           | 621,439           | 18,327,123          | 3,207,237          | 3,186,003          | 3,364,862          | 3,627,340         | 3,977,888         | 3,854,144         |
| Recreation/Culture                               | 9,067,491          | 8,060,815         | 8,243,322         | 8,556,099           | 9,186,959          | 9,457,699          | 9,793,755          | 10,771,468        | 11,088,389        | 10,193,878        |
| Capital Outlay                                   | 14,244,384         | 11,130,331        | 13,670,400        | 13,725,931          | 19,554,175         | 24,973,022         | 18,916,700         | 17,818,579        | 12,587,681        | 11,596,804        |
| Debt Service                                     |                    |                   |                   |                     |                    |                    |                    |                   |                   |                   |
| Principal  | 2,496,586          | 2,536,167         | 2,626,776         | 2,691,746           | 2,832,182          | 2,922,716          | 2,980,066          | 2,910,420         | 3,095,471         | 3,136,159.00      |
| Interest   | 1,248,479          | 1,119,964         | 1,042,839         | 1,126,667           | 1,505,715          | 1,407,944          | 1,274,264          | 1,160,095         | 1,042,658         | 910,498.00        |
| <b>Total Expenditures</b>                        | <b>76,003,481</b>  | <b>67,181,391</b> | <b>71,355,799</b> | <b>89,074,748</b>   | <b>84,633,262</b>  | <b>87,786,933</b>  | <b>84,452,259</b>  | <b>86,465,492</b> | <b>84,717,746</b> | <b>83,267,366</b> |
| <b>Excess revenues over (under) Expenditures</b> | <b>(3,933,895)</b> | <b>5,327,205</b>  | <b>5,771,197</b>  | <b>(12,280,338)</b> | <b>(3,570,375)</b> | <b>(4,541,508)</b> | <b>(2,282,484)</b> | <b>(998,882)</b>  | <b>4,569,476</b>  | <b>3,107,048</b>  |

**Governmental Funds  
Revenues, Expenditures and Changes in Fund Balance  
Last Ten Years**

| Description                                 | 2011                  | 2012                | 2013                | 2014                | 2015                  | 2016                  | 2017                  | 2018                | 2019             | 2020             |
|---|-----------------------|---------------------|---------------------|---------------------|-----------------------|-----------------------|-----------------------|---------------------|------------------|------------------|
| <b>Other Financing sources (uses)</b>       |                       |                     |                     |                     |                       |                       |                       |                     |                  |                  |
| Issuance of Debt                            | 9,110,000             | -                   | -                   | 14,945,000          | -                     | -                     | -                     | -                   |                  |                  |
| Proceeds from Sale of Capital Assets        | 61,373                | -                   | 51,220              | 273,700             | 415,717               | 172,438               | 1,299                 | 670                 | 223,396          | 112,698          |
| Payments to Escrow                          | (9,919,004)           | -                   | -                   | -                   | -                     | -                     | -                     | -                   |                  |                  |
| Premium on Debt Issue                       | 947,639               | -                   | -                   | -                   | -                     | -                     | -                     | -                   |                  |                  |
| Transfers In                                | 9,229,240             | 8,803,101           | 8,648,930           | 13,742,158          | 15,247,847            | 18,223,266            | 15,568,422            | 14,583,366          | 14,694,064       | 15,649,224       |
| Transfers Out                               | (8,772,125)           | (8,218,400)         | (8,648,930)         | (13,292,158)        | (15,306,857)          | (18,223,266)          | (15,568,422)          | (14,583,366)        | (14,694,064)     | (15,649,224)     |
| <b>Total Other Financing Sources (Uses)</b> | 657,123               | 584,701             | 51,220              | 15,668,700          | 356,707               | 172,438               | 1,299                 | 670                 | 223,396          | 112,698          |
| <b>Net Change in Fund Balances</b>          | <b>\$ (3,276,772)</b> | <b>\$ 5,911,906</b> | <b>\$ 5,822,417</b> | <b>\$ 3,388,362</b> | <b>\$ (3,213,668)</b> | <b>\$ (4,369,070)</b> | <b>\$ (2,281,185)</b> | <b>\$ (998,212)</b> | <b>4,792,873</b> | <b>3,219,746</b> |

Debt Service as a  
percentage of  
Non-capital  
Expenditures

|      |      |      |      |      |      |      |      |      |      |
|------|------|------|------|------|------|------|------|------|------|
| 6.1% | 6.5% | 6.4% | 5.1% | 6.7% | 6.9% | 6.5% | 5.9% | 5.7% | 5.6% |
|------|------|------|------|------|------|------|------|------|------|

