

City Manager
John Szerlag

Assistant City Manager/Finance & Administration
John M. Lamerato

Assistant City Manager/Services
BRIAN P. MURPHY



Mayor
Louise E. Schilling

Mayor Pro Tem
Robin Beltramini

Council Members
Cristina Broomfield
David Eisenbacher
Martin F. Howrylak
David Lambert
Jeanne M. Stine

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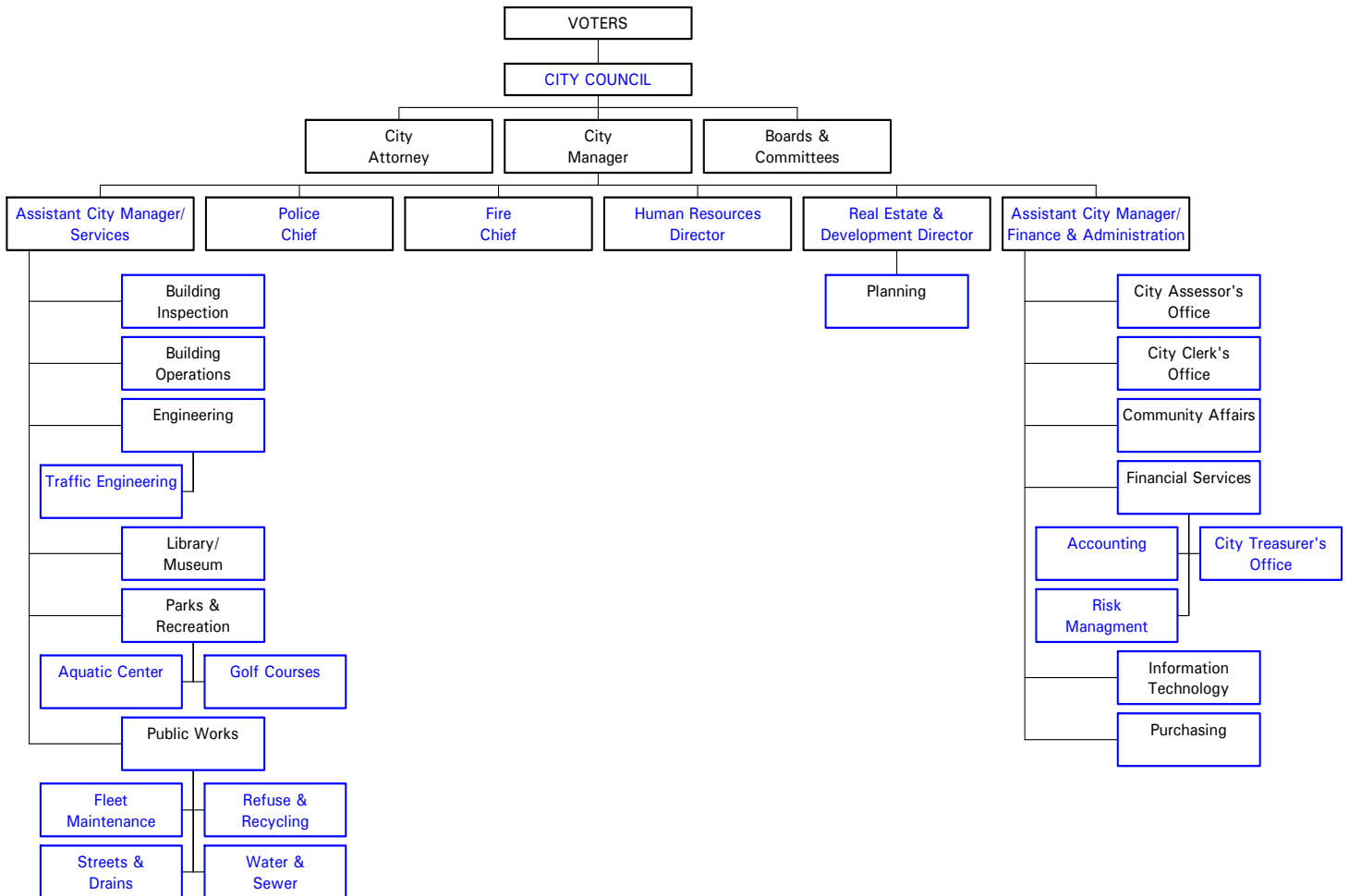
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ORGANIZATIONAL CHART





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Troy

Michigan

For the Fiscal Year Beginning

July 1, 2004

Nancy S. Ziehl
President

Jeffrey R. Emer
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Troy, Michigan for its annual budget for the fiscal year beginning July 1, 2004.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.

EXECUTIVE STAFF



<i>City Manager</i>	John Szerlag
<i>City Attorney</i>	Lori Grigg Bluhm
<i>Assistant City Manager/Finance & Administration</i>	John M. Lamerato
<i>Assistant City Manager/Services</i>	Brian P. Murphy
<i>City Assessor</i>	Leger A. Licari
<i>City Clerk</i>	Tonni L. Bartholomew
<i>City Engineer</i>	Steven J. Vandette
<i>City Treasurer</i>	Sandra L. Kasperek
<i>Community Affairs Director</i>	Cynthia A. Stewart
<i>Director of Building and Zoning</i>	Mark S. Stimac
<i>Director of Building Operations</i>	Steven A. Pallotta
<i>Financial Services Director</i>	James A. Nash
<i>Fire Chief</i>	William S. Nelson
<i>Human Resources Director</i>	Peggy E. Clifton
<i>Information Technology Director</i>	Gertrude M. Paraskevin
<i>Library Director</i>	Brian H. Stoutenburg
<i>Parks and Recreation Director</i>	Carol K. Anderson
<i>Planning Director</i>	Mark F. Miller
<i>Police Chief</i>	Charles T. Craft
<i>Public Works Director</i>	Timothy L. Richnak
<i>Purchasing Director</i>	Jeanette Bennett
<i>Real Estate & Development Director</i>	Douglas J. Smith
<i>Risk Manager</i>	Stephen L. Cooperrider



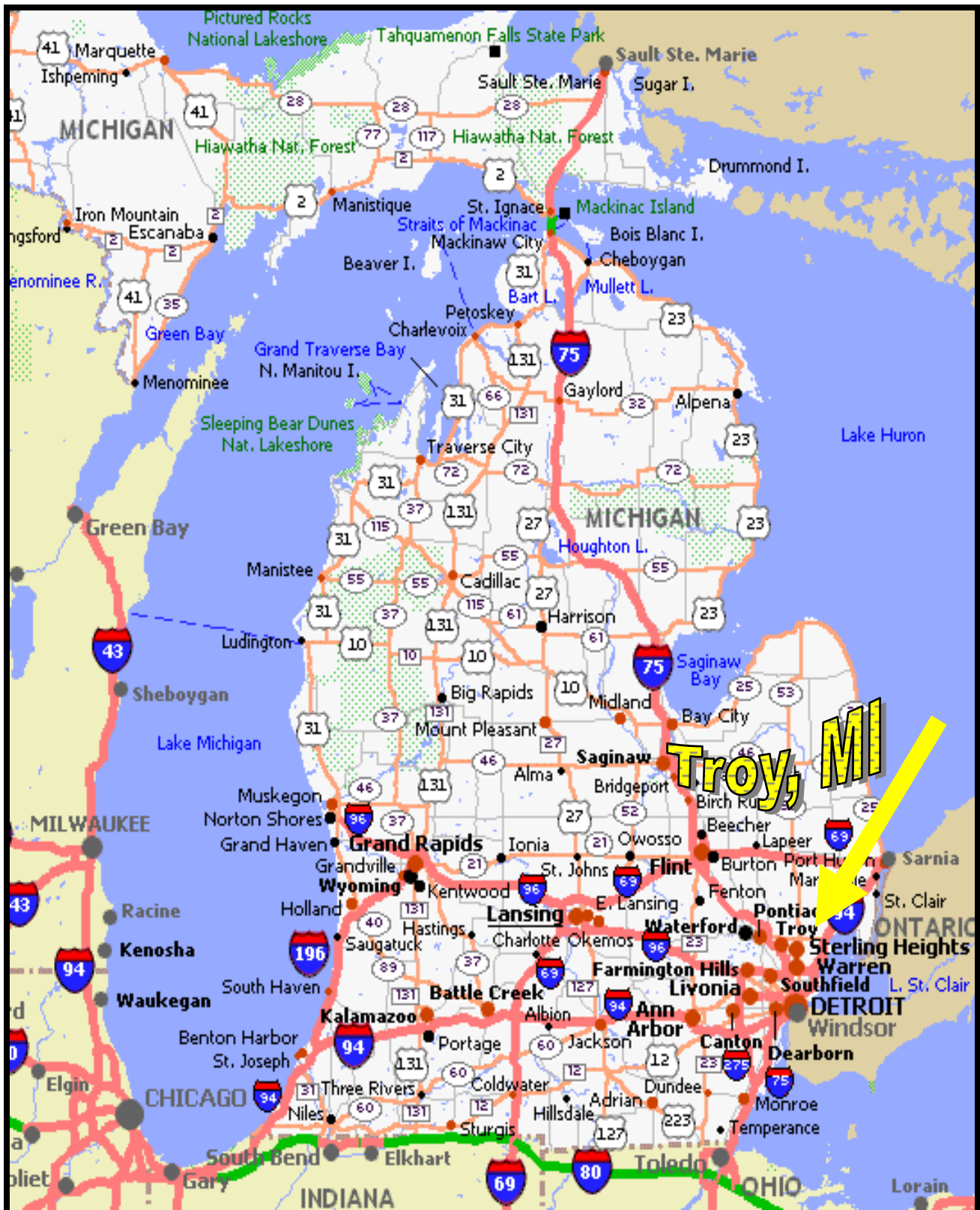
CITY SEAL

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, including ancient Troy.

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 serve the City.

2005/06 ANNUAL BUDGET



2005/06 BUDGET AT A GLANCE

- The total City budget of \$140.2 million decreased by \$.4 million, or .3 percent, from the previous year.
- A substantial portion of the decrease is attributable to the completion of several projects within the Capital Projects Fund.
- The average homeowner's tax bill for City services, based on a taxable value of \$112,886, will amount to \$1,067 compared to \$1,051 last year.
- The City's millage rate for general operations was increased by \$0.25, resulting in a decrease of .25 mils for capital projects. This transfer will be reviewed annually.
- The City has reduced its full-time work force by three positions to 485, which represents 5.65 employees for every 1,000 Troy residents and about three employees per 1,000 people who work in the city. The three positions were reduced through attrition. Job responsibilities were redistributed among current employees and through the addition of part-time employees.
- The City's millage rate remains at 9.45 mills for the fourth consecutive year.
- The budget calls for a large decrease in the reliance on fund balance reserves. The undesignated general fund reserves are anticipated to equal at least 15.3 percent of the recommended budget.
- Due to passage of Proposal A, homeowners have seen, at most, a 2.3 percent adjustment in taxable property value despite a 3.1 percent average increase in market values.
- The budget includes funding for the following services and programs:
 - \$12.6 million in funding for street construction projects, utilizing grants and capital funds
 - \$1.0 million for sidewalks
 - \$0.6 million investment in technology
 - \$1.5 million for parks development
 - \$4.1 million for water main replacements
 - \$4.8 million for sanitary sewer improvements
 - \$2.0 million for storm drain improvements
 - \$0.5 million for Museum improvements
 - \$2.0 million for removal and replacement of diseased Ash trees

PROPOSED BUDGET MESSAGE FROM THE OFFICE OF THE CITY MANAGER



Mayor and City Council
City of Troy
500 West Big Beaver
Troy, MI 48084

April 18, 2005

Dear Mayor and Council Members:

In accordance with the City Charter I present to you the City budget for fiscal year 2005/06. This budget serves not only as a planning guide, but also determines the level of service we will provide to residents, businesses, and visitors. This document also illustrates the City's administrative structure and work plan for the upcoming fiscal year.

BUILDING UPON A STRONG BASE

Our community's growth and standard of excellence has been achieved by faithful adherence to four principles: a strong sense of volunteerism from our residents, a culture of professionalism within the administrative service, fiscal integrity, and quality of life amenities. Reliance on these principles has resulted in a municipality in which people aspire to live and work.

While our tax base is strong, we need to achieve a better balance between residential and business properties. Our residential tax base now accounts for approximately 55 percent of revenues, and our target is a 50-50 split.

Troy's population is incredibly diverse and talented.

Over 81 languages are spoken in the homes of our school children. Our city is filled with people who are committed to excellence and community involvement. As Troy transformed from rapid growth to maturity, these values and principles continue to be important. So too, however, will be our need to recognize that Troy's population is much more mobile than it used to be and that technology is a vital part of our everyday lives. Our City government is positioning itself to keep our important values and traditions, and yet keep pace with advancing technology.

BUDGET OVERVIEW

The 2005/06 budget is balanced and financially conservative. It continues the City's philosophy of providing high-quality, dependable services while directing available resources to service areas experiencing the greatest demands.

Developed with City Council's policy goals as direction, this budget addresses current and future community needs and correlates service demands with conservative financial management.

The 2005/06 total millage rate is 9.45, unchanged for four years. This rate includes a capital improvement millage rate of 1.62, a decrease of .25.

PROPOSED BUDGET MESSAGE FROM THE OFFICE OF THE CITY MANAGER



The .25 mils has been added to the general operating millage, which is proposed at 6.50. This increase will mark the first time since 1996 that the general operating millage has increased.

The Debt Service millage rate is .50. Voter approval of 1999 ballot measures A, B, and C was based on maintenance of rate not to exceed .75 for the next 15 years, unless voters approve additional bonds.

Troy successfully meets the challenge of keeping tax rates low by providing strong, responsible leadership and offering efficient City services. This, of course, requires a strong tax base.

The 2005/06 budget for all City funds totals \$140.2 million including all transfers. The General Fund budget of \$60.1 million provides funding toward the majority of services available to City residents; and is up \$1.0 million from last fiscal year or 1.7 percent. The primary reason for the increase is due to personal services.

It has been our past practice to transfer additional funds to the Capital Projects Fund when the unreserved/undesignated fund balance exceeds 17 percent of the General Fund budget. These supplemental transfers over the past several years totaled \$6.5 million. The current year's budget calls for \$2.3 million to be repaid to the General Fund. With this transfer we will have been paid back the \$6.5 million.

The estimated Unreserved/Undesignated Fund Balance of \$9.2 million is 15.3 percent of the General Fund budget.

General Fund revenues are projected to increase 1.7 percent or \$1.0 million over 2004/05 to \$60.1 million.

Charges for services, and licenses and permits revenue increases are attributable to an increased rate structure.

The General Fund budget also uses \$1.3 million in fund balance as a revenue source, compared to \$3.1 million last year. Over the past five years, the City's revenues have increased an average of 2.3 percent per year.

General Fund expenditures will increase by 1.7 percent. The City does not incrementally budget by adding automatic increases to the prior year's numbers, therefore departments are required to justify their current operations and any increases.

CAPITAL IMPROVEMENTS

The total capital improvements program of \$27.1 million is composed of projects that benefit the community as a whole.

The projects include technology improvements, park facility upgrades, and street projects.

PROPOSED BUDGET MESSAGE FROM THE OFFICE OF THE CITY MANAGER



Several of the capital improvement activities, streets in particular, are made possible by grant funds leveraged with local funds.

The following projects highlight the 2005/06 capital improvements program:

- Continuing investment in technology
- Neighborhood road repair and replacement
- Major road improvements
- Park development
- Sidewalk program
- Storm drain improvements
- Removal and replacement of diseased subdivision trees

With the exception of tree removal/replacement, the proposed budget includes no new major capital initiatives, only a continuation of projects that have already been planned.

PERSONNEL COSTS AND STAFFING LEVELS

Personnel costs continue to be the largest portion of the General Fund budget at 69.2 percent. The total personnel expenditure for 2005/06 is \$41.6 million which represents a 2.2 percent increase over last year's budget, after the reduction of three full-time positions.

We will continue to look at ways to reduce cost through attrition and consolidate activities while trying not to affect the essential services our residents have come to expect.

FUTURE PROJECTS

Our future infrastructure needs are literally hundreds of millions of dollars. Our biggest infrastructure needs are in the area of road improvements, and storm water management. We will, however, continue to endeavor to find funding sources to meet these unmet needs.

CONCLUSION

No matter how successful the City of Troy has been to date, our success is and will continue to be dependent on a professional and dedicated workforce, strong adherence to our adopted budget, and political altruism.

The citizens, who are not only our customers but also our partners and stakeholders, have spoken. They want us to provide a community that is responsive to their needs.

In a representative democracy, you are charged with making decisions on behalf of our 86,000 residents, and this budget document serves as an excellent planning and control tool to ensure that the will of the majority of residents are carried out.

Our most important objective for the coming year is to continue to enrich and improve the lives of residents of all ages and corporate citizens that, in turn, will provide a great benefit to the community as a whole.

PROPOSED BUDGET MESSAGE FROM THE OFFICE OF THE CITY MANAGER



This, of course, is done through adherence to our four basic principles of volunteerism, quality of life amenities, culture of professionalism, and fiscal integrity.

In closing, I wish to thank the staff of our entire organization. They are the finest group of individuals with whom I've had the pleasure of working.

With reference to our budget document, I especially wish to thank the staff of the City Manager's Office and, in particular, the Assistant City Manager/Finance & Administration, for their teamwork, cooperation, and commitment to excellence in the budget process.

I also wish to thank Mayor and Council for their assistance in advancing the concept of a level of service budget document, and direction in developing goals and objectives.

Respectfully submitted,

John Szerlag,
City Manager

COMMUNITY PROFILE



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

Troy was incorporated June 13, 1955. Since incorporation the city has been governed by a seven-member city council, including mayor, all of which serve four-year terms. Under the council-manager form of government, the mayor and city council appoint two officials; the city manager and the city attorney. In turn, the city manager appoints all department directors and employees.

The 2005 estimated population for Troy is 86,409; 5,450 residents or 6.7 percent greater than the 2000 census. In terms of population, Troy is the 13th largest city in Michigan. Troy's total property value is the second highest in the state.

Troy's economic base is strong and balanced. The median effective buying income per household is approximately \$62,862. There are 32,137 households and a median age of 38.1. Seven school districts serve Troy.

Troy is a full-service community with public transportation provided by a regional authority. The City of Troy currently maintains fourteen developed park sites, eight of which are major parks. City parks provide a variety of recreational opportunities from baseball diamond complexes to miles of developed walking, jogging, and bicycle riding pathways. Troy has 735 acres of parkland (active and passive).

Additionally, the city's total for city and private parks, including golf courses, is 1,441 acres.

Troy has received many 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 comprehensive master land use plan and proposed corridor study plan will guide development of the Big Beaver corridor and other business corridors, and high quality 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 Kelly Services, Target Corporation, Standard Federal Bank, Flagstar Bank, Ameritech, Syntel, Inc., Delphi, Textron Automotive, EDS, Magna International, Arvin Meritor, Advanced Technology Vehicles, Corporate System Development, Thyssen Krupp, Entech Personnel Services, Inc., and William Beaumont Hospital.

The city of Troy also enjoys a wide variety of fine restaurants, churches, and retail shops. The city occupies 34.3 square miles, and over 96 percent of this land is developed.

As you review Troy's budget document, note that it is organized by fund type. Fund types are distinguished by laminated tabs and include:

- General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Project Funds
- Enterprise Funds
- Internal Service Funds

The General Fund is further divided into major divisions or departments. These departments are comprised of several activities or offices. For example, within Other General Government there are three offices including City Buildings, Planning, and Real Estate and Development.

Each department contains:

- Functional Organizational Chart
- Funding Level Summary
- Key Departmental Trends
- Service Statement
- Performance Objectives
- Organizational Chart
- Summary of Budget Changes

Functional Organizational Charts, Department at a Glance summaries, and Key Departmental Trends provide a quick overview of the entire department.

The Funding Level Summary lists costs by object and division for the prior two fiscal years, the current year and proposed budget. The costs include both direct and indirect overhead costs of the function. The Organization Chart and Staff Summary illustrate the number of budgeted positions and internal office structure.

Performance Objectives give specific objectives that the activity hopes to achieve in the current year, while the Performance Indicators provide a listing of key measurements of the activity's service, efforts, and accomplishments.

Finally, the Summary of Budget Changes provides a detailed explanation of the funding level changes that have taken place.

Q: Your budget contains a lot of information! How can I find summary information quickly?

A: Information within the All Funds Summary tab provides a quick overview of the City's total budget. It explains how the funds are organized as well as total revenue and expenditures trends. The Executive Summary provides a general overview explaining how the City plans to utilize its resources and highlights some of the more significant changes to the City's budget. The information within the Trends & Summaries tab also contains a multitude of useful information about the City's largest fund – the General Fund.

Q: I notice that each office has a Funding Level Summary. How can I get more detailed expenditure information by account within each office?

A: The City Manager's Office produces a separate line-item budget on CD that details each office's expenditure accounts.

Q: How can I quickly find the location of certain offices within the budget document?

A: The Table of Contents at the beginning of the budget lists all offices in the order in which they appear in the document.

Q: Where can I find out how many employees are within each department?

A: There is a schedule within the Personnel Summary tab that lists all position titles and number of employees within each office.

Q: How much do you spend in the General Fund on salaries for employees?

A: Within the Trends & Summaries tab, there is both an Expenditure and Revenue by Account History, which provides the reader with the total dollars spent in each account.

Q: How can I find out information about your Capital Budget?

A: Our Capital Budget is incorporated in the annual budget document. It details the funds appropriated for specific facilities, equipment, vehicles, and improvement projects.

A listing, description, and City map geographically depicting the location of all projects can be found within the Capital Projects tab.

UNIFORM BUDGETING ACT

The City is legally subject to the budgetary control requirements of State of Michigan P.A. 621 of 1978 (the Uniform Budgeting Act).

The following statements represent a brief synopsis of the major provision of this Act.

1. Budgets must be adopted for the General Fund, Special Revenue Funds, Debt Service Funds, and Expendable Trust Funds.
2. The budgets must be balanced.
3. The budgets must be amended when necessary.
4. Debt cannot be entered into unless permitted by law.
5. Expenditures cannot exceed budget appropriations.
6. Expenditures cannot be made unless authorized in the budget.
7. Public hearings must be held before budget adoptions.

BUDGET PROCESS

In establishing the budgetary information within the budget document, the City follows steps and deadlines outlined in the City Charter:

- a. On or before the third Monday in April, the City Manager submits to the City Council a proposed operating budget for the fiscal year commencing the following July 1. The annual operating budget includes proposed expenditures and the means of financing them for the General Fund, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Enterprise Funds, and Internal Service Funds.
- b. After the City Manager has submitted the proposed budget to the City Council, they review the recommendations and hold public hearings to obtain taxpayer comments.
- c. On or before the third Monday in May, the budget is legally adopted through passage of an Appropriations Ordinance for each fund which takes effect the following July 1.
- d. The Appropriations Ordinance is the legislative vehicle, which allows for the expenditure of funds throughout the City. The Ordinance is based on the approved and adopted budget and is the final product of the budget cycle.
- e. The City Manager is authorized to transfer budgeted amounts within budgetary centers (major activity or department); however, any revisions that alter the total expenditures of any budgetary center must be approved by the City Council.

In addition to the Charter requirements, the administrators of all City offices have made budget requests to the City Manager, which he has reviewed before

arriving at his proposed budget recommendations.

The Budget Calendar outlines the entire budget process by month.

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

The adopted budget is prepared on a basis consistent with Generally Accepted Accounting Principles (GAAP), except that: operating transfers are treated as revenues and expenditures. The modified accrual basis of accounting is utilized in the preparation of budgets for all governmental fund types that are contained within this document. Expenditures, other than accrued interest on long-term debt are recorded at the time liabilities are incurred, and revenues are recorded when received in cash, except for material and/or available revenues which should be accrued to properly reflect the tax levied and revenues earned.

The accrual basis of accounting is utilized in developing the Enterprise Fund, and Internal Service Fund budgets.

Budgets are monitored carefully, and progress is reported quarterly. Budgets are monitored monthly. Necessary amendments are approved by City Council periodically.

A budget is considered balanced if the Fund Balance projected to the end of the budget year is positive.

CITY-WIDE ACTION PLAN



City goals and objectives span not only the timeframe for the upcoming budget, but several years. In fact, some decisions City Council makes will have a multi-generational impact. An overview of our action plan consisting of objectives and tasks is outlined below.

ENHANCE THE FLOW OF INFORMATION

This includes continued expansion of our GIS system; continued implementation of the Hansen customer service, utility billing and asset management system; the new document imaging system; codification and update of all City ordinances; and financial software system evaluation.

ADDRESS CITIZEN INPUT AND CONCERNS

In order to improve communication, we will continue implementation of a citizens concern process on our computer system. We will also utilize our web site; newsletter; utility bills; and kiosks to inform and interact with our residents.

MAINTAIN HIGH LEVEL OF SERVICE

This will be accomplished through expansion of our web site; review of operational procedures; and enhanced community-policing policy.

PROMOTE CULTURE OF PROFESSIONALISM

Involves selective education and training of staff and Council Members, continuing our internship program and maintaining an environment that establishes a positive identity.

DETERMINE APPROPRIATE STAFFING LEVELS

This pertains to determining future needs and assessing the number of employees needed to meet those needs; evaluating benefit levels; and privatization and regionalization of City services when functional to do so.

EXPANSION OF ELECTRONIC FUNCTION

This incorporates document management and imaging and expansion of online transactions.

PRIORITIZE CAPITAL PROJECTS

This includes building and maintaining infrastructure and facilities to meet existing and future needs. These projects include:

- Technology upgrades
- Road Improvements
- Implementation of elements of the Civic Center Priority Task Force plan
- Development of Park Sites
- Enhance I-75/Crooks Interchange (minus Square Lake Connection)
- Transit Center Study

UPHOLD FISCAL INTEGRITY

As always, prepare balanced budgets, maintain low tax rate, and seek the GFOA Distinguished Budget Presentation Award.

PROMOTE ECONOMIC DEVELOPMENT AND REDEVELOPMENT GOALS

This includes planning for the I-75/Crooks/ Long Lake Road interchange improvement project; adoption of Brownfield Redevelopment plans; re-development of industrial/commercial properties on Maple Road; and the Big Beaver corridor study.

RECOGNIZE DIVERSITY AND ENCOURAGE PARTICIPATION

An important part of this objective is recognition of changing demographics and adjusting services accordingly.

CITY GOALS AND OBJECTIVES



The City of Troy engages in a strategic planning process annually. This process commences with an initial planning session, usually facilitated by a consultant.

Following the planning session, City Council adopts goals. Then the City Manager arranges individual sessions with Council members to discuss a preferred future for the City of Troy.

These responses are summarized and distributed to City Council prior to a second planning session where objectives are discussed. Open meeting discussions ensue to achieve a consensus on Troy's future vision.

The culmination of the strategic planning process is development of a budget document for City Council approval.

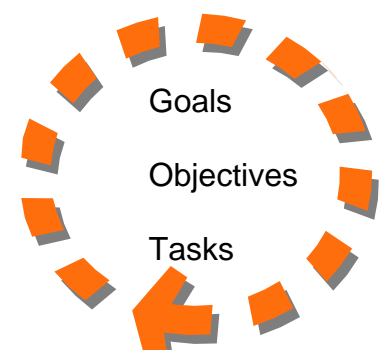
The goals and objectives listed below are the products of the process outlined above; they were adopted by City Council on January 17, 2005.

GOALS

- I Minimize cost and increase efficiency of City government
- II Retain and attract investment while encouraging redevelopment
- III Effectively and professionally communicate internally and externally
- IV Creatively maintain and improve public infrastructure
- V Annually improve the strategic plan
- VI Protect life and property

OBJECTIVES

- 1. Enhance the flow of information (Goals III)
- 2. Address citizen input and concerns (Goals III, IV, VI)
- 3. Maintain high level of service (All Goals)
- 4. Promote culture of professionalism (All Goals)
- 5. Determine appropriate staffing levels (Goals I, II, IV, VI)
- 6. Expand electronic functions (Goals I, III, IV, VI)
- 7. Prioritize capital projects (Goals I, II, IV, VI)
- 8. Promote economic development and redevelopment (Goals I, II, IV, VI)
- 9. Uphold fiscal integrity (Goals I, II)
- 10. Recognize diversity and encourage participation (Goal III)



BUDGET POLICIES



In recent years, changing conditions and fiscal capacities coupled with the demand for increased services have forced a reassessment of the role local government units play.

Public officials are charged with the responsibility to ensure that all services are being planned and provided within acceptable levels of cost and, when required, to seek alternative methods of financing. The budgetary process allows for the 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 the residents of Troy have come to 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 specific needs of the community.

FINANCIAL POLICIES

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

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

1. The budget process will place emphasis on those personnel and management areas of long-term importance: employee relations, work simpler – more effectively, office automation, implementation of new technologies, long-term workforce planning, management incentives, and use of the *Interest Based Bargaining* technique.
2. 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.
3. The City will maintain a budgetary control system to ensure adherence to the budget and prepare monthly reports comparing actual revenues and expenditures to budgeted amounts. The City will report its financial performance quarterly.
4. The City will monitor departmental expenditures on a monthly basis to ensure conformity to budgets.

BUDGET POLICIES



5. The City stresses results, integrating performance measurement and productivity indicators with the budget.
6. The City will avoid budgetary practices or procedures that balance current period expenditures at the expense of future years' revenues.
7. The budget strives to provide for adequate maintenance of capital facilities and equipment, and for their orderly replacement.
8. The budget will provide for adequate levels of funding for all retirement systems.
9. The City will develop and maintain accounting and budgetary control systems to adequately safeguard the assets held in public trust.
10. The Operating and Capital Budgets will 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.
11. The City will finance 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.
12. The City will seek 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, upgrading, and/or enhancing of the property tax base.
13. Special assessment financing formulas and user fee rate structures will 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.

REVENUE POLICIES

1. The City will make every attempt to maintain a diversified and stable revenue base to shelter it from short- or long-term fluctuations in any one revenue source.
2. The City will project its annual revenues by an objective and thorough analytical process.
3. The City will maintain sound appraisal procedures and practices to reflect current property values.
4. The City will establish user charges and set fees for services for its 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 will become a primary determinant in the development of user charges.

BUDGET POLICIES

5. The City will follow an aggressive policy of collecting revenues.
6. The City will review 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.

RESERVE POLICIES

1. The City will strive to maintain an unreserved, undesignated General Fund balance of 10% of the General Fund Budget.

ACCOUNTING, AUDITING, AND FINANCIAL REPORTING POLICIES

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

INVESTMENT POLICIES

1. The City will conduct a cash-flow analysis of all funds on a regular basis.

Disbursement, collection, and deposit of all funds will be scheduled to insure maximum investment capabilities.

2. When permitted by law, the City will pool cash from several different funds for investment purposes to maximize potential earnings.
3. The City will analyze market conditions and potential investments to maximize its yield, while maintaining the integrity, diversification, and safety of the principal.
4. The City's accounting system will provide regular information concerning cash position and investment performance.

DEBT POLICIES

1. The City will confine 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, it will pay back the bonds within a period not to exceed the expected useful life of the project.
2. The City will attempt to keep the average maturity of general obligation bonds at or below 20 years.
3. When possible, the City will use special assessment, revenue, tax increment, or other self-supporting bonds.
4. The City will not incur long-term debt to support current operations.

BUDGET POLICIES



5. The City will maintain a sound relationship with all bond rating agencies and will keep them informed about our current capital projects.
-

CAPITAL IMPROVEMENT BUDGET POLICIES

1. Capital investments will foster Troy's goal of preserving and enhancing its infrastructure.
2. The City will attempt to maintain all its assets at a level adequate to protect the City's capital investment and to minimize future maintenance and replacement costs.
3. The City will maintain the fiscal integrity of its operating debt service and capital improvement budgets in order to provide services, construct and maintain public facilities, streets, and utilities.
4. The City will implement a multi-year plan for capital improvements, with proposed funding sources, and update it annually.
5. The City shall make all capital improvements in accordance with an adopted capital acquisition program.
6. The City will coordinate decision-making for the Capital Improvement Budget with the Operating Budget to make effective use of the City's limited resources for operating and maintaining existing services and facilities.

7. The City will use intergovernmental assistance to finance only those capital improvements that are consistent with the adopted capital improvement plan, City priorities, and for which operating and maintenance costs have been included in the operating budget.

8. The City will maintain a responsible and prudent fiscal condition to minimize long-term interest expense when financing capital improvements.
 9. The capital dollar threshold has been established at \$5,000.
-

AMENDMENT POLICIES

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.

2005/06 BUDGET CALENDAR



JULY

- 12th Approved 2004/05 budget document distributed at the first City Council meeting in July
- Begin preparing updated Municipal Improvements Plan (MIP)
 - Begin monitoring budget performance

OCTOBER

- Revenue and expenditure forecast prepared
 - Updated revenue study of fees and charges prepared
- 18th Quarterly financial performance report prepared

NOVEMBER

- Capital Budget Unit (CBU) develops capital requests and presents the CBU's capital improvement report to the City Manager

DECEMBER

- 6th Prior year annual audit released
- Preparation of general fund review and multi-year financial plan
 - The City Manager's final capital recommendations are reported to all offices and included in the proposed budget
 - Assistant City Manager/Finance and Administration prepares personnel costs and operating cost targets for proposed budget
 - Distribute operating budget manual and revenue worksheets

JANUARY

- Revenue Worksheets due from all departments
 - Preparation of the water supply and sewerage disposal system rate analysis
- 24th Quarterly financial performance report prepared

FEBRUARY

- Operating budget worksheets due from departments
- 2005/06 revenue forecast prepared by City management
- City management analyzes departments' budget requests
- Assistant City Manager/Finance and Administration prepares proposed budget document

2005/06 BUDGET CALENDAR



APRIL

- City Manager makes final proposed budget recommendations
- 18th Proposed budget document presented to the City Council
- City Council workshops - budget review, questions and adjustments
- 25th Budget notice published in local newspaper
- 25th Quarterly financial performance report prepared

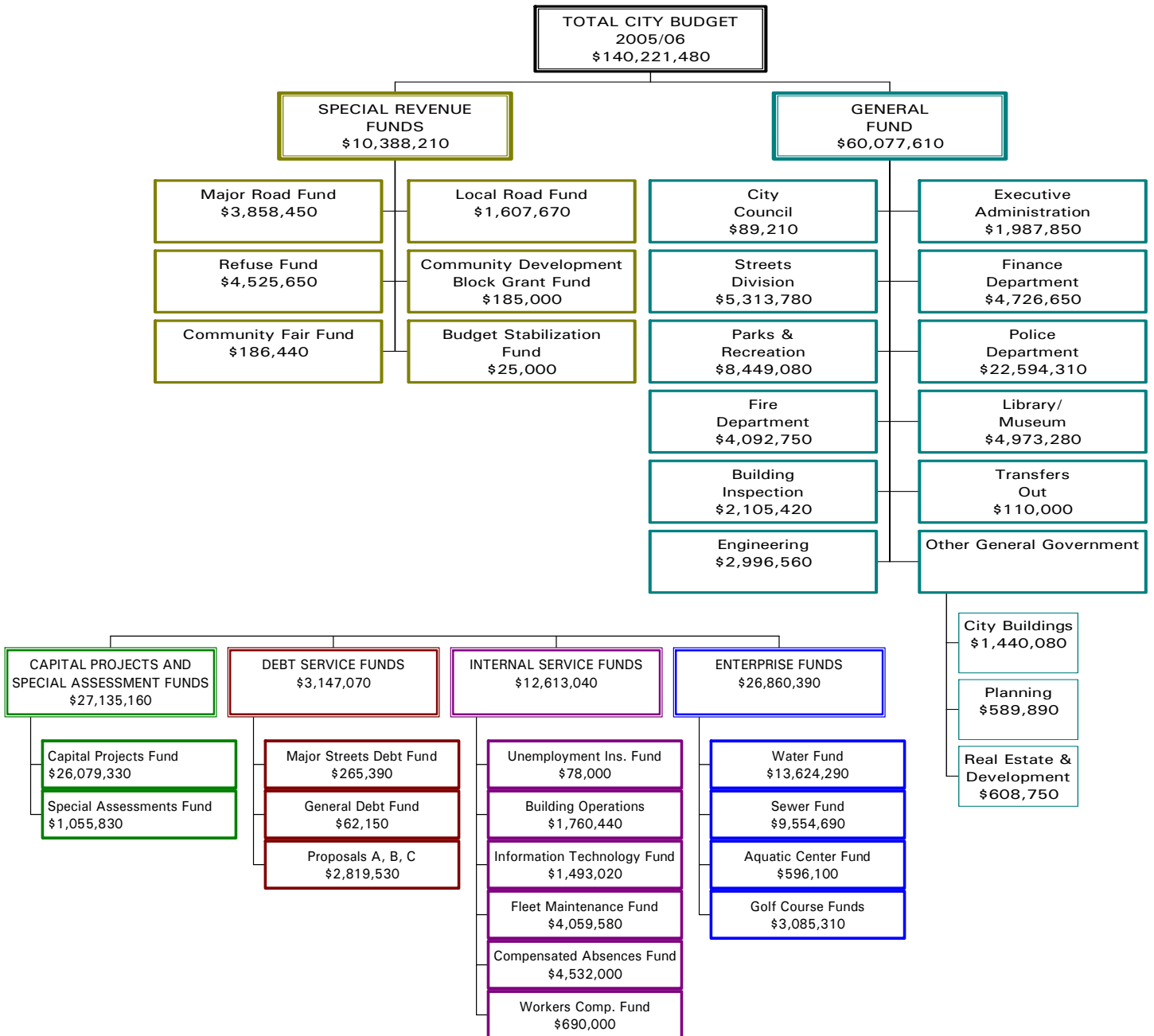
MAY

- Workshops continue
- 16th Public hearing for budget
- City Manager prepares approved 2005/06 budget document incorporating City Council adjustments
- 16th City Council adopts taxation resolution and appropriations ordinance

JUNE

- 20th Assistant City Manager/Finance and Administration prepares final current year budget amendment

2005/06 FINANCIAL ORGANIZATIONAL CHART



EXECUTIVE SUMMARY



This Executive Summary has been prepared as a general overview to the 2005/06 budget for the City of Troy. It is hoped that it will provide City residents with a quick overview of the fiscal plans of the City Administration for the upcoming fiscal year.

The City Council will hold meetings throughout the month of April and May in order to review the proposed budget document. This Executive Summary will briefly introduce you to the City's budget. It will explain how the City plans to utilize its resources and will highlight 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 located in the budget document. The document is available at the City Clerk's Office, Troy Public Library and on the City of Troy's website.

TOTAL CITY FUNDS

The 2005/06 budget for all City funds totals \$140.2 million. The City establishes a budget for twenty-two separate funds or accounting divisions. These twenty-two funds can be further paired into seven major fund groupings. The largest is the General Fund, which provides \$60.1 million in funding toward the majority of services available to city residents through the City's thirteen departments.

The Special Revenue Funds provide a total of \$10.4 million for major and local road maintenance; refuse and recycling; the federally funded Community Development Block Grant programs; and the Troy Community Fair Fund.

Several notable items in the Special Revenue Funds 2005/06 budget include:

- \$3.9 million to maintain and repair major roads
- \$1.6 million to maintain local roads

- \$4.5 million for refuse collection and disposal and recycling activities

The Capital Projects Funds total \$27.1 million for 2005/06. These funds are used for capital equipment and vehicles, the construction and improvement of municipal facilities, and for road construction. Notable Capital projects in the 2005/06 budget include:

- \$9.8 million major road construction and improvements
- \$2.8 million local road reconstruction and improvements
- \$0.6 million technology improvements and software
- \$2.3 million for storm drainage improvements
- \$1.5 million for park development
- \$1.0 million for sidewalk construction

The Debt Service Funds total \$3.1 million and provide funding for the debt payments on road construction projects, the Community Center, and public safety facilities.

The Enterprise Funds provide \$26.9 million in funding for water and sewer utility operations, as well as the aquatic center and golf courses.

The Internal Service Funds account for \$12.6 million in charges for the financing of goods and services provided by one department to other departments.

GENERAL FUND

The 2005/06 budget for the General Fund is \$60.1 million, an increase of \$1.0 million or 1.7 percent above the 2004/05 budget.

-----Revenues by Category

The General Fund derives its revenue from a variety of sources. The largest source is from property taxes.

The City's general operating millage rate of 6.50 mils will provide nearly \$32.2 million, or 53.6 percent of the total General Fund

EXECUTIVE SUMMARY



budget. The City's proposed overall millage rate of \$9.45 has remained at the same rate for four years.

Proposal A has capped property taxable value at a 2.3 percent increase.

The General Fund also realizes revenue from a variety of smaller revenue categories to lessen the burden and reliance on property taxes; Licenses and Permits comprise 3.3 percent; Federal, State, and Local grants 11.4 percent; Fines and Forfeitures 1.7 percent; Charges for Services 9.9 percent; Interest and Rents 1.8 percent; and Other Revenue and Financing Sources 14.7 percent.

Utilization of \$1.3 million of Fund Balance is planned for fiscal year 2005/06. After this designation, the City is estimated to have \$9.2 million or 15.3 percent of expenditures in Unreserved/Undesignated funds in 2005/06.

-----Expenditures by Object

The \$60.1 million General Fund budget is comprised of five separate expenditure objects or categories. The largest is for Personal Services costs, which are made up of wages and fringe benefits and comprise 69.2 percent of the total budget.

Supplies made up primarily of operating supplies total 5.2 percent of the budget.

Other Services/Charges total 25.4 percent of the budget and are primarily used to provide for contractual services, property and liability insurances, utility bills, and outside legal services.

Departmental Capital Outlay totals \$17,000. Major Capital purchases are found in the Capital Projects Fund.

Other Financing Uses accounts for the transfer of \$10,000 to the Community Fair Fund and \$100,000 to the Budget Stabilization Fund.

The total \$1.0 million increase in General Fund expenditures can best be explained by the following illustration showing where the expenditure changes have occurred.

	Dollar Change	% Change
Personal Services	\$882,780	2.2
Supplies	(9,550)	(.3)
Other Services/Charges	146,930	.9
Capital Outlay	(115,400)	(87.2)
Other Financing Uses	100,000	1000.0
Total	\$1,004,760	1.7

Personal Services increased by \$882,780 or 2.2 percent over last year's budget. Wages for all employees increased by \$317,780. Increased workers compensation and retirement expenses contributed to the overall increase.

The City will continue to pre-fund General and Police & Fire employee retirees' medical costs as a percent of payroll. An actuarial study has recommended that the City pre-fund these costs in order to offset large future liabilities. This funding is included in retirement line item.

The budget includes funding for 485 full-time positions. This reflects a decrease of three full-time employees, bringing a total reduction of eight full-time employees from two years ago.

The total number of part-time employees has increased mainly due to taking over the Sanctuary Lake Golf Course maintenance function, as it is more cost effective to do so.

Supplies decreased by \$9,550 or .3 percent. Items such as office, operating supplies and repairs and maintenance are accounted for in this object.

EXECUTIVE SUMMARY



Other Services/Charges increased by \$146,930 or .9 percent. The overall increase is primarily due to increases in public utilities and professional services.

Capital Outlay has decreased by \$115,400. We have instituted a new capitalization policy where items in excess of \$5,000 will be capitalized.

A complete list of all capital equipment, vehicles, and projects that are budgeted is located in the Capital Projects section of this document.

Other Financing Uses increased by \$100,000. This activity contains a transfer of \$10,000 to the Community Fair Fund and a \$100,000 transfer to our Budget Stabilization Fund, which will have a balance of \$1,100,000 after this transfer.

-----Expenditures by Budgetary Center

The City's General Fund can be further broken down to the departmental or budgetary center level. These budgetary centers comprise the nine 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 and sewage disposal services from the City of Detroit, which directly influences the rates that we charge. The City of Detroit increased its water and sewer rates that it charges the City of Troy effective July 1, 2005.

The Detroit water rate will increase by 8.7 percent from \$13.61 to \$14.80 per thousand cubic feet. The Southeast Oakland County Sewer District rate will decrease by 2.4 percent from \$9.64 to \$9.41 per thousand cubic feet after including the Oakland County Drain Commission charges. The Evergreen-Farmington Sewer District rate will increase by .8 percent from \$11.90 to \$12.00.

The budget recommends that the combined water and sewer rates increase by \$3.44 per MCF. This rate increase will result in a 10.0 percent increase in the combined water and sewer rate per MCF.

The average residential customer uses 2.9 MCF per quarter, which would equate to a quarterly bill of \$109.74 using the proposed rates, equal to an increase of \$9.98 per quarter or \$39.92 per year.

The system is expected to operate in the coming year with operating revenues meeting operating expenses and providing some additional funds for improvements to the system. Capital expenditures being made in both systems total: water - \$4,090,000 and sewer - \$4,835,000.

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

**2005/06 ALL FUNDS COMBINED SUMMARY
OF REVENUES, EXPENDITURES AND FUND BALANCE**

DESCRIPTION	GENERAL	SPECIAL REVENUE	DEBT SERVICE	CAPITAL PROJECTS SPECIAL ASSESSMENT
<u>REVENUE</u>				
Taxes	\$ 34,351,690	\$ 4,108,500	\$ 2,475,000	\$ 8,019,000
Licenses & Permits	2,012,500	-	-	-
Federal Grants	32,320	185,000	-	305,000
State Grants	6,658,000	5,275,000	-	1,049,000
Contributions - Local	135,000	-	-	572,000
Charges for Service	5,969,200	149,600	-	167,000
Fines and Forfeits	995,000	-	-	-
Interest and Rents	1,110,300	160,000	100,000	650,000
Other Revenue	479,780	-	-	1,000,000
REVENUE	\$ 51,743,790	\$ 9,878,100	\$ 2,575,000	\$ 11,762,000
<u>EXPENDITURES</u>				
Personal Service Control	\$ 41,565,880	\$ 195,520	\$ -	\$ -
Supplies	3,131,430	23,410	-	-
Other Services/Charges	15,253,300	4,678,160	62,150	-
Capital Outlay	17,000	-	-	23,485,410
Debt Service	-	-	3,084,920	316,750
EXPENDITURES	\$ 59,967,610	\$ 4,897,090	\$ 3,147,070	\$ 23,802,160
<u>OTHER FINANCING SOURCES</u>				
Operating Transfer In	\$ 8,333,820	\$ 581,770	\$ 3,391,600	\$ 15,373,160
OTHER FINANCING SOURCES	\$ 8,333,820	\$ 581,770	\$ 3,391,600	\$ 15,373,160
<u>OTHER FINANCING USES</u>				
Operating Transfer Out	\$ 110,000	\$ 5,491,120	\$ 2,819,530	\$ 3,333,000
OTHER FINANCING USES	\$ 110,000	\$ 5,491,120	\$ 2,819,530	\$ 3,333,000
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ -	\$ 71,660	\$ -	\$ -
BEGINNING FUND BALANCE	\$ 18,389,665	\$ 5,522,040	\$ 4,215,338	\$ 12,358,036
ENDING FUND BALANCE	\$ 18,389,665	\$ 5,593,700	\$ 4,215,338	\$ 12,358,036

**2005/06 ALL FUNDS COMBINED SUMMARY
OF REVENUES, EXPENDITURES AND FUND BALANCE**

DESCRIPTION	ENTERPRISE	INTERNAL SERVICE	TOTAL ALL FUNDS
<u>REVENUE</u>			
Taxes	\$ -	\$ -	\$ 48,954,190
Licenses & Permits	-	-	2,012,500
Federal Grants	-	-	522,320
State Grants	-	-	12,982,000
Contributions - Local	-	-	707,000
Charges for Service	28,606,750	3,758,450	38,651,000
Fines and Forfeits	-	-	995,000
Interest and Rents	882,300	3,802,300	6,704,900
Other Revenue	-	4,936,000	6,415,780
REVENUE	\$ 29,489,050	\$ 12,496,750	\$ 117,944,690
<u>EXPENDITURES</u>			
Personal Service Control	\$ 3,984,510	\$ 8,060,350	\$ 53,806,260
Supplies	854,140	1,112,150	5,121,130
Other Services/Charges	20,507,720	3,440,540	43,941,870
Capital Outlay	9,139,000	1,421,300	34,062,710
Debt Service	755,520	-	4,157,190
EXPENDITURES	\$ 35,240,890	\$ 14,034,340	\$ 141,089,160
<u>OTHER FINANCING SOURCES</u>			
Operating Transfer In	\$ -	\$ -	\$ -
OTHER FINANCING SOURCES	\$ -	\$ -	\$ -
<u>OTHER FINANCING USES</u>			
Operating Transfer Out	\$ -	\$ -	\$ -
OTHER FINANCING USES	\$ -	\$ -	\$ -
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ -	\$ -	\$ 71,660
BEGINNING FUND BALANCE	\$ -	\$ -	\$ 40,485,079
ENDING FUND BALANCE	\$ -	\$ -	\$ 40,556,739

Note: Enterprise and Internal Service Funds report on the accrual basis, therefore retained earnings are not shown in the budget. The Annual Audit shows the retained earnings amount.

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

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2005 BUDGET
<u>REVENUE</u>			
Taxes	\$ 45,970,311	\$ 47,784,570	\$ 48,954,190
Licenses & Permits	1,649,985	1,582,230	2,012,500
Federal Grants	415,609	220,210	522,320
State Grants	14,194,631	15,370,770	12,982,000
Contributions - Local	1,533,809	173,960	707,000
Charges for Service	7,883,550	6,160,220	6,285,800
Fines and Forfeits	960,250	951,000	995,000
Interest and Rents	1,784,794	2,052,500	2,020,300
Other Revenue	1,384,873	1,222,210	1,479,780
REVENUE	\$ 75,777,812	\$ 75,517,670	\$ 75,958,890
<u>EXPENDITURES</u>			
Personal Service Control	\$ 38,031,329	\$ 39,439,990	\$ 41,761,400
Supplies	2,904,235	3,084,820	3,154,840
Other Services/Charges	18,618,216	19,238,125	19,993,610
Capital Outlay	20,716,774	20,034,525	23,502,410
Debt Service	14,523,687	3,334,790	3,401,670
EXPENDITURES	\$ 94,794,241	\$ 85,132,250	\$ 91,813,930
<u>OTHER FINANCING SOURCES</u>			
Operating Transfer In	\$ 37,357,348	\$ 29,550,170	\$ 27,680,350
OTHER FINANCING SOURCES	\$ 37,357,348	\$ 29,550,170	\$ 27,680,350
<u>OTHER FINANCING USES</u>			
Operating Transfer Out	\$ 17,844,552	\$ 11,746,140	\$ 11,753,650
OTHER FINANCING USES	\$ 17,844,552	\$ 11,746,140	\$ 11,753,650
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	\$ 496,367	\$ 8,189,450	\$ 71,660
BEGINNING FUND BALANCE	\$ 62,752,352	\$ 46,753,419	\$ 40,485,079
ENDING FUND BALANCE	\$ 63,248,719	\$ 54,942,869	\$ 40,556,739

Note: Enterprise and Internal Service Fund revenue and expenses are excluded from the fund balance calculation.

