

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*

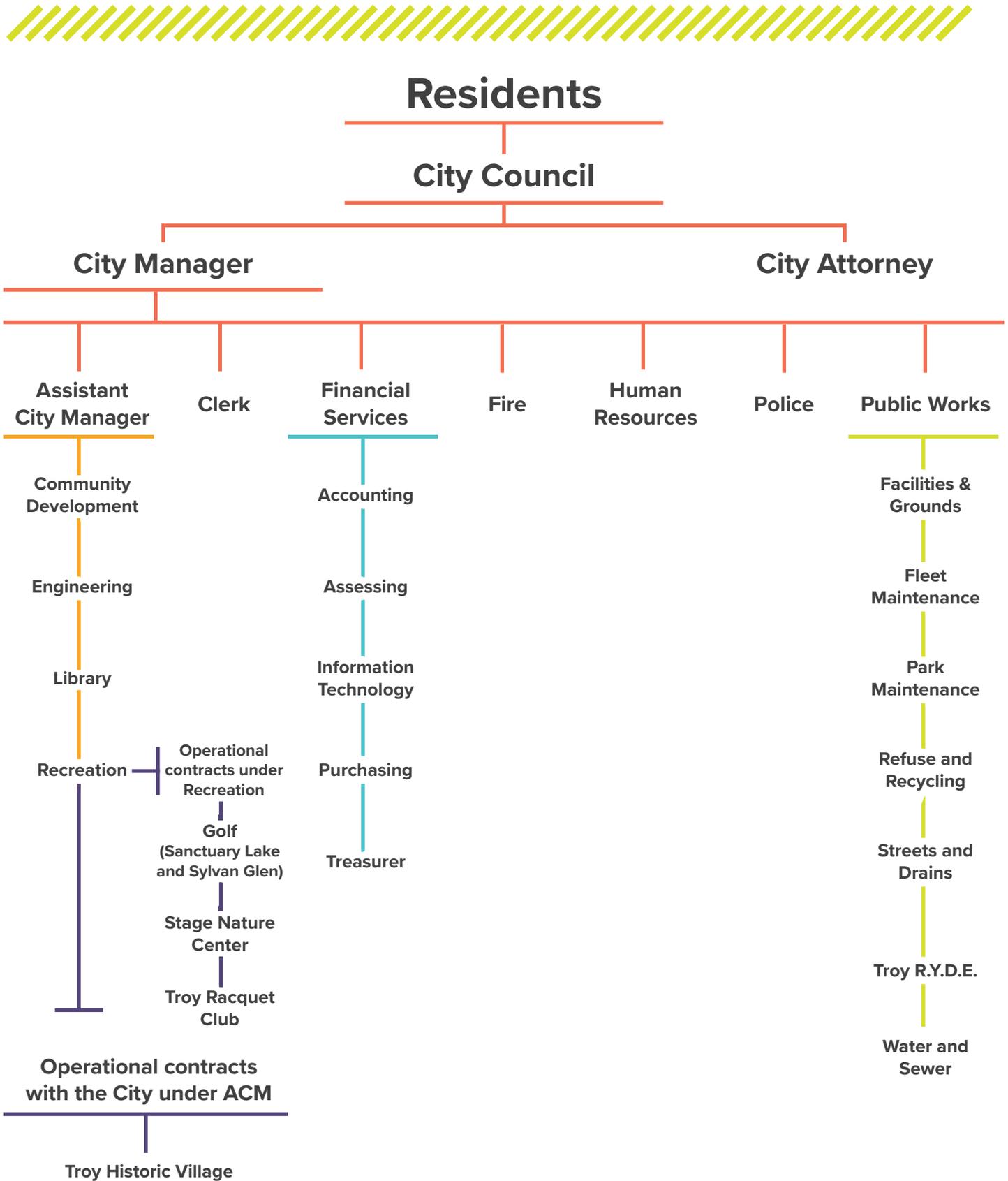
Mark F. Miller
 Lori Grigg Bluhm
 Robert J. Bruner
 Robert C. Maleszyk
 Lisa Burnham
 Leger (Nino) Licari
 Aileen Dickson
 William Huotari
 Sandra Kasperek
 Cindy Stewart
 R. Brent Savidant
 Richard Riesterer
 Jeanette Menig
 Gert Paraskevin
 Emily Dumas
 Brian Goul
 Frank Nastasi
 Kurt Bovensiep
 Emily 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 2021/22
Tax Rate Shown in Mills								
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
Total - Millage Rates	37.06	36.98	37.19	37.34	37.28	37.10	36.37	36.39

Millage rates are estimated for other taxing jurisdictions.

Average Residential Taxable Value	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
	102,190	105,888	108,371	114,222	116,865	124,400	126,767	133,137

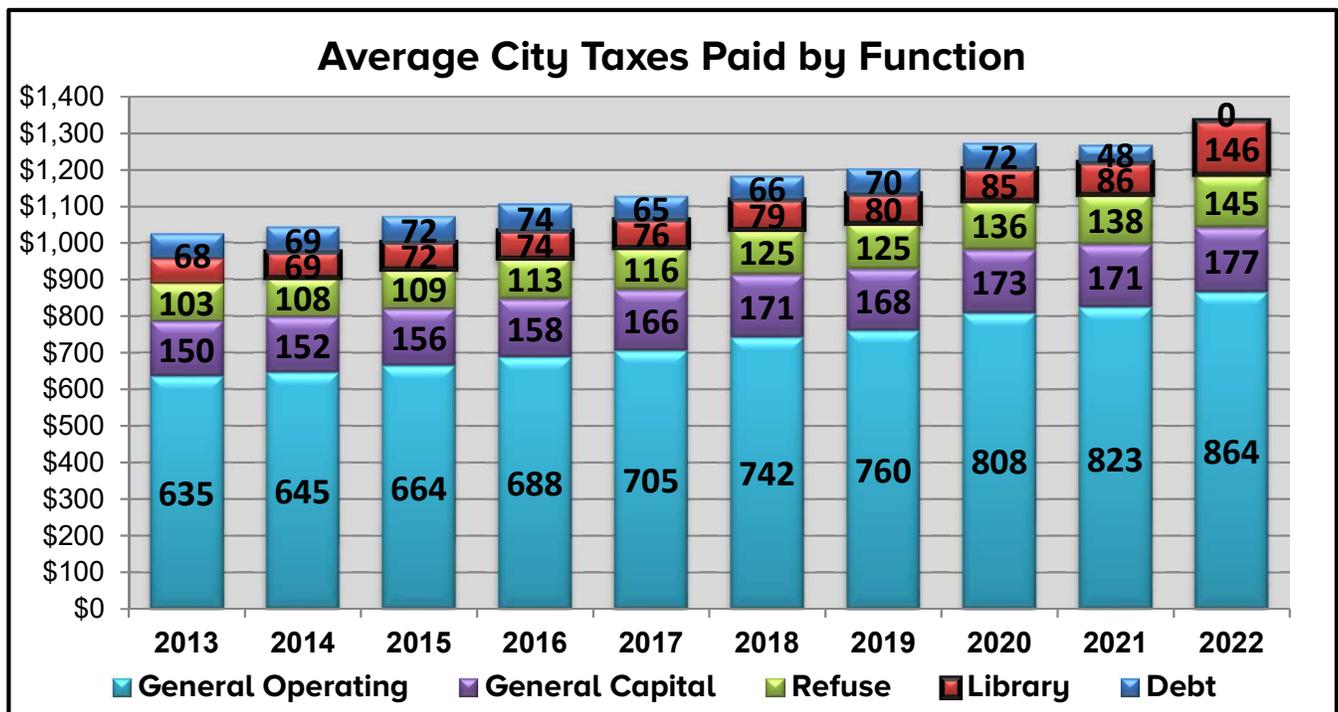
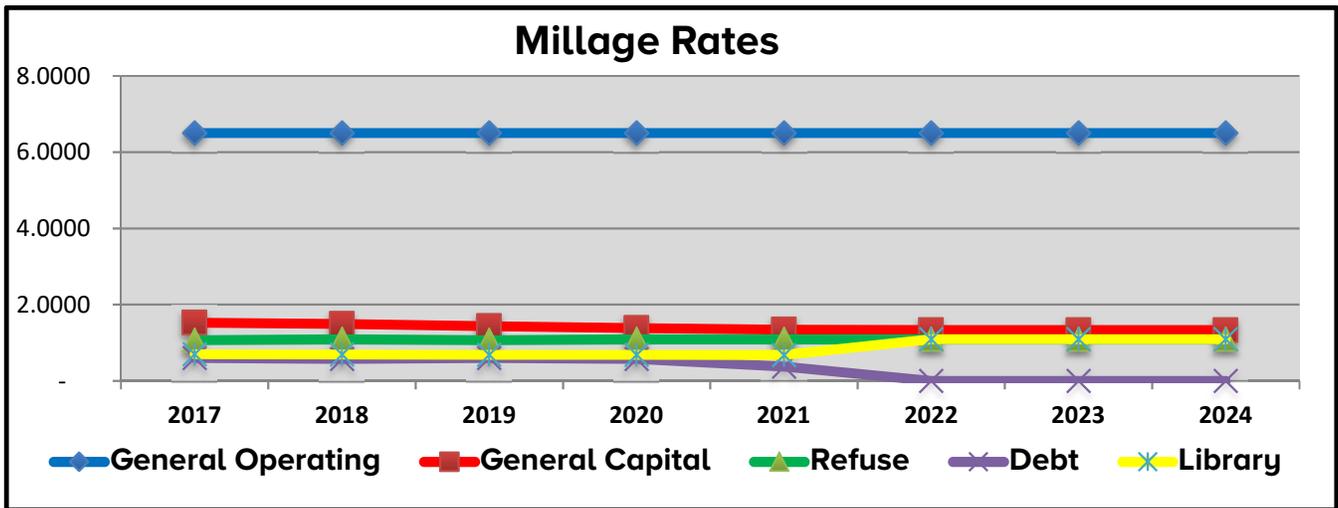
Taxing Entity	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Proposed 2021/22
Average Tax Rates Shown in Dollars								
Troy School District	\$1,029	\$1,026	\$1,095	\$1,180	\$1,207	\$1,281	\$1,237	\$1,299
Oakland County Gov.	\$475	\$482	\$487	\$513	\$525	\$554	\$581	\$610
O.C. Comm. College	\$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
Total - Dollars	\$ 3,785	\$ 3,916	\$ 4,031	\$ 4,264	\$ 4,357	\$ 4,615	\$ 4,611	\$ 4,843

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.

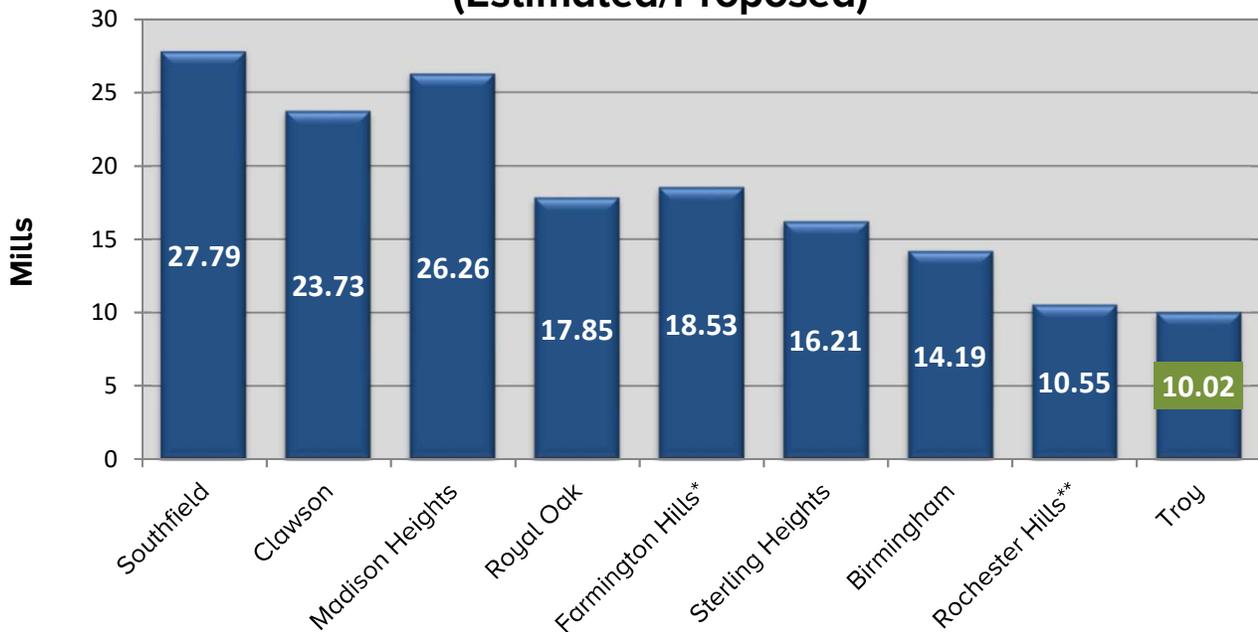
Millage Rates for Troy Residents and Businesses

	2016/17	2017/18	2018/19	2019/20	2020/21	Proposed 2021/22	Proposed 2022/23	Proposed 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
Total	10.3989	10.3583	10.2965	10.2437	9.9991	10.0154	10.0154	10.0154



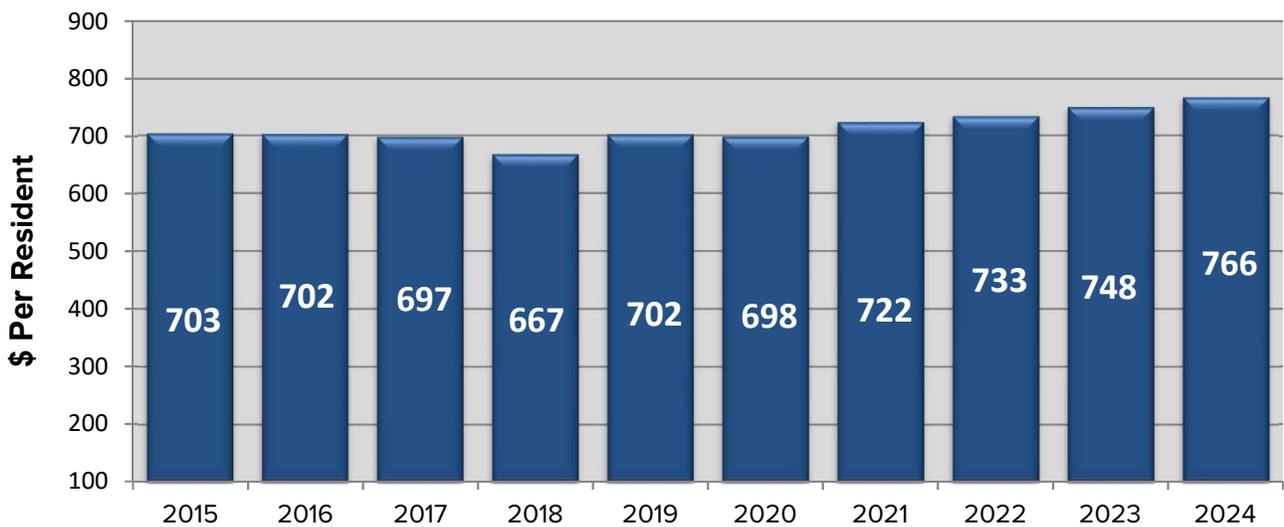
Millage Rates for Troy Residents and Businesses

**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

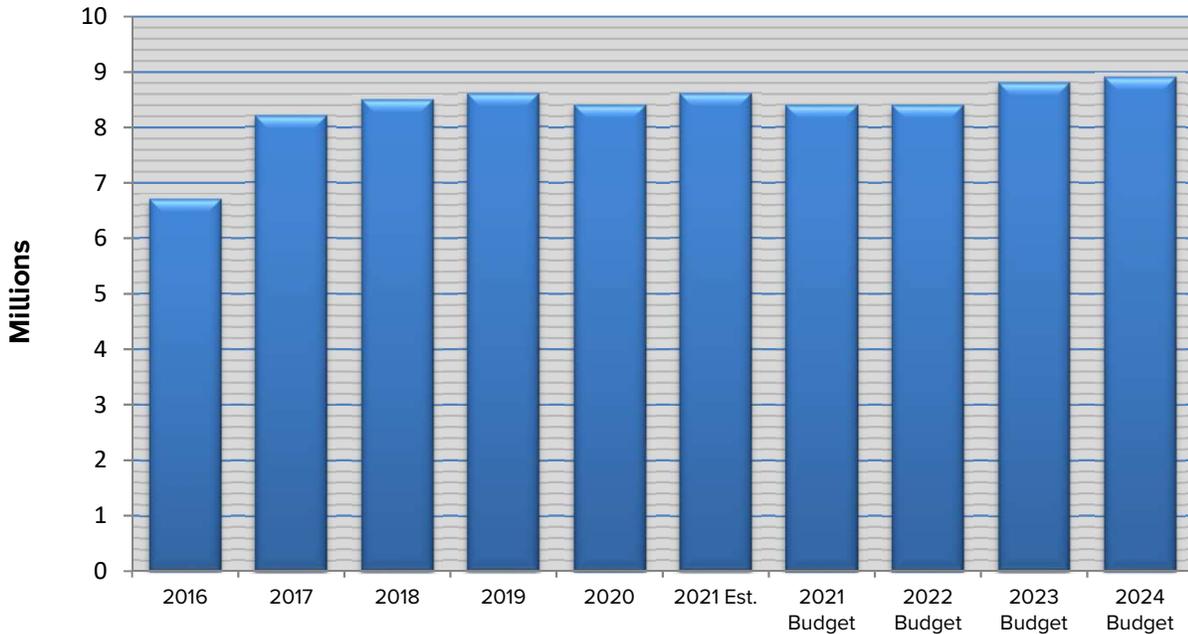
In total, this revenue source generates \$7.4 million or 12.7% of total General Fund revenue and other sources. The \$7.4 million compares to \$5.6 million estimated for the 2020/21 fiscal year. The major sources of revenue are CATV franchise fees, Parks and Recreation program fees, Community Center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

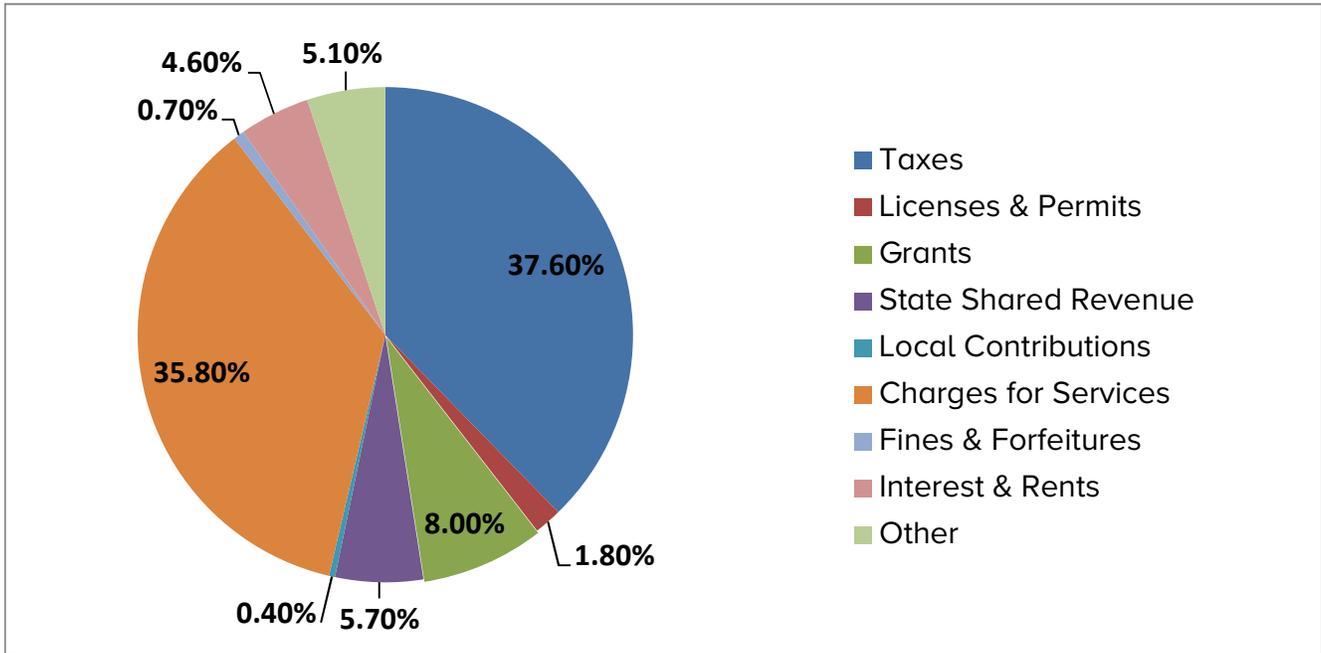
This source of revenue has come under pressure as a result of the condition of the state economy and state budget shortfalls in previous years.

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.

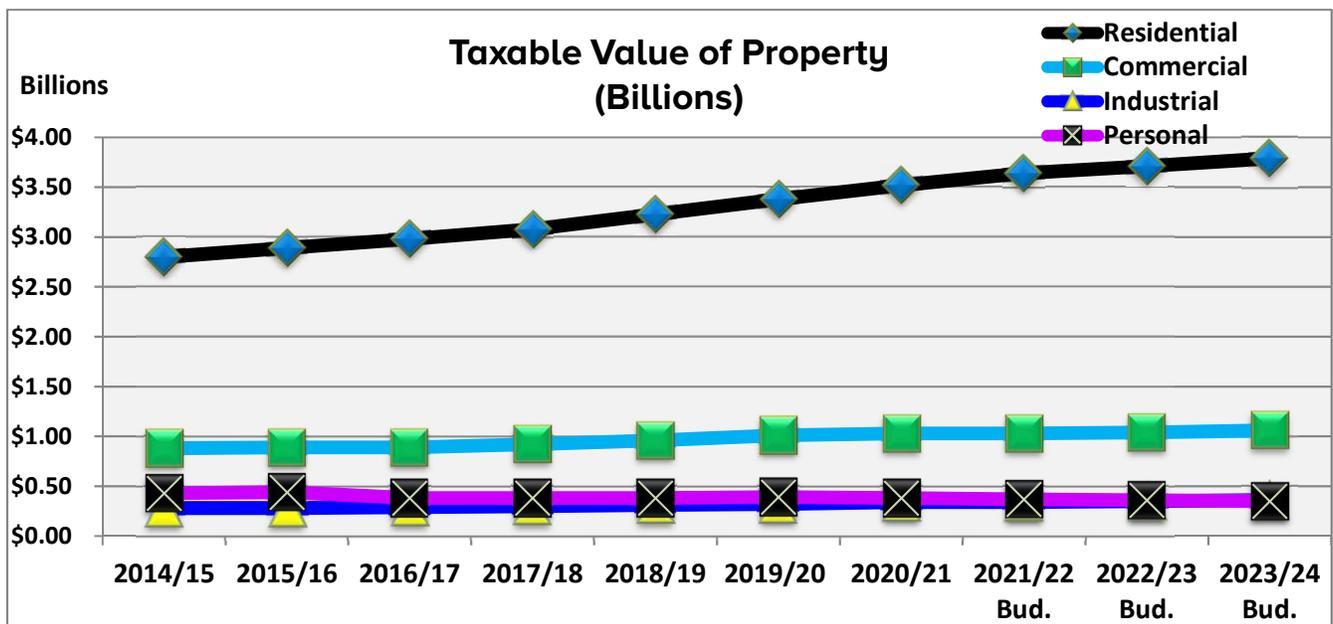
Major Revenue Sources

ALL FUNDS

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



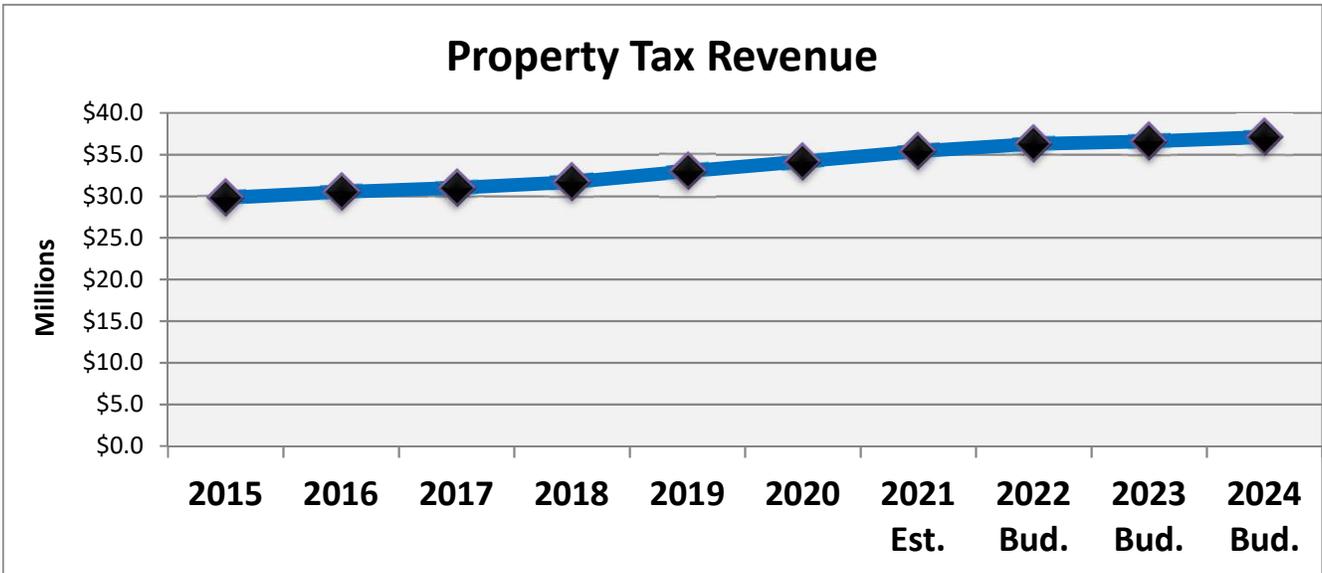
The following graph shows property value assessments by property type. The taxable value, along with the millage rate, determines the total property tax collected. The 2021/22 Residential value to Commercial/Industrial/Personal value is 67.7% to 32.3%.



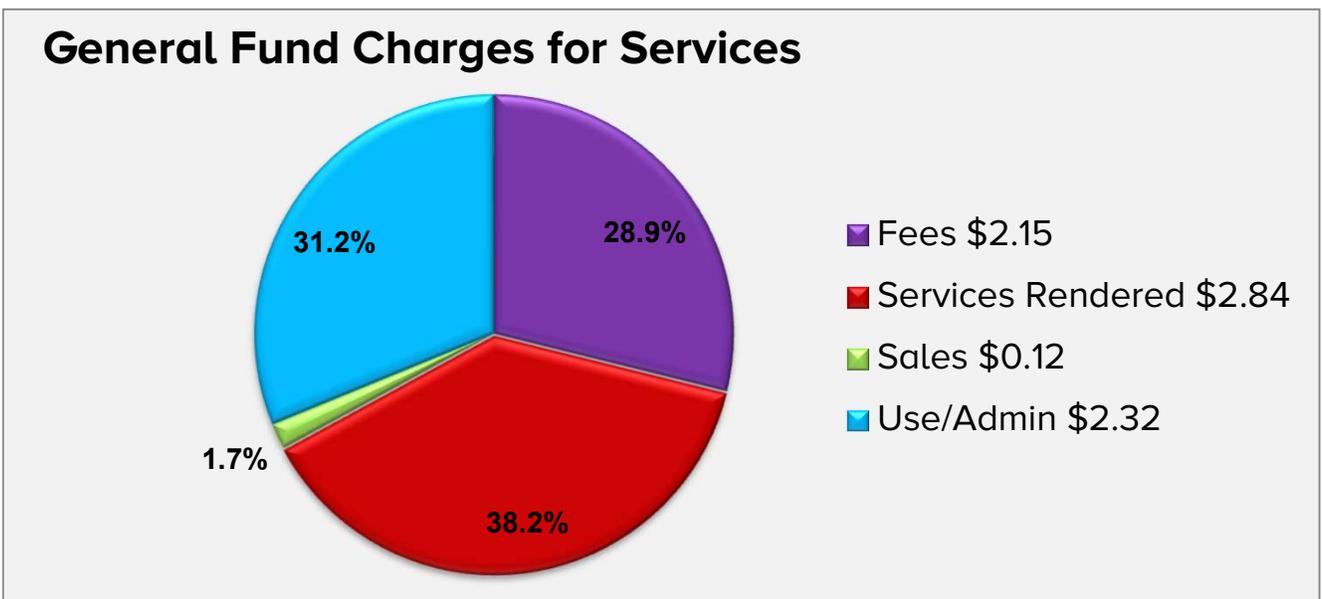
Major Revenue Sources

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.



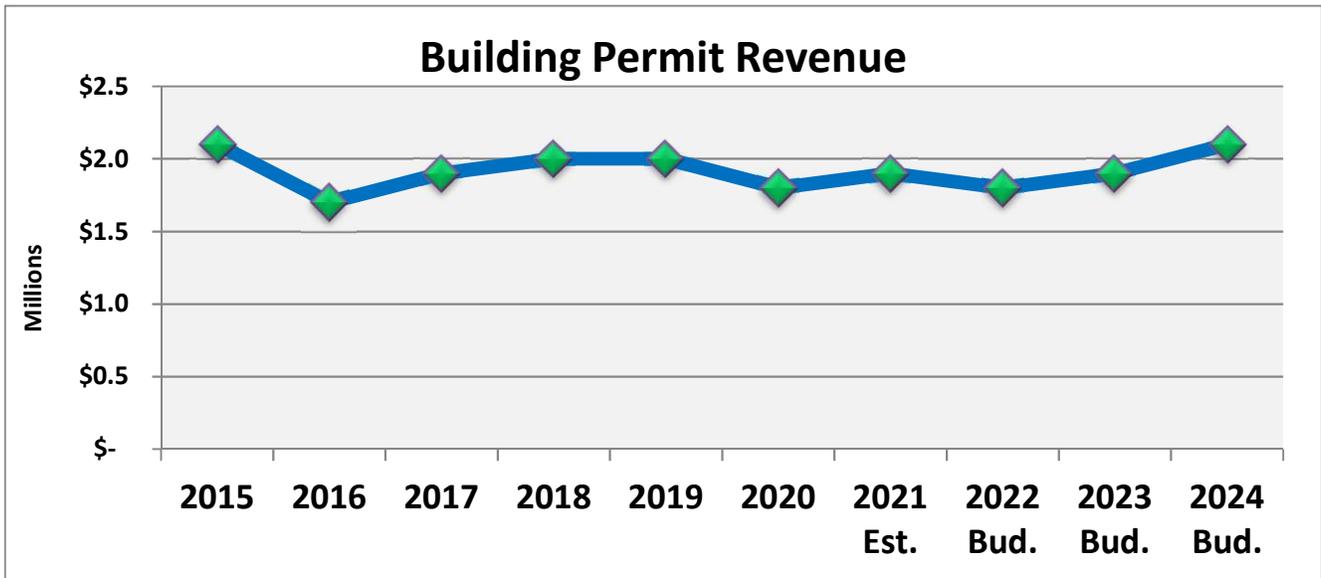
The major sources of revenues are CATV franchise fees, Parks and Recreation program fees, Community Center passes and Engineering fees (\$4.9 million)



Major Revenue Sources

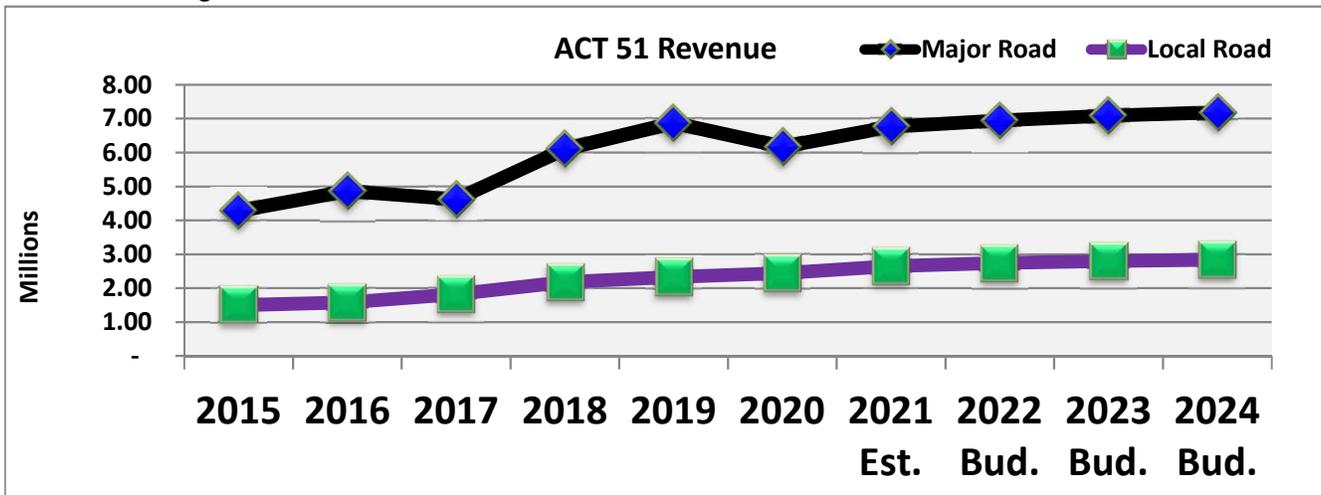
GENERAL FUND, continued

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

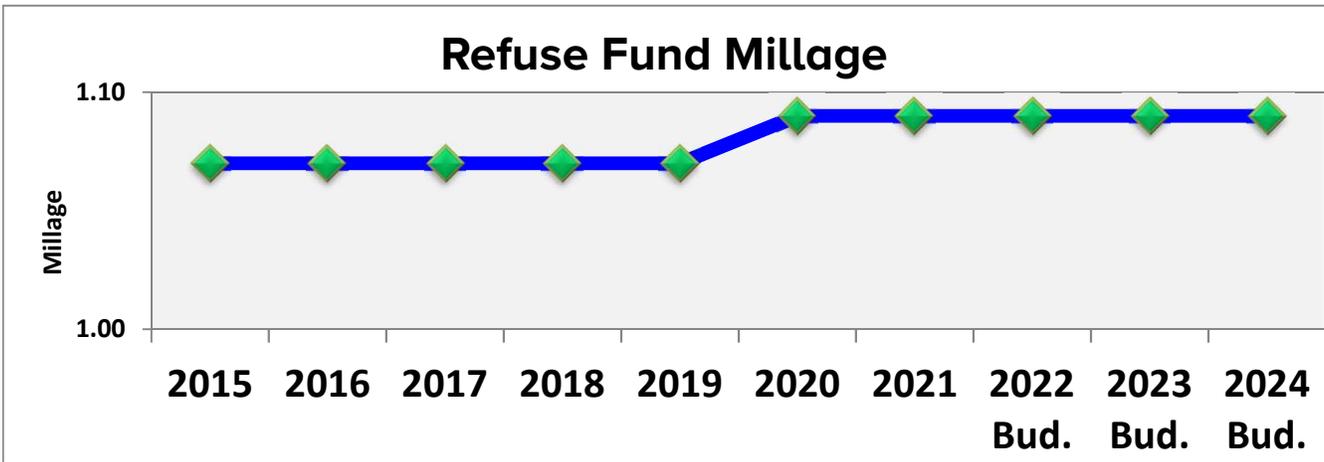
ACT 51 revenue is funded by the state and is based on a \$0.263 tax per gallon of gasoline and diesel sales adjusted for inflation, which is then partially returned to local units of government using a formula that includes population and number of miles of major and local roads. This source of revenue 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

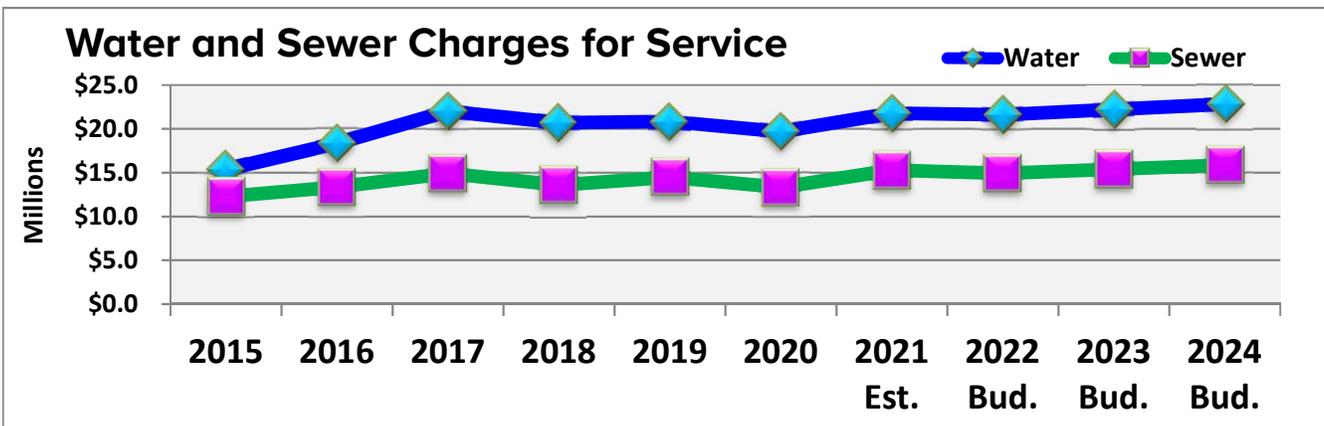
SPECIAL REVENUES FUNDS, continued

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

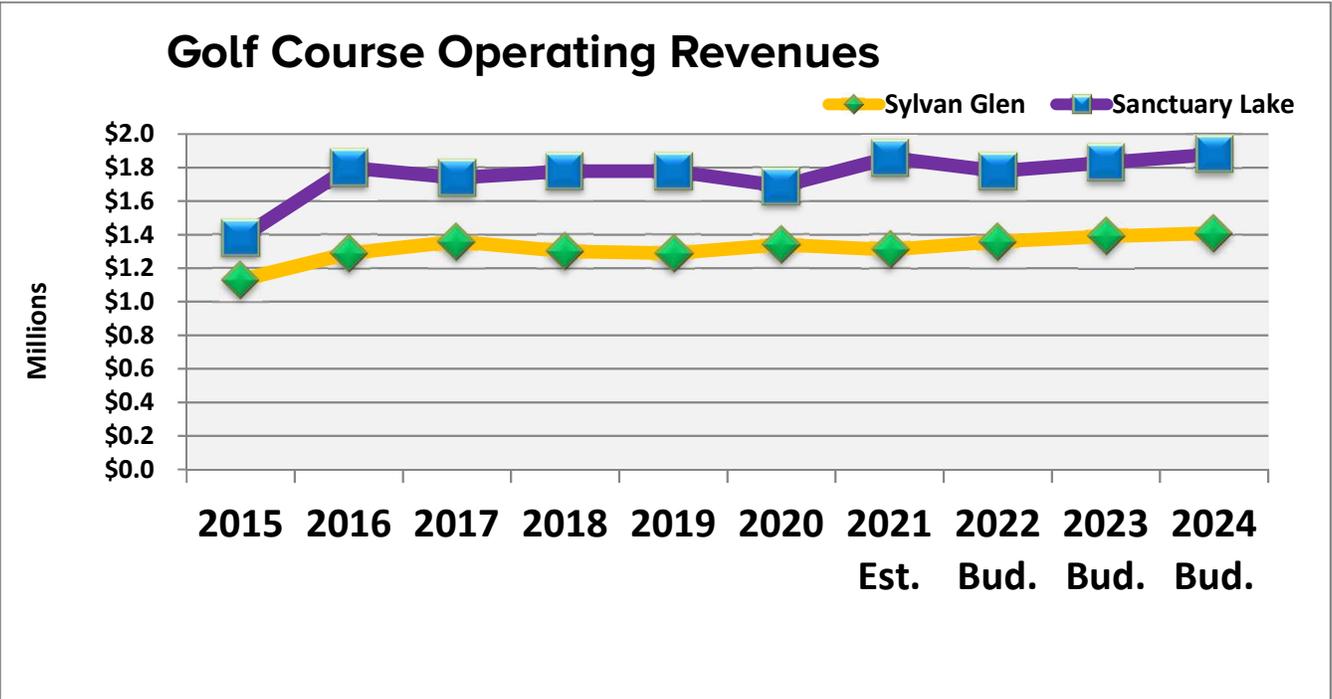
Water and Sewer Rates are reviewed annually. The City purchases water directly from the Great Lakes Water Authority (GLWA) and sewer treatment indirectly from GLWA through Oakland County. Accordingly, rates set by GLWA have a direct impact on the rates charged by the City.