## General Fund Balance Compared to Annual Expenditures

| Fiscal Year Ended 30-Jun | Nonspendable Fund Balance | Restricted Fund Balance | Committed Fund Balance | Assigned Fund Balance | Unassigned Fund Balance | Annual Operating Expenditures | Unassigned Fund Balance as a % of Expenditures |
|--------------------------|---------------------------|-------------------------|------------------------|-----------------------|-------------------------|-------------------------------|--|
| 2011*                    | \$ 4,034,119              | \$ 1,508,257            | \$ 3,610,131           | \$ 5,953,000          | \$ 12,359,648           | \$ 53,695,418                 | 23%  |
| 2012*                    | \$ 3,884,686              | \$ 1,514,118            | \$ 1,517,000           | \$ 3,655,000          | \$ 23,340,380           | \$ 45,761,906                 | 51%  |
| 2013*                    | \$ 4,369,038              | \$ 1,525,598            | \$ 2,771,300           | \$ 3,148,000          | \$ 24,946,170           | \$ 46,634,537                 | 53%  |
| 2014*                    | \$ 4,417,528              | \$ 1,534,139            | \$ 6,622,968           | \$ 3,162,000          | \$ 21,856,139           | \$ 49,211,683                 | 44%  |
| 2015*                    | \$ 5,287,206              | \$ 1,538,879            | -                      | \$ 8,075,520          | \$ 19,716,862           | \$ 53,251,675                 | 37%  |
| 2016*                    | \$ 5,669,290              | \$ 1,563,203            | -                      | \$ 5,312,270          | \$ 20,062,397           | \$ 50,984,100                 | 39%  |
| 2017*                    | \$ 6,260,979              | \$ 1,563,397            | -                      | \$ 4,561,613          | \$ 19,776,349           | \$ 53,344,554                 | 37%  |
| 2018*                    | \$ 6,885,751              | \$ 1,565,721            | -                      | \$ 6,326,870          | \$ 18,661,478           | \$ 56,375,977                 | 33%  |
| 2019*                    | \$ 7,215,136              | \$ 1,617,390            |                        | \$ 5,895,860          | \$ 19,674,536           | \$ 59,321,095                 | 33%  |
| 2020                     | \$ 8,084,436              | \$ 1,656,276            |                        | \$ 5,801,438          | \$ 17,486,669           | \$ 58,993,306                 | 30%  |

\* Note: Includes balance of stabilization fund in accordance with GASB statement 54