**REVENUE COMPARISON
ALL FUNDS**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>CAPITAL</u>				
Capital Fund	\$ 27,844,261	\$ 28,293,480	\$ 35,059,600	\$ 26,079,330
Special Assessment Fund	1,685,235	460,000	433,380	1,055,830
PROP B Police/Fire Fund	2,660,375	-	-	-
PROP C Recreation Fund	525,000	-	-	-
CAPITAL	\$ 32,714,871	\$ 28,753,480	\$ 35,492,980	\$ 27,135,160
<u>DEBT SERVICE</u>				
General Debt Service Fund	\$ 4,017,915	\$ 2,833,180	\$ 3,509,690	\$ 2,881,680
1995 Bond Debt Retirement	2,048,080	-	-	-
2000MTF Bond Debt Retirement	1,693,250	247,740	247,740	265,390
PROP A Bond Debt Retirement	763,313	776,090	776,170	788,640
PROP B Bond Debt Retirement	1,391,635	1,337,220	1,337,280	1,316,720
PROP C Bond Debt Retirement	1,258,461	677,170	1,335,320	714,170
DEBT SERVICE	\$ 11,172,654	\$ 5,871,400	\$ 7,206,200	\$ 5,966,600
<u>ENTERPRISE</u>				
Sanctuary Lake Golf Course Fund	\$ 81,269	\$ 1,628,120	\$ 1,786,400	\$ 1,965,380
Sylvan Glen Golf Course Fund	1,276,987	1,310,140	1,534,930	1,347,370
Aquatic Center Fund	370,256	396,800	448,300	455,300
Sewer Fund	10,121,093	9,855,000	10,280,000	10,205,000
Water Fund	11,350,879	13,204,000	13,447,000	15,516,000
ENTERPRISE	\$ 23,200,484	\$ 26,394,060	\$ 27,496,630	\$ 29,489,050
<u>GENERAL FUND</u>				
General Fund	\$ 57,866,995	\$ 59,488,500	\$ 59,072,850	\$ 60,077,610
GERNERAL FUND	\$ 57,866,995	\$ 59,488,500	\$ 59,072,850	\$ 60,077,610
<u>INTERNAL SERVICE</u>				
Unemployment Compensation Fund	\$ 66,921	\$ 73,680	\$ 40,000	\$ 78,000
Worker's Comp Reserve Fund	592,162	768,500	550,000	690,000
Building Operations Maintenance Fund	1,685,827	1,652,500	1,735,630	1,760,440
Infromation Technology Fund	1,723,776	1,542,030	1,696,180	1,493,020
Fleet Maintenance Fund	5,290,957	5,144,580	5,857,480	5,480,880
Compensated Absences Fund	4,320,751	4,400,000	4,000,000	4,532,000
INTERNAL SERVICE	\$ 13,680,394	\$ 13,581,290	\$ 13,879,290	\$ 14,034,340
<u>SPECIAL REVENUE</u>				
Community Fair Fund	\$ 154,808	\$ 162,620	\$ 166,500	\$ 158,100
Major Street Fund	3,927,977	3,905,410	3,800,000	3,858,450
Local Street Fund	1,775,191	1,775,000	1,680,580	1,607,670
Refuse Fund	4,534,935	4,554,680	4,459,180	4,525,650
Budget Stabilization Fund	674,442	352,000	339,000	125,000
Comm Dev Block Grant Fund	313,290	204,750	199,250	185,000
SPECIAL REVENUE	\$ 11,380,643	\$ 10,954,460	\$ 10,644,510	\$ 10,459,870
TOTAL ALL FUNDS	\$ 150,016,041	\$ 145,043,190	\$ 153,792,460	\$ 147,162,630

**EXPENDITURE COMPARISON
ALL FUNDS**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>CAPITAL</u>				
Capital Fund	\$ 19,364,658	\$ 23,160,705	\$ 35,059,600	\$ 26,079,330
Special Assessment Fund	2,034,988	433,300	433,380	1,055,830
PROP B Police/Fire Fund	5,108,228	-	-	-
PROP C Recreation Fund	790,092	-	-	-
CAPITAL	\$ 27,297,966	\$ 23,594,005	\$ 35,492,980	\$ 27,135,160
<u>DEBT SERVICE</u>				
General Debt Service Fund	\$ 14,204,737	\$ 2,833,180	\$ 3,509,690	\$ 2,881,680
1995 Bond Debt Retirement	2,048,080	-	-	-
2000MTF Bond Debt Retirement	228,713	247,740	247,740	265,390
PROP A Bond Debt Retirement	763,313	776,090	776,170	788,640
PROP B Bond Debt Retirement	1,391,635	1,337,220	1,337,280	1,316,720
PROP C Bond Debt Retirement	1,258,461	677,170	1,335,320	714,170
DEBT SERVICE	\$ 19,894,939	\$ 5,871,400	\$ 7,206,200	\$ 5,966,600
<u>ENTERPRISE</u>				
Sanctuary Lake Golf Course Fund	\$ 47,077	\$ 1,862,880	\$ 1,716,920	\$ 1,936,940
Sylvan Glen Golf Course Fund	1,333,904	1,215,060	1,534,930	1,347,370
Aquatic Center Fund	559,285	574,530	645,460	611,100
Sewer Fund	10,675,561	9,514,060	12,103,780	14,389,690
Water Fund	12,724,707	16,391,390	18,935,650	17,714,290
ENTERPRISE	\$ 25,340,534	\$ 29,557,920	\$ 34,936,740	\$ 35,999,390
<u>GENERAL FUND</u>				
General Fund	\$ 55,399,397	\$ 57,145,980	\$ 59,072,850	\$ 60,077,610
GENERAL FUND	\$ 55,399,397	\$ 57,145,980	\$ 59,072,850	\$ 60,077,610
<u>INTERNAL SERVICE</u>				
Unemployment Compensation Fund	\$ 57,953	\$ 73,680	\$ 40,000	\$ 78,000
Worker's Comp Reserve Fund	612,956	768,500	550,000	690,000
Building Operations Maintenance Fund	1,685,827	1,652,500	1,735,630	1,760,440
Information Technology Fund	1,529,915	1,542,030	1,696,180	1,493,020
Fleet Maintenance Fund	4,292,680	5,144,580	5,857,480	5,480,880
Compensated Absences Fund	4,329,200	4,400,000	4,000,000	4,532,000
INTERNAL SERVICE	\$ 12,508,531	\$ 13,581,290	\$ 13,879,290	\$ 14,034,340
<u>SPECIAL REVENUE</u>				
Community Fair Fund	\$ 179,089	\$ 175,585	\$ 166,500	\$ 186,440
Major Street Fund	3,485,910	3,905,410	3,800,000	3,858,450
Local Street Fund	1,629,560	1,520,250	1,680,580	1,607,670
Refuse Fund	4,432,201	4,441,010	4,459,180	4,525,650
Budget Stabilization Fund	6,442	20,000	7,000	25,000
Comm Dev Block Grant Fund	313,290	204,750	199,250	185,000
Special Revenue	\$ 10,046,492	\$ 10,267,005	\$ 10,312,510	\$ 10,388,210
TOTAL ALL FUNDS	\$ 150,487,859	\$ 140,017,600	\$ 160,900,570	\$ 153,601,310

**YEAR END
FUND BALANCE COMPARISON
ALL FUNDS**

Fund No.	DESCRIPTION	2002 ACTUAL	2003 ACTUAL	2004 ESTIMATE	2005 BUDGET
<u>GENERAL FUND</u>					
101	General Fund	\$ 21,426,730	\$ 20,452,755	\$ 19,695,845	\$ 18,389,665
<u>SPECIAL REVENUE FUNDS</u>					
202	Major Street Fund	\$ 2,031,778	\$ 2,317,935	\$ 2,227,525	\$ 2,184,075
203	Local Street Fund	1,412,637	1,548,708	1,803,458	1,803,458
226	Refuse Fund	1,622,573	1,270,075	932,565	586,915
257	Budget Stabilization Fund	-	668,000	1,000,000	1,100,000
280	Community Development Block Grant	-	-	-	-
103	Community Fair Fund	(15,162)	(39,443)	(52,408)	(80,748)
TOTAL SPECIAL REVENUE FUNDS		\$ 5,051,826	\$ 5,765,275	\$ 5,911,140	\$ 5,593,700
<u>DEBT SERVICE FUNDS</u>					
301	General Debt Service Fund	\$ 13,543,103	\$ 4,820,818	\$ 4,522,018	\$ 4,215,338
354	2000 MTF Debt Service Fund	-	-	-	-
355	Proposal 'A' Streets Debt Service Fund	-	-	-	-
356	Proposal 'B' Police-Fire Fac. Debt Service Fund	-	-	-	-
357	Proposal 'C' Recreation Debt Service Fund	-	-	-	-
TOTAL DEBT SERVICE FUNDS		\$ 13,543,103	\$ 4,820,818	\$ 4,522,018	\$ 4,215,338
<u>CAPITAL PROJECTS/ SPECIAL ASSESSMENT FUND</u>					
401	Capital Projects Fund	\$ 26,815,972	\$ 23,693,502	\$ 16,237,497	\$ 4,387,497
403	Special Assessment Fund	10,659,453	8,516,369	8,576,369	7,970,539
406	Proposal 'B' Police-Fire Facilities Fund	2,173,041	-	-	-
407	Proposal 'C' Recreation Fund	13,998	-	-	-
TOTAL CAPITAL PROJECTS/ SPECIAL ASSESSMENT FUND		\$ 39,662,464	\$ 32,209,871	\$ 24,813,866	\$ 12,358,036
TOTAL ALL FUNDS		\$ 79,684,123	\$ 63,248,719	\$ 54,942,869	\$ 40,556,739

Note: Enterprise and Internal Service Fund Retained Earnings are not shown as the Audit shows these amounts.

\$22.6 million

City of Troy

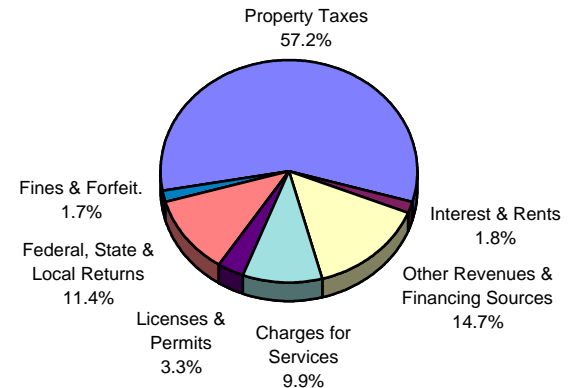
How the City Allocates Its Money

2005/06 General Fund Budget: \$60.1 million - \$696 per resident (pop. 86,409 1/05)

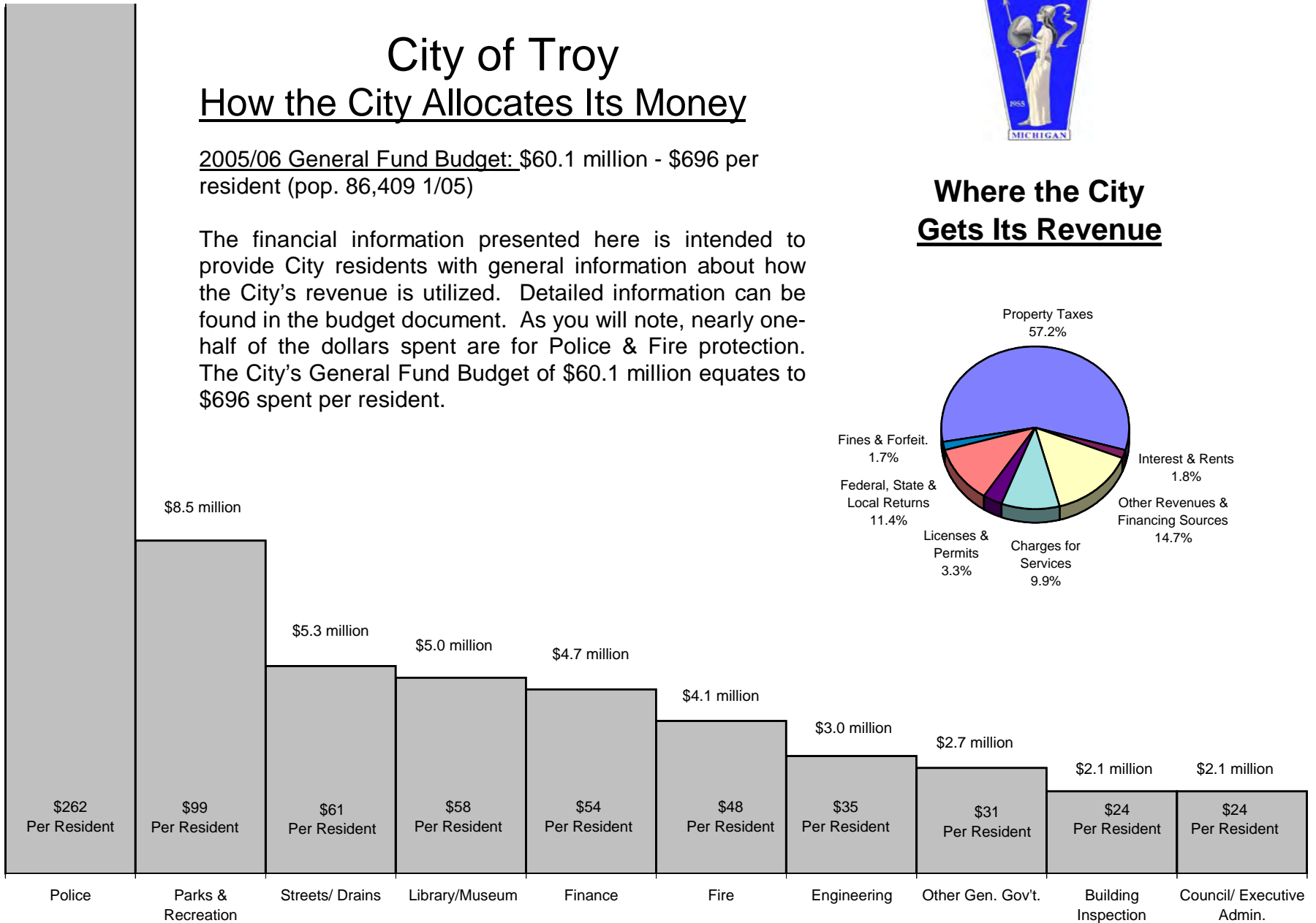
The financial information presented here is intended to provide City residents with general information about how the City's revenue is utilized. Detailed information can be found in the budget document. As you will note, nearly one-half of the dollars spent are for Police & Fire protection. The City's General Fund Budget of \$60.1 million equates to \$696 spent per resident.



Where the City Gets Its Revenue



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MILLAGE RATES FOR TROY CITIZENS

TAXING

ENTITY	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
<u>TAX RATE SHOWN IN MILLS</u>							
Troy School District	11.36	10.70	10.06	9.74	9.43	10.16	10.16
Oakland County Government	4.65	4.65	4.64	4.65	4.65	4.65	4.65
Oakland County Community	1.63	1.61	1.60	1.61	1.60	1.59	1.59
Intermediate School District	2.10	2.08	3.45	3.42	3.40	3.38	3.38
S.M.A.R.T.	0.33	0.32	0.32	0.60	0.60	0.60	0.60
State Education	6.00	6.00	6.00	6.00	5.00	6.00	6.00
City of Troy	9.48	9.48	9.48	9.45	9.45	9.45	9.45
TOTAL MILLAGE RATES	35.55	34.84	35.55	35.47	34.13	35.83	35.83

Note: Millage rates are estimated for other taxing jurisdictions.

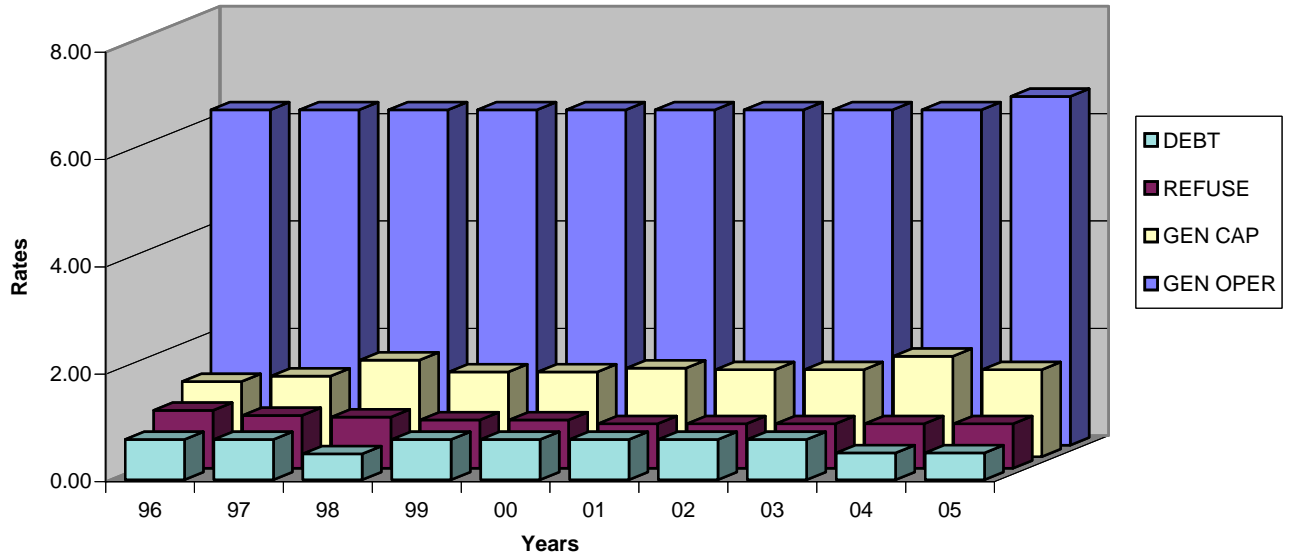
Average Residential Taxable	88,524	90,477	95,798	103,432	106,864	111,203	112,886
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TAXING

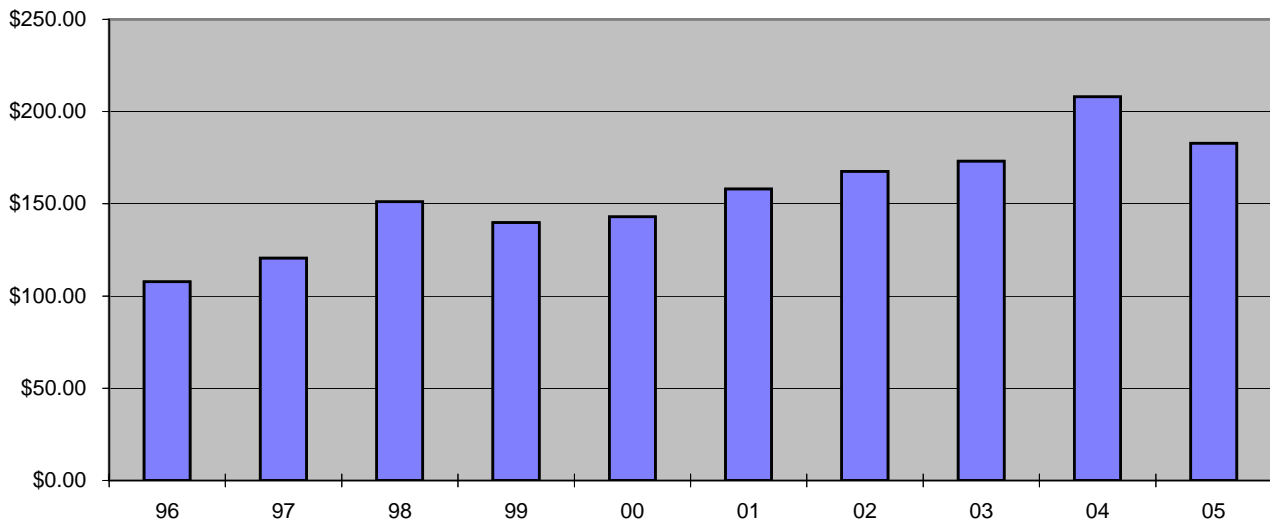
ENTITY	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06
<u>AVERAGE TAX RATES SHOWN IN DOLLARS</u>							
Troy School District	\$1,006	\$968	\$964	\$1,007	\$1,008	\$1,130	\$1,147
Oakland County Government	412	421	444	481	497	517	525
Oakland County Community	144	146	154	167	171	177	179
Intermediate School District	186	188	330	354	363	376	382
S.M.A.R.T.	29	29	31	62	64	66	68
State Education	531	543	575	621	534	667	677
City of Troy	839	858	908	977	1,010	1,051	1,067
TOTAL DOLLARS	\$3,147	\$3,153	\$3,406	\$3,669	\$3,647	\$3,984	\$4,045

Note: Average tax rates are based on residential homestead property within the Troy

Millage Rates

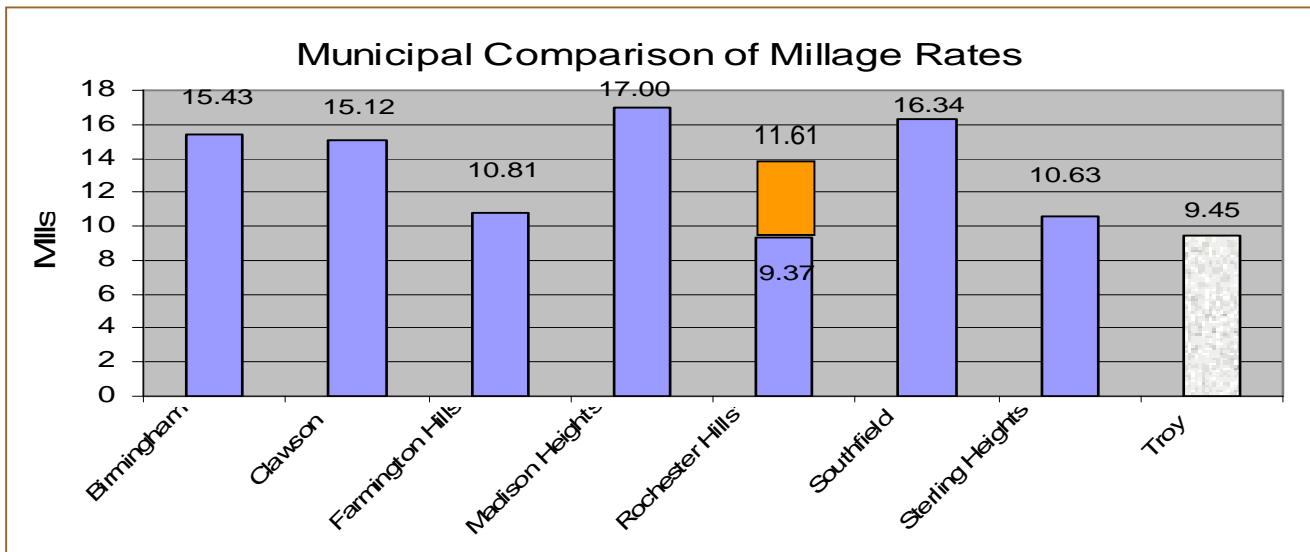


Average City Taxes Paid for Capital Improvements



SUMMARY OF MILLAGE REQUIREMENTS

	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04	2004-05	PROPOSED 2005-06
GEN. OP.	6.25	6.25	6.25	6.25	6.25	6.25	6.25	6.50
REFUSE	0.95	0.90	0.90	0.83	0.83	0.83	0.83	0.83
CAPITAL	1.80	1.58	1.58	1.65	1.62	1.62	1.87	1.62
DEBT	0.48	0.75	0.75	0.75	0.75	0.75	0.50	0.50
TOTAL	9.48	9.48	9.48	9.48	9.45	9.45	9.45	9.45

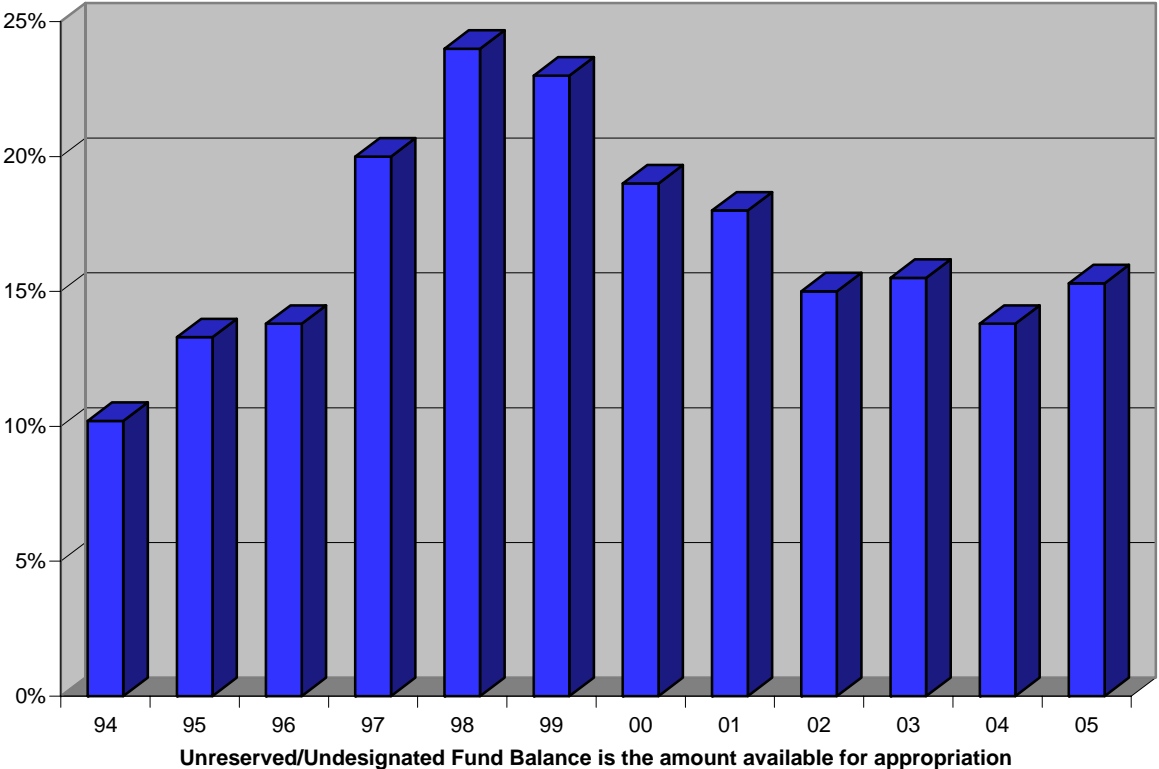


*Including estimate millage rate for refuse collection.

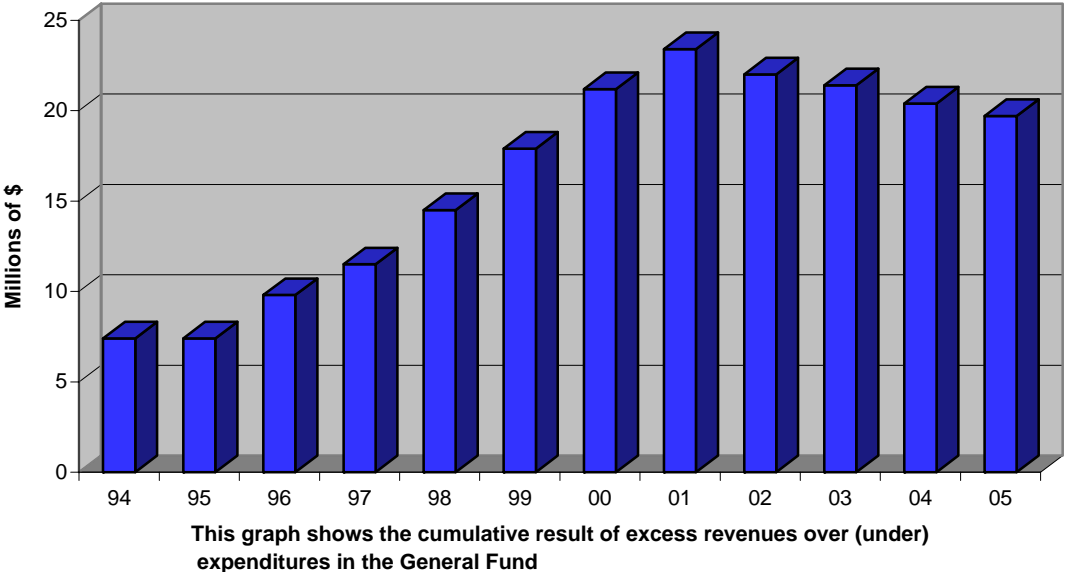
**GENERAL FUND
REVENUE, EXPENDITURES AND
FUND BALANCE**

DESCRIPTION	2001 ACTUAL	2002 ACTUAL	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>						
Taxes	\$ 29,085,526	\$ 30,399,278	\$ 30,985,388	\$ 32,161,190	\$ 31,996,690	\$ 34,351,690
Licenses & Permits	1,522,133	1,449,003	1,649,985	1,582,230	1,517,000	2,012,500
Federal Grants	69,453	213,137	100,354	13,730	22,000	32,320
State Grants	8,492,956	7,749,165	7,295,363	6,858,000	6,645,000	6,658,000
Contributions - Local	159,268	142,450	162,365	173,960	135,000	135,000
Charges for Services	4,915,656	5,662,443	5,973,055	5,876,100	5,723,600	5,969,200
Fines and Forefeits	1,171,749	896,833	960,250	951,000	975,000	995,000
Interest and Rents	1,155,235	696,307	865,998	1,048,300	954,000	1,110,300
Other Revenue	364,693	367,207	439,460	483,210	450,110	479,780
REVENUE	\$ 46,936,669	\$ 47,575,823	\$ 48,432,218	\$ 49,147,720	\$ 48,418,400	\$ 51,743,790
<u>OTHER FINANCING SOURCES</u>						
Operating Transfer In	\$ 8,987,970	\$ 7,899,144	\$ 9,434,778	\$ 10,340,780	\$ 10,654,450	\$ 8,333,200
TOTAL REVENUE AND SOURCES	\$ 55,924,639	\$ 55,474,967	\$ 57,866,996	\$ 59,488,500	\$ 59,072,850	\$ 60,076,990
<u>EXPENDITURES</u>						
Building Inspection	\$ 1,697,480	\$ 1,811,704	\$ 1,926,514	\$ 1,876,140	\$ 2,075,770	\$ 2,105,420
Council/Executive Administration	1,705,181	1,853,599	1,926,046	2,005,660	2,025,620	2,077,060
Engineering	2,634,796	2,600,192	2,766,755	2,872,600	3,013,880	2,996,560
Finance	3,919,479	4,168,062	4,331,477	4,607,070	4,840,690	4,706,650
Fire	3,313,576	3,579,858	3,732,506	4,036,810	3,899,000	4,092,750
Library/Museum	4,042,658	4,474,276	4,547,589	4,816,080	4,908,410	4,973,280
Other General Government	1,979,299	2,157,616	2,471,227	2,449,510	2,619,120	2,638,720
Police	19,673,920	19,837,794	20,543,113	21,245,610	22,059,220	22,618,610
Parks & Recreation	6,182,359	7,247,260	7,797,872	8,153,940	8,208,820	8,454,160
Streets	4,495,513	4,930,824	4,678,297	5,072,560	5,412,320	5,303,780
EXPENDITURES	\$ 49,644,261	\$ 52,661,185	\$ 54,721,396	\$ 57,135,980	\$ 59,062,850	\$ 59,966,990
<u>OTHER FINANCING USES</u>						
Operating Transfer Out	\$ 2,919,290	\$ 10,000	\$ 678,000	\$ 10,000	\$ 10,000	\$ 110,000
TOTAL EXPENDITURES & USES	\$ 52,563,551	\$ 52,671,185	\$ 55,399,396	\$ 57,145,980	\$ 59,072,850	\$ 60,076,990
Excess of Revenue Over (Under)	\$ 3,361,088	\$ 2,803,782	\$ 2,467,600	\$ 2,342,520	\$ -	\$ -
<u>BEGINNING FUND BALANCE</u>						
General Fund	\$ 18,599,021	\$ 18,622,948	\$ 17,985,155	\$ 17,353,325	\$ 17,353,325	\$ 18,390,285
ENDING FUND BALANCE	\$ 21,960,109	\$ 21,426,730	\$ 20,452,755	\$ 19,695,845	\$ 17,353,325	\$ 18,390,285

**General Fund
Unreserved/Undesignated Fund Balance as a Percentage of Budget**



**General Fund
Fund Balance**



REVENUES

GENERAL FUND.....CITY 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 of these variables increases or decreases, a relative change to the City tax revenue will be experienced.

In the 2005/06 budget, operating City tax revenue represents 53.6 percent of total revenue sources, an increase of \$2.3 million or 7.7 percent over the fiscal year 2004/05 budget. The City’s taxable valuation (TV) increased by 3.1 percent due to new construction and a 2.3 percent valuation adjustment on most existing real property.

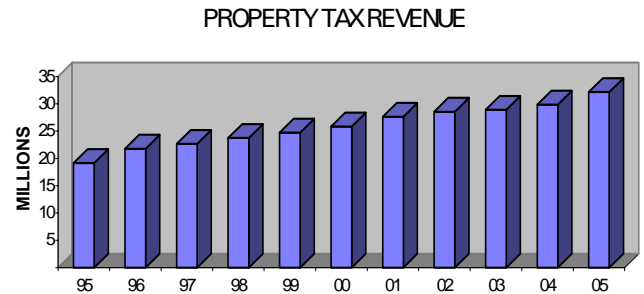
The General Operations tax levy for the 2005/06 fiscal year is 6.50 mills per \$1,000 taxable value. The operating millage rate reflects an increase of .25, the first increase since 1996.

The City’s total tax rate of 9.45 mills remains at the same level for four straight years. The operating millage rate of 8.12 mills (General Operating – 6.50 and Capital – 1.62) continues to be below the 10.00 millage rate established by City Charter and below the 8.5077 Headlee maximum allowable levy, down from 8.53. This is the first Headlee rollback since 2001.

LICENSES AND PERMITS

The revenue source of Licenses and Permits is made up of business licenses and permits and non-business licenses and permits.

This revenue source represents 3.4 percent of total revenue 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.



The largest source of revenue is generated by building permits, which accounts for \$1,250,000 or 62.1 percent of the total Licenses and Permits.

FEDERAL, STATE AND LOCAL RETURNS

Another source of revenue to the City is federal, state and local returns. This source of revenue is comprised of grants from the federal, state, and county levels of government. The major source in this revenue category is state revenue sharing.

State revenue sharing amounts to \$6.5 million and 10.8 percent of total General Fund revenue. As can be seen on the following chart, this revenue source has decreased since 2001.

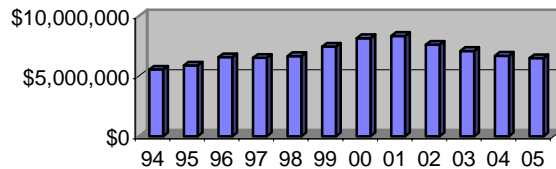
The main revenue source the state uses in determining this distribution is sales tax collections. This source of revenue has come under pressure due to the state of the economy. We continue to be conservative in our revenue estimates.

REVENUES



The distribution of state shared revenue is based on population and relative tax efforts at the time of the distribution.

STATE SHARED REVENUE



CHARGES FOR SERVICES

Charges for services are broken into the following four categories: fees, services rendered, sales and uses. In total, this revenue source generates \$6.0 million or 9.9 percent of total General Fund revenue.

The major sources of revenue are CATV franchise fees, Parks & Recreation program fees, Community Center pass fees and Engineering fees. The Community Center and Community Center program revenue is reviewed annually to meet the goals established by City Council.

OTHER FINANCING SOURCES

The two main revenue sources are the utilization of the General Fund undesignated unreserved Fund Balance and the transfer from Other Funds. The Major and Local Streets revenue source is made up of State gasoline and weight taxes that are returned to the City based on population and number of miles of streets.

The Capital Fund transfer is a reimbursement of prior year advances.

The City has designated a portion of Fund Balance for the past several years as a means to balance the budget. Since we rely on this source to balance the budget, we take a very conservative approach in projecting revenues and monitor expenditures very closely.

SPECIAL REVENUE FUNDS..... TAXES

The Refuse Fund derives its revenue from applying .83 mills to the taxable value of property.

STATE RETURNS

Major and local streets receive funding from the State of Michigan based on \$.19 tax per gallon of gasoline distributed on a formula using miles of roads.

ENTERPRISE FUNDS..... CHARGES FOR SERVICES

Water and sewer rate revenues are discussed in the Executive Summary on page 25.

INTERNAL SERVICE FUNDS..... CHARGES FOR SERVICES

The Building Operations Fund generates its revenue on charges to various departments based on square footage.

The Information Technology Fund generates its revenues by a charge per workstation.

**GENERAL FUND
REVENUE SUMMARY BY ACCOUNT**

ACCOUNT NUMBER AND NAME	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	%	2005 BUDGET	%
4000 REVENUE						
<u>4401 TAXES</u>						
4402 Property Taxes	\$ 28,927,327	\$ 30,000,000	\$ 29,875,000	50.57	\$ 32,175,000	53.56
4423 Mobile Home Tax	1,678	1,690	1,690	0.00	1,690	0.00
4427 Sr Citizen Housing	35,664	24,000	20,000	0.03	25,000	0.04
4445 Tax Penalties & Interest	512,590	500,000	550,000	0.93	525,000	0.87
4447 Administration Fee	1,508,130	1,635,500	1,550,000	2.62	1,625,000	2.70
4401 TAXES	\$ 30,985,389	\$ 32,161,190	\$ 31,996,690	54.16	\$ 34,351,690	57.18
<u>4450 LICENSES & PERMITS</u>						
4452 Electric,Plumbing,Heat	\$ 15,396	\$ 16,000	\$ 16,000	0.03	\$ 16,000	0.03
4455 Service Stations	188	30	-	-	-	-
4456 Amusements	16,928	17,000	16,000	0.03	17,000	0.03
4475 Other	7,045	5,000	5,000	0.01	5,000	0.01
<u>4451 BUSINESS LICENSES & PERMITS</u>	\$ 39,557	\$ 38,030	\$ 37,000	0.06	\$ 38,000	0.06
4478 Refrigeration & Air Cond	\$ 33,262	\$ 35,000	\$ 35,000	0.06	\$ 35,000	0.06
4479 Building	840,843	825,000	825,000	1.40	1,250,000	2.08
4480 Electrical	182,610	180,000	170,000	0.29	180,000	0.30
4481 Heating	106,680	110,000	95,000	0.16	110,000	0.18
4482 Plumbing	143,374	130,000	105,000	0.18	130,000	0.22
4483 Animal	63,178	30,000	30,000	0.05	30,000	0.05
4484 Sidewalks	9,731	10,000	10,000	0.02	10,000	0.02
4485 Fence	2,765	2,500	2,000	0.00	2,500	0.00
4486 Sewer Inspection	21,177	22,000	22,000	0.04	22,000	0.04
4487 Right of Way	5,450	10,000	10,000	0.02	10,000	0.02
4488 Multiple Dwelling Inspection	9,160	7,000	7,000	0.01	7,000	0.01
4489 Grading	13,725	10,000	15,000	0.03	10,000	0.02
4490 Fire Protection	77,419	75,000	55,000	0.09	75,000	0.12
4491 Occupancy	35,041	35,000	40,000	0.07	40,000	0.07
4492 Sign	62,185	60,000	55,000	0.09	60,000	0.10
4493 Fireworks	200	-	-	-	-	-
4494 Hazardous Materials	1,200	1,200	2,000	0.00	1,000	0.00
4500 Miscellaneous	2,430	1,500	2,000	0.00	2,000	0.00
4476 NON-BUSINESS LICENSES & PERMITS	\$ 1,610,430	\$ 1,544,200	\$ 1,480,000	2.51	\$ 1,974,500	3.29
4450 LICENSES & PERMITS	\$ 1,649,987	\$ 1,582,230	\$ 1,517,000	2.57	\$ 2,012,500	3.35
<u>4501 FEDERAL GRANTS</u>						
4506 Fed Grant-LLEBG-Mugshot	\$ 18,984	\$ 10,000	\$ 22,000	0.04	\$ 10,000	0.02
4507 Fed Grant- Domestic Prep	77,323	3,730	-	-	-	-
4510 Fed Grant- VEST	-	-	-	-	11,120	0.02
4512 MCOLES Police Academy	-	-	-	-	11,200	0.02
4524 Fed Grant- JAIBG	4,047	-	-	-	-	-
4501 FEDERAL GRANTS	\$ 100,354	\$ 13,730	\$ 22,000	0.04	\$ 32,320	0.05
<u>4539 STATE GRANTS</u>						
4543.402 Criminal Justice	\$ 29,541	\$ 30,000	\$ 30,000	0.05	\$ 30,000	0.05
4543 State Grants Pub Safety	\$ 29,541	\$ 30,000	\$ 30,000	0.05	\$ 30,000	0.05
4566.LIBRARY Library	\$ 81,061	\$ 70,000	\$ 65,000	0.11	\$ 70,000	0.12
4566 State Grants-Culture	\$ 81,061	\$ 70,000	\$ 65,000	0.11	\$ 70,000	0.12
4569.110 Grant-Comm Forestry	\$ 3,990	\$ -	\$ -	-	\$ -	-
4569.200 FEMA Disaster	24,808	-	-	-	-	-
4569 State Grants-Other	\$ 28,798	\$ -	\$ -	-	\$ -	-

**GENERAL FUND
REVENUE SUMMARY BY ACCOUNT**

ACCOUNT NUMBER AND NAME	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	%	2005 BUDGET	%
4574.020 Liquor Licenses	\$ 54,235	\$ 58,000	\$ 50,000	0.08	\$ 58,000	0.10
4574.030 Sales Tax	7,101,729	6,700,000	6,500,000	11.00	6,500,000	10.82
4574 State Revenue Sharing	\$ 7,155,964	\$ 6,758,000	\$ 6,550,000	11.09	\$ 6,558,000	10.92
4539 STATE GRANTS	\$ 7,295,364	\$ 6,858,000	\$ 6,645,000	11.25	\$ 6,658,000	11.08
<u>4580 CONTRIBUTIONS-LOCAL</u>						
4582 Public Safety	\$ 15,518	\$ 20,000	\$ 15,000	0.03	\$ 15,000	0.02
4587 Library-Penal Fines	116,037	120,000	120,000	0.20	120,000	0.20
4588 Library-Mini Grants	752	4,550	-	-	-	-
4589 County-West Nile	30,058	29,410	-	-	-	-
4580 CONTRIBUTIONS-LOCAL	\$ 162,365	\$ 173,960	\$ 135,000	0.23	\$ 135,000	0.22
<u>4600 CHARGES FOR SERVICES</u>						
4607.010 Animal Impounds	\$ 800	\$ 1,000	\$ 1,000	0.00	\$ 1,000	0.00
4607.020 Building Board of Appeal	1,650	1,600	600	0.00	1,000	0.00
4607.030 CATV Franchise Fee	682,921	700,000	600,000	1.02	675,000	1.12
4607.040 Non Res Library Card	19,700	20,000	30,000	0.05	25,000	0.04
4607.050 Miscellaneous	4,006	2,000	1,000	0.00	2,000	0.00
4607.060 Museum Program Fees	46,454	40,000	35,000	0.06	40,000	0.07
4607.070 Plan Review Fee	92,258	90,000	70,000	0.12	90,000	0.15
4607.080 Platting Fees	1,240	1,000	1,000	0.00	1,000	0.00
4607.085 NSF Fees	300	6,000	-	-	5,000	0.01
4607.090 P.U.D. Application Fee	-	3,000	-	-	3,000	0.00
4607.110 Site Plans	39,344	25,000	25,000	0.04	25,000	0.04
4607.135 Telecom - METRO	195,009	200,000	278,000	0.47	200,000	0.33
4607.140 Towing Fees	9,840	25,000	20,000	0.03	20,000	0.03
4607.150 Vital Statistics	90,734	90,000	75,000	0.13	90,000	0.15
4607.170 Zoning Board of Appeal	7,110	7,000	10,000	0.02	10,000	0.02
4607.180 Zoning Fees	18,175	15,000	10,000	0.02	15,000	0.02
4607 Charges/Serv-Fees	\$ 1,209,541	\$ 1,226,600	\$ 1,156,600	1.96	\$ 1,203,000	2.00
4626.010 Cemetery-Open & Close	\$ 4,105	\$ 1,000	\$ 3,000	0.01	\$ 1,000	0.00
4626.020 Court Ordered Pmt & In	4,427	7,000	3,000	0.01	5,000	0.01
4626.030 County Road Maint.	256,122	263,000	350,000	0.59	300,000	0.50
4626.060 DPW Services	26,944	15,000	12,000	0.02	15,000	0.02
4626.070 Duplicating & Photostat	14,849	15,000	12,000	0.02	15,000	0.02
4626.080 Election Services	1,461	700	1,000	0.00	1,000	0.00
4626.085 School Elections	-	35,000	10,000	0.02	35,000	0.06
4626.090 Engineering Fees	940,095	800,000	800,000	1.35	800,000	1.33
4626.100 Landsc/Tree Pres Plan	13,764	10,000	15,000	0.03	10,000	0.02
4626.110 Microfilming	6,435	6,000	6,000	0.01	6,000	0.01
4626.120 Miscellaneous	76,263	30,000	30,000	0.05	30,000	0.05
4626.125 Passports	41,590	40,000	75,000	0.13	45,000	0.07
4626.130 Police Services-Cont.	54,875	70,000	70,000	0.12	65,000	0.11
4626.140 Police Insp Reports	40,506	40,000	40,000	0.07	40,000	0.07
4626.145 Police APCO Training	2,289	5,500	5,500	0.01	8,000	0.01
4626.170 ROW Fees	28,140	150,000	150,000	0.25	150,000	0.25
4626.210 Soil Erosion	26,230	25,000	25,000	0.04	25,000	0.04
4626.220 Special ROW Maint	40,990	40,000	40,000	0.07	40,000	0.07

**GENERAL FUND
REVENUE SUMMARY BY ACCOUNT**

ACCOUNT NUMBER AND NAME	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	%	2005 BUDGET	%
4626.230 Weed Cutting	21,549	20,000	30,000	0.05	25,000	0.04
4626 Charges/Serv-Render	\$ 1,600,634	\$ 1,573,200	\$ 1,677,500	2.84	\$ 1,616,000	2.69
4642.010 Abandoned Vehicles	\$ 55,034	\$ 40,000	\$ 20,000	0.03	\$ 40,000	0.07
4642.020 Auction Confiscated Prop.	8,682	8,000	10,000	0.02	8,000	0.01
4642.050 Landscaping & Greenbelt	177,667	25,000	50,000	0.08	25,000	0.04
4642.070 Miscellaneous	4,240	4,000	2,000	0.00	4,000	0.01
4642.080 Printed Materials	4,969	5,000	4,000	0.01	5,000	0.01
4642.100 Recreation & OEC Merch	22,011	20,000	18,000	0.03	20,000	0.03
4642.115 Senior Store	8,988	10,000	15,000	0.03	10,000	0.02
4642.120 Sign Installations	4,003	5,000	4,000	0.01	5,000	0.01
4642.130 Smart Tickets	5,044	5,000	5,000	0.01	5,000	0.01
4642.140 Street Lighting	8,053	8,000	7,000	0.01	8,000	0.01
4642.150 Tree Planting	6,892	10,000	12,000	0.02	10,000	0.02
4642 Charges/Serv-Sales	\$ 305,583	\$ 140,000	\$ 147,000	0.25	\$ 140,000	0.23
4651.040 Miscellaneous	\$ 200	\$ 200	\$ 500	0.00	\$ 200	0.00
4651.050 Outdoor Education Center	51,676	55,000	50,000	0.08	55,000	0.09
4651.070 Senior Citizen Activities	5,042	11,100	10,000	0.02	10,000	0.02
4651.075 Community Center Passes	1,048,518	1,100,000	870,000	1.47	1,150,000	1.91
4651.076 CC Swim Programs	139,334	150,000	110,000	0.19	150,000	0.25
4651.077 CC Fitness Classes	105,311	110,000	137,000	0.23	125,000	0.21
4651.078 CC Programs/Events	13,820	30,000	25,000	0.04	30,000	0.05
4651.080 Summer Program	762,948	770,000	780,000	1.32	780,000	1.30
4651.090 Winter Program	730,447	710,000	760,000	1.29	710,000	1.18
4651 Charges/Serv-Use/Administration	\$ 2,857,296	\$ 2,936,300	\$ 2,742,500	4.64	\$ 3,010,200	5.01
4600 CHARGES FOR SERVICES	\$ 5,973,054	\$ 5,876,100	\$ 5,723,600	9.69	\$ 5,969,200	9.94
<u>4655 FINES AND FORFEITS</u>						
4655.010 County Reimbursement-Court	\$ 456,630	\$ 450,000	\$ 450,000	0.76	\$ 450,000	0.75
4655.020 Drug Forfeiture Proceed	206,210	200,000	200,000	0.34	225,000	0.37
4655.030 False Alarms-Fire	17,300	15,000	15,000	0.03	15,000	0.02
4655.040 False Alarms-Police	161,720	160,000	200,000	0.34	180,000	0.30
4655.050 Library-Book Fines	100,091	100,000	90,000	0.15	100,000	0.17
4655.060 O.U.I.L Reimbursement	16,611	25,000	20,000	0.03	25,000	0.04
4655.070 Bond Processing Fees	1,688	1,000	-	-	-	-
4655 FINES AND FORFEITS	\$ 960,250	\$ 951,000	\$ 975,000	1.65	\$ 995,000	1.66
<u>4664 INTEREST AND RENTS</u>						
4667.010 Building Rent	\$ 250,248	\$ 250,000	\$ 250,000	0.42	\$ 250,000	0.42
4667.016 Communication Tower Rent	39,866	28,800	96,000	0.16	28,800	0.05
4667.020 Concession Stand Rental	4,600	10,000	10,000	0.02	10,000	0.02
4667.025 Community Center Rent	134,411	150,000	134,000	0.23	155,000	0.26
4667.030 Gazebo Rental	2,375	3,000	2,000	0.00	10,000	0.02
4667.045 Library Café Rental	6,000	6,000	6,000	0.01	6,000	0.01
4667.050 Library Rent-AV	18,287	18,000	15,000	0.03	18,000	0.03
4667.060 Library Rent-Books	1,990	2,500	3,000	0.01	2,500	0.00
4667.075 Field Maintenance	14,192	15,000	10,500	0.02	15,000	0.02