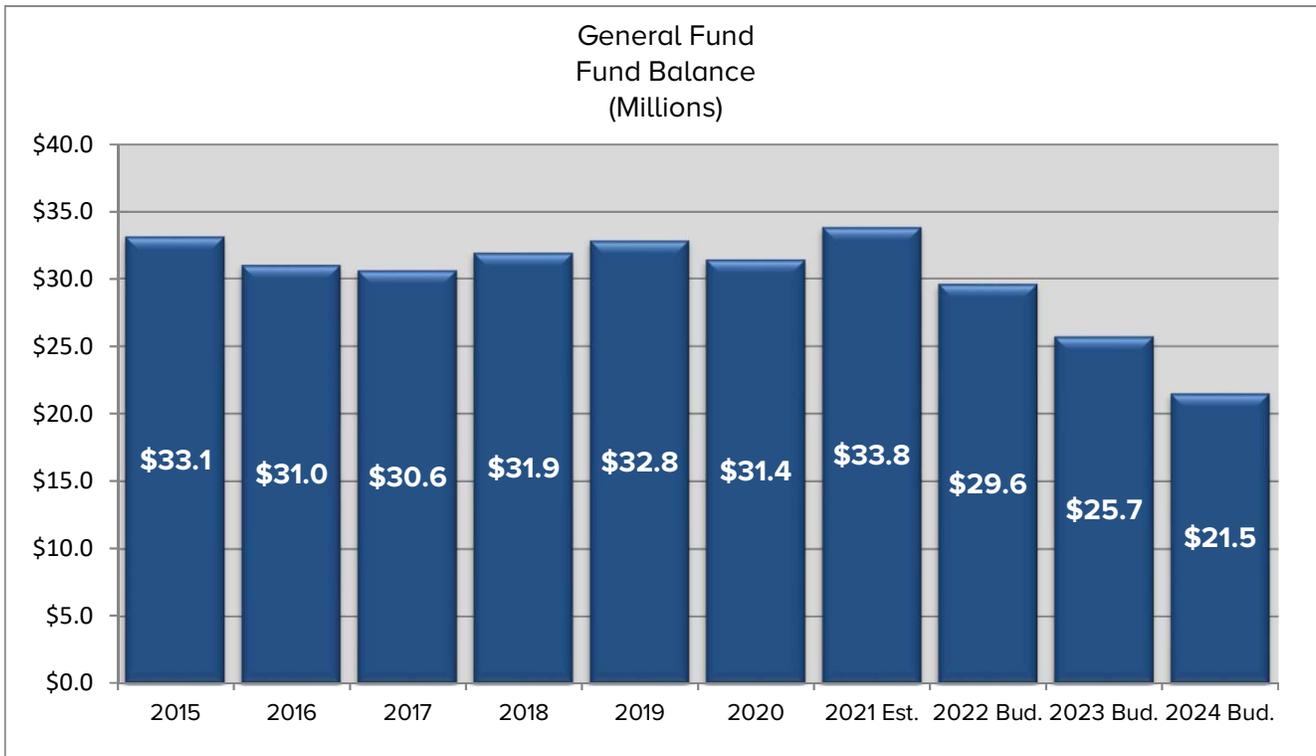
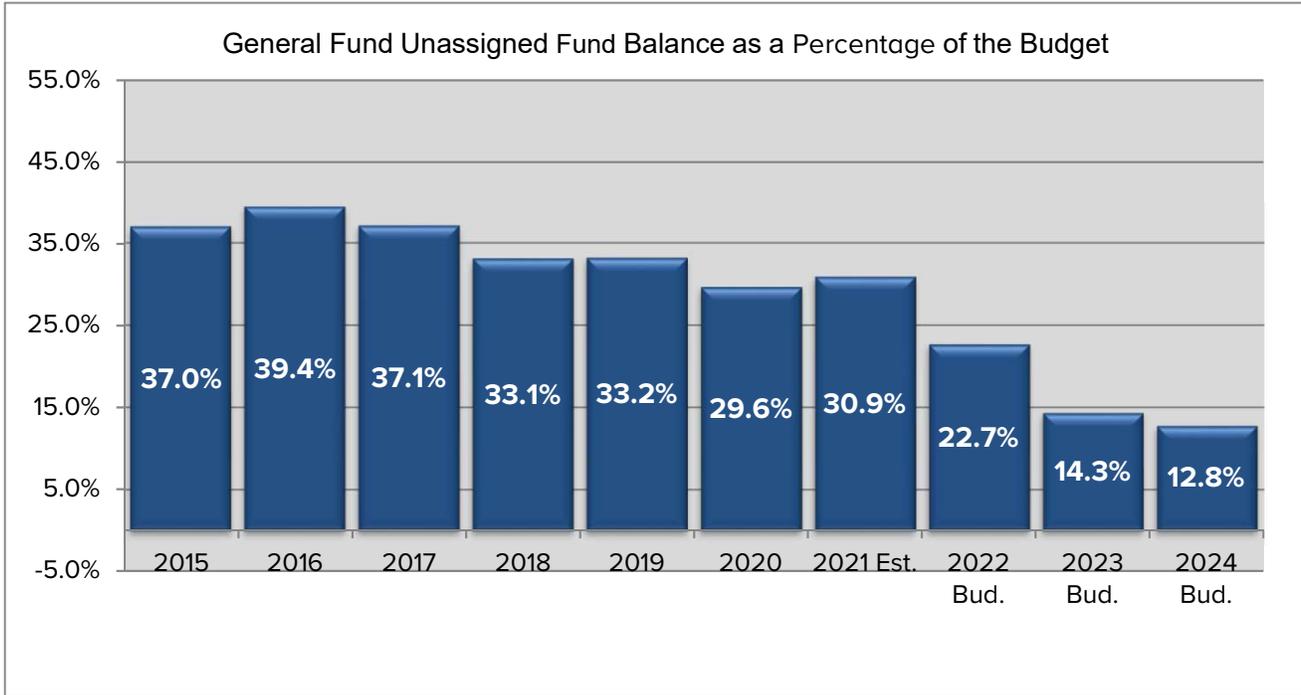
Major Revenue Sources

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 (Millions)	% 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 (Millions)	% 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

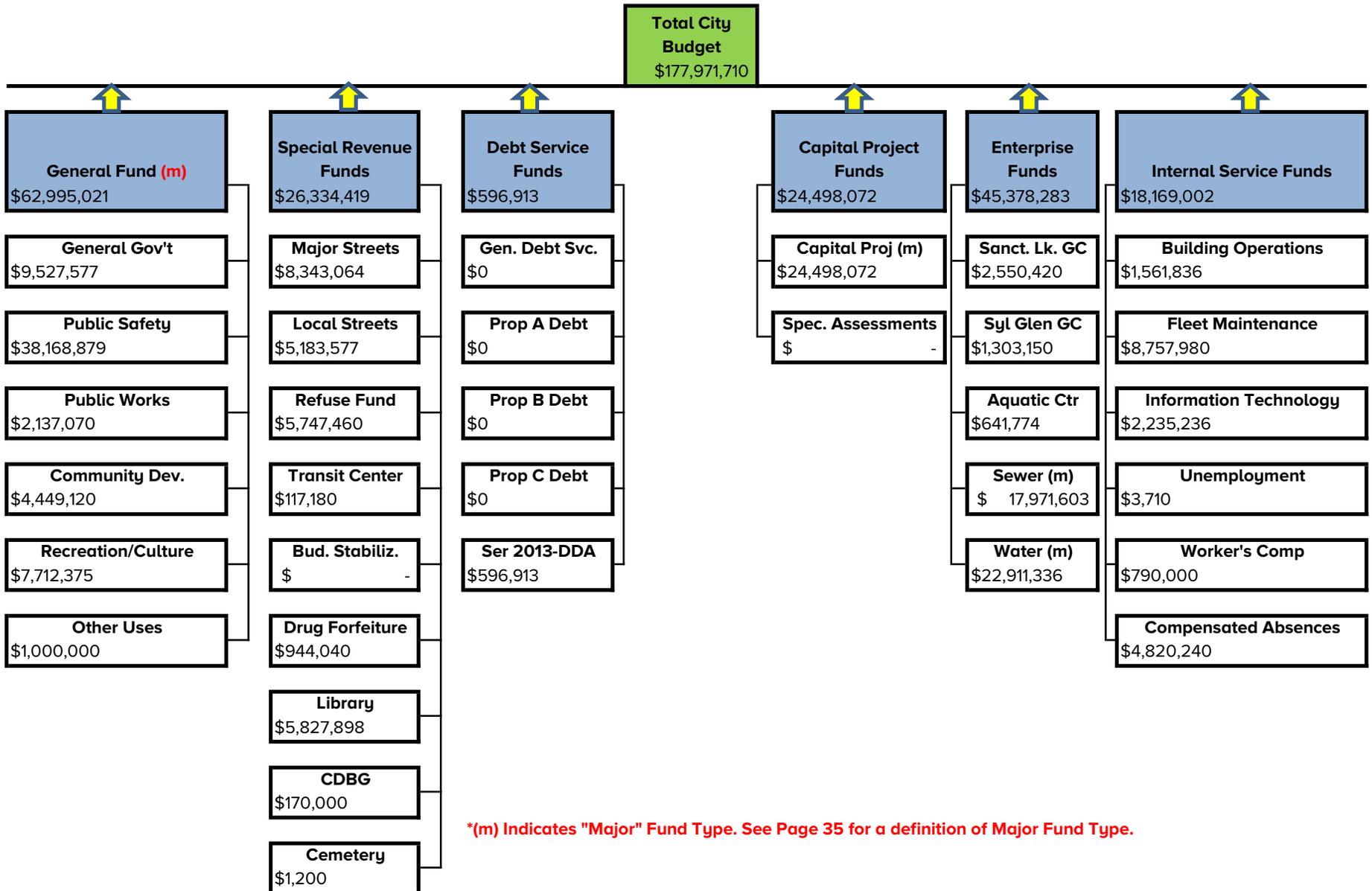
All governmental funds which includes the General Fund, Special Revenues Fund, Capital Projects Funds and Debt Service Funds were budgeted using the Modified Accrual basis of accounting (See definition of Modified Accrual Basis in the Glossary of Key Terms and Concepts section) which is used for financial 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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
REVENUE								
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
Total Revenue	141,944,923	136,040,098	145,408,701	144,338,488	145,735,858	0.97%	149,635,072	150,697,149
OTHER FINANCING SOURCES								
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
Total OTHER FINANCING SOURCES	14,979,920	15,820,472	17,063,635	18,170,551	10,673,835	-41.26%	9,142,815	8,921,265
Total Revenue	156,924,843	151,860,570	162,472,336	162,509,039	156,409,693	-3.75%	158,777,887	159,618,414
EXPENDITURE								
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
Expenditures For Operations	118,912,066	118,199,123	115,652,697	125,330,805	128,631,635	2.63%	131,388,031	134,962,602
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
Total Expenditure	135,810,481	133,781,103	155,730,050	176,198,862	167,612,510	-4.87%	169,780,726	163,446,139
OTHER FINANCING USES								
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
Total OTHER FINANCING USES	14,694,064	15,649,224	16,773,950	17,687,396	10,359,200	-41.43%	8,832,700	8,606,200
Total Expenditure	150,504,545	149,430,327	172,504,000	193,886,258	177,971,710	-8.21%	178,613,426	172,052,339
Net Revenues Over/(Under) Expenditures	\$ 6,420,298	\$ 2,430,243	(\$ 10,031,664)	(\$ 31,377,219)	(\$ 21,562,017)	-31.28%	(\$ 19,835,539)	(\$ 12,433,925)

Financial Organization Chart



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

**All Funds
Revenues and Expenditures**

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
GENERAL FUND								
GENERAL FUND								
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
SPECIAL REVENUE								
Major Street Fund								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Local Street Fund								
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
REFUSE FUND								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Transit Center								
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
BUDGET STABILIZATION FUND								
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
Forfeiture Fund								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
LIBRARY FUND								
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
Comm Dev Block Grant Fund								
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%	-	-
DEBT SERVICE								
GENERAL DEBT SERVICE FUND								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
<u>PROP A BOND DEBT RETIREMENT</u>								
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%	-	-
<u>PROP B BOND DEBT RETIREMENT</u>								
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%	-	-
<u>PROP C BOND DEBT RETIREMENT</u>								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Gen Obligation Debt-Series 2013								
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%	-	-
CAPITAL								
CAPITAL FUND								
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)
SPECIAL ASSESSMENT FUND								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
PERMANENT								
Cemetery Fund								
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
ENTERPRISE								
Sanctuary Lake Golf Course								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
SYLVAN GLEN GOLF COURSE								
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
AQUATIC CENTER FUND								
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)
SEWER FUND								
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)	(73,127)	(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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
WATER FUND								
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
INTERNAL SERVICE								
UNEMPLOYMENT COMPENSATION								
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
WORKER'S COMP RESERVE FUND								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
COMPENSATED ABSENCES FUND								
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
BUILDING OPERATIONS								
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
INFORMATION TECHNOLOGY								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
FLEET MAINTENANCE								
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		Approved		Requested	
	2019/20		2020/21		2021/22	
	FT	PT	FT	PT	FT	PT
Accounting						
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			
Total for Accounting	6.00	1.40	6.00	1.70	7.00	1.90
Aquatic Center						
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
Total for Aquatic Center	0.00	10.70	0.00	10.10	0.00	8.80
Assessing						
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	
Total for Assessing	7.00	0.00	7.00	0.00	7.00	0.00
Building Inspection						
Building Official	1.00		1.00		1.00	
Total for Building Inspection	1.00	0.00	1.00	0.00	1.00	0.00

Personnel Summary

	Approved		Approved		Requested	
	2019/20		2020/21		2021/22	
	FT	PT	FT	PT	FT	PT
Building Operations						
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	
Total for Building Operations	10.34	0.00	10.34	0.00	10.34	0.00
City Attorney						
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	
Total for City Attorney	7.00	0.10	7.00	0.20	7.00	0.30
City Clerk						
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
Total for City Clerk	5.29	1.70	5.29	1.20	5.29	1.00

Personnel Summary

	Approved		Approved		Requested	
	2019/20		2020/21		2021/22	
	FT	PT	FT	PT	FT	PT
Engineering						
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	
Total for Engineering	12.20	0.00	12.20	0.00	12.20	0.00
Fire						
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					
Total for Fire	12.00	1.70	12.00	1.90	12.00	1.60
Historic Village - Contracted with Non-Profit Entity 2011/12						
MSE-C Equipment Operator I	0.31	0.10	0.31	0.10	0.23	0.10
Total for Historic Village	0.31	0.10	0.31	0.10	0.23	0.10

Personnel Summary

	Approved		Approved		Requested	
	2019/20		2020/21		2021/22	
	FT	PT	FT	PT	FT	PT
Human Resources						
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	
Total for Human Resources	4.00	0.50	4.00	0.50	4.00	0.70
Information Technology						
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	
Total for Information Technology	9.70	0.00	9.70	0.00	9.70	0.00
Library						
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
Library Continued						
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			
Total for Library	12.50	27.30	13.00	27.10	19.00	29.40
Manager						
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	
Total for Manager	8.00	1.30	8.00	1.70	8.00	1.00

Personnel Summary

	Approved		Approved		Requested	
	2019/20		2020/21		2021/22	
	FT	PT	FT	PT	FT	PT
Fleet Maintenance						
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	
Total for Fleet Maintenance	17.13	0.80	17.13	1.40	17.13	0.70
Parks						
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
Total for Parks	6.32	9.50	6.32	9.70	6.38	9.50

Personnel Summary

	Approved		Approved		Requested	
	2019/20		2020/21		2021/22	
	FT	PT	FT	PT	FT	PT
Planning						
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	
Total for Planning	5.00	1.10	6.00	1.30	6.00	0.60
Police Department						
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		Approved		Requested	
	2019/20		2020/21		2021/22	
	FT	PT	FT	PT	FT	PT
Police Department-Continued						
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	
Total for Police Department	161.00	7.60	163.00	7.50	163.00	4.50
Purchasing						
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	
Total for Purchasing	3.00	0.80	3.00	0.40	2.00	0.60
Recreation						
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
Recreation - Continued						
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		Approved		Requested	
	2019/20		2020/21		2021/22	
	FT	PT	FT	PT	FT	PT
Recreation - Continued						
Recreation Supervisor-PT-SEN		1.00		1.00		1.00
Scorekeeper		0.70		0.50		0.50
Umpire		0.10				0.10
Total for Recreation	7.50	45.60	9.00	44.50	8.00	40.00
Refuse and Recycling						
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	
Total for Refuse and Recycling	0.28	0.00	0.28	0.00	0.23	0.00
Streets						
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
Total for Streets	22.72	6.10	22.72	4.80	23.25	4.80

Personnel Summary

	Approved		Approved		Requested	
	2019/20		2020/21		2021/22	
	FT	PT	FT	PT	FT	PT
Transportation/Shuttle						
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					
Total for Transportation/Shuttle	2.00	5.00	2.00	6.60	2.00	4.50
Treasurer						
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	
Total for Treasurer	4.00	0.00	4.00	0.00	4.00	0.00
Water & Sewer						
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	
Total for Water & Sewer	35.71	0.80	35.71	1.20	35.25	1.90
Grand Total	360.00	122.10	365.00	121.90	370.00	111.90

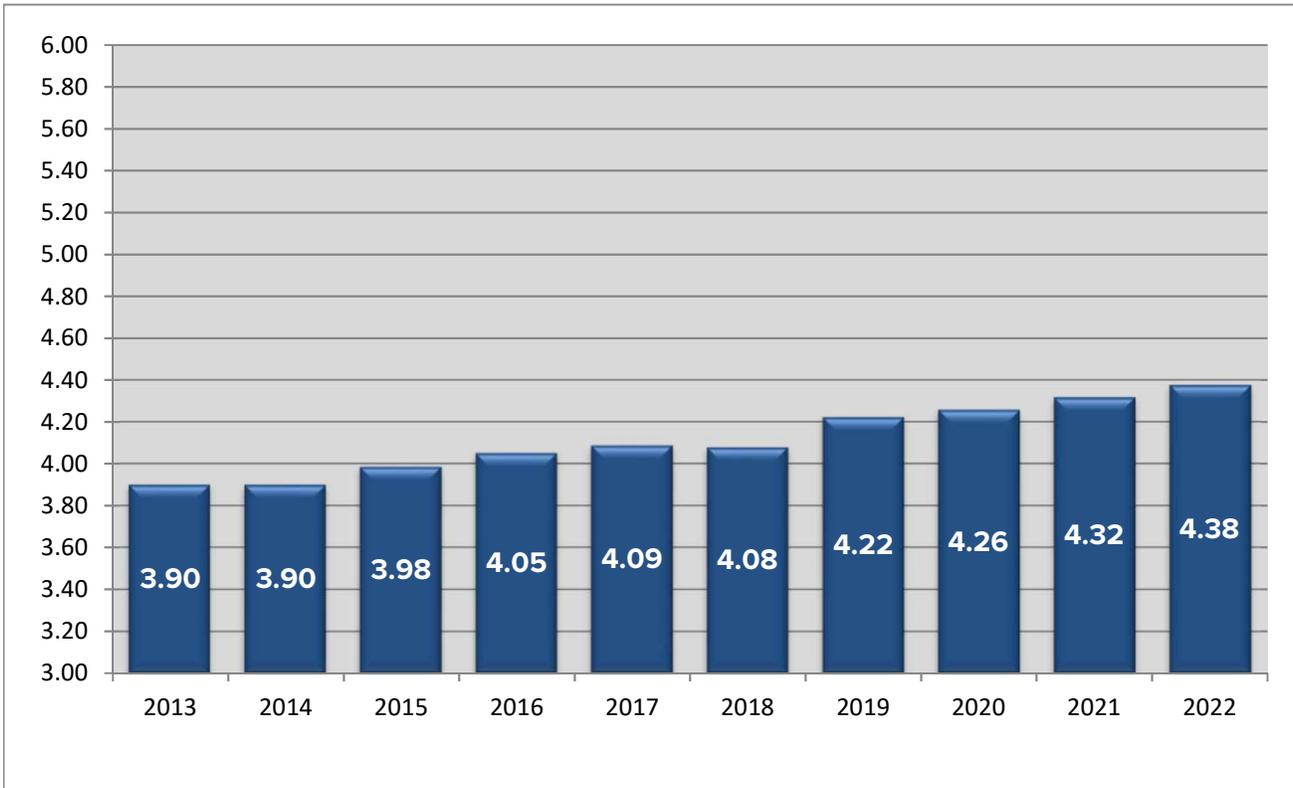
Position Changes for 2021/2022 Include:

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



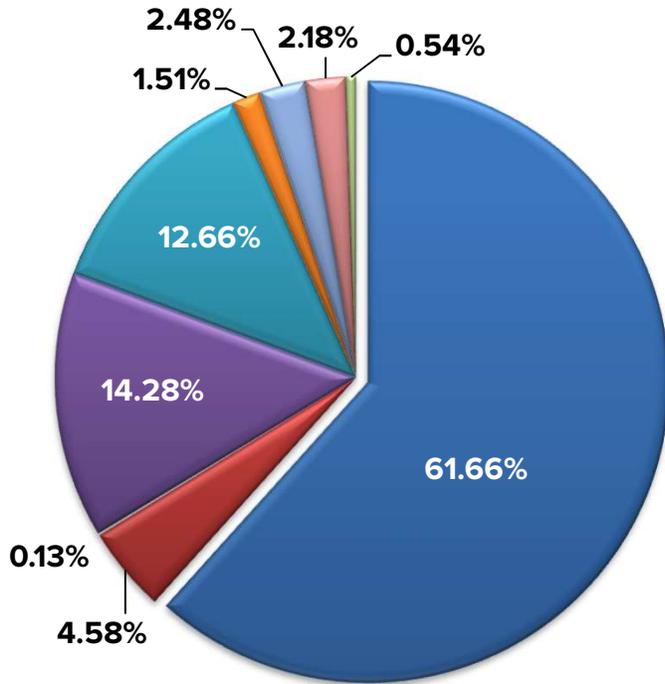
2019 through 2022 is based on the population estimate provided by the Southeast Michigan Council of Governments (SEMCOG) of 84,547.

GENERAL **FUND**

2021/22 PROPOSED BUDGET

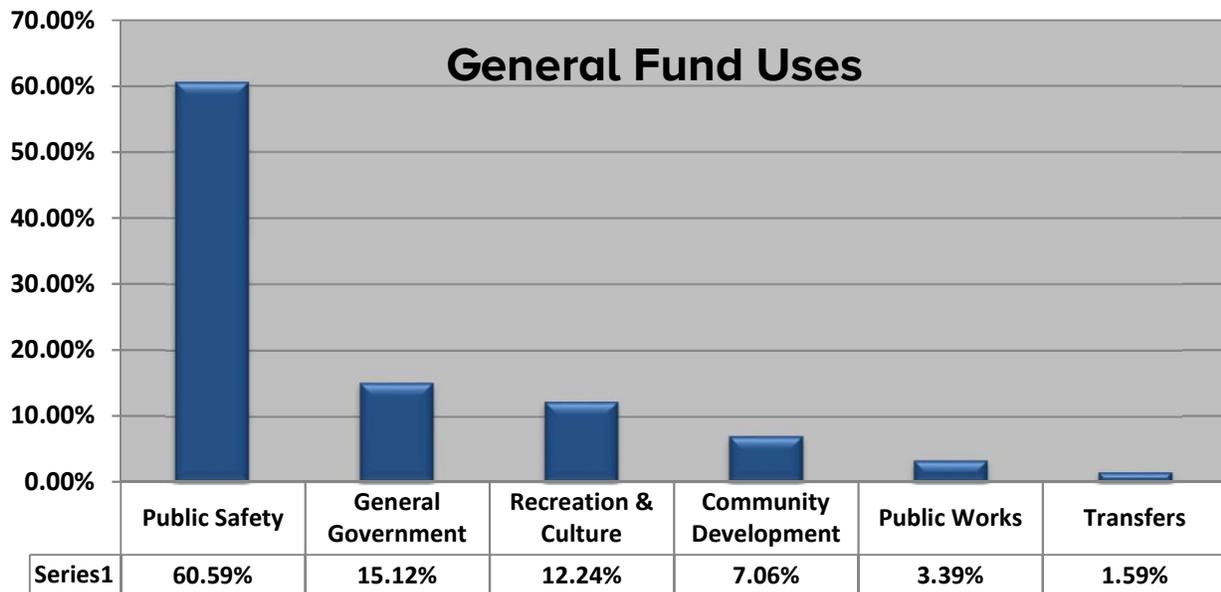
How the City Allocates General Fund Resources

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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
REVENUE								
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
REVENUE	57,599,977	55,608,321	60,204,727	59,800,679	58,535,803	-2.12%	59,995,667	61,210,771
OTHER FINANCING SOURCES								
Operating Transfers In	4,267,959	3,973,995	4,290,885	5,397,801	315,835	-94.15%	311,315	316,265
OTHER FINANCING SOURCES	4,267,959	3,973,995	4,290,885	5,397,801	315,835	-94.15%	311,315	316,265
Total Revenues & Other Financing Sources	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								
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
Total 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								
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
Total 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

**General Fund
Revenues Expenditures and Fund Balance**

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Public Works								
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
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
Community Development								
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
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
Recreation And Culture								
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
Total 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
EXPENDITURE	59,321,093	58,993,261	61,084,488	66,990,078	61,995,021	-7.46%	63,266,169	64,737,358
OTHER FINANCING USES								
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
OTHER FINANCING 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 Expenditures & Other Financing Uses	60,956,503	60,993,261	62,084,488	67,990,078	62,995,021	-7.35%	64,266,169	65,737,358
SURPLUS (USE) OF FUND BALANCE	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

**General Fund
Revenue Detailed By Account**

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
REVENUE									
TAXES									
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
Total 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									
BUSINESS LICENSES AND PERMITS									
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
Total BUSINESS LICENSES AND PERMITS		126,825	123,111	125,210	131,210	131,720	0.39%	132,280	132,280

**General Fund
Revenue Detailed By Account**

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
<u>NON-BUSINESS LICENSES AND PERMIT</u>									
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
Total NON-BUSINESS LICENSES AND PERMIT		2,803,964	2,561,257	2,739,780	2,817,310	2,561,258	-9.09%	2,806,549	3,055,672
Total 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

**General Fund
Revenue Detailed By Account**

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
GRANTS									
FEDERAL GRANTS									
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%	-	-
Total FEDERAL GRANTS		20,347	31,998	4,436,991	4,004,430	10,000	-99.75%	10,000	10,000
STATE GRANTS									
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
Total STATE GRANTS		43,217	43,989	35,102	42,000	38,020	-9.48%	38,040	38,040
STATE SHARED REVENUES									
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
Total 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
Total GRANTS		8,663,516	8,477,080	13,073,675	12,438,909	8,454,449	-32.03%	8,829,222	8,988,383

**General Fund
Revenue Detailed By Account**

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
CONTRIBUTIONS FROM LOCAL UNITS									
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%	-	-
Total CONTRIBUTIONS FROM LOCAL UNITS		52,156	33,421	85,306	99,390	26,000	-73.84%	26,000	26,000
CHARGES FOR SERVICES									
FEES									
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
Total FEES		2,122,275	1,882,825	1,970,950	2,140,300	2,150,305	0.47%	2,157,310	2,169,310

**General Fund
Revenue Detailed By Account**

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
SERVICES RENDERED									
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
Total SERVICES RENDERED		2,671,317	2,636,159	2,914,925	2,816,250	2,844,951	1.02%	2,976,336	3,035,706
SALES									
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
Total SALES		210,114	141,095	199,680	153,400	129,140	-15.81%	149,890	151,890

**General Fund
Revenue Detailed By Account**

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
<u>USE AND ADMINISTRATION</u>									
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 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
Total USE AND ADMINISTRATION		3,020,581	1,686,160	547,000	528,000	2,324,000	340.15%	2,520,000	2,650,000
<u>OTHER RECREATION</u>									
4653.105	5K Run	15,280	14,807	-	15,000	-	-100.00%	-	-
Total OTHER RECREATION		15,280	14,807	-	15,000	-	-100.00%	-	-
Total 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
<u>FINES AND FORFEITURES</u>									
<u>FINES AND FORFEITS</u>									
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	OUIL 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
Total FINES AND FORFEITS		1,369,202	853,061	675,500	730,500	887,700	21.52%	939,900	1,039,900
Total FINES AND FORFEITURES		1,369,202	853,061	675,500	730,500	887,700	21.52%	939,900	1,039,900

**General Fund
Revenue Detailed By Account**

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
<u>INTEREST & RENT</u>									
<u>INVESTMENT INCOME</u>									
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%	-	-
Total INVESTMENT INCOME		1,217,179	894,389	400,000	424,000	426,000	0.47%	426,000	426,000
<u>RENT INCOME</u>									
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
Total RENT INCOME		1,145,716	899,916	770,780	864,780	1,032,280	19.37%	1,088,280	1,119,280
Total 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
<u>OTHER REVENUE</u>									
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%	-	-
Total OTHER REVENUE		18,189	18,210	18,000	18,000	18,000	0.00%	18,000	18,000
<u>PRIVATE CONTRIBUTIONS</u>									
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
Total PRIVATE CONTRIBUTIONS		20,849	3,174	1,650	13,000	7,500	-42.31%	12,000	12,000

**General Fund
Revenue Detailed By Account**

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
<u>REIMBURSEMENTS</u>									
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
Total REIMBURSEMENTS		14,344	13,091	5,465	15,000	15,000	0.00%	15,000	15,000
<u>ADMINISTRATIVE CHARGES</u>									
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
Total ADMINISTRATIVE CHARGES		1,092,900	1,114,900	1,236,806	1,165,930	1,216,800	4.36%	1,240,200	1,264,650
<u>REFUNDS AND REBATES</u>									
4687.040	Rebates	26,864	19,369	1,500	25,000	25,000	0.00%	25,000	25,000
Total REFUNDS AND REBATES		26,864	19,369	1,500	25,000	25,000	0.00%	25,000	25,000
Total 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
<u>OTHER FINANCING SOURCES</u>									
<u>OPERATING TRANSFERS IN</u>									
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended 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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
GENERAL GOVERNMENT									
<u>Council/Executive Administration</u>									
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
Total Council/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
<u>Finance</u>									
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
Total Finance		2,569,727	2,654,593	2,908,985	2,973,424	3,080,756	3.61%	3,160,950	3,250,030
<u>Other General Government</u>									
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
Total 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
TOTAL 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

**General Fund
Expenditure Details By Department**

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
PUBLIC SAFETY									
Police									
11	Investigative/Admin Services								
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
Total Investigative/Admin Services		12,639,654	12,748,711	12,935,085	14,187,050	14,149,905	-0.26%	14,370,230	14,738,820
12	Operations								
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
Total Operations		12,944,198	13,336,086	13,896,263	14,143,870	15,009,990	6.12%	15,349,960	15,769,060
Total Police		25,583,852	26,084,798	26,831,348	28,330,920	29,159,895	2.93%	29,720,190	30,507,880