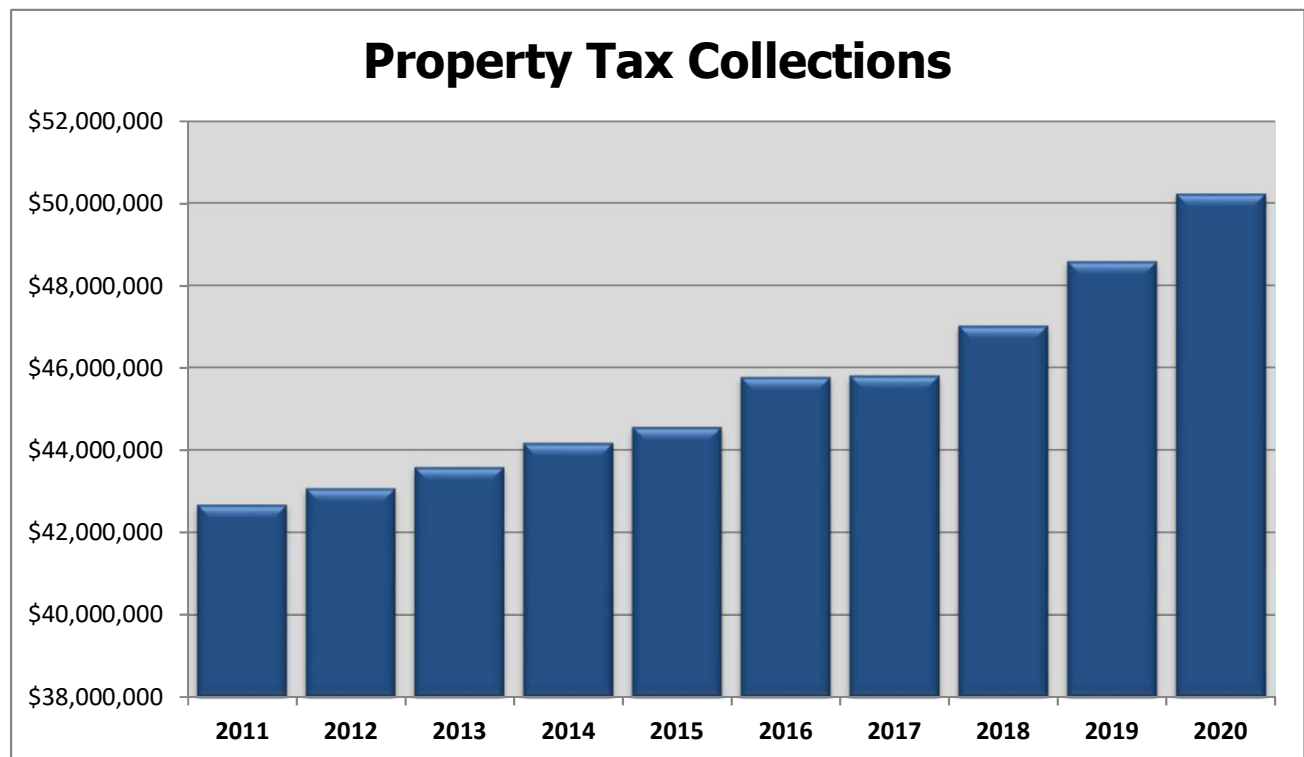
### VALUE OF TAXABLE PROPERTY

#### 10-YEAR HISTORY

| Fiscal Year Ended 30-Jun | Real Property    | Personal Property | Total Taxable Property | Real Property As Percent of Total Taxable Property |
|--------------------------|------------------|-------------------|------------------------|--|
| 2011                     | \$ 4,435,622,282 | \$ 407,990,730    | \$ 4,843,613,012       | 92%  |
| 2012                     | \$ 4,064,665,270 | \$ 384,084,890    | \$ 4,448,750,160       | 92%  |
| 2013                     | \$ 3,917,595,130 | \$ 395,096,920    | \$ 4,312,692,050       | 91%  |
| 2014                     | \$ 3,896,168,868 | \$ 414,094,580    | \$ 4,310,263,448       | 90%  |
| 2015                     | \$ 3,945,738,670 | \$ 425,887,200    | \$ 4,371,625,870       | 90%  |
| 2016                     | \$ 4,067,554,570 | \$ 437,230,620    | \$ 4,504,785,190       | 90%  |
| 2017                     | \$ 4,158,063,320 | \$ 381,971,050    | \$ 4,540,034,370       | 92%  |
| 2018                     | \$ 4,295,280,600 | \$ 384,517,840    | \$ 4,679,798,440       | 92%  |
| 2019                     | \$ 4,490,924,230 | \$ 382,328,990    | \$ 4,873,078,440       | 92%  |
| 2020                     | \$ 4,709,812,800 | \$ 322,138,580    | \$ 5,095,995,110       | 92%  |

### Property Tax Levies and Collections 10-Year History

| Fiscal Year Ended 30-Jun | Total Tax Levy | Current Tax Collections | % of Taxes Collected | Delinquent Tax Collections | Total Tax Collection | % of Total Collection to Tax Levy |
|--------------------------|----------------|-------------------------|----------------------|----------------------------|----------------------|-----------------------------------|
| 2011                     | \$ 43,852,179  | \$ 42,664,592           | 97.29%               | \$ 1,095,386               | \$ 43,759,978        | 99.79%                            |
| 2012                     | \$ 44,257,157  | \$ 43,064,206           | 97.30%               | \$ 1,108,768               | \$ 44,172,974        | 99.81%                            |
| 2013                     | \$ 44,391,807  | \$ 43,575,998           | 98.16%               | \$ 729,657                 | \$ 44,305,655        | 99.81%                            |
| 2014                     | \$ 45,071,690  | \$ 44,160,748           | 97.98%               | \$ 609,614                 | \$ 44,770,362        | 99.33%                            |
| 2015                     | \$ 45,097,245  | \$ 44,545,996           | 98.78%               | \$ 483,614                 | \$ 45,029,610        | 99.85%                            |
| 2016                     | \$ 46,462,301  | \$ 45,764,152           | 98.50%               | \$ 615,231                 | \$ 46,379,383        | 99.82%                            |
| 2017                     | \$ 46,326,577  | \$ 45,802,258           | 98.87%               | \$ 476,191                 | \$ 46,278,449        | 99.90%                            |
| 2018                     | \$ 47,541,259  | \$ 47,004,145           | 98.87%               | \$ 481,373                 | \$ 47,485,518        | 99.88%                            |
| 2019                     | \$ 49,116,110  | \$ 48,572,479           | 98.89%               | \$ 477,132                 | \$ 49,049,611        | 99.86%                            |
| 2020                     | \$ 50,921,876  | \$ 50,214,786           | 98.61%               | \$ 572,577                 | \$ 50,787,363        | 99.74%                            |