**GENERAL FUND
REVENUE SUMMARY BY ACCOUNT**

ACCOUNT NUMBER AND NAME	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	%	2005 BUDGET	%
4667.085 Parking Lot (SMART)	\$ 138,978	\$ 139,000	\$ 1,500	0.00	\$ 139,000	0.23
4667.095 Tennis Bubble Rent	25,175	26,000	26,000	0.04	26,000	0.04
4667 Rent Income	\$ 636,122	\$ 648,300	\$ 554,000	0.94	\$ 660,300	1.10
4669.020 Investment Income	\$ 229,875	\$ 400,000	\$ 400,000	0.68	\$ 450,000	0.75
4669 Investment Income	\$ 229,875	\$ 400,000	\$ 400,000	0.68	\$ 450,000	0.75
4664 INTEREST AND RENTS	\$ 865,997	\$ 1,048,300	\$ 954,000	1.61	\$ 1,110,300	1.85
<u>4671 OTHER REVENUE</u>						
4675.050 Contrib-Fire Dept	\$ -	\$ 1,500	\$ -	-	\$ -	-
4675.060 Contrib-Miscellaneous	50	-	1,000	0.00	-	-
4675.070 Contrib-Museum	22,111	500	-	-	-	-
4675.080 Contrib-PD	8,569	5,000	5,000	0.01	5,000	0.01
4675.090 Contrib-PD-Recovery	25,383	12,000	-	-	10,000	0.02
4675.110 Contrib-P&R	13,972	10,000	2,000	0.00	10,000	0.02
4675 Contributions-Private	\$ 70,085	\$ 29,000	\$ 8,000	0.01	\$ 25,000	0.04
<u>4676 REIMBURSEMENTS</u>						
4676.010 Reimbursements	\$ 1,605	\$ 12,100	\$ -	-	\$ -	-
4676 Reimbursements	\$ 1,605	\$ 12,100	\$ -	-	\$ -	-
4677.226 Adm Charge-Refuse	\$ 26,420	\$ 30,000	\$ 30,000	0.05	\$ 31,000	0.05
4677.301 Adm Charge-Debt Services	39,730	40,920	40,920	0.07	42,150	0.07
4677.583 Adm Charge-Sanc Lk GC	-	40,000	40,000	0.07	41,200	0.07
4677.584 Adm Charge-Golf Course	19,980	40,000	40,000	0.07	41,200	0.07
4677.590 Adm Charge-Sewer	105,790	108,960	108,960	0.18	112,230	0.19
4677.591 Adm Charge-Water	105,790	125,000	125,000	0.21	128,750	0.21
4677.661 Adm Charge-Motor Pool	33,230	34,230	34,230	0.06	35,250	0.06
4677 Administrative Charges	\$ 330,940	\$ 419,110	\$ 419,110	0.71	\$ 431,780	0.72
4687.010 Refunds-Legal Fees	\$ 19,883	\$ 10,000	\$ 10,000	0.02	\$ 10,000	0.02
4687.040 Rebates	9,182	3,000	3,000	0.01	3,000	0.00
4687 Refunds & Rebates	\$ 29,065	\$ 13,000	\$ 13,000	0.02	\$ 13,000	0.02
4695 Miscellaneous	7,767	10,000	10,000	0.02	10,000	0.02
4671 OTHER REVENUE	\$ 439,462	\$ 483,210	\$ 450,110	0.76	\$ 479,780	0.80
4000 REVENUE	\$ 48,432,222	\$ 49,147,720	\$ 48,418,400	81.96	\$51,743,790	86.13
8695 OTHER FINANCING SOURCES						
<u>8699 OPERATING TRANSFER IN</u>						
8699.101 Transfer From General	\$ 3,417,290	\$ 3,099,430	\$ 3,099,430	5.25	\$ 1,305,560	2.17
8699.202 Transfer From M/S Fund	1,735,910	1,905,410	1,800,000	3.05	1,858,450	3.09
8699.203 Transfer From L/S Fund	1,629,560	1,520,250	1,680,580	2.84	1,607,670	2.68
8699.248 Transfer From DDA	329,616	394,570	459,300	0.78	435,020	0.72
8699.250 Transfer From Brownfield	10,000	10,000	10,000	0.02	10,000	0.02
8699.257 Transfer From Budget St	6,442	20,000	7,000	0.01	25,000	0.02
8699.401 Transfer From Capital	1,408,000	2,768,000	2,768,000	4.69	2,333,000	3.88
8699.590 Transfer From Sewer	897,960	623,120	830,140	1.41	758,500	1.26
8699 OPERATING TRANSFER IN	\$ 9,434,778	\$ 10,340,780	\$ 10,654,450	18.04	\$ 8,333,200	13.87
8695 OTHER FINANCING SOURCES	\$ 9,434,778	\$ 10,340,780	\$ 10,654,450	18.04	\$ 8,333,200	13.87
1010 GENERAL FUND REVENUE	\$ 57,867,000	\$ 59,488,500	\$ 59,072,850		\$60,076,990	

**GENERAL FUND
EXPENDITURE SUMMARY BY DEPARTMENT**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET	% CHANGE 2005
BIN Building Inspection					
371 BUILDING INSPECTION	\$ 1,926,514	\$ 1,876,140	\$ 2,075,770	\$ 2,105,420	1.40
BIN Building Inspection	\$ 1,926,514	\$ 1,876,140	\$ 2,075,770	\$ 2,105,420	1.40
CC Council/Executive Admin.					
102 COUNCIL	\$ 76,475	\$ 87,850	\$ 85,640	\$ 89,210	4.20
172 MANAGER	769,444	786,150	799,960	826,630	3.30
210 ATTORNEY	1,080,126	1,131,660	1,140,020	1,161,220	1.90
CC Council/Executive Admin.	\$ 1,926,045	\$ 2,005,660	\$ 2,025,620	\$ 2,077,060	2.50
ENG Engineering					
442 ENGINEERING - PROJECTS	\$ 1,006,325	\$ 1,002,650	\$ 1,085,770	\$ 1,055,870	(2.80)
443 ENGINEERING - SUBDIVISION	51,284	122,340	72,440	131,270	81.20
444 ENGINEERING - GENERAL	1,495,589	1,488,960	1,606,630	1,572,250	(2.10)
446 TRAFFIC ENGINEERING	213,557	258,650	249,040	237,170	(4.80)
ENG Engineering	\$ 2,766,755	\$ 2,872,600	\$ 3,013,880	\$ 2,996,560	(0.60)
FIN Finance					
192 ELECTIONS	\$ 136,315	\$ 233,240	\$ 204,460	\$ 215,460	5.40
201 ACCOUNTING	971,208	993,780	990,760	1,036,630	4.60
209 ASSESSING	834,098	844,160	879,690	887,540	0.90
215 CLERK	454,767	469,130	488,210	411,840	(15.60)
223 INDEPENDENT AUDIT	54,557	48,750	50,000	50,000	-
227 HUMAN RESOURCES	456,349	543,010	549,580	553,300	0.70
233 PURCHASING	354,202	367,420	371,750	382,760	3.00
247 BOARD OF REVIEW	1,236	1,390	1,640	1,600	(2.40)
253 TREASURER	513,081	481,340	584,820	546,680	(6.50)
748 COMMUNITY AFFAIRS	555,664	624,850	719,780	620,840	(13.75)
FIN Finance	\$ 4,331,477	\$ 4,607,070	\$ 4,840,690	\$ 4,706,650	(2.80)
FIR Fire					
337 FIRE ADMINISTRATION	\$ 261,207	\$ 264,530	\$ 265,740	\$ 272,860	2.70
338 FIRE OPERATIONS	838,047	942,670	835,070	841,060	0.70
340 FIRE COMPANIES	987,817	1,169,310	1,071,650	1,201,330	12.10
341 FIRE PREVENTION	954,729	983,640	1,003,400	1,061,430	5.80
343 FIRE COMMUNICATIONS	148,810	137,230	141,730	154,230	8.80
344 FIRE HALLS	541,896	539,430	581,410	561,840	(3.40)
FIR Fire	\$ 3,732,506	\$ 4,036,810	\$ 3,899,000	\$ 4,092,750	5.00
LIB Library/Museum					
790 LIBRARY	\$ 4,147,972	\$ 4,378,840	\$ 4,450,680	\$ 4,505,070	1.20
804 MUSEUM BUILDINGS	379,845	419,310	448,430	447,200	(0.30)
807 MUSEUM GROUNDS	19,773	17,930	9,300	21,010	125.90
LIB Library/Museum	\$ 4,547,590	\$ 4,816,080	\$ 4,908,410	\$ 4,973,280	1.30

**GENERAL FUND
EXPENDITURE SUMMARY BY DEPARTMENT**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET	% CHANGE 2005
OGG Other General Government					
265 CITY HALL	\$ 1,044,840	\$ 983,520	\$ 1,103,590	\$ 1,107,960	0.40
268 DISTRICT COURT	211,725	233,660	237,960	241,640	1.50
269 FIRE-POLICE TRAINING CENT	111,145	92,520	94,300	90,480	(4.10)
400 PLANNING	505,484	520,580	533,910	544,450	2.00
405 PLAN COMMISSION	25,579	34,930	36,590	36,040	(1.50)
410 BOARD OF ZONING APPEALS	8,935	9,260	9,570	9,400	(1.80)
740 REAL ESTATE & DEV.	563,519	575,040	603,200	608,750	0.90
OGG Other General Government	\$ 2,471,227	\$ 2,449,510	\$ 2,619,120	\$ 2,638,720	0.70
OTH Other					
965 TRANSFERS OUT	\$ 678,000	\$ 10,000	\$ 10,000	\$ 110,000	1,000.00
OTH Other	\$ 678,000	\$ 10,000	\$ 10,000	\$ 110,000	1,000.00
POL Police					
305 POLICE ADMINISTRATION	\$ 1,486,731	\$ 1,525,080	\$ 1,417,140	\$ 1,540,880	8.73
306 COPS SCHOOL RES. GRANT	-	840	-	-	-
307 CRIMINAL INVESTIGATIONS	1,473,368	1,641,270	1,704,000	1,924,790	13.00
308 CRIME INFORMATION UNIT	323,138	266,160	337,550	115,040	(65.90)
309 SPECIAL INVEST. UNIT	595,943	562,150	635,420	641,880	1.00
311 DRUG ENFORCEMENT	283,272	298,410	287,150	150,800	(47.50)
312 INTERNET CRIMES TASK FORCE	-	690	-	-	-
313 SOC COMM POLICING TASK	47,771	1,000	-	-	-
314 JUVENILE UNIT	604,528	653,050	682,970	645,320	(5.50)
315 UNIFORM PATROL	7,979,181	8,910,560	8,676,030	9,169,560	5.70
316 K NINE	473,111	486,590	479,360	488,380	1.90
317 DIRECTED PATROL	581,344	134,440	583,700	591,480	1.30
318 TRAFFIC UNIT	1,472,549	1,423,250	1,534,950	1,613,450	5.10
319 CROSSING GUARDS	31,317	31,280	44,540	36,110	(18.90)
321 CRIMINAL JUSTICE TRAINING	27,305	30,000	30,000	30,000	-
322 TRAINING	314,608	276,990	359,230	362,560	0.90
325 COMMUNICATIONS	1,811,497	1,904,720	1,949,060	2,034,040	4.40
326 STAFF SERVICES - RECORDS	468,871	462,870	511,540	517,690	1.20
327 COURT OFFICERS	178,890	6,300	-	-	-
328 ANIMAL CONTROL	262,877	280,960	292,290	304,120	4.00
329 LOCKUP	838,626	910,090	910,860	957,010	5.10
330 EMERGENCY RESPONSE & PREP.	42,886	102,360	118,070	123,100	4.30
333 PROPERTY/AUTO POUND	128,420	131,870	139,650	143,630	2.80
334 RESEARCH & TECHNOLOGY	447,699	465,690	462,310	550,690	19.10
335 COMMUNITY SERVICES	669,182	738,990	903,400	678,080	(24.90)
POL Police	\$ 20,543,114	\$ 21,245,610	\$ 22,059,220	\$ 22,618,610	2.55

**GENERAL FUND
EXPENDITURE SUMMARY BY DEPARTMENT**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET	% CHANGE 2005
REC Parks and Recreation					
276 CEMETERY MAINTENANCE	\$ 41,031	\$ 50,730	\$ 52,660	\$ 55,710	5.80
752 PARKS ADMINISTRATION	1,450,685	1,360,400	1,141,070	1,263,230	10.70
753 SUMMER PROGRAM	719,238	738,560	752,900	745,630	(1.00)
754 WINTER PROGRAM	689,587	688,610	710,030	677,430	(4.60)
755 COMMUNITY CENTER	2,095,699	2,253,400	2,299,800	2,401,360	4.40
756 CIVIC CENTER MAINTENANCE	168,755	236,200	241,360	243,300	0.80
758 PARKS GARAGE	69,955	68,820	73,760	73,300	(0.60)
759 ATHLETIC FIELD MAINTENANCE	237,355	283,240	266,870	301,540	13.00
770 PARKS MAINTENANCE	851,026	844,580	951,990	955,790	0.40
771 NATURE CENTER	429,168	410,100	414,140	434,750	5.00
772 PARK EQUIPMENT REPAIR	74,426	73,020	68,920	74,750	8.50
773 PARKS-SPECIAL EVENTS	26,630	37,130	46,260	40,870	(11.70)
774 MAJOR TREE MAINTENANCE	10,374	11,450	20,520	12,650	(38.40)
775 MAJOR TREE PLANTING	903	11,030	10,000	10,830	8.30
776 MAJOR TREE STORM DAMAGE	1,543	2,760	3,910	3,290	(15.90)
777 LOCAL TREE MAINTENANCE	336,275	409,420	349,090	420,320	20.40
778 LOCAL TREE PLANTING	70,385	78,050	84,410	78,200	(7.40)
779 LOCAL TREE STORM DAMAGE	13,949	13,500	19,650	13,890	(29.30)
780 STREET ISLAND MTNCE-MAJOR	168,565	157,450	196,270	179,660	(8.50)
781 STREET ISLAND MTNCE-LOCAL	16,176	22,570	22,890	17,850	(22.00)
782 ST ISLAND MTNCE-NORTHFIEL	46,532	60,160	74,770	68,090	(8.90)
783 STREET ISLAND MTNCE-DDA	279,616	342,760	407,550	381,720	(6.30)
REC Parks and Recreation	\$ 7,797,873	\$ 8,153,940	\$ 8,208,820	\$ 8,454,160	3.00
STS Streets					
448 STREET LIGHTING	\$ 320,235	\$ 369,770	\$ 390,750	\$ 405,290	3.70
464 MAJOR SURFACE MAINTENANCE	439,837	573,120	552,390	562,550	1.80
465 MAJOR GUARD RAILS & POSTS	2,626	4,150	6,370	5,690	(10.70)
466 MAJOR SWEEPING	62,570	64,000	82,820	69,760	(15.80)
469 MAJOR DRAIN STRUCTURES	116,281	124,470	115,620	119,550	3.40
470 MAJOR ROADSIDE CLEANUP	23,984	18,550	16,060	23,260	44.80
471 MAJOR GRASS & WEED CONTROL	103,557	110,510	124,290	115,760	(6.90)
475 MAJOR SIGNS	37,873	35,310	41,210	41,350	0.30
477 MAJOR MARKINGS	83,472	95,660	90,530	95,920	6.00
478 MAJOR SNOW & ICE CONTROL	319,253	372,870	397,900	380,670	(4.30)
479 MAJOR ADMINISTRATION	589,585	506,770	372,770	443,940	19.10
481 LOCAL SURF MTNCE - GRAVEL	53,445	47,970	49,710	52,510	5.60
482 LOCAL SURF MTNCE - ASPHALT	305,169	330,090	182,870	346,390	89.40
483 LOCAL SURF MTNCE - CONCRETE	-	140	178,370	-	(100.00)
485 LOCAL GUARD RAILS & POSTS	4,369	8,840	8,480	8,960	5.70
486 LOCAL SWEEPING	145,439	151,180	169,280	155,230	(8.30)
489 LOCAL DRAIN STRUCTURES	175,720	196,780	275,980	240,390	(12.90)
490 LOCAL ROADSIDE CLEANUP	6,488	4,800	8,330	6,330	(24.00)
491 LOCAL GRASS & WEED CONTROL	3,724	2,800	5,400	4,240	(21.50)
495 LOCAL SIGNS	154,002	166,490	167,090	164,370	(1.60)
497 LOCAL MARKINGS	17,359	17,090	24,470	20,560	(16.00)

**GENERAL FUND
EXPENDITURE SUMMARY BY DEPARTMENT**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET	% CHANGE 2005
498 LOCAL SNOW & ICE CONTROL	\$ 323,656	\$ 391,110	\$ 407,500	\$ 399,300	(2.00)
499 LOCAL ADMINISTRATION	169,550	202,960	203,100	209,390	3.10
500 COUNTY SURFACE MAINTENANCE	22,827	15,610	20,600	17,770	(13.70)
502 COUNTY SNOW & ICE CONTROL	265,691	307,930	332,040	323,270	(2.60)
503 COUNTY ADMINISTRATION	16,074	21,530	22,690	22,000	(3.00)
507 COUNTY SWEEPING	82,212	87,620	93,440	88,430	(5.40)
511 S/W MAINTENANCE-SNOW CONT	20,272	18,320	21,400	21,380	(0.10)
512 S/W MAINTENANCE-GENERAL	127,639	143,610	136,430	143,950	5.50
513 SIDEWALK ADMINISTRATION	11,030	19,010	22,740	19,560	(14.00)
514 RETENTION PONDS	173,098	179,410	261,820	217,510	(16.90)
515 OPEN DRAIN MAINTENANCE	73,000	71,990	133,170	107,960	(18.90)
516 DRAINS ADMINISTRATION	213,134	230,120	238,210	252,980	6.20
517 STORM SEWER & RYD	171,587	141,600	196,940	170,050	(13.70)
519 WEEDS	43,540	40,380	61,550	47,510	(22.80)
STS Streets	\$ 4,678,298	\$ 5,072,560	\$ 5,412,320	\$ 5,303,780	(2.00)
00101 GENERAL FUND	\$ 55,399,399	\$ 57,145,980	\$ 59,072,850	\$ 60,076,990	1.70

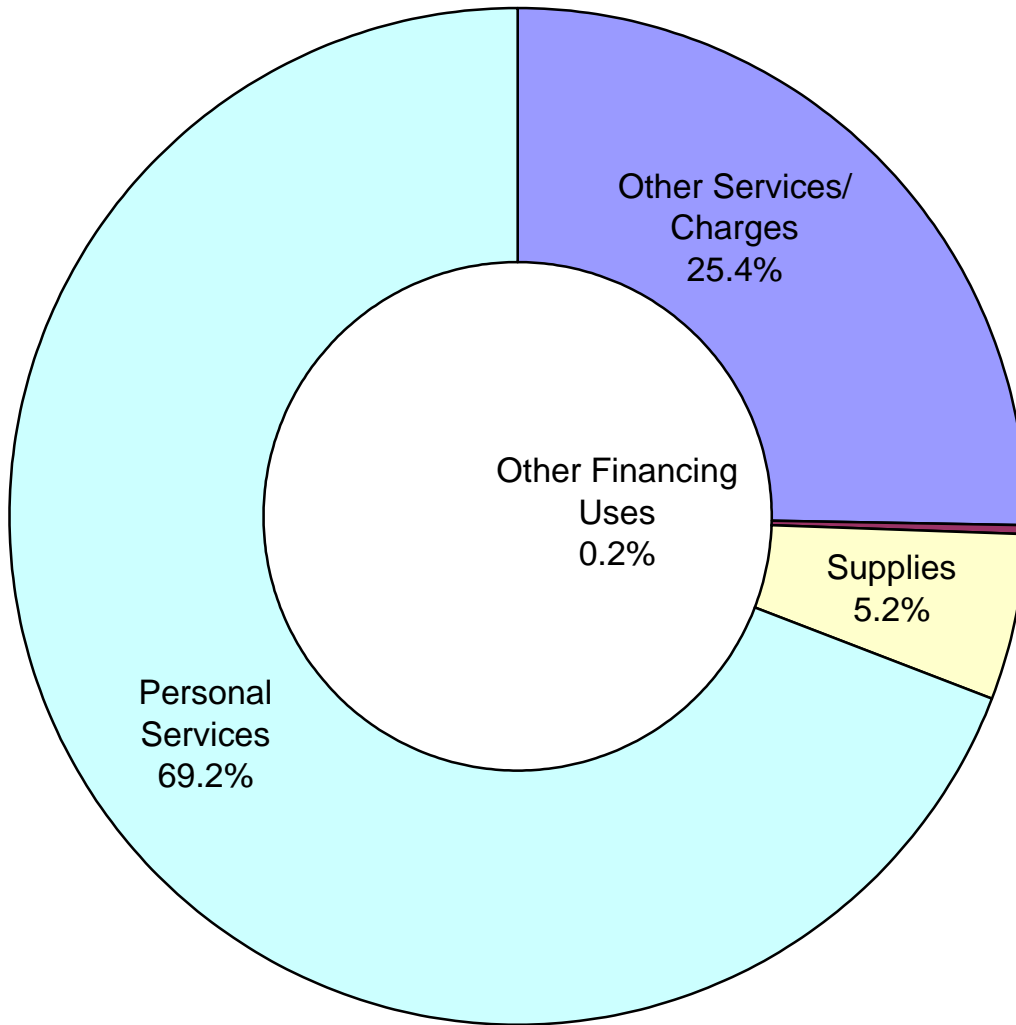
**GENERAL FUND
BUDGETARY CENTERS BY OBJECT**

DESCRIPTION	2001 ACTUAL	2002 ACTUAL	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>BUILDING INSPECTION</u>						
Personal Services Control	\$ 1,530,516	\$ 1,647,310	\$ 1,761,345	\$ 1,700,140	\$ 1,894,380	\$ 1,931,130
Supplies	7,676	8,901	9,915	10,300	9,100	9,800
Other Services/Charges	159,288	155,493	155,254	165,700	172,290	164,490
BUILDING INSPECTION	\$ 1,697,480	\$ 1,811,704	\$ 1,926,514	\$ 1,876,140	\$ 2,075,770	\$ 2,105,420
<u>COUNCIL/EXECUTIVE ADMIN.</u>						
Personal Services Control	\$ 1,359,295	\$ 1,483,324	\$ 1,540,020	\$ 1,571,900	\$ 1,576,600	\$ 1,632,890
Supplies	41,310	40,558	27,239	27,520	28,950	27,800
Other Services/Charges	290,721	326,136	358,786	406,240	420,070	416,370
Capital Outlay	13,855	3,581	-	-	-	-
COUNCIL/EXECUTIVE ADMIN.	\$ 1,705,181	\$ 1,853,599	\$ 1,926,045	\$ 2,005,660	\$ 2,025,620	\$ 2,077,060
<u>ENGINEERING</u>						
Personal Services Control	\$ 2,037,050	\$ 2,062,526	\$ 2,174,354	\$ 2,270,290	\$ 2,393,260	\$ 2,422,970
Supplies	43,123	34,273	24,522	27,200	32,100	27,050
Other Services/Charges	542,177	482,836	552,294	556,310	570,120	529,540
Capital Outlay	12,447	20,557	15,586	18,800	18,400	17,000
ENGINEERING	\$ 2,634,797	\$ 2,600,192	\$ 2,766,756	\$ 2,872,600	\$ 3,013,880	\$ 2,996,560
<u>FINANCE</u>						
Personal Services Control	\$ 3,198,185	\$ 3,406,946	\$ 3,548,641	\$ 3,701,720	\$ 3,769,300	\$ 3,787,540
Supplies	156,458	169,526	151,713	170,950	169,390	164,350
Other Services/Charges	564,836	591,590	631,124	734,400	902,000	754,760
FINANCE	\$ 3,919,479	\$ 4,168,062	\$ 4,331,478	\$ 4,607,070	\$ 4,840,690	\$ 4,706,650
<u>FIRE</u>						
Personal Services Control	\$ 1,369,265	\$ 1,518,525	\$ 1,576,659	\$ 1,598,930	\$ 1,637,960	\$ 1,715,800
Supplies	339,159	343,786	291,696	305,280	312,700	336,140
Other Services/Charges	1,527,676	1,688,496	1,801,104	1,969,640	1,908,340	2,040,810
Capital Outlay	77,476	29,051	63,047	162,960	40,000	-
FIRE	\$ 3,313,576	\$ 3,579,858	\$ 3,732,506	\$ 4,036,810	\$ 3,899,000	\$ 4,092,750
<u>LIBRARY/MUSEUM</u>						
Personal Services Control	\$ 2,382,142	\$ 2,616,734	\$ 2,671,725	\$ 2,846,060	\$ 2,900,160	\$ 3,001,530
Supplies	103,832	110,018	854,259	885,400	881,600	880,150
Other Services/Charges	885,308	1,034,981	1,020,753	1,080,070	1,126,650	1,091,600
Capital Outlay	671,376	712,542	852	4,550	-	-
LIBRARY/MUSEUM	\$ 4,042,658	\$ 4,474,275	\$ 4,547,589	\$ 4,816,080	\$ 4,908,410	\$ 4,973,280
<u>OTHER GENERAL GOVT.</u>						
Personal Services Control	\$ 862,956	\$ 935,226	\$ 979,602	\$ 992,230	\$ 1,029,380	\$ 1,056,420
Supplies	28,004	29,519	23,667	28,450	33,460	27,800
Other Services/Charges	1,086,436	1,192,871	1,467,958	1,428,830	1,556,280	1,554,500
Capital Outlay	1,903	-	-	-	-	-
OTHER GENERAL GOVT.	\$ 1,979,299	\$ 2,157,616	\$ 2,471,227	\$ 2,449,510	\$ 2,619,120	\$ 2,638,720

**GENERAL FUND
BUDGETARY CENTERS BY OBJECT**

DESCRIPTION	2001 ACTUAL	2002 ACTUAL	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>OTHER</u>						
Operating Transfer Out	\$ 2,919,290	\$ 10,000	\$ 678,000	\$ 10,000	\$ 10,000	\$ 110,000
OTHER	\$ 2,919,290	\$ 10,000	\$ 678,000	\$ 10,000	\$ 10,000	\$ 110,000
<u>POLICE</u>						
Personal Services Control	\$ 16,472,562	\$ 16,742,348	\$ 17,409,757	\$ 17,995,100	\$ 18,822,740	\$ 19,132,980
Supplies	311,633	369,245	389,588	393,310	410,380	462,540
Other Services/Charges	2,755,047	2,638,870	2,673,241	2,783,200	2,752,100	3,023,090
Capital Outlay	134,678	87,331	70,527	74,000	74,000	-
POLICE	\$ 19,673,920	\$ 19,837,794	\$ 20,543,113	\$ 21,245,610	\$ 22,059,220	\$ 22,618,610
<u>PARKS AND RECREATION</u>						
Personal Services Control	\$ 3,002,685	\$ 3,647,409	\$ 3,765,459	\$ 3,990,900	\$ 3,903,300	\$ 4,108,280
Supplies	439,351	513,008	540,649	541,890	554,470	549,110
Other Services/Charges	2,712,899	3,080,819	3,488,900	3,621,150	3,751,050	3,796,770
Capital Outlay	27,425	6,024	2,864	-	-	-
PARKS AND RECREATION	\$ 6,182,360	\$ 7,247,260	\$ 7,797,872	\$ 8,153,940	\$ 8,208,820	\$ 8,454,160
<u>STREETS</u>						
Personal Services Control	\$ 2,321,160	\$ 2,496,405	\$ 2,473,533	\$ 2,615,610	\$ 2,756,020	\$ 2,756,340
Supplies	428,040	580,769	562,643	665,820	708,830	646,690
Other Services/Charges	1,659,152	1,853,650	1,642,122	1,791,130	1,947,470	1,900,750
Capital Outlay	87,161	-	-	-	-	-
STREETS	\$ 4,495,513	\$ 4,930,824	\$ 4,678,298	\$ 5,072,560	\$ 5,412,320	\$ 5,303,780
GENERAL FUND	\$ 52,563,553	\$ 52,671,184	\$ 55,399,398	\$ 57,145,980	\$ 59,072,850	\$ 60,076,990

2005/06 GENERAL FUND EXPENDITURES BY OBJECT



TOTAL GENERAL FUND BUDGET IS \$60,076,990

This graph shows expenditures by object as a percent of the General Fund.

**GENERAL FUND
EXPENDITURE HISTORY BY DEPARTMENT**

DESCRIPTION	2001 ACTUAL	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
<u>BUILDING INSPECTION</u>					
Building Inspection	\$ 1,697,480	\$ 1,811,704	\$ 1,926,514	\$ 2,075,770	\$ 2,105,420
BUILDING INSPECTION	\$ 1,697,480	\$ 1,811,704	\$ 1,926,514	\$ 2,075,770	\$ 2,105,420
<u>COUNCIL/EXECUTIVE ADMIN.</u>					
Council	\$ 91,092	\$ 89,303	\$ 76,475	\$ 85,640	\$ 89,210
Manager	711,644	750,138	769,444	799,960	826,630
Attorney	902,445	1,014,159	1,080,126	1,140,020	1,161,220
COUNCIL/EXECUTIVE ADMIN.	\$ 1,705,181	\$ 1,853,600	\$ 1,926,045	\$ 2,025,620	\$ 2,077,060
<u>ENGINEERING</u>					
Engineering - Projects	\$ 927,249	\$ 906,374	\$ 1,006,325	\$ 1,085,770	\$ 1,055,870
Engineering - Subdivisions	101,678	48,939	51,284	72,440	131,270
Engineering - General	1,386,652	1,438,134	1,495,589	1,606,630	1,572,250
Traffic Engineering	219,217	206,744	213,557	249,040	237,170
ENGINEERING	\$ 2,634,796	\$ 2,600,191	\$ 2,766,755	\$ 3,013,880	\$ 2,996,560
<u>FINANCE</u>					
Elections	\$ 122,498	\$ 189,507	\$ 136,315	\$ 204,460	\$ 215,460
Accounting	851,496	853,325	971,208	990,760	1,036,630
Assessing	787,947	835,226	834,098	879,690	887,540
Clerk	370,731	420,231	454,767	488,210	411,840
Independent Audit	41,424	42,183	54,557	50,000	50,000
Human Resources	454,680	468,294	456,349	549,580	553,300
Purchasing	318,454	345,508	354,202	371,750	382,760
Board of Review	1,258	1,118	1,236	1,640	1,600
Treasurer	456,242	446,799	513,081	584,820	546,680
Community Affairs	514,749	565,871	555,664	719,780	620,840
FINANCE	\$ 3,919,479	\$ 4,168,062	\$ 4,331,477	\$ 4,840,690	\$ 4,706,650
<u>FIRE</u>					
Fire Administration	\$ 232,979	\$ 256,251	\$ 261,207	\$ 265,740	\$ 272,860
Fire Operations	795,804	805,175	838,047	835,070	841,060
Fire Companies	773,278	893,706	987,817	1,071,650	1,201,330
Fire Prevention	854,286	918,915	954,729	1,003,400	1,061,430
Fire Communications	134,791	133,245	148,810	141,730	154,230
Fire Halls	522,437	572,566	541,896	581,410	561,840
FIRE	\$ 3,313,575	\$ 3,579,858	\$ 3,732,506	\$ 3,899,000	\$ 4,092,750

**GENERAL FUND
EXPENDITURE HISTORY BY DEPARTMENT**

DESCRIPTION	2001 ACTUAL	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
<u>LIBRARY/MUSEUM</u>					
Library	\$ 3,658,862	\$ 4,031,920	\$ 4,147,972	\$ 4,450,680	\$ 4,505,070
Museum Buildings	362,338	418,038	379,845	448,430	447,200
Museum Grounds	21,458	24,317	19,773	9,300	21,010
LIBRARY/MUSEUM	\$ 4,042,658	\$ 4,474,275	\$ 4,547,590	\$ 4,908,410	\$ 4,973,280
<u>OTHER GENERAL GOVERNMENT</u>					
City Hall	\$ 771,419	\$ 787,072	\$ 1,044,840	\$ 1,103,590	\$ 1,107,960
District Court	193,939	203,187	211,725	237,960	241,640
Fire-Police Training Center	36,083	101,009	111,145	94,300	90,480
Planning	415,625	483,031	505,484	533,910	544,450
Planning Commission	19,039	27,948	25,579	36,590	36,040
Board of Zoning Appeals	9,063	7,770	8,935	9,570	9,400
Real Estate & Development	534,130	547,600	563,519	603,200	608,750
OTHER GENERAL GOVERNMENT	\$ 1,979,298	\$ 2,157,617	\$ 2,471,227	\$ 2,619,120	\$ 2,638,720
<u>OTHER</u>					
Transfers Out	\$ 2,919,290	\$ 10,000	\$ 678,000	\$ 10,000	\$ 110,000
OTHER	\$ 2,919,290	\$ 10,000	\$ 678,000	\$ 10,000	\$ 110,000
<u>POLICE</u>					
Police Administration	\$ 1,264,737	\$ 1,409,801	\$ 1,486,731	\$ 1,417,140	\$ 1,540,880
COPS School Resource Grant	69,729	77,867	-	-	-
Criminal Investigations	1,311,367	1,321,822	1,473,368	1,704,000	1,924,790
Crime Information Unit	201,408	185,843	323,138	337,550	115,040
Special Investigations Unit	601,379	542,239	595,943	635,420	641,880
Drug Enforcement	263,683	313,841	283,272	287,150	150,800
Internet Crimes Task Force	91,004	88,549	-	-	-
SOC Comm Policing Task Force	128,799	125,048	47,771	-	-
Juvenile Unit	627,834	677,904	604,528	682,970	645,320
Uniform Patrol	7,294,520	7,378,653	7,979,181	8,676,030	9,169,560
K Nine	451,316	448,529	473,111	479,360	488,380
Directed Patrol	511,068	518,151	581,344	583,700	591,480
Traffic Unit	1,346,613	1,339,484	1,472,549	1,534,950	1,613,450
Crossing Guards	42,658	37,677	31,317	44,540	36,110
Criminal Justice Training	27,962	27,809	27,305	30,000	30,000
Training	324,330	315,335	314,608	359,230	362,560
Communications	1,780,889	1,775,210	1,811,497	1,949,060	2,034,040
Staff Services - Records	470,006	471,479	468,871	511,540	517,690

**GENERAL FUND
EXPENDITURE HISTORY BY DEPARTMENT**

DESCRIPTION	2001 ACTUAL	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
Court Officers	\$ 194,321	\$ 214,228	\$ 178,890	\$ -	\$ -
Animal Control	284,058	255,208	262,877	292,290	304,120
Lockup	922,447	897,470	838,626	910,860	957,010
Emergency Response & Preparedne	108,590	93,405	42,886	118,070	123,100
Property/Auto Pound	124,372	124,073	128,420	139,650	143,630
Research & Technology	398,992	402,228	447,699	462,310	550,690
Community Service	831,840	795,942	669,182	903,400	678,080
POLICE	\$ 19,673,922	\$ 19,837,795	\$ 20,543,114	\$ 22,059,220	\$ 22,618,610
 <u>PARKS AND RECREATION</u>					
Cemetary Maintenance	\$ 51,927	\$ 37,677	\$ 41,031	\$ 52,660	\$ 55,710
Parks Administration	1,203,139	1,338,035	1,450,685	1,141,070	1,263,230
Summer Program	668,406	651,696	719,238	752,900	745,630
Winter Program	635,590	696,304	689,587	710,030	677,430
Community Center	1,110,251	1,881,341	2,095,699	2,299,800	2,401,360
Civic Center Maintenance	207,983	191,582	168,755	241,360	243,300
Parks Garage	63,992	56,306	69,955	73,760	73,300
Athletic Field Maintenance	213,094	236,238	237,355	266,870	301,540
Parks Maintenance	818,780	713,994	851,026	951,990	955,790
Nature Center	378,742	414,834	429,168	414,140	434,750
Park Equipment Repair	58,244	57,194	74,426	68,920	74,750
Parks - Special Events	44,069	37,308	26,630	46,260	40,870
Major Tree Maintenance	11,976	19,395	10,374	20,520	12,650
Major Tree Planting	2,190	7,163	903	10,000	10,830
Major Tree Storm Damage	1,085	2,632	1,543	3,910	3,290
Local Tree Maintenance	265,150	313,261	336,275	349,090	420,320
Local Tree Planting	59,502	68,664	70,385	84,410	78,200
Local Tree Storm Damage	9,475	17,778	13,949	19,650	13,890
Street Island Maint - Major	163,937	174,366	168,565	196,270	179,660
Street Island Maint - Local	15,359	16,877	16,176	22,890	17,850
Street Island Maint - Northfld Hills	50,819	61,265	46,532	74,770	68,090
Street Island Maintenance - DDA	148,650	253,349	279,616	407,550	381,720
PARKS AND RECREATION	\$ 6,182,360	\$ 7,247,259	\$ 7,797,873	\$ 8,208,820	\$ 8,454,160
 <u>STREETS</u>					
Street Lighting	\$ 300,827	\$ 372,843	\$ 320,235	\$ 390,750	\$ 405,290
Major Surface Maintenance	563,823	505,636	439,837	552,390	562,550
Major Guard Rails & Posts	658	2,391	2,626	6,370	5,690
Major Sweeping	79,769	66,544	62,570	82,820	69,760
Major Drain Structures	104,151	124,281	116,281	115,620	119,550
Major Roadside Cleanup	8,403	14,265	23,984	16,060	23,260
Major Grass and Weed Control	111,689	110,930	103,557	124,290	115,760
Major Signs	24,903	37,758	37,873	41,210	41,350
Major Markings	43,970	67,476	83,472	90,530	95,920
Major Snow & Ice Control	180,113	383,063	319,253	397,900	380,670
Major Administration	574,752	575,128	589,585	372,770	443,940

**GENERAL FUND
EXPENDITURE HISTORY BY DEPARTMENT**

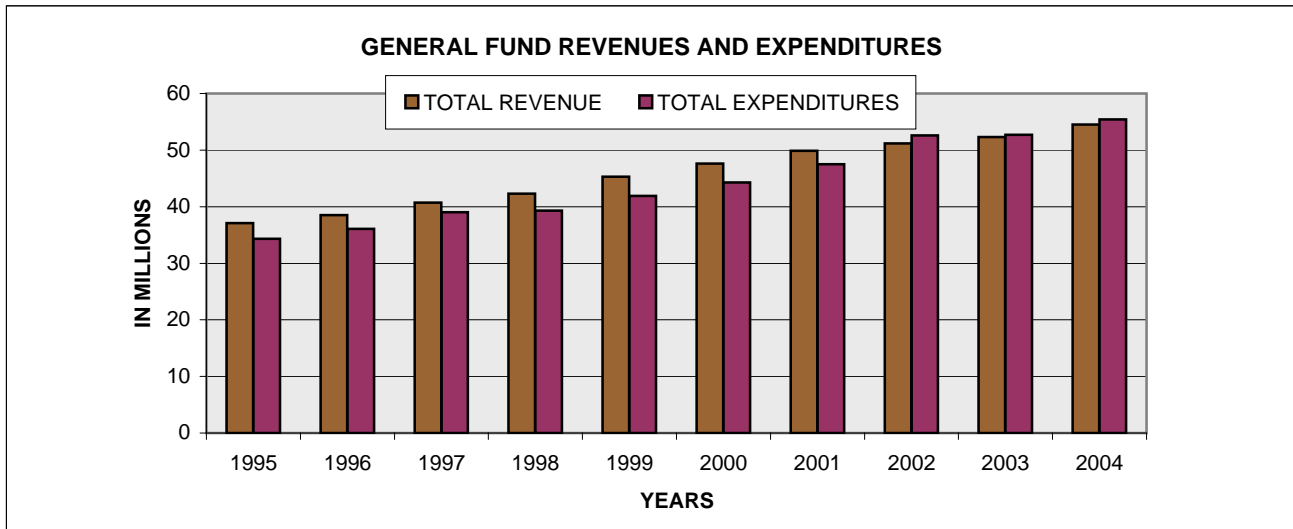
DESCRIPTION	2001 ACTUAL	2002 ACTUAL	2003 ACTUAL	2004 BUDGET	2005 BUDGET
Local Surface Maint. - Gravel	\$ 40,245	\$ 23,857	\$ 53,445	\$ 49,710	\$ 52,510
Local Surface Maint. - Asphalt	83,052	107,408	305,169	182,870	346,390
Local Surface Maint. - Concrete	183,655	164,752	-	178,370	-
Local Guard Rails & Posts	5,730	6,716	4,369	8,480	8,960
Local Sweeping	156,094	124,375	145,439	169,280	155,230
Local Drain Structures	247,093	209,536	175,720	275,980	240,390
Local Roadside Cleanup	4,241	2,462	6,488	8,330	6,330
Local Grass & Weed Control	1,047	3,901	3,724	5,400	4,240
Local Dust Control	22,604	33,309	-	-	-
Local Signs	166,522	160,417	154,002	167,090	164,370
Local Markings	10,504	2,888	17,359	24,470	20,560
Local Snow & Ice Control	175,095	369,180	323,656	407,500	399,300
Local Administration	248,305	174,681	169,550	203,100	209,390
County Surface Maintenance	\$ 17,635	\$ 15,321	\$ 22,827	\$ 20,600	\$ 17,770
County Snow & Ice Control	171,360	311,142	265,691	332,040	323,270
County Administration	14,632	15,360	16,074	22,690	22,000
County Sweeping	81,774	73,449	82,212	93,440	88,430
S/W Maintenance - Snow Control	6,254	18,840	20,272	21,400	21,380
S/W Maintenance - General	122,954	107,640	127,639	136,430	143,950
Sidewalk Administration	15,313	9,449	11,030	22,740	19,560
Retention Ponds	230,081	250,037	173,098	261,820	217,510
Open Drain Maintenance	149,548	101,077	73,000	133,170	107,960
Drains Administration	170,194	214,446	213,134	238,210	252,980
Storm Sewer & RYD	126,016	124,945	171,587	196,940	170,050
Weeds	52,504	45,322	43,540	61,550	47,510
STREETS	\$ 4,495,510	\$ 4,930,825	\$ 4,678,298	\$ 5,412,320	\$ 5,303,780
GENERAL FUND	\$ 52,563,549	\$ 52,671,186	\$ 55,399,399	\$ 59,072,850	\$ 60,076,990

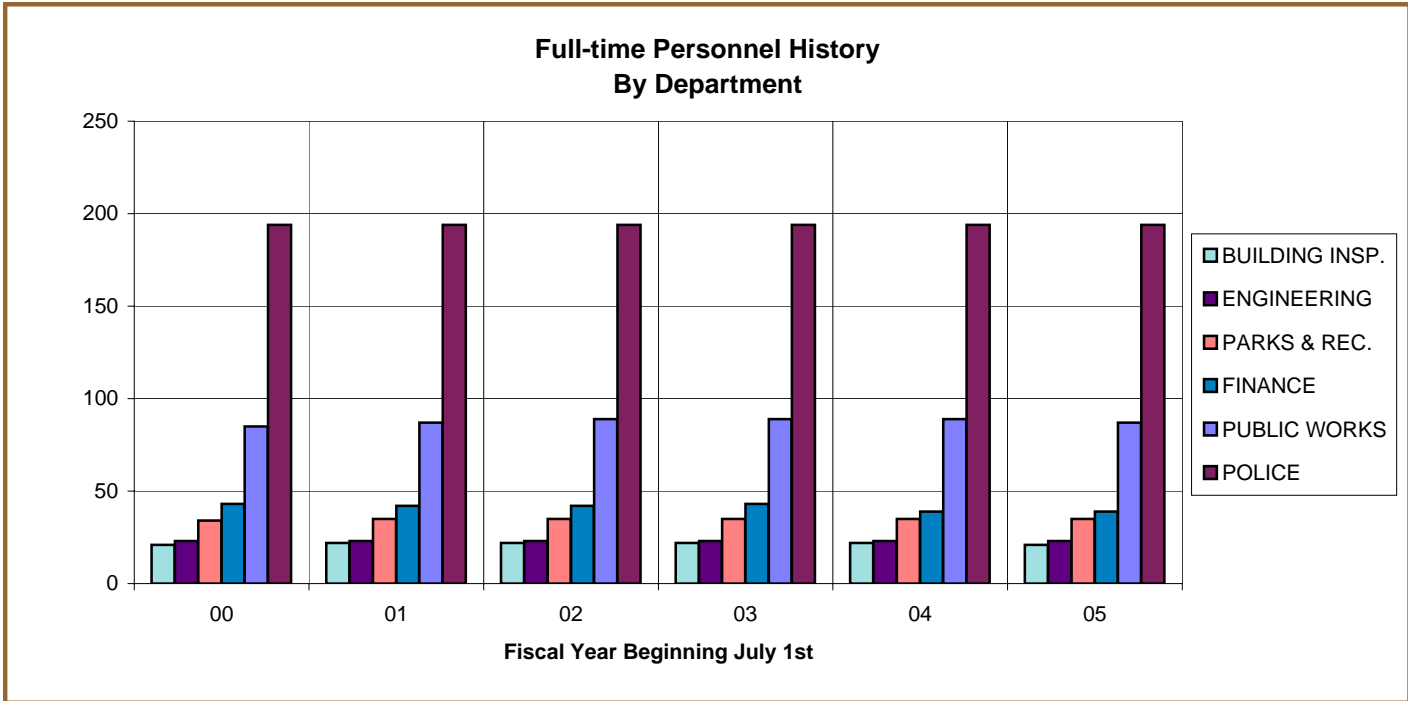
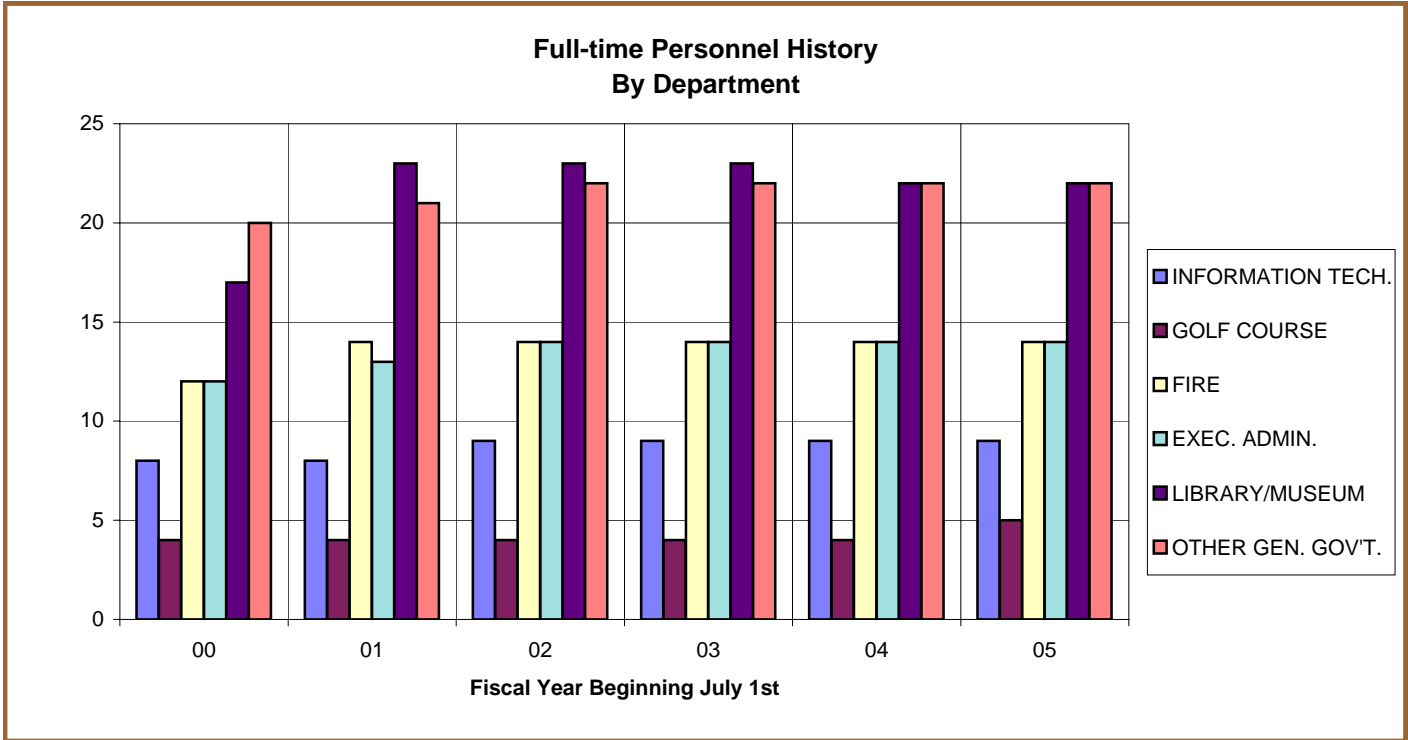
**GENERAL FUND
EXPENDITURES SUMMARY BY ACCOUNT**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	%	2005 BUDGET	%
7000 EXPENSES						
7701 PERSONAL SERVICE CONTROL						
7702 Personal Service	\$ 25,972,611	\$ 27,003,680	\$ 27,984,930	47.37	\$ 28,282,710	47.08
7703 Elected & Appointed	23,150	23,800	26,100	0.04	25,000	0.04
7704 Election Inspectors	24,029	85,000	70,000	0.12	48,000	0.08
7705 Holiday	-	-	-	-	-	-
7706 Personal Business	-	-	-	-	-	-
7707 S/A Supplement	-	-	-	-	-	-
7708 Union Business	-	-	-	-	-	-
7709 Funeral Leave	-	-	-	-	-	-
7710 Injury Leave	-	-	-	-	-	-
7711 Jury Duty	-	-	-	-	-	-
7715 FICA	1,969,555	2,021,930	2,124,240	3.60	2,141,940	3.57
7716 Disab Pay-Volunteer FF	-	-	6,000	0.01	-	-
7717 Workers Comp & Unemp	430,476	539,160	466,640	0.79	601,820	1.00
7718 Sick Pay Allowance	1,253,767	1,151,990	1,319,340	2.23	1,324,820	2.21
7719 Hosp & Life Ins	3,634,694	3,664,430	3,727,950	6.31	3,805,250	6.33
7720 Vacation	1,638,725	1,678,820	1,934,680	3.28	1,977,590	3.29
7722 Retirement	2,954,088	3,114,070	3,023,220	5.12	3,338,750	5.56
7701 PERSONAL SERVICE CONTROL	\$ 37,901,095	\$ 39,282,880	\$ 40,683,100	68.87	\$ 41,545,880	69.16
7726 SUPPLIES						
7728 Office Supplies	\$ 256,746	\$ 236,100	\$ 239,860	0.41	\$ 231,820	0.39
7730 Postage	172,689	183,430	184,120	0.31	184,960	0.31
7735 Photographic Supplies	1,315	1,200	2,950	0.00	1,550	0.00
7736 Supplies for Resale	16,950	15,000	15,000	0.03	15,000	0.02
7740 Operating Supplies	1,585,293	1,663,780	1,685,540	2.85	1,724,940	2.87
7751 Gasoline & Oil	12,110	11,200	7,800	0.01	11,800	0.02
7766 Tools	15,595	27,000	41,000	0.07	28,000	0.05
7768 Uniforms	204,211	221,920	228,720	0.39	252,470	0.42
7774 Repair/Mtnce Supplies	610,983	696,490	735,990	1.25	680,890	1.13
7726 SUPPLIES	\$ 2,875,892	\$ 3,056,120	\$ 3,140,980	5.32	\$ 3,131,430	5.21
7800 OTHER SERVICES/CHARGES						
7801 Professional Services	\$ 1,045,974	\$ 909,160	\$ 1,019,560	1.73	\$ 1,053,420	1.75
7802 Contractual Services	3,398,215	3,657,320	3,869,400	6.55	3,915,220	6.52
7814 Computer Services	1,347,307	1,424,960	1,424,260	2.41	1,473,770	2.45
7816 Consultant Services	352,556	385,000	427,000	0.72	363,000	0.60
7835 Health Services	87,212	67,710	38,830	0.07	108,400	0.18
7850 Communications	114,004	92,850	98,400	0.17	94,530	0.16
7860 Transportation	92,528	92,310	93,820	0.16	94,970	0.16
7880 Community Promotion	71,977	106,750	125,900	0.21	88,400	0.15
7900 Printing & Publishing	293,382	280,300	307,940	0.52	283,750	0.47
7905 Other Fees	76,999	68,000	70,000	0.12	69,000	0.11
7920 Public Utilities	2,050,979	2,235,330	2,322,510	3.93	2,361,820	3.93
7940 Rentals	2,875,778	3,016,760	3,091,990	5.23	3,047,270	5.07

**GENERAL FUND
EXPENDITURES SUMMARY BY ACCOUNT**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	%	2005 BUDGET	%
7950 Insurance-Other	\$ 252,024	\$ 239,540	\$ 240,270	0.41	\$ 237,480	0.40
7951 Advertising	8,553	11,500	11,000	0.02	10,500	0.02
7952 Witness Fees	732	2,000	2,000	0.00	2,000	0.00
7953 Filing & Recording Fees	1,082	2,300	3,300	0.01	2,300	0.00
7954 Depositions & Transcripts	4,660	6,000	6,000	0.01	6,000	0.01
7955 Miscellaneous	1,107,224	1,276,340	1,169,060	1.98	1,310,880	2.18
7958 Membership & Dues	95,823	121,000	126,990	0.21	138,070	0.23
7960 Education & Training	286,240	309,500	332,440	0.56	340,900	0.57
7961 Police APCO Training	780	-	-	-	-	-
7962 Other	134,132	132,040	125,700	0.21	121,000	0.20
7964 Tax Refunds	93,373	100,000	200,000	0.34	150,000	0.25
7800 OTHER SERVICES/CHARGES	\$ 13,791,534	\$ 14,536,670	\$ 15,106,370	25.57	\$ 15,272,680	25.42
7970 CAPITAL OUTLAY						
7978 Equipment-General	\$ 56,405	\$ 146,450	\$ 46,000	0.08	\$ -	-
7979 Equipment-Vehicle	24,904	28,510	28,000	0.05	-	-
7980 Equipment-Office	71,566	85,350	58,400	0.10	17,000	0.03
7970 CAPITAL OUTLAY	\$ 152,875	\$ 260,310	\$ 132,400	0.22	\$ 17,000	0.03
7000 EXPENSES	\$ 54,721,396	\$ 57,135,980	\$ 59,062,850	99.98	\$ 59,966,990	99.82
8990 OTHER FINANCING USES						
8999 OPERATING TRANSFER OUT	\$ 678,000	\$ 10,000	\$ 10,000	0.02	\$ 110,000	0.18
8990 OTHER FINANCING USES	\$ 678,000	\$ 10,000	\$ 10,000	0.02	\$ 110,000	0.18
00101 GENERAL FUND	\$ 55,399,396	\$ 57,145,980	\$ 59,072,850		\$ 60,076,990	