**General Fund
Expenditure Details By Department**

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fire									
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
Total 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									
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
Total 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
TOTAL 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

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%	-	-
Total Local Roads		1,907,114	1,817,939	1,964,497	2,482,345	-	-100.00%	-	-

**General Fund
Expenditure Details By Department**

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
21	County Roads								
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		396,296	393,963	337,880	541,370	-	-100.00%	-	-
22	Major Roads								
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		2,139,362	1,990,771	2,015,690	2,576,101	-	-100.00%	-	-
23	Drains								
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		634,711	711,499	544,824	736,500	938,870	27.48%	951,125	967,530
24	Sidewalks								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended 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
25 Street Lighting									
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
26 Weeds									
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
Transportation									
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
COMMUNITY DEVELOPMENT									
Engineering									
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
Planning									
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
RECREATION AND CULTURE									
Parks									
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
Total 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									
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
Total 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									
771	Nature Center	154,012	199,265	154,780	158,930	164,750	3.66%	166,190	174,590
Total Nature Center		154,012	199,265	154,780	158,930	164,750	3.66%	166,190	174,590

**General Fund
Expenditure Details By Department**

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Historic Village									
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
Total Historic Village		214,960	255,597	251,790	261,680	265,499	1.46%	268,690	272,040
TOTAL 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									
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
Total		1,635,410	2,000,000	1,000,000	1,000,000	1,000,000	0.00%	1,000,000	1,000,000
TOTAL 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 - GENERAL FUND		\$ 60,956,503	\$ 60,993,261	\$ 62,084,488	\$ 67,990,078	\$ 62,995,021	-7.35%	\$ 64,266,169	\$ 65,737,358

**General Fund
Expenditure Details By Account**

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
EXPENDITURE								
PERSONAL SERVICES								
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
TOTAL PERSONAL SERVICES	37,806,199	38,673,587	39,680,043	42,873,460	40,529,560	-5.47%	41,672,960	42,949,410
SUPPLIES								
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
TOTAL SUPPLIES	2,799,937	2,566,652	2,437,859	3,084,666	2,467,533	-20.01%	2,384,198	2,391,758
OTHER SERVICE CHARGES								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended 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
TOTAL OTHER SERVICE CHARGES	18,714,957	17,753,022	18,966,586	21,031,952	18,997,928	-9.67%	19,209,011	19,396,190
TOTAL EXPENDITURE	59,321,093	58,993,261	61,084,488	66,990,078	61,995,021	-7.46%	63,266,169	64,737,358
OTHER FINANCING USES								
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
TOTAL OTHER FINANCING 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 - GENERAL FUND	\$ 60,956,503	\$ 60,993,261	\$ 62,084,488	\$ 67,990,078	\$ 62,995,021	-7.35%	\$ 64,266,169	\$ 65,737,358

CITY COUNCIL
AND
EXECUTIVE
ADMINISTRATION

2021/22 PROPOSED BUDGET

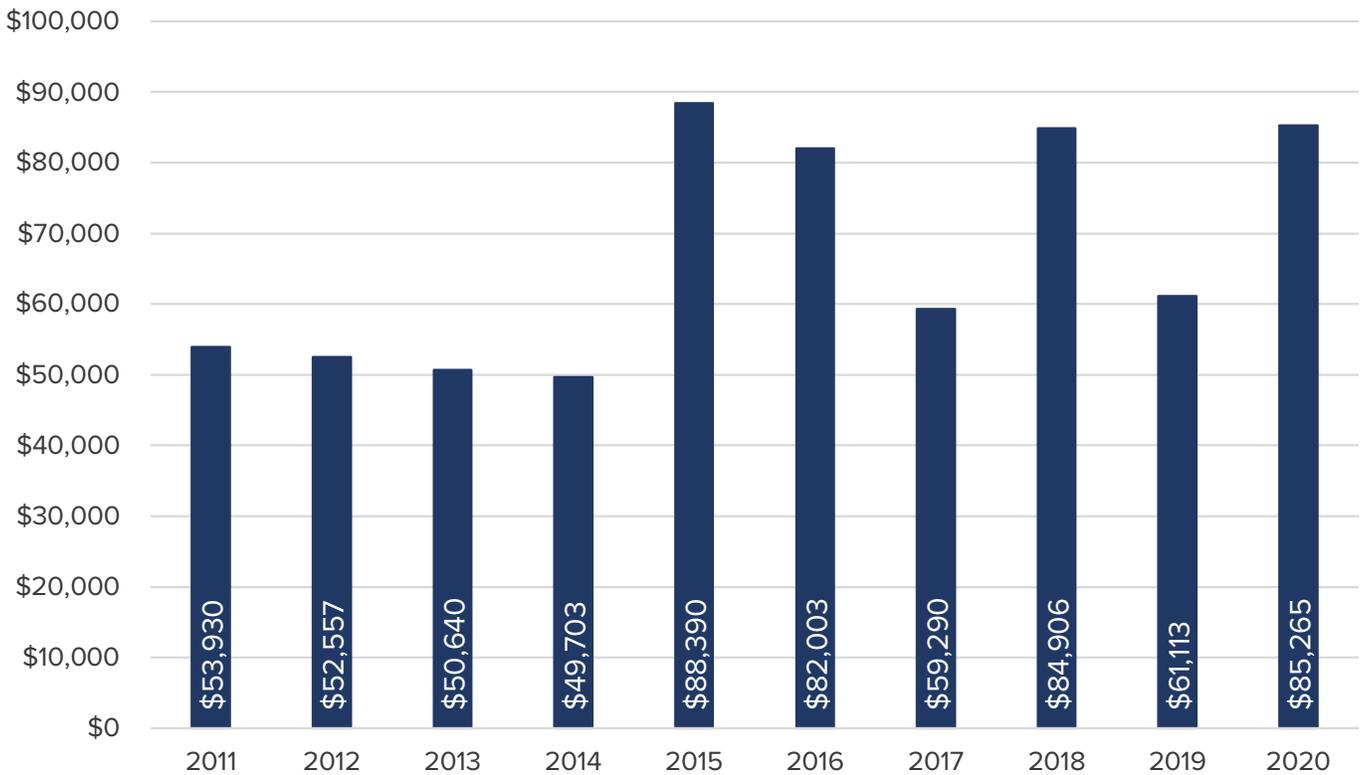
CITY COUNCIL

- Mayor.....Ethan Baker
- Mayor Pro TemTheresa Brooks
- Council MemberEdna Abraham
- Council MemberRebecca Chamberlain-Creanga
- Council MemberAnn Erickson Gault
- Council MemberDavid Hamilton
- Council MemberEllen 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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 102 Council								
Business Unit: 102 Council								
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
Department Total: Council	\$ 61,113	\$ 85,265	\$ 97,150	\$ 102,350	\$ 103,598	1.22%	\$ 105,237	\$ 106,278

CITY MANAGER

City ManagerMark F. Miller, AICP
 Assistant City Manager.....Robert J. Bruner
 Chief Financial Officer.....Rob Maleszyk
 Director of Community AffairsCindy Stewart
 Economic Development SpecialistGlenn 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

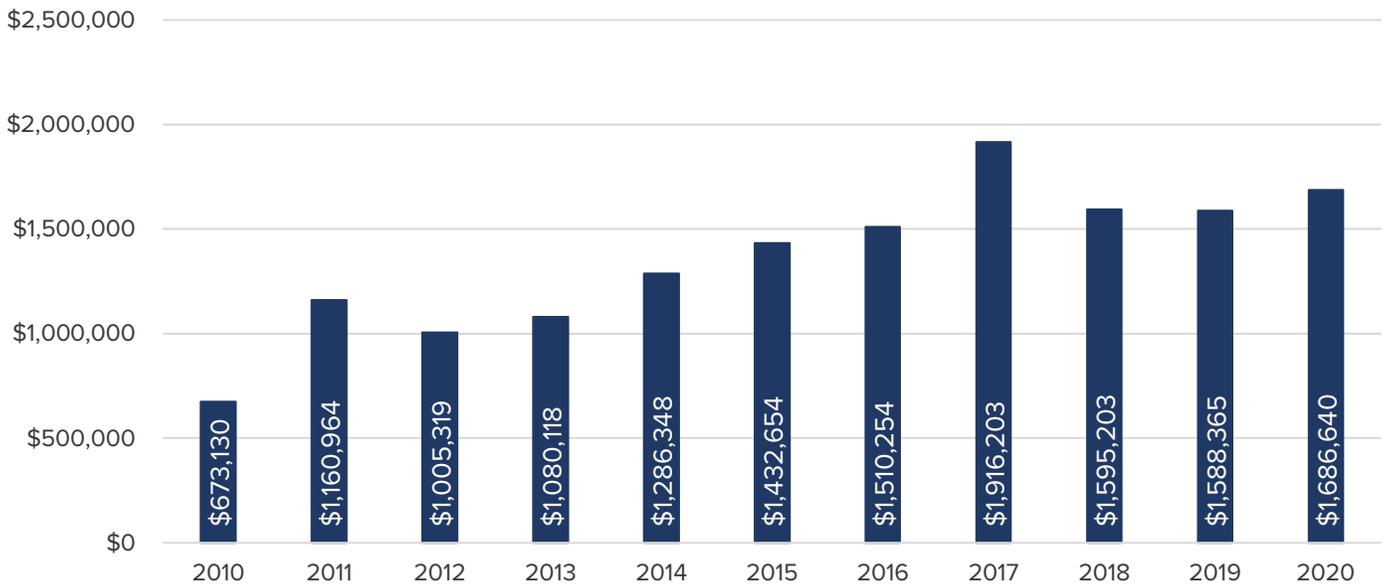
SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

- None

PERSONNEL SUMMARY	2019 BUDGET		2020 BUDGET		2021 BUDGET		2022 BUDGET	
	Full Time	Part Time						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 172 Manager								
Business Unit: 172 Manager								
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
Department Total: Manager	\$ 1,588,365	\$ 1,686,640	\$ 1,805,060	\$ 1,882,700	\$ 1,816,467	-3.52%	\$ 1,859,480	\$ 1,905,413

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

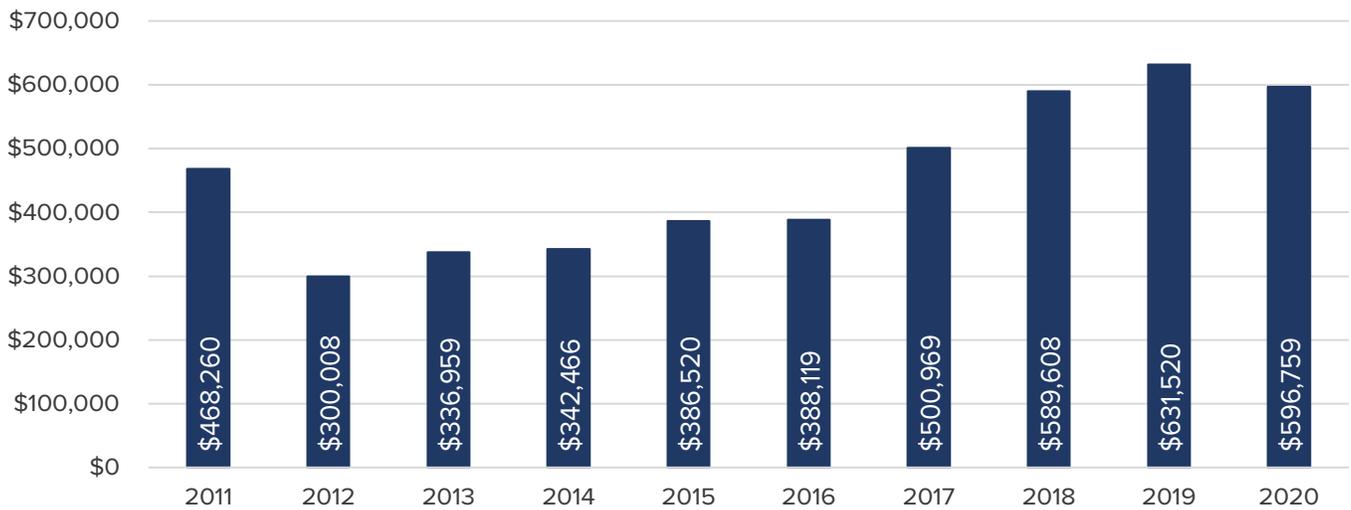
Budget needs for 2021/22 are leveled off compared to the dramatic increase needed in Elections for the 2020/21 budget due to the Presidential election year during the pandemic.

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

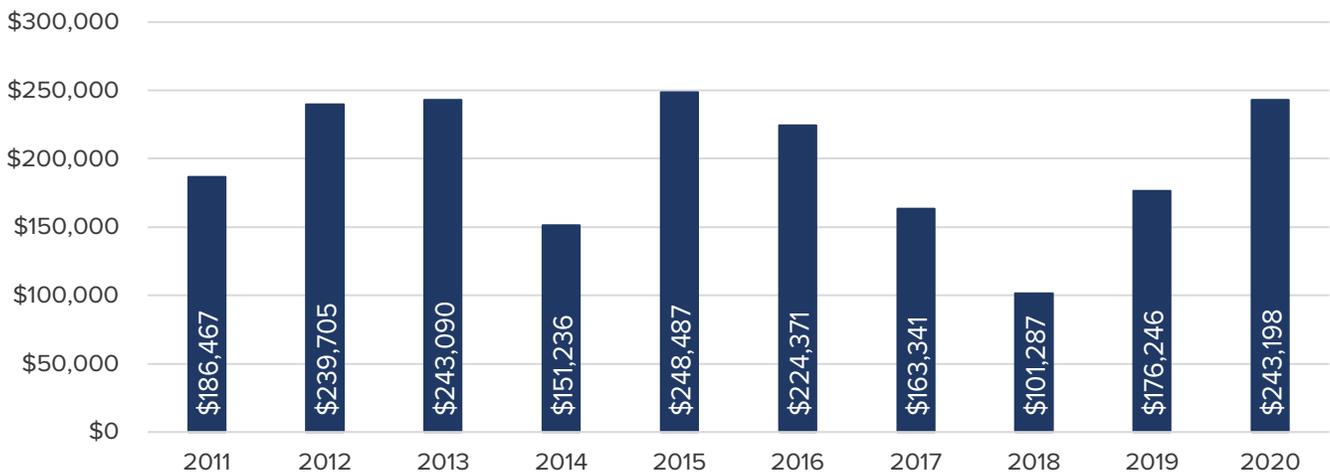
COVID-19 and the Presidential election year caused increased Election services throughout 2020/21, but COVID-19 decreased business licenses and other services.

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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 215 City Clerk								
Business Unit: 215 Clerk								
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
Business Unit Total: Clerk	\$ 631,520	\$ 596,759	\$ 634,221	\$ 652,760	\$ 647,786	-0.76%	\$ 665,205	\$ 684,390
Business Unit: 262 Elections								
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
Business Unit Total: Elections	\$ 176,246	\$ 243,198	\$ 415,949	\$ 401,850	\$ 269,489	-32.94%	\$ 249,354	\$ 299,264
Department Total: City Clerk	\$ 807,765	\$ 839,957	\$ 1,050,170	\$ 1,054,610	\$ 917,275	-13.02%	\$ 914,559	\$ 983,654

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.

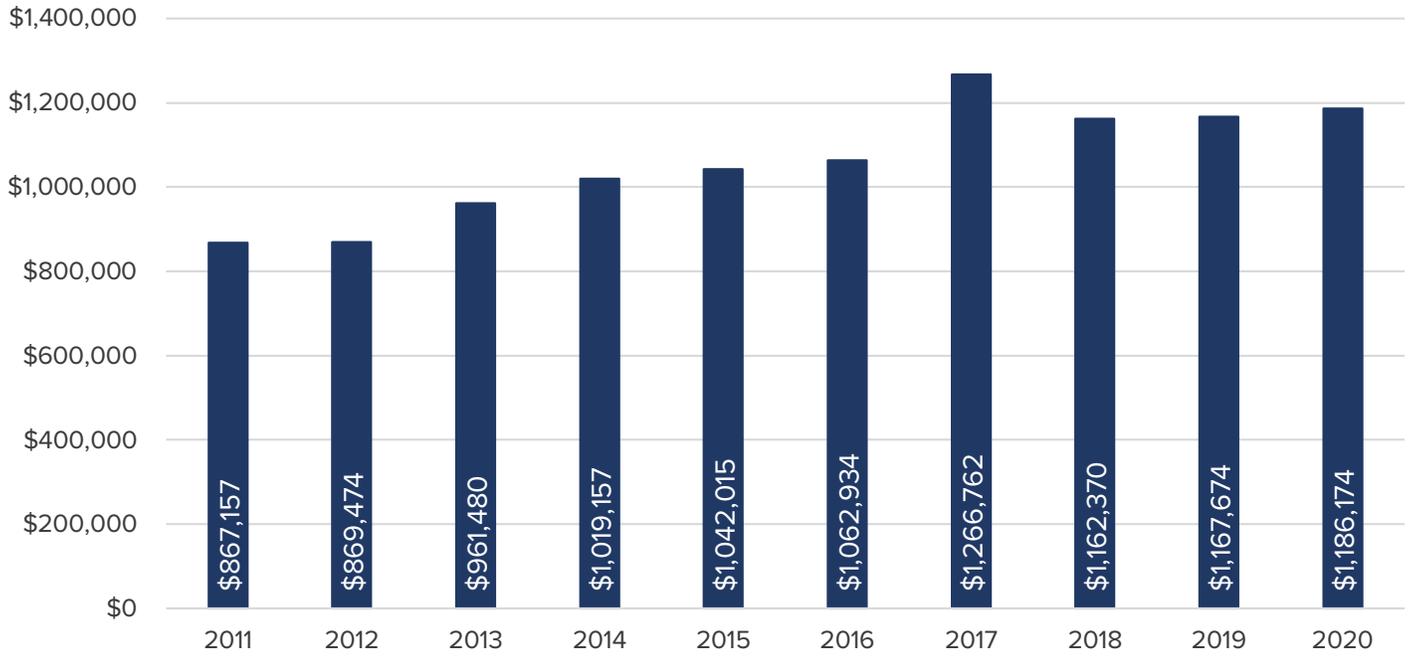
SUMMARY OF BUDGET CHANGES

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						
City Attorney's Office	7	0.3	7	0.1	7	0.2	7	0.3
Total Department	7	0.3	7	0.1	7	0.2	7	0.3

OPERATING BUDGET HISTORY



GENERAL FUND
General Government/Council And Executive Administration

City Attorney

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 266 City Attorney								
Business Unit: 266 City Attorney								
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
Department Total: 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

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

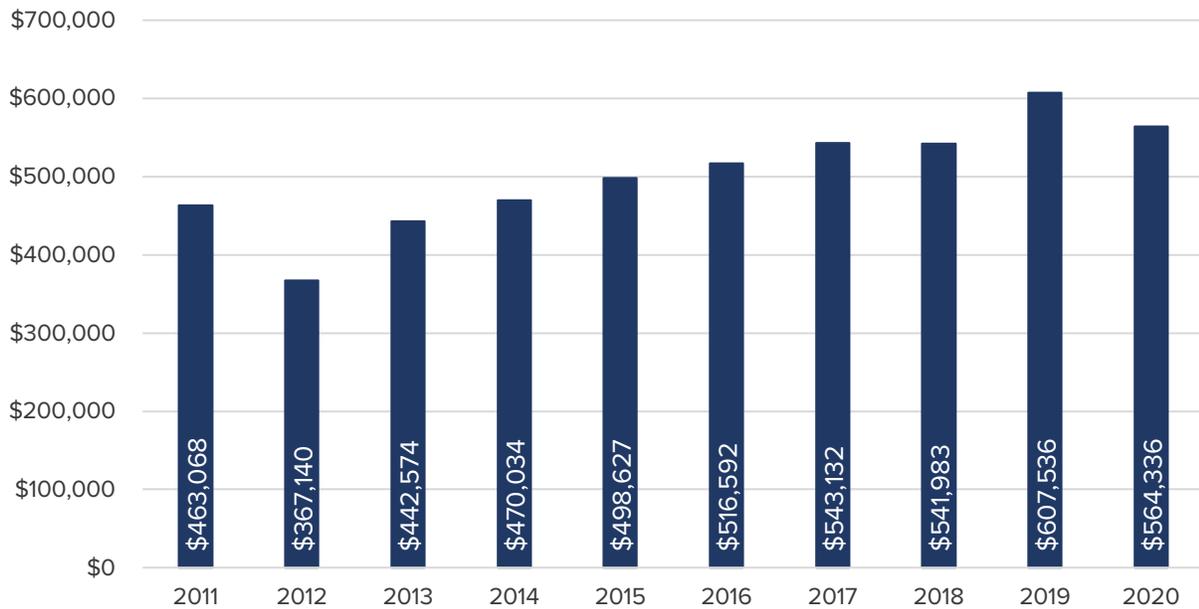
SUMMARY OF BUDGET CHANGES

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						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 270 Human Resources								
Business Unit: 270 Human Resources								
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
Department Total: Human Resources	\$ 607,536	\$ 564,336	\$ 587,660	\$ 699,550	\$ 714,020	2.07%	\$ 729,970	\$ 750,100

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

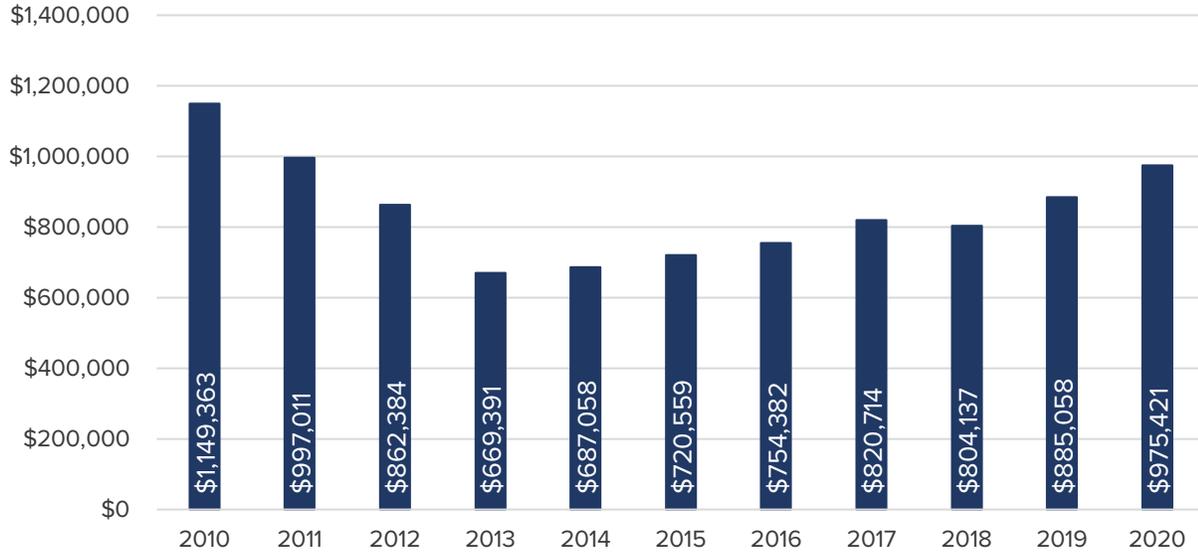
SUMMARY OF BUDGET CHANGES

PERSONNEL SUMMARY	2019 BUDGET		2020 BUDGET		2021 BUDGET		2022 BUDGET	
	Full Time	Part Time						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 191 Financial Services								
Business Unit: 191 Accounting								
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
Business Unit Total: Accounting	\$ 829,558	\$ 914,621	\$ 972,434	\$ 975,314	\$ 1,133,116	16.18%	\$ 1,162,980	\$ 1,195,230
Business Unit: 223 Independent Auditor								
Other Service Charges	55,500	60,800	57,300	60,800	63,500	4.44%	65,200	67,200
Business Unit Total: Independent Auditor	\$ 55,500	\$ 60,800	\$ 57,300	\$ 60,800	\$ 63,500	4.44%	\$ 65,200	\$ 67,200
Department Total: Financial Services	\$ 885,058	\$ 975,421	\$ 1,029,734	\$ 1,036,114	\$ 1,196,616	15.49%	\$ 1,228,180	\$ 1,262,430

TREASURER

City TreasurerSandra 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

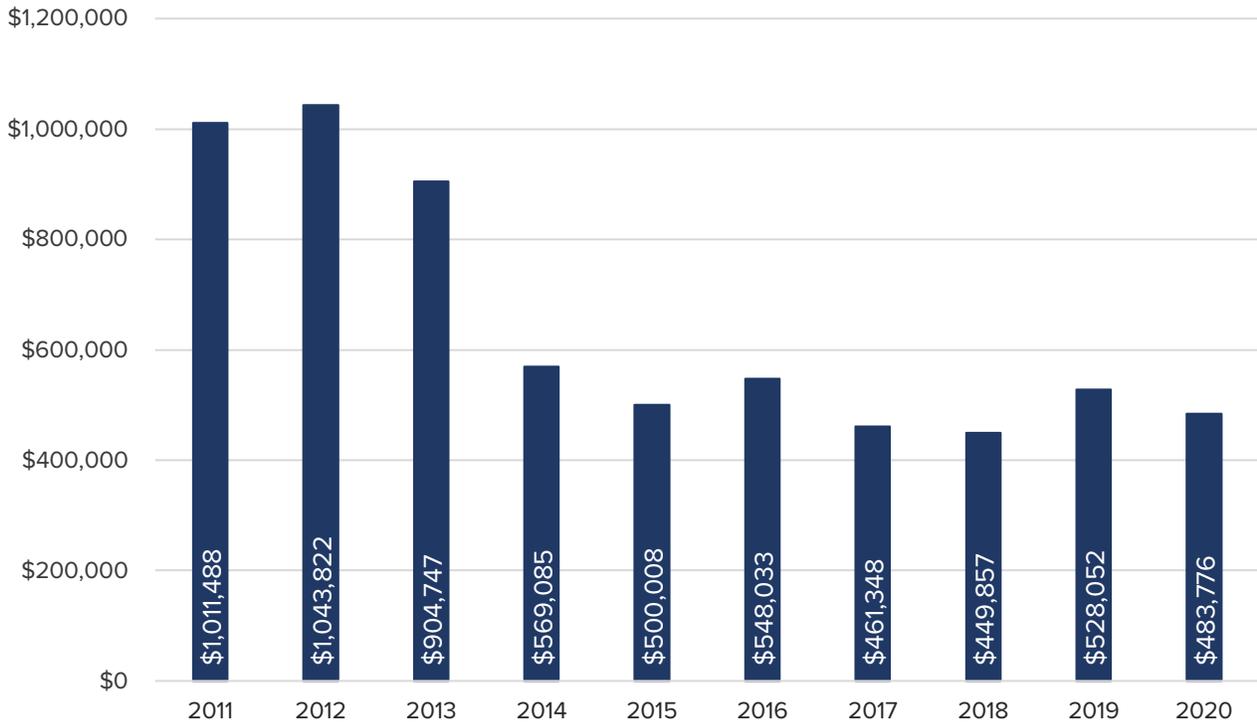
7901 Tax Bill Printing 8% increase to prevailing cost. Rebid after 5-yr contract expired.

PERSONNEL SUMMARY	2019 BUDGET		2020 BUDGET		2021 BUDGET		2022 BUDGET	
	Full Time	Part Time						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 191 Treasurer								
Business Unit: 253 Treasurer								
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
Business Unit Total: Treasurer	\$ 528,052	\$ 483,776	\$ 544,043	\$ 555,950	\$ 571,670	2.83%	\$ 586,730	\$ 604,210
Department Total: Treasurer	\$ 528,052	\$ 483,776	\$ 544,043	\$ 555,950	\$ 571,670	2.83%	\$ 586,730	\$ 604,210

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
- 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.

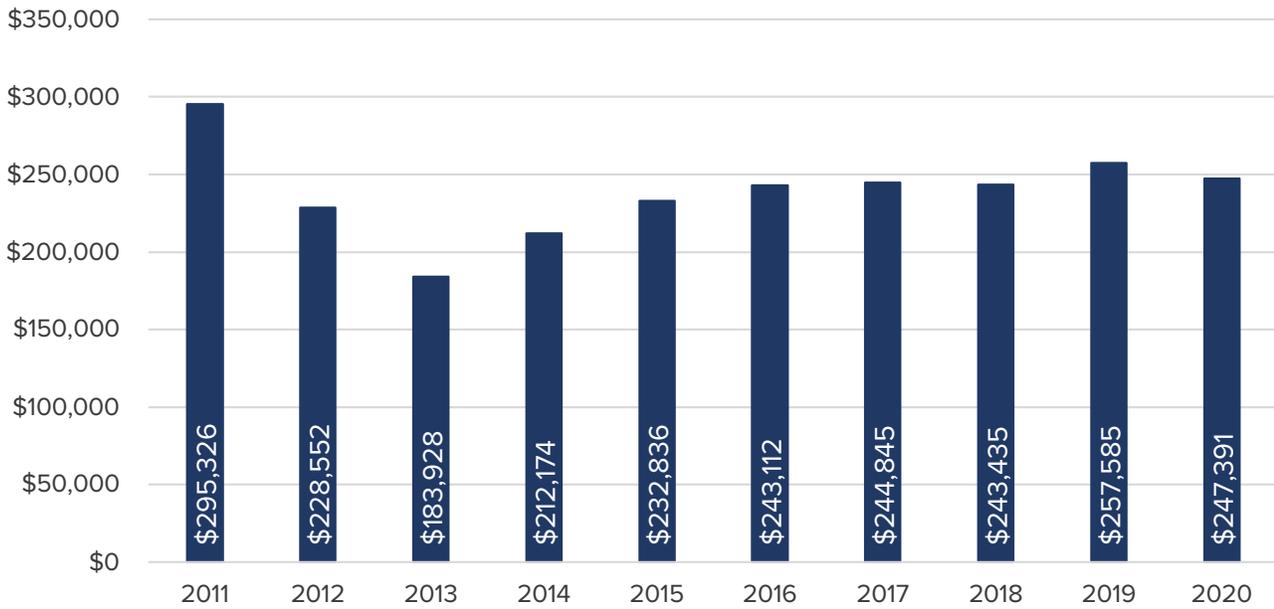
SUMMARY OF BUDGET CHANGES

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						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 233 Purchasing								
Business Unit: 233 Purchasing								
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
Department Total: Purchasing	\$ 257,585	\$ 247,391	\$ 335,750	\$ 349,370	\$ 283,250	-18.93%	\$ 291,030	\$ 299,570

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.