## Demographic Statistics

| Fiscal Year |                |                | Median |               |                 |         |          |
|-------------|----------------|----------------|--------|---------------|-----------------|---------|----------|
| Ended       | Estimated      | # of           | Income | Per           | School          | Median  | Unempl.  |
| 30-Jun      | Population (5) | Households (1) |        | Household (1) | Enrollments (3) | Age (4) | Rate (2) |
| 2011        | 80,980         | 32,907         |        | \$85,946      | 12,032          | 41.8    | 9.5 **   |
| 2012        | 82,071         | 32,998         | \$     | 86,465        | 12,312          | 41.8    | 7.7      |
| 2013        | 82,853         | 33,063         | \$     | 85,685        | 12,438          | 41.8    | 7.4      |
| 2014        | 83,270         | 33,182         | \$     | 84,325        | 12,591          | 41.8    | 5.9      |
| 2015        | 83,319         | 33,233         | \$     | 85,797        | 12,563          | 41.8    | 4.4      |
| 2016        | 83,181         | 32,002         | \$     | 87,269        | 12,731          | 41.8    | 3.5      |
| 2017        | 83,181         | 32,002         | \$     | 87,269        | 12,878          | 41.8    | 2.5      |
| 2018        | 85,584         | 30,812         | \$     | 85,027        | 13,034          | 41.5    | 2.8      |
| 2019        | 84,547         | 31,674         | \$     | 93,017        | 13,043          | 42.2    | 2.8      |
| 2020        | 83,881         | 31,368         | \$     | 97,048        | 12,989          | 43.0    | 4.0      |

(1) U.S. Census, American Community Survey

(2) Michigan Dept. of Energy, Labor and Economic Growth

(3) Troy School District

(4) U.S. Bureau of the Census (2010)

(5) Southeast Michigan Council of Governments (SEMCOG)

\* Information not available

\*\* Change in the calculation method

| Population Based on |             |                          |
|---------------------|-------------|--------------------------|
| Race                | 2010 Census | Percentage of Population |
| White               | 60,006      | 82%                      |
| Black               | 3,239       | 2%                       |
| American Indian     | 162         | 0%                       |
| Asian               | 15,467      | 13%                      |
| Other               | 486         | 0%                       |
| Multiple            | 1,620       | 2%                       |

### Educational Level Attainment - Age 25 or Older

#### Based on 2010 Census

|                             |        |        |
|-----------------------------|--------|--------|
| High School Graduates       | 76,688 | 94.70% |
| Bachelor's Degree or Higher | 45,997 | 56.80% |