These graphs show the number of full-time employees by department for the past six years

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>BUILDING INSPECTION</u>										
Director of Building and Zoning	1		1		1		1		1	
Account Clerk I	0		0		0		0		5	
Clerk/Typist	5		5		5		5		0	
Inspector	11		11		11		11		10	2
Inspector Supervisor	2		2		2		2		2	
Plan Analyst	1		1		1		1		1	
Plan Examiner/Coordinator	1		1		1		1		1	
Secretary II	1		1		1		1		1	
TOTAL	22	0	22	0	22	0	22	0	21	2
<u>EXECUTIVE ADMINISTRATION</u>										
<u>CITY MANAGER'S OFFICE</u>										
City Manager	1		1		1		1		1	
Assistant City Manager/Finance	1		1		1		1		1	
Assistant City Manager/Services	1		1		1		1		1	
Administrative Aide	0		0		1		1		1	
Admin. Assistant. to City Manager	0		0		0		1		1	
Assistant to City Manager	1		1		1		1		1	
Manager's Office Secretary	1		1		0		0		0	
Office Coordinator	1		1		1		0		0	
TOTAL	6	0	6	0	6	0	6	0	6	0
<u>CITY ATTORNEY'S OFFICE</u>										
City Attorney	1		1		1		1		1	
Assistant City Attorney	3	1	1	0	1	0	1		1	
Attorney II	0		3		3		3		3	
Clerk/Typist		1		1		1		1		1
Legal Assistant	2		2		2		2		2	
Legal Secretary	1		1		1		1		1	
TOTAL	7	2	8	1	8	1	8	1	8	1
TOTAL EXECUTIVE ADMINISTRATION	13	2	14	1	14	1	14	1	14	1

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>ENGINEERING</u>										
City Engineer	1		1		1		1		1	
Deputy City Engineers	2		2		2		2		2	
Civil Engineer	3		3		3		3		3	
Clerk/Typist (Part-Time)		2		2		2		2		1
Engineering Assistant	1		1		1		1		1	
Engineering Intern		3		3		3		3		3
Engineering Specialist	7		7		7		7		7	
Engineering Technician	1		1		1		1		1	
Environmental Specialist	1		1		1		1		1	
GIS Data Analyst	1		1		1		1		1	
Inspector	1		1		1		1		1	
Inspector Supervisor	1		1		1		1		1	
Land Surveyor	1		1		1		1		1	
Project Manager	1		1		1		1		1	
Secretary	1		1		1		1		1	
Sr. Traffic Technician (Part-Time)		1		1		1		1		1
Survey Supervisor	1		1		1		1		1	
Traffic Technician (Part-Time)		1		1		1		1		1
TOTAL	23	7	23	7	23	7	23	7	23	6

FINANCE

**ACCOUNTING/RISK
MANAGEMENT**

Financial Services Director	1		1		1		1		1	
Account Clerk I	2		3		2		1.5		1.5	
Account Clerk II	0		0		1		1		1	
Accountant	5		5		5		5		5	
Data Processing Clerk	1		0		0		0		0	
Insurance Safety Coordinator	1		1		1		1		1	
Risk Manager	1		1		1		1		1	
TOTAL	11	0	11	0	11	0	10.5	0	10.5	0

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>ASSESSING</u>										
City Assessor	1		1		1		1		1	
Deputy Assessor	1		1		1		1		1	
Appraiser	5		5		5		4	1	4	1
Clerk/Typist	3		3		3		2	1	2	1
TOTAL	10	0	10	0	10	0	8	2	8	2
<u>CLERK</u>										
City Clerk	1		1		1		1		1	
Deputy City Clerk	1		1		1		1		1	
Clerk/Typist	4	1	4	2	5	2	4	2	0	2
Office Assistant I	0		0		0		0		3	
Office Assistant II	0		0		0		0		1	
TOTAL	6	1	6	2	7	2	6	2	6	2
<u>HUMAN RESOURCES</u>										
Human Resources Director	1		1		1		1		1	
Human Resources Specialist	2		2		2		2		2	
Clerk/Typist		1		1		1		1		1
Secretary II	1		1		1		1		1	
TOTAL	4	1	4	1	4	1	4	1	4	1
<u>PURCHASING</u>										
Purchasing Director	1		1		1		1		1	
Associate Buyer	1		1		1		1		1	
Buyer	1		1		0		0		0	
Clerk/Typist (Part Time)		1		1		1		1		1
Purchasing Systems Administrator	0		0		1		1		1	
TOTAL	3	1	3	1	3	1	3	1	3	1
<u>TREASURER</u>										
City Treasurer	1		1		1		1		1	
Account Clerk II	0		0		1		1		1	
Account Clerk I	4		4		3		2.5		2.5	
TOTAL	5	0	5	0	5	0	4.5	0	4.5	0
<u>COMMUNITY AFFAIRS</u>										
Community Affairs Director	1		1		1		1		1	
Cable Production Assistant						1		1		1
Camera Operator	0	3		3		3		3		3
Community Affairs Assistant						1		2		2
Community Affairs Officer	2	2	2	2	2	2	2	3	2	
Intern		1		1		1		0		0
TOTAL	3	6	3	6	3	8	3	9	3	6
TOTAL FINANCE	42	9	42	10	43	12	39	15	39	12

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>FIRE</u>										
Fire Chief	1		1		1		1		1	
Division Assistant Chief	2		2		2		2		2	
Clerk Typist		0		0		0		0		1
Fire Staff Assistant		2		2		2		2		1
Fire Staff Lieutenant	10		10		10		10		10	
Secretary	1		1		1		1		1	
TOTAL	14	2	14	2	14	2	14	2	14	2
<u>LIBRARY/MUSEUM</u>										
Administrative Aide	1		1		1		1		1	
Clerk/Typist (Part Time)		1		1		1		1		1
Librarian (Part Time)		12		15		15		13		13
Librarian I	10		10		10		10		10	
Librarian II	3		3		3		3		3	
Library Aide	2	10	2	10	2	11	2	11	2	11
Library Assistant		21		28		35		39		39
Library Director	1		1		1		1		1	
Operations Coordinator	2		2		2		2		2	
Page (Part Time)		22		31		24		24		24
Secretary	1		1		1		1		1	
TOTAL	20	66	20	85	20	86	20	88	20	88
<u>MUSEUM</u>										
Museum Manager	1		1		1		1		1	
Archivist	1		1		1		1		1	
Education Coordinator	1		1		1		0		0	
Museum Aide (Part Time)		3		3		3		9		9
Museum Assistant (Part Time)		1		1		2		0		0
Page (Part Time)				1		0		0		0
TOTAL	3	4	3	5	3	5	2	9	2	9
<u>TOTAL LIBRARY/MUSEUM</u>	23	70	23	90	23	91	22	97	22	97
<u>OTHER GENERAL GOVERNMENT</u>										
<u>REAL ESTATE & DEVELOPMENT</u>										
Real Estate & Dev. Director	1		1		1		1		1	
Aide	0	1		1		1		1		0
Clerk/Typist		0		0		0		0		1
Right of Way Specialist	2		2		2		2		2	
Secretary	1		1		1		1		1	
Sr. Right of Way Representative	1		1		1		1		1	
TOTAL	5	1	5	1	5	1	5	1	5	1

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>BUILDING OPERATIONS</u>										
Director of Building Operations	1		1		1		1		1	
Superintendent of Building Operations	1		1		1		1		1	
Building Maintenance Specialist	8		9		9		9		9	
Clerk/Typist		1		1		1		1		1
Maintenance Personnel		1		1		1		1		1
Secretary	1		1		1		1		1	
TOTAL	11	2	12	2	12	2	12	2	12	2
<u>PLANNING</u>										
Planning Director	1		1		1		1		1	
Planner	2		2		2		2		2	
Principial Planner	1		1		1		1		1	
Secretary	1		1		1		1		1	
TOTAL	5	0	5	0	5	0	5	0	5	0
TOTAL OTHER										
GENERAL GOVERNMENT	21	3	22	3	22	3	22	3	22	3
<u>POLICE</u>										
Chief of Police	1		1		1		1		1	
Captain	3		3		3		3		3	
Account Clerk	1		1		0		0		0	
Administrative Aide	0		0		1		1		1	
Animal Control Officer	3		3		3		3		3	
Clerk/Typist	10		5		4		4		0	
Communications Manager	1		1		1		1		1	
Communications Supervisor	8		8		8		8		8	
Crossing Guard		10		12		12		12		12
Intern		1		1		1		1		1
Lieutenant	10		10		10		10		10	
Office Assistant I	0		0		0		0		1	
Office Assistant II	0		0		0		0		3	
Office Coordinator	1		1		1		1		1	
Police Officer	100		100		100		100		100	
Police Records Supervisor	1		1		1		1		1	
Police Service Aide	31		31		31		31		31	
Records Clerk	0		5		5		5		5	
Research & Tech. Administrator	1		1		1		1		1	
Secretary	0		0		1		1		1	
Sergeant	23		23		23		23		23	
TOTAL	194	11	194	13	194	13	194	13	194	13

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>PARKS & RECREATION</u>										
Parks & Recreation Director	1		1		1		1		1	
Superintendent of Recreation	1		1		1		1		1	
Parks Superintendent	1		1		1		1		1	
Account Clerk II	0		0		1		1		1	
Aquatics Coordinator	1		1		1		1		1	
Assistant Naturalist	1		1		1		1		1	
Attendant (Part-Time)		8		16		30		30		30
Clerk/Typist	3	1	4	3	3	3	3	3	0	3
Community Center Manager	1		1		1		1		1	
Field Supervisor	2		2		2		2		2	
Fitness/Gym Coordinator	1		1		1		1		1	
Irrigation Specialist	1		2		1		1		1	
Laborer	6	0	6	1	6	1	6	1	6	1
Landscape Analyst	1		1		1		1		1	
Leader	2		2		2		2		2	
Lifeguard (Part-Time)		15		77		77		77		77
Locker Room Attendant (Part-Time)		10		10		8		8		8
N.C. Instructor (Part-Time)		6		6		6		6		6
Naturalist	1		1		1		1		1	
Naturalist Aide (Part-Time)		1		1		1		1		1
Nature Center Manager	1		1		1		1		1	
Office Assistant I	0		0		0		0		2	
Office Assistant II	0		0		0		0		1	
Preschool Coordinator (Part-Time)		1		1		1		1		1
Recreation Supervisor	5		5		5		5		5	
Secretary II	1		1		1		1		1	
Senior Coordinator (Part-Time)		1		1		1		1		1
Tree Specialist	4		3		4		4		4	
TOTAL	34	43	35	116	35	128	35	128	35	128

PUBLIC WORKS

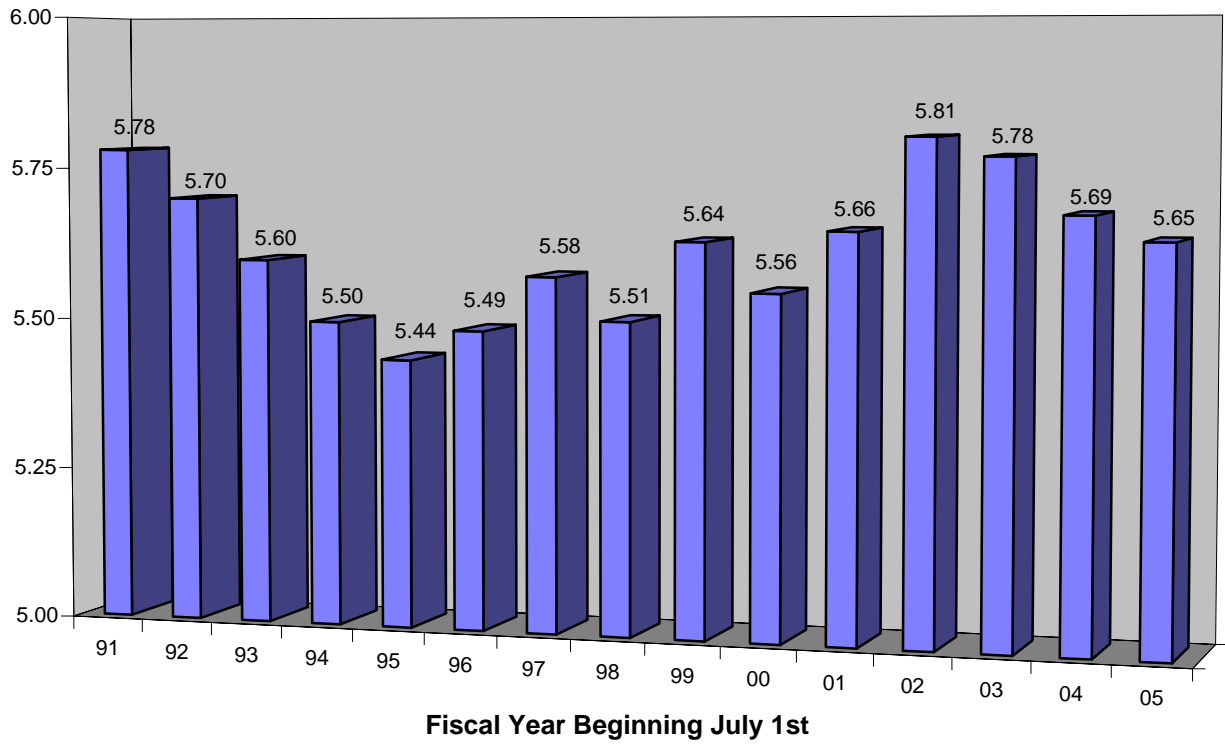
STREETS & DRAINS DIVISION

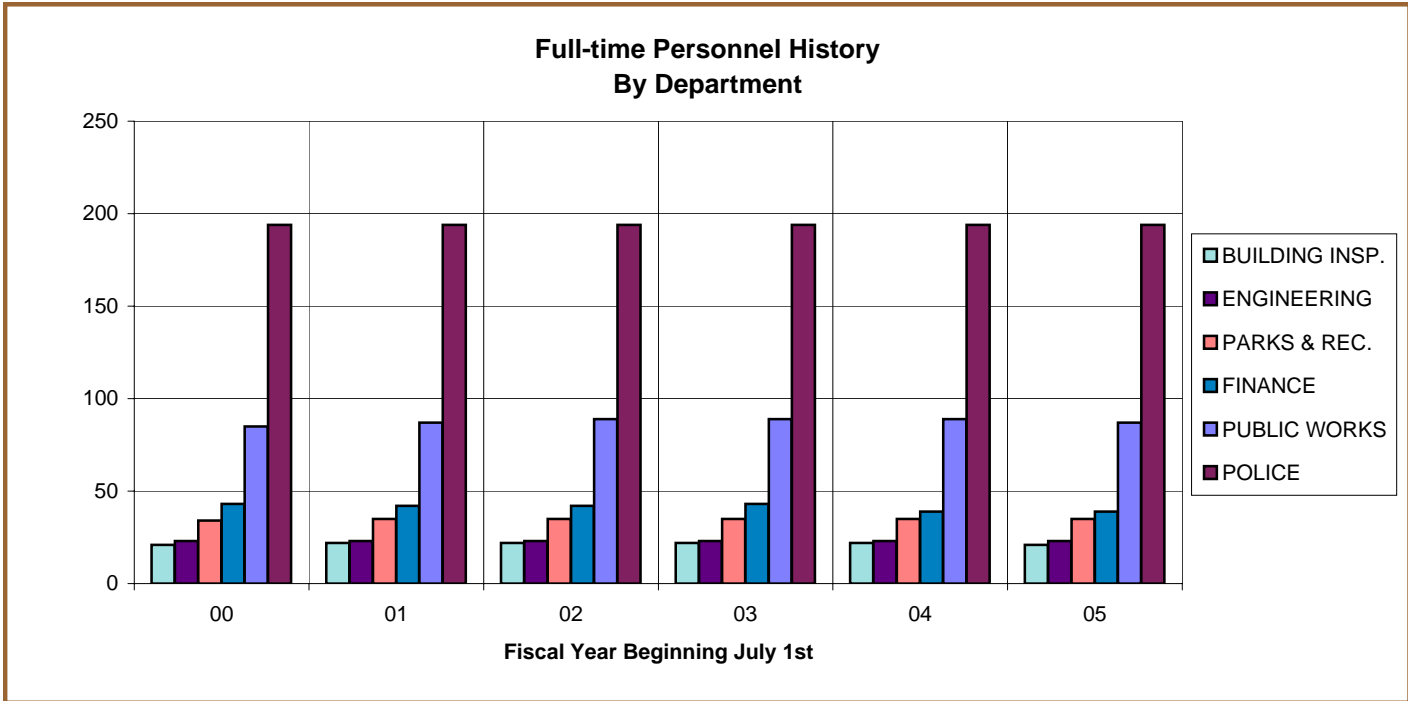
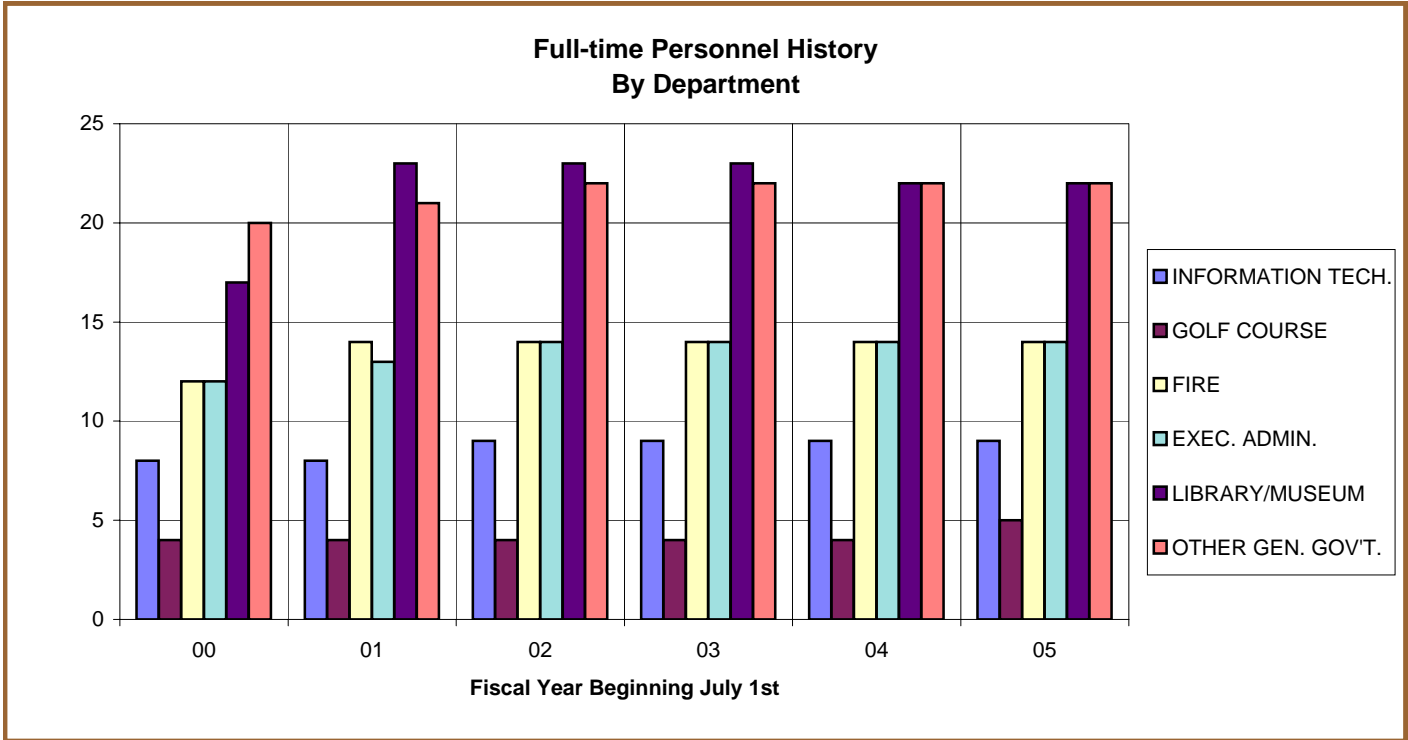
Public Works Director	1		1		1		1		1	
Superintendent of Streets & Drains	1		1		1		1		1	
Account Clerk	0.5		0.5		0.5		0.5		0.5	
Administrative Aide	1		1		1		1		1	
Equipment Operator I	15		15		15		15		14	
Equipment Operator II	9		9		9		9		8	
Field Supervisor	2		2		2		2		2	
Leader	3		3		3		3		3	
Project Construction Manager	1		1		1		1		1	
Seasonal Supervisor		2		2		2		2		2
Storm Water Utility Engineer	1		1		1		1		1	
Summer Labor		15		16		16		16		15
Weed Enforcement Officer		1		1		1		1		1
TOTAL	34.5	18	34.5	19	34.5	19	34.5	19	32.5	18

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>WATER & SEWER DIVISION</u>										
Superintendent of Water & Sewer	1		1		1		1		1	
Clerk/Typist	3		3		3		3		3	
Equipment Operator I	11		11		11		11		11	
Equipment Operator II	6		6		6		6		6	
Equipment Serviceman	7		7		7		7		7	
Field Supervisor	2		2		2		2		2	
Inspector	1		1		1		1		1	
Leader	3		3		3		3		3	
Office Coordinator	1		1		1		1		1	
Summer Labor		6		6		6		6		6
TOTAL	35	6	35	6	35	6	35	6	35	6
<u>FLEET MAINTENANCE</u>										
Superintendent of Fleet Maintenance	1		1		1		1		1	
Equipment Serviceman	5		4		4		5		4	
Field Supervisor	2		2		2		2		2	
Inventory Assistant/Clerk	1		1		1		1		1	
Summer Laborer		2		2		2		2		2
Trade Specialist I	5		6		6		5		6	
Trade Specialist II	4		4		4		4		4	
TOTAL	18	2	18	2	18	2	18	2	18	2
<u>REFUSE/RESOURCE RECOVERY</u>										
Solid Waste Coordinator	1		1		1		1		1	
Account Clerk	0.5		0.5		0.5		0.5		0.5	
Recycling Center Attendant		1		1		1		1		1
TOTAL	1.5	1	1.5	1	1.5	1	1.5	1	1.5	1
TOTAL PUBLIC WORKS	89	27	89	28	89	28	89	28	87	27
<u>INFORMATION TECHNOLOGY</u>										
Information Technology Director	1		1		1		1		1	
Applications Support Specialist	1		1		1		1		2	
GIS Administrator	1		1		1		1		1	
Network Administrator	1		1		1		1		1	
PC Specialist	3		3		3		3		3	
Programmer/Analyst	1		2		2		2		1	
TOTAL	8	0	9	0	9	0	9	0	9	0

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>GOLF COURSES</u>										
Director of Golf Operations	1		1		1		1		1	
Assistant Golf Professional (Part-Time)		1		1		1		1		0
Assistant Pro Shop Mgr. (Part Time)		0		0		0		0		2
Cashier (Part Time)		7		5		7		10		10
Maintenance Specialist	2		2		2		3		3	
ProShop Manager (Part Time)	1		1			1		1		1
Starter Ranger (Part Time)		11		13		11		27		27
Summer Labor (Part-Time)		16		18		16		15		32
Superintendent of Greens	1		1		1		1		1	
TOTAL	4	35	4	37	3	36	5	54	5	72
<u>AQUATIC CENTER</u>										
Pool Manager				1		1		1		1
Assistant Manager				3		3		3		3
Support Staff				70		70		70		70
TOTAL				74		74		74		74
TOTAL PERSONNEL	487	209	491	381	491	393	488	419	485	437

Full-time Employees per 1,000 Population





These graphs show the number of full-time employees by department for the past six years

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>BUILDING INSPECTION</u>										
Director of Building and Zoning	1		1		1		1		1	
Account Clerk I	0		0		0		0		5	
Clerk/Typist	5		5		5		5		0	
Inspector	11		11		11		11		10	2
Inspector Supervisor	2		2		2		2		2	
Plan Analyst	1		1		1		1		1	
Plan Examiner/Coordinator	1		1		1		1		1	
Secretary II	1		1		1		1		1	
TOTAL	22	0	22	0	22	0	22	0	21	2
<u>EXECUTIVE ADMINISTRATION</u>										
<u>CITY MANAGER'S OFFICE</u>										
City Manager	1		1		1		1		1	
Assistant City Manager/Finance	1		1		1		1		1	
Assistant City Manager/Services	1		1		1		1		1	
Administrative Aide	0		0		1		1		1	
Admin. Assistant. to City Manager	0		0		0		1		1	
Assistant to City Manager	1		1		1		1		1	
Manager's Office Secretary	1		1		0		0		0	
Office Coordinator	1		1		1		0		0	
TOTAL	6	0	6	0	6	0	6	0	6	0
<u>CITY ATTORNEY'S OFFICE</u>										
City Attorney	1		1		1		1		1	
Assistant City Attorney	3	1	1	0	1	0	1		1	
Attorney II	0		3		3		3		3	
Clerk/Typist		1		1		1		1		1
Legal Assistant	2		2		2		2		2	
Legal Secretary	1		1		1		1		1	
TOTAL	7	2	8	1	8	1	8	1	8	1
TOTAL EXECUTIVE ADMINISTRATION	13	2	14	1	14	1	14	1	14	1

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time

ENGINEERING

City Engineer	1		1		1		1		1	
Deputy City Engineers	2		2		2		2		2	
Civil Engineer	3		3		3		3		3	
Clerk/Typist (Part-Time)		2		2		2		2		1
Engineering Assistant	1		1		1		1		1	
Engineering Intern		3		3		3		3		3
Engineering Specialist	7		7		7		7		7	
Engineering Technician	1		1		1		1		1	
Environmental Specialist	1		1		1		1		1	
GIS Data Analyst	1		1		1		1		1	
Inspector	1		1		1		1		1	
Inspector Supervisor	1		1		1		1		1	
Land Surveyor	1		1		1		1		1	
Project Manager	1		1		1		1		1	
Secretary	1		1		1		1		1	
Sr. Traffic Technician (Part-Time)		1		1		1		1		1
Survey Supervisor	1		1		1		1		1	
Traffic Technician (Part-Time)		1		1		1		1		1
TOTAL	23	7	23	7	23	7	23	7	23	6

FINANCE

**ACCOUNTING/RISK
MANAGEMENT**

Financial Services Director	1		1		1		1		1	
Account Clerk I	2		3		2		1.5		1.5	
Account Clerk II	0		0		1		1		1	
Accountant	5		5		5		5		5	
Data Processing Clerk	1		0		0		0		0	
Insurance Safety Coordinator	1		1		1		1		1	
Risk Manager	1		1		1		1		1	
TOTAL	11	0	11	0	11	0	10.5	0	10.5	0

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>ASSESSING</u>										
City Assessor	1		1		1		1		1	
Deputy Assessor	1		1		1		1		1	
Appraiser	5		5		5		4	1	4	1
Clerk/Typist	3		3		3		2	1	2	1
TOTAL	10	0	10	0	10	0	8	2	8	2
<u>CLERK</u>										
City Clerk	1		1		1		1		1	
Deputy City Clerk	1		1		1		1		1	
Clerk/Typist	4	1	4	2	5	2	4	2	0	2
Office Assistant I	0		0		0		0		3	
Office Assistant II	0		0		0		0		1	
TOTAL	6	1	6	2	7	2	6	2	6	2
<u>HUMAN RESOURCES</u>										
Human Resources Director	1		1		1		1		1	
Human Resources Specialist	2		2		2		2		2	
Clerk/Typist		1		1		1		1		1
Secretary II	1		1		1		1		1	
TOTAL	4	1	4	1	4	1	4	1	4	1
<u>PURCHASING</u>										
Purchasing Director	1		1		1		1		1	
Associate Buyer	1		1		1		1		1	
Buyer	1		1		0		0		0	
Clerk/Typist (Part Time)		1		1		1		1		1
Purchasing Systems Administrator	0		0		1		1		1	
TOTAL	3	1	3	1	3	1	3	1	3	1
<u>TREASURER</u>										
City Treasurer	1		1		1		1		1	
Account Clerk II	0		0		1		1		1	
Account Clerk I	4		4		3		2.5		2.5	
TOTAL	5	0	5	0	5	0	4.5	0	4.5	0
<u>COMMUNITY AFFAIRS</u>										
Community Affairs Director	1		1		1		1		1	
Cable Production Assistant						1		1		1
Camera Operator	0	3		3		3		3		3
Community Affairs Assistant						1		2		2
Community Affairs Officer	2	2	2	2	2	2	2	3	2	
Intern		1		1		1		0		0
TOTAL	3	6	3	6	3	8	3	9	3	6
TOTAL FINANCE	42	9	42	10	43	12	39	15	39	12

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>FIRE</u>										
Fire Chief	1		1		1		1		1	
Division Assistant Chief	2		2		2		2		2	
Clerk Typist		0		0		0		0		1
Fire Staff Assistant		2		2		2		2		1
Fire Staff Lieutenant	10		10		10		10		10	
Secretary	1		1		1		1		1	
TOTAL	14	2	14	2	14	2	14	2	14	2
<u>LIBRARY/MUSEUM</u>										
Administrative Aide	1		1		1		1		1	
Clerk/Typist (Part Time)		1		1		1		1		1
Librarian (Part Time)		12		15		15		13		13
Librarian I	10		10		10		10		10	
Librarian II	3		3		3		3		3	
Library Aide	2	10	2	10	2	11	2	11	2	11
Library Assistant		21		28		35		39		39
Library Director	1		1		1		1		1	
Operations Coordinator	2		2		2		2		2	
Page (Part Time)		22		31		24		24		24
Secretary	1		1		1		1		1	
TOTAL	20	66	20	85	20	86	20	88	20	88
<u>MUSEUM</u>										
Museum Manager	1		1		1		1		1	
Archivist	1		1		1		1		1	
Education Coordinator	1		1		1		0		0	
Museum Aide (Part Time)		3		3		3		9		9
Museum Assistant (Part Time)		1		1		2		0		0
Page (Part Time)				1		0		0		0
TOTAL	3	4	3	5	3	5	2	9	2	9
<u>TOTAL LIBRARY/MUSEUM</u>	23	70	23	90	23	91	22	97	22	97
<u>OTHER GENERAL GOVERNMENT</u>										
<u>REAL ESTATE & DEVELOPMENT</u>										
Real Estate & Dev. Director	1		1		1		1		1	
Aide	0	1		1		1		1		0
Clerk/Typist		0		0		0		0		1
Right of Way Specialist	2		2		2		2		2	
Secretary	1		1		1		1		1	
Sr. Right of Way Representative	1		1		1		1		1	
TOTAL	5	1	5	1	5	1	5	1	5	1

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>BUILDING OPERATIONS</u>										
Director of Building Operations	1		1		1		1		1	
Superintendent of Building Operations	1		1		1		1		1	
Building Maintenance Specialist	8		9		9		9		9	
Clerk/Typist		1		1		1		1		1
Maintenance Personnel		1		1		1		1		1
Secretary	1		1		1		1		1	
TOTAL	11	2	12	2	12	2	12	2	12	2
<u>PLANNING</u>										
Planning Director	1		1		1		1		1	
Planner	2		2		2		2		2	
Principial Planner	1		1		1		1		1	
Secretary	1		1		1		1		1	
TOTAL	5	0	5	0	5	0	5	0	5	0
TOTAL OTHER										
GENERAL GOVERNMENT	21	3	22	3	22	3	22	3	22	3
<u>POLICE</u>										
Chief of Police	1		1		1		1		1	
Captain	3		3		3		3		3	
Account Clerk	1		1		0		0		0	
Administrative Aide	0		0		1		1		1	
Animal Control Officer	3		3		3		3		3	
Clerk/Typist	10		5		4		4		0	
Communications Manager	1		1		1		1		1	
Communications Supervisor	8		8		8		8		8	
Crossing Guard		10		12		12		12		12
Intern		1		1		1		1		1
Lieutenant	10		10		10		10		10	
Office Assistant I	0		0		0		0		1	
Office Assistant II	0		0		0		0		3	
Office Coordinator	1		1		1		1		1	
Police Officer	100		100		100		100		100	
Police Records Supervisor	1		1		1		1		1	
Police Service Aide	31		31		31		31		31	
Records Clerk	0		5		5		5		5	
Research & Tech. Administrator	1		1		1		1		1	
Secretary	0		0		1		1		1	
Sergeant	23		23		23		23		23	
TOTAL	194	11	194	13	194	13	194	13	194	13

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>PARKS & RECREATION</u>										
Parks & Recreation Director	1		1		1		1		1	
Superintendent of Recreation	1		1		1		1		1	
Parks Superintendent	1		1		1		1		1	
Account Clerk II	0		0		1		1		1	
Aquatics Coordinator	1		1		1		1		1	
Assistant Naturalist	1		1		1		1		1	
Attendant (Part-Time)		8		16		30		30		30
Clerk/Typist	3	1	4	3	3	3	3	3	0	3
Community Center Manager	1		1		1		1		1	
Field Supervisor	2		2		2		2		2	
Fitness/Gym Coordinator	1		1		1		1		1	
Irrigation Specialist	1		2		1		1		1	
Laborer	6	0	6	1	6	1	6	1	6	1
Landscape Analyst	1		1		1		1		1	
Leader	2		2		2		2		2	
Lifeguard (Part-Time)		15		77		77		77		77
Locker Room Attendant (Part-Time)		10		10		8		8		8
N.C. Instructor (Part-Time)		6		6		6		6		6
Naturalist	1		1		1		1		1	
Naturalist Aide (Part-Time)		1		1		1		1		1
Nature Center Manager	1		1		1		1		1	
Office Assistant I	0		0		0		0		2	
Office Assistant II	0		0		0		0		1	
Preschool Coordinator (Part-Time)		1		1		1		1		1
Recreation Supervisor	5		5		5		5		5	
Secretary II	1		1		1		1		1	
Senior Coordinator (Part-Time)		1		1		1		1		1
Tree Specialist	4		3		4		4		4	
TOTAL	34	43	35	116	35	128	35	128	35	128

PUBLIC WORKS

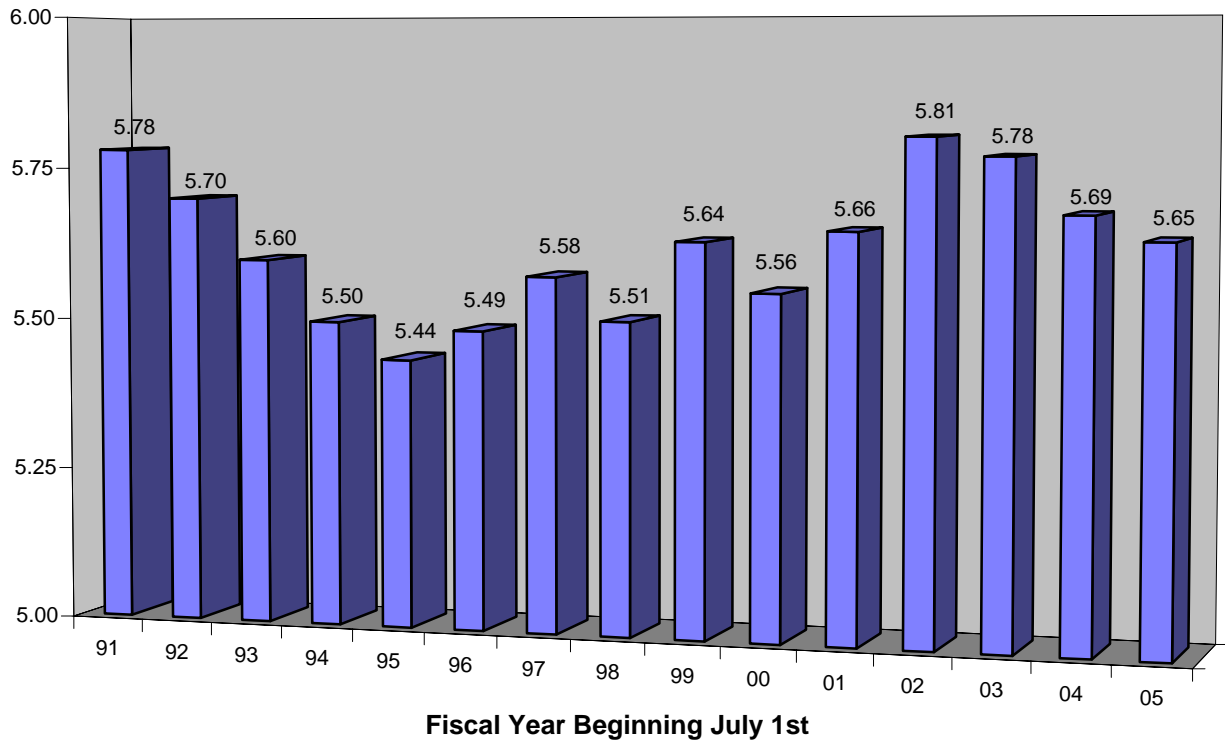
STREETS & DRAINS DIVISION

Public Works Director	1		1		1		1		1	
Superintendent of Streets & Drains	1		1		1		1		1	
Account Clerk	0.5		0.5		0.5		0.5		0.5	
Administrative Aide	1		1		1		1		1	
Equipment Operator I	15		15		15		15		14	
Equipment Operator II	9		9		9		9		8	
Field Supervisor	2		2		2		2		2	
Leader	3		3		3		3		3	
Project Construction Manager	1		1		1		1		1	
Seasonal Supervisor		2		2		2		2		2
Storm Water Utility Engineer	1		1		1		1		1	
Summer Labor		15		16		16		16		15
Weed Enforcement Officer		1		1		1		1		1
TOTAL	34.5	18	34.5	19	34.5	19	34.5	19	32.5	18

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>WATER & SEWER DIVISION</u>										
Superintendent of Water & Sewer	1		1		1		1		1	
Clerk/Typist	3		3		3		3		3	
Equipment Operator I	11		11		11		11		11	
Equipment Operator II	6		6		6		6		6	
Equipment Serviceman	7		7		7		7		7	
Field Supervisor	2		2		2		2		2	
Inspector	1		1		1		1		1	
Leader	3		3		3		3		3	
Office Coordinator	1		1		1		1		1	
Summer Labor		6		6		6		6		6
TOTAL	35	6	35	6	35	6	35	6	35	6
<u>FLEET MAINTENANCE</u>										
Superintendent of Fleet Maintenance	1		1		1		1		1	
Equipment Serviceman	5		4		4		5		4	
Field Supervisor	2		2		2		2		2	
Inventory Assistant/Clerk	1		1		1		1		1	
Summer Laborer		2		2		2		2		2
Trade Specialist I	5		6		6		5		6	
Trade Specialist II	4		4		4		4		4	
TOTAL	18	2	18	2	18	2	18	2	18	2
<u>REFUSE/RESOURCE RECOVERY</u>										
Solid Waste Coordinator	1		1		1		1		1	
Account Clerk	0.5		0.5		0.5		0.5		0.5	
Recycling Center Attendant		1		1		1		1		1
TOTAL	1.5	1	1.5	1	1.5	1	1.5	1	1.5	1
TOTAL PUBLIC WORKS	89	27	89	28	89	28	89	28	87	27
<u>INFORMATION TECHNOLOGY</u>										
Information Technology Director	1		1		1		1		1	
Applications Support Specialist	1		1		1		1		2	
GIS Administrator	1		1		1		1		1	
Network Administrator	1		1		1		1		1	
PC Specialist	3		3		3		3		3	
Programmer/Analyst	1		2		2		2		1	
TOTAL	8	0	9	0	9	0	9	0	9	0

PERSONNEL SUMMARY	APPROVED 2001/02		APPROVED 2002/03		APPROVED 2003/04		APPROVED 2004/05		REQUESTED 2005/06	
	Full	Part	Full	Part	Full	Part	Full	Part	Full	Part
	Time	Time	Time	Time	Time	Time	Time	Time	Time	Time
<u>GOLF COURSES</u>										
Director of Golf Operations	1		1		1		1		1	
Assistant Golf Professional (Part-Time)		1		1		1		1		0
Assistant Pro Shop Mgr. (Part Time)		0		0		0		0		2
Cashier (Part Time)		7		5		7		10		10
Maintenance Specialist	2		2		2		3		3	
ProShop Manager (Part Time)	1		1			1		1		1
Starter Ranger (Part Time)		11		13		11		27		27
Summer Labor (Part-Time)		16		18		16		15		32
Superintendent of Greens	1		1		1		1		1	
TOTAL	4	35	4	37	3	36	5	54	5	72
<u>AQUATIC CENTER</u>										
Pool Manager				1		1		1		1
Assistant Manager				3		3		3		3
Support Staff				70		70		70		70
TOTAL				74		74		74		74
TOTAL PERSONNEL	487	209	491	381	491	393	488	419	485	437

Full-time Employees per 1,000 Population





CITY COUNCIL



DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03 ACTUAL	2003/04 ACTUAL	ESTIMATED 2004/05 BUDGET	2004/05 BUDGET	2005/06 BUDGET	% OF CHANGE
City Council	\$89,303	\$76,475	\$87,850	\$85,640	\$89,210	4.2%
Total Department	\$89,303	\$76,475	\$87,850	\$85,640	\$89,210	4.2%
Personal Services	\$15,992	\$16,668	\$20,800	\$15,860	\$20,880	31.7%
Supplies	8,539	7,750	8,520	9,700	8,550	-11.9
Other Services/Charges	64,772	52,057	58,530	60,080	59,780	-.5
Total Department	\$89,303	\$76,475	\$87,850	\$85,640	\$89,210	4.2%



CITY MANAGER'S OFFICE



FUNCTIONAL ORGANIZATIONAL CHART

CITY MANAGEMENT PROGRAM

- Provides support and makes recommendations to the City Council
- Is responsible for municipal corporation operations
- Provides organizational management
- Provides fiscal management
- Selects candidates for vacant senior staff positions
- Engages in long-range planning
- Facilitates Council-community relationships
- Enhances professional culture of the organization
- Advances basic tenets of the Council-Manager form of government

BUDGET AND OPERATIONS PROGRAM

- Prepares annual operating budget
- Monitors expenditures and revenues
- Analyzes and evaluates financial trends
- Conducts management studies
- Develops Capital Improvement Program

PROGRAM DEVELOPMENT AND EVALUATION

- Is responsible for program development and implementation
- Evaluates program viability



DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03	2003/04	ESTIMATED	2004/05	2005/06	% OF CHANGE
	ACTUAL	ACTUAL	2003/04 BUDGET	BUDGET	BUDGET	
City Manager's Office	\$750,138	\$769,444	\$786,150	\$799,960	\$826,630	3.3%
Total Department	\$750,138	\$769,444	\$786,150	\$799,960	\$826,630	3.3%
Personal Services	\$679,345	\$701,379	\$713,500	\$728,910	\$752,000	3.2%
Supplies	13,124	10,505	11,500	11,500	11,500	-
Other Services/Charges	57,669	57,560	61,150	59,550	63,130	6.0
Total Department	\$750,138	\$769,444	\$786,150	\$799,960	\$826,630	3.3%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL - TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
City Manager's Office	6	0	6	0	6	0	6	0
Total Department	6	0	6	0	6	0	6	0



SERVICE STATEMENT

As the City's Chief Administrative Officer, the City Manager is ultimately responsible for all operations of the municipal corporation. The City Manager's Office provides organizational and fiscal management as well as program development and evaluation. Each requires daily effort.

In addition to overseeing daily operations, the City Manager's Office develops new systems and methods relative to City services and is responsible for the research and analysis of programs in anticipation of future needs and challenges. The Manager's Office coordinates with City Council to enact and implement public policy and to manage the City's mission and goals and objectives.

Providing support to the Mayor and City Council is another important aspect of this office. This involves effective communication and being available to the City Council. The Manager's Office is at the vanguard of the organization projecting vitality, professionalism, and quality service to residents, private agencies, organizations, and its employees.

The City's budget function is also located in this office. The budget is prepared in accordance with the State Budgeting Act. This office monitors the City's financial condition through budget amendments, forecasts, quarterly budget reports, and the review of department performance measurements. The Capital Improvement Plan, water and sewer rate studies, and Financial and Demographic Trend Reviews are also prepared in this office.

KEY GOALS

- 1) Partner with City Council to achieve the City's mission and goals
- 2) Identify priorities and establish management procedures that develop and effectively utilize City resources
- 3) Create a level of service budget for City operations and capital improvements that encourages accountability, flexibility and creativity in response to community needs
- 4) Provide leadership, coordination, and administrative support to municipal operations
- 5) Develop the most qualified management team using selection methods based on merit and equal opportunity



PERFORMANCE OBJECTIVES

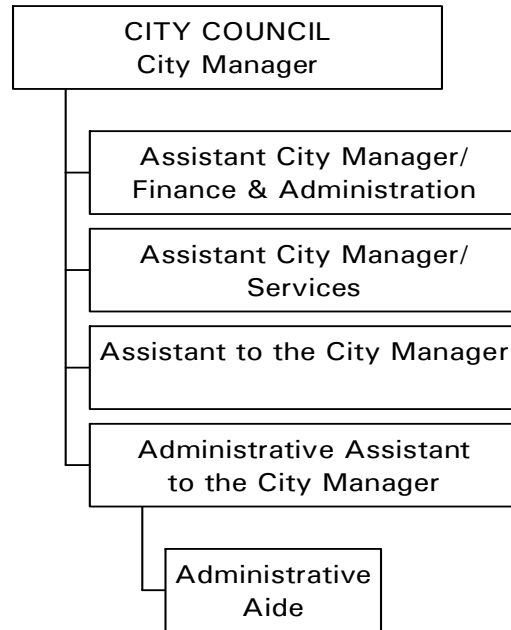
- 1. Intensify organizational analysis for efficiencies. (Objective 3, 5, 9)
- 2. Discover ways to shorten City Council agenda packets. (Objective 1)
- 3. Work with City Council Members on results of Big Beaver corridor study. (Objective 8)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Number of Regular Council Meetings	29	26	31	24
Number of Study Sessions & Special Meetings*	11	17	7	9
Number Labor Contracts Settled Using Interest Based Bargaining Method of Negotiation	1	1	1	2
Number of Government Finance Officers Association Awards	3	3	3	3
Number of Citizen Academies	2	2	2	2

*Does not include liquor violation hearings



ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
City Manager	1	1	1
Assistant City Manager/Finance & Administration	1	1	1
Assistant City Manager/Services	1	1	1
Administrative Aide	0	1	1
Administrative Assistant to the City Manager	0	1	1
Assistant to the City Manager	1	1	1
Office Coordinator	1	0	0
Total Department	6	6	6



SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

No significant increases or decreases occurred.



CITY ATTORNEY'S OFFICE



FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATION

- Prepares and administers the department budget
- Liaison with local, Federal, or State agencies, associations and groups
- Supervises outside retained counsel
- Liaison with other City departments
- Coordinates staff development
- Coordinates technological development
- Coordinates and evaluates activities of the staff
- Monitors telecommunications permits

DEFENSE OF THE CITY

- Defends the City to uphold zoning and planning decisions
- Defends the City, its officials, and volunteers when sued for the performance of governmental functions
- Defends the City and officials in personal injury cases
- Defends the City and officials in civil rights matters
- Defends the City Assessor's value determinations

CITY AS PLAINTIFF

- Eminent Domain/Condemnation cases
- Invoice collection
- Nuisance abatement
- Secretary of State drivers license revocation hearings
- Prepares administrative search warrants when necessary
- Represents City at other administrative hearings, including but not limited to environmental law hearings

ORDINANCE PROSECUTIONS

- Misdemeanor ordinance violations
- Drug and alcohol enforcement
- Building and zoning ordinance enforcement
- Domestic abuse
- Retail fraud (shoplifting)
- Traffic
- Disorderly conduct
- Assault and battery
- Municipal civil infractions
- Appeals of criminal convictions
- Appeals of civil infractions

ADVISING THE CITY OFFICIALS

- Provides legal advice and updates for City Council
- Attends meetings of City Council, Boards and Commissions, and Management meetings
- Provides legal advice and updates for City Boards and Commissions
- Provides legal advice and updates for the City Management, department directors and employees
- Monitors compliance with the Open Meetings Act and Freedom of Information Act
- Acts as a liaison with local, state, and federal government entities
- Sponsors Law Day activities

OTHER ACTIVITIES

- Drafts, negotiates and reviews contracts and bonds
- Recommends necessary revisions of the Charter and Code
- Receives citizen complaints, mediates disputes and/or issues criminal misdemeanor warrants
- Provides training regarding the law and legal procedures for employees and officials
- Prepares numerous agenda items for City Council consideration
- Assists citizens on a daily basis by answering inquiries or telephone calls, and providing appropriate referrals when warranted
- Responds to media inquiries



DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03	2003/04	ESTIMATED	2004/05	2005/06	% OF CHANGE
	ACTUAL	ACTUAL	2004/05 BUDGET	BUDGET	BUDGET	
City Attorney's Office	\$1,014,158	\$1,080,126	1,131,660	\$1,140,020	\$1,161,220	1.9%
Total Department	\$1,014,158	\$1,080,126	\$1,131,660	\$1,140,020	\$1,161,220	1.9%
Personal Services	\$787,988	\$821,973	\$837,600	\$831,830	\$860,010	3.4%
Supplies	18,895	8,985	7,500	7,750	7,750	-0-
Other Services/Charges	203,695	249,168	286,560	300,440	293,460	-2.3
Capital Outlay	3,580	-0-	-0-	-0-	-0-	-0-
Total Department	\$1,014,158	\$1,080,126	\$1,131,660	\$1,140,020	\$1,161,220	1.9%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
City Attorney's Office	8	1	8	1	8	1	8	1
Total Department	8	1	8	1	8	1	8	1

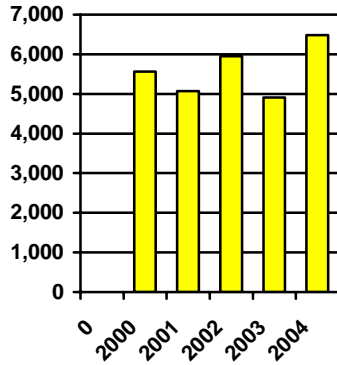


KEY DEPARTMENTAL TRENDS

DISTRICT COURT CASE LOAD

Year Appearances

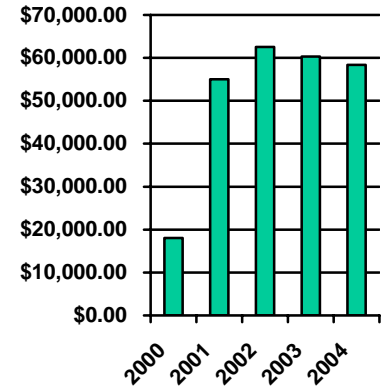
2000	5,559
2001	5,071
2002	5,953
2003	4,910
2004	6,484



COLLECTION EFFORTS: OBLIGATIONS OWED TO THE CITY

Year Amount

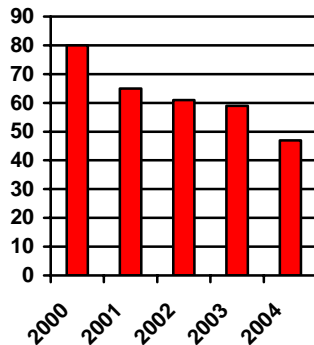
2000	\$18,047.22
2001	\$55,037.63
2002	\$62,529.74
2003	\$60,338.76
2004	\$58,351.87



FORMAL CITIZEN COMPLAINTS OF CRIMINAL ACTIVITIES

Year Number

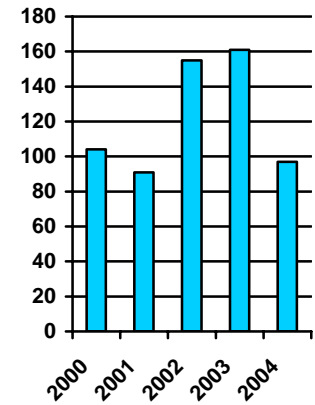
2000	80
2001	65
2002	61
2003	59
2004	47



NUMBER OF CIVIL COURT APPEARANCES

Year Number

2000	104
2001	91
2002	155
2003	161
2004	97



CIVIL LITIGATION CASES

TYPE	CASES CLOSED IN 2004	CASE FILES OPENED IN 2004	CASES STILL PENDING
Zoning	1	1	4
Eminent Domain	8	4	3
Tax	0	0	0
Civil Rights	0	0	1
Personal Injury and Damage	4	4	4
Appeals	2	3	2
Miscellaneous	3	3	4
Total	18	15	18



SERVICE AND MISSION STATEMENTS

SERVICE STATEMENT:

The Troy City Attorney's Office serves as a center for legal services, information and education for the officials, employees and volunteers of the City. The attorneys represent the City's interest in the United States Supreme Court, U.S. 6th Circuit Court of Appeals, U.S. District Courts, Michigan Supreme Court, Michigan Court of Appeals, State Circuit Court, District Courts, Michigan Tax Tribunal, Federal Communications Commission, Secretary of State Administrative Hearings, Arbitrations, and various other agencies and boards.