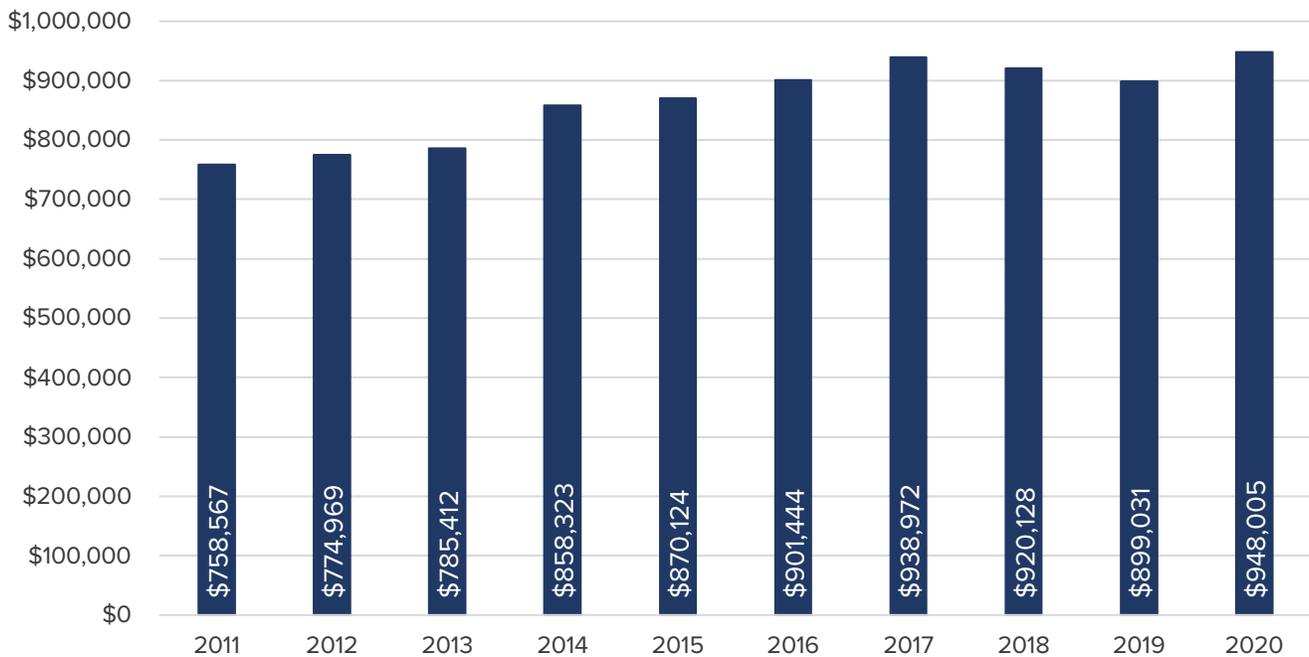
SUMMARY OF BUDGET CHANGES

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						
City Assessor's Office	7	0	7	0	7	0	7	0
Total Department	7	0	7	0	7	0	7	0

OPERATING BUDGET HISTORY



GENERAL FUND
General Government/Finance

Assessing

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 257 Assessing								
Business Unit: 247 Board of Review								
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
Business Unit Total: Board of Review	\$ 1,434	\$ 1,603	\$ 2,170	\$ 2,320	\$ 2,320	0.00%	\$ 2,360	\$ 2,420
Business Unit: 257 Assessing								
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
Business Unit Total: Assessing	\$ 897,597	\$ 946,402	\$ 997,288	\$ 1,029,670	\$ 1,026,900	-0.27%	\$ 1,052,650	\$ 1,081,400
Department Total: Assessing	\$ 899,031	\$ 948,005	\$ 999,458	\$ 1,031,990	\$ 1,029,220	-0.27%	\$ 1,055,010	\$ 1,083,820

OTHER GENERAL GOVERNMENT

2021/22 PROPOSED BUDGET

CITY BUILDINGS

Public Works Director.....Kurt Bovensiep

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



PERSONNEL SUMMARY	2019 BUDGET		2020 BUDGET		2021 BUDGET		2022 BUDGET	
	Full Time	Part Time						
City Hall								
Total Department	✓	✓	✓	✓	✓	✓	✓	✓

GENERAL FUND
General Government/Other General Government

Building Operations

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 264 Building Operations								
Business Unit: 261 Fire-Police Training Center								
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
Business Unit Total: Fire-Police Training Center	\$ 105,108	\$ 94,552	\$ 101,620	\$ 108,610	\$ 112,220	3.32%	\$ 114,520	\$ 116,870
Business Unit: 265 City Hall								
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
Business Unit Total: City Hall	\$ 878,824	\$ 920,049	\$ 948,020	\$ 1,022,090	\$ 1,062,594	3.96%	\$ 1,038,440	\$ 1,059,220
Business Unit: 277 District Court								
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
Business Unit Total: District Court	\$ 368,209	\$ 317,230	\$ 315,970	\$ 316,840	\$ 325,637	2.78%	\$ 332,170	\$ 339,360
Department Total: Building Operations	\$ 1,352,140	\$ 1,331,831	\$ 1,365,610	\$ 1,447,540	\$ 1,500,451	3.66%	\$ 1,485,130	\$ 1,515,450

PUBLIC **SAFETY**

2021/22 PROPOSED BUDGET

POLICE

Police ChiefFrank 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

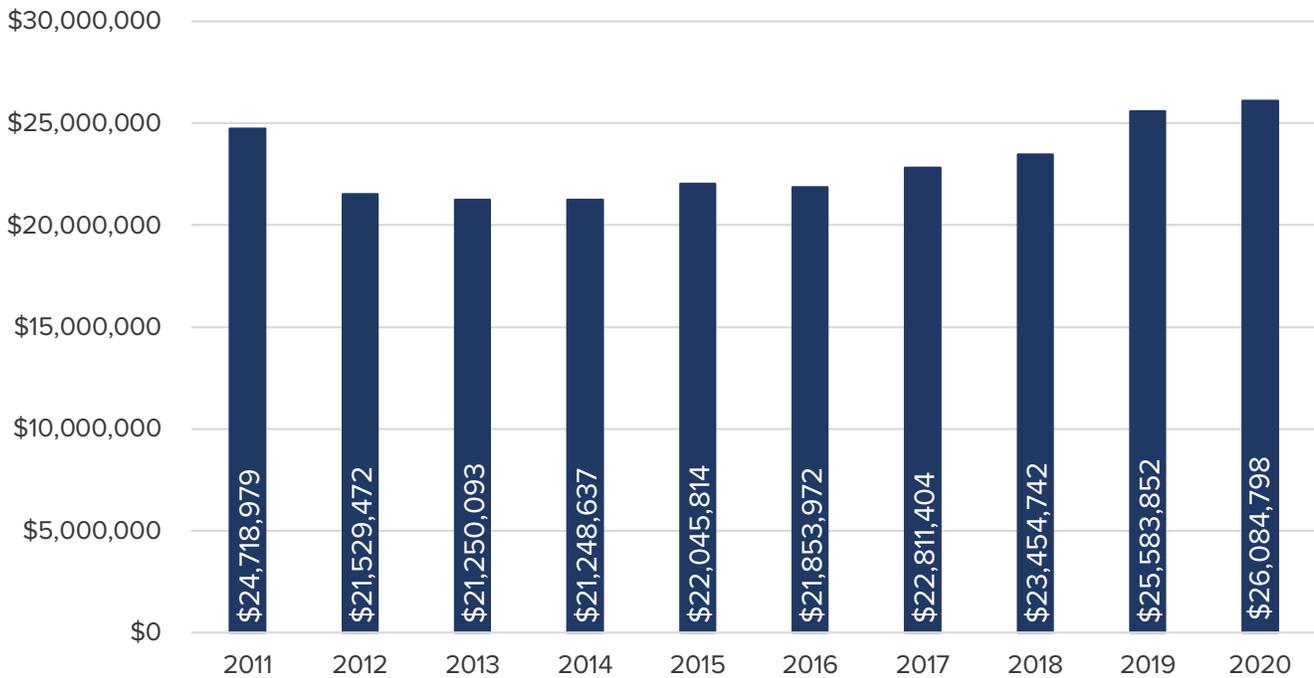
SUMMARY OF BUDGET CHANGES

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						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 301 Police Department								
Division: 11 Investigative/Admin Services								
Business Unit: 305 Police Administration								
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
Business Unit Total: 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
Business Unit: 307 Investigations Services								
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
Business Unit Total: 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
Business Unit: 308 Crime Information Unit								
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
Business Unit Total: Crime Information Unit	\$ 507,042	\$ 697,568	\$ 674,310	\$ 663,240	\$ 552,410	-16.71%	\$ 568,310	\$ 585,270

**GENERAL FUND
Public Safety/Police**

Police Department

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 301 Police Department								
Business Unit: 309 Special Investigations Unit								
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
Business Unit Total: Special Investigations Unit	\$ 551,293	\$ 561,660	\$ 586,020	\$ 590,860	\$ 592,870	0.34%	\$ 609,640	\$ 627,200
Business Unit: 311 Drug Enforcement (DEA)								
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
Business Unit Total: Drug Enforcement (DEA)	\$ 218,722	\$ 192,711	\$ 216,512	\$ 217,620	\$ 212,240	-2.47%	\$ 218,130	\$ 224,040
Business Unit: 320 Professional Standards								
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
Business Unit Total: Professional Standards	\$ 642,615	\$ 581,591	\$ 319,462	\$ 702,880	\$ 605,550	-13.85%	\$ 622,670	\$ 641,030

GENERAL FUND
Public Safety/Police

Police Department

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 301 Police Department								
Business Unit: 321 Criminal Justice Training (302)								
Other Service Charges	17,360	17,444	20,000	23,080	23,540	1.99%	24,010	24,010
Business Unit Total: Criminal Justice Training (302)	\$ 17,360	\$ 17,444	\$ 20,000	\$ 23,080	\$ 23,540	1.99%	\$ 24,010	\$ 24,010
Business Unit: 322 Training Section								
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
Business Unit Total: Training Section	\$ 472,237	\$ 352,429	\$ 318,720	\$ 377,280	\$ 362,470	-3.93%	\$ 363,620	\$ 371,310
Business Unit: 324 Emergency Response/Preparedness								
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
Business Unit Total: Emergency Response/Preparedness	\$ 133,708	\$ 138,613	\$ 188,425	\$ 199,860	\$ 154,830	-22.53%	\$ 153,080	\$ 155,860

**GENERAL FUND
Public Safety/Police**

Police Department

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 301 Police Department								
Business Unit: 325 Communications Section								
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
Business Unit Total: 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
Business Unit: 326 Records Section								
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
Business Unit Total: Records Section	\$ 635,956	\$ 622,413	\$ 612,120	\$ 475,050	\$ 712,750	50.04%	\$ 733,370	\$ 756,130
Business Unit: 329 Lockup Section								
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
Business Unit Total: 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
Business Unit: 333 Property Section								
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
Business Unit Total: Property Section	\$ 117,057	\$ 116,565	\$ 115,820	\$ 119,290	\$ 118,975	-0.26%	\$ 122,790	\$ 126,940

GENERAL FUND
Public Safety/Police

Police Department

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 301 Police Department								
Business Unit: 334 Research & Technology								
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
Business Unit Total: 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
Business Unit: 335 Community Services Section								
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
Business Unit Total: Community Services Section	\$ 1,021,968	\$ 963,723	\$ 834,695	\$ 1,445,970	\$ 1,219,890	-15.64%	\$ 1,253,580	\$ 1,287,970
Division Total: Investigative/Admin Services	\$ 12,639,654	\$ 12,748,711	\$ 12,935,085	\$ 14,187,050	\$ 14,149,905	-0.26%	\$ 14,370,230	\$ 14,738,820
Division: 12 Operations								
Business Unit: 315 Road Patrol								
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
Business Unit Total: 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

GENERAL FUND
Public Safety/Police

Police Department

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 301 Police Department								
Business Unit: 316 K Nine								
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
Business Unit Total: K Nine	\$ 589,478	\$ 607,914	\$ 613,073	\$ 592,990	\$ 593,620	0.11%	\$ 608,820	\$ 623,970
Business Unit: 317 Directed Patrol Unit								
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
Business Unit Total: Directed Patrol Unit	\$ 546,620	\$ 907,633	\$ 827,550	\$ 865,090	\$ 919,790	6.32%	\$ 945,960	\$ 973,170
Business Unit: 318 Traffic Unit								
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
Business Unit Total: Traffic Unit	\$ 934,010	\$ 1,521,994	\$ 1,567,510	\$ 1,551,710	\$ 1,607,320	3.58%	\$ 1,651,450	\$ 1,697,220
Business Unit: 319 Crossing Guards								
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
Business Unit Total: Crossing Guards	\$ 39,236	\$ 39,006	\$ 9,350	\$ 43,660	\$ 15,110	-65.39%	\$ 15,450	\$ 15,830
Division Total: Operations	\$ 12,944,198	\$ 13,336,086	\$ 13,896,263	\$ 14,143,870	\$ 15,009,990	6.12%	\$ 15,349,960	\$ 15,769,060
Department Total: Police Department	\$ 25,583,852	\$ 26,084,798	\$ 26,831,348	\$ 28,330,920	\$ 29,159,895	2.93%	\$ 29,720,190	\$ 30,507,880

FIRE

Fire ChiefRichard 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

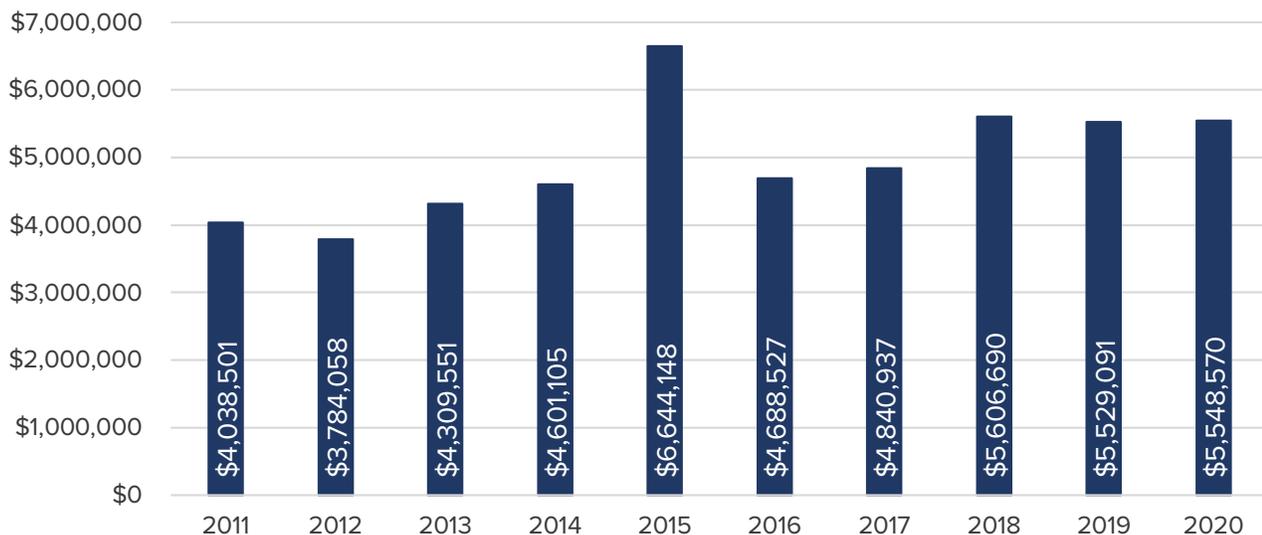
None

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						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 336 Fire								
Business Unit: 337 Fire Administration								
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
Business Unit Total: Fire Administration	\$ 436,473	\$ 353,407	\$ 385,241	\$ 392,820	\$ 393,130	0.08%	\$ 402,500	\$ 412,970
Business Unit: 338 Fire Operations								
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
Business Unit Total: 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
Business Unit: 340 Fire Companies								
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
Business Unit Total: 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
Business Unit: 341 Fire Prevention								
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
Business Unit Total: Fire Prevention	\$ 927,600	\$ 1,098,068	\$ 1,064,316	\$ 981,106	\$ 1,087,584	10.85%	\$ 1,116,870	\$ 1,149,450

**GENERAL FUND
Public Safety/Fire**

Fire

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 336 Fire								
Business Unit: 343 Fire Communications								
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
Business Unit Total: Fire Communications	\$ 249,980	\$ 265,684	\$ 269,608	\$ 270,628	\$ 277,510	2.54%	\$ 282,930	\$ 289,440
Business Unit: 344 Fire Halls								
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
Business Unit Total: Fire Halls	\$ 581,471	\$ 528,973	\$ 568,240	\$ 620,960	\$ 656,730	5.76%	\$ 667,748	\$ 677,988
Department Total: 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

City Building OfficialSalim 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

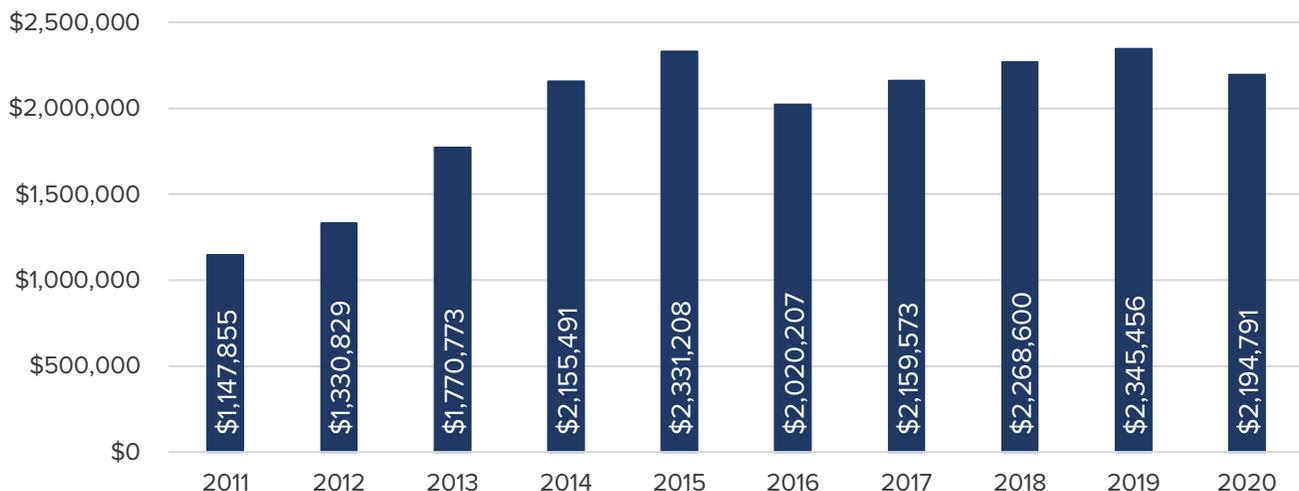
SIGNIFICANT NOTES - 2021/22 BUDGET COMPARED TO 2020/21 BUDGET

No significant changes proposed.

PERSONNEL SUMMARY	2019 BUDGET		2020 BUDGET		2021 BUDGET		2022 BUDGET	
	Full Time	Part Time						
Building Inspection	0.35	0	0.35	0	1	0	1	0
Total Department	0.35	0	0.35	0	1	0	1	0

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

OPERATING BUDGET HISTORY



GENERAL FUND
Public Safety/Building Inspection

Building Inspection

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 371 Building Inspection								
Business Unit: 371 Building Inspection								
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
Department Total: 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

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

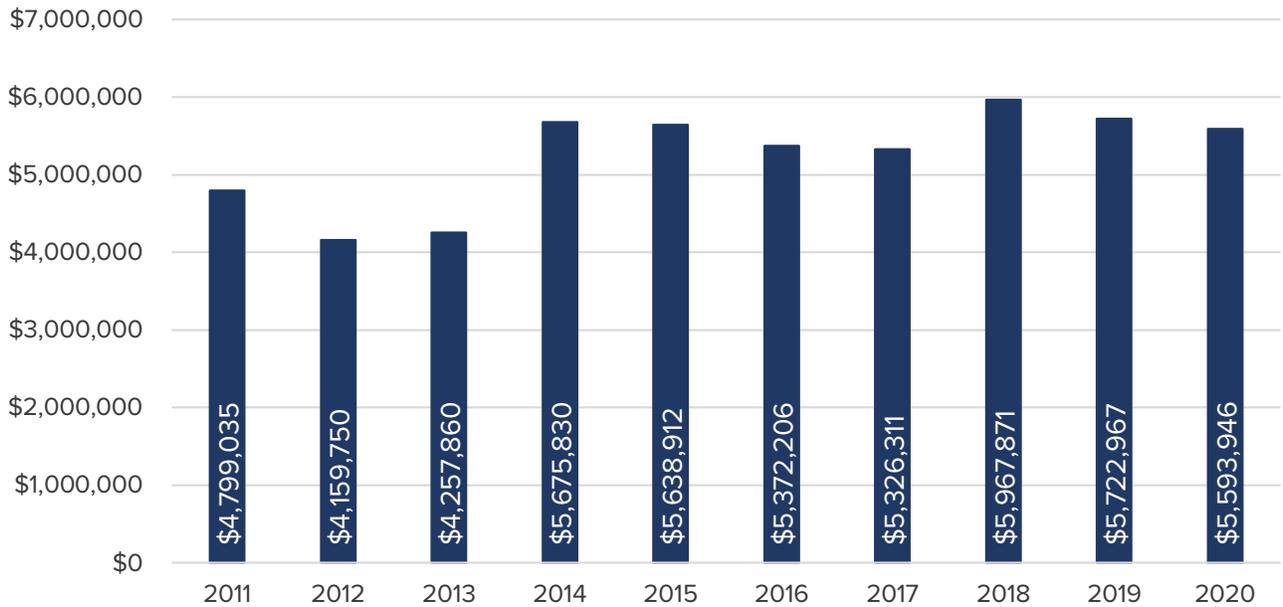
SUMMARY OF BUDGET CHANGES

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						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 447 Streets								
Division: 20 Local Roads								
Business Unit: 481 Local Surface Maint - Gravel								
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%	-	-
Business Unit Total: Local Surface Maint - Gravel	\$ 84,585	\$ 73,732	\$ 68,020	\$ 109,100	-	-100.00%	-	-
Business Unit: 482 Local Surface Maint								
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%	-	-
Business Unit Total: Local Surface Maint	\$ 391,476	\$ 372,283	\$ 454,390	\$ 526,660	-	-100.00%	-	-
Business Unit: 485 Local Guard Rails & Posts								
Personal Services	1,211	10,500	1,460	-	-	0.00%	-	-
Other Service Charges	339	3,883	500	1,660	-	-100.00%	-	-
Business Unit Total: Local Guard Rails & Posts	\$ 1,550	\$ 14,383	\$ 1,960	\$ 1,660	-	-100.00%	-	-
Business Unit: 486 Local Sweeping								
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%	-	-
Business Unit Total: Local Sweeping	\$ 213,776	\$ 194,674	\$ 180,030	\$ 180,820	-	-100.00%	-	-

**GENERAL FUND
Public Works/Streets**

Streets

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 447 Streets								
Business Unit: 489 Local Drain Structures								
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%	-	-
Business Unit Total: Local Drain Structures	\$ 316,262	\$ 383,424	\$ 441,979	\$ 557,010	-	-100.00%	-	-
Business Unit: 490 Local Roadside Cleanup								
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%	-	-
Business Unit Total: Local Roadside Cleanup	\$ 10,639	\$ 8,369	\$ 5,270	\$ 5,520	-	-100.00%	-	-
Business Unit: 491 Local Grass & Weed Control								
Personal Services	2,986	917	560	-	-	0.00%	-	-
Supplies	-	458	285	285	-	-100.00%	-	-
Other Service Charges	522	117	400	880	-	-100.00%	-	-
Business Unit Total: Local Grass & Weed Control	\$ 3,508	\$ 1,492	\$ 1,245	\$ 1,165	-	-100.00%	-	-

GENERAL FUND
Public Works/Streets

Streets

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 447 Streets								
Business Unit: 495 Local Signs								
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%	-	-
Business Unit Total: Local Signs	\$ 91,705	\$ 88,594	\$ 96,720	\$ 106,880	-	-100.00%	-	-
Business Unit: 497 Local Markings								
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%	-	-
Business Unit Total: Local Markings	\$ 6,927	\$ 5,303	\$ 7,426	\$ 10,460	-	-100.00%	-	-
Business Unit: 498 Local Snow & Ice Control								
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%	-	-
Business Unit Total: Local Snow & Ice Control	\$ 560,471	\$ 440,931	\$ 480,000	\$ 733,580	-	-100.00%	-	-
Business Unit: 499 Local Administration								
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%	-	-
Business Unit Total: Local Administration	\$ 226,215	\$ 234,754	\$ 227,457	\$ 249,490	-	-100.00%	-	-
Division Total: Local Roads	\$ 1,907,114	\$ 1,817,939	\$ 1,964,497	\$ 2,482,345	-	-100.00%	-	-

**GENERAL FUND
Public Works/Streets**

Streets

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 447 Streets								
Division: 21 County Roads								
Business Unit: 500 County Surface Maintenance								
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%	-	-
Business Unit Total: County Surface Maintenance	\$ 7,031	\$ 8,923	\$ 2,020	\$ 3,720	-	-100.00%	-	-
Business Unit: 502 County Snow & Ice Control								
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%	-	-
Business Unit Total: County Snow & Ice Control	\$ 360,910	\$ 353,629	\$ 309,000	\$ 500,540	-	-100.00%	-	-
Business Unit: 503 County Administration								
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%	-	-
Business Unit Total: County Administration	\$ 20,167	\$ 22,353	\$ 18,610	\$ 25,690	-	-100.00%	-	-

**GENERAL FUND
Public Works/Streets**

Streets

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 447 Streets								
Business Unit: 504 County Signs								
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%	-	-
Business Unit Total: County Signs	\$ 3,617	\$ 7,605	\$ 7,150	\$ 10,280	-	-100.00%	-	-
Business Unit: 507 County Sweeping								
Personal Services	2,279	960	100	-	-	0.00%	-	-
Other Service Charges	2,291	493	1,000	1,140	-	-100.00%	-	-
Business Unit Total: County Sweeping	\$ 4,571	\$ 1,453	\$ 1,100	\$ 1,140	-	-100.00%	-	-
Division Total: County Roads	\$ 396,296	\$ 393,963	\$ 337,880	\$ 541,370	-	-100.00%	-	-
Division: 22 Major Roads								
Business Unit: 464 Major Surface Maintenance								
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%	-	-
Business Unit Total: Major Surface Maintenance	\$ 564,318	\$ 427,557	\$ 656,200	\$ 704,330	-	-100.00%	-	-

GENERAL FUND
Public Works/Streets

Streets

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 447 Streets								
Business Unit: 465 Major Guard Rails and Posts								
Personal Services	-	1,002	110	-	-	0.00%	-	-
Supplies	-	173	130	130	-	-100.00%	-	-
Other Service Charges	-	198	200	200	-	-100.00%	-	-
Business Unit Total: Major Guard Rails and Posts	-	\$ 1,373	\$ 440	\$ 330	-	-100.00%	-	-
Business Unit: 466 Major Sweeping								
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%	-	-
Business Unit Total: Major Sweeping	\$ 105,910	\$ 95,454	\$ 88,000	\$ 126,830	-	-100.00%	-	-
Business Unit: 469 Major Drain Structures								
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%	-	-
Business Unit Total: Major Drain Structures	\$ 205,323	\$ 113,793	\$ 156,330	\$ 177,840	-	-100.00%	-	-
Business Unit: 470 Major Roadside Cleanup								
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%	-	-
Business Unit Total: Major Roadside Cleanup	\$ 45,805	\$ 30,945	\$ 26,170	\$ 35,570	-	-100.00%	-	-

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GENERAL FUND
Public Works/Streets

Streets

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 447 Streets								
Business Unit: 471 Major Grass & Weed Control								
Personal Services	6,297	2,205	940	-	-	0.00%	-	-
Other Service Charges	1,464	469	900	1,040	-	-100.00%	-	-
Business Unit Total: Major Grass & Weed Control	\$ 7,761	\$ 2,674	\$ 1,840	\$ 1,040	-	-100.00%	-	-
Business Unit: 475 Major Signs								
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%	-	-
Business Unit Total: Major Signs	\$ 196,881	\$ 213,156	\$ 106,570	\$ 238,500	-	-100.00%	-	-
Business Unit: 477 Major Markings								
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%	-	-
Business Unit Total: Major Markings	\$ 88,655	\$ 29,837	\$ 102,430	\$ 116,940	-	-100.00%	-	-
Business Unit: 478 Major Snow & Ice Control								
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%	-	-
Business Unit Total: Major Snow & Ice Control	\$ 395,872	\$ 426,444	\$ 449,000	\$ 560,730	-	-100.00%	-	-

GENERAL FUND
Public Works/Streets

Streets

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 447 Streets								
Business Unit: 479 Major Administration								
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%	-	-
Business Unit Total: Major Administration	\$ 528,837	\$ 649,538	\$ 428,710	\$ 613,991	-	-100.00%	-	-
Division Total: Major Roads	\$ 2,139,362	\$ 1,990,771	\$ 2,015,690	\$ 2,576,101	-	-100.00%	-	-
Division: 23 Drains								
Business Unit: 514 Retention Ponds								
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
Business Unit Total: Retention Ponds	\$ 299,163	\$ 258,658	\$ 157,100	\$ 254,390	\$ 200,160	-21.32%	\$ 204,810	\$ 209,760
Business Unit: 515 Open Drain Maintenance								
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
Business Unit Total: Open Drain Maintenance	\$ 112,536	\$ 92,743	\$ 103,060	\$ 110,450	\$ 111,930	1.34%	\$ 113,540	\$ 116,400

GENERAL FUND
Public Works/Streets

Streets

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 447 Streets								
Business Unit: 516 Drains Administration								
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
Business Unit Total: Drains Administration	\$ 96,459	\$ 150,659	\$ 191,854	\$ 197,710	\$ 431,780	118.39%	\$ 432,465	\$ 435,230
Business Unit: 517 Storm Sewer & Ryd								
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
Business Unit Total: Storm Sewer & Ryd	\$ 126,553	\$ 209,439	\$ 92,810	\$ 173,950	\$ 195,000	12.10%	\$ 200,310	\$ 206,140
Division Total: Drains	\$ 634,711	\$ 711,499	\$ 544,824	\$ 736,500	\$ 938,870	27.48%	\$ 951,125	\$ 967,530

GENERAL FUND
Public Works/Streets

Streets

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 447 Streets								
Division: 24 Sidewalks								
Business Unit: 444 Sidewalk Administration								
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
Business Unit Total: Sidewalk Administration	\$ 32,075	\$ 32,955	\$ 25,020	\$ 36,210	\$ 39,410	8.84%	\$ 40,030	\$ 41,160
Business Unit: 511 Sidewalk Maint - Snow Control								
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
Business Unit Total: Sidewalk Maint - Snow Control	\$ 26,571	\$ 18,157	\$ 42,620	\$ 56,150	\$ 58,380	3.97%	\$ 59,590	\$ 60,840
Business Unit: 512 Sidewalk Maint - General								
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
Business Unit Total: Sidewalk Maint - General	\$ 141,826	\$ 154,768	\$ 73,300	\$ 131,540	\$ 134,320	2.11%	\$ 137,420	\$ 141,570
Division Total: Sidewalks	\$ 200,473	\$ 205,880	\$ 140,940	\$ 223,900	\$ 232,110	3.67%	\$ 237,040	\$ 243,570

GENERAL FUND
Public Works/Streets

Streets

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 447 Streets								
Division: 25 Street Lighting								
Business Unit: 448 Street Lighting								
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
Division Total: Street Lighting	\$ 439,462	\$ 470,469	\$ 490,160	\$ 494,970	\$ 521,150	5.29%	\$ 531,700	\$ 541,190
Division: 26 Weeds								
Business Unit: 519 Weeds/Snow and Ice								
Other Service Charges	5,550	3,425	3,300	6,270	6,540	4.31%	6,670	6,810
Division Total: Weeds	\$ 5,550	\$ 3,425	\$ 3,300	\$ 6,270	\$ 6,540	4.31%	\$ 6,670	\$ 6,810
Department 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

**General Fund
Public Works/Transportation**

Transportation

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 General Fund								
Expenditures								
Department: 596 Transportation								
Business Unit: 596 Shuttle Services								
Personal Services	123,776	651	-	-	-	0.00%	-	-
Supplies	1,317	-	-	-	-	0.00%	-	-
Other Service Charges	98,467	500	-	-	-	0.00%	-	-
Business Unit Total: Shuttle Services	\$ 223,560	\$ 1,151	-	-	-	0.00%	-	-
Business Unit: 598 Senior/Special Transportation								
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
Business Unit Total: Senior/Special Transportation	-	\$ 351,004	\$ 452,312	\$ 519,792	\$ 438,400	-15.66%	\$ 449,640	\$ 458,680
Department Total: Transportation	\$ 223,560	\$ 352,155	\$ 452,312	\$ 519,792	\$ 438,400	-15.66%	\$ 449,640	\$ 458,680

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.

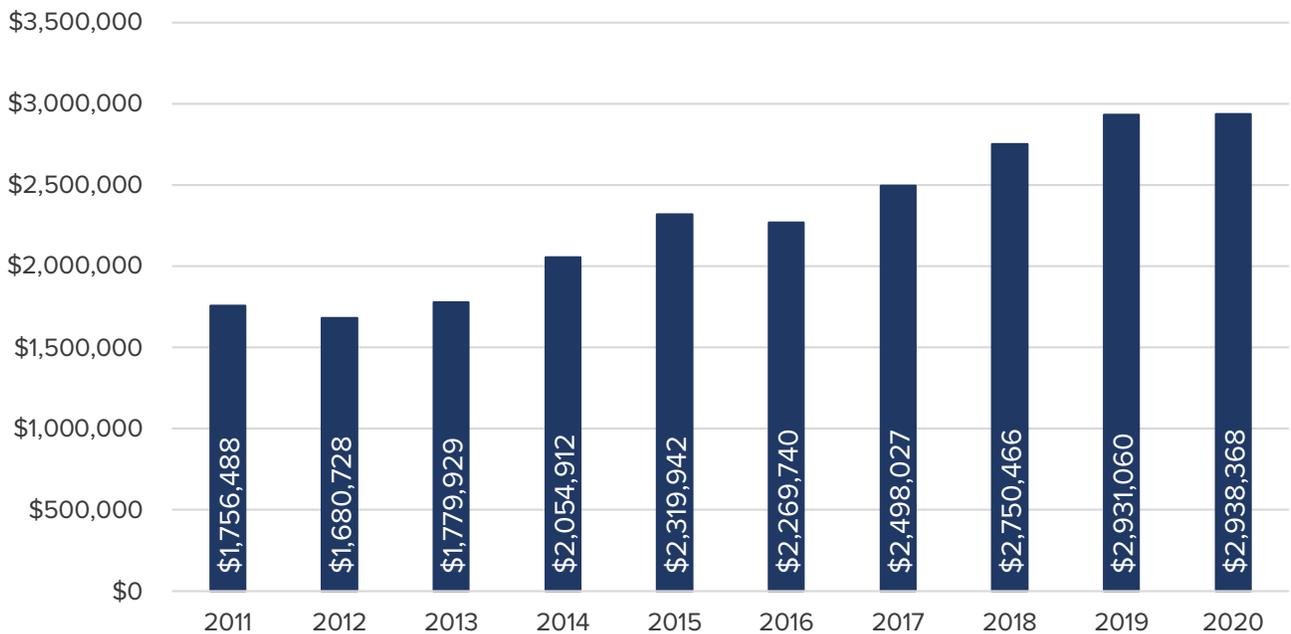
SUMMARY OF BUDGET CHANGES

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						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 442 Engineering								
Business Unit: 442 Engineering								
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
Department 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

PLANNING

Community Development DirectorR. 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

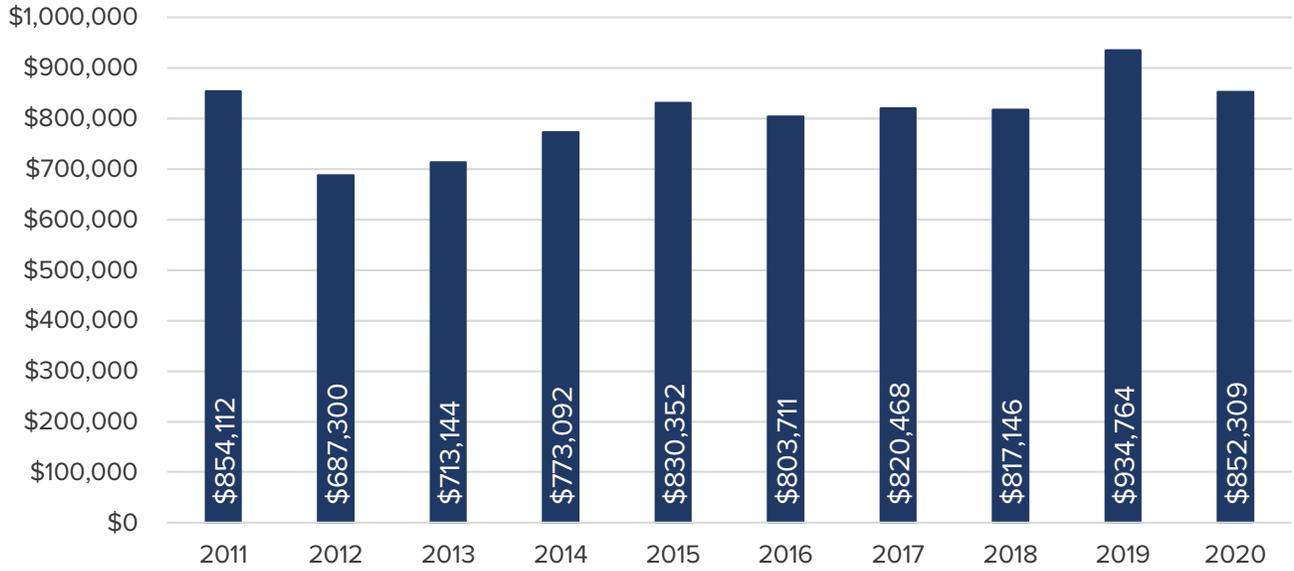
Summary of Budget Changes

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						
Planning Department	4.65	0.9	5	1.1	6	1.3	6	0.6
Total Department	4.65	0.9	5	1.1	6	1.3	6	0.6

OPERATING BUDGET HISTORY



GENERAL FUND
Community Development/Planning

Planning

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 721 Planning								
Business Unit: 721 Planning								
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
Business Unit Total: Planning	\$ 922,092	\$ 842,073	\$ 937,488	\$ 1,057,478	\$ 1,085,202	2.62%	\$ 1,112,072	\$ 1,141,932
Business Unit: 723 Planning Commission								
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
Business Unit Total: Planning Commission	\$ 9,261	\$ 8,517	\$ 9,910	\$ 15,340	\$ 15,498	1.03%	\$ 15,658	\$ 15,838
Business Unit: 726 Board of Zoning Appeals								
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
Business Unit Total: Board of Zoning Appeals	\$ 3,411	\$ 1,718	\$ 4,130	\$ 4,880	\$ 4,920	0.82%	\$ 4,970	\$ 5,030
Department Total: Planning	\$ 934,764	\$ 852,309	\$ 951,528	\$ 1,077,698	\$ 1,105,620	2.59%	\$ 1,132,700	\$ 1,162,800

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.