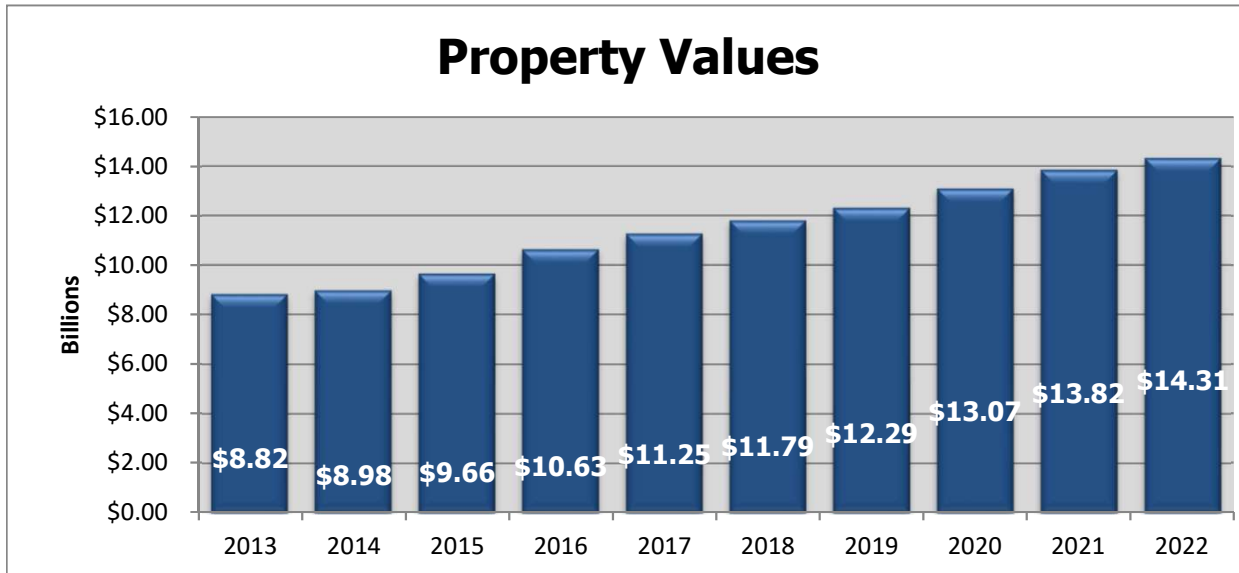
# Top 20 Tax Payers

| Rank Name                  | 2020<br>Assessed<br>Value | 2020<br>Taxable<br>Value | # of<br>Parcels | Business<br>Activity | % of<br>Total<br>Taxable Value |
|----------------------------|---------------------------|--------------------------|-----------------|----------------------|--------------------------------|
| 1 Somerset Collection      | 84,478,230                | 49,518,400               | 5               | Mall - Retail        | 0.92                           |
| 2 DTE                      | 48,789,740                | 48,436,210               | 17              | Utility              | 0.90                           |
| 3 Troy Apts                | 73,219,890                | 31,219,960               | 25              | Apartments           | 0.58                           |
| 4 Troy Officentre          | 28,234,670                | 26,560,280               | 6               | Office Leasing       | 0.49                           |
| 5 Bostick                  | 44,539,050                | 24,551,310               | 25              | Leasing Multi Use    | 0.46                           |
| 6 Consumers                | 23,145,140                | 23,028,180               | 12              | Utility              | 0.43                           |
| 7 CC Troy                  | 36,529,390                | 22,166,640               | 4               | Office Leasing       | 0.41                           |
| 8 Urbancal Oakland         | 31,888,840                | 21,907,330               | 5               | Mall - Retail        | 0.41                           |
| 9 Wilshire Plaza           | 20,448,770                | 17,045,240               | 3               | Office Leasing       | 0.32                           |
| 10 Troy KS                 | 16,363,720                | 16,363,720               | 4               | Office Leasing       | 0.30                           |
| 11 755 Tower               | 26,040,980                | 15,681,130               | 2               | Office Leasing       | 0.29                           |
| 12 Troy Beaver Realty      | 18,205,160                | 14,327,360               | 2               | Office Leasing       | 0.27                           |
| 13 Delphi                  | 27,406,880                | 14,100,040               | 2               | Corp HQ              | 0.26                           |
| 14 Regents Park            | 16,770,920                | 14,087,350               | 3               | Apartments           | 0.26                           |
| 15 Mich Troy Tech          | 13,380,520                | 13,380,520               | 5               | Office Leasing       | 0.25                           |
| 16 VHS Children's Hospital | 13,715,140                | 12,194,050               | 2               | Hospital             | 0.23                           |
| 17 Nemer Troy Place        | 14,023,950                | 10,905,820               | 5               | Office Leasing       | 0.20                           |
| 18 SCA-100                 | 13,245,940                | 10,900,090               | 1               | Office Leasing       | 0.20                           |
| 19 Somerset Place          | 20,516,620                | 10,874,160               | 1               | Office Leasing       | 0.20                           |
| 20 Macy's                  | 14,624,660                | 10,807,610               | 2               | Retail               | 0.20                           |
| Total Top 20               | \$ 585,568,210            | \$ 408,055,400           | 131             |                      | 7.59 %                         |
| Percent of Total Value     | 8.2%                      | 7.6%                     |                 |                      |                                |

|  |   |
|--|---|
| <b>2020 Total<br/>Assessed<br/>Value (A/V)</b> | <b>2020 Total<br/>Taxable Value<br/>(T/V)</b> |
| 7,156,234,730                                  | 5,378,572,670                                 |