The City Attorney's Office is committed to provide quality legal services and information to the officials, staff and volunteers of the City. Therefore, the entire professional legal staff emphasizes continuing education, training, and proficiency.

MISSION STATEMENT:

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

- The professional staff represents the City in all legal proceedings and matters in which the City is interested.
- The City Attorney's Office also provides legal advice to the City Council, the City Manager and to other departments and officers of the City.
- The City Attorney's Office prepares and/or reviews all ordinances, contracts, bonds and other written instruments that obligate the City, and provides opinions as to their legality.
- The City Attorney's Office is responsible for prosecution of all ordinance violations and traffic matters.
- Changes or recent developments in laws affecting the City are monitored by the City Attorney's Office, and presented to City Council, Management, and the Boards and Committees.
- The City Attorney's Office performs other duties as prescribed by the Charter or by City Council.
- The City Attorney's Office provides information to the public and government officials regarding matters that directly relate to the City and procedures in dealing with the City.
- The City Attorney Office does not provide private legal advice, but serves as a referral source for available legal services.
- The City Attorney cooperates and interacts with outside agencies and entities such as the County Prosecutor, various law enforcement agencies, the Secretary of State, other units of local government, the State government and United States government.
- The City Attorney endeavors to be technologically and professionally competitive with law firms in the state.
- The City Attorney provides public information regarding legal issues through the media, community organizations and professional associations.
- The City Attorney fosters and promotes continuing legal education of the City officials, management, staff and the community.



PERFORMANCE OBJECTIVES

1. Education of Officials (Objectives 1,3, 4)

- Produce a Reference Book for Newly Elected and Appointed Municipal Officials in the City of Troy that outlines the legal responsibilities of office and incorporates relevant provisions of local, state, and federal law and also the Troy Charter and any other relevant documents
- Alert elected, appointed, and administrative officials and employees to any changes in state or federal law that affect the City
- Make legal recommendations to elected, appointed, and administrative officials, and provide advice on relevant legal issues that would affect the City
- Attend meetings of boards and commissions and otherwise provide legal assistance when necessary

2. Charter & Code Updates: (Objectives 2, 3, 4)

- Continue the complete, multi-faceted review of the current Troy Ordinances to insure compliance with Troy's Charter and state and federal law
- Make recommendations to amend, revise, and re-format Troy Ordinance provisions to achieve uniformity and consistency and the removal of "legalese" and unnecessary provisions
- Research the viability and legality of requested amendments to the Troy Charter, and provide advice to City Council on any such request
- At the request of City Council, draft proposed ballot language for proposed Charter Amendments
- Prepare educational materials for Charter and/or Ordinance revision requests

3. Internal Legal Proficiency: (Objectives 3, 4,6)

- Continue to enhance the computerized legal research system, and participate in training to be more productive and efficient in legal research
- Continue to maximize electronic usage, and minimize paper usage, working towards a paperless system of communication
- Expand use of electronic court filing systems whenever possible, and conduct necessary training to implement the process
- Continue to pursue excellence in the legal profession through collaboration, training, and networking

4. Public Education (Objectives 1, 2, 3, 4, 6)

- Conduct programs associated with improving the public's understanding of the justice system by sponsoring Law Day activities and displays at City Hall, the Library, and the Museum
- Educate Troy citizens about the legal process through participation in the Citizen's Academy, Citizen's Police Academy, and other community forums or events
- Enhance web site to provide referral sources and questions to serve as a reference for the general public

5. Litigation (Objectives 3, 4, 7, 8, 9)

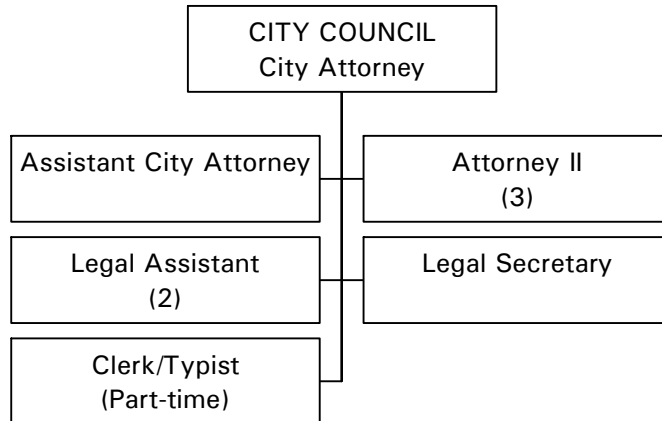
- Continue zealous representation of the people of the City of Troy in matters before the 52-4 Judicial District Court, including aggressive prosecution in criminal misdemeanor offenses and other traffic matters
- Continue aggressive defense of lawsuits brought against the City, using discovery, motions for summary disposition and trial when necessary to minimize liability against the City and to discourage others from suing the City of Troy
- Prioritize condemnation cases to facilitate capital projects, and aggressively litigate cases to settlement when in the best interest of the City, or through trial when the demands of a property owner are unreasonable
- Effectively utilize the municipal civil infraction process to encourage compliance with City of Troy ordinances for property maintenance
- Initiate lawsuits or appeals when in the best interest of the City

Administrative Assistance (Objectives 3, 4, 6)

- Continue to provide liability and witness training to new City employees
- Participate in document imaging program for preservation, retention, and retrieval of City records, and insure legal compliance
- Provide leadership and legal support for City Management exploration of new alternatives for municipal operations
- Continue to provide assistance in legal education to City employees and their respective professional entities and other municipal organizations



ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
City Attorney	1	1	1
Assistant City Attorney	1	1	1
Attorney II	3	3	3
Clerk/Typist (Part-Time)	1	1	1
Legal Assistant	2	2	2
Legal Secretary	1	1	1
Total Department	9	9	9



SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

INTERNAL COMPUTER SERVICES

The internal computer service budget has been increased by \$2,490 to accommodate the addition of a used laptop computer at the 52-4 Judicial District Court. The laptop allows for last minute computerized legal research in the criminal misdemeanor cases. In addition, we are now using the lap- top to do power point presentations in our jury trials, which has assisted in the prosecution efforts.

EXTERNAL COMPUTER SERVICES

The external computer service budget has been increased by \$6,000, but this increase is offset with a reduction in the budget for books and magazines. This modification results from the increased use of computerized legal research.

CONTRACTUAL SERVICES

The contractual services budget has been increased by \$1,850 in light of the anticipated need for legal experts in our litigation. These experts include, but are not limited to appraisers for the condemnation cases and planning experts for the zoning cases.



BUILDING INSPECTION

FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATION

- Prepares and administers department budget
- Develops departmental policies and procedures that allow for productive and professional services
- Prepares agendas and provides technical support to the Board of Zoning Appeals and Building Code Board of Appeals
- Prepares agenda items for City Council consideration
- Ensures that inspectors complete continuing education classes to maintain State registration
- Establishes and maintains good working relationships with builders, developers, businesses, residents and citizen groups
- Provides education to the public on the activities of the department
- Oversees and provides administrative support to City building projects

UUCLERICAL

- Processes and issues all permits
- Collects fees for permits and conducts daily accounting of fees.
- Maintains and updates all permit and inspection records
- Prepares and processes written communications from the department
- Prepares departmental reports on annual and monthly basis

INSPECTION

- Inspects all construction at various stages through completion to assure compliance with all codes and ordinances
- Provides information and assistance to all citizens of the City
- Coordinates inspections with Fire, Engineering, Water and all other involved departments
- Assists homeowners with complaint process through the State of Michigan

PLAN REVIEW

- Reviews plans for compliance with all City, State and Federal codes, ordinances and laws and prepares for issuance all permits from fences to high-rise buildings
- Provides information regarding codes, ordinances, processes and requirements to designers, builders and the general public
- Provides technical support and attends meetings of the Building Code Board of Appeals and the Advisory Committee for Persons with Disabilities
- Prepares Building and Zoning Board of Appeals denials
- Coordinates and compiles information and requirements from all other departments involved in plan review process

HOUSING & ZONING

- Enforces ordinances that address junk vehicles, litter, commercial vehicles and equipment, home occupations, signs, nuisances, property maintenance, and zoning
- Inspects all apartment units approximately every two years, to ensure compliance with property maintenance codes
- Inspects and certifies all signs for code compliance
- Initiates legal action in code enforcement cases
- Responds to complaints related to code enforcement issues
- Provides information to the public about code compliance and the enforcement process

POLITICAL SIGN ENFORCEMENT

- Ensures compliance with political sign ordinance by checking locations, sizes, and number of signs,
- Removes, stores and disposes of illegal signs

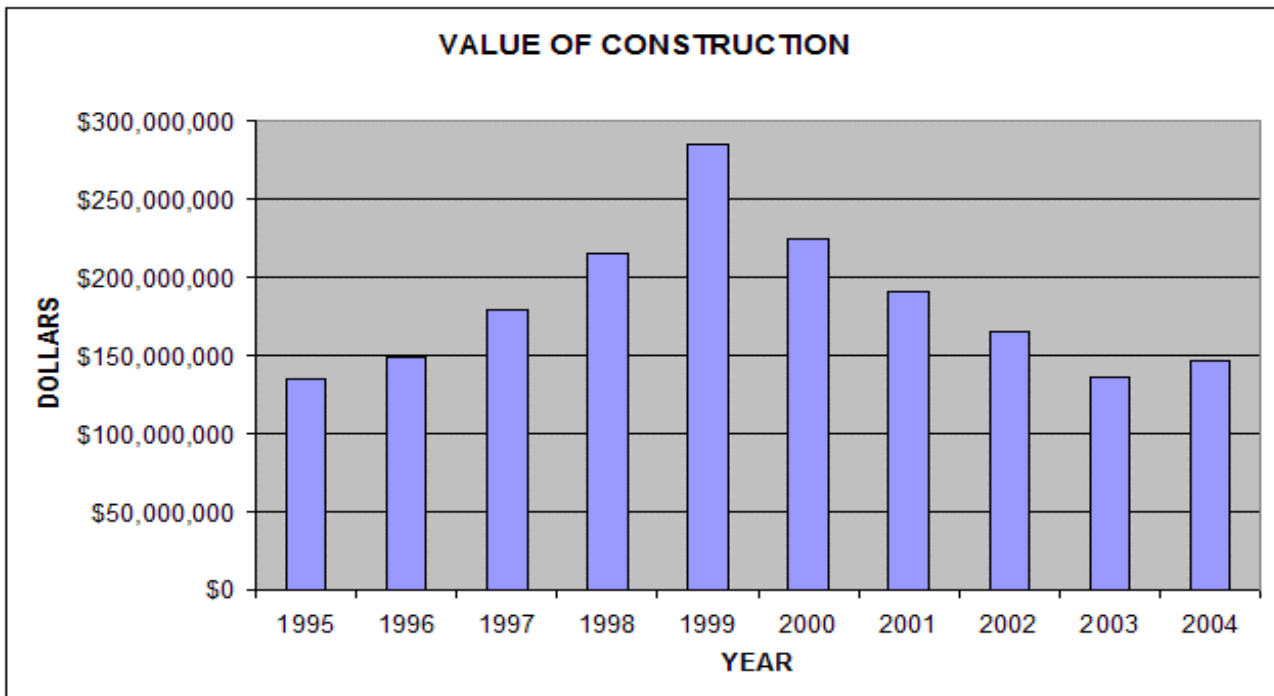
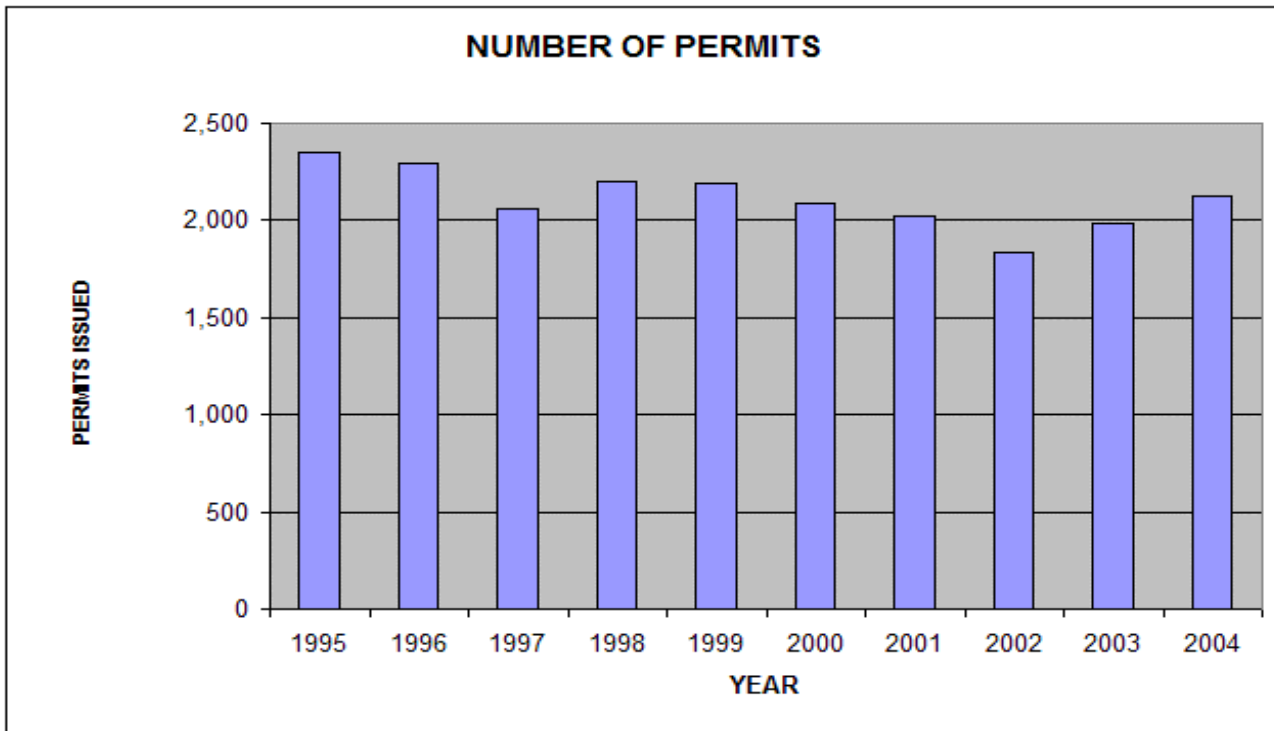


DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03		ESTIMATED 2004/05		2005/06		% OF CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	
Building Inspection	\$1,811,704	\$1,926,514	\$1,876,140	\$2,075,770	\$2,105,420		1.4%
Total Department	\$1,811,704	\$1,926,514	\$1,876,140	\$2,075,770	\$2,105,420		1.4%
Personal Services	\$1,647,310	\$1,761,345	\$1,700,140	\$1,894,380	\$1,931,130		1.9%
Supplies	8,901	9,915	10,300	9,100	9,800		7.7
Other Services/Charges	155,493	155,254	165,700	172,290	164,490		-4.5
Total Department	\$1,811,704	\$1,926,514	\$1,876,140	\$2,075,770	\$2,105,420		1.4%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Building Inspection	22	0	22	0	22	0	21	2
Total Department	22	0	22	0	22	0	21	2

KEY DEPARTMENTAL TRENDS



SERVICE STATEMENT

The Building Inspection Department serves the community in many different ways. We enforce thirty different chapters of the Troy City Code, including building codes, property maintenance, signs, litter, zoning, nuisance and others.

We have a staff of twenty-one full-time and two part-time employees performing duties, dedicated to protecting the health, safety and welfare of all people within the City of Troy. One of the two supervisors oversees the work performed by trade inspectors. This relates to various types of construction, from single-family residential to high-rise offices and everything in between.

Inspectors also respond to complaints, provide courtesy inspections, site checks and assist the general public by supplying information related to plumbing, heating, air-conditioning, electrical and building. All staff involved in this area is registered with the State of Michigan as inspectors in one or more trade categories.

The second supervisor is charged with overseeing the Housing and Zoning Division. Three code enforcement inspectors perform apartment inspections, and enforce the property maintenance and other nuisance codes.

This division also reviews sign plans, issues sign permits, and inspects all signs in the City. They also enforce the zoning, noise, junk vehicle, and litter regulations. These people also handle the majority of court cases generated from the Building Inspection Department.

The clerical support staff is generally the first people to have contact with the public. Among other things they answer telephones, take in all permit applications, answer general questions, issue and file all permits, schedule inspections and record inspection results, type correspondence, and register contractor licenses. During calendar year 2004, the clerical staff handled over 13,500 permits and registrations and processed over 40,000 inspection requests.

Additionally, the Department is responsible for staff support to the Board of Zoning Appeals and the Building Code Board of Appeals. This includes initial correspondence, public hearing notices, agenda preparation, minutes and result letters. In addition the department prepares agenda items for the City Council where their deliberations are required on matters affecting building and zoning issues. The Department also provides technical assistance to both the Historical District Commission and the Committee for Persons with Disabilities.

Members of the Building Department staff are considered leaders in their fields. They serve as officers, on boards of directors, and committee appointments to numerous organizations on the local, state and national level. Staff members provide training and education to other inspectors in the area.

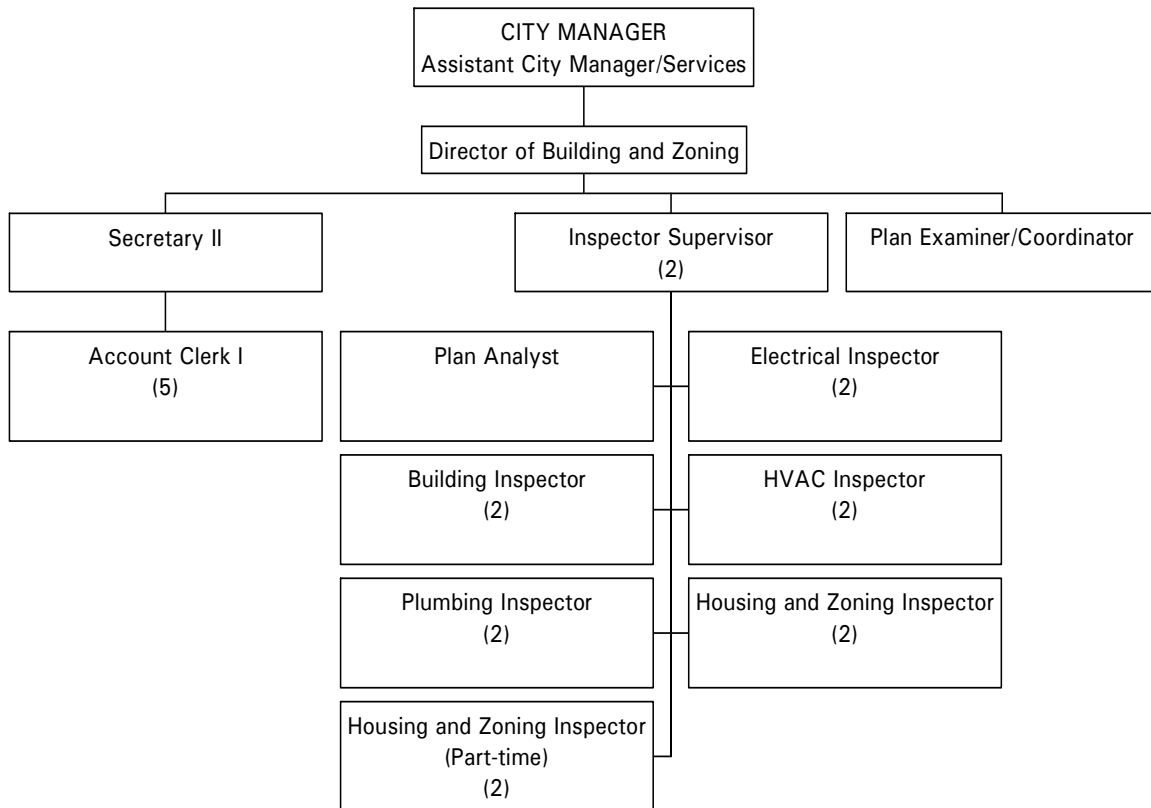
PERFORMANCE OBJECTIVES

1. Improve operating technology. (Objective 1, 3, 6)
2. Adopt new Property Maintenance Code. (Objective 3)
3. Improve access to information available on the website. (Objective 1, 3, 6)
4. Adopt a reorganized, more user friendly Sign Ordinance. (Objective 3)
5. Develop improved directional signage for Civic Center site. (Objective 3)
6. Begin document imaging program for long term records storage. (Objective 1, 6)
7. Eliminate derelict residential structures. (Objective 2, 7, 8)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Number of Building Permits Total	2,111	2,200	1,800	2,000
Number of Sign Permits	533	500	400	500
Value of Construction Total	\$141,000,000	\$140,000,000	\$135,000,000	\$135,000,000
Value of Construction – Industrial	\$16,000,000	\$7,000,000	\$15,000,000	\$10,000,000
Value of Construction – Commercial	\$53,000,000	\$60,000,000	\$55,000,000	\$60,000,000
Value of Construction – Religious/ Govt.	\$26,000,000	\$12,000,000	\$5,000,000	\$15,000,000
Single Family Dwelling Permits	150	140	140	140
Value of Construction – Residential	\$45,000,000	\$60,000,000	\$60,000,000	\$50,000,000
Plan Review	1,368	1,000	1,000	1,200
BZA Items Considered - Total *	90	105	100	100
BBA Items Considered - Total *	44	35	35	40
Number of Inspections - Total *	40,000	35,000	36,000	38,000
Multiple Dwelling Inspections	912	1,200	1,500	1,500
Avg. Daily Inspections/Inspector *	15.60	15.60	15.60	15.60
Avg. Miles/Inspection *	1.91	2.28	2.20	2.20
License and Registrations Issued	1,576	1,450	1,300	1,400

* Calendar Year

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Director of Building and Zoning	1	1	1
Account Clerk I	0	0	5
Building Inspector	2	2	2
Clerk/Typist	5	5	0
Electrical Inspector	2	2	2
Housing and Zoning Inspector	3	3	2
Housing and Zoning Inspector (Part-time)	0	0	2
HVAC Inspector	2	2	2
Inspector Supervisor	2	2	2
Plan Analyst	1	1	1
Plan Examiner/Coordinator	1	1	1
Plumbing Inspector	2	2	2
Secretary II	1	1	1
Total Department	22	22	23



SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

PERSONAL SERVICES:

This budget includes the replacement of one full-time Housing and Zoning Inspector with the addition of two part-time Housing and Zoning Inspectors at a savings of \$26,477.



ENGINEERING



FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATION

- Prepares and administers department budget
- Prepares and administers Capital improvement budget for roads, sanitary sewers, water mains, storm drains and sidewalks
- Develops Master Plans for Capital improvements
- Liaisons with Federal, State and County agencies and other Cities to implement projects
- Liaisons with developers to implement public improvements for new residential, commercial, and industrial developments
- Liaisons with utility companies for private utility construction in City right-of-way
- Prepares and maintains Development Standards for new development
- Prepares and maintains specifications for Capital improvement projects
- Prepares and administers Phase II Stormwater permit programs
- Performs traffic analysis for roadway defects and deficiencies
- Maintains and analyzes traffic crashes, traffic volumes, signal maintenance and traffic sign records
- Determines traffic impact for new development and recommend solutions
- Liaisons with Federal, State and County transportation agencies to disseminate public information on traffic and pedestrian safety
- Liaisons with the City Traffic Safety Committee

ENGINEERING

- Designs and administers construction of public improvement projects such as roads, storm drains, and water mains
- Reviews development-related public improvement plans for compliance with City standards and specifications
- Reviews development-related site grading and drainage plans for compliance with City, County and State requirements
- Maintains quarter section utility maps
- Maintains City development standards, construction specifications and standard construction details
- Coordinates construction-related inquiries and/or concerns from the public concerning City construction projects, commercial and residential development projects
- Answers questions and/or provide floodplain information and floodplain management
- Provides information to the public on existing utility locations or potential availability of utilities

- Issues permits and performs inspections for soil erosion control, culvert and right-of-way permits
- Prepares Special Assessment District projects for paving, sanitary sewers and sidewalks

SURVEYING AND INSPECTION

- Conducts surveys for design and construction of public improvements
- Implements and maintains the City's global positioning and bench mark systems
- Participates in development of the City's geographic information system
- Conducts surveys for the investigation of development-related drainage problems
- Inspects public improvements for compliance with development standards, construction specifications and soil erosion control requirements
- Inspects city road, water and sewer projects

TRAFFIC ENGINEERING

- Analyzes roads for defects and deficiencies
- Maintains records for crashes, signals, and signs
- Conducts and maintains traffic volume counts
- Reviews plans for new developments for compliance with traffic standards
- Handles requests for new traffic signals and signs
- Liaisons with the Road Commission for Oakland County on traffic signal complaints
- Investigates traffic vision obstructions
- Traffic Committee activities
- Process sidewalk waiver requests
- Performs site plan reviews
- Traffic Impact Study reviews
- Identify traffic safety concerns, develop projects, prepare applications for state and federal funding for the improvements

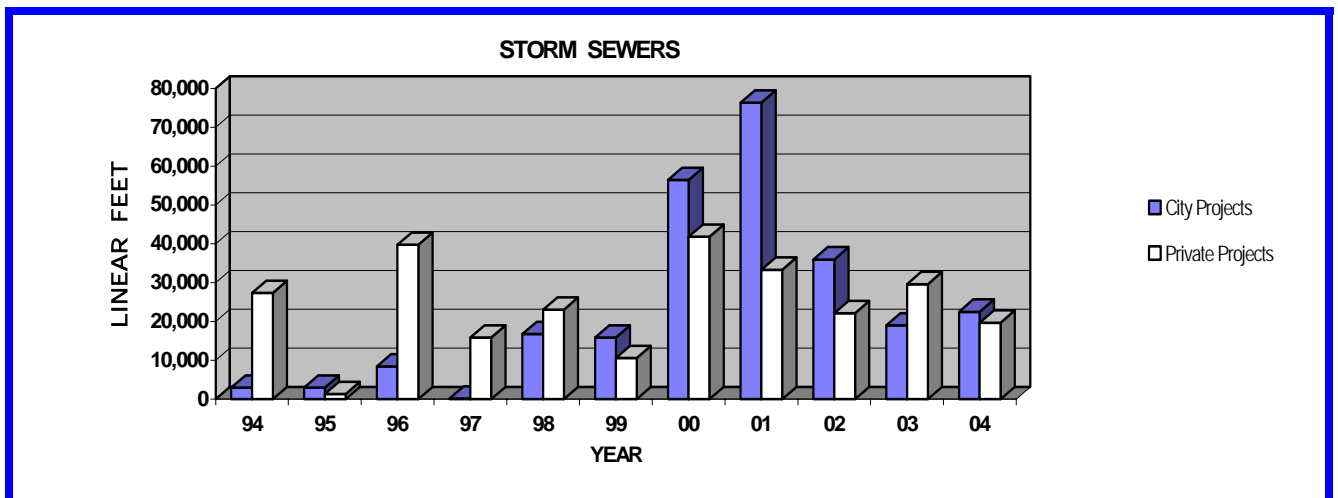
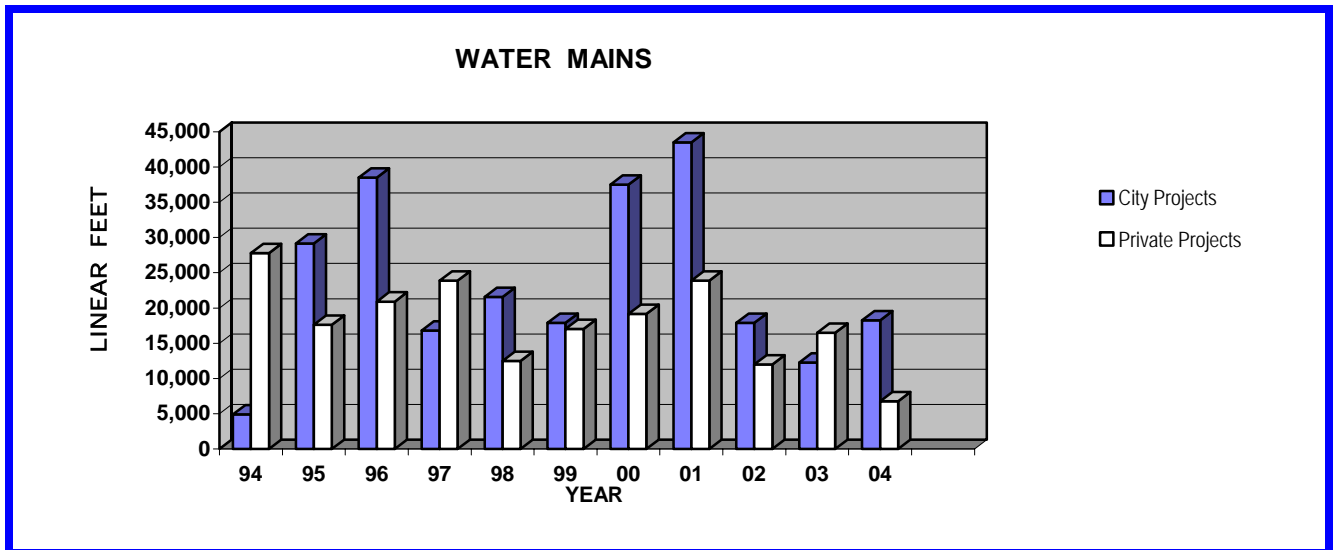
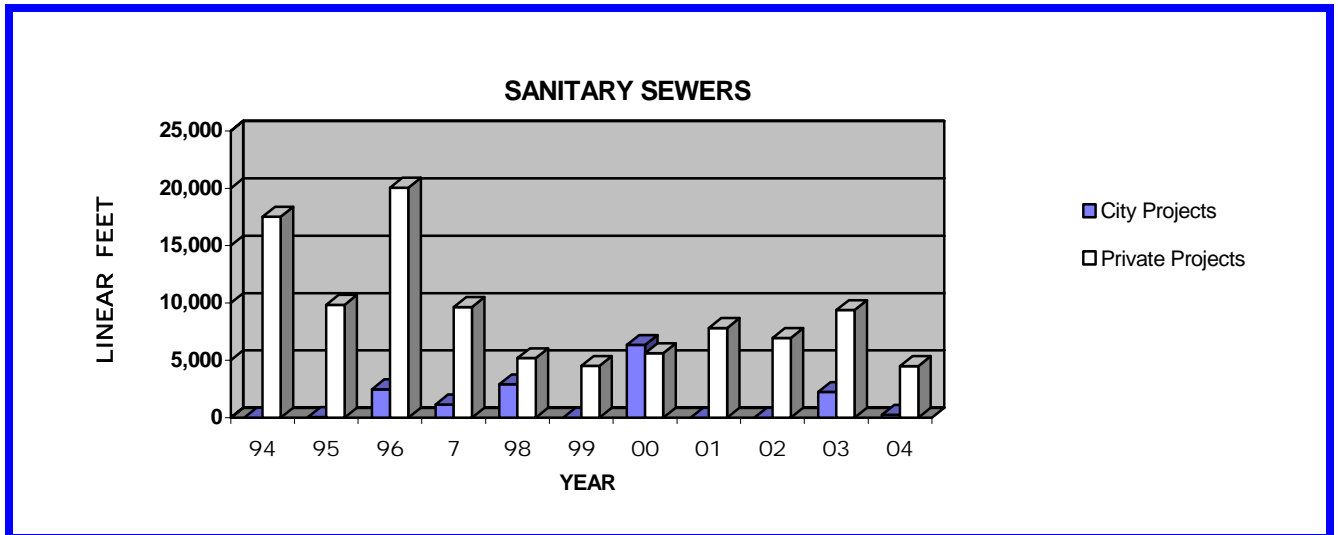


DEPARTMENT AT A GLANCE

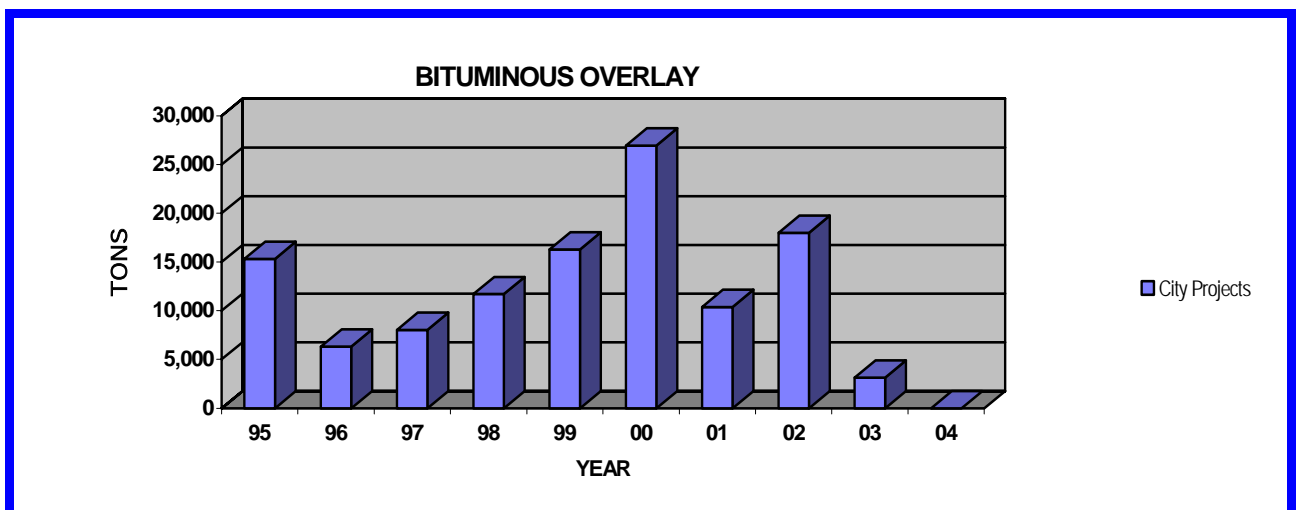
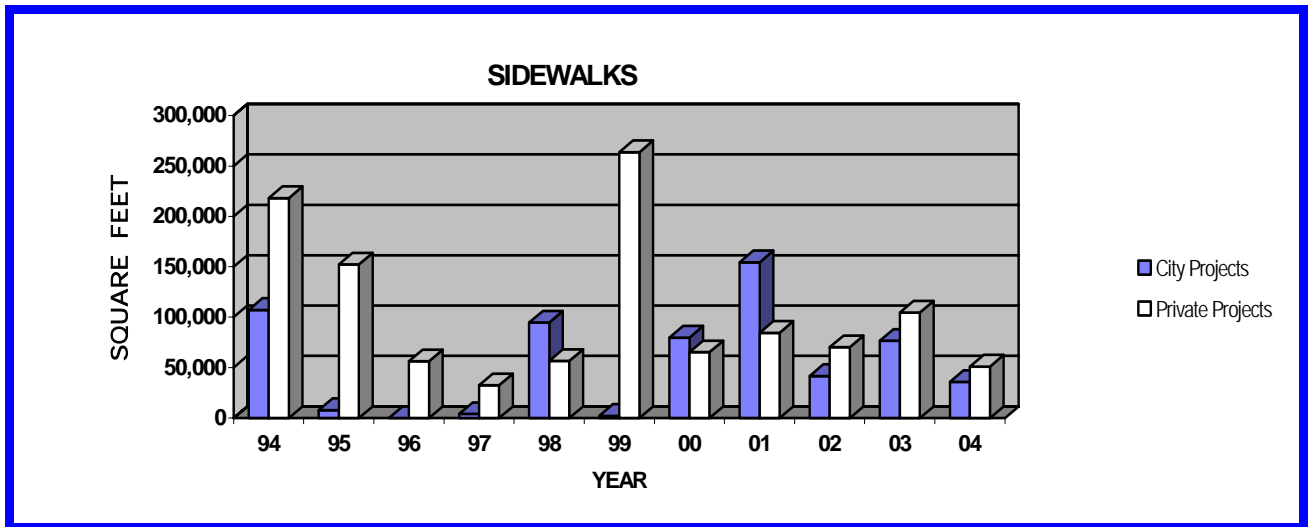
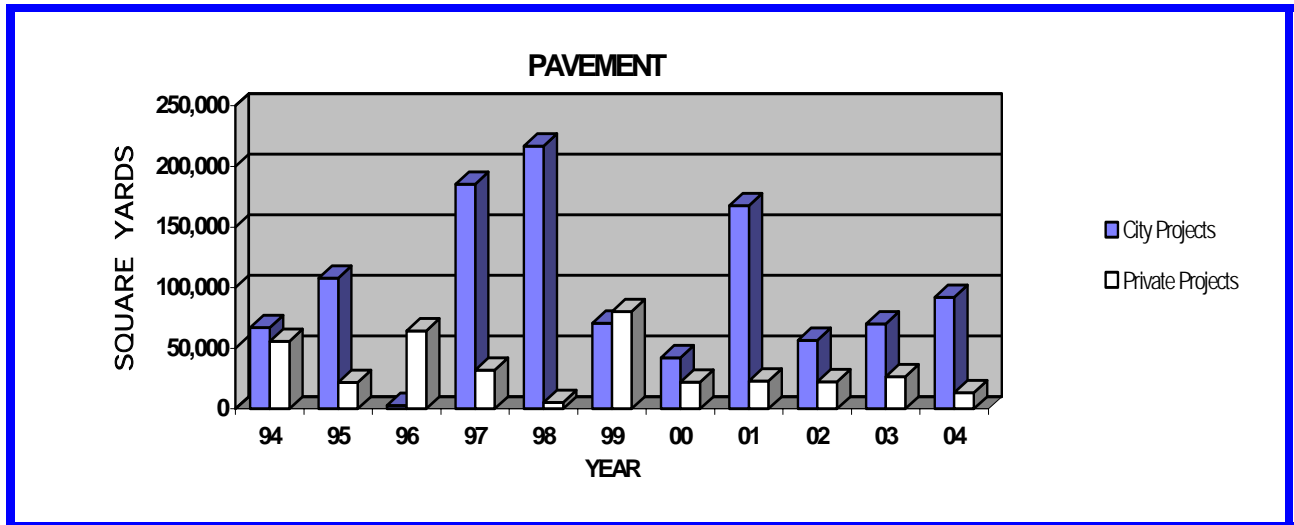
FUNDING LEVEL SUMMARY	2002/03	2003/04	ESTIMATED	2004/05	2005/06	% OF CHANGE
	ACTUAL	ACTUAL	2004/05 BUDGET	BUDGET	BUDGET	
Engineering	\$2,393,447	\$2,553,198	\$2,613,950	\$2,764,840	\$2,759,390	-.2%
Traffic Engineering	206,744	213,557	258,650	249,040	237,170	-4.8
Total Department	\$2,600,191	\$2,766,755	\$2,872,600	\$3,013,880	\$2,996,560	-.6%
Personal Services	\$2,062,525	\$2,174,354	\$2,270,290	\$2,393,260	\$2,422,970	1.2%
Supplies	34,273	24,522	27,200	32,100	27,050	-15.7
Other Services/Charges	482,836	552,293	556,310	570,120	529,540	-7.1
Capital Outlay	20,557	15,586	18,800	18,400	17,000	-7.6
Total Department	\$2,600,191	\$2,766,755	\$2,872,600	\$3,013,880	\$2,966,560	-.6%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Engineering	22	4	22	4	22	4	22	4
Traffic Engineering	1	3	1	3	1	3	1	2
Total Department	23	7	23	7	23	7	23	6

KEY DEPARTMENTAL TRENDS



KEY DEPARTMENTAL TRENDS, CONTINUED



SERVICE AND MISSION STATEMENTS

SERVICE STATEMENT:

Engineering is responsible for planning, design and construction of City projects such as roads, sewers, water mains and drains.

Major responsibilities include in-house design of public works projects and oversight of consulting engineers engaged in design, construction engineering, inspection and materials testing on large complex City projects.

Engineering develops master plans, cost estimates and funding strategies for public improvement projects. Engineering reviews plans for public and private improvements in City right-of-ways for compliance with City ordinances and design development standards. Engineering is responsible for all records of City utilities, local and major streets, traffic counts, crashes, signal maintenance and control orders. Engineering receives requests for installation of new traffic control devices and sidewalk waivers and processes these requests through the Traffic Committee and City Council.

Residents, property owners, developers, builders and consulting engineers obtain a variety of information from Engineering such as utility, wetland and floodplain locations, development standards, construction specifications, permit and inspection requirements and location and availability of City utilities. Property owners can receive information on special assessment procedures for implementing road, water, sewer or sidewalk improvements. Engineering is responsible for setting the right-of-way standards, issuing right-of-way construction permits, soil erosion control, soil removal and filling permits and all permit inspection. Plans for private development are submitted to engineering for review for conformance with City development and traffic requirements.

Construction inspection is conducted to ensure conformance with City requirements, State of Michigan requirements and compliance with the Soil Erosion and Sedimentation Control Act.

Engineering develops and administers Phase II Stormwater permit programs to educate the public and implement programs and projects to improve and protect water quality in drains and rivers.

MISSION STATEMENT:

The mission of the Engineering Department is to design high quality public improvements using sound engineering principles and cutting edge technology.

Engineering sets the standards and specifications for new developments and reviews plans and inspects construction to improve, preserve and maintain the public infrastructure.

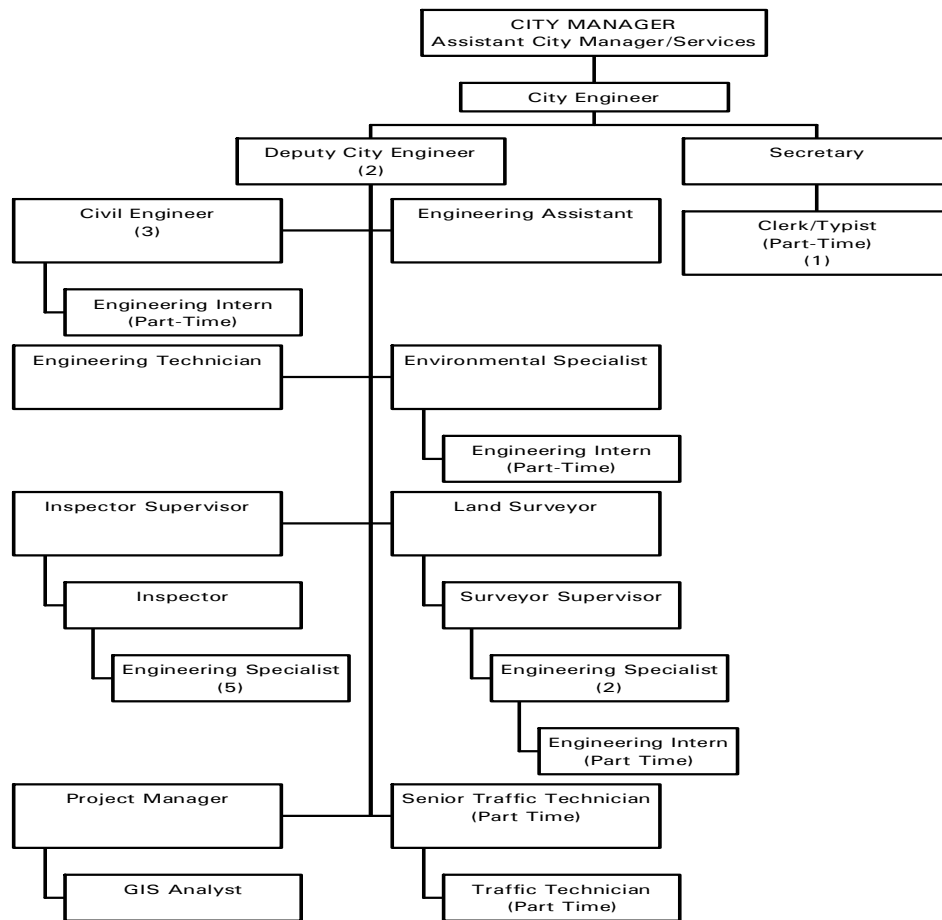
Engineering also sets the requirements and inspects private utility construction and all other construction in the public rights-of-way. Engineering coordinates effectively with other governmental agencies to ensure that projects within Troy will provide the greatest possible benefit to the City. Engineering strives to stay on the leading edge of technology to provide the highest quality public improvements and engineering services at the lowest possible cost.

PERFORMANCE OBJECTIVES

1. Construct major road projects: Crooks, Square Lake to South Boulevard; Big Beaver, Rochester to Dequindre; Congestion Mitigation/Air Quality Projects. (Objective 3, 7)
2. Complete preliminary design by consultants for four major road projects and seek federal funds for Livernois, Rochester, Stephenson, John R and Wattles/Rochester construction. (Objective 3, 7)
3. Administer storm water programs, public education, illicit discharge elimination, standards review, etc. related to new Federal storm water regulations. (Objective 1, 3)
4. Enhance enforcement of soil erosion control. (Objective 3)
5. Inspect subdivision detention ponds, resolve deficiencies and reduce incidence of unaccepted ponds. (Objective 3)
6. Participate with Oakland County Drain Commission on grant-funded detention pond study and streambank inventory study. (Objective 3)
7. Develop a web page for the Neighborhood Traffic Harmonization Program. (Objective 1, 3, 6)
8. Work with the Road Commission for Oakland County to implement updated traffic signal timings (yellow and all-red phase). (Objective 3)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Site plans approved	14	25	40	20
Subdivision plans approved	7	10	10	10
Right-of-way permits issued	59	90	70	75
Utility permits Issued	79	110	50	50
Soil erosion permits issued	238	240	300	220
Soil erosion inspections	2,635	2,500	2,200	2,500
Machine traffic counts	140	125	150	100
Speed studies	43	60	45	45
School safety studies	2	2	3	3
Signal warrant studies	4	3	4	3
Level of service studies	30	30	30	30
Public information brochures	0	2	2	2
Collision diagrams	55	63	60	60

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
City Engineer	1	1	1
Deputy City Engineer	2	2	2
Civil Engineer	3	3	3
Clerk/Typist (Part-Time)	2	2	1
Engineering Assistant	1	1	1
Engineering Intern (Part-Time)	3	3	3
Engineering Specialist	7	7	7
Engineering Technician	1	1	1
Environmental Specialist	1	1	1
GIS Data Analyst	1	1	1
Inspector	1	1	1
Inspector Supervisor	1	1	1
Land Surveyor	1	1	1
Project Manager	1	1	1
Secretary	1	1	1
Senior Traffic Tech (Part-Time)	1	1	1
Survey Supervisor	1	1	1
Traffic Technician (Part-Time)	1	1	1
Total Department	30	30	29

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

PERSONAL SERVICES:

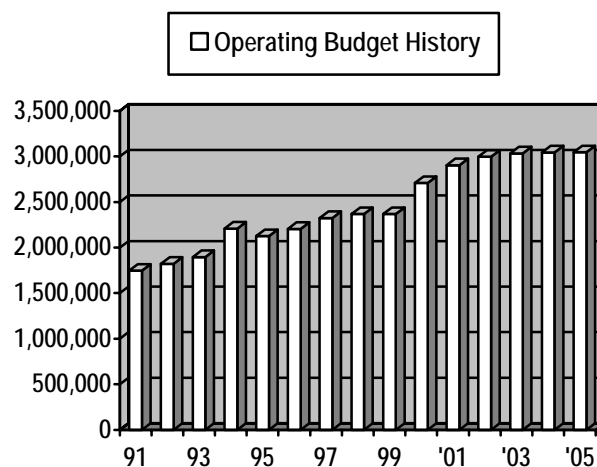
The Personal Services account makes up 80.9 percent of the Engineering Department’s operating budget. The total Personal Services budget increased \$29,710 or 1.2 percent over last year due to projected salary and benefit adjustments for all budgeted positions along with a reduction in one part-time position and a reduction in budgeted overtime.

OTHER SERVICES/CHARGES:

The Other Services/Charges budget decreased \$40,580 or 15.7 percent from last year. Small reductions in several units, including consulting services, account for the overall reduction.

CAPITAL OUTLAY:

The Capital Outlay budget decreased \$1,400 or 7.6 percent from last year. Small reductions in several units account for the overall reduction.





FINANCE AND ADMINISTRATION





FUNCTIONAL ORGANIZATIONAL CHART

ACCOUNTING

- Responsible for accounting of all financial transactions
- Processes payroll and retiree payments
- Performs accounts payable processing
- Processes accounts receivable for General Fund
- Assists in annual audit
- Responsible for grant reimbursement requests

TREASURER'S OFFICE

- Responsible for collection and recording of all City revenue accounts
- Prepares and deposits all funds to appropriate accounts
- Maintains and balances tax roll
- Reconciles the Downtown Development District
- Maintains billing of Special Assessments and name and address files
- Processes outgoing City mail

PURCHASING

- Processes all non-construction bid requests for goods and services
- Reviews and approves all on-line purchase orders
- Reviews and approves all City invoices
- Performs contract administration of City-wide, non-construction contracts

CITY CLERK'S OFFICE/ ELECTIONS

- Prepares and distributes agendas for regular City Council meetings
- Maintains City Charter and Code
- Issues various licenses required by Code
- Registers and issues birth and death certificates
- Answers the main switchboard
- Maintains voter registration files
- Conducts all elections
- Provides notary service
- Provides notice of all Council and Planning Commission Public Hearings

ASSESSING

- Supervises the preparation of Assessment Roll
- Secretary of the Board of Review
- Implements policies and procedures
- Represents the City before City Council
- Prepares and administers department budget
- Defends City in all matters before full Michigan Tax Tribunal.