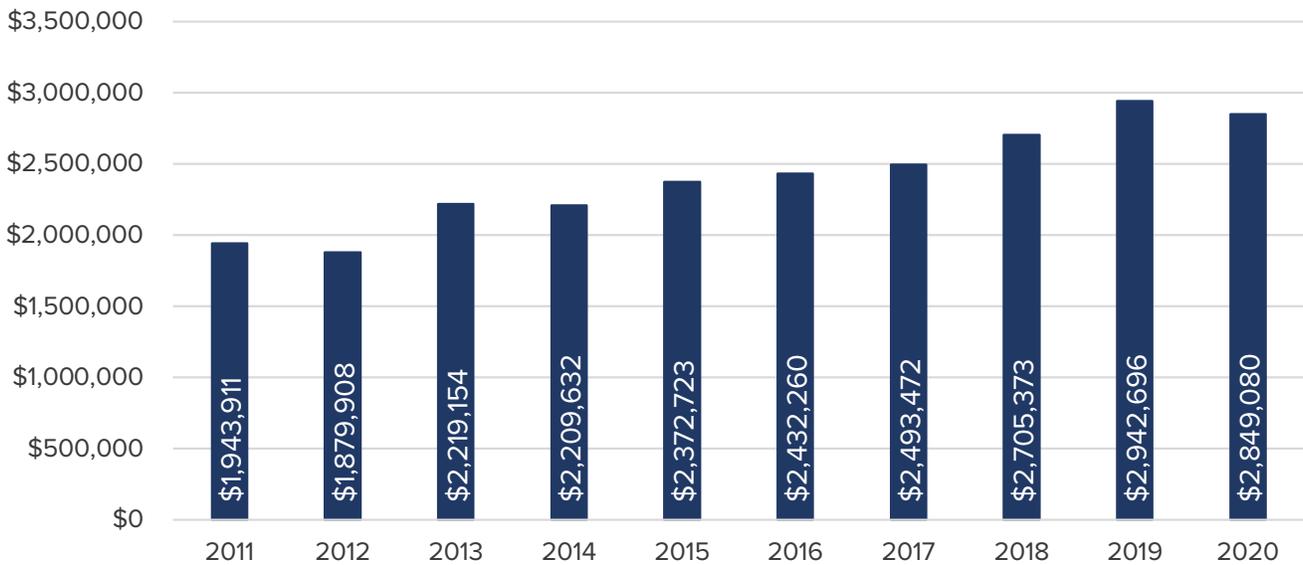
SUMMARY OF BUDGET CHANGES

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 begun 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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 General Fund								
Expenditures								
Department: 751 Parks								
Division: 30 Parks Maintenance								
Business Unit: 751 Parks Administration								
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
Business Unit Total: Parks Administration	\$ 162,614	\$ 173,675	\$ 180,216	\$ 169,776	\$ 183,662	8.18%	\$ 188,290	\$ 193,350
Business Unit: 756 Civic Center Maintenance								
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
Business Unit Total: Civic Center Maintenance	\$ 269,297	\$ 325,194	\$ 279,865	\$ 279,865	\$ 306,415	9.49%	\$ 329,020	\$ 311,020
Business Unit: 757 Cemetery Maintenance								
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
Business Unit Total: Cemetery Maintenance	\$ 10,697	\$ 22,443	\$ 23,040	\$ 23,770	\$ 22,080	-7.11%	\$ 22,350	\$ 22,640
Business Unit: 758 Parks Garage								
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
Business Unit Total: Parks Garage	\$ 62,375	\$ 60,703	\$ 62,600	\$ 62,700	\$ 65,270	4.10%	\$ 66,560	\$ 67,890

**General Fund
Recreation And Culture/Parks**

Parks

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 General Fund								
Expenditures								
Department: 751 Parks								
Business Unit: 759 Athletic Field Maintenance								
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
Business Unit Total: Athletic Field Maintenance	\$ 232,467	\$ 178,616	\$ 293,990	\$ 303,710	\$ 363,728	19.76%	\$ 342,880	\$ 349,380
Business Unit: 770 Parks Maintenance								
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
Business Unit Total: Parks Maintenance	\$ 959,381	\$ 915,542	\$ 981,840	\$ 942,860	\$ 1,032,740	9.53%	\$ 1,049,360	\$ 1,067,330
Business Unit: 772 Park Equipment Repair								
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
Business Unit Total: Park Equipment Repair	\$ 116,489	\$ 99,253	\$ 81,860	\$ 86,660	\$ 81,820	-5.59%	\$ 84,120	\$ 86,700
Business Unit: 773 Parks-Special Events								
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
Business Unit Total: Parks-Special Events	\$ 68,879	\$ 67,802	\$ 31,550	\$ 60,660	\$ 54,330	-10.44%	\$ 55,550	\$ 56,880

**General Fund
Recreation And Culture/Parks**

Parks

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 General Fund								
Expenditures								
Department: 751 Parks								
Business Unit: 774 Major Tree Maintenance								
Personal Services	3,056	4,024	25,730	25,730	-	-100.00%	-	-
Other Service Charges	302	179	500	500	-	-100.00%	-	-
Business Unit Total: Major Tree Maintenance	\$ 3,358	\$ 4,203	\$ 26,230	\$ 26,230	-	-100.00%	-	-
Business Unit: 776 Major Tree Storm Damage								
Personal Services	291	748	-	-	-	0.00%	-	-
Other Service Charges	7	23	50	200	-	-100.00%	-	-
Business Unit Total: Major Tree Storm Damage	\$ 297	\$ 771	\$ 50	\$ 200	-	-100.00%	-	-
Business Unit: 777 Local Tree Maintenance								
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%	-	-
Business Unit Total: Local Tree Maintenance	\$ 594,693	\$ 604,395	\$ 634,170	\$ 634,170	-	-100.00%	-	-
Business Unit: 778 Local Tree Planting								
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
Business Unit Total: Local Tree Planting	\$ 145,600	\$ 151,028	\$ 154,730	\$ 155,030	\$ 158,120	1.99%	\$ 161,280	\$ 164,500

**General Fund
Recreation And Culture/Parks**

Parks

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 General Fund								
Expenditures								
Department: 751 Parks								
Business Unit: 779 Local Tree Storm Damage								
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%	-	-
Business Unit Total: Local Tree Storm Damage	\$ 14,768	\$ 13,778	\$ 29,440	\$ 54,890	-	-100.00%	-	-
Business Unit: 780 Street Island Maintenance-Major								
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%	-	-
Business Unit Total: Street Island Maintenance-Major	\$ 71,118	\$ 59,729	\$ 83,000	\$ 84,260	-	-100.00%	-	-
Business Unit: 781 Street Island Maintenance-Local								
Personal Services	-	95	-	-	-	0.00%	-	-
Other Service Charges	98	76	50	50	-	-100.00%	-	-
Business Unit Total: Street Island Maintenance-Local	\$ 98	\$ 171	\$ 50	\$ 50	-	-100.00%	-	-
Business Unit: 783 Street Island Maintenance-DDA								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 General Fund								
Expenditures								
Department: 751 Parks								
Other Service Charges	131,804	117,078	212,245	228,715	229,695	0.43%	222,855	225,225
Business Unit Total: Street Island Maintenance-DDA	\$ 230,565	\$ 171,776	\$ 289,685	\$ 338,155	\$ 314,635	-6.96%	\$ 310,115	\$ 315,065
Division Total: Parks Maintenance	\$ 2,942,696	\$ 2,849,080	\$ 3,152,316	\$ 3,222,986	\$ 2,582,800	-19.86%	\$ 2,609,525	\$ 2,634,755
Department Total: 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

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

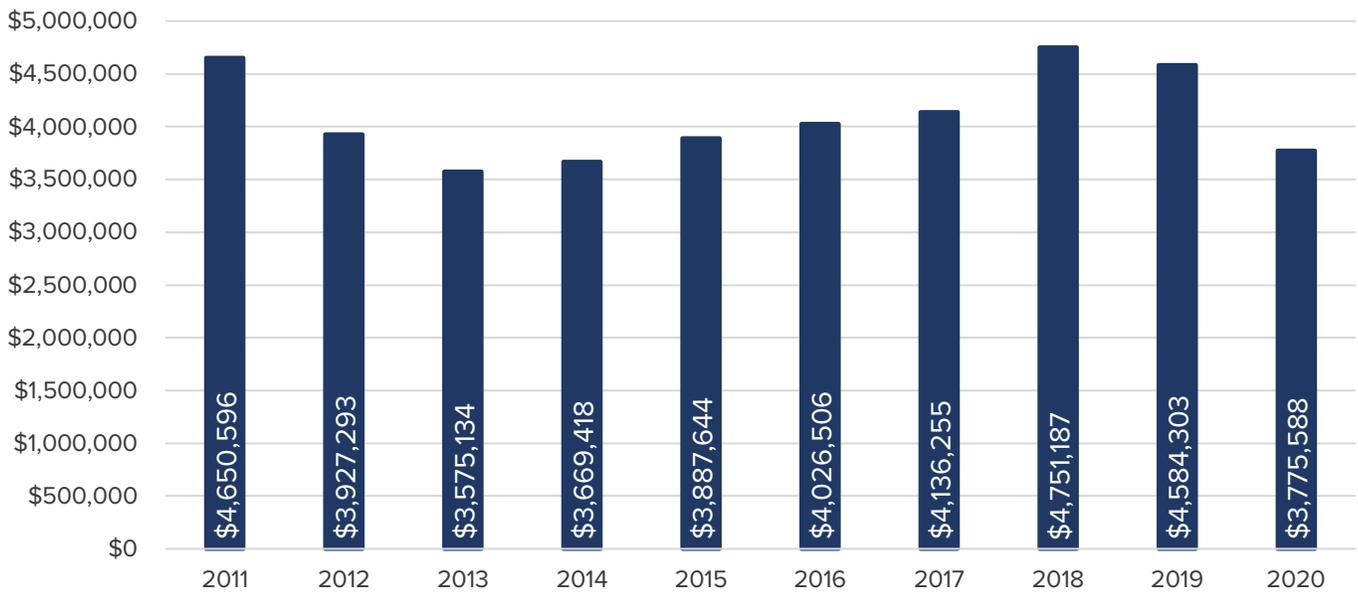
SUMMARY OF BUDGET CHANGES

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						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 752 Recreation								
Business Unit: 752 Recreation Administration								
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
Business Unit Total: Recreation Administration	\$ 873,202	\$ 696,781	\$ 578,590	\$ 820,200	\$ 860,360	4.90%	\$ 885,226	\$ 903,216
Division: 31 Recreation								
Business Unit: 753 Recreation								
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
Business Unit Total: Recreation	\$ 988,285	\$ 843,146	\$ 416,030	\$ 1,026,900	\$ 1,056,056	2.84%	\$ 1,079,165	\$ 1,106,570
Business Unit: 754 Senior Programs								
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
Business Unit Total: Senior Programs	\$ 310,434	\$ 235,376	\$ 127,720	\$ 334,901	\$ 337,060	0.64%	\$ 356,920	\$ 366,530
Business Unit: 755 Community Center								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 752 Recreation								
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
Business Unit Total: 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
Division Total: Recreation	\$ 3,711,101	\$ 3,078,807	\$ 2,205,275	\$ 3,970,816	\$ 3,838,966	-3.32%	\$ 4,010,745	\$ 4,111,810
Department Total: Recreation	\$ 4,584,303	\$ 3,775,588	\$ 2,783,865	\$ 4,791,016	\$ 4,699,326	-1.91%	\$ 4,895,971	\$ 5,015,026

HISTORIC VILLAGE NATURE CENTER

Troy Historic Village Executive DirectorJennifer Peters

Troy Nature Society Executive DirectorCarla 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

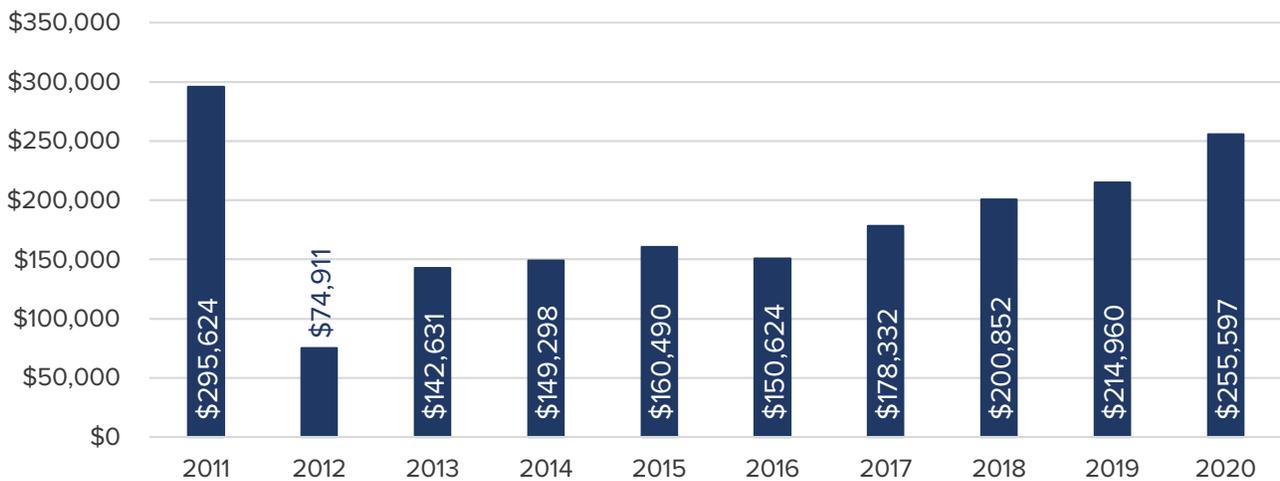
SUMMARY OF BUDGET CHANGES HISTORIC VILLAGE/NATURE CENTER

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

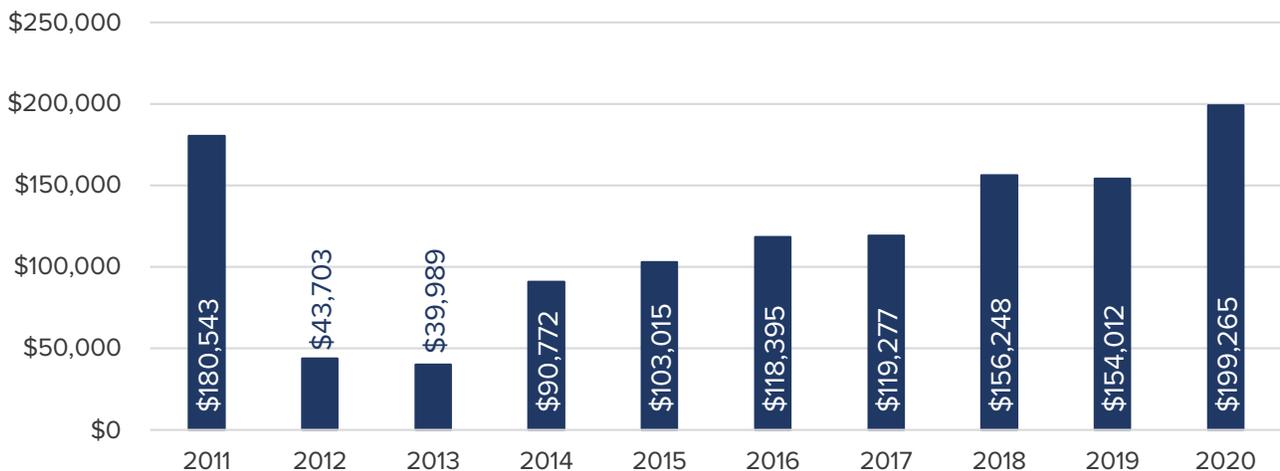
None

PERSONNEL SUMMARY	2019 BUDGET		2020 BUDGET		2021 BUDGET		2022 BUDGET	
	Full Time	Part Time						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 GENERAL FUND								
Expenditures								
Department: 771 Nature Center								
Business Unit: 771 Nature Center								
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
Department Total: Nature Center	\$ 154,012	\$ 199,265	\$ 154,780	\$ 158,930	\$ 164,750	3.66%	\$ 166,190	\$ 174,590

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

Museum

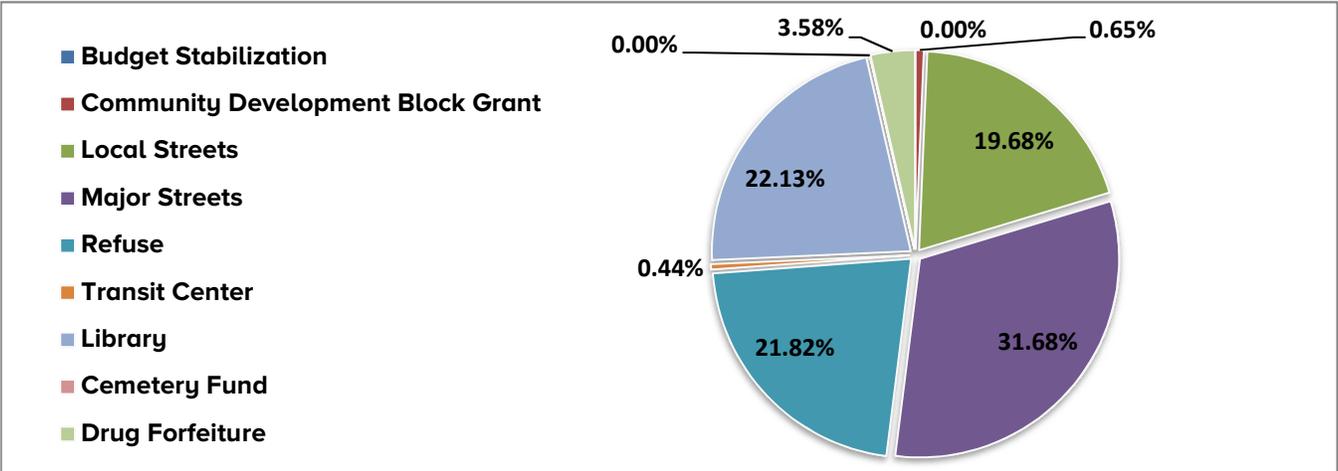
	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 101 General Fund								
Expenditures								
Department: 804 Museum								
Business Unit: 802 Historic Village Operations								
Other Service Charges	100,000	150,000	100,000	100,000	106,000	6.00%	106,000	106,000
Business Unit Total: Historic Village Operations	\$ 100,000	\$ 150,000	\$ 100,000	\$ 100,000	\$ 106,000	6.00%	\$ 106,000	\$ 106,000
Business Unit: 804 Museum Buildings								
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
Business Unit Total: Museum Buildings	\$ 85,194	\$ 87,422	\$ 94,620	\$ 98,230	\$ 106,799	8.72%	\$ 108,940	\$ 111,100
Business Unit: 807 Museum Grounds								
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
Business Unit Total: Museum Grounds	\$ 29,766	\$ 18,174	\$ 57,170	\$ 63,450	\$ 52,700	-16.94%	\$ 53,750	\$ 54,940
Department Total: Museum	\$ 214,960	\$ 255,597	\$ 251,790	\$ 261,680	\$ 265,499	1.46%	\$ 268,690	\$ 272,040

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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 202 MAJOR STREET FUND								
REVENUE								
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
Department 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								
Department: 447 Streets								
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
Department Total: Streets	-	-	-	-	3,230,757	0.00%	3,297,323	3,383,041
Department: 751 Parks								
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
Department Total: Parks	-	-	-	-	112,307	0.00%	113,117	114,057
Department: 966 Transfers Out								
OTHER FINANCING USES								
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
Department Total: Transfers Out	5,640,530	6,486,971	8,200,000	8,776,101	5,000,000	-43.03%	4,000,000	4,000,000
Surplus (Use) of Fund Balance	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

SPECIAL REVENUE
Public Works

Local Street Fund

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 203 LOCAL STREET FUND								
REVENUE								
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
OTHER FINANCING SOURCES								
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
Department 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								
Department: 447 Streets								
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
Department Total: Streets	-	-	-	-	2,488,977	0.00%	2,540,677	2,603,885
Department: 751 Parks								
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
Department Total: Parks	-	-	-	-	694,600	0.00%	709,070	724,390
Department: 966 Transfers Out								
OTHER FINANCING USES								
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
Department Total: Transfers Out	3,396,933	3,314,576	3,800,000	4,282,345	2,000,000	-53.30%	2,000,000	2,000,000
	30,424	692,405	386,900	3,305	(909,577)	-	(920,447)	(960,015)
						27621.24		
						%		
Surplus (Use) of Fund Balance								
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

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REFUSE AND RECYCLING

Public Works Director.....Kurt Bovensiep

Public Works CoordinatorVacant

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

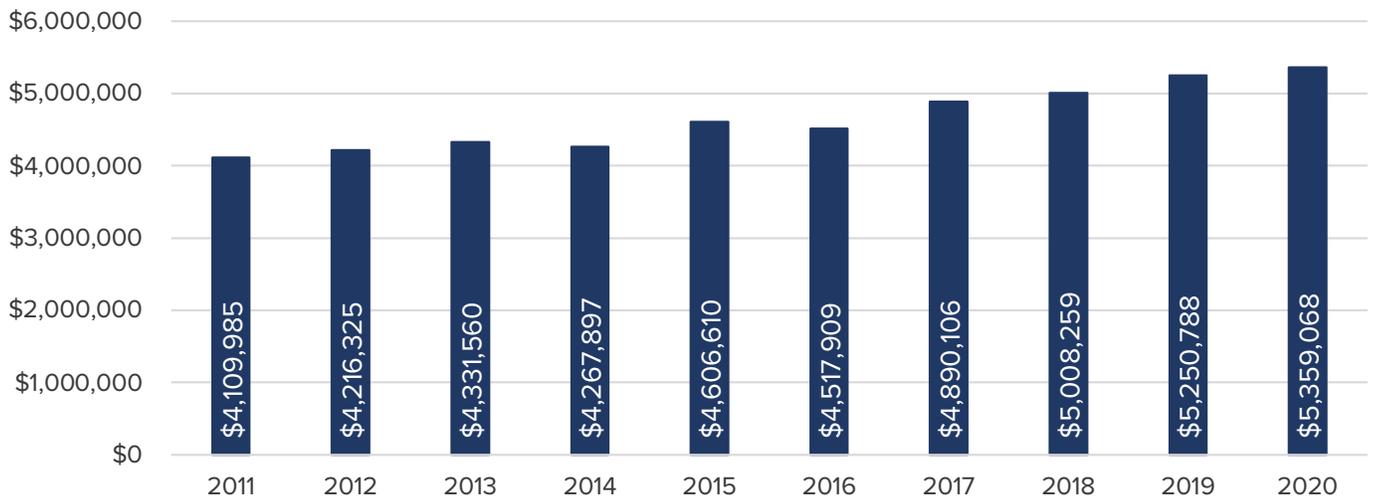
SUMMARY OF BUDGET CHANGES

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

None

PERSONNEL SUMMARY	2019 BUDGET		2020 BUDGET		2021 BUDGET		2022 BUDGET	
	Full Time	Part 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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 226 REFUSE FUND								
REVENUE								
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
Department 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								
Department: 530 Refuse and Recycling								
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
Department Total: Refuse and Recycling	5,250,788	5,359,068	5,498,220	5,586,855	5,747,460	2.87%	5,918,380	6,094,530
Surplus (Use) of Fund Balance	(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

SPECIAL REVENUE
Community Development

Transit Center

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 234 Transit Center								
REVENUE								
Charges For Services	\$ 78,661	\$ 87,975	\$ 95,940	\$ 94,110	\$ 117,180	24.51%	\$ 119,210	\$ 126,240
Interest & Rent	11	-	-	-	-	0.00%	-	-
Department Total: Revenue	78,671	87,975	95,940	94,110	117,180	24.51%	119,210	126,240
EXPENDITURE								
Department: 265 Building and Facility Maint								
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
Department Total: Building and Facility Maint	68,804	74,490	85,940	87,220	103,180	18.30%	105,210	112,240
Department: 285 Grounds and Common Area Maint								
Other Service Charges	9,857	13,485	10,000	6,890	14,000	103.19%	14,000	14,000
Department Total: Grounds and Common Area Maint	9,857	13,485	10,000	6,890	14,000	103.19%	14,000	14,000
Surplus (Use) of Fund Balance	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

SPECIAL REVENUE
General Government

Budget Stabilization Fund

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 257 BUDGET STABILIZATION FUND								
REVENUE								
Interest & Rent	\$ 51,669	\$ 36,886	\$ 10,000	\$ 18,000	\$ 10,000	-44.44%	\$ 10,000	\$ 10,000
Department Total: Revenue	51,669	36,886	10,000	18,000	10,000	-44.44%	10,000	10,000
Surplus (Use) of Fund Balance	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

**SPECIAL REVENUE
Public Safety**

Forfeiture Fund

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 265 Forfeiture Fund								
<u>REVENUE</u>								
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
Department Total: Revenue	185,629	238,106	146,960	141,000	141,000	0.00%	141,000	141,000
<u>EXPENDITURE</u>								
Department: 321 Police Forfeitures								
Supplies	28,720	5,749	237,500	289,500	144,040	-50.25%	144,040	144,040
OTHER FINANCING USES								
Other Financing Uses	226,539	165,282	114,000	114,000	800,000	601.75%	226,500	-
Department Total: Police Forfeitures	255,259	171,031	351,500	403,500	944,040	133.96%	370,540	144,040
Surplus (Use) of Fund Balance	(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

LIBRARY

Library DirectorEmily 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

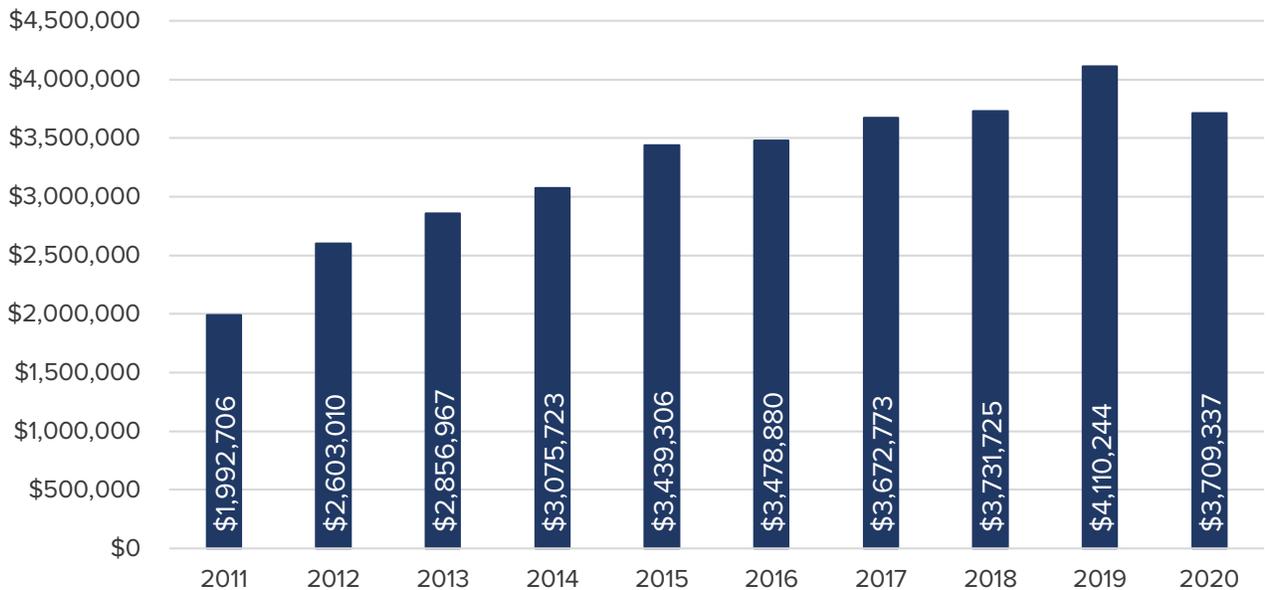
- The 2021/22 budget is the first under the new Library millage, passed by Troy voters in November, 2020. Library revenue increased from \$4.1 million in 2020/21, to \$5.8 million in 2021/22. It includes:
- Increases in operating costs for a seven-day Library
- An increase in the number of full-time 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						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 271 LIBRARY FUND								
REVENUE								
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
Department 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								
Department: 790 Library								
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%	-	-
OTHER FINANCING USES								
Other Financing Uses	917,827	595,000	595,000	595,000	1,433,000	140.84%	1,500,000	1,500,000
Department Total: Library	4,110,244	3,709,337	4,101,283	4,127,518	5,827,898	41.20%	5,921,700	6,144,300
Surplus (Use) of Fund Balance	(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

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SPECIAL REVENUE
Community Development- Old

Comm Dev Block Grant Fund

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

**PERMANENT
General Government**

Cemetery Fund

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 150 CEMETERY FUND								
<u>REVENUE</u>								
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
Department Total: Revenue	9,452	7,448	6,200	6,200	6,200	0.00%	6,200	6,200
<u>EXPENDITURE</u>								
Department: 276 Cemetery								
OTHER FINANCING USES								
Other Financing Uses	-	1,200	1,200	1,200	1,200	0.00%	1,200	1,200
Department Total: Cemetery	-	1,200	1,200	1,200	1,200	0.00%	1,200	1,200
Surplus (Use) of Fund Balance	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

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 Equalization Value	Legal Maximum 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
Total Debt	\$ 23,197,400		\$ 1,601,207,521	\$ 1,578,010,121

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
Total Debt Service	\$ 11,142,985	\$ 640,145	\$ 170,743	\$ 810,888

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	-
Total General Debt	\$ 2,803,050	\$ 2,876,825	\$ 2,795,025	\$ 2,813,750	\$ -

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
Total Capital Projects Debt	\$ 272,404	\$ 270,624	\$ 271,408	\$ 269,746	\$ 214,225

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
Total	\$ 940,000	\$ 1,155,000	\$ 665,000	\$ 52,575	\$ 2,812,575	\$ 14,132,400	\$ 1,918,728	\$ 16,051,128	\$ 18,863,703

Schedule of Principal and Interest

CAPITAL PROJECTS FUNDS

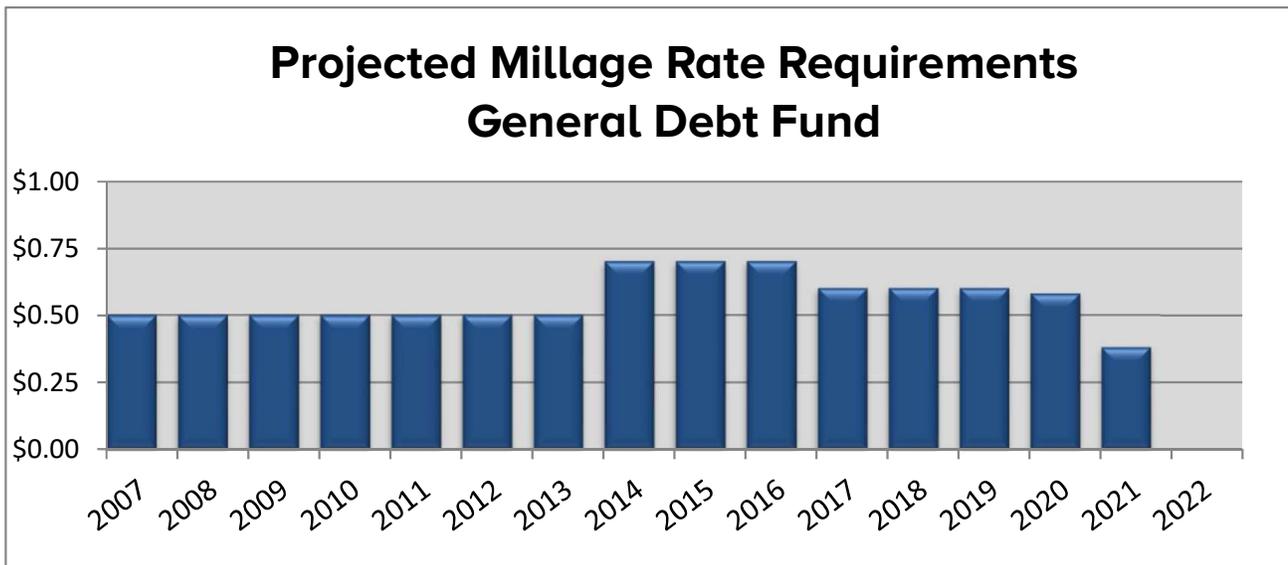
Fiscal Year	George W. Kuhn Drain	North Arm Relief Drain	Interest	Total Capital Debt
2021	195,406	54,932	19,408	269,746
2022	200,145	-	14,080	214,225
2023	162,036	-	9,257	171,293
2024	164,407	-	5,320	169,727
2025	16,111	-	1,320	17,431
2026	16,477	-	960	17,437
2027	14,551	-	590	15,141
2028	14,531	-	250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

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
Total	\$ 6,305,000	\$ 719,001	\$ 7,024,001

**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
Total	\$ 18,863,703	\$ 899,508	\$ 7,024,001	\$ 26,787,212



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

DEBT SERVICE
Debt Service

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
FUND 301 GENERAL DEBT SERVICE FUND									
REVENUE									
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%	-	-
Total Revenue		2,895,233	2,948,059	2,040,134	1,953,240	-	-100.00%	-	-
EXPENDITURE									
7801.010	Adm & Prof	63,500	64,500	134,876	64,000	-	-100.00%	-	-
7964	Tax Refunds	3,464	(550)	-	1,510	-	-100.00%	-	-
Total Expenditure		66,964	63,950	134,876	65,510	-	-100.00%	-	-
OTHER FINANCING USES									
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%	-	-
Total OTHER FINANCING USES		2,876,825	2,795,025	2,813,750	2,813,750	-	-100.00%	-	-
Total Expenditure		2,943,789	2,858,975	2,948,626	2,879,260	-	-100.00%	-	-
Surplus/(Use) of Fund Balance		(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%	-	-
FUND 355 PROP A BOND DEBT RETIREMENT									
OTHER FINANCING SOURCES									
4699.301	Debt Service	921,125	897,750	959,600	959,600	-	-100.00%	-	-
Total Revenue		921,125	897,750	959,600	959,600	-	-100.00%	-	-
EXPENDITURE									
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%	-	-
Total Expenditure		921,125	897,750	959,600	959,600	-	-100.00%	-	-

DEBT SERVICE
Debt Service

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended 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%	-	-
FUND 356 PROP B BOND DEBT RETIREMENT								
OTHER FINANCING SOURCES								
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%	-	-
EXPENDITURE								
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%	-	-
FUND 357 PROP C BOND DEBT RETIREMENT								
OTHER FINANCING SOURCES								
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%	-	-
EXPENDITURE								
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%	-	-
FUND 358 GEN OBLIGATION DEBT-SERIES 2013								

DEBT SERVICE
Debt Service

		2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
REVENUE									
4676.248	DDA	923,713	914,613	1,013,738	1,013,738	596,913	-41.12%	629,895	702,857
Total Revenue		923,713	914,613	1,013,738	1,013,738	596,913	-41.12%	629,895	702,857
EXPENDITURE									
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%	-	-
Total Expenditure		923,713	914,613	1,013,738	1,013,738	596,913	-41.12%	629,895	702,857
Surplus/(Use) of Fund Balance		-	-	-	-	-	0.00%	-	-
Ending Fund Balance		\$ -	\$ -	\$ -	\$ -	\$ -	0.00%	\$ -	\$ -

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.

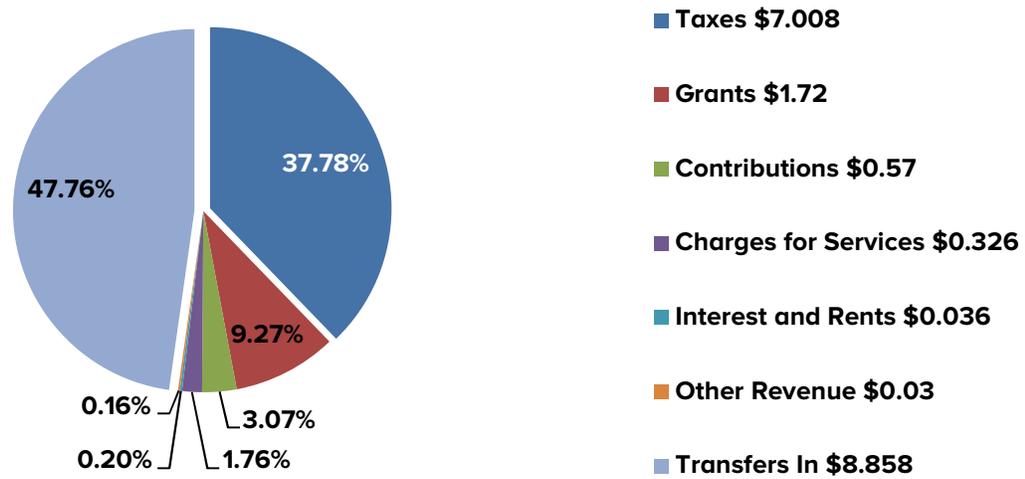
The administrator of the Capital Projects Fund has the authority to continue expenditures within prescribed limits until a project is completed.

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.