## Property Values and Construction Last 10 Fiscal Years

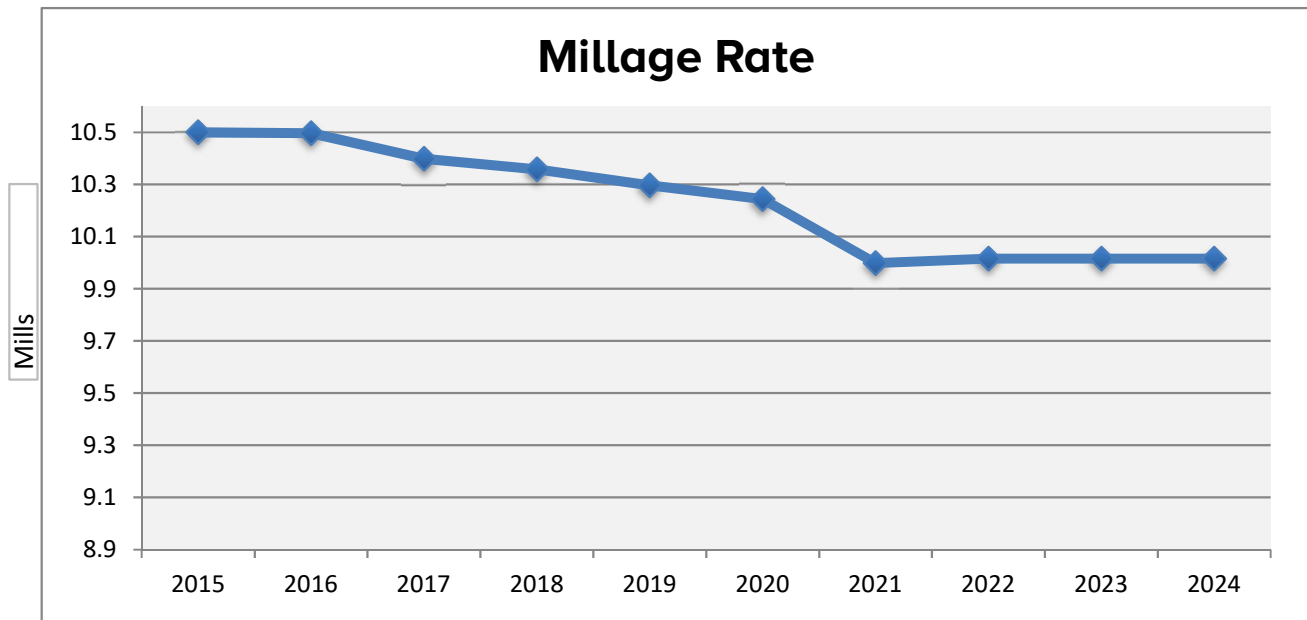
| Fiscal Year Ended<br>June 30 of: | Property Values  | Construction  |
|----------------------------------|------------------|---------------|
| 2013                             | \$8,820,217,800  | \$263,246,270 |
| 2014                             | \$8,982,864,680  | \$211,200,000 |
| 2015                             | \$9,655,083,480  | \$242,225,572 |
| 2016                             | \$10,627,223,400 | \$193,228,860 |
| 2017                             | \$11,253,757,740 | \$126,013,888 |
| 2018                             | \$11,788,480,440 | \$92,929,120  |
| 2019                             | \$12,293,770,948 | \$78,114,554  |
| 2020                             | \$13,072,728,340 | \$134,598,664 |
| 2021                             | \$13,822,362,940 | \$148,242,462 |
| 2022                             | \$14,312,469,460 | \$108,312,146 |



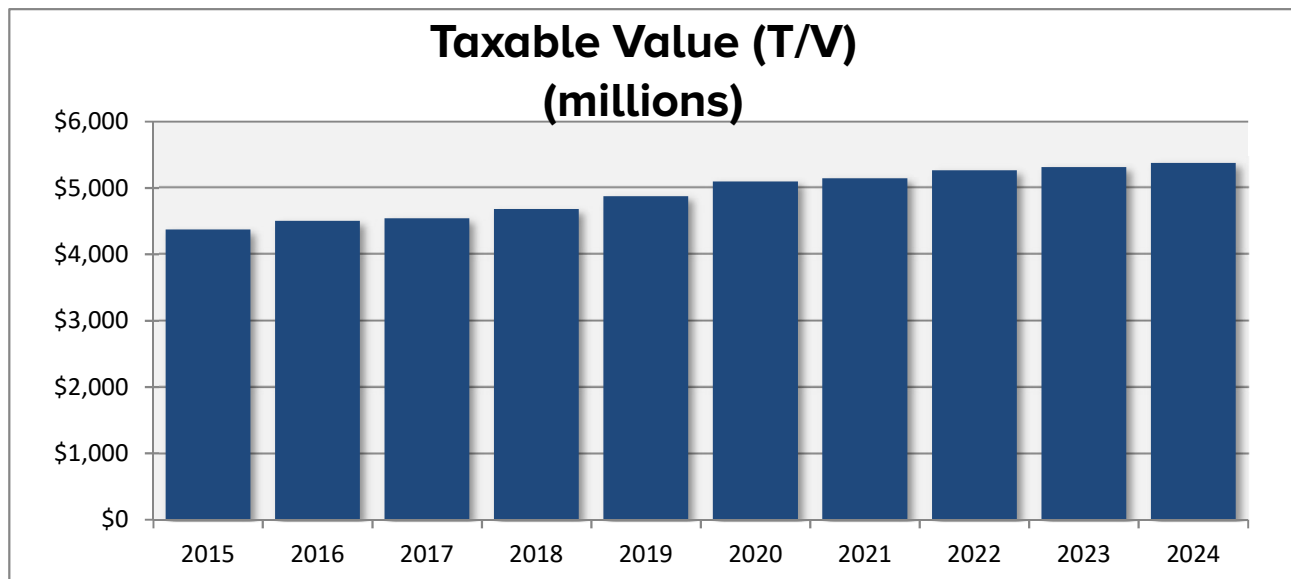
## Collective Bargaining Agreements

| Bargaining Unit  | Expiration Date | # of Employees Covered |
|--|-----------------|------------------------|
| American Federation of State, County and Municipal Employees ( <b>AFSCME</b> ) -<br>Public Works Employees | 6/30/2021       | 63                     |
| Michigan Association of Police ( <b>MAP</b> ) - Clerical Employees, Police Service Aides                   | 6/30/2023       | 40                     |
| Troy Command Officers Association ( <b>TCOA</b> ) - Command Police Officers                                | 6/30/2024       | 23                     |
| Troy Police Officers Association ( <b>TPOA</b> ) -<br>Police Officers                                      | 6/30/2025       | 81                     |
| Troy Fire Staff Officers Association ( <b>TFSOA</b> ) -<br>Career Fire Professionals                       | 6/30/2024       | 10                     |
| Troy Communications Supervisors Association ( <b>TCSA</b> )<br>Civilian Communications Supervisors         | 6/30/2021       | 8                      |