INFORMATION TECHNOLOGY

- Prepares and administers department budget
- Keeps abreast of technological changes
- In conjunction with Computer Steering Committee:
 - Develops short and long term plans
 - Manages plan purchases and implementation
 - Establishes standards
 - Adopts policies
 - Supports and maintains software and hardware
 - Acts as liaison with City departments

COMMUNITY AFFAIRS

- Prepares quarterly newsletter and citizen City calendar
- Coordinates public relations activity for all departments
- Administers cable TV sources
- Produces City programs on City activities and media guide

RISK MANAGEMENT

- Responsible for City Casualty/Property Insurance Program
- Responsible for City Workers' Compensation Insurance Program
- Responsible for employee insurance benefits programs
- Coordinates City safety programs



DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03	2003/04	ESTIMATED	2004/05	2005/06	% OF CHANGE
	ACTUAL	ACTUAL	2004/05 BUDGET	BUDGET	BUDGET	
Accounting	\$853,325	\$971,208	\$993,780	\$990,760	\$1,036,630	4.6%
Assessing	835,226	834,098	844,160	879,690	887,540	.9
City Clerk's Office	420,231	454,767	469,130	488,210	411,840	-15.6
Independent Audit	42,183	54,557	48,750	50,000	50,000	-0-
Elections	189,507	136,315	233,240	204,460	215,460	5.4
Human Resources	468,294	456,349	543,010	549,580	553,300	.7
Purchasing	345,508	354,202	367,420	371,750	382,760	3.0
Board of Review	1,118	1,236	1,390	1,640	1,600	-2.4
Treasurer's Office	446,799	513,081	481,340	584,820	546,680	-6.5
Community Affairs	565,871	555,664	624,850	719,780	620,840	-13.7
Total Department	\$4,168,062	\$4,331,477	\$4,607,070	\$4,840,690	\$4,706,650	-2.8%
Personal Services	\$3,406,946	\$3,548,640	\$3,701,720	\$3,769,300	\$3,787,540	.5%
Supplies	169,526	151,713	170,950	169,390	164,350	-3.0
Other Services/Charges	591,590	631,124	734,400	902,000	754,760	-16.3
Total Department	\$4,168,062	\$4,331,477	\$4,607,070	\$4,840,690	\$4,706,650	-2.8%

**PERSONNEL
SUMMARY**

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Finance	42	10	43	10	39	12	39	12
Total Department	42	10	43	10	39	12	39	12



ACCOUNTING- RISK MANAGEMENT





FUNCTIONAL ORGANIZATIONAL CHART

FUNDING LEVEL SUMMARY	2002/03	2003/04	ESTIMATED	2004/05	2005/06	% OF CHANGE
	ACTUAL	ACTUAL	2004/05 BUDGET	BUDGET	BUDGET	
Accounting/Risk Management	\$853,325	\$971,208	\$993,780	\$990,760	\$1,036,630	4.6%
Total Department	\$853,325	\$971,208	\$993,780	\$990,760	\$1,036,630	4.6%
Personal Services	\$795,146	\$912,133	\$931,350	\$928,980	\$975,650	5.0%
Supplies	19,362	18,120	17,100	17,100	17,100	-0-
Other Services/Charges	38,817	40,955	45,330	44,680	43,880	-1.8
Total Department	\$853,325	\$971,208	\$993,780	\$990,760	\$1,036,630	4.6%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Accounting/Risk Management	11	0	11	0	10.5	0	10.5	0
Total Department	11	0	11	0	10.5	0	10.5	0



SERVICE STATEMENT

The Accounting Division is responsible for the books of original entry for the assets, liabilities, equities, revenues and expenditures of the City. Payroll, retiree payments, accounts payable, escrow deposits, fixed asset details, grant records, and accounts receivable are accounted for under the direction of the Financial Services Director. All funds are monitored for accuracy and proper accounting methods. An annual audited financial report, required by State statute, is produced and expanded into the *Comprehensive Annual Financial Report*.

Monthly financial reports are provided to all departments. These reports provide actual expenditures for the previous fiscal year and current expenditures to date as compared to budgeted amounts for the current year. Any questions regarding these reports are handled through the Accounting Division.

The processing of payroll for all City employees is an important function of Accounting. All time sheet information is entered and income tax withholding payments related to payroll are processed in a timely manner. In addition to the regular bi-weekly payroll for current employees, monthly checks are prepared for the City's retirees.

Accounting processes all accounts payable checks on a weekly or monthly basis, depending on the vendor. Account numbers assigned by the requesting department are verified for accuracy before checks are issued. The address book for accounts payable vendors is maintained within the department.

Fixed assets and depreciable asset records are maintained by Accounting. Listings are provided to departments on a yearly basis for the purpose of taking a physical inventory of assets assigned to them.

All departments desiring invoices to be generated must submit the information to Accounting for processing. These invoices are for a variety of things with the most issued for weed cutting and false alarms. Contractors are also invoiced for damages incurred.

Records are maintained for long-term capital projects, such as water, sewer, street and drainage improvements. These projects often encompass more than one fiscal year. Grant reimbursement requests are processed through the Accounting Division. Most grants require very detailed accounting records to be maintained.

The Risk Management Division is responsible for administering the City's insurance programs that include: casualty and property, workers' compensation, employee medical, dental, life and disability insurance, and the employee safety program. Premiums for employee health insurance are reconciled and processed monthly. Risk Management identifies and analyzes exposures, evaluates alternative risk control techniques to reduce the frequency and severity of exposures, selects the best and most reasonable risk control or risk financing technique, implements the chosen technique, and monitors the results. This is done to protect the City's property, liability, personnel, services, and revenue from potential or real loss.

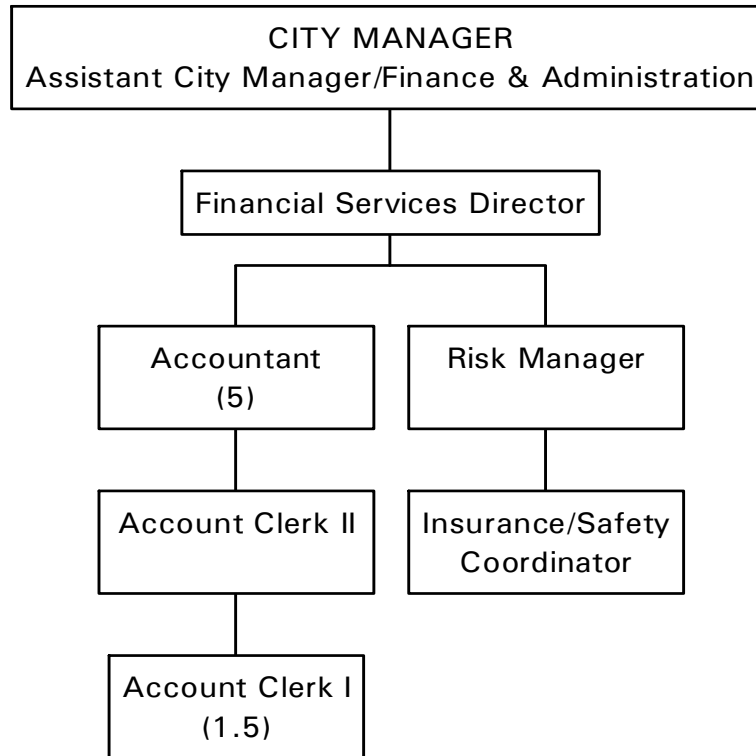


PERFORMANCE OBJECTIVES

1. Begin research into upgrading or replacing J.D. Edwards financial management systems. (Objective 1, 3, 9)
2. Continue integration of duties between Accounting and City Treasurer’s Office. (Objective 3)
3. Categorize and prepare existing physical documents for transfer to optical imaging. (Objective 1, 6)
4. Analyze, evaluate and minimize or reduce the cost of insurance to the City. (Objective 9)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Payroll checks/direct deposits issued annually	23,560	23,000	24,000	23,500
General Fund invoices issued annually	2,300	2,600	2,300	2,000
Number of bank statements reconciled monthly	9	9	8	5
Processed accounting for general accounts payable checks	14,000	14,000	14,000	14,000
Retiree checks/direct deposits issued annually	2,986	3,000	3,100	3,100
Escrow deposit release checks issued annually	1,000	1,500	1,100	1,100
Processed accounting for trust and agency accounts payable checks	931	1,000	1,000	1,000
Insurance certificates approved	399	350	400	350
Workers’ compensation claims processed	88	90	90	90
Liability claims processed	150	150	170	150
Surety bonds approved	25	20	25	25
Safety training programs conducted	13	18	18	18
Hospitalization insurance change transactions	227	250	270	270

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Financial Services Director	1	1	1
Account Clerk I	2	1.5	1.5
Account Clerk II	1	1	1
Accountant	5	5	5
Insurance/Safety Coordinator	1	1	1
Risk Manager	1	1	1
Total Department	11	10.5	10.5



SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

Personal Services expenditures rose \$46,670 or 5 percent due to step progression and wage increases.



CITY ASSESSOR'S OFFICE



DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03		ESTIMATED 2004/05		2005/06		% OF CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	
City Assessor's Office	\$835,226	\$834,098	\$844,160	\$879,690	\$887,540		.9%
Board of Review	1,118	1,236	1,390	1,640	1,600		-2.4
Total Department	\$836,344	\$835,334	\$845,550	\$881,330	\$889,140		.9%
Personal Services	\$722,747	\$725,599	\$728,270	\$765,580	\$767,700		2.8%
Supplies	26,823	17,024	22,000	23,650	23,000		-2.8
Other Services/Charges	86,774	92,711	95,280	92,100	98,440		6.9
Total Department	\$836,344	\$835,334	\$845,550	\$881,330	\$889,140		.9%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
City Assessor's Office	10	0	10	0	8	2	8	2
Total Department	10	0	10	0	8	2	8	2



SERVICE STATEMENT

The City Assessor's Office assesses all real and personal property within the city of Troy. As mandated by the State of Michigan Constitution, all property must be assessed at 50 percent of its market value. The first function of the process involves an accurate inventory of all of this property, which demands that Assessing be able to legally describe all real property, whether it be a "metes and bounds" (engineered survey) or a platted lot (subdivision) description. As a function of this process, Assessing handles all combinations, splits, corrections and any other description changes that may be requested by an owner of a property.

Assessing ensures that any description changes meet local ordinances with the assistance of the Building Inspection and Planning Departments. These changes must also conform to the Land Division Act. Assessing makes sure the correct owner of all property is recorded with that property. This is accomplished through examination of deeds, and property transfer affidavits. These two items are also used to assist in the assessment of property.

The appraisal of property covers three types of property: vacant land, improved land and personal property. Personal property is all (but not limited to) furniture, fixtures, machinery, signs, equipment, computers, tools, dies, jigs, leased equipment, leasehold improvements, and/or buildings on leased land used for commercial purposes. All of these items are reported to Assessing by cost and year of acquisition (except buildings on leased land). They are then depreciated by their attendant multipliers, and assessed at 50 percent of that product.

There are three approaches to value work in the following manner. The *cost approach* reproduces a functionally equal improvement to the subject that is depreciated for age and obsolescence, and then assessed at 50 percent. The *sales comparison approach* uses sales of similar type properties, adjusts them for differences from the subject, and correlates this product into an estimate of value that is then assessed at 50 percent. The *income approach* is predicated on converting an income stream into a value, on the theory that value is the present worth of future benefits. In this approach, net income is capitalized into value, which is then assessed at 50 percent. In the mass appraisal of property, the cost approach is used to set a base value, which is then compared to the sales of similar properties, and adjusted to meet the market by use of an economic condition factor. These values are then assessed at 50 percent.

Vacant land is normally appraised by using the *sales comparison approach*, wherein the sale of like properties is used as a comparison, to arrive at the market value of the parcel, and then assessed at 50 percent of that value.

Improved properties are appraised using any one or a combination of all three common approaches to value: *cost, sales comparison, or income approach*. All require an accurate representation of the improvement, which is accomplished by examining architectural plans, building permits, and physically inspecting and measuring the improvement.

The City Assessor's Office is responsible for the Special Assessment rolls, which ensure equitable disbursement of the cost of infrastructure improvements to all benefited parties. Assessing administers the Principal Residence Exemption, and Property Transfer Affidavit Programs mandated by the changes brought about by Proposal "A" of 1994.

In summary, Assessing is responsible for a combined total 2005 State Equalized Valuation that will top \$6.48 billion, second only to Detroit in the State of Michigan. Of all the counties in the State, Troy's State Equalized Value would rank 13th if it were a county by itself.

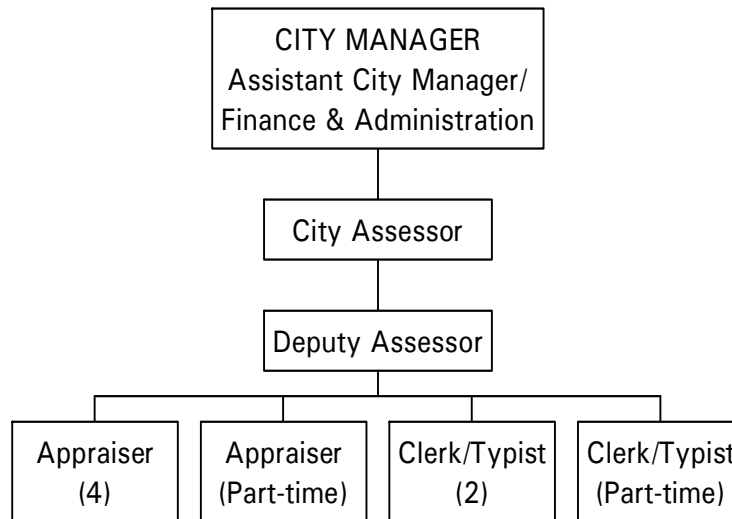


PERFORMANCE OBJECTIVES

1. Training for staff in computer software applications. (Objective 4) 2. Facilitate transfer of data to the GIS system. (Objectives 1, 6)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Commercial and industrial appraisals	341	300	300	300
Residential appraisals	1,352	1,200	1,500	1,800
Personal property audits	314	300	300	275
Principal residence exemptions	3100	2,500	2,800	3,000
Transfer affidavits and deed processing	3,060	3,500	4,000	4,000
Property description changes	465	400	300	300
Reinspections	1,500	1,500	1,500	1,500
Small claims tribunal appeals	47	50	50	50
Full tribunal appeals	34	60	60	50

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
City Assessor	1	1	1
Deputy Assessor	1	1	1
Appraiser	5	4	4
Appraiser (Part-Time)	0	1	1
Clerk/Typist	3	2	2
Clerk/Typist (Part-Time)	0	1	1
Total Department	10	10	10



SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

There will be a slight decrease in the Personal Services budget due to retirement of one Appraiser, and the six-month delay in hiring a replacement.



CITY CLERK'S OFFICE/ELECTIONS



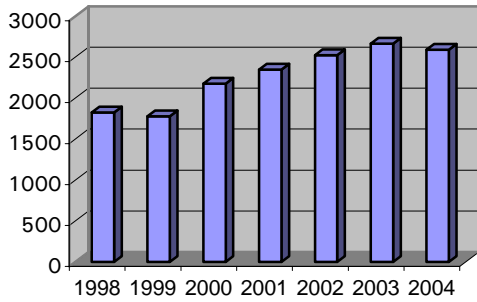
DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03	2003/04	ESTIMATED	2004/05	2005/06	% OF CHANGE
	ACTUAL	ACTUAL	2004/05 BUDGET	BUDGET	BUDGET	
City Clerk's Office	\$420,231	\$454,767	\$469,130	\$488,210	\$411,840	-15.6%
Elections	189,507	136,315	233,240	204,460	215,460	5.4
Total Department	\$609,738	\$591,082	\$702,370	\$692,670	\$627,300	-9.4%
Personal Services	\$531,001	\$493,311	\$582,760	\$564,040	\$520,960	-7.6%
Supplies	31,118	33,632	37,450	33,500	30,450	-9.1
Other Services/Charges	47,619	64,139	82,160	95,130	75,890	-20.2
Total Department	\$609,738	\$591,082	\$702,370	\$692,670	\$627,300	-9.4%

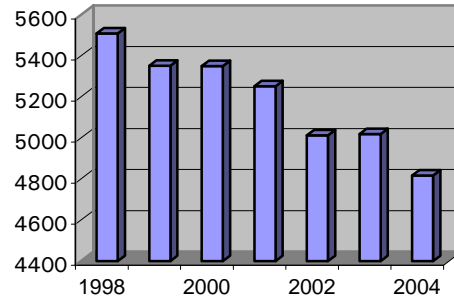
PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
City Clerk's Office	6	2	7	2	6	2	6	2
Total Department	6	2	7	2	6	2	6	2

KEY DEPARTMENTAL TRENDS

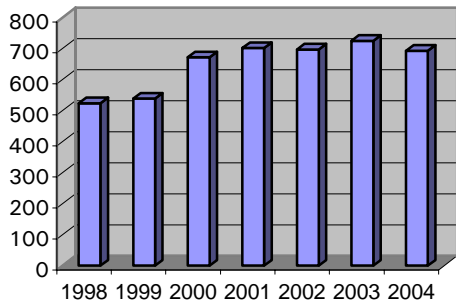
Birth Registrations



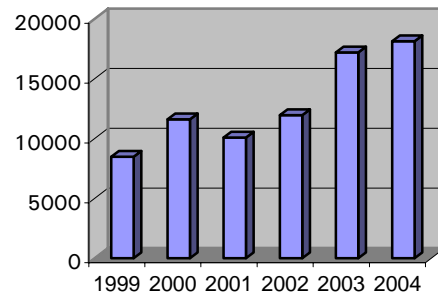
Dog Licenses



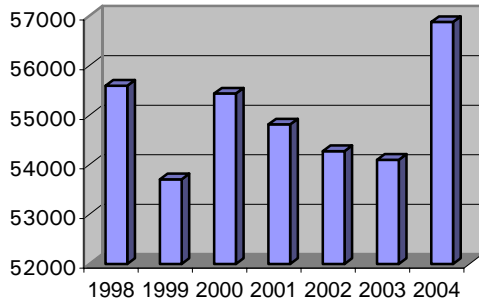
Death Certificates



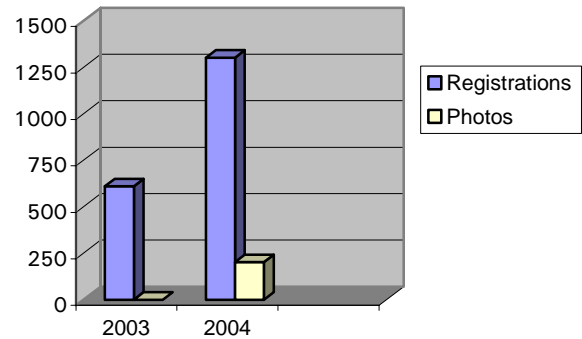
Voter Transactions



Voter Registrations



Passport Registrations/Photos





SERVICE STATEMENT AND MISSION STATEMENT

SERVICE STATEMENT:

The City Clerk's Office provides clerical service to the City Council both in the preparation of their regularly scheduled meeting agendas as well as providing minutes of their meetings.

The City Clerk conducts all elections in the City of Troy. The City's local general/regular election date will now be held on the first Tuesday after the first Monday in odd-year Novembers. All seven of the school districts currently located in the City of Troy have opted to hold annual elections on the first Tuesday after the first Monday in May and those elections will now be administered by the City Clerk's Office.

As official keeper of the records, original minutes of all meetings of Council and their boards and committees, as well as all official documents and permanent records, are kept and archived by the City Clerk.

Birth and death records are processed and filed for all events occurring within the City with the Clerk's Office. Certified copies are made available, upon request, to those people eligible to purchase copies.

Arrangements for burial in any of the City's cemeteries are arranged through the City Clerk and lots sold whenever they are available.

The City Clerk's Office provides a notary service to the community.

The City Clerk's Office is charged with the conduction of all elections in accordance with state and federal laws. It is the duty of the City Clerk to oversee all preparations and the conduct of the elections to maintain the integrity of the election process in compliance with law.

The City Clerk administers the *Oath of Office* to City officials, police officers and State appointments, as requested.

Licenses, such as, dog, business, Christmas tree lots, amusement places and devices, taxicabs, limousines, peddlers and sidewalk sales are processed by the Clerk's Office. Petitions, lawsuits, subpoenas and *Freedom of Information* requests are filed with the Clerk's Office as well.

City Clerk's Office serves as a passport acceptance agency and accepts passport applications and forwards completed applications along with the appropriate documentation and fees to the federal government.

MISSION STATEMENT:

The mission of the City Clerk's Office is to expeditiously provide accurate and courteous response to all requests for service or information, and to be sensitive to the individual needs of citizens.



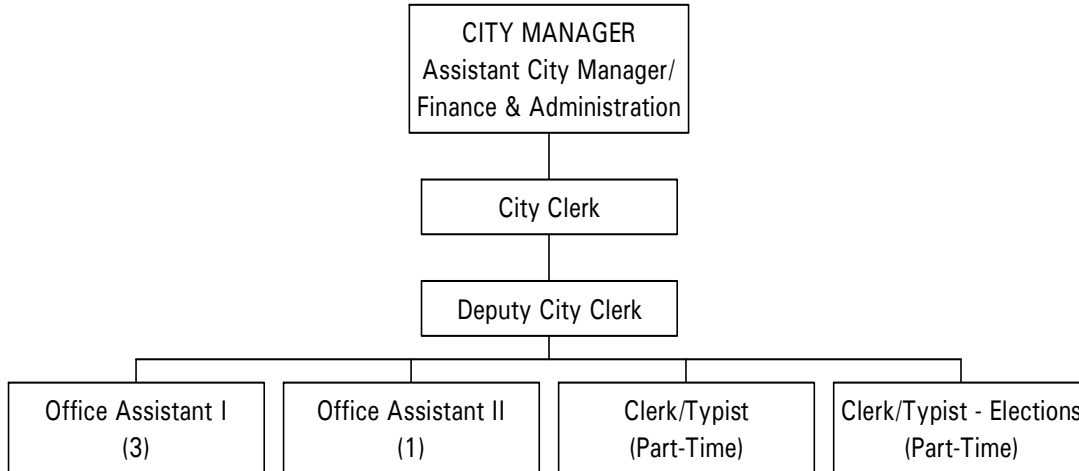
PERFORMANCE OBJECTIVES

1. Continued implementation of Passport Application Acceptance Facility with the addition of a passport picture program. (Objective 3)
2. Use of document imaging software for preservation, retention and retrieval of all permanent documents. (Objective 6)
3. Continued implementation of Electronic Death and Cemetery Record programs. (Objective 6)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Birth Certificates	2,591	2,500	2,750	2,500
Death Certificates	693	760	750	760
<u>Voter Registration</u>				
• Registered Voters	56,875	59,700	54,500	59,700
• Voter Transactions	18,139	12,000	18,000	20,000
Dog Licenses	4,817	1,670	1,670	1,700
Taxi Cab Licenses	82	100	110	100
Miscellaneous Licenses	158	150	225	220
Passport Applications/Photos	1,302/202	2,000/500	2,000/N/A	2,000/500



ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
City Clerk	1	1	1
Deputy City Clerk	1	1	1
Clerk/Typist	5	4	0
Clerk/Typist – Elections (Part-Time)	1	1	1
Clerk/Typist (Part-Time)	1	1	1
Office Assistant I	0	0	3
Office Assistant II	0	0	1
Total Department	9	8	8



SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

ELECTIONS:

The City Clerk's Office expects to experience a significant increase in revenue associated with elections due to the Election Consolidation Laws. The new laws have shifted the responsibility for the conduct of school elections from school districts to the local Clerk. The increase in revenue is related to school election expense reimbursements. The anticipated increase in revenue is estimated at \$35,320.00, which would represent a 100 percent increase for that budget line item. The expenditures tied to the reimbursement are not shown as an increase due to this election cycle not containing a large statewide election.



COMMUNITY AFFAIRS





DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03 ACTUAL	2003/04 ACTUAL	ESTIMATED		2005/06 BUDGET	% OF CHANGE
			2004/05 BUDGET	2004/05 BUDGET		
Community Affairs	\$565,871	\$555,664	\$624,850	\$719,780	\$620,840	-13.7%
Total Department	\$565,871	\$555,664	\$624,850	\$719,780	\$620,840	-13.7%
Personal Services	\$346,655	\$342,404	\$362,320	\$407,540	\$387,200	-5.0%
Supplies	56,285	54,304	56,000	53,000	54,000	1.9
Other Services/Charges	162,931	158,956	206,530	259,240	179,640	-30.7
Total Department	\$565,871	\$555,664	\$624,850	\$719,780	\$620,840	-13.7%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Community Affairs	3	5	3	5	3	6	3	6
Total Department	3	5	3	5	3	6	3	6

SERVICE STATEMENT

The goal of the Community Affairs Department is to provide information to the public; this correlates directly to the City goal and objective to effectively and professionally communicate internally and externally. The communication methods utilized by Community Affairs include the quarterly newsletter Troy Today; a weekly community news update called "Spotlight on Troy"; an annual calendar; website; cable television programs; public service announcements; the Popular Annual Financial Report (PAFR); brochures about City services; informational bulletins; City service directory; press releases; and information packets for new residents. Community Affairs coordinates the photography of City services, events and activities year-round for use in the City calendar, newsletters, brochures, web site, budget book and displays at the Community Center and City Hall. Community Affairs began a new series "Talking History" in 2005 for the City's 50th Anniversary.

The City's website (ci.troy.mi.us) was recently redesigned to provide easy access to information about the City for our citizens. Another goal is to provide as many links as possible. Hotlinks include Troy's job openings, current bids, millage rates, tax bills, press releases, electronic water bill payment plan, and Community Guide. There is a complete phone directory for City services and departments, a community calendar and maps. The web site also contains City Council information (meeting dates, agendas and minutes); applications, agendas and minutes for City boards and committees; construction projects; job openings; maps; and frequently asked questions and answers. The home page includes links to the current Troy Today; the financial summary; annual water quality report; City Code and Charter; as well as a link to Troy Daze information. Community Affairs will continue to work with Information Technology and other departments to further develop the web site appearance, function and volume of information.

All cable television services are coordinated through Community Affairs. City Council meetings are aired live as well as taped and cablecast on a regular basis each week. Videotapes of all City Council meetings, regular and special, are available for check out at the Troy Public Library. Troy Downtown Development Authority, Board of Zoning Appeals, Planning Commission, Youth Council and Senior Citizens Advisory Committee meetings are also taped and cablecast each month.

Community Affairs coordinates special events throughout the year, including Martin Luther King, Jr. (MLK) Celebration of Freedom, 3rd Grade student tours, Firefighter's Banquet, Community Picnic, holiday tree lighting, Veteran's Day and Memorial Day ceremonies and the boards and committees appreciation banquet. Community Affairs also coordinates the Citizens Academy. The program is a weekly class that meets nine times for three hours per semester to get an in-depth look at City services. The Community Affairs Department will continue to work on citizen surveys, and a promotional display highlighting Troy's citizens, neighborhoods, services and businesses that can be utilized at conferences, City Hall, Troy Public Library and community events such as Troy Daze and Community Kaleidoscope.

Community Affairs serves as the City liaison to community groups and City boards and committees including Troy Daze, Leadership Troy, Troy Activities Coordinating Team (TACT), Council of Troy Homeowners' Associations (COTHA), the MLK Committee with Troy School District, the Cable Advisory Committee and Ethnic Issues Advisory Board.

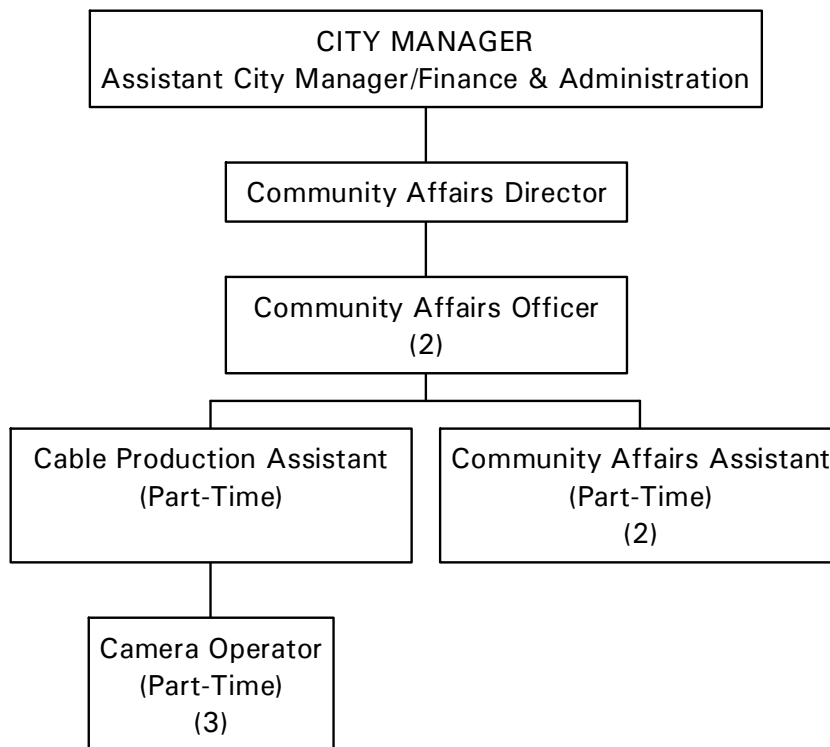


PERFORMANCE OBJECTIVES

1. Continue to assist in major marketing efforts for the Community Center banquet and recreation facilities, Aquatic Center, Nature Center and Museum. (Objective 1, 3)
2. Work in conjunction with Troy Museum staff to coordinate efforts for the City's 50th Anniversary celebration for 2005. (Objective 3)
3. Increase volume of citizen feedback through Troy Today surveys, City web site. (Objective 1, 3, 6)
4. Improve and increase citizen participation in existing programs (Martin Luther King, Jr. Day, beautification awards, tree lighting ceremony, Community Kaleidoscope, community picnic, citizens academy, Veterans Day, Memorial Day, etc.) and network to incorporate more community/business partnerships into these programs. (Objective 3, 10)
5. Expand citizen access to application forms (Building Department, City Clerk's Office), Troy Today newsletter, financial reports, senior newsletter, board and committee minutes, agendas, etc. (Objective 6)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Press releases sent to the media	340	412	434	450
New resident packets distributed	760	775	780	785
Cable productions (City events, public service announcements, news briefs)	110	115	120	130
Brochures/publications produced	40	40	40	40
City Council and board meetings covered	120	120	120	125
Proclamations written	75	75	75	75

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Community Affairs Director	1	1	1
Cable Production Assistant (Part-Time)	1	1	1
Camera Operators (Part-Time)	3	3	3
Community Affairs Assistant (Part-Time)	1	2	2
Community Affairs Officer	2	2	2
Total Department	8	9	9

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

The overall budget is down 11 percent from 2004/05 due to the following:

- Reduction in hours for part-time employees
- Community promotion for the 50th birthday party expenses of \$10,000 are included

CAPITAL OUTLAY:

Budget contains funding for one cable initiative for the 2005/06 budget:

1. Lower Level Conference Room Remote Camera System: This remote camera system in the Lower Level Conference Room would enable us to videotape meetings currently held in that room (DDA, Youth Council, etc.) using two mounted cameras for a higher quality look to the meetings. Currently we utilize one camera on a tripod with staff person and cannot get all board members in the picture. It is not a professional look for television.



HUMAN RESOURCES



FUNCTIONAL ORGANIZATIONAL CHART

HUMAN RESOURCES

- Recruits full and part-time staff, summer employees and contracted service employees
- Develops and administers classification plans and compensation schedules
- Monitors employee performance evaluation program
- Conducts job evaluations and salary and benefit surveys
- Publishes and maintains employee handbooks
- Maintains employee personnel records
- Administers tuition reimbursement, work-related travel reimbursement, education bonus and bi-annual physical exam programs
- Assures compliance with labor and employment laws
- Conducts equal opportunity reporting for EEOC purposes and grant applications

GENERAL

- Prepares and administers department budget
- Recommends and implements administrative policies
- Coordinates and evaluates activities of department personnel
- Provides support services to the emergency operations center

LABOR RELATIONS

- Coordinates and participates in labor contract negotiations for five bargaining units
- Performs grievance administration for five union contracts
- Advises employees and supervisors on contract administration
- Publishes and maintains collective bargaining agreements
- Represents employer in arbitration hearings, Personnel Board and Act 78 Commission meetings, and Michigan Employment Relations Commission and Unemployment Compensation hearings



DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03	2003/04	ESTIMATED	2004/05	2005/06	% OF CHANGE
	ACTUAL	ACTUAL	2004/05 BUDGET	BUDGET	BUDGET	
Human Resources	\$468,294	\$456,349	\$543,010	\$549,580	\$553,300	.7%
Total Department	\$468,294	\$456,349	\$543,010	\$549,580	\$553,330	.7%
Personal Services	\$365,072	\$371,196	\$430,160	\$432,470	\$438,740	1.5%
Supplies	5,433	6,020	6,300	8,000	6,800	-15.0
Other Services/Charges	97,789	79,133	106,550	109,110	107,760	-1.2
Total Department	\$468,294	\$456,349	\$543,010	\$549,580	\$553,300	.7%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Human Resources	4	1	4	1	4	1	4	1
Total Department	4	1	4	1	4	1	4	1



SERVICE AND MISSION STATEMENTS

SERVICE STATEMENT:

The Human Resources Department provides support service and consultation in the areas of recruitment, salary administration, employee and labor relations, employee education and development, performance evaluations, collective bargaining and contract administration, personnel records maintenance, and other personnel related issues. Policies and procedures are in place to ensure consistent practices are followed and to monitor compliance with State and Federal labor laws. The Human Resources Department provides shelter and welfare support services to emergency workers when the Emergency Operations Center is operational.

Services to departments and employees are enhanced with the use of an integrated financial management software program, J D Edwards. The Human Resources Department is responsible for electronic maintenance of salary schedules and employee records.

Additional services provided by the Human Resources Department include maintenance and publication of employee handbooks and collective bargaining agreements, and assisting in marketing the City of Troy as an Equal Opportunity Employer by participation in career fairs.

MISSION STATEMENT:

The mission of the City of Troy Human Resources Department is to provide high quality human resources and labor relations services to the City by recruiting, developing and maintaining an effective, competent work force able to deliver timely, responsive, and cost-effective services to the community.

DID YOU KNOW...

JOB OPENINGS ARE ANNOUNCED ON THE JOB HOTLINE AT 248-524-3339.

APPLICATION FORMS FOR CURRENT JOB OPENINGS CAN BE ACCESSED DIRECTLY FROM THE CITY OF TROY WEBSITE AT WWW.CI.TROY.MI.US. SIMPLY PRINT THE FORM, COMPLETE AND SIGN IT AND RETURN IT TO THE HUMAN RESOURCES DEPARTMENT.

EMPLOYEE TURNOVER (EXCLUDING RETIREMENTS) FOR FISCAL YEAR 2003/04 WAS .85%.

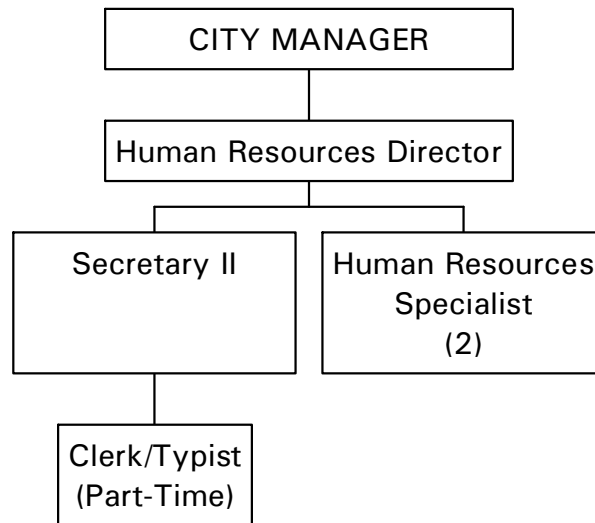


PERFORMANCE OBJECTIVES

1. Complete revision and implementation of two collective bargaining agreements upon ratification of negotiated agreements. (Objective 4)
2. Conduct and implement survey of part-time position wages. (Objective 4)
3. Expand on technological applications of human resources functions. (Objective 6)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Job postings (Full- and part-time)	38	50	50	50
Promotional job postings	10	20	20	20
Open competitive job postings (Full- and Part-time)	19	30	30	30
Full-time hired	16	20	15	15
Part-time hired	340	350	400	400
Applications processed	1,894	1,500	1,300	1,300
Separations: Full-time (excl. retirements)	4	5	10	10
Separations: Part-time	339	450	400	400
Discrimination complaints filed	0	0	0	0
Reclassification requests	2	2	10	5
Applicants examined	3,860	3,000	2,500	2,500
Labor contracts negotiated (begun)	1	2	2	2
Grievances processed	8	8	5	5
Number of grievances arbitrated (incl. hourly)	0	4	1	2
Employee % turnover (excl. retirements)	.85	1.0	2.0	2.0
Promotions/transfers processed	27	30	25	25
Policies/procedures developed/revised	1	1	10	5
Job descriptions updated/developed	8	10	20	20
Temporary employee requests	2	4	12	10

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Human Resources Director	1	1	1
Clerk/Typist (Part-Time)	1	1	1
Human Resources Specialist	2	2	2
Secretary II	1	1	1
Total Department	5	5	5

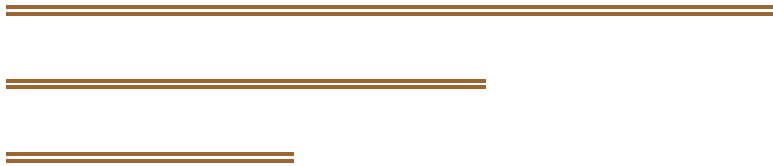


SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

PHYSICAL EXAMS

Budget for Physical Exams increased by \$6,000 (54.5 percent) to reflect the cost of adding drug testing for all new hires to assure compliance with drug-free workplace policy, as well as to reflect changes in pre-employment physical exam costs. Budgets for Advertising, Legal Consultants, and Membership Dues decreased by \$500 (4.5 percent), \$5,000 (11 percent) and \$500 (42 percent) respectively, to absorb the increase in Physical Exams.



PURCHASING





DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03		ESTIMATED 2004/05		2005/06	% OF CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	
Purchasing Department	\$345,508	\$354,202	\$367,420	\$371,750	\$382,760	3.0%
Total Department	\$345,508	\$354,202	\$367,420	\$371,750	\$382,760	3.0%
Personal Services	\$327,701	\$337,302	\$349,150	\$352,940	\$362,100	2.6%
Supplies	6,672	6,628	6,600	7,140	6,500	-9.0
Other Services/Charges	11,135	10,272	11,670	11,670	14,160	21.3
Total Department	\$345,508	\$354,202	\$367,420	\$371,750	\$382,760	3.0%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Purchasing	3	1	3	1	3	1	3	1
Total Department	3	1	3	1	3	1	3	1

SERVICE STATEMENT AND MISSION STATEMENT

SERVICE STATEMENT:

The mission of the Purchasing Department is accomplished by taking an active role in the purchase and delivery of equipment, software, and services for City Departments. The result of the Purchasing Department's efforts is better service delivery from City staff to the City's customers – the residents and businesses within the City of Troy.

MICHIGAN INTERGOVERNMENTAL TRADE NETWORK (MITN):

Troy is one of the founding members of the MITN (Michigan Intergovernmental Trade Network) Purchasing Cooperative (formerly the Tri-County Purchasing Cooperative). Since March 3, 2003, the Michigan Intergovernmental Trade Network (MITN) e-procurement website, established by the Cooperative, has been used by the City of Troy. Nineteen other entities with Troy use the site to provide vendor registration, post bids, quotations, request for proposals, addenda, and awards including tabulations. By establishing this centralized system (an accomplished goal for the 2003-04 fiscal year), vendors now have a single point of contact and broader access to new business opportunities in our region. Greater efficiencies have been achieved for the participating agencies by reducing bid processing costs and creating more competition. Over 4,422 vendors have registered on the system since the date of inception. As of January 1, 2005, the MITN on-line auction website became operational.

MISSION STATEMENT:

The Purchasing Department ensures value for City of Troy departments by procuring goods and services at the lowest competitive price from responsible vendors meeting specifications.

DID YOU KNOW? ...

FOR THE SECOND YEAR IN A ROW, THE DEPARTMENT RECEIVED THE PRESTIGIOUS ACHIEVEMENT OF EXCELLENCE IN PROCUREMENT AWARD FROM THE NATIONAL PURCHASING INSTITUTE. THE AEP IS AWARDED ANNUALLY TO ORGANIZATIONS THAT DEMONSTRATE EXCELLENCE BY OBTAINING A MINIMUM SCORE ON A RATING OF STANDARDIZED CRITERIA. THE PROGRAM IS DESIGNED TO MEASURE INNOVATION, PROFESSIONALISM, PRODUCTIVITY, AND LEADERSHIP ATTRIBUTES OF A PROCUREMENT ORGANIZATION.



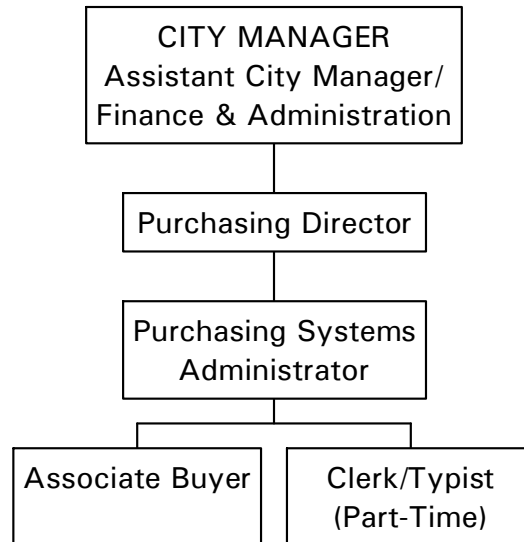
PERFORMANCE OBJECTIVES

1. As part of the E-procurement Initiative, implement a reverse auction process. [\(Objective 6\)](#)
2. The on-line auction website implemented in 2004-05. Finalize the process to include the activation of the on-line auction room completed with the Purchasing renovation to establish continuing disposal of out-of service equipment eliminating the need for storage facilities. [\(Objective 1, 3, 6, 9\)](#)
3. Continue the roll-out of the Michigan Intergovernmental Trade Network (MITN) E-procurement website to departmental users. This initiative provides access to the quotation module and bid library providing on-line information internally but also to the vendor population. [\(Objective 1, 3, 6\)](#)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Percentage of awards without dispute	100%	100%	100%	100%
Average days elapsed from bid request date to award date	59 Days	65 Days	60 Days	60 Days
Funds generated from out-of-service City owned personal property auctioned by auctioneer	\$211,858	\$77,255	\$0	\$0
Purchasing budget as a % of total goods and services purchased	2%	2%	2%	2%
Total purchases monitored per full-time employee	\$9.5 Million	\$9.7 Million	\$9.7 Million	\$9.7 Million
Value of goods and services purchased	\$28.4 Million	\$ 29 Million	\$29 Million	\$29 Million ¹
Value of contracts originated and managed	\$1.1 Million	\$1 Million	\$1.2 Million	\$1.2 Million

¹ The budgeted number is calculated using the 2004/05 budget figure with a zero percent increase.

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Purchasing Director	1	1	1
Associate Buyer	1	1	1
Clerk/Typist (Part-Time)	1	1	1
Purchasing Systems Administrator	1	1	1
Total Department	4	4	4

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

COMPUTER INTERNAL SERVICES:

The Purchasing and Human Resources Departments have been assigned different work areas after many years of sharing space. The part-time employees assigned to both departments were sharing one workstation and one computer. Separation of the departments will require the assignment of one additional computer.



CITY TREASURER'S OFFICE



DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03	2003/04	ESTIMATED		2005/06	% OF CHANGE
	ACTUAL	ACTUAL	2004/05 BUDGET	2004/05 BUDGET	BUDGET	
City Treasurer's Office	\$446,799	\$513,081	\$481,340	\$584,820	\$546,680	-6.5%
Total Department	\$446,799	\$513,081	\$481,340	\$584,820	\$546,680	-6.5%
Personal Services	\$318,624	\$366,696	\$317,710	\$317,750	\$335,190	5.5%
Supplies	23,833	15,985	25,500	27,000	26,500	-1.9
Other Services/Charges	104,342	130,400	138,130	240,070	184,990	-22.9
Total Department	\$446,799	\$513,081	\$481,340	\$584,820	\$546,680	-6.5%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
City Treasurer's Office	5	0	5	0	4.5	0	4.5	0
Total Department	5	0	5	0	4.5	0	4.5	0



SERVICE AND MISSION STATEMENTS

SERVICE STATEMENT:

The City of Troy Treasurer's Office serves as the focal point for all collections, deposits and disbursement of receipts for the City on a daily basis. One of the key functions of this office is the billing, collection, and distribution of the tax roll revenues. Annual tax rolls generate revenue for the state, the county, the schools, and the city. As taxes are collected, distributions are made to each of these taxing entities. It is interesting to note that the largest portion of the city's General Fund is generated through the tax collection process.

Other functions of the Treasurer's Office are the collection of all payments for

- General invoices
- Annual special assessments for paving, water, sewer, drains, and sidewalks
- Quarterly water billing

A convenient automatic water bill payment plan is available for residents who like the option of paying water bills directly from a checking or savings account. Automatic bill payment saves times and money. No more late fees for past due water payments.

The Treasurer's Office makes every effort to implement information technology for automating as much repetitive work as possible to reduce errors, increase productivity, and quickly deliver vital information to our residents and businesses. The computerized point-of-sale equipment with scanning capabilities allows us to service customers quickly and accurately. Tax information now is available 24/7 on the City of Troy's website; and, we anticipate the ability to include special assessment information in the near future. We have the ability to process electronic tax payment files from mortgage companies as well as electronic tax and water files from a bank lockbox. The adoption of these automated services have been customer-satisfaction driven.

MISSION STATEMENT:

The mission of the Treasurer's Office is to provide excellent customer service by:

- Offering efficient and courteous customer assistance for residents and businesses
- Using the most current information technology available
- Practicing standardized cash handling and receipting methods
- Providing education and information to the public



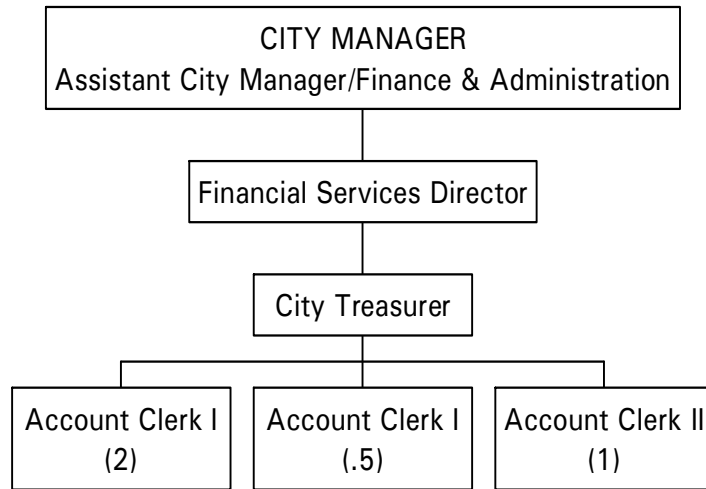
PERFORMANCE OBJECTIVES

- 1. Secure a new banking services contract. (Objective 3, 6, 9)
- 2. Expand Internet access to include all City liens. (Objective 3, 6)
- 3. Expand Internet payment for water bills and invoices. (Objective 3, 6)
- 4. Increase the number of residents using automatic bill payment. (Objective 6)
- 5. Expand collection to utilize payment by phone using a checking account. (Objective 3, 6)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Tax Bills Processed	64,000	65,000	68,640	70,000
Water Bills Processed	100,000	105,000	102,000	104,000
Special Assessments Processed	500	400	480	500
Tax Adjustments Processed	550	650	470	500
Date of Delivery of Tax Roll to County	4-1	4-1	4-1	4-1
Invoices Processed	3,000	2,300	2000	2000
Number of Pieces of Mail Processed	211,000	203,000	196,000	200,000
Total Customers Enrolled in Automatic Payment	4,000	4,000	3,800	4,000



ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
City Treasurer	1	1	1
Account Clerk I	3	2.5	2.5
Account Clerk II	1	1	1
Total Department	5	4.5	4.5



SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

PERSONAL SERVICES

Increase of \$17,440 or about 5.5 percent in Personal Services attributable to normal wage increases.

PRINTING & PUBLISHING

Rebid tax bill printing resulting in a new contract that decreases costs about \$3,500 or 29 percent.

MEMBERSHIP & DUES

Membership dues to The Payments Authority decreased \$150 reflecting about a 20 percent decrease in dues.



FIRE DEPARTMENT



FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATION

- Plans fire protection/emergency services
- Recruits and selects volunteer and career personnel
- Develops policies and procedures
- Prepares and administers department budget
- Represents department to public groups and citizens
- Represents department on Building Code Board of Appeals
- Represents department and city interests at county, state and national levels
- Administers contract for medical "First Responder" program

FIRE SUPPRESSION DIVISION

- Responds to fires and other emergency incidents
- Mitigates hazards
- Performs regular station training for assigned personnel
- Inspects and maintains assigned apparatus and equipment

FIRE PREVENTION DIVISION

- Reviews plans for new building construction
- Reviews plans for fire protection system installation
- Conducts building fire and life safety inspections
- Issues fire protection, hazardous materials, fireworks, and special event permits
- Maintains state and federal firefighter "Right to Know" program
- Conducts public fire education
- Coordinates fire prevention week/open house activities
- Oversees fire explorer program

OPERATIONS DIVISION

- Conducts firefighter recruitment
- Coordinates/provides in-service training
- Fire investigations
- Apparatus procurement and maintenance
- Provides departmental computer support
- Conducts equipment procurement and maintenance
- Coordinates facility maintenance
- Performs research and development

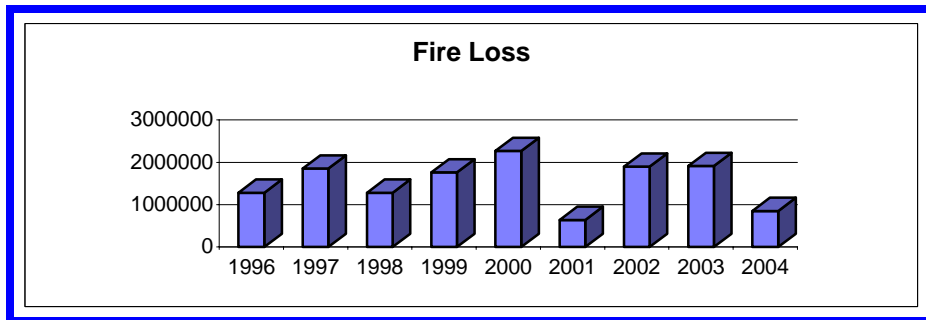
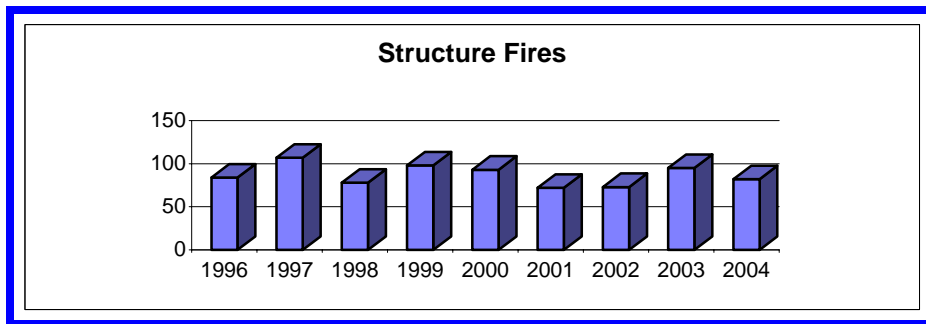
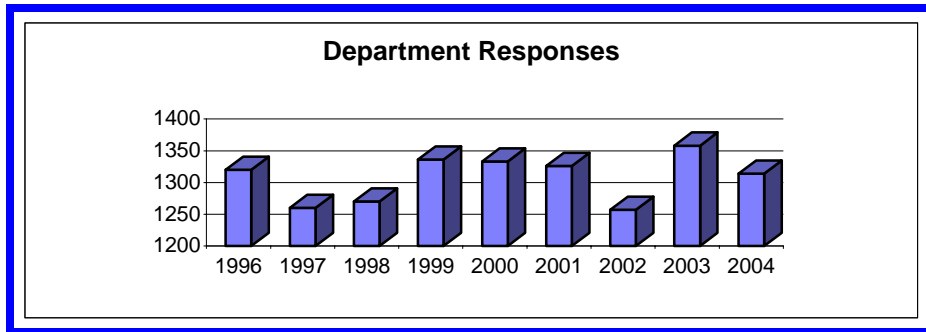


DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03		ESTIMATED 2004/05		2005/06		% OF CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	
Administration	\$256,251	\$261,207	\$264,530	\$265,740	\$272,860		2.7%
Operations	805,175	838,047	942,670	835,070	841,060		.7
Fire Companies	893,706	987,817	1,169,310	1,071,650	1,201,330		12.1
Prevention	918,915	954,729	983,640	1,003,400	1,061,430		5.8
Communications	133,245	148,810	137,230	141,730	154,230		8.8
Fire Stations	572,566	541,896	539,430	581,410	561,840		-3.4
Total Department	\$3,579,858	\$3,732,506	\$4,036,810	\$3,899,000	\$4,092,750		5.0%
Personal Services	\$1,518,525	\$1,576,658	\$1,598,930	\$1,637,960	\$1,715,800		4.8%
Supplies	343,786	291,697	305,280	312,700	336,140		7.5
Other	1,688,496	1,801,104	1,969,640	1,908,340	2,040,810		6.9
Capital Outlay	29,051	63,047	162,960	40,000	-0-		-0-
Total Department	\$3,579,858	\$3,732,506	\$4,036,810	\$3,899,000	\$4,092,750		5.0%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Fire Department	14	2	14	2	14	2	14	2
Total Department	14	2	14	2	14	2	14	2

KEY DEPARTMENTAL TRENDS



SERVICE STATEMENT AND MISSION STATEMENT

SERVICE STATEMENT:

The Troy Fire Department provides fire protection and emergency service to the community through a team of dedicated volunteer and career professionals. The department accomplishes this task through four divisions: Administration, Suppression, Operations, and Fire Prevention/ Support Services.