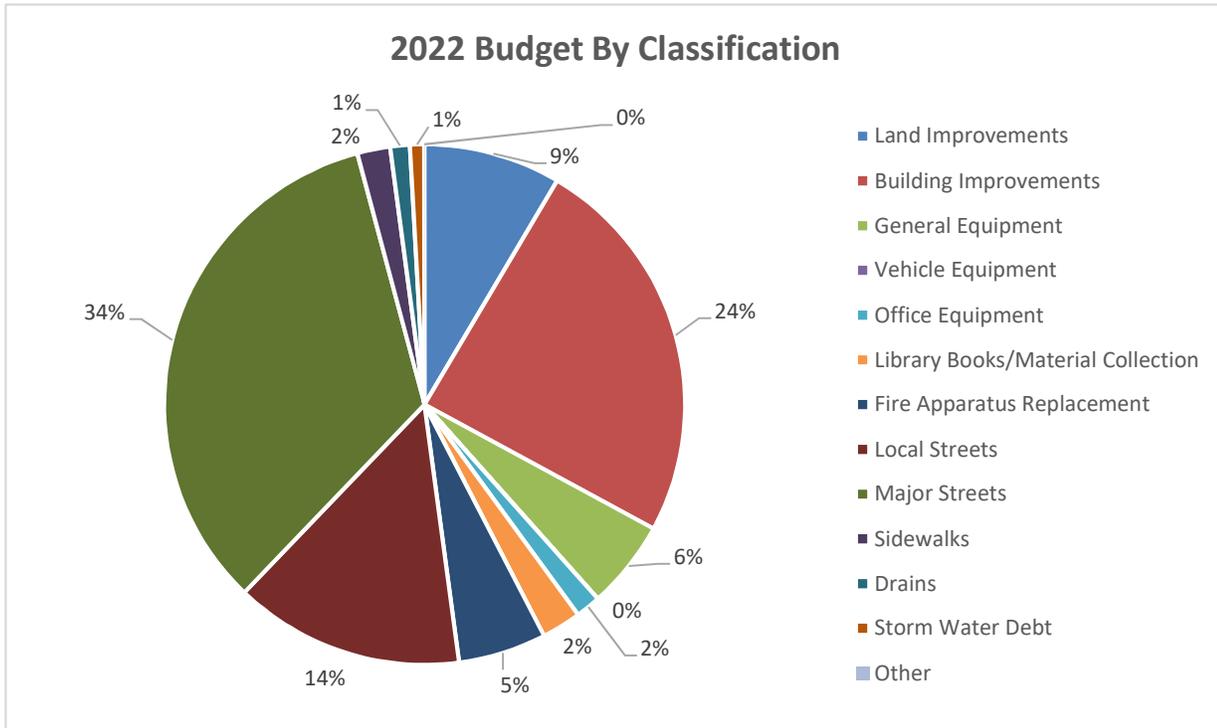
Transfers in from other funds total \$8.9 million and account for approximately 48% of total capital projects fund revenues. The transfers from other funds include:

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><u>\$ 8,858,000</u></u>

Capital Projects Fund Summary

CAPITAL PROJECTS BY CLASSIFICATION INCLUDE:

	2022		
	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
Total Capital Projects	\$ 24,498,072	\$ 26,397,800	\$ 18,974,730



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.

<i>Total Capital Projects:</i>		\$ 24,498,072
• <i>Major Streets</i>		\$ 8,250,000
√	Major renovation of Major and County Roads throughout the City including: Rochester, Barclay to Trinway (\$2.2 million) Square Lake, Adams to Coolidge (\$1.1 million) Industrial Road Maintenance (\$1.5 million)	
• <i>Local Streets</i>		\$ 3,500,000
√	Concrete Slab Replacement (\$1.7 million)	
√	Asphalt Mill and Overlay (\$1.8 million)	
• <i>Police Department</i>		\$ 994,000
√	(*) Body Worn Camera System (\$404K)	
	(*) County Radio System (\$200K)	
• <i>Fire Department</i>		\$ 1,885,842
√	(*) Ladder Truck (\$890k) and Air Tender (\$400k)	
• <i>Public Works</i>		\$ 1,410,230
√	(*) Drains (\$514k)	
	Sidewalks (\$500k)	
	Parking Lot Maintenance (\$250k)	
• <i>Library</i>		\$ 1,433,000
√	Books and Materials (\$600K)	
	(*) Youth Renovation (\$400k)	
• <i>Parks</i>		\$ 1,905,000
√	(*) Trails and Pathways (\$750K)	
	(*) Civic Center Skate Park (\$550K)	
	(*) Sylvan Glen Lake Park Improvements (\$250K)	
• <i>City Buildings</i>		\$ 4,360,000
√	(*) Community Center Roof, HVAC, and Gym Floor (\$2.9 mil)	
	(*) Police Roof and HVAC (\$760K)	
	(*) Court Building HVAC (\$415K)	
• <i>Historic Village</i>		\$ 325,000
√	(*) Wagon Shop Structural Repair and Roof (\$170k)	
	Exterior Building Repairs and Painting (\$155K)	

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.

Projects	Explanations	Cost	Operating Budget Impact
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
FUND: 401 CAPITAL FUND								
REVENUE								
Department: 000 Revenue								
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
Total Revenue	9,071,697	8,043,949	8,460,818	8,320,351	9,690,600	16.47%	10,356,600	8,398,600
OTHER FINANCING SOURCES								
Department: 000 Revenue								
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
Total OTHER FINANCING SOURCES	6,835,136	7,551,452	8,459,000	8,459,000	8,858,000	4.72%	7,331,500	7,105,000
Total Revenues and Other Sources	15,906,833	15,595,401	16,919,818	16,779,351	18,548,600	10.54%	17,688,100	15,503,600

**Capital Outlay
Detail**

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
EXPENDITURE								
Department: 172 Manager								
Business Unit: 172 Manager								
General Equipment								
General	-	-	26,399	29,500	-	-100.00%	-	-
Communications	12,665	-	-	-	-	0.00%	-	-
Total: Manager	12,665	-	26,399	29,500	-	-100.00%	-	-
Department: 191 Financial Services								
Business Unit: 253 Treasurer								
Tax Refunds	8,361	(1,312)	-	5,000	5,000	0.00%	5,000	5,000
Total: Financial Services	8,361	(1,312)	-	5,000	5,000	0.00%	5,000	5,000
Department: 215 City Clerk								
Business Unit: 262 Elections								
General Equipment								
General	-	265,305	88,435	180,000	80,000	-55.56%	-	-
Total: City Clerk	-	265,305	88,435	180,000	80,000	-55.56%	-	-
Department: 264 Building Operations								
Business Unit: 261 Fire-Police Training Center								
Buildings and Improvements	-	-	106,000	192,000	100,000	-47.92%	100,000	55,000
Total: Fire-Police Training Center	-	-	106,000	192,000	100,000	-47.92%	100,000	55,000
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended 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
Total: City Hall	42,315	1,114,094	490,630	490,630	65,000	-86.75%	1,685,000	30,000
Business Unit: 277 District Court								
Buildings and Improvements								
Reserve/Court Bldg	-	-	162,160	162,160	445,000	174.42%	911,000	40,000
Total: District Court	-	-	162,160	162,160	445,000	174.42%	911,000	40,000
Total: Building Operations	42,315	1,114,094	758,790	844,790	610,000	-27.79%	2,696,000	125,000
Department: 301 Police Department								
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%	-	-
Total: Police Administration	157,724	200,242	45,000	45,000	845,000	1777.78%	205,000	200,000
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%	-	-
Total: Road Patrol	126,588	-	438,651	399,000	404,000	1.25%	366,500	340,000
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended 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%	-	-
Total: Communications Section	60,073	-	220,000	160,000	530,000	231.25%	358,000	25,000
Total: Police Department	344,385	200,242	703,651	604,000	1,779,000	194.54%	929,500	565,000
Department: 336 Fire								
Business Unit: 337 Fire Administration								
Land Improvements								
Memorials/Peace Garden	-	-	173,575	173,575	-	-100.00%	-	-
Total: Fire Administration	-	-	173,575	173,575	-	-100.00%	-	-
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
Total: Fire Operations	2,055,985	884,879	142,495	230,000	1,621,342	604.93%	1,500,000	1,000,000
Business Unit: 343 Fire Communications								
General Equipment								
Communications	-	-	-	-	105,000	0.00%	-	-
Total: Fire Communications	-	-	-	-	105,000	0.00%	-	-
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	-
Total: Fire Halls	-	3,000	237,031	375,000	159,500	-57.47%	215,000	-
Total: Fire	2,055,985	887,879	553,101	778,575	1,885,842	142.22%	1,715,000	1,000,000

**Capital Outlay
Detail**

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Department: 442 Engineering								
Business Unit: 442 Engineering								
General Equipment								
General	-	-	-	30,000	30,000	0.00%	-	-
Total: Engineering	-	-	-	30,000	30,000	0.00%	-	-
Department: 447 Streets								
Business Unit: 448 Street Lighting								
General Equipment								
General	49,692	49,692	49,600	50,000	50,000	0.00%	50,000	50,000
Total: Street Lighting	49,692	49,692	49,600	50,000	50,000	0.00%	50,000	50,000
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended 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
Total: Major Roads	3,764,598	3,277,404	4,960,000	7,297,474	8,520,000	16.75%	9,900,000	7,475,000
Business Unit: 499 Local Roads								
Public Works Construction								
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
Total: Local Roads	4,047,416	2,823,056	3,525,000	3,525,000	3,500,000	-0.71%	3,500,000	4,100,000
Business Unit: 513 Sidewalks								
Public Works Construction								
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
Total: Sidewalks	483,942	173,541	500,000	500,000	500,000	0.00%	500,000	500,000
Business Unit: 516 Drains								
Public Works Construction								
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
Total: Drains	61,389	-	-	-	300,000	0.00%	300,000	300,000
Total: Streets	8,407,037	6,323,693	9,034,600	11,372,474	12,870,000	13.17%	14,250,000	12,425,000

**Capital Outlay
Detail**

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Department: 464 Public Works Administration								
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
Total: Public Works Administration	396,238	5,128	771,000	785,000	396,000	-49.55%	250,000	270,000
Department: 740 Real Estate and Development								
Business Unit: 740 Real Estate and Development								
Land								
Acquisition	99,264	1,933	-	-	-	0.00%	-	-
Total: Real Estate and Development	99,264	1,933	-	-	-	0.00%	-	-
Department: 751 Parks								
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended 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	-
Total: Parks	217,284	461,151	1,908,000	2,243,500	1,905,000	-15.09%	2,460,000	1,175,000
Department: 752 Recreation								
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
Total: Recreation	40,920	148,891	1,045,604	1,247,580	2,905,000	132.85%	2,010,000	1,610,000
Department: 771 Nature Center								
Business Unit: 771 Nature Center								
Buildings and Improvements								
Buildings and Improvements	26,625	-	145,000	145,000	60,000	-58.62%	75,000	75,000
Total: Nature Center	26,625	-	145,000	145,000	60,000	-58.62%	75,000	75,000
Department: 790 Library								
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
Total: Library	933,001	1,814,277	631,000	631,000	1,433,000	127.10%	1,450,000	1,460,000

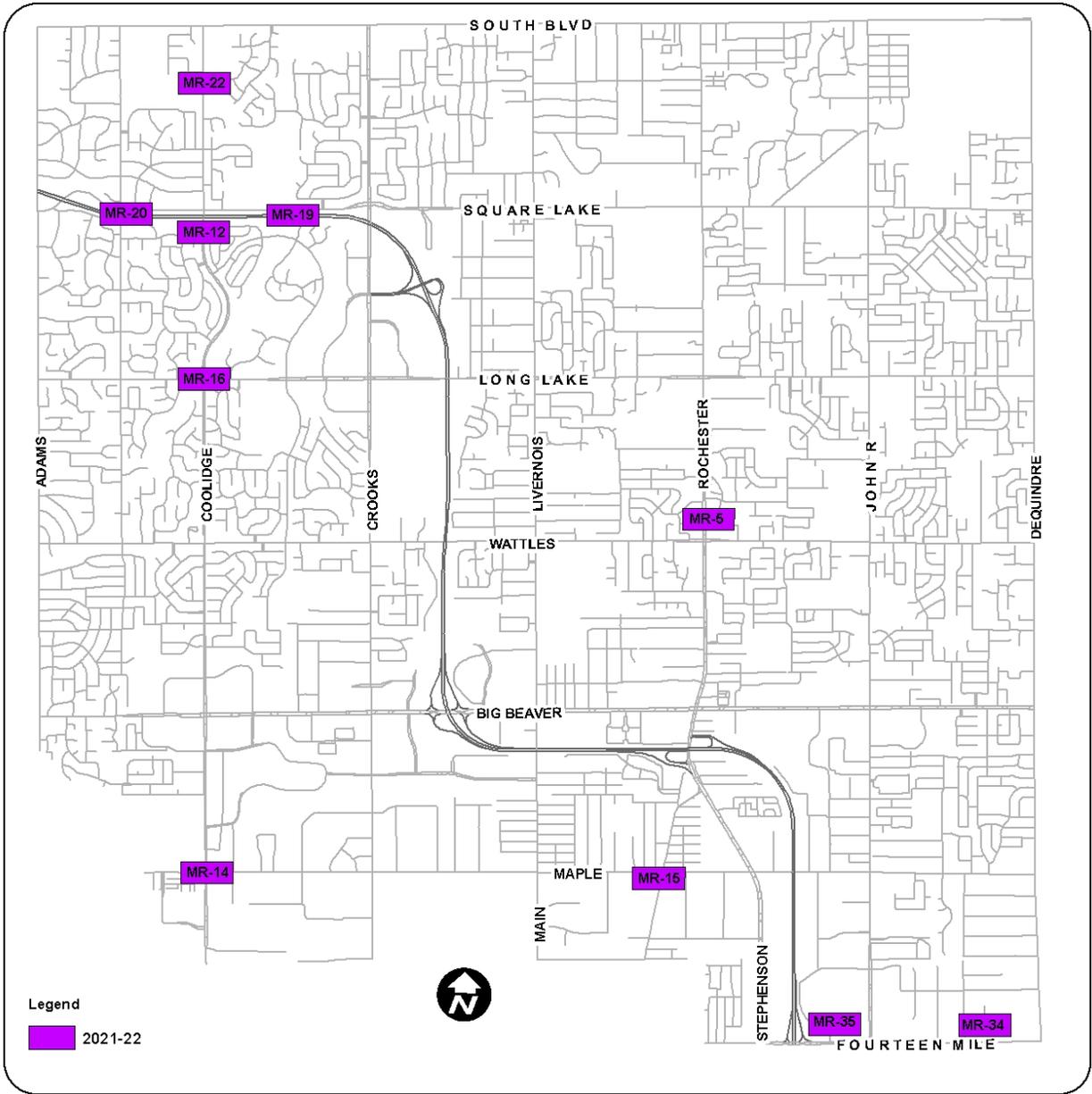
**Capital Outlay
Detail**

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Department: 804 Museum								
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
Total: Museum	11,791	374,210	764,260	782,260	325,000	-58.45%	386,000	95,000
Total Expenditure	12,595,869	11,595,492	16,429,840	19,678,679	24,283,842	23.40%	26,226,500	18,805,000
DEBT SERVICE								
Department: 447 Streets								
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
Total DEBT SERVICE	270,625	273,069	269,750	269,750	214,230	-20.58%	171,300	169,730
Total Expenditures and Other Uses	12,866,494	11,868,560	16,699,590	19,948,429	24,498,072	22.81%	26,397,800	18,974,730
Surplus/(Use) of Fund Balance	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)

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

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
REVENUE								
Interest & Rent	\$ 505	\$ 357	-	-	-	0.00%	-	-
REVENUE	505	357	-	-	-	0.00%	-	-
Total Revenues & Other Financing Sources	505	357	-	-	-	0.00%	-	-
SURPLUS (USE) OF FUND BALANCE	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

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
TOTALS:			50,363,000	17,823,000	33,820,000	7,297,474	4,960,000	2,337,474	8,520,000	
Revenue (Federal Funds):							40,000		1,720,000	
Revenue (State Grants):							-		-	
Revenue (Tri-Party/RCOC):							170,000		570,000	

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.

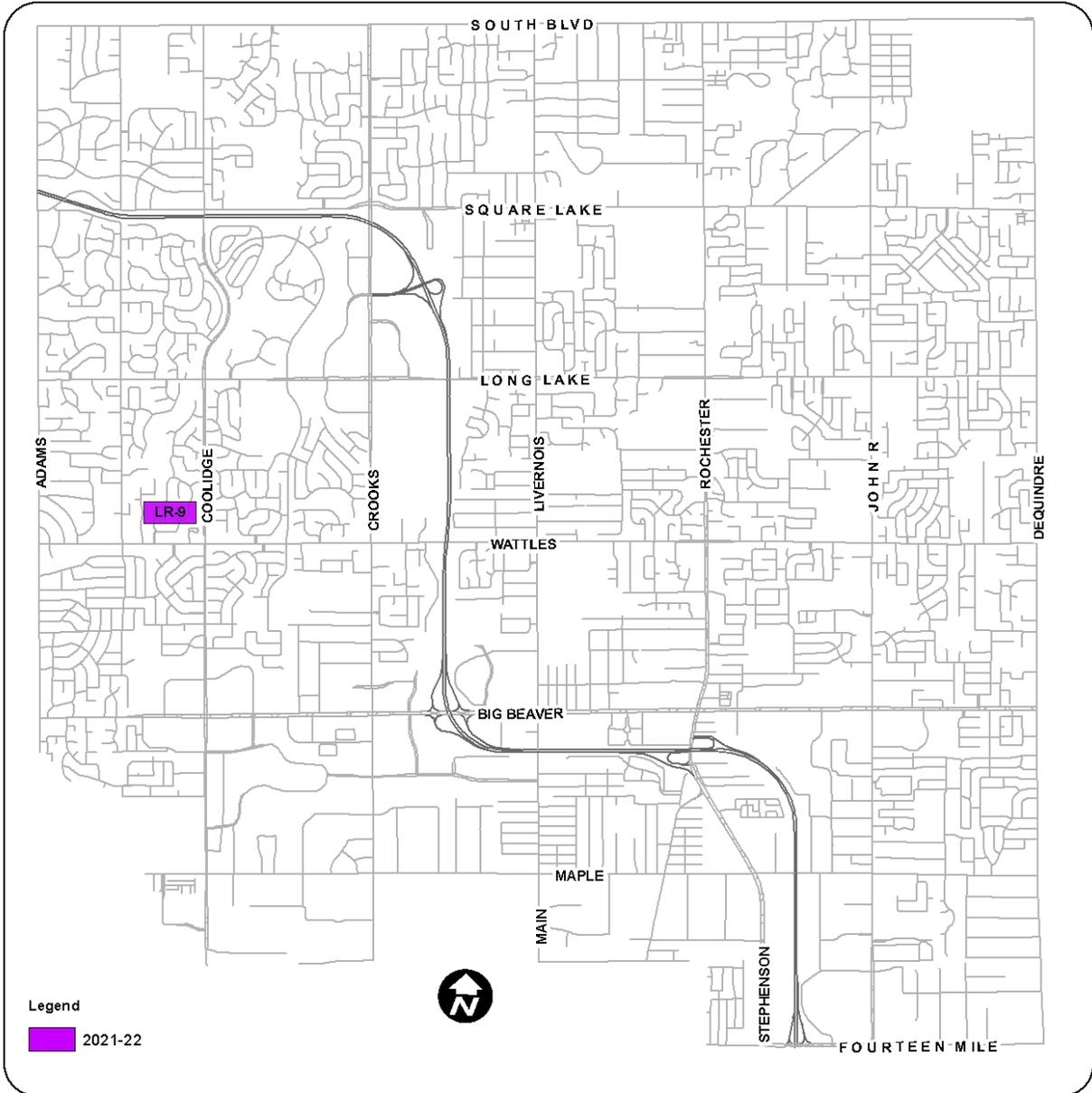
MR-49. Industrial Road Maintenance

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
TOTALS:			7,025,000	7,025,000	-	3,525,000	3,525,000	-	3,500,000	

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.

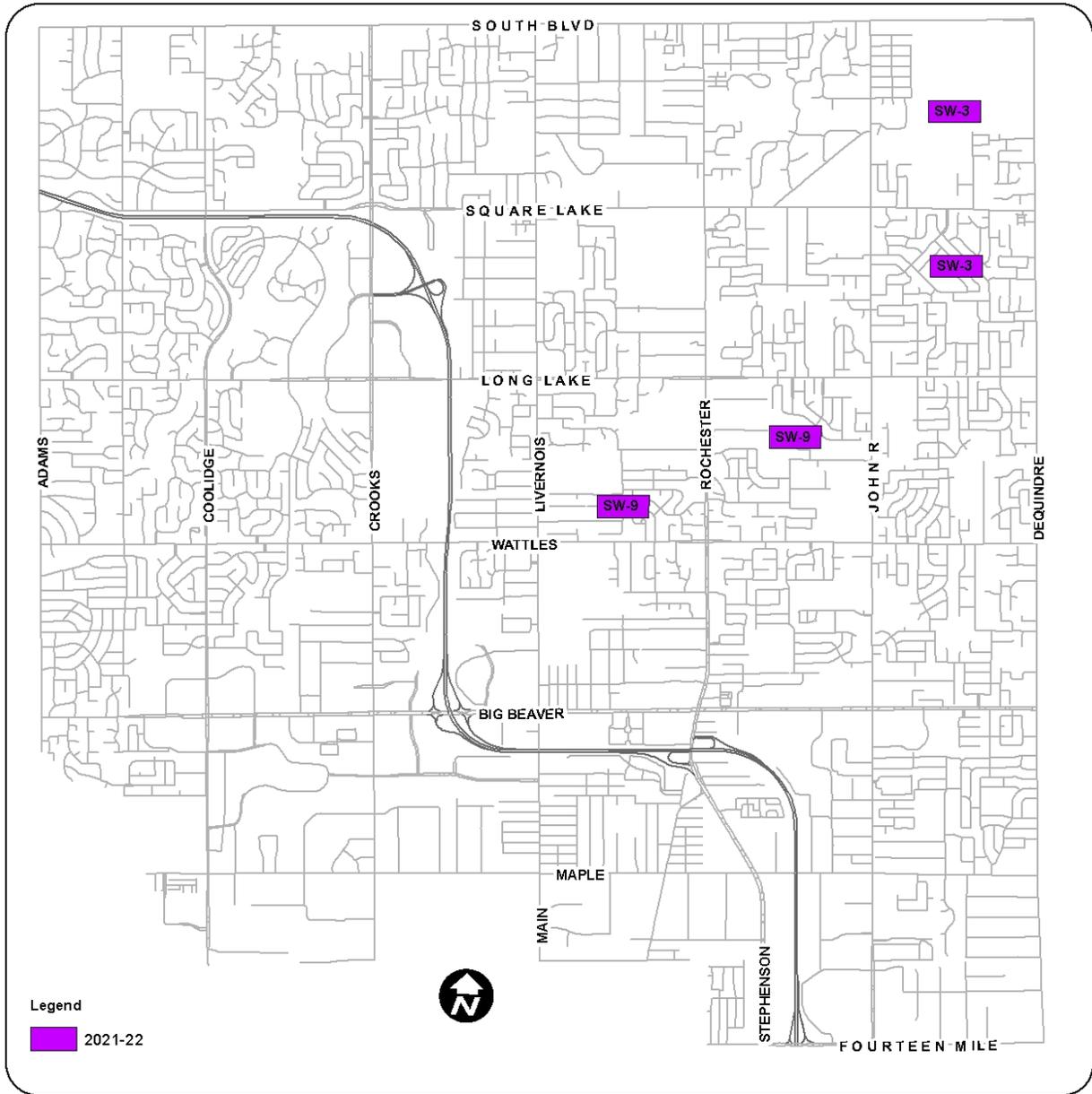
LR-1. Local Road Maintenance – Concrete Slab Replacement (Sections TBD)

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

SIDEWALKS 2022 BUDGET (401.447.513)										
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
	7989.700	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
TOTALS:			990,000	678,000	312,000	500,000	500,000	-	500,000	
Revenue (Sidewalk Replacement Program):							156,000		156,000	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 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-3. Residential Sidewalk Replacements (Section 1 & 12)

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

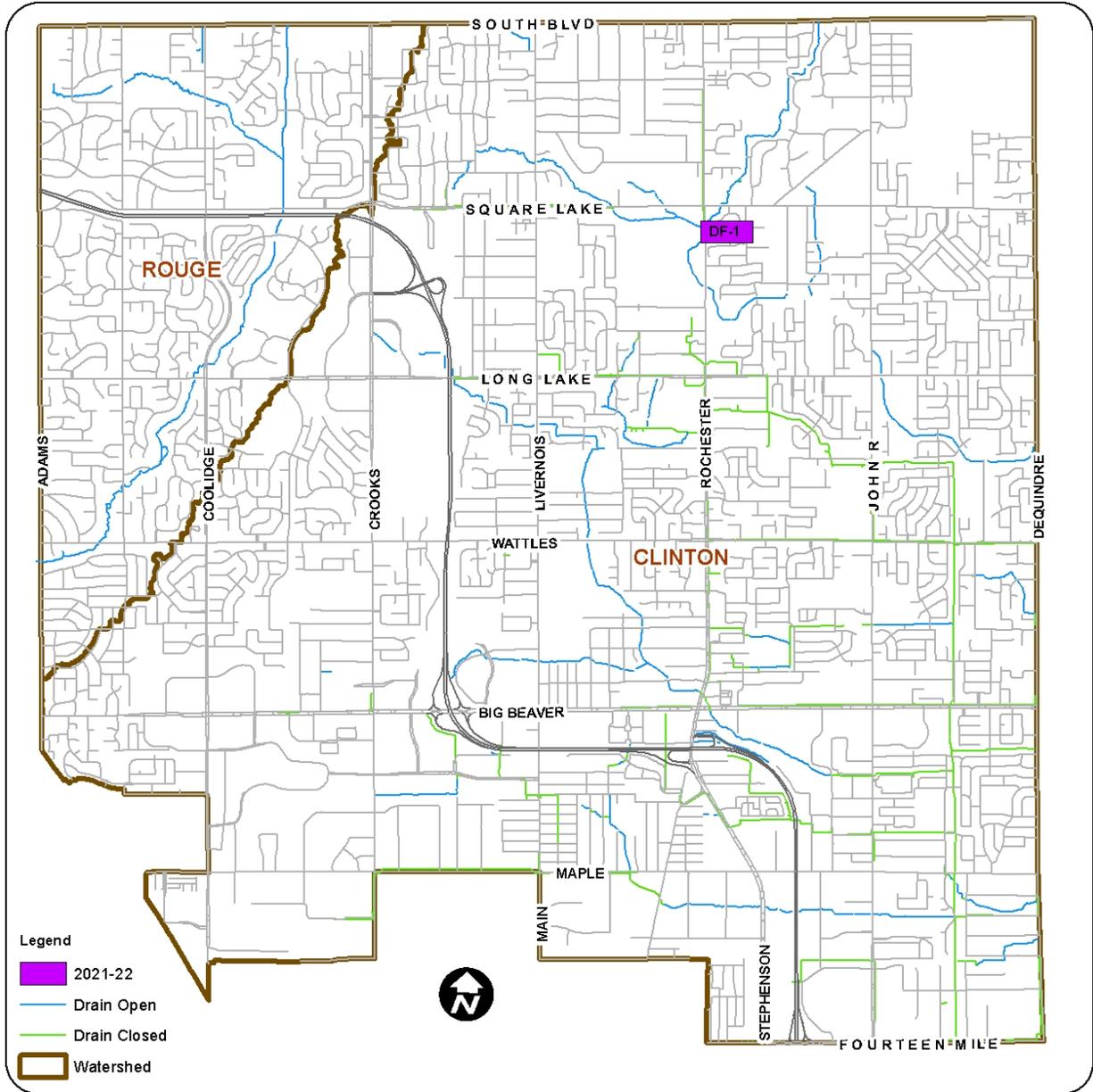
SW-9. Major Road Sidewalk Replacements (Section 14 & 15)

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 Number	Project Number	Project Name	Total Project Cost	Total City Cost	Other Sources	2021 Amended Budget	2021 Expenditure to 06/30/21	2021 Balance at 6/30/21	Proposed 2022 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

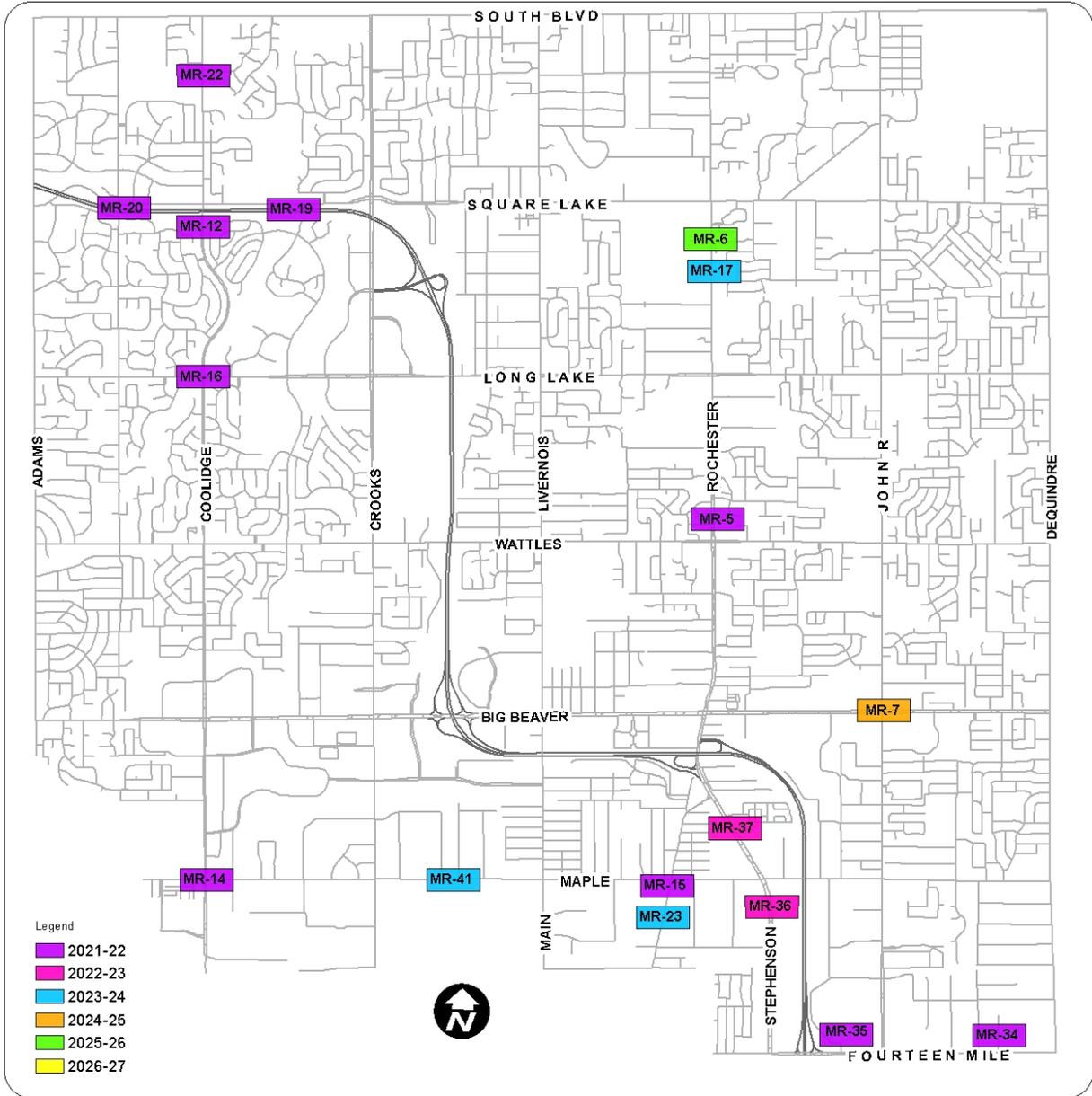
There are standalone Drain projects proposed in the Capital Fund for the next 3 years. The Water Resource Commission (WRC) has been and will continue to inspect the estimated 272 million dollars of WRC underground drains in the City of Troy. Many of the large diameter drains are 40-50 years old and will 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 Capital Improvement Plan
Major Roads Fund**

6 Year CIP - Major Roads

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.

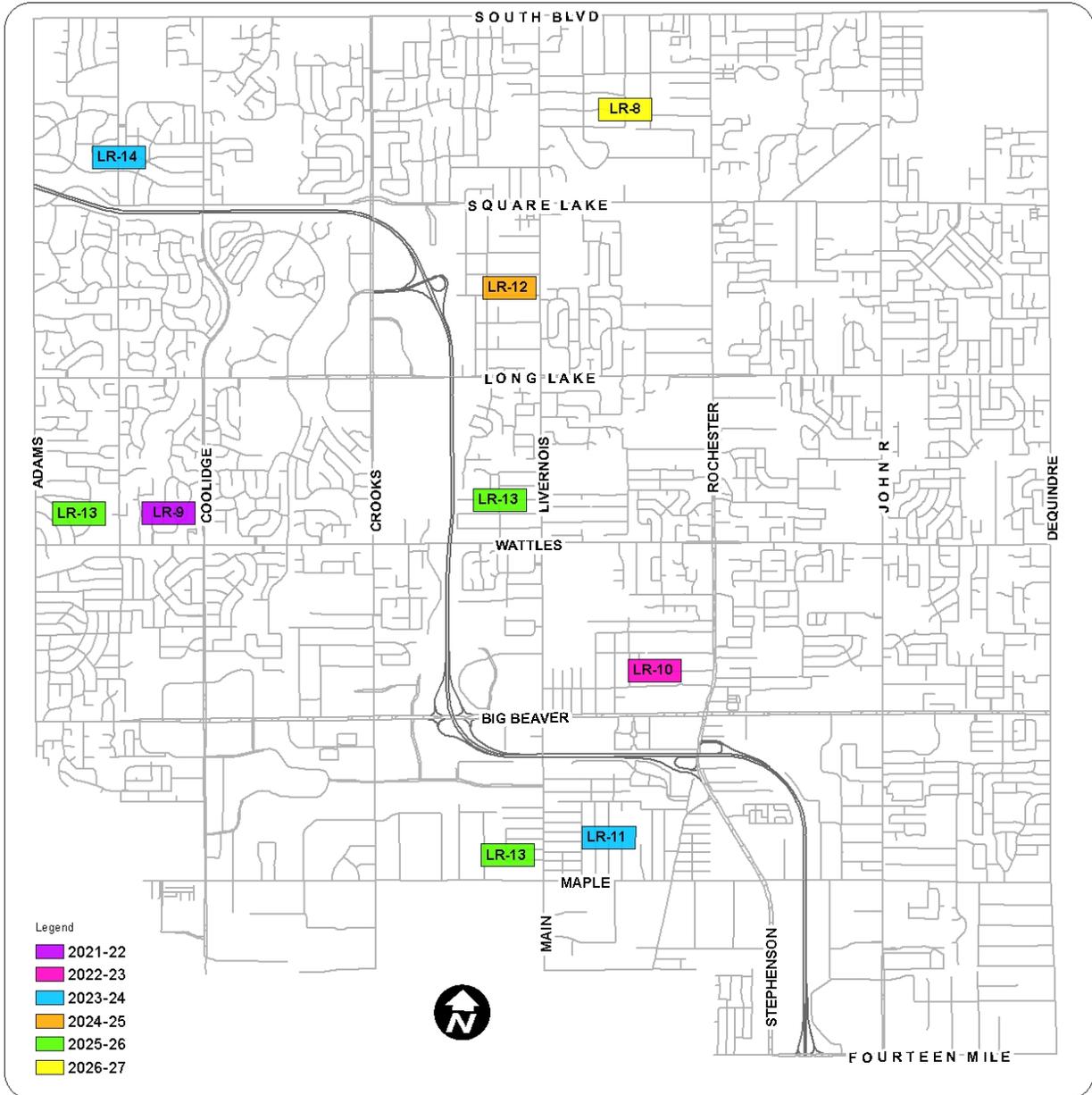
MR-49. Industrial Road Maintenance

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 Number	Project Name	Total Project Cost	Total City 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
TOTALS:		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, Alganssee, Larchwood, Arthur, Woodslee, Vermont, Birchwood, Chopin, Mastin, Hartshorn, Plum, Beech Lane, Kirkton, Cook Ct. Eastport, Westwood, VanCourtland, Enterprise, Alganssee, 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.