## Economic Information



The City of Troy has maintained one of the lowest tax rates of surrounding cities.



In Michigan the assessed value is approximately 50% of the market value of a home. If the home sells for \$200,000 the assessed value would be \$100,000. Each mill levied on this property would cost \$100 annually (before any applicable state or federal tax credits). Under the state school funding system (Proposal A) the annual increase in the taxable value of your property is capped at the rate of inflation or 5%, whichever is less.

## Statistical Information

|                                |  |           |
|--------------------------------|--|-----------|
| · <b>Area</b>                  | 34.3 square miles (21,952 acres)   |           |
| · <b>Form of Government</b>    | Council-Manager (since December 12, 1955)  |           |
| · <b>Present Charter</b>       | Adopted December 12, 1955  |           |
| · <b>Elections</b>             | General Elections are held in November   |           |
|                                | Registered voters at the time of General Election on November 2020   | 64,590.00 |
|                                | Number of voters voting in General Election November 2020  | 49,724.00 |
|                                | Percentage of registered voters voted  | 76.98 %   |
|                                | Registered voters at the time of City General Election on November 2019  | 59,400.00 |
|                                | Percentage of registered voters voted  | 26.00 %   |
| · <b>Fiscal Year Begins</b>    | July 1 <sup>st</sup>   |           |
| · <b># of Employees</b>        | Budget for 2019/20 353 regular, 122 part time/seasonal (full-time equivalents), summer and fall                    |           |
| · <b>Fire Protection</b>       | 6 stations, training center, 11 uniformed career personnel, 1 civilian and 180 volunteer firefighters              |           |
| · <b>Police Protection</b>     | 1 station, 113 police officers, 36 non-sworn and 14 civilian employees   |           |
| · <b>Building Construction</b> | 2009/10 (*) 1,185 permits - \$ 56,329,455 estimated value  |           |
|                                | 2010/11 940 permits - \$ 81,414,322 estimated value  |           |
|                                | 2011/12 1,699 permits - \$ 98,609,054 estimated value  |           |
|                                | 2012/13 2,006 permits - \$146,556,961 estimated value  |           |
|                                | 2013/14 2,297 permits - \$165,364,134 estimated value  |           |
|                                | 2014/15 2,369 permits - \$212,761,431 estimated value  |           |
|                                | 2015/16 2,404 permits - \$154,161,117 estimated value  |           |
|                                | 2016/17 3,042 permits - \$166,876,878 estimated value  |           |
|                                | 2017/18 2,988 permits - \$180,411,536 estimated value  |           |
|                                | 2018/19 2,711 permits - \$195,324,067 estimated value  |           |
|                                | 2019-20 2,200 permits - \$167,292,976 estimated value  |           |
|                                | *Change in permit base   |           |
| · <b>Streets</b>               | 342 miles improved<br>3 miles unimproved   |           |
| · <b>Sewers</b>                | 6.0 miles (combination storm and sanitary)<br>401 miles sanitary sewer<br>548 miles storm sewer                    |           |
| · <b>Street Lights</b>         | 544 Detroit Edison-owned<br>1100 City-owned  |           |
| · <b>Water Plant</b>           | Accounts:<br>City - Regular 27,637<br>Annual Distribution 470,000 (mcf)<br>Water Mains 549 miles<br>Hydrants 6,111 |           |

## Key Terms and Concepts

**[A] 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 are derived from gas and weight taxes, and are distributed to communities by the Michigan Department of Transportation based on a municipality's population and number of street miles.

An **activity** is an office within a department to which specific expenses are allocated.

**Appropriation** refers to authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose.

The City of Troy's **appropriation ordinance** is the official enactment by City Council establishing legal authority for the City to incur obligations and to expend public funds for a stated purpose.

**Assessed valuation** is the value placed upon property equal to 50% of fair market value, as required by State law.

**[B] A balanced budget** is one in which estimated revenues plus prior year accumulated reserves are equal to or greater than estimated expenditures.

The **budget calendar** is the schedule of key dates a government follows in the preparation and adoption of the budget.

The **budget message** is a written policy and financial overview of the City as presented by the City Manager.