Administration plans, directs, and administers the divisional and administrative functions of the department including policy development; efficient use of personnel and equipment; the procurement of materials, supplies, apparatus, and facilities; the preparation of proposed budgets; and the maintenance of adequate records.

The Suppression Division is primarily responsible for the suppression of fires; this is accomplished through six fire stations, strategically located throughout the City, operated by the volunteer firefighters. Also included within this division are the Special Response Unit and the Water Rescue Team. The SRU performs technical rescues, above and below grade, and mitigation of hazardous materials incidents. The WRT performs water and ice rescues.

The Operations Division is responsible for firefighter training, juvenile fire setter counseling and fire investigation. Each firefighter is required to attend and complete State of Michigan sponsored classes totaling 320 hours divided between classroom and drill ground instruction. In addition, each firefighter must also complete a minimum of 60 hours of training annually and attend 50 percent of the incidents for which he/she is available.

A fire investigation is conducted on all fires. If the investigation indicates the cause to be arson, assistance is sought from the Police Department for criminal prosecution or from trained personnel for fires involving juvenile fire setters.

The Fire Prevention Division is responsible for code enforcement and fire safety education in the community, and support services to the department. Code enforcement is accomplished through plan review and new and existing building inspections including hazardous materials and fire protection systems. Plan review includes building, tenant, fire protection, site plan, and subdivision plats. This also includes inspection and testing of fire protection systems including fire suppression, fire detection and alarm, and hazardous materials. The Fire Prevention Division, through the Division Assistant Chief, is responsible for enforcement of the City's fire prevention ordinances and codes. Existing building inspections are conducted including all types of related systems in existing occupancies. There are approximately 2,000 inspectable buildings and approximately 5,000 inspectable occupancies located within the City.

Fire Prevention personnel work closely with Building, Planning and Engineering Department personnel during the construction of new buildings. Compliance with various federal and state hazardous materials reporting and planning requirements are also the responsibility of the Fire Prevention Division.

SERVICE STATEMENT AND MISSION STATEMENT, CONTINUED

SERVICE STATEMENT, CONTINUED:

Prevention's role in new construction includes inspection of construction methods as well as inspection and testing of fire protection systems including fire suppression, fire detection and alarm, smoke control, and related systems. Personnel interface on a daily basis with the Building Inspection Department to coordinate inspections for buildings under construction and renovation.

In order to minimize hazards to responding firefighters and to comply with the Michigan and Federal Right To Know requirements, the Fire Prevention Division surveys and develops site-specific informational bulletins for all firefighters concerning hazardous locations throughout the city.

The Division continues to take part in numerous other activities in support of the overall mission of the Fire Department. Support service activities include incident responses and investigations; administration; firefighter training; critical incident stress debriefing; traffic committee liaison, and department-wide computer, radio, and pager maintenance.

Public fire safety education is provided through elementary school programs, civic and business group demonstrations, and fire station tours.

The Administration Division, through the Fire Chief, is responsible for overall fire service delivery system. Administration manages the resources necessary to support the other divisions and personnel permitting them to fulfill the mission of the department.

MISSION STATEMENT:

The mission of the Troy Fire Department is to provide the highest possible level of fire protection, rescue, and hazard mitigation services to the community. This shall be accomplished with a team of professionals, both volunteer and career, by providing fire prevention, public education, emergency operations, and planning.

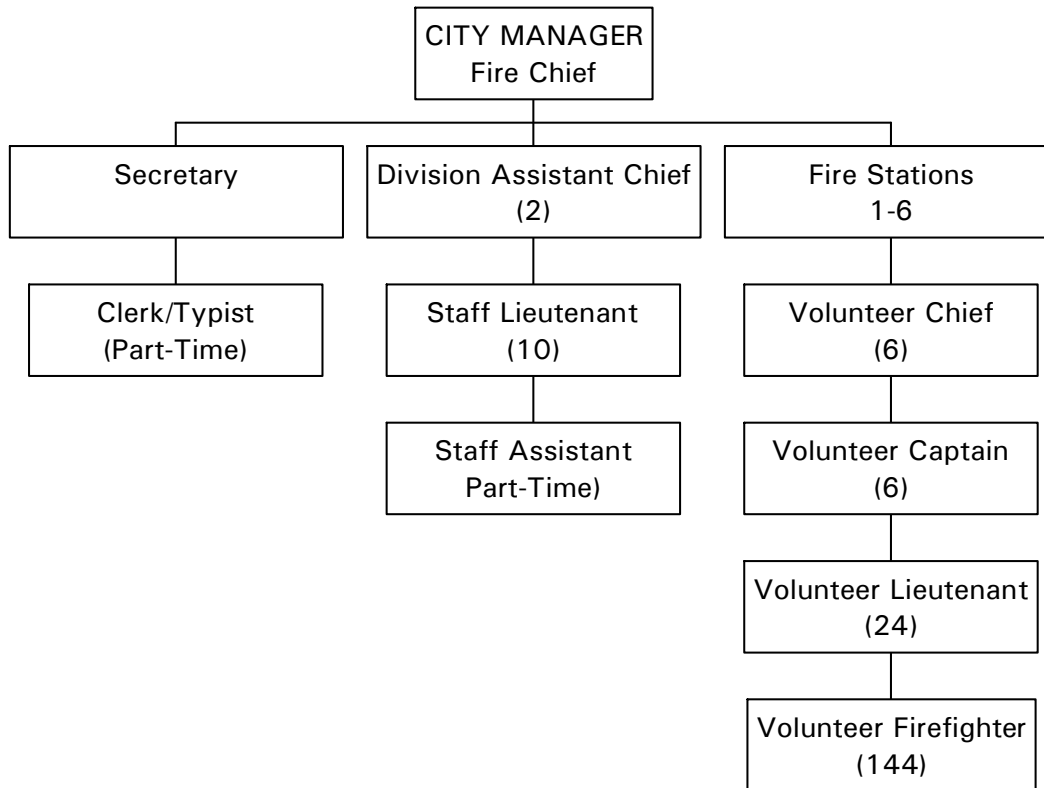
This department realizes that the members are the department's most valuable resource and the key to its future. The collective vision of department members and staff is an efficient, cost effective fire protection delivery system consisting of well-trained, well-equipped volunteer firefighters supported by a core career staff, emphasizing fire prevention, public education, and the use of installed fire protection technology.

PERFORMANCE OBJECTIVES

1. Update mobile data retrieval system in fire apparatus (Objective 1, 3, 6)
2. Specify and purchase replacement fire apparatus (Objective 3)
3. Update breathing air compressors at fire stations (Objective 3)
4. Expand wireless data access for fire personnel (Objective 1, 6)
5. Install new roof on Fire Station 1 (Objective 7)
6. Update Opticom emergency traffic pre-emption system (Objective 3)
7. Transition to new county digital 800 MHz radio system (Objective 3)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Total fire department responses	1,314	1,450	1,400	1,400
All fires	195	200	250	250
Structure fires	82	80	90	90
Property endangered (million \$)	\$34.6M	\$175M	\$200M	\$200M
Fire loss (million \$)	\$.85M	\$2M	\$2M	\$2M
Number of volunteer firefighters	174	180	180	180
Total firefighter training hours	17,550	17,600	17,000	18,000
Total public education programs conducted	254	225	150	200
Total public education attendance	10,381	8,500	5,000	7,000
Total inspections performed	2,303	2,200	2,000	2,000
Total violations issued	1,420	1,400	1,000	1,500
Total violations cleared	1,227	1,000	1,000	1,500
Total fees earned	\$95,352	\$80,000	\$55,000	\$80,000
Total permits issued	512	400	350	400
Total plans reviewed	936	700	500	700

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Fire Chief	1	1	1
Division Assistant Chief	2	2	2
Clerk Typist (Part-Time)	0	0	1
Secretary	1	1	1
Staff Assistant (Part-Time)	2	2	1
Staff Lieutenant	10	10	10
Total Department	16	16	16
Volunteer Assistant Chief	6	6	6
Volunteer Captain	6	6	6
Volunteer Lieutenant	24	24	24
Volunteer Firefighters	144	144	144
Total Volunteer Staff	180	180	180

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

PERSONAL SERVICES:

The Fire Department's overall Personal Services budget increased by \$77,840 or 4.8 percent due to wage and fringe benefit increases.

SUPPLIES:

The total Supplies budget increased by \$23,440 or 7.5 percent due to realignment of accounts between Capital and operating equipment categories.

OTHER SERVICES/CHARGES:

The Other Services/Charges category increased by \$132,470 or 6.9 percent due to increases in the volunteer incentive program, and data connectivity costs.

CAPITAL OUTLAY:

The Capital Outlay category decreased by \$40,000 or 100 percent due to realignment of accounts between Capital and operating equipment categories.



LIBRARY/
MUSEUM



FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATIVE SERVICES TEAM

- Prepares and administers the library and museum budget
- Recommends and implements policies
- Coordinates and evaluates activities of staff
- Formulates and develops service programs and priorities
- Coordinates and administers grants
- Liaisons with Friends of the Library
- Works with the Library Advisory Board
- Represents and promotes the Library to the community
- Liaisons with Library Cooperative
- Provides research and development
- Liaisons with City departments
- Coordinates staff development
- Compiles, maintains, analyzes statistics
- Coordinates automation
- Administers planning and marketing
- Liaisons with Historical Society
- Works with Historical Commission

ADULT SERVICES TEAM

- Reference/information retrieval
- Collection management
- Database and Internet access management
- Shelving of materials
- Merchandising
- Conducts patron education
- Collects and reports statistics
- Periodicals maintenance
- Coordinates interlibrary loans
- Aids and advises patrons in selection of reading and AV material
- Coordinates adult multi-cultural services
- Develops Web Page
- Public software program management
- Provides Outreach services

YOUTH SERVICES TEAM

- Reference/information retrieval
- Collection management
- Database and Internet access management
- Shelving of materials
- Merchandising
- Aids and advises patrons in selection of reading and AV materials
- Liaisons with the elementary and middle schools
- Plans/conducts children's programming
- Conducts patron education
- Collects and reports statistics
- Develops Web Page
- Coordinates youth multi-cultural services

TEEN/STUDENT SERVICES TEAM

- Reference/information retrieval
- Collection management
- Database and Internet access management
- Shelving of materials
- Merchandising
- Aids and advises patrons in selection of reading and AV materials
- Liaisons with high schools, vocational schools, and colleges
- Plans/conducts teen programming
- Conducts patron education
- Collects and reports statistics
- Develops Web Page
- Coordinates teen multi-cultural services

FUNCTIONAL ORGANIZATIONAL CHART, CONTINUED

CIRCULATION SERVICES TEAM

- Collects and reports statistics
- Circulates materials
- Books meeting rooms
- Registers borrowers
- Coordinates Telephone Desk
- Coordinates delivery to the Library Cooperative
- Manages the Welcome Desk
- Maintains AV equipment

TECHNICAL SERVICES TEAM

- Administers Library computer system
- Receives and routes deliveries
- Catalogs and classifies materials
- Processes materials
- Coordinates bindery/ repair of materials
- Maintains inventory
- Maintains material authority
- Acquires materials, equipment, and supplies
- Provides bookkeeping services

CULTURAL ARTS TEAM

- Identifies and applies for grants
- Designs and coordinates Arts and Cultural programming
- Designs and coordinates Adult Enrichment programming
- Coordinates displays and exhibits
- Provides program promotion
- Liaisons with Arts and Cultural groups
- Develops and maintains the Web Page
- Develops and designs promotional materials

MUSEUM TEAM

- Provides history-based educational programs
- Coordinates the preservation of historic buildings and artifacts
- Demonstrates historic lifestyles, crafts, and trades during significant events
- Liaisons with groups and organizations with an interest in history and preservation
- Develops and designs exhibits



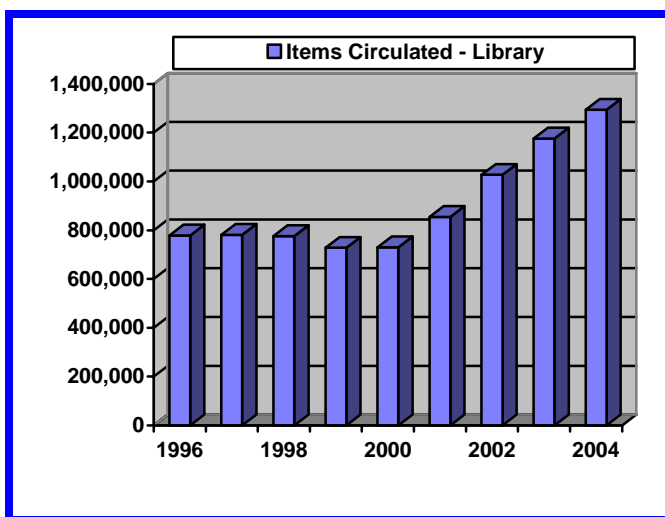
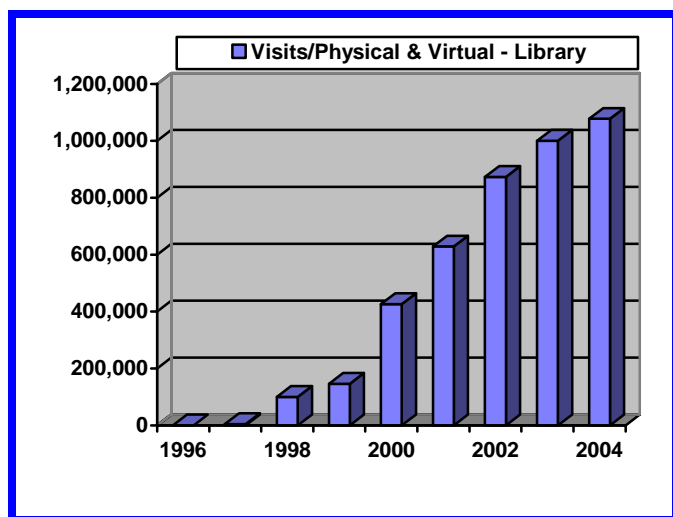
DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03	2003/04	ESTIMATED	2004/05	2005/06	% OF CHANGE
	ACTUAL	ACTUAL	2004/05 BUDGET	BUDGET	BUDGET	
Library	\$4,031,920	\$4,147,972	\$4,378,840	\$4,450,68	\$4,505,070	1.2%
Museum	442,355	399,618	437,240	457,730	468,210	2.3
Total Department	\$4,474,275	\$4,547,590	\$4,816,080	\$4,908,41	\$4,973,280	1.3%
Personal Services	\$2,616,734	\$2,671,725	\$2,846,060	\$2,900,16	\$3,001,530	3.5%
Supplies	110,019	854,259	885,400	881,600	880,150	-.2
Other Service/Charges	1,034,980	1,020,754	1,080,070	1,126,650	1,091,600	-3.1
Capital Outlay	712,542	852	4,550	-0-	-0-	-0-
Total Department	\$4,474,275	\$4,547,590	\$4,816,080	\$4,908,41	\$4,973,280	1.3%

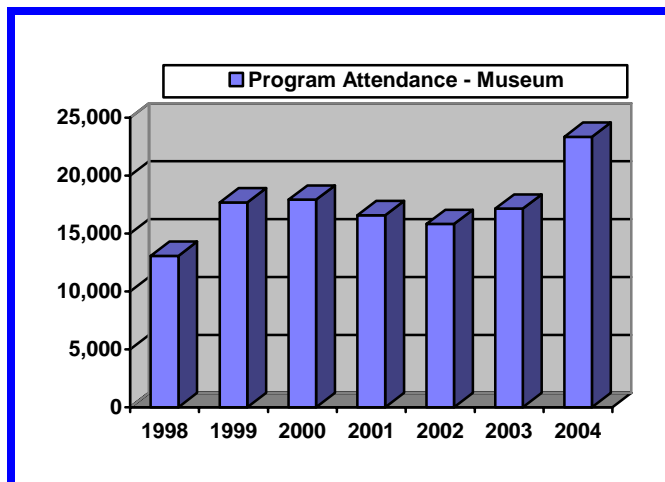
PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Library	20	85	20	86	20	88	20	88
Museum	3	5	3	5	2	9	2	9
Total Department	23	90	23	91	22	97	22	97

KEY DEPARTMENTAL TRENDS

Libraries are in a period of significant change due primarily to the increased application of technology. Our computer areas are extremely busy, as patrons have dramatically increased their electronic database and Internet use to find information. In addition, we are witnessing a significant increase in public interest in our traditional services: Borrowing books and Audio-visual materials, asking informational questions, attending children’s, adult enrichment and cultural programming.



Museums are gaining popularity across the country in the wake of 9/11. Visits to all types of museums are increasing as people search for a link with their heritage, and safe, local family activities. The proliferation of online resources, history-based documentaries and films are piquing public interest. Culturally diverse visitors are looking for more than just a commentary on the past. They are seeking programs and exhibits that explore culture, heritage, and community values in ways that stimulate awareness and understanding. Schools increasingly find a strong link between the interpretation of history in a museum setting and preparing children for related standardized tests.





SERVICE STATEMENT

The Troy Public Library serves as a center for learning, enlightenment and personal development for the community. It strengthens families through its wide-ranging services. The Library offers leading-edge access to information and materials in a variety of formats to foster and promote independent learning as well as a lifetime habit of reading and thinking. Supporting the belief that freedom to read, view and know is the foundation to our democracy, the Library endeavors to encourage and provide access to the free expression of ideas, which is essential to a dynamic and informed community.

The Library offers a full complement of services for children, youth, families, adults, seniors and special and multicultural populations. Such activities as preschool story times, selection of books and materials in a variety of formats, and adult enrichment programs provide our community with excellent learning, educational, recreational and self-development opportunities.

The Library provides electronic information retrieval through on-line databases, as well as worldwide web sites on the Internet, the Michigan Occupational Information System, and Troy Job Center. In addition, patrons have access to an extensive collection of back issues of newspapers and periodicals, and special collections of local history, business and health information. Public use computers provide adults, children and families with the opportunity to create and learn through software applications and educational games.

For those residents unable to visit the library, the Outreach program brings the world of knowledge to them.

To meet the Library needs of our diverse multicultural community members, the Library provides an international language book and magazine collection. A Kurzweil reading machine makes the entire print collection available to the blind.

The Troy Public Library is a leader in the delivery of library services in the state. The Library is committed to providing a quality mix of programs, services and resource access enhanced by the assistance of highly trained and effective staff to provide a high quality of life to the families and individuals who make up the community of Troy.

The Troy Museum is a center for preservation and interpretation of the history of the community. Historic structures, artifacts and archive materials are conserved as evidence of the past and development of Troy. These resources also provide a unique learning environment for children, families, academicians, City and other government employees conducting research. Supporting the belief that awareness and interest stimulates understanding and knowledge, the Museum endeavors to provide an environment where understanding the past provides a context for present, and a perspective for the future.

The Museum offers comprehensive hands-on programming for schools, scout groups, families, adults, seniors and special needs and multi-cultural populations. School programs are age appropriate and meet Michigan Curriculum Framework guidelines. Public programs and special events provide entertaining and informative opportunities for community enrichment. The Troy Lecture Series provides adults with focused, in depth historic perspectives. Resource materials, clipping files, and archival records are available by appointment for specialized research.

The Troy Museum is recognized as a regional resource. The Museum is committed to preservation of the historic record of the community. Access and quality programming based on that record is offered through this assistance of trained, professional staff.

MISSION STATEMENT

The vision is that the community will view the Library and Museum as exemplary models for the delivery of essential "quality of life" services. The mission is to create meaningful opportunities for lifelong learning and personal enrichment that anticipate and excel in meeting the needs and expectations of the Troy community.

The Library and Museum work through their mission by:

- Focusing on its patrons
- Providing access to information in a variety of formats
- Providing access to ideas, insights, and materials that inspire
- Providing access to resources that encourage curiosity, imagination, and creativity
- Providing guidance in the identification and use of appropriate materials
- Providing a welcoming and culturally stimulating setting in which the community can interact with resources, a knowledgeable staff and each other
- Preserving cultural heritage through historically significant structures, artifacts, and materials

The Library and Museum value:

- The efficient delivery of quality-based services and educational programs finding solutions which lead to patron satisfaction
- A forward thinking staff
- A proactive and efficient organizational management environment which promotes partnerships (teams), application of technology, integrity-based solutions, and the customer service model of delivery
- Personal traits of honesty, courtesy, responsiveness, ethical behavior, fairness, personal responsibility, commitment, cooperation, accessibility, excellence, accuracy and reliability

The Library cooperates with other libraries and library agencies to provide greater access to materials. By participating in reciprocal borrowing agreements with other libraries and the inter-library loan program, the Troy Public Library expands accessibility to information and resources in a variety of formats for the library user in an efficient manner.

Technology provides for access to locally developed and worldwide databases of information. The Library strives to stay on the leading edge of electronic information retrieval. Remote access from business and home computers allows for convenient access to the Library's resources and services.

The Troy Public Library fosters and promotes the value of reading, continuing self-education, and personal development by making available the world's ever-expanding bank of knowledge, information and the arts to residents and those associated with Troy.

The Library Advisory Board and the Friends of the Troy Public Library act as liaisons with the community and promote the use of the library. The Friends also, through fundraising efforts, provide for programming support and service enhancements.

The Historical Commission, Historical Society, and Museum Guild act as liaisons with the community and promote the use of the Museum. The Society and Guild also, through fundraising efforts, provide for service development and enhancements. The Historic District Commission liaisons with the community with regards to historic sites and structures. The Troy Museum creates a hands-on learning experience designed to provide lifelong learning opportunities focused on Troy Community heritage. The Museum preserves cultural heritage through physical structures, collection of artifacts, and archival materials.



PERFORMANCE OBJECTIVES

LIBRARY

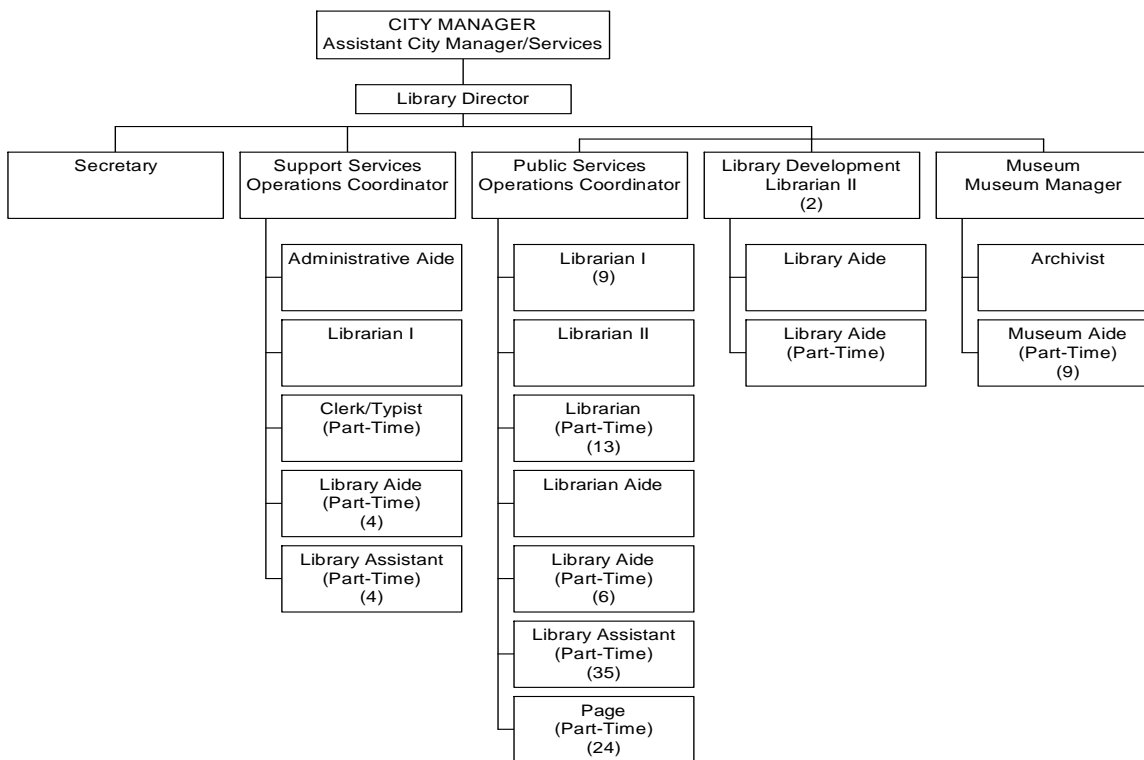
MUSEUM

1. Continue development of the Foreign Language/International Collection of materials. (Objective 3, 10)
2. Develop a comprehensive program of Library use and database/Internet classes for staff and the public to reduce the need for purchasing and providing space for expensive print reference sources. (Objective 3)
3. Identify grant sources for arts and cultural programming. (Staff Objective 3)
4. Aggressively develop teen services. (Objective 3)

1. Continue implementation of the Physical Maintenance and Conservation Master Plan. (Objective 7)
2. Organize, digitize, and store properly the print archive for efficient retrieval of documents. (Objective 6)
3. Design, develop, and implement additional family-oriented programming. (Objective 3)

PERFORMANCE INDICATORS	2003/04 ACTUAL		2004/05 PROJECTED		2004/05 BUDGET		2005/06 BUDGET	
	<u>LIBRARY</u>	<u>MUSEUM</u>	<u>LIBRARY</u>	<u>MUSEUM</u>	<u>LIBRARY</u>	<u>MUSEUM</u>	<u>LIBRARY</u>	<u>MUSEUM</u>
% satisfied/highly satisfied with service provided	97%	100%	95%	95%	95%	95%	95%	95%
% satisfied/highly satisfied with programming	98%	100%	95%	95%	95%	95%	95%	95%
% satisfied/highly satisfied with access to information	98%	100%	90%	95%	85%	95%	85%	95%
% satisfied/highly satisfied with staff	99%	100%	95%	95%	95%	95%	95%	95%
% satisfied/highly satisfied with the facility	95%	95%	85%	95%	85%	95%	85%	95%
% satisfied/highly satisfied with the collection	97%	100%	90%	95%	85%	95%	85%	95%

ORGANIZATIONAL CHART



STAFF SUMMARY

APPROVED
2003/04

APPROVED
2004/05

RECOMMENDED
2005/06

LIBRARY:

Library Director	1	1	1
Administrative Aide	1	1	1
Clerk-Typist (Part-Time)	1	1	1
Librarian (Part-Time)	15	13	13
Librarian I	10	10	10
Librarian II	3	3	3
Library Aide	2	2	2
Library Aide (Part-Time)	11	11	11
Library Assistant (Part-Time)	35	39	39
Operations Coordinator	2	2	2
Page (Part-Time)	24	24	24
Secretary	1	1	1
Total Department - Library	106	108	108

MUSEUM:

Museum Manager	1	1	1
Archivist	1	1	1
Education Coordinator	1	0	0
Museum Aide (Part-Time)	3	9	9
Museum Assistant (Part-Time)	2	0	0
Total Department - Museum	8	11	11



SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

LIBRARY

Computer Services:

A decrease of \$28,020 or 4.8 percent reflects both the decision not to add the new computers budgeted for in fiscal year 2004/05 and no increase in the software maintenance cost for the shared automation system through the Suburban Library Cooperative.



CITY BUILDINGS





DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03		ESTIMATED 2004/05		2004/05	2005/06	% OF CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	
City Hall	\$787,072	\$1,044,840	\$983,520	\$1,103,59	\$1,107,96	.4%	
District Court	203,187	211,725	233,660	237,960	241,640	1.6	
Police/Fire Training Center	101,009	111,145	92,520	94,300	90,480	-4.1	
Total Department	\$1,091,26	\$1,367,710	\$1,309,700	\$1,435,85	\$1,440,08	.3%	
Personal Services	\$2,235	\$2,571	\$1,780	\$1,780	\$1,780	-	
Supplies	14,584	10,682	13,200	16,200	13,200	-18.5	
Other Services/Charges	1,074,449	1,354,457	1,294,720	1,417,870	1,425,100	.5	
Total Department	\$1,091,26	\$1,367,710	\$1,309,700	\$1,435,85	\$1,440,08	.3%	

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	PART- TIME	FULL- TIME
City Hall								
Total Department							*	*

* See Building Maintenance Fund (Internal Service Fund)



PLANNING



FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATION

- Prepares and administers department budget
- Acts as City's representative and expert witness in litigation related to zoning and condemnation
- Acts as City's alternate delegate to SEMCOG General Assembly
- Member of SEMCOG Data Center Advisory Council
- Liaison to Downtown Development Authority
- Liaison with developers of new residential, commercial, and industrial developments
- Liaison to Census Bureau
- Prepares agendas and provides technical support to the City Planning Commission

APPLICATION AND REVIEW PROCESS

- Provides information regarding application procedures, processes, 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 Future Land Use Plan and provide recommendations
- Reviews zoning ordinance text amendment applications and provide recommendations
- Reviews street opening and vacation requests for compliance with City ordinances and regulations
- Provides design assistance to developers and City staff
- Reviews planned unit development applications for compliance with City ordinances, regulations, and high quality urban design
- Conducts site plan compliance inspections prior to issuance of certificates of occupancy

PLANNING, ZONING AND LAND USE

- Provides information regarding the City Zoning Ordinance and Subdivision Regulations
- Provides information regarding planning, land use and zoning issues
- Prepares and maintains Existing Land Use Maps
- Prepares and maintains property inventory database and corresponding maps
- Prepares and maintains Residential Development Map and lists
- Prepares and Maintains Master Subdivision Map and Lists
- Prepares and maintains Zoning Districts Map
- Prepares and maintains Local Area Plans and Corridor Studies
- Works with the Planning Commission to prepare and maintain the Future Land Use Plan including the Future Land Use Plan Text Document, Future Land Use Plan Map, Transportation Plan Map, Natural Features Map
- Coordinates with Information and Technology Department to create digital maps
- Coordinates with the Parks and Recreation Department to prepare a Recreation Plan



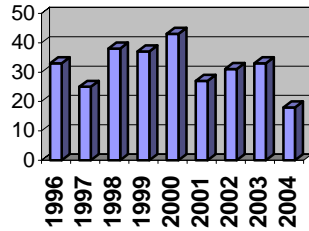
DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY			ESTIMATED				% OF CHANGE
	2002/03 ACTUAL	2003/04 ACTUAL	2004/05 BUDGET	2004/05 BUDGET	2005/06 BUDGET		
Planning	\$483,031	\$505,484	\$520,580	\$533,910	\$544,450		2.0%
Planning Commission	27,948	25,579	34,930	36,590	36,040		-1.5
Board of Zoning Appeals	7,770	8,935	9,260	9,570	9,400		-1.8
Total Department	\$518,749	\$539,998	\$564,770	\$580,070	\$589,890		1.7%
Personal Services	\$445,013	\$472,510	\$482,450	\$493,600	\$507,070		2.7%
Supplies	9,418	8,028	9,000	11,500	9,600		-16.5
Other Services/Charges	64,318	59,460	73,320	74,970	73,220		-2.3
Total Department	\$518,749	\$539,998	\$564,770	\$580,070	\$589,890		1.7%

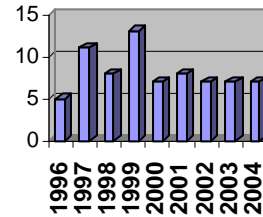
PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Planning Department	5	0	5	0	5	0	5	0
Total Department	5	0	5	0	5	0	5	0

KEY DEPARTMENTAL TRENDS

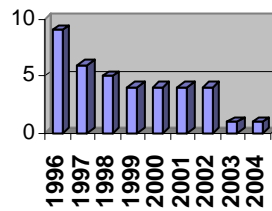
SITE PLAN REVIEWS



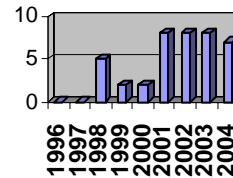
SPECIAL USE REQUESTS



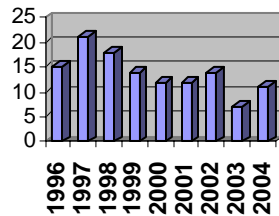
SUBDIVISION REVIEWS



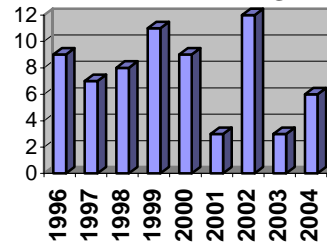
**SITE CONDOMINIUM
REIIEWS**



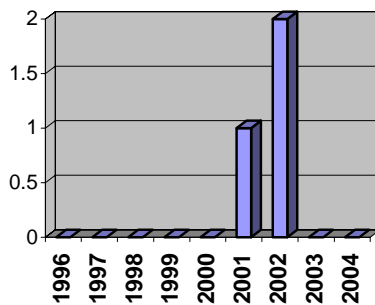
REZONING REQUESTS



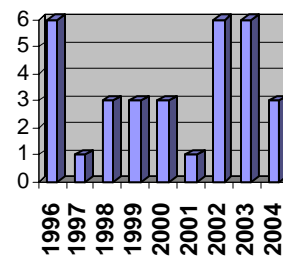
**ZONING ORDINANCE TEXT
AMENDMENTS**



**PLANNED UNIT
DEVELOPMENTS**



**STREET VACATION
REQUESTS**



SERVICE AND MISSION STATEMENTS

SERVICE STATEMENT:

Many organizations and individuals, including SEMCOG, the Census Bureau, Oakland County, Troy Schools and the Troy Chamber of Commerce, seek data resources contained within the Planning Department. In a continuing effort to upgrade the quality and usability of our data resources, efforts continued to update Zoning and Land Use Data resources. The staff also continued their functions as the City's liaison to the Census 2010 activities.

Efforts are continuing to make the transition from manual maps to computer-generated maps. Planning Department staff coordinates with the Information Technology Department on the Geographic Information System and digital zoning map. The Department continues to provide mapping and graphic services for other City Departments, such as the City Attorney's Office, Assessing Department, and the Real Estate and Development Department.

MISSION STATEMENT:

To assist the Community, through its City Council, City Planning Commission, other related official bodies and citizens groups, citizens at large, and the City staff, in the creation and implementation of the City's plans for development and redevelopment.

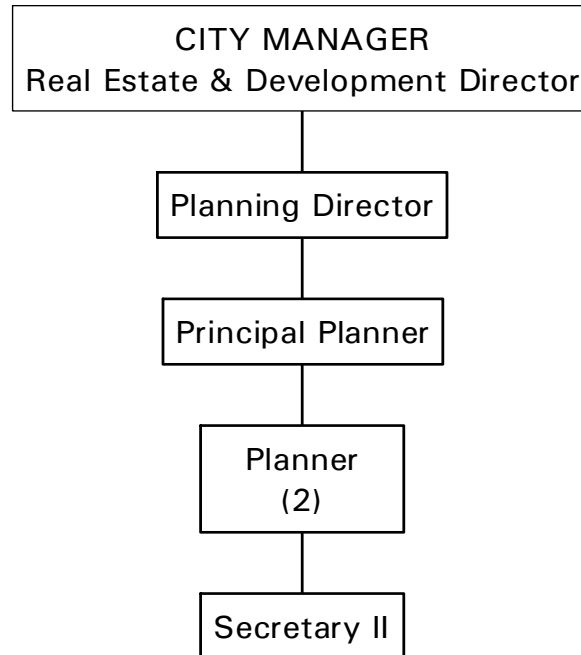


PERFORMANCE OBJECTIVES

- 1. Update the Zoning Ordinance. (Objective 3)
- 2. Develop creative land use controls, by revising the zoning ordinance. (Objective 3)
- 3. Work with related departments on the development of a Geographic Information System, including a digital zoning map. (Objective 3, 6)
- 4. Work with the Planning Commission to determine whether to amend the Future Land Use Plan or adopt a new plan, as required by the Municipal Planning Act. (Objective 8)
- 5. Work with the Downtown Development Authority and Planning Commission to conduct a Big Beaver Corridor Study. (Objective 7, 8)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Site plan reviews	18	40	30	20
Special use requests	7	10	10	10
Subdivision reviews	1	8	5	5
Site condominium reviews	7	10	10	10
Rezoning request	11	12	10	15
Zoning Ordinance text amendments	6	10	10	15
Planned unit developments	0	5	5	5
Street vacation requests	3	5	5	5

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Planning Director	1	1	1
Principal Planner	1	1	1
Planner	2	2	2
Secretary II	1	1	1
Total Department	5	5	5

SUMMARY OF BUDGET CHANGES

SIGNIFICANT CHANGES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

There were no significant changes in the Planning Department's budget.



REAL ESTATE AND DEVELOPMENT

FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATIVE SERVICES

- Prepares and administers department budget
- Recommends and implements policies for all City real estate, right of way and economic development activities
- Liaisons with property owners, business owners and organizations, developers, lending institutions, utility companies, other City departments, and other governmental agencies
- Coordinates staff education and training

REAL ESTATE SERVICES

- Appraises and negotiates for acquisition or sale of City real estate and right of way activities
- Sells, leases, licenses land and public property
- Coordinates vacations and abandonment of City land no longer needed
- Assists in relocating businesses and residences acquired as part of a City project
- Provides real estate support services to public, other City departments, utility companies and public agencies
- Assists in litigation process regarding public property
- Maintains City-owned property records.
- Researches and assures clear title to City-owned property and rights
- Real Estate Asset Management
- Oversees Planning Department

ECONOMIC DEVELOPMENT

- Directs overall economic development efforts of the City; creates new development tools; encourages and supports appropriate sustainable private sector developments
- Provides information and assistance to businesses for expanding or relocating to the City
- Maintains contact with local businesses and industries through personal visits
- Directs redevelopment efforts
- Delivers staff support for the Downtown Development, Brownfield Redevelopment and Local Development Finance Authorities, the Certified Technology Park (SmartZone) and the E.D.C.
- Works with the County to improve the Oakland/Troy Executive Airport
- Keeps informed and works with businesses on process to obtain approval of future projects
- Coordinates City efforts with Troy Chamber of Commerce and Detroit Regional Chamber
- Coordinates economic development services with other City, county and state agencies and organizations



DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03	2003/04	ESTIMATED	2004/05	2005/06	% OF CHANGE
	ACTUAL	ACTUAL	2004/05	BUDGET	BUDGET	
Real Estate and Development	\$547,600	\$563,519	\$575,040	\$603,200	\$608,750	.9%
Total Department	\$547,600	\$563,519	\$575,040	\$603,200	\$608,750	.9%
Personal Services	\$487,979	\$504,520	\$508,000	\$534,000	\$547,570	2.5%
Supplies	5,517	4,957	6,250	5,760	5,000	-13.2
Other Services/Charges	54,104	54,042	60,790	63,440	56,180	-11.4
Total Department	\$547,600	\$563,519	\$575,040	\$603,200	\$608,750	.9%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Real Estate and Development	5	1	5	1	5	1	5	1
Total Department	5	1	5	1	5	1	5	1



SERVICE STATEMENT

Real Estate and Development consists of the following: acquisition; relocation assistance; property management; disposal of excess properties; title protection and investigation; and asset management.

The "Acquisition" area provides for the acquisition of all types of real estate interests needed by City agencies and for City-funded projects from ROW to open space and parkland. The acquisition staff provides the following services: public relations contacts with property owners whose property is being purchased; liaison between the owners and City staff; recommendations on locations and scheduling projects; compliance with state and federal acquisition requirements; obtains and reviews fee appraisals, title reports and environmental assessments for the properties; establishes a Fair Market Value for the property for the City's offer; negotiates the purchase of property; initiates and monitors condemnation activities in the event of litigation.

"Relocation" requires compliance with State and Federal guidelines for City acquisitions involving any displacement of persons or businesses.

"Property Management" includes development of leases and licenses for private use of City properties; the monitoring of lease provisions, their modification and renewal.

"Disposal of Excess Properties" returns excess real and personal properties to private use or makes them available for use by other City departments. Real Estate and Development coordinates the review of vacation and/or abandonment of streets and easements and processes the sale of remnant parcels based on guidelines.

"Title Protection and Investigation" responsibilities involve investigation of property rights dedicated and conveyed to the City; right of way encroachments; resolving title conflicts; and providing information and guidance to other departments and the public. The staff conducts research and takes necessary action to assure that unencumbered title is received.

"Asset management" involves conducting a complete inventory of all City owned property, including detention facilities, and determining future use or sale of properties.

The Economic Development Service is responsible for helping promote the economic development of the City of Troy, with primary emphasis on nurturing the growth of private business while assuring the growth continues to foster a livable community with sustainable economic activities. The current plan for the long-range economic development vision for Troy centers on the Big Beaver Corridor project, the Monarch development at Alpine and the redevelopment of the Kmart site. Equally important is to coordinate the efforts of the Planning Commission and the Troy Chamber to facilitate a corridor study for Maple and Stephenson including establishment of an auto dealer zone and a transit center at Midtown Square.

MISSION STATEMENT

The Real Estate and Development Department's mission is the creation of an environment that actively encourages business retention and growth through public and private sector collaboration.

Real Estate and Development is responsible for managing the real estate assets of the City through acquisition, sale, trade or maintenance, in a manner that exercises the fiduciary responsibility to citizens to make wise choices with City-owned land, and fosters appropriate private development while respecting the environment and showing sensitivity to community concerns.

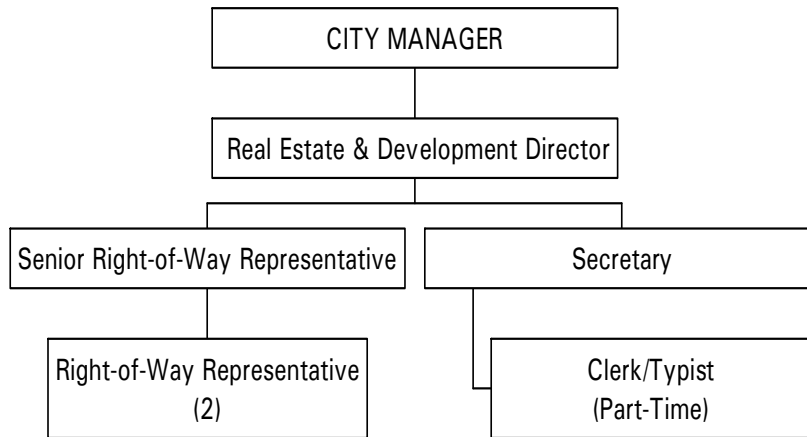
The Real Estate and Development Department will lead the charge of developing a comprehensive economic strategy that:

- Develops a public balance sheet to weigh the community and social costs with the benefits of growth decisions.
- Uses fiscal impact analysis and financial cost/benefit analysis of development decisions.
- Maintains the diversity and economic balance of residential, industrial and commercial properties.

PERFORMANCE OBJECTIVES

1. Acquire right-of-way for road widening of John R and Dequindre and water main, storm sewer and sidewalk projects. (Objective 7)
2. Complete the Big Beaver Corridor Study. (Objective 8)
3. Develop a five-year capital plan for the Downtown Development Authority. (Objective 7)
4. Complete the right-of-way acquisitions for the Crooks/Long Lake interchange enhancement project. (Objective 7)
5. Assist with the completion of large-scale projects, including the "Monarch" at Alpine and the redevelopment of the Kmart site. (Objective 8)
6. Complete new development plans for the Brownfield Redevelopment Authority. (Objective 8)
7. Provide leadership to coordinate efforts of the Planning Commission and Troy Chamber to begin a Maple Road/Stephenson Hwy. Corridor Study. (Objective 8)
8. Foster growth of the SmartZone by attracting technology based companies. (Objective 8)
9. Develop the vision for the Transit Center and implement the first phase with SMART. (Objective 8)
10. Improve the Troy/Oakland Executive Airport. (Objective 8)
11. Assist with improvement of gateways and other major intersections, including Rochester/ I-75, Big Beaver/I-75, and Adams and South Boulevard and CMAQ projects. (Objective 8)

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Real Estate and Development Director	1	1	1
Clerk/Typist (Part-Time)	1	1	1
Right-of-Way Representative	2	2	2
Secretary	1	1	1
Senior Right-of-Way Representative	1	1	1
Total Department	6	6	6



SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

Based on difficult economic times and previous years' expenditures, we have held all items to the 2004/05 budget levels, and reduced the following to achieve 12 percent reduction in costs not related to Personal Services.

<u>SUPPLIES:</u>	\$(760)
<u>OTHER SERVICES/CHARGES:</u>	(7,260)
TOTAL:	\$(8,020)



PARKS AND RECREATION





FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATION

- Conducts facility planning and development
- Works on intergovernmental projects
- Works on Capital improvement projects
- Grants
- Marketing
- Staff assignments
- Park planning and development
- Prepares and administers department budget
- Sponsorship and donations
- Scholarship and fee waiver for recreation programs and community center membership
- Liaison with Troy Daze Committee, Medigo, Boys & Girls Club, Troy Racquet Club

NATURE CENTER

- Science-based nature education programs for school children
- Diverse public interpretive programs for ages 4-adult
- Maintains 2.5 miles of nature trails
- Manages 100 acres of land and five different natural communities to preserve both native plant and wildlife species diversity
- Award winning "Junior Naturalist" program
- Cattail Cove Gift shop supports the Nature Center and its programs
- Operates 8,183 sq. ft. interpretive Center with library, wildlife viewing, exhibits, and classrooms
- Quality nature art exhibits
- Onsite nature related workshops

ATHLETICS

- Coordinates adult leagues
- Coordinates youth leagues
- Acts as liaison with Troy Youth Football, Troy Youth Soccer League, Troy Baseball Boosters programs
- Coordinates adult and youth instructional sport activities
- Coordinates athletic special events for youths and adults
- Selected #1 Sportstown by Sports Illustrated

ENRICHMENT PROGRAMS

- Offers a wide variety of youth and adult enrichment programs
- Coordinates ski, arts/crafts, music, martial arts, computers, fitness, dance, etc.
- Offers special events for individuals and families

SENIOR CITIZENS PROGRAMS

- Accredited by the National Council on Aging/National Institute of Senior Centers
- Offers social, enrichment, recreational sports and fitness activities
- Coordinates transportation services
- Offers nutrition program for homebound and walk-in hot meals

CAMPS

- Programs a variety of day camps
- Offers Troy Sports Camps w/school district (23 different camps)
- Neighborhood Roving Recreation Unit
- Summer Travel Adventure Camp
- Six weeks of traditional day camp
- Dance and performing arts camp offered
- Adaptive camp for persons with disabilities

PRESCHOOL

- Provides full range preschool activities, including state licensed school, enrichment, and parent/tot
- Nationally accredited Safety Town program



FUNCTIONAL ORGANIZATIONAL CHART, CONTINUED

COMMUNITY CENTER

- More than 850,000 users annually
- Houses Parks and Recreation offices
- Allows community groups meeting space at no cost
- Allows community groups and businesses access to meeting rooms
- Allows residents use of gym, pools and fitness areas
- Allows meeting room, gym and pool rentals
- Allows free use of game room and access to teen room to qualified 6-12 grade Troy students and their guests

PARKS

- Maintains over 610 acres of active and passive park land
- Plants and maintains right-of-way trees
- Reviews landscape and tree preservation plans for commercial and residential development
- Administers contracted landscape maintenance of all municipal buildings
- Performs special event setup, sports field preparation
- Community resource for horticultural/arboricultural concerns
- Plans and develops park projects

ADAPTIVE RECREATION

- Offers social, recreational, athletic and fitness activities for persons with disabilities
- Provides additional programs and special events in cooperative arrangements with Special Olympics, Oakland County Parks and Recreation, Northwest Therapeutic Recreation, Troy Ability Soccer League, Association for Retarded Citizens, and Italian Study Group of Troy

Aquatic Division and City Golf Courses are shown under Enterprise Funds section of budget.