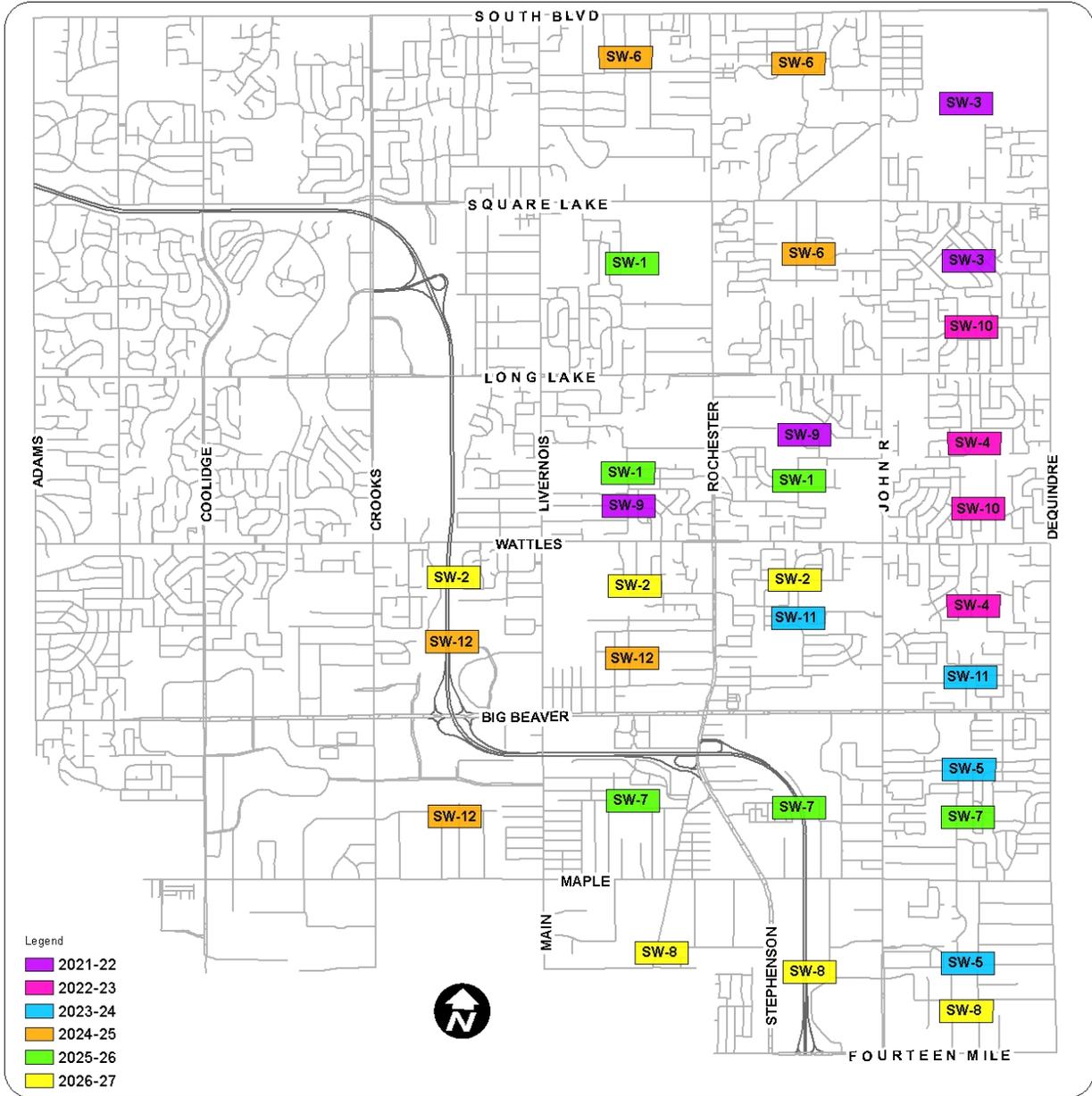
LR-13. Asphalt Pavement Overlay (Sec. 16, 18 & 28)

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 Number	Project Name	Total Project Cost	Total City 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
TOTALS:		3,000,000	2,064,000	500,000	500,000	500,000	500,000	500,000	500,000	
Revenue (Sidewalk Replacement Program):				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.

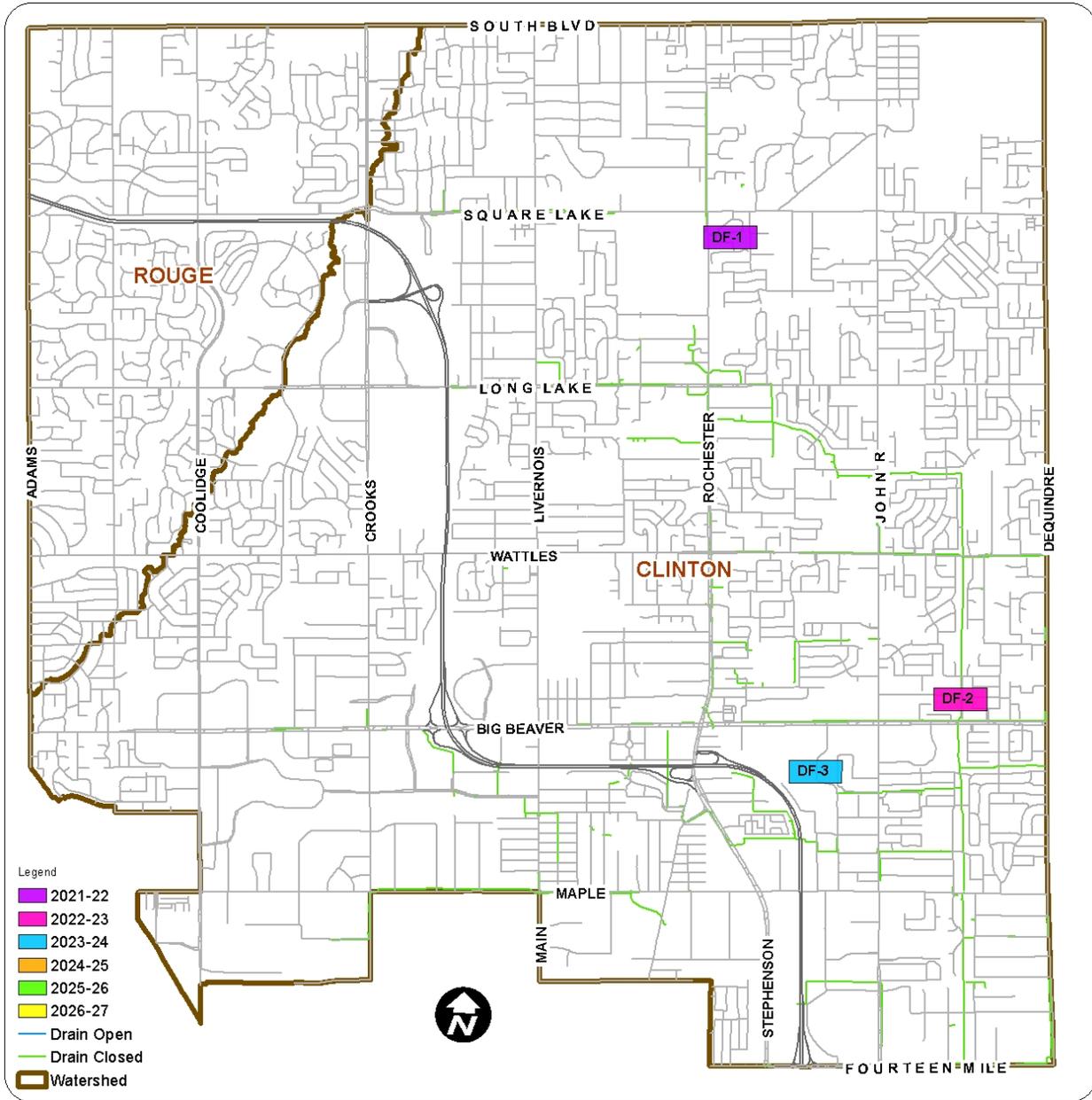
SW-12. Major Road Sidewalk Replacements (Section 21, 22 & 28)

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**

6 Year CIP - Drains												
Map Number	Project Number	Project Name	Total	Total	Proposed						Comments	
			Project Cost	City 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
TOTALS:					300,000	300,000	300,000	0	0	0		

**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.

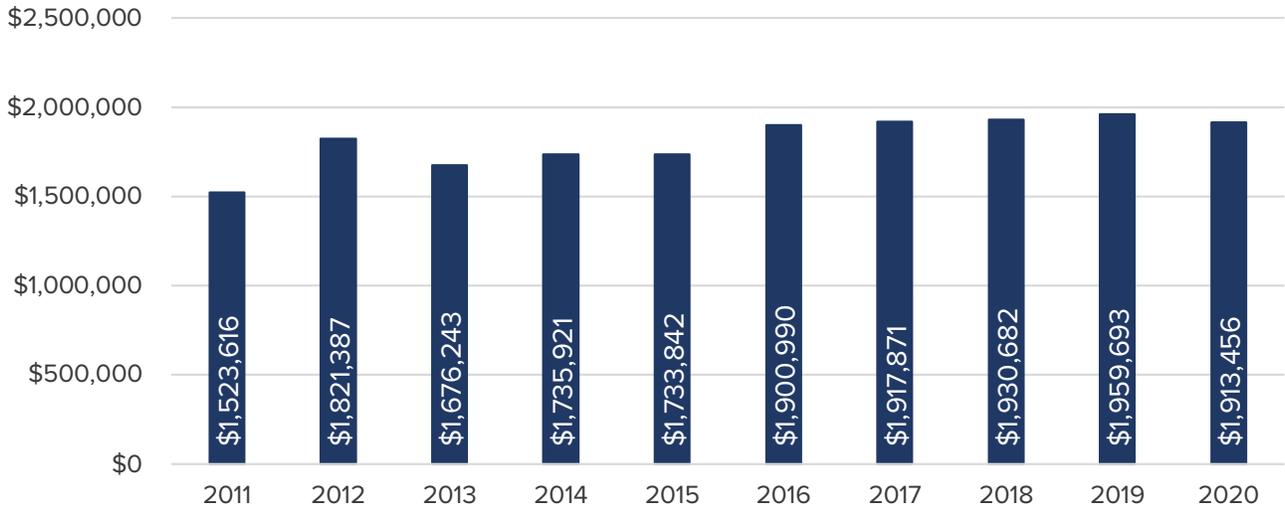
SUMMARY OF BUDGET CHANGES

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

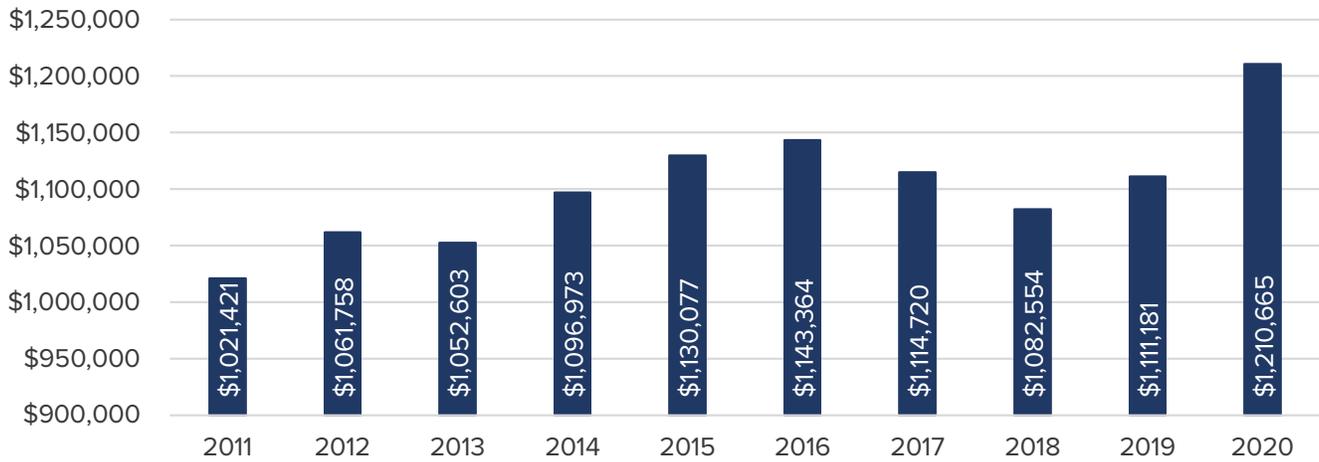
None

PERSONNEL SUMMARY	2019 BUDGET		2020 BUDGET		2021 BUDGET		2022 BUDGET	
	Full Time	Part Time						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
REVENUE								
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%	-	-
REVENUE	1,802,470	1,684,939	1,860,000	1,738,800	1,775,350	2.10%	1,827,114	1,880,419
Total Revenues & Other Financing Sources	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								
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
Total 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
EXPENDITURE	1,959,693	1,913,456	2,543,720	2,485,385	2,550,420	2.62%	2,506,300	2,499,520
Total Expenditures & Other Financing Uses	1,959,693	1,913,456	2,543,720	2,485,385	2,550,420	2.62%	2,506,300	2,499,520
SURPLUS (USE) OF FUND BALANCE								
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)

**Sylvan Glen Golf Course
Revenues Expenditures and Fund Balance**

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
REVENUE								
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%	-	-
REVENUE	1,289,250	1,339,293	1,312,400	1,328,470	1,362,520	2.56%	1,386,136	1,410,196
Total Revenues & Other Financing Sources	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								
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
Total 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
EXPENDITURE	1,111,181	1,210,665	1,089,350	1,290,390	1,303,150	0.99%	1,690,030	1,348,210
Total Expenditures & Other Financing Uses	1,111,181	1,210,665	1,089,350	1,290,390	1,303,150	0.99%	1,690,030	1,348,210
SURPLUS (USE) OF FUND BALANCE	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

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

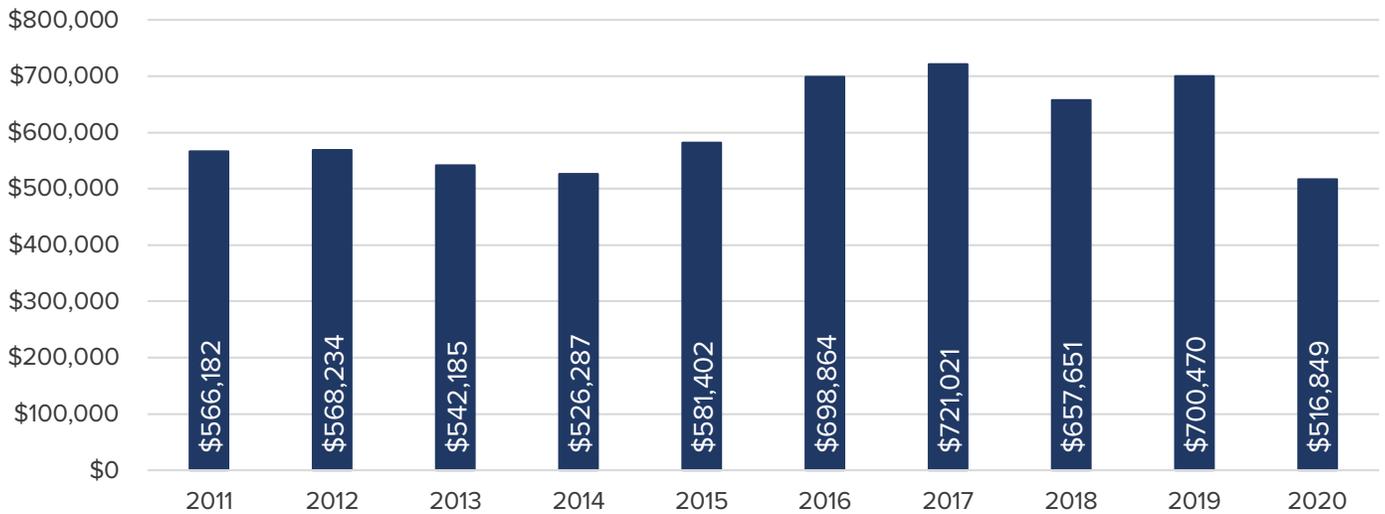
SUMMARY OF BUDGET CHANGES

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
Total Department	0	11.5	0	10.7	0	10.1	0	8.8

OPERATING BUDGET HISTORY



**Aquatic Center Fund
Revenues Expenditures and Fund Balance**

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
REVENUE								
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%	-	-
REVENUE	559,507	311,500	218,500	616,800	633,000	2.63%	658,000	676,000
Total Revenues & Other Financing Sources	559,507	311,500	218,500	616,800	633,000	2.63%	658,000	676,000
EXPENDITURE								
Aquatic Center								
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
Total Aquatic Center	700,470	516,849	596,310	891,170	641,774	-27.99%	997,543	633,913
EXPENDITURE	700,470	516,849	596,310	891,170	641,774	-27.99%	997,543	633,913
Total Expenditures & Other Financing Uses	700,470	516,849	596,310	891,170	641,774	-27.99%	997,543	633,913
SURPLUS (USE) OF FUND BALANCE	(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)

WATER & SEWER

Public Works Director.....Kurt Bovensiep

Water and Sewer Operations ManagerPaul Troser

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

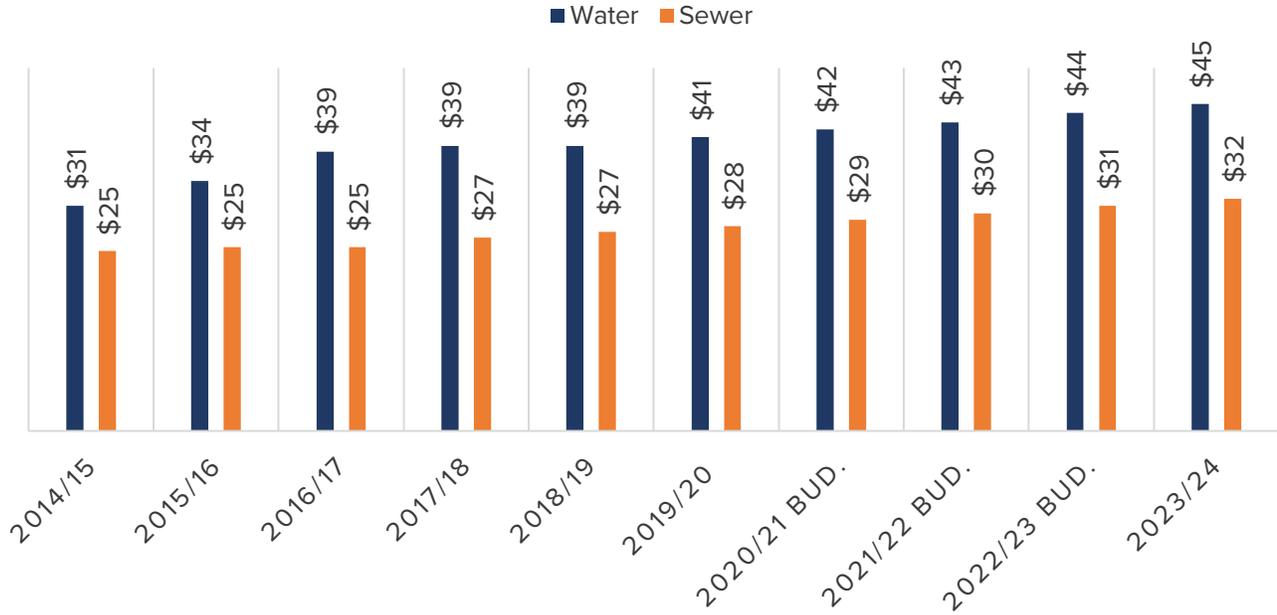
PERFORMANCE INDICATORS

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						
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 FIXED FEE	ESTIMATED VARIABLE RATE	ESTIMATED COMBINED RATE	ESTIMATED 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

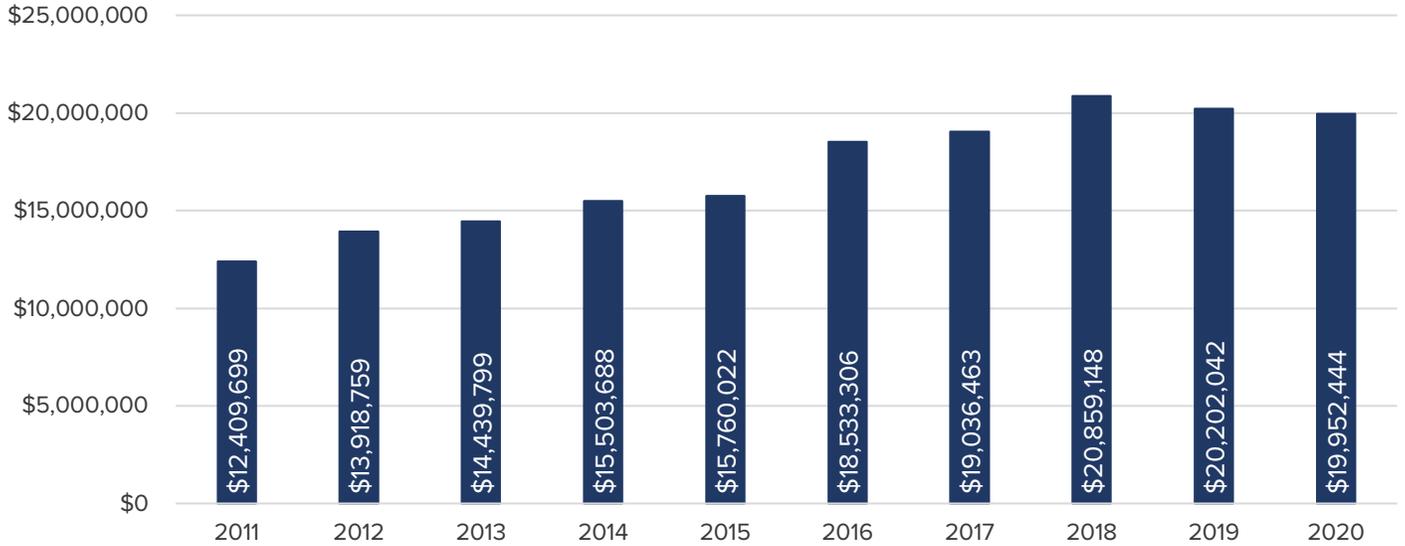
OCWRC - G.W. KUHN SEWERAGE RATE

YEAR	ESTIMATED FIXED FEE	ESTIMATED VARIABLE RATE	ESTIMATED COMBINED RATE	ESTIMATED 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

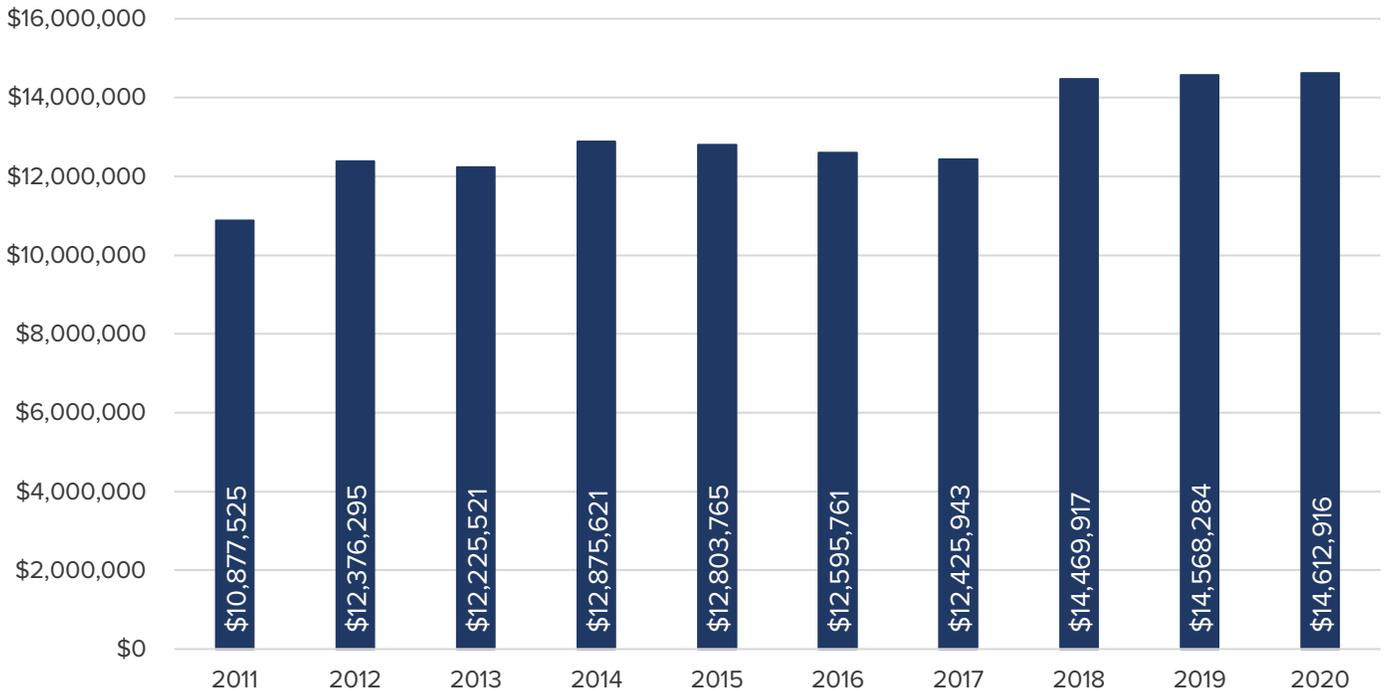
OCWRC - EVERGREEN-FARMINGTON SEWERAGE RATE

YEAR	ESTIMATED FIXED FEE	ESTIMATED VARIABLE RATE	ESTIMATED COMBINED RATE	ESTIMATED 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



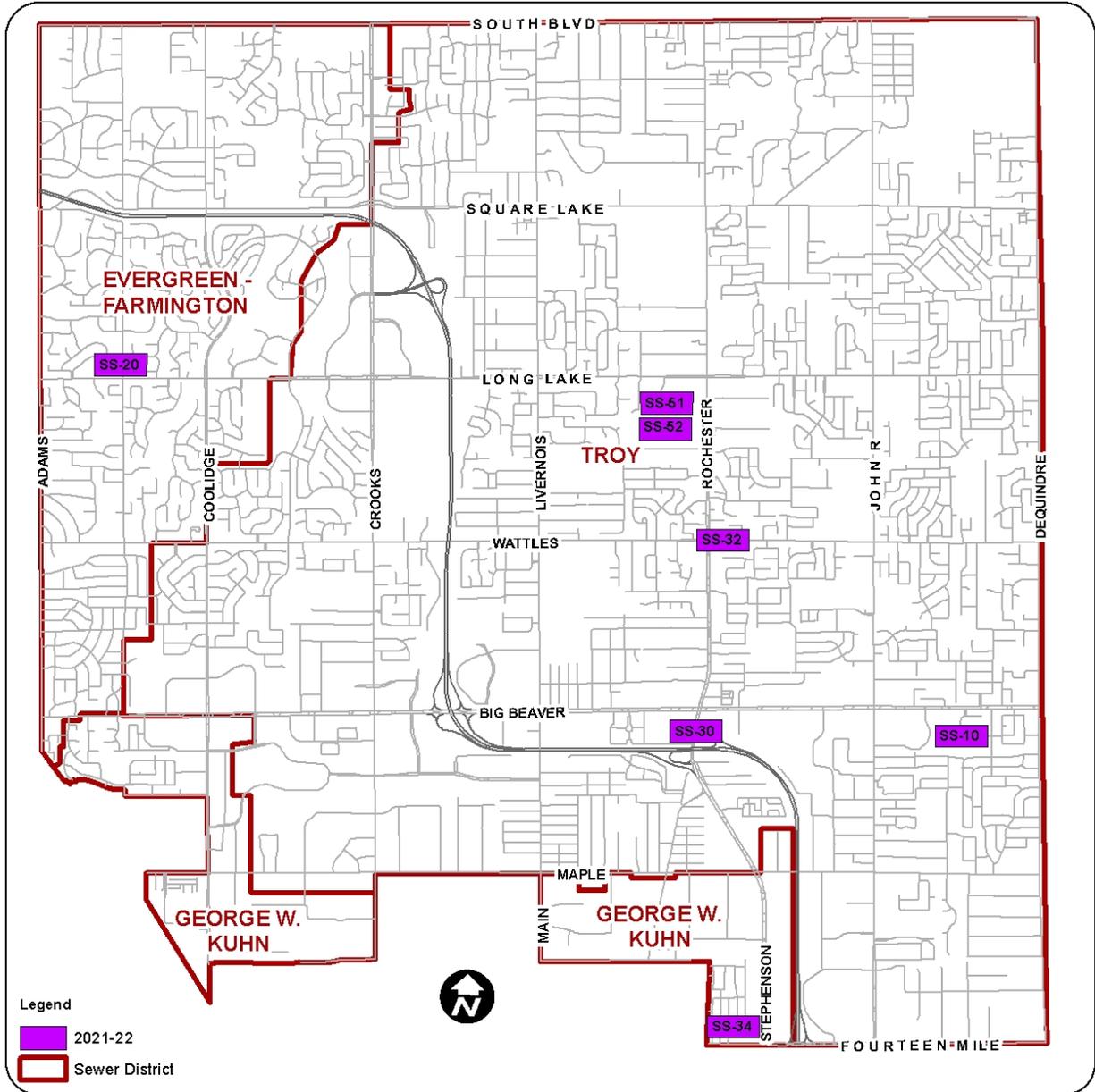
OPERATING BUDGET HISTORY – SEWER



**Sewer Fund
Revenues Expenditures and Fund Balance**

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
REVENUE								
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%	-	-
REVENUE	14,495,157	13,328,506	15,291,000	14,584,400	14,921,800	2.31%	15,400,000	15,870,000
Total Revenues & Other Financing Sources	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								
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
Total Sewer	14,568,284	14,612,916	21,460,560	26,668,550	17,971,603	-32.61%	17,243,219	16,653,010
EXPENDITURE	14,568,284	14,612,916	21,460,560	26,668,550	17,971,603	-32.61%	17,243,219	16,653,010
Total Expenditures & Other Financing Uses	14,568,284	14,612,916	21,460,560	26,668,550	17,971,603	-32.61%	17,243,219	16,653,010
SURPLUS (USE) OF FUND BALANCE	(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

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
TOTALS:			22,805,000	22,805,000	-	12,862,000	8,100,000	4,762,000	4,000,000	

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.

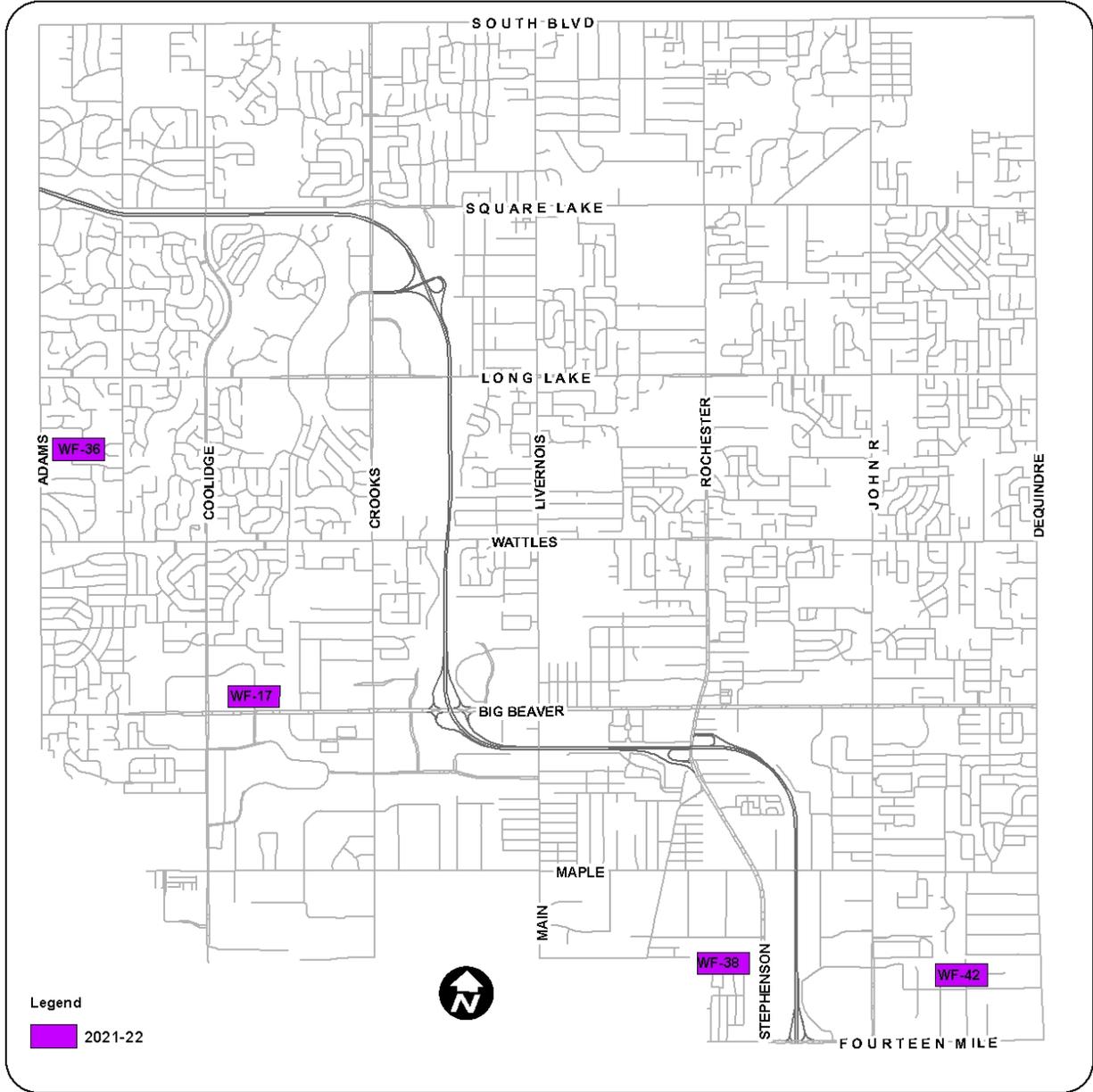
SS-52. W/S Garage Ventilation (DPW)

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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
REVENUE								
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
REVENUE	20,832,848	19,703,099	21,790,200	21,151,900	21,611,000	2.17%	22,222,000	22,833,000
Total Revenues & Other Financing Sources	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								
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
Total Water	20,202,041	19,952,444	24,909,858	26,061,184	22,911,336	-12.09%	23,438,232	23,997,337
EXPENDITURE	20,202,041	19,952,444	24,909,858	26,061,184	22,911,336	-12.09%	23,438,232	23,997,337
Total Expenditures & Other Financing Uses	20,202,041	19,952,444	24,909,858	26,061,184	22,911,336	-12.09%	23,438,232	23,997,337
SURPLUS (USE) OF FUND BALANCE	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

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
TOTALS:			15,010,400	15,010,400	-	7,075,000	6,972,500	102,500	3,600,000	

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.