A **budgetary center** is a grouping of office, or activity, budgets that are combined to create a cost center in which actual expenditures cannot exceed budgeted appropriations.

**[C]** A disbursement of money that results in the acquisition of or addition to fixed assets is called a **Capital expenditure**. The item must have a purchase price greater than \$10,000 to be considered a Capital item.

The **Capital Projects Fund** is used to account for development of municipal Capital facilities other than those financed by the Enterprise Fund.

The **Community Development Block Grant (CDBG)** is a federally funded program to assist communities in the expansion and improvement of community services, to develop and improve neighborhoods, and to restore and preserve property values.

**[D]** The **Debt Service Fund** is used to account for the accumulation of resources for and the payment of general long-term debt principal and interest.

**Deferment** is a form filed (by qualifying residents) that allows a postponement of the summer homestead tax, without levying interest or penalty, unless payment is made after the deferment date.

A **deficit** is an excess of liabilities and reserves of a fund over its assets.

The **departmental mission statement** describes the course of action proposed to link the City's goals and objectives with the financial resources of the department.

[E] An **enterprise fund** is used 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. An example of an enterprise fund is the Water and Sewer Fund.

The **equalization factor** is a multiplier 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 percent of the true cash value of that class.

**Expenditure** is 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.

An **expenditure object** is a specific classification of expenditure accounts that 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 services/charges, capital outlay, debt service, and transfers out.

[F] **FOIA** is the acronym for the Freedom of Information Act.

**Fixed assets** are equipment and other Capital items used in governmental fund type operations and are accounted for in the general fixed assets group of accounts rather than in the government funds. Such assets, which are recorded as expenditures at the time of purchase, do not include certain improvements such as roads, bridges, curbs and gutters, streets and sidewalks, and lighting systems. No depreciation has been provided on general fixed assets.

A **fund** is 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.

The City's accounts 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** is 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] The **Governmental Accounting Standards Board (GASB)** is the ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

The **General Fund** is the City's major operating fund to account for all financial resources except those required to be accounted for in another fund.

**Generally Accepted Accounting Principles (GAAP)** are conventions, rules and procedures that define accepted accounting practice at a particular time, including both broad guidelines of general applications and detailed practices and procedures. GAAP represents the benchmark by which financial statements are measured

The **Government Finance Officers Association (GFOA)** of the United States and Canada is a professional organization of public officials united to enhance and promote the professional management of governmental financial resources by identifying, developing and advancing fiscal strategies, policies and practices for public benefit.

**[I] Internal Service Funds** are used to finance and account for services furnished by a designated department to another department within a single governmental unit. Examples of funds in this category are Building Operations, Fleet Maintenance, and Information Services.

**[L] A Line Item Budget** is one that 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 on department, division, or agency levels.

**[M] The Michigan Transportation Fund (MTF)** designates bonded road projects that are financed by Motor Vehicle Highway Funds.

The **modified accrual basis of accounting** recognizes revenues 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] The operating budget** represents the authorized revenues and expenditures for ongoing 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, as opposed to a Capital budget, which usually has a long-term outlook, showing projects spanning a several year period. Personnel costs, supplies, and other service/charges are found in an operating budget.

**Other Services/Charges** is an expenditure object within an activity that includes professional services, utilities, rents, and training, for example.

**[P] Performance indicators** measure how a program is accomplishing its mission through the delivery of products or services.

**Performance objectives** are desired output-oriented accomplishments which can be measured within a given time period.

**Personal Services** is an expenditure object within an activity, which includes payroll and all fringe benefits.

**Proposal “A”** is a State constitutional amendment approved by the electorate in 1994 that limits the increase in taxable value of individual parcels to the Consumer Price Index or 5%, whichever is lower. This applies to all properties that do not transfer ownership. Properties that change ownership or where additions or new construction takes place can be assessed at 50% of fair market value.

**[R] Results-oriented budgeting** is a management concept that links the annual line item budget to departmental results of operations.

**Revenue** is defined as 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** is the acronym for special assessment district.

The **service statement** shows general and specific service deliveries rendered by an activity for the community.



The **Special Revenue Fund** is used 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.

**State Shared Revenue** refers to the portion of the \$.06 sales tax returned to local governments based on per capita taxable value, population and relative tax effort.

**Supplies** is 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 \$500.

**Surplus** refers to an excess of the assets of a fund over its liabilities and reserves.

**[T] Transfers - In/Out** are legally authorized funding transfers between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

**[U] Unreserved Fund Balance** is the balance of net financial resources that are spendable or available for appreciation or the portion of fund balance that is not legally restricted.

**[W] Water & Sewer Fund:** The enterprise funds account for the operation of the water and sewer system. The revenues consist of charges for services from City businesses and residences that are used to pay for all water and sewer related expenses.