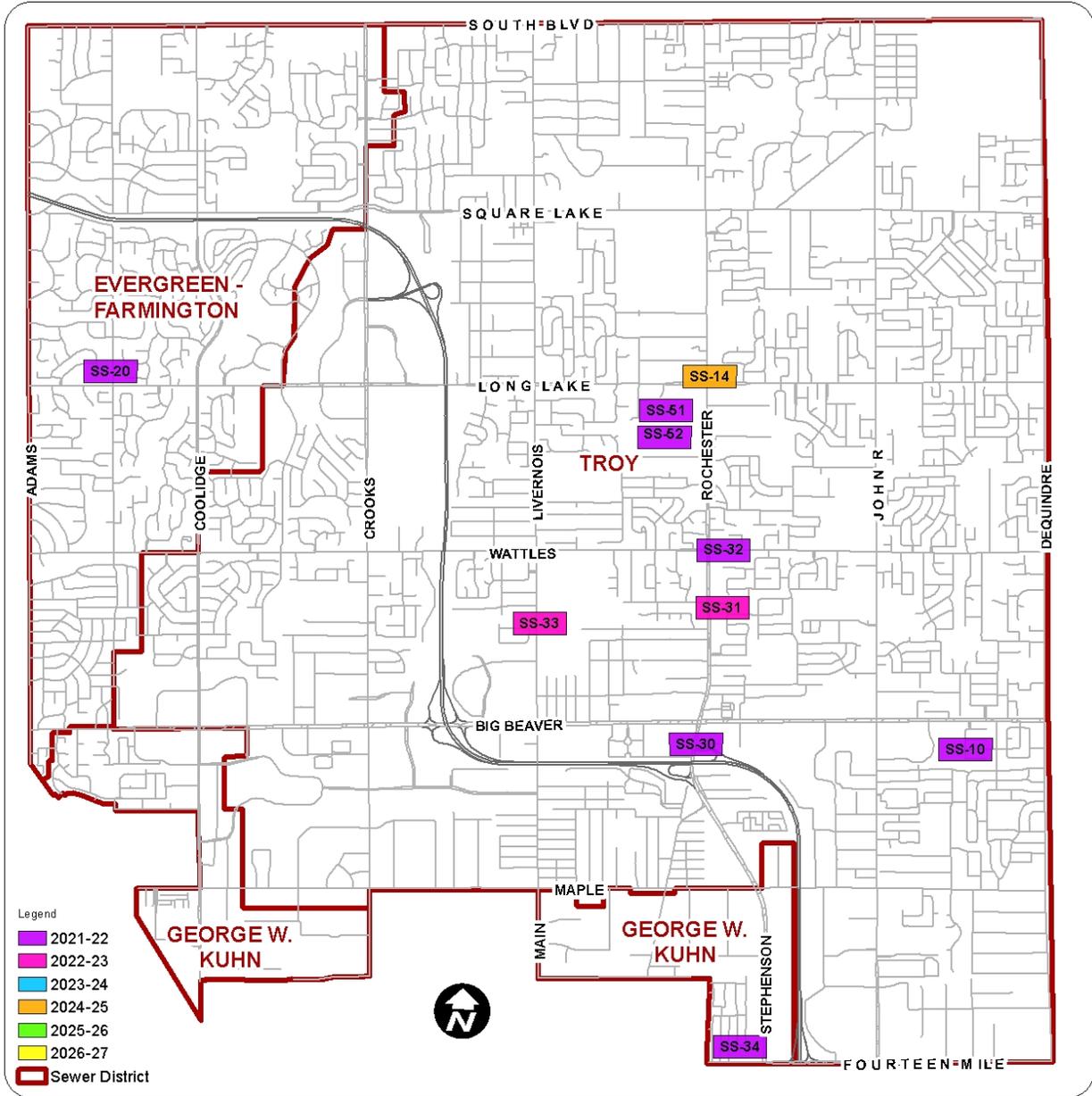
WF-51. General Equipment

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**

6 Year CIP - Sewer Fund										
Map Number	Project Name	Total Project Cost	Total City 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
TOTALS:		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.

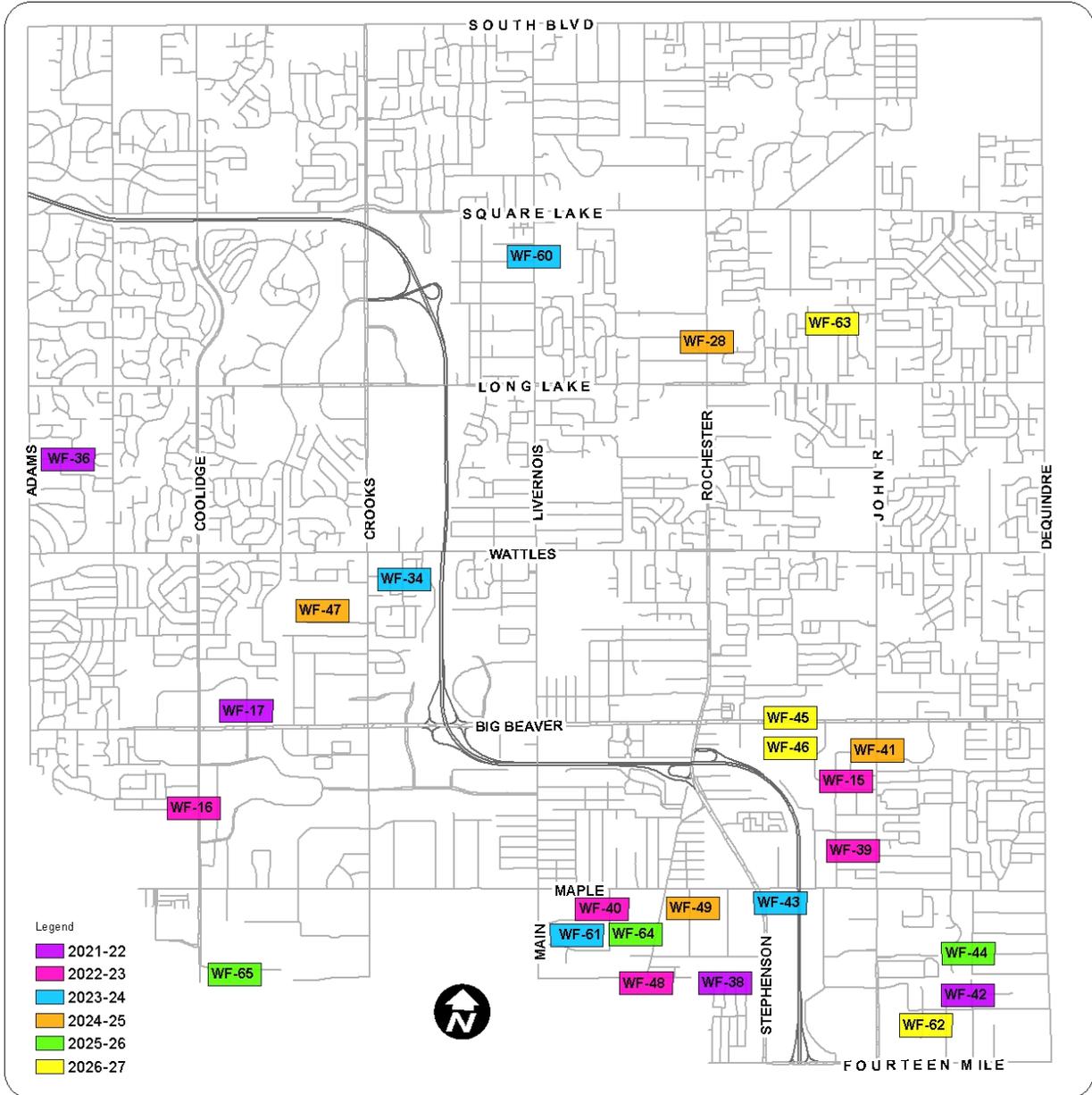
SS-51. Sewer Wash Pad Improvements (DPW)

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 Number	Project Name	Total Project Cost	Total City 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
TOTALS:		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

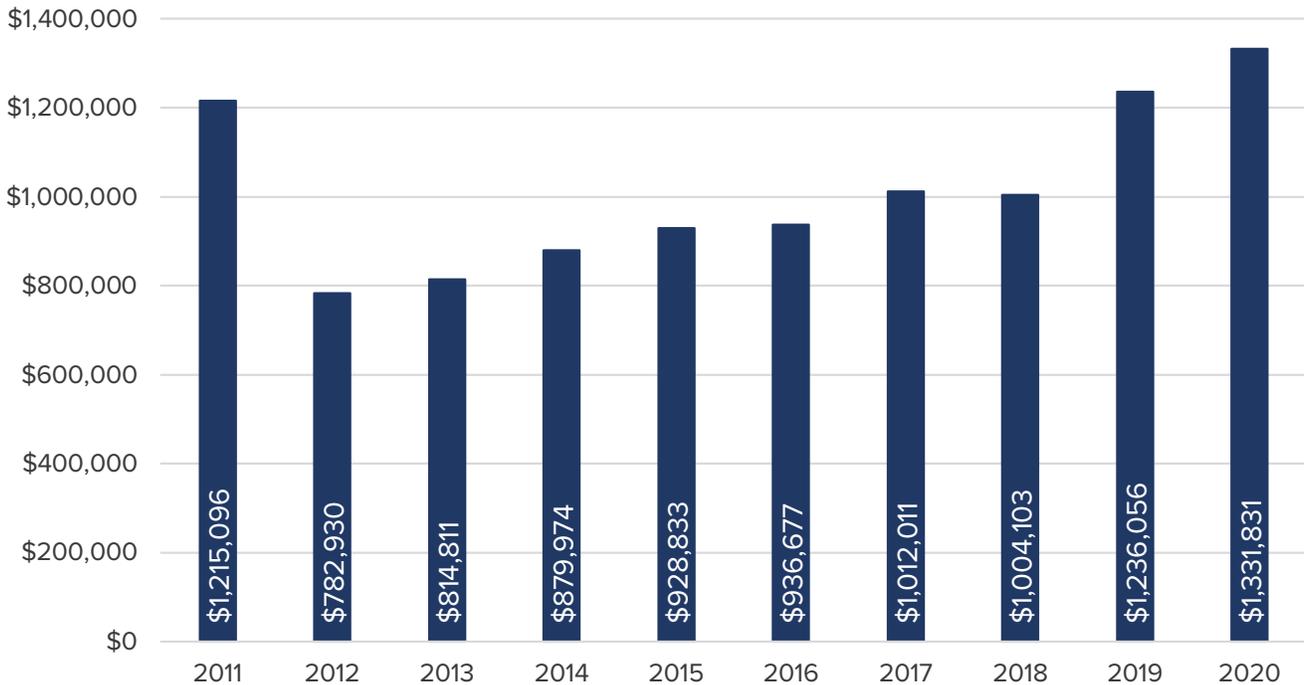
SUMMARY OF BUDGET CHANGES

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						
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 Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 631 BUILDING OPERATIONS								
REVENUE								
Department: 000 Revenue								
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
Department 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								
Department: 264 Building Operations								
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
Department Total: Building Operations	1,236,056	1,230,395	1,375,860	1,380,360	1,561,836	13.15%	1,592,716	1,640,520
Total Income from Operations	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

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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

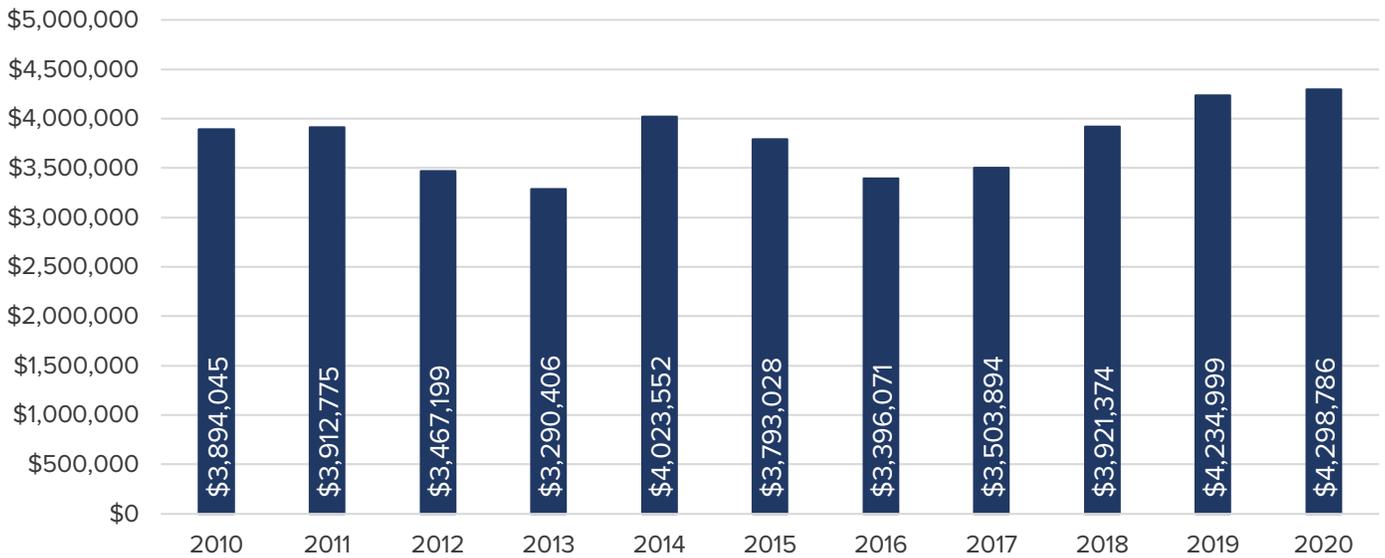
2021 FY projects moved to 2022 FY due to manufacturer early cut-off dates and parts supply shortage to build the vehicles and equipment. Partial expected 2021 FY revenues moved to 2022 FY due to late arriving vehicles and manufacturer delays.

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
REPLACEMENT VEHICLES					
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	
Total Section A - Replacement Units			2,995,000	2,737,000	2,095,000

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
Total Proceeds From Replaced Units			359,000

**INTERNAL SERVICE
General Government**

Fleet Maintenance

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 661 FLEET MAINTENANCE								
REVENUE								
Department: 000 Revenue								
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
Department 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								
Department: 549 Motor Pool								
Business Unit: 549 Motor Pool Administration								
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
Business Unit Total: Motor Pool Administration	683,441	676,944	167,530	738,405	762,220	3.23%	783,325	806,045
Business Unit: 550 Equipment Operation & Maint								
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
Business Unit Total: Equipment Operation & Maint	2,297,490	2,118,970	1,126,470	2,667,030	2,690,690	0.89%	2,757,320	2,804,900

**INTERNAL SERVICE
General Government**

Fleet Maintenance

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 661 FLEET MAINTENANCE								
Business Unit: 551 DPW Facility Maintenance								
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
Business Unit Total: DPW Facility Maintenance	369,862	359,423	354,520	380,310	375,070	-1.38%	382,330	389,850
Department Total: Motor Pool	3,350,794	3,155,337	1,648,520	3,785,745	3,827,980	1.12%	3,922,975	4,000,795
Total Income from Operations	1,638,196	1,343,267	2,898,770	1,243,045	1,373,260	10.48%	1,128,915	1,025,175
EXPENDITURE								
Department: 549 Motor Pool								
Business Unit: 550 Equipment Operation & Maint								
Depreciation	884,205	916,616	-	-	-	0.00%	-	-
Business Unit Total: Equipment Operation & Maint	884,205	916,616	-	-	-	0.00%	-	-
Business Unit: 565 Motor Pool Capital								
Capital Expenditures	-	(226,834)	2,727,640	5,133,100	4,930,000	-3.96%	2,777,000	2,095,000
Business Unit Total: Motor Pool Capital	-	(226,834)	2,727,640	5,133,100	4,930,000	-3.96%	2,777,000	2,095,000
Department Total: Motor Pool	884,205	689,782	2,727,640	5,133,100	4,930,000	-3.96%	2,777,000	2,095,000
Total Capital/Depreciation Expense	(884,205)	(689,782)	(2,727,640)	(5,133,100)	(4,930,000)	-3.96%	(2,777,000)	(2,095,000)
Total Income (Loss)	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

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 ACTUAL	2019/20 ACTUAL	2020/21 PROJECTED	2021/22 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 / \$4,012 / \$2,500	\$4,320 / \$4,092 / \$2,550	\$4,406 / \$4,174 / \$2,601	\$4,494 / \$4,257 / \$2,653

NOTES ON PERFORMANCE INDICATORS

Printers include local label printers not all previously counted.

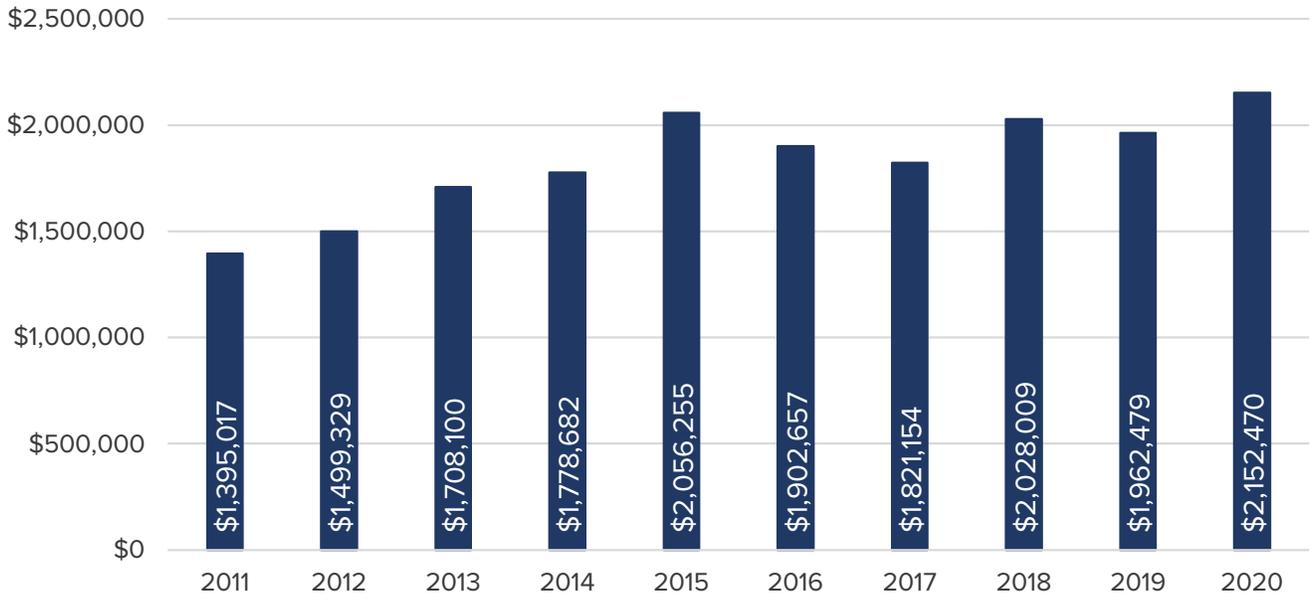
SUMMARY OF BUDGET CHANGES

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 BUDGET		2020 BUDGET		2021 BUDGET		2022 BUDGET	
	Full Time	Part Time						
Information Technology	9.7	0	9.7	0	9.7	0	9.7	0
Total Department	9.7	0	9.7	0	9.7	0	9.7	0

OPERATING BUDGET HISTORY



**INTERNAL SERVICE
General Government**

Information Technology

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 636 INFORMATION TECHNOLOGY								
REVENUE								
Department: 000 Revenue								
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
Department 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								
Department: 228 Information Technology								
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
Department Total: Information Technology	1,813,779	2,010,766	2,044,182	2,097,800	2,115,236	0.83%	2,104,930	2,262,760
Total Income from Operations	379,312	229,193	181,898	128,280	182,056	41.92%	238,110	126,940
EXPENDITURE								
Department: 228 Information Technology								
Depreciation	148,701	141,704	-	-	-	0.00%	-	-
Capital Expenditures	-	-	550,000	550,000	120,000	-78.18%	120,000	22,000
Department Total: Information Technology	148,701	141,704	550,000	550,000	120,000	-78.18%	120,000	22,000
Total Capital/Depreciation Expense	(148,701)	(141,704)	(550,000)	(550,000)	(120,000)	-78.18%	(120,000)	(22,000)
Total Income (Loss)	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

**INTERNAL SERVICE
General Government**

Unemployment Compensation

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 605 UNEMPLOYMENT COMPENSATION								
REVENUE								
Department: 000 Revenue								
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%	-	-
Department Total: Revenue	3,329	4,971	3,640	3,640	3,710	1.92%	3,790	3,875
EXPENDITURE								
Department: 870 Unemployment Compensation Fund								
Other Service Charges	3,329	4,475	3,640	3,640	3,710	1.92%	3,790	3,875
Department Total: Unemployment Compensation Fund	3,329	4,475	3,640	3,640	3,710	1.92%	3,790	3,875
Total Income from Operations	-	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

**INTERNAL SERVICE
General Government**

Worker's Comp Reserve Fund

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 606 WORKER'S COMP RESERVE FUND								
REVENUE								
Department: 000 Revenue								
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
Department Total: Revenue	525,930	879,740	765,000	765,000	790,000	3.27%	815,000	840,000
EXPENDITURE								
Department: 871 Worker's Compensation Fund								
Other Service Charges	525,930	856,366	765,000	765,000	790,000	3.27%	815,000	840,000
Department Total: Worker's Compensation Fund	525,930	856,366	765,000	765,000	790,000	3.27%	815,000	840,000
Total Income from Operations	-	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

**INTERNAL SERVICE
General Government**

Compensated Absences Fund

	2019 Actual Amount	2020 Actual Amount	2021 Estimated Amount	2021 Amended Budget	2022 Proposed	% Change	2023 Proposed	2024 Proposed
Fund: 630 COMPENSATED ABSENCES FUND								
REVENUE								
Department: 000 Revenue								
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
Department 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								
Department: 859 Compensated Absences Fund								
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
Department Total: Compensated Absences Fund	4,588,280	4,219,945	4,886,025	4,707,050	4,820,240	2.40%	4,966,610	5,154,771
Total Income from Operations	-	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

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
Revenues										
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
Total Revenues	72,069,586	72,508,596	77,126,996	76,794,410	81,062,887	83,245,425	82,169,775	85,466,610	89,287,222	86,374,414
Expenditures										
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
Total Expenditures	76,003,481	67,181,391	71,355,799	89,074,748	84,633,262	87,786,933	84,452,259	86,465,492	84,717,746	83,267,366
Excess revenues over (under) Expenditures	(3,933,895)	5,327,205	5,771,197	(12,280,338)	(3,570,375)	(4,541,508)	(2,282,484)	(998,882)	4,569,476	3,107,048

**Governmental Funds
Revenues, Expenditures and Changes in Fund Balance
Last Ten Years**

Description	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Other Financing sources (uses)										
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)
Total Other Financing Sources (Uses)	657,123	584,701	51,220	15,668,700	356,707	172,438	1,299	670	223,396	112,698
Net Change in Fund Balances	\$ (3,276,772)	\$ 5,911,906	\$ 5,822,417	\$ 3,388,362	\$ (3,213,668)	\$ (4,369,070)	\$ (2,281,185)	\$ (998,212)	4,792,873	3,219,746

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%
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**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

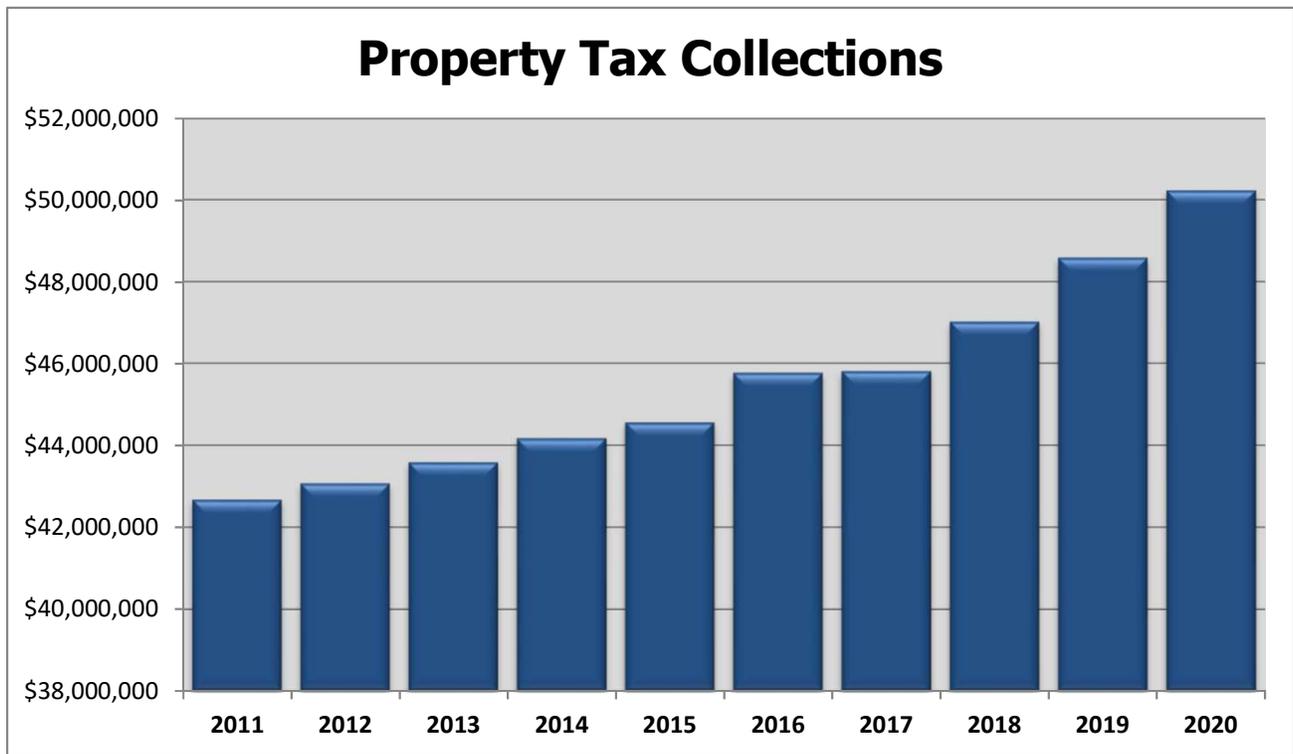
VALUE OF TAXABLE PROPERTY

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		Estimated Population (5)	# of Households (1)	Median Income	School Enrollments (3)	Median Age (4)	Unempl. Rate (2)	
Ended 30-Jun	Per Household (1)							
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

Race	Population Based on	
	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%

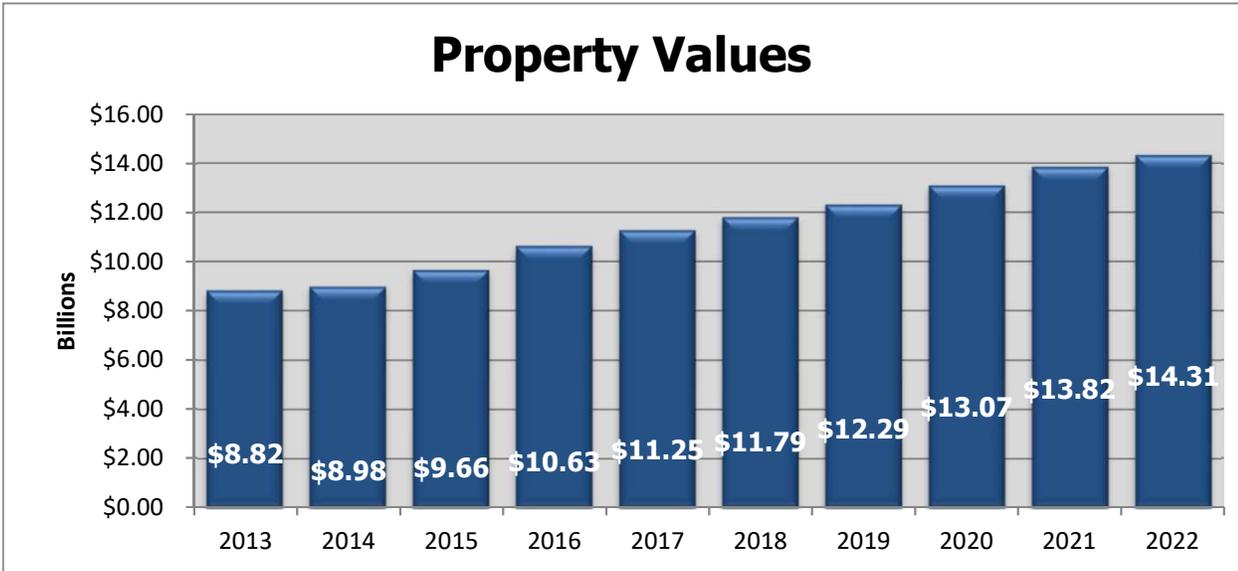
Top 20 Tax Payers

Rank Name	2020 Assessed Value	2020 Taxable Value	# of Parcels	Business Activity	% of Total 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%			

2020 Total Assessed Value (A/V)	2020 Total Taxable Value (T/V)
7,156,234,730	5,378,572,670

**Property Values and Construction
Last 10 Fiscal Years**

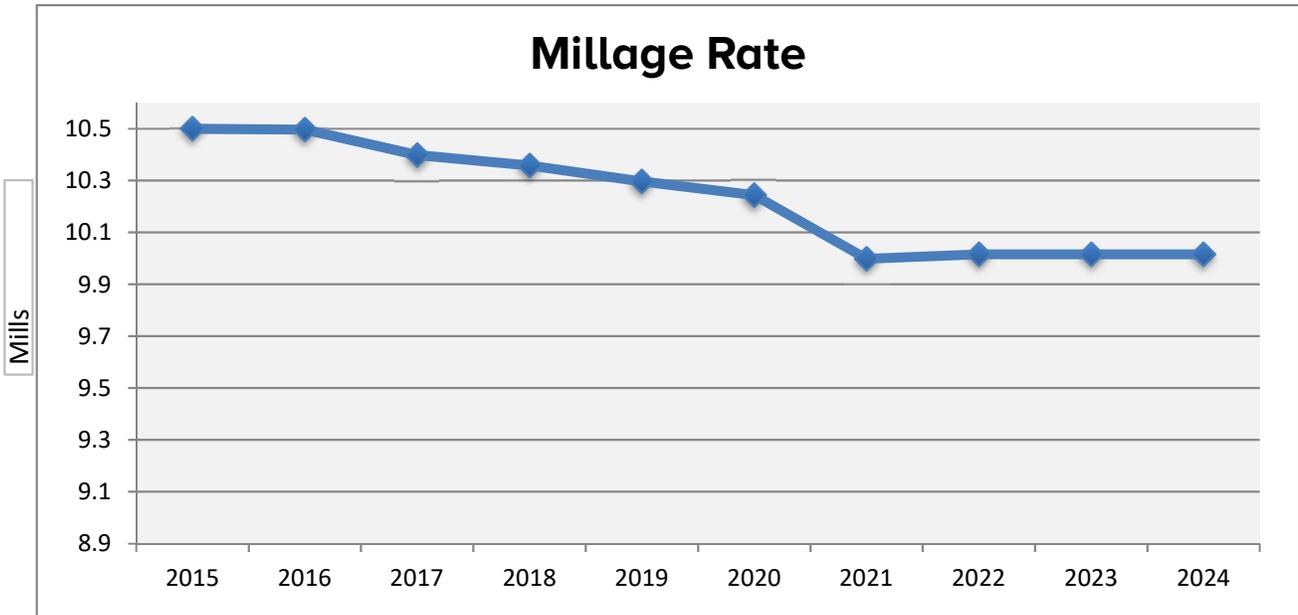
Fiscal Year Ended June 30 of:	Property Values	Construction
2013	\$8,820,217,800	\$263,246,270
2014	\$8,982,864,680	\$211,200,000
2015	\$9,655,083,480	\$242,225,572
2016	\$10,627,223,400	\$193,228,860
2017	\$11,253,757,740	\$126,013,888
2018	\$11,788,480,440	\$92,929,120
2019	\$12,293,770,948	\$78,114,554
2020	\$13,072,728,340	\$134,598,664
2021	\$13,822,362,940	\$148,242,462
2022	\$14,312,469,460	\$108,312,146



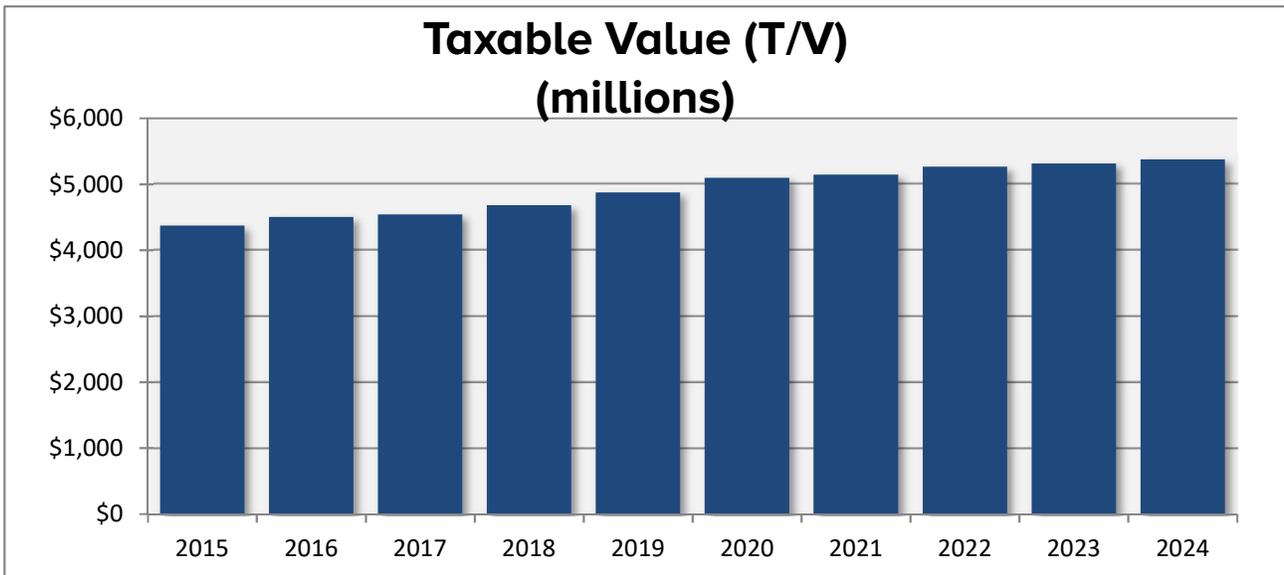
Collective Bargaining Agreements

Bargaining Unit	Expiration Date	# of Employees Covered
American Federation of State, County and Municipal Employees (AFSCME) - Public Works Employees	6/30/2021	63
Michigan Association of Police (MAP) - Clerical Employees, Police Service Aides	6/30/2023	40
Troy Command Officers Association (TCOA) - Command Police Officers	6/30/2024	23
Troy Police Officers Association (TPOA) - Police Officers	6/30/2025	81
Troy Fire Staff Officers Association (TFSOA) - Career Fire Professionals	6/30/2024	10
Troy Communications Supervisors Association (TCSA) 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

- **Area** 34.3 square miles (21,952 acres)
- **Form of Government** Council-Manager (since December 12, 1955)
- **Present Charter** Adopted December 12, 1955

- **Elections**
 - 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 %

- **Fiscal Year Begins** July 1st
- **# of Employees** Budget for 2019/20 353 regular, 122 part time/seasonal (full-time equivalents), summer and fall
- **Fire Protection** 6 stations, training center, 11 uniformed career personnel, 1 civilian and 180 volunteer firefighters
- **Police Protection** 1 station, 113 police officers, 36 non-sworn and 14 civilian employees

- **Building Construction**
 - 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

- **Streets**
 - 342 miles improved
 - 3 miles unimproved

- **Sewers**
 - 6.0 miles (combination storm and sanitary)
 - 401 miles sanitary sewer
 - 548 miles storm sewer

- **Street Lights**
 - 544 Detroit Edison-owned
 - 1100 City-owned

- **Water Plant**
 - Accounts:
 - City - Regular 27,637
 - Annual Distribution 470,000 (mcf)
 - Water Mains 549 miles
 - 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.