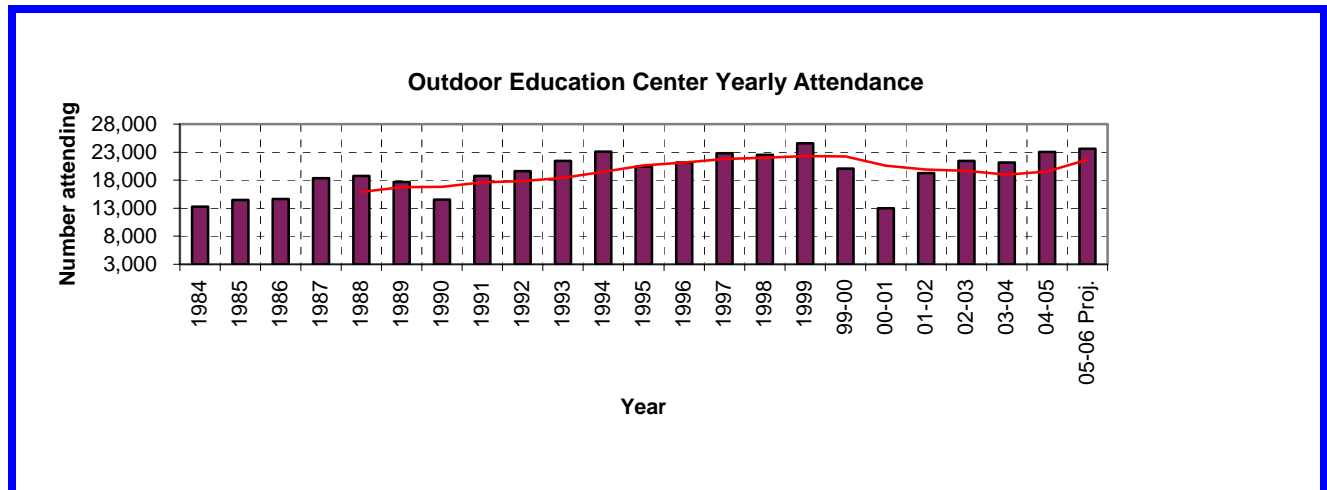
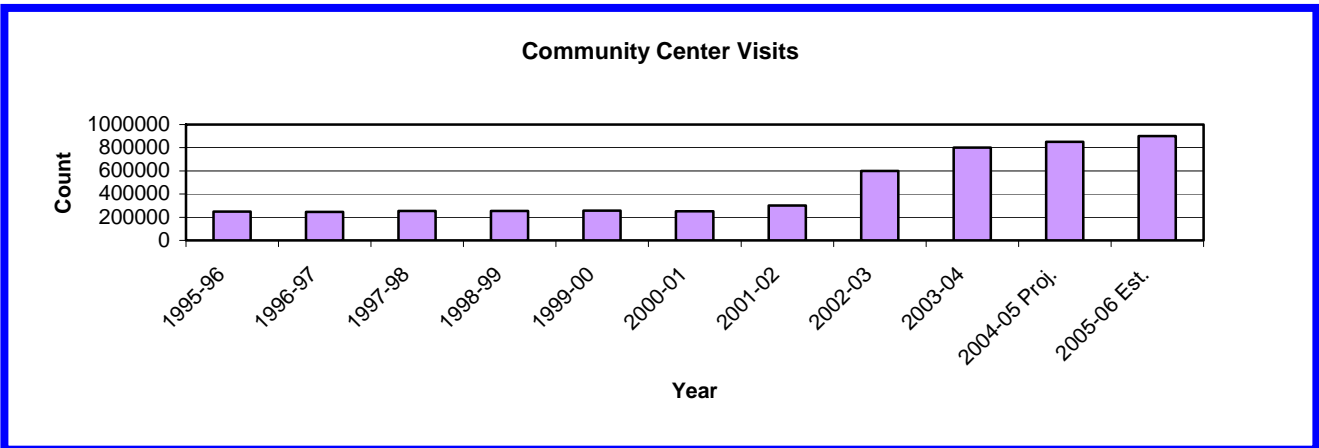
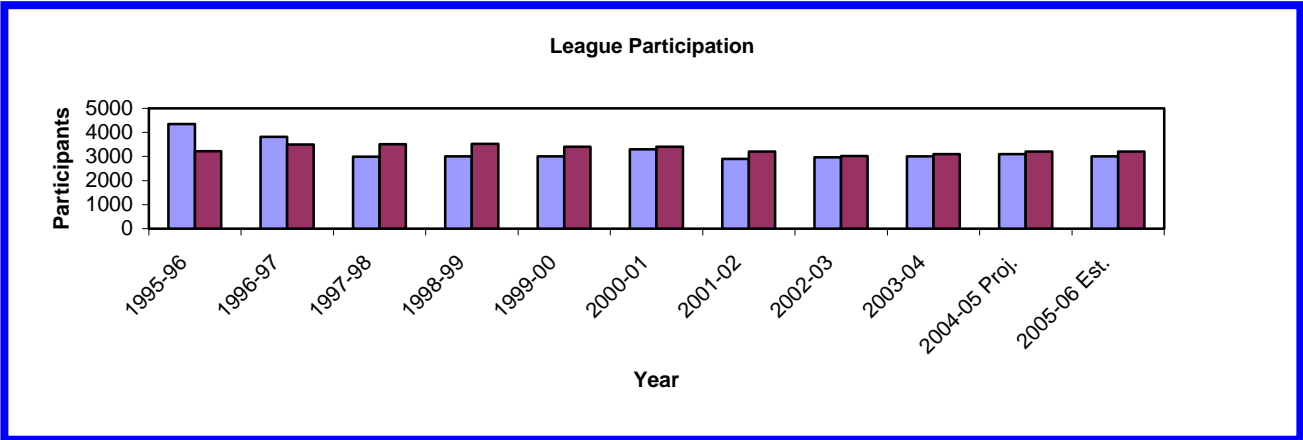


DEPARTMENT AT A GLANCE

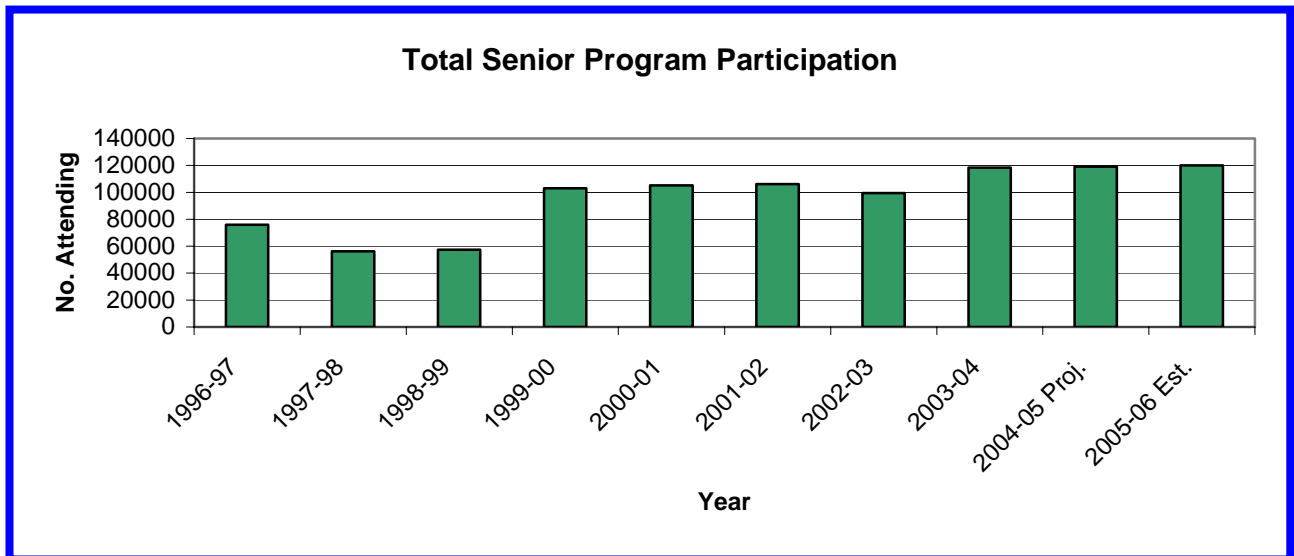
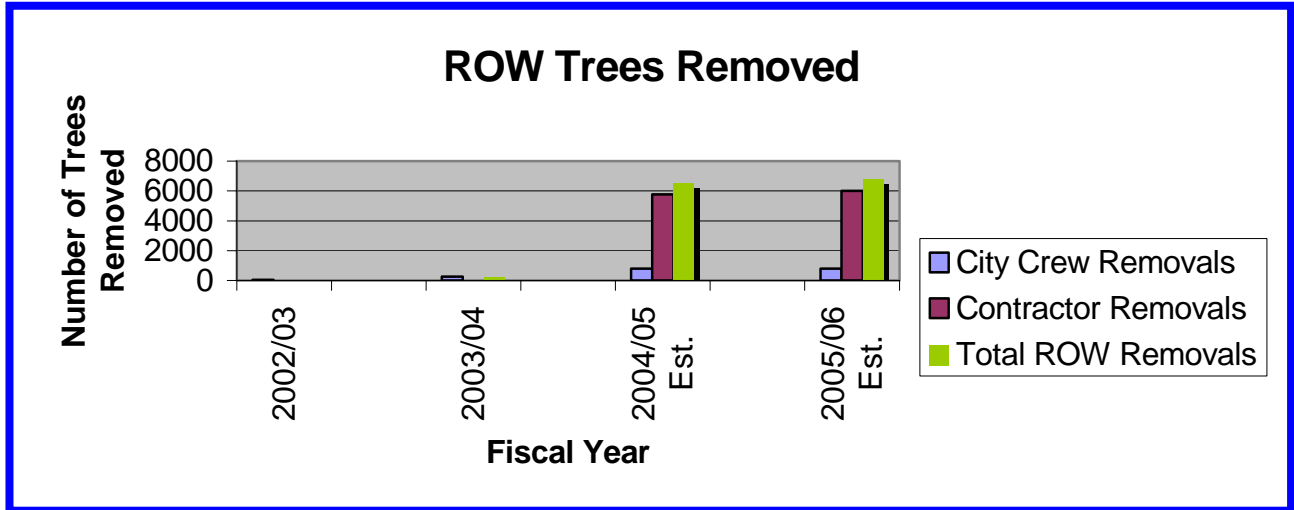
FUNDING LEVEL SUMMARY	2002/03		ESTIMATED 2004/05		2005/06		% OF CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	
Cemetery	\$37,677	\$41,030	\$50,730	\$52,660	\$55,710		5.8%
Administration	1,338,035	1,450,685	1,360,400	1,141,070	1,263,230		10.7
Athletic Field Maint.	236,238	237,355	283,240	266,870	301,540		13.0
Community Center	1,881,341	2,095,699	2,253,400	2,299,800	2,401,360		4.4
City Grounds	247,888	238,710	305,020	315,120	316,600		.5
Local Tree Maint.	399,703	420,609	500,970	453,150	512,410		13.1
Park Maintenance	1,223,330	1,381,250	1,364,830	1,481,310	1,506,160		1.7
Major Tree Maint.	29,190	12,820	25,240	34,430	26,770		-22.2
Street Island Maint.	505,857	510,889	582,940	701,480	647,320		-7.7
Summer Program	651,696	719,238	738,560	752,900	745,630		-1.0
Winter Program	696,304	689,587	688,610	710,030	677,430		-4.6
Total Department	\$7,247,259	\$7,797,872	\$8,153,940	\$8,208,820	\$8,454,160		3.0%
Personal Services	\$3,647,409	\$3,765,459	\$3,990,900	\$3,903,300	\$4,108,280		5.3%
Supplies	513,008	540,649	541,890	554,470	549,110		-1.0
Other Services/Charges	3,080,818	3,488,900	3,621,150	3,751,050	3,796,770		1.2
Capital Outlay	6,024	2,864	-0-	-0-	-0-		-0-
Total Department	\$7,247,259	\$7,797,872	\$8,153,940	\$8,208,820	\$8,454,160		3.0%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Parks & Recreation	35	116	35	128	35	128	35	128
Total Department	35	116	35	128	35	128	35	128

KEY DEPARTMENTAL TRENDS



KEY DEPARTMENTAL TRENDS, CONTINUED



SERVICE STATEMENT

A variety of activities are offered, and facilities operated, for the leisure pursuit of all residents. Instructional, athletic, fitness, special events, park operations, senior citizen, adaptive, golf and special facilities are some of the services offered by the Parks and Recreation Department. These programs have value and benefits which impact the individual, community, environment and economic viability of the City. Parks and Recreation programs build a sense of community, reduce crime and substance abuse, promote ethnic and cultural harmony, provide support for youth and social bonding, and offer lifelines for the elderly.

Instructional programs include downhill ski, hunter safety, dance, arts & crafts, tennis, golf, preschool, computers, and skating. These classes provide a balance between work and play, an outlet for relaxation and build self-esteem.

Athletic leagues are offered for both youth and adults. Leagues include soccer, flag football, basketball, golf, lacrosse, volleyball, floor hockey, tee ball and softball. Adults and youth have the opportunity to learn new skills, connect with others and enhance ethnic harmony.

The Nature Center offers 25 different school programs, 50-60 public programs and nature trails for visitors to enjoy. Educational and recreational pursuits center around the 100 acres of land and the natural communities found there fostering an increased awareness and appreciation of our environment. Programs like bird hikes, botany classes, wildflowers, maple syruping, native landscaping, and nature-related arts 'n crafts classes are just a sample of the services provided. Senior citizen programs include sports and fitness, travel, transportation, creative arts, computers and other enrichment programs. Senior citizens in our community are looking for opportunities to maintain vitality, develop personal interests, and find others who share their interests. The Parks and Recreation Department strives to meet these needs and enhance the quality of life through these programs and services.

Special events are offered throughout the year for residents. Summer concerts, egg scramble, family festival, daddy-daughter night, punt, pass and kick as well as kids' garage sale, plant exchange, MRPA Hoop Shoot, Hershey track and field meet, drive-pitch and putt, and pool theme events are some of the special events offered. These events are offered to foster a sense of community, increase family activity, are low cost or free and close to home.

Providing and preserving parks and open space enhances the desirability of the city and contributes to the safety and health of residents. Over 610 acres of parkland are maintained by staff. Parks and open space preserve wildlife, protect the ecosystem, reduce pollution, and provide clean air and water.



MISSION STATEMENT

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

The Parks and Recreation department is committed to providing a responsive, distinctive, effective department with high quality comprehensive programs, parks, facilities and open space.

Department staff is guided by the following operating principles:

Service

Responsive
Compassionate
Efficient
Prompt
Courteous

Accountability

Fiscally responsible
Effective use of resources
Accurate

Communication

Cooperative
Forthright/Receptive
Sincere

Professionalism

Integrity
Excellence
Honesty
Innovative
Progressive

Park land, open space, natural and cultural features have become increasingly important to the community. An objective of the Department is to acquire, educate and/or protect these valuable community features and facilities for present and future residents.

The department offers competitive sports leagues for both adults and youth. Other athletic activities are offered by non-profit organizations in cooperation with the Parks and Recreation Department; facilities and fields are maintained by the Parks Division for use by these organizations. Among the organizations that offer such programs are: Troy Youth Football, Troy Youth Soccer League and Troy Baseball Boosters.

In addition to the programs offered, the City maintains many parks and facilities. Over 610 acres of parkland are owned and maintained. Parks range in size from the 96-acre Firefighters Park, to the 3-acre Redwood Park. The City owns five parcels that have not yet been developed. Six special-use facilities are operated by department staff: the Lloyd Stage Nature Center, Troy Farm, Community Center, Family Aquatic Center, Sylvan Glen Golf Course, and Sanctuary Lakes Golf Course.



PERFORMANCE OBJECTIVES

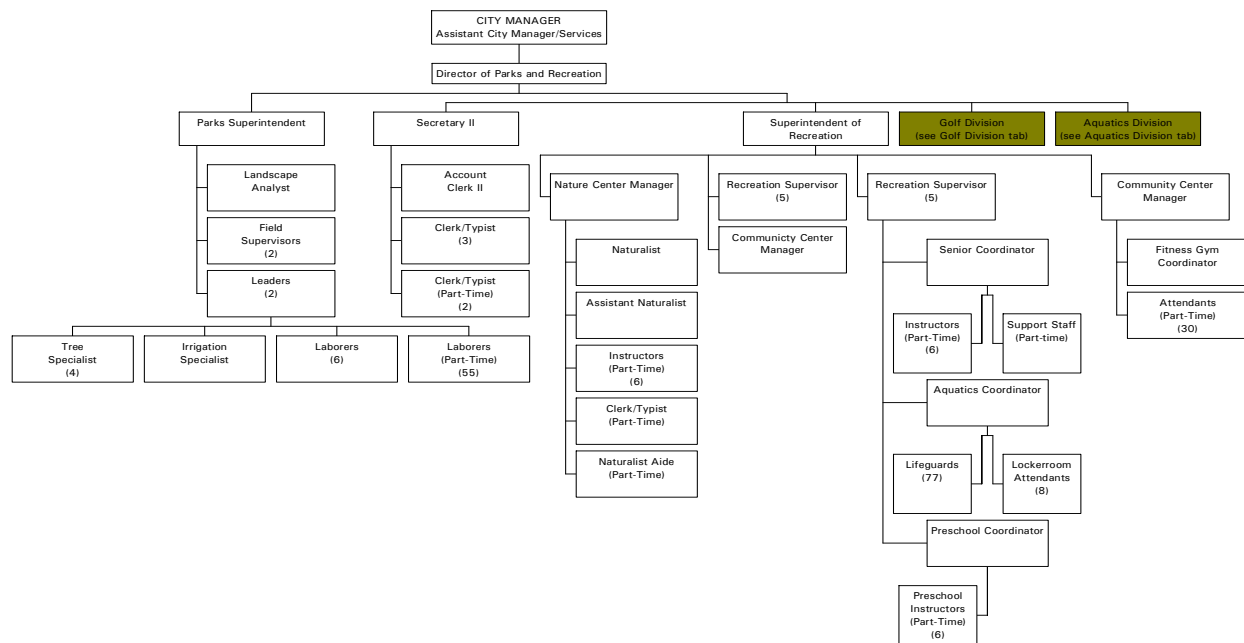
1. Complete landscaping and parking at Nature Center. (Objective 7)
2. Increase sponsorship. (Objective 9)
3. Develop cash reserve for Community Center future capital projects. (Objective 7,9)
4. Continue capital budget cash reserve for new park development (Objective 3 & 7)
5. Continue removal of municipal trees infested with Emerald Ash Borer and develop replacement plan. (Objective 3)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Nature Center Group Attendance	7,850	8,700	8,000	8,250
Nature Center Weekday Attendance	4,220	4,400	4,000	4,300
Nature Center Weekend Attendance	4,140	4,240	3,800	4,200
Nature Center Program Attendance	4,910	4,900	3,300	4,800
Senior Program Attendance	118,500	119,000	100,000	120,000
Special Event Attendance	6,000	6,430	6,300	6,500
Sports Camps	2,620	2,700	2,800	2,800
Safety Town	230	225	215	225
Troy Daze Community Festival (man hours)	1,370	1,340	1,340	1,340
ROW Trees Trimmed	1,000*	1,000	1,000	1,000
ROW Trees Removed – City/Contractor	250/0	800/5,760	800/6,000	800/6,000
ROW Trees Planted – City/Contractor	750/0	750/650	750/650	750/3,400
Mowing/Trimming (man hours)	5,350	5,400	5,400	5,400
Ball Diamond Maintenance (man hours)	3,950	3,950	3,700	3,700
Soccer/Football Field Maintenance (man hours)	1,830	1,900	1,900	1,900
Snow/Ice Control (man hours)	1,200	1,500	1,500	1,500
Community Center Fitness Room Attendance	162,000	165,000	132,000	170,000
Community Center Gym Attendance	49,000	50,000	40,000	52,000
Community Center Pool Attendance	71,000	72,000	70,000	72,000

*Began removal of trees infested with Emerald Ash Borer.



ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Parks & Recreation Director	1	1	1
Superintendent of Parks	1	1	1
Superintendent of Recreation	1	1	1
Account Clerk II	1	1	1
Aquatics Coordinator	1	1	1
Assistant Naturalist	1	1	1
Attendants (Part-Time)	30	30	30
Clerk Typist	3	3	3
Clerk Typist (Part-Time)	3	3	3
Community Center Manager	1	1	1
Custodial/Laborer (Part-Time)	1	1	1
Field Supervisor	2	2	2
Fitness/Gym Coordinator	1	1	1
Instructor (Part-Time)	6	6	6
Irrigation Specialist	1	1	1
Laborer	6	6	6
Landscape Analyst	1	1	1
Leader	2	2	2
Lifeguards (Part Time)	77	77	77
Locker Room Attendant (Part-Time)	8	8	8
Naturalist	1	1	1
Naturalist Aide (Part-Time)	1	1	1
Nature Center Manager	1	1	1
Preschool Coordinator (Part-Time)	1	1	1
Recreation Supervisor	5	5	5
Secretary II	1	1	1
Senior Coordinator (Part-Time)	1	1	1
Tree Specialist	4	4	4
Total Department	163	163	163



SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

PARKS ADMINISTRATION

Parks Administration Personal Services budget decreased by \$111,170 or 14.5 percent over the estimated 2004/05 budget as all of parks field employees benefits are now reflected in other operating budgets.

LOCAL TREE MAINTENANCE

Local tree maintenance budget reflects increases of \$59,260 or 13.1 percent, due mainly to Emerald Ash Borer and pruning work.

COMMUNITY CENTER

Community Center expense budget increases by \$101,560 or 4.4 percent. When compared to operating revenues, the Community Center is projected to require a \$791,360 subsidy, well below the \$1,000,000 established by City Council.



POLICE
DEPARTMENT



FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATION

- Prepares and administers the department's budget
- Coordinates and administers grants
- Directs the planning, organization, coordination and review of department operations
- Establishes, evaluates and reports on department goals
- Conducts internal and pre-employment investigations
- Develops, implements and evaluates department policies and procedures
- Works with the City Manager and city department heads on city plans and projects
- Liaisons with law enforcement and community groups
- Manages Emergency Operations and Homeland Security functions

INVESTIGATIONS DIVISION

- Investigates reported crimes and suspected criminal activity
- Conducts undercover investigations and criminal surveillances
- Gathers, collates, and disseminates information regarding criminal activity
- Administers criminal and narcotics forfeiture actions
- Provides specialized narcotics trafficking, auto theft and arson investigation
- Liaisons with other law enforcement agencies
- Conducts investigations relative to child welfare
- Provides liaison services to the Troy School District
- Liaisons with local, state and federal prosecutors and courts

SUPPORT SERVICES DIVISION

- Public Safety Answering Point-dispatches all calls for emergency service
- Develops, schedules and presents department training
- Maintains records, processes FOIA, permit and license requests
- Stores, secures and disposes of all property
- Houses and transports prisoners
- Coordinates and maintains management information systems, conducts research/planning
- Implements crime prevention programs
- Facilitates problem solving projects
- Disseminates media information

PATROL DIVISION

- Establishes working relationships with people in the community to facilitate quality policing and problem solving
- Operates motor, foot and bicycle 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
- Conducts preliminary investigation of crimes, enforcement of local ordinances, state law and any other law applicable and in force within the city
- Traffic law enforcement, investigation of traffic crashes, traffic education programs, respond to complaints of neighborhood traffic problems and coordination of school crossing guards
- Manages impounded vehicles
- Provides for control and care of animals



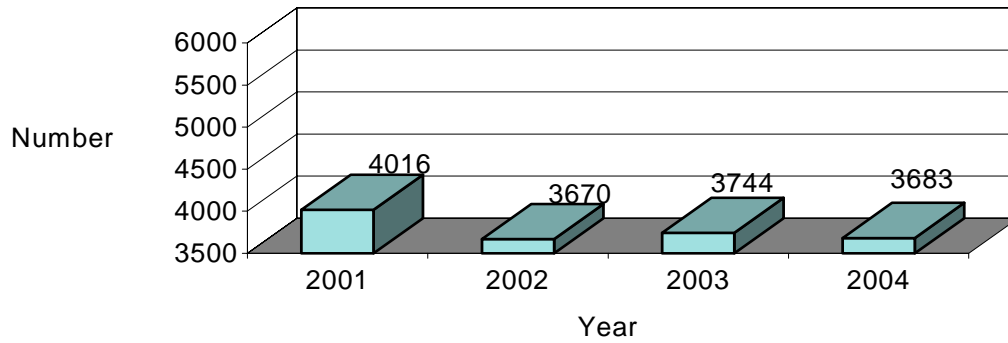
DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03		ESTIMATED 2004/05		2005/06		% OF CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	
Administration	\$1,409,801	\$1,486,731	\$1,525,080	\$1,417,140	\$1,540,880		8.7%
Investigations	3,333,113	3,328,020	3,423,570	3,647,090	3,477,830		-4.6
Patrol	9,722,494	10,537,502	10,986,120	11,318,580	11,898,980		5.1
Support Services	5,372,387	5,190,860	5,310,840	5,676,410	5,700,920		.4
Total Department	\$19,837,795	\$20,543,113	\$21,245,610	\$22,059,220	\$22,618,610		2.5%
Personal Services	\$16,742,348	\$17,409,757	\$17,995,100	\$18,822,740	\$19,132,980		1.6%
Supplies	369,245	389,588	393,310	410,380	462,540		12.7
Other Services/Charges	2,638,871	2,673,241	2,783,200	2,752,100	3,023,090		9.8
Capital Outlay	87,331	70,527	74,000	74,000	-0-		-100.0
Total Department	\$19,837,795	\$20,543,113	\$21,245,610	\$22,059,220	\$22,618,610		2.5%

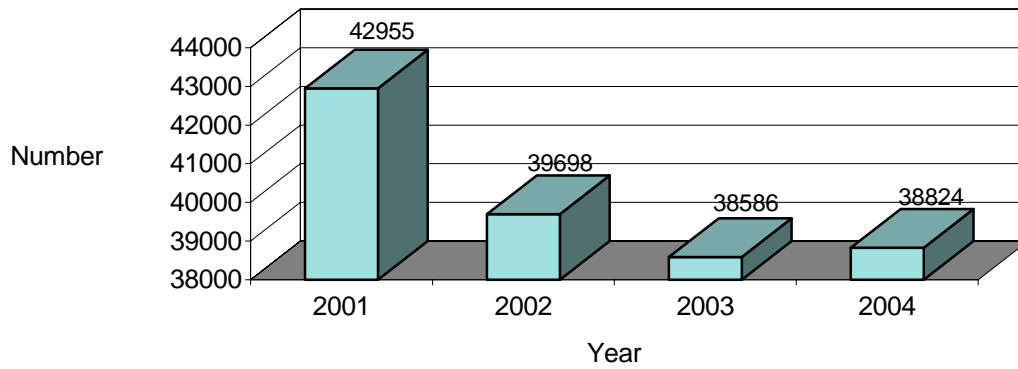
PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Police Department	194	13	194	13	194	13	194	13
Total Department	194	13	194	13	194	13	194	13

KEY DEPARTMENTAL TRENDS

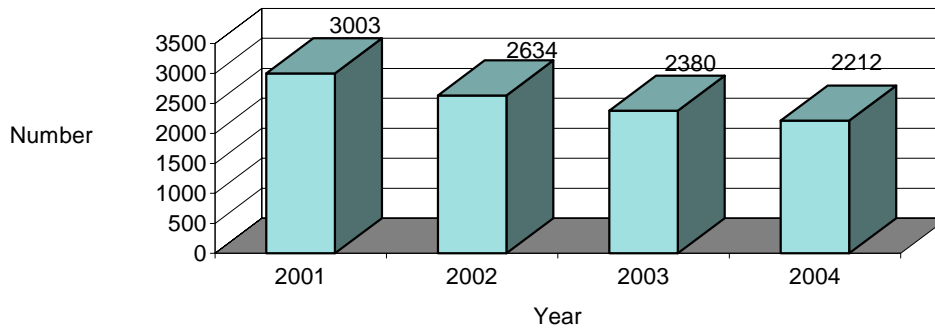
GROUP A OFFENSES



CALLS FOR SERVICE



GROUP B OFFENSES





SERVICE STATEMENT

The Troy Police Department recognizes that the citizens of Troy desire a safe, livable community, and that police personnel are often the government representatives best positioned to identify and address the problems and concerns that negatively impact the community's citizens. We believe that providing police personnel with the opportunity to partner with the community, and allowing them to participate in planning, decision-making, as well as service delivery, will result in a safer community with citizens who have an enhanced quality of life.

The Troy Police Department's operating philosophy is a problem solving approach that encourages personnel to partner with those impacted by the problem. Emphasis is placed on the identification and resolution of the underlying cause of the problem. Employees are encouraged to utilize their knowledge of the community and their profession to identify public safety problems and quality of life issues. Employees drive the problem solving process and are responsible and accountable for their individual actions. This philosophy is results oriented, and focuses on resolving the problem's underlying causes.

State statute, city code and the citizens, through the Troy City Council, establish the authority by which the Troy Police Department operates. Troy City Code mandates a Department of Police, headed by a Chief of Police. The Chief is charged with directing the police work of the City and is responsible for the enforcement of law and order. Troy police officers have all the powers, duties and responsibilities conferred upon them by virtue of the ordinances of the City of Troy and the law. The Police Department shall have other additional powers, duties and responsibilities as lawfully imposed by any administrative directive, resolution, rule, ordinance, charter provision, or law.

Ultimately, the Troy Police Department draws its authority from the will and consent of the people. Police officers are responsible to the public. Therefore, police activities are based on public service principles.



MISSION STATEMENT

It is the mission of the Troy Police Department to enhance the quality of life in our community by forming partnerships that provide for the protection of life and property and maintain the peace through police service.

The Troy 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.

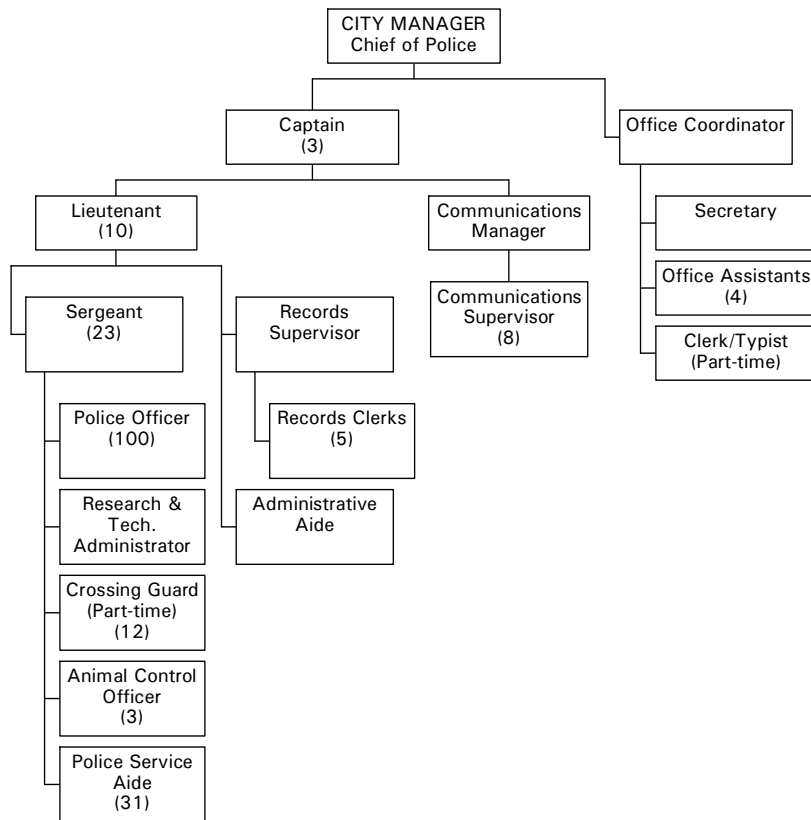


PERFORMANCE OBJECTIVES

- 1. Increase the availability of police officers to respond to calls for service. (Objective 3)
- 2. Pursue improvement to Part 1 (serious crime) clearance rates. (Objective 3)
- 3. Revise department operating, and mission, vision value statements, and job descriptions to reflect department operating philosophy. (Objective 3)
- 4. Implement organizational and staffing revisions. (Objective 5)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Total calls for service taken by desk personnel	3,940	4,280	5,200	4,200
Hours dedicated to alcohol enforcement	2,172	2,300	2,300	2,100
Number of liquor compliance inspections	836	450	600	700
Number of selected/directed traffic details	117	120	130	120
Part I serious crime clearance rate	26.7%	26.0%	25%	25%
Alcohol abuse prevention presentations	134	100	100	120

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Chief of Police	1	1	1
Captain	3	3	3
Administrative Aide	1	1	1
Animal Control Officer	3	3	3
Clerk/Intern (Part-Time)	1	1	1
Communications Manager	1	1	1
Communications Supervisor	8	8	8
Crossing Guard (Part-Time)	12	12	12
Lieutenant	10	10	10
Office Assistant I & II	4	4	4
Office Coordinator	1	1	1
Police Officer	100	100	100
Police Records Supervisor	1	1	1
Police Service Aide	31	31	31
Records Clerk	5	5	5
Research and Tech. Administrator	1	1	1
Secretary	1	1	1
Sergeant	23	23	23
Total Department	207	207	207

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES - 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

TOTAL OPERATING BUDGET:

The Police Department operating budget for the fiscal year 2005/06 increased 2.5 percent or \$559,390, over the fiscal year 2004/05 budget.

PERSONAL SERVICES:

The Personal Services account makes up 84.6 percent of the Police Department's budget. Overall, the Personal Services budget increased 1.6 percent over last year.

SUPPLIES:

The cost of Supplies increased by 12.7 percent, or \$52,160. This increase is due primarily to the transfer of \$28,000 from the capital vehicle fund into operating supplies; there is a corresponding decrease in the capital budget, and a 15.4 percent, or \$26,750, increase in uniform expenditures necessitated by the potential replacement of up to fifteen retiring police officers.

OTHER SERVICES/CHARGES:

The budget for Other Services/Charges increased by 9.8 percent, or \$270,990.

Significant increases also occurred in the following budget items. The department's physical examination budget increased \$67,670. Physical exams are contractually mandated and administered to police officers and command officers biennially. The 2004/05 budget reflected the cost of the command officer physical exams while the 2005/06 budget reflects the cost of police officer physicals. Medical First Responder cost rose 3.0 percent, or \$14,380, due to contractual agreement. Contractual services increased by \$134,280. This increase resulted largely from a transfer of \$46,000 from the capital budget communications fund into the contractual services budget, there is a corresponding decrease in the capital budget, and a \$30,000 maintenance contract required by the police headquarters security system. Contractual services for radios increased by 33.3 percent, or \$10,870. This increase is the result of the transfer of the expenditure from a 401 capital account to an operating account. Computer costs increased by 31.3 percent, or \$62,250, due additional computers. A \$21,570 increase occurred in electric costs necessitated by the new police headquarters building. The training budget increased by 24 percent, or \$24,000, due to police academy fees for potential replacement of up to fifteen retiring police officers.

CAPITAL OUTLAY:

The 2005/06 capital outlay budget decreased by \$74,000.



PUBLIC WORKS



FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATIVE AND SUPPORT SERVICES

- Prepares and administers department budget
- Coordinates and evaluates staff activities
- Coordinates staff development and training
- Procures materials, equipment and supplies
- Represents and promotes department to the community in an efficient and professional manner
- Liaison with other government units
- Recommends and implements policies and programs in the Public Works Department
- Formulates and develops efficient operational programs and priorities
- Maintains inventory
- Acts as liaison with other City departments

FLEET MAINTENANCE

- Provides auto repair services for the City- owned fleet of vehicles
- Provides 24- hour maintenance on snow removal equipment
- Performs welding, cutting fabrication or repair on various other equipment
- Maintains an up to date computerized inventory system
- Prepares specifications and bid documents for Fleet Vehicles & Equip.

REFUSE AND RECYCLING

- Provides prompt, reliable refuse removal service
- Maintains efficient curbside recycling operation
- Handles refuse related calls
- Liaison to the City's refuse collection contractor and resource recovery authority
- Promotes public education in the area of solid waste disposal through multi lingual newsletters and brochures
- Works with agencies to develop programs reducing materials in the waste system

CONTRACT ADMINISTRATION

- Prepares technical specs and invitations to bid
- Analyzes bid documents and prepares recommendations for approval by City Council
- Supervises contractors to ensure that bid specifications are being followed
- Evaluates contractors for use on future bids
- Maintains and updates the computerized road condition inventory system

WATER & SEWER BILLING AND ACCOUNTS

- Provides billing account management and administration
- Provides radio contact with field crews, transmitting and receiving all radio calls through the base station
- Provides secretarial and clerical support to the department
- Liaison to all water and sewer customers providing public education and account services

STORM WATER DRAINAGE

- Evaluates existing storm water drainage system
- Develops and implements creative and efficient projects to improve our water sheds and storm water drainage system
- Monitors Federal, State, and County information sources regarding changes in storm water drainage by regulations and mandates
- Works with other staff, develops strategies that aid the City in achieving compliance in the most effective and economical manner
- Liaison with other storm water agencies to effectively manage common used water sheds

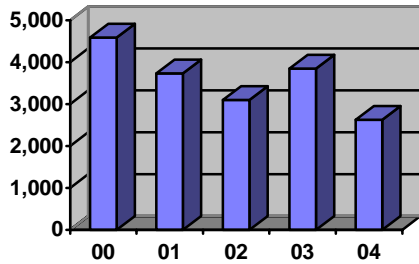
STREET SERVICES

- Provides safe and clean road service for vehicular traffic through pavement repair and snow and ice control
- In conjunction with all traffic control signs, incorporates aesthetics through grass and weed control
- Performs storm sewer, open drain and detention pond maintenance for storm water relief to protect life and property
- Aids other departments and agencies in securing a safe environment during emergency situations

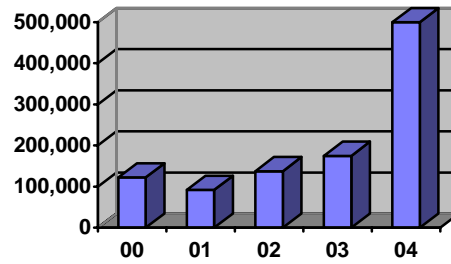
WATER & SEWER DISTRIBUTION

- Provides accurate readings of water meters
- Maintains fire hydrants in proper functioning condition
- Responds to service requests related to the water distribution system
- Inspects, assists and supervises subcontractors in maintenance of the water distribution system
- Maintains and repairs the sanitary sewer system

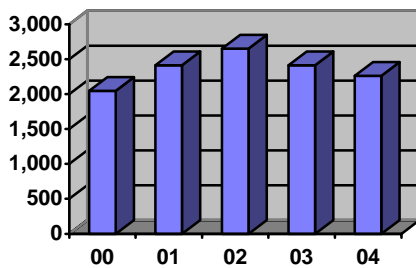
KEY DEPARTMENTAL TRENDS



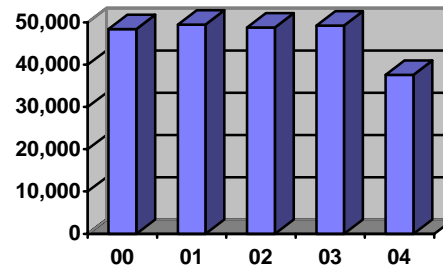
Motor Pool Completed Work Orders



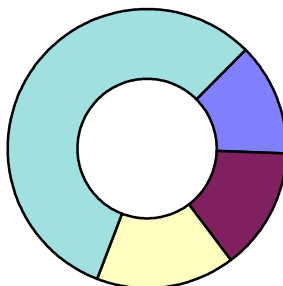
Dollar Increase in Crack & Joint Sealing Contract



Water Inquiries Received and Handled Yearly

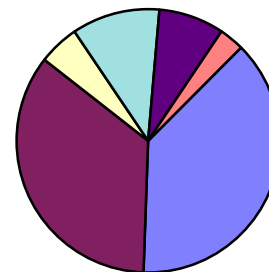


Total Refuse Collected in tons



Fleet Maintenance, Refuse/Recycling, Street Service, Water/Sewer

Total DPW Budget



Major, Local, County, Drains, Street Lighting, Sidewalks

Streets Department Budget

SERVICE STATEMENT

The Public Works Department serves the community by providing services through efficient management and maintenance of its equipment, fleet, facilities and infrastructure. This is accomplished in a professional manner by effectively training staff and managing our operations.

The Public Works Department operates under the Director of Public Works and three divisional superintendents, the Solid Waste Coordinator, and the Storm Water Engineer.

The Fleet Maintenance division includes purchasing and maintenance of City-owned vehicles and equipment. Communication with other divisions is essential in order to provide them with the equipment and repair services they need to perform their various operations.

The Streets & Drains division's primary mission is to provide a safe, well-maintained major road, local road, and sidewalk network. The superintendent and his staff develop and implement maintenance programs and improvement projects that meet this service objective.

The Water and Sanitary Sewer division is dedicated to providing safe, clean and abundant drinking water for the residents of Troy. They maintain the distribution system to the highest standards in the most efficient manner possible. Our objective is to operate the sanitary sewer system in a safe, environmentally responsible and efficient manner.

Storm Water Management responsibilities concentrate on the implementation of the City's storm water drainage master plan, improvement of the current storm water drainage system, and compliance with Federal, State and County storm water regulations and mandates. The Storm Water Management team also works on developing and implementing Storm Water Permit programs including public education, and volunteer projects.

The Refuse and Recycling activities include the coordination of refuse collection efforts with a private contractor, and the efficient operation of curbside recycling. The Coordinator is responsible for the development of educational and promotional literature and programs.

In addition to the Public Works Department providing services to the residential and business community they provide essential services to numerous other City of Troy departments and other governmental agencies.



MISSION STATEMENT

The mission of the Public Works Department is to continuously provide services that protect the safe, clean, and healthy environment that the taxpayers of the City of Troy have come to enjoy.

It is the duty of the Public Works Department to preserve the taxpayers' investment in the existing infrastructure, equipment and services through a high level of continuous repair and maintenance.

The Public Works Director is responsible for management coordination and the development of cooperation between the divisions that comprise the Public Works Department. The Director communicates daily with DPW superintendents and staff as to the status of ongoing projects and programs in order to assure that the desired level of public service is attained, and in turn communicates the departmental activities and programs to the Assistant City Manager/Services.

It is the overall mission of the Public Works Department to enhance the quality of life for residents and taxpayers of the City of Troy by providing them with the best possible public service at a competitive cost.



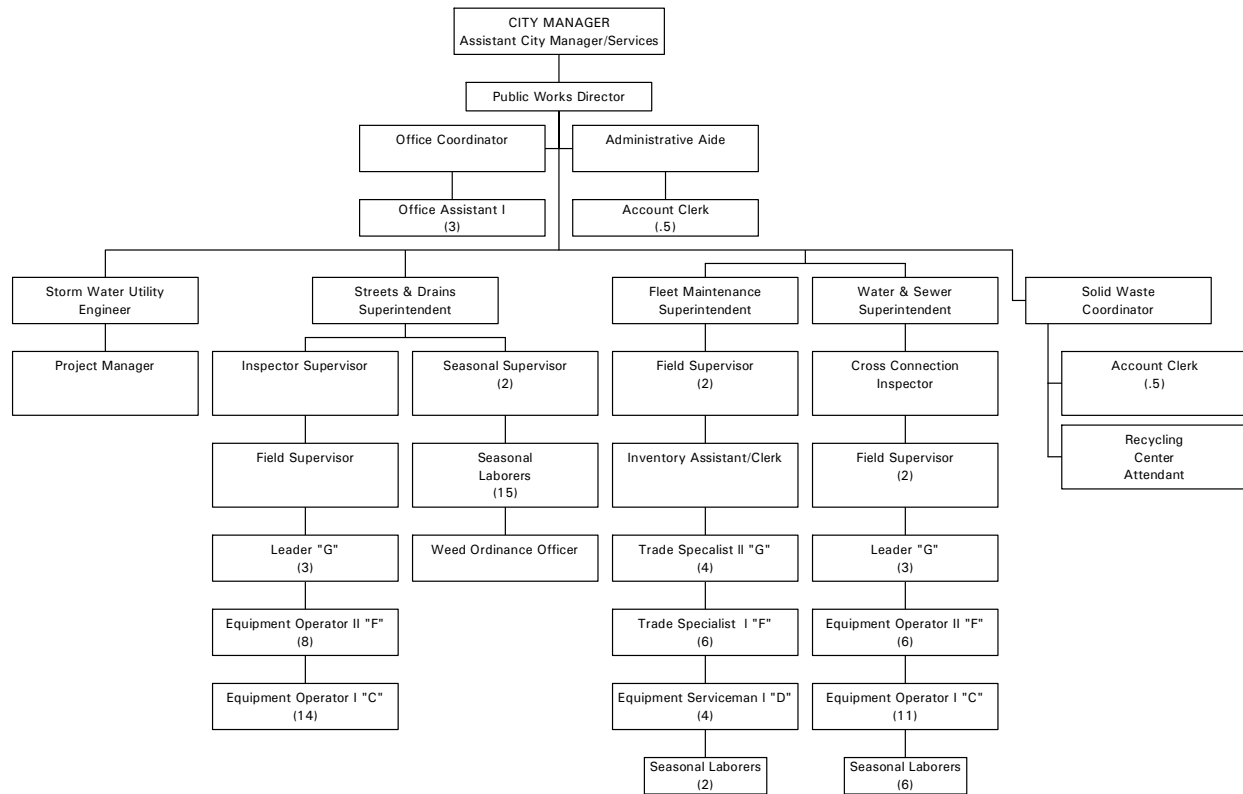
PERFORMANCE OBJECTIVES

1. Complete Security System installation at the DPW facility (time clock and keyless entry, surveillance camera system, and automated gates). ([Objective 9](#))

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Sidewalks - new	\$136,710	\$550,000	\$550,000	\$550,000
Concrete pavement repair	\$297,610	\$1,250,000	\$1,250,000	\$1,250,000
Crack and joint sealing	\$152,110	\$500,000	\$500,000	\$500,000
Street light maintenance	\$322,260	\$399,800	\$390,750	\$400,490



ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Public Works Director	1	1	1
Superintendent	3	3	3
Account Clerk	1	1	1
Administrative Aide	1	1	1
Cross Connection Inspector	1	1	1
Equipment Operator I "C"	26	26	25
Equipment Operator II "F"	15	15	14
Equipment Serviceman I "D"	11	11	11
Field Supervisor	6	5	5
Inspector Supervisor	0	1	1
Inventory Assistant/Clerk	1	1	1
Leader	6	6	6
Office Assistant I	3	3	3
Office Coordinator	1	1	1
Project Manager	1	1	1
Recycling Center Attendant	1	1	1
Seasonal Laborers	24	24	23
Seasonal Supervisor	2	2	2
Solid Waste Coordinator	1	1	1
Storm Water Utility Engineer	1	1	1
Trade Specialist I "F"	6	6	6
Trade Specialist II "G"	4	4	4
Weed Ordinance Officer	1	1	1
Total Department	117	117	114



STREETS AND DRAINS



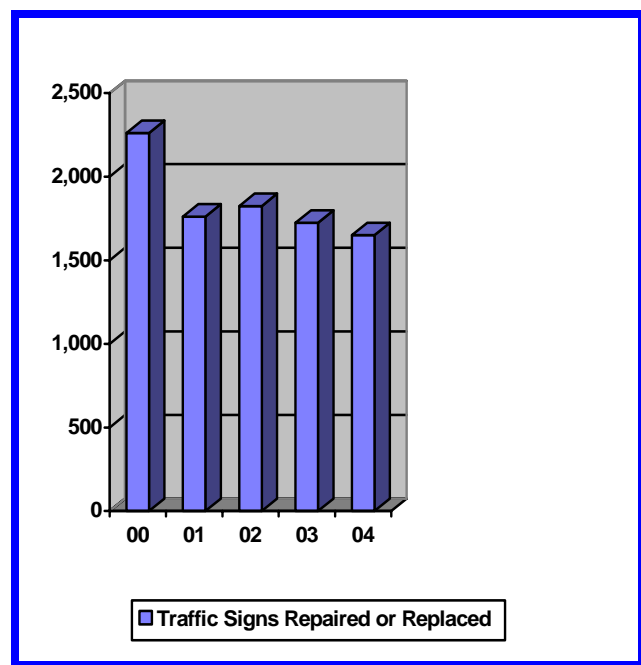
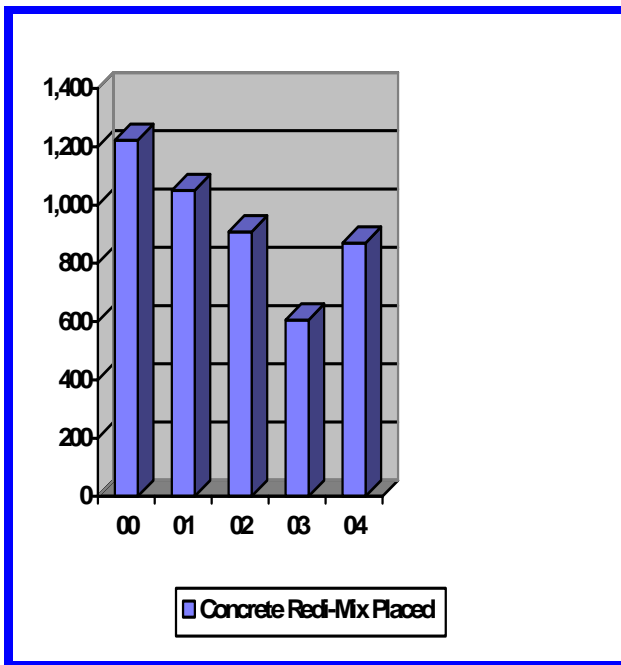
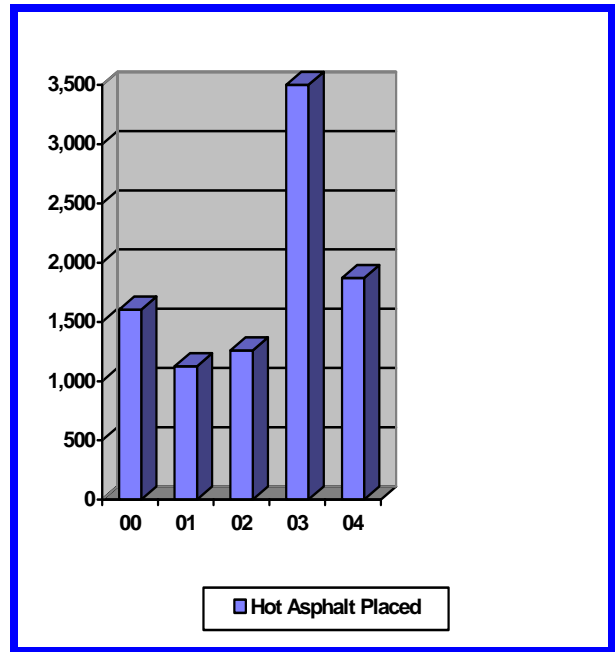
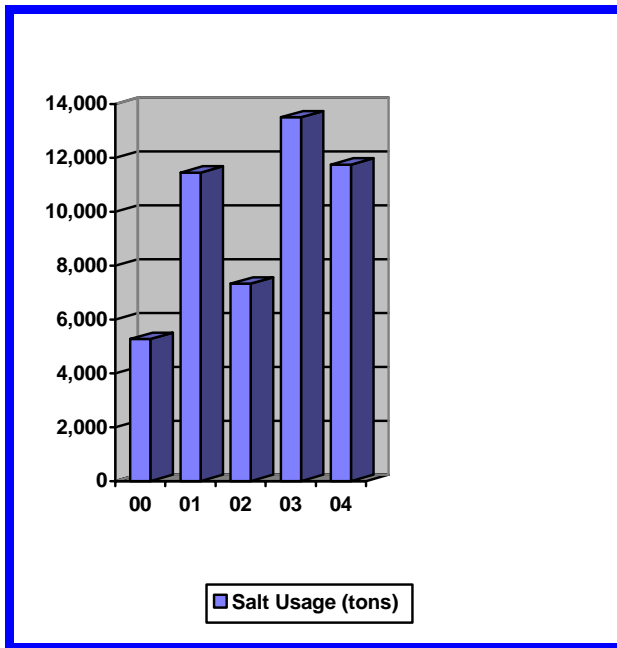


DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03		ESTIMATED 2004/05		2005/06		% OF CHANGE
	ACTUAL	2003/04 ACTUAL	BUDGET	2004/05 BUDGET	BUDGET	BUDGET	
County Roads	\$415,272	\$386,804	\$432,690	\$468,770	\$451,470	-3.7%	
Drains	690,505	630,821	623,120	830,140	748,500	-9.8	
Local Roads	1,383,482	1,358,920	1,520,250	1,680,580	1,607,670	-4.3	
Major Roads	1,887,471	1,779,037	1,905,410	1,799,960	1,858,450	3.3	
Sidewalks	135,929	158,941	180,940	180,570	184,890	2.4	
Street Lighting	372,843	320,235	369,770	390,750	405,290	3.7	
Weeds	45,322	43,540	40,380	61,550	47,510	-22.8	
Total Department	\$4,930,824	\$4,678,298	\$5,072,560	\$5,412,320	\$5,303,780	-2.1%	
Personal Services	\$2,496,405	\$2,473,533	\$2,615,610	\$2,756,020	\$2,756,340	- %	
Supplies	580,769	562,643	665,820	708,830	646,690	-8.8	
Other Services/Charges	1,853,650	1,642,122	1,791,130	1,947,470	1,900,750	-2.4	
Total Department	\$4,930,824	\$4,678,298	\$5,072,560	\$5,412,320	\$5,303,780	-2.1%	

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Streets and Drains	34.5	19	34.5	19	34.5	19	32.5	18
Total Department	34.5	19	34.5	19	34.5	19	32.5	18

KEY DEPARTMENTAL TRENDS



SERVICE STATEMENT

The Streets and Drains Division's primary responsibilities are maintenance of the local, county, major road network and the storm water drainage system of the City of Troy. Proper maintenance ensures a safe environment for Troy residents and guests to live and work in, the following are the four areas of performance as detailed.

The maintenance of major and local roads includes concrete, asphalt, and gravel road-wearing surfaces. These require patching, slab replacement, seam and fracture sealing, sweeping, and dust control operations. With a combination of local, major and county roads, our division maintains over 360 miles of roadways. The ice and snow control operation is organized to provide service to all roads in the City within 24 hours from the time a storm has ceased. Priority begins with major roads, school entrance routes, commercial routes, and hills, intersections, and curves located in our residential neighborhoods.

We have implemented a new pavement maintenance system for all roads. This upgraded computerized system will aid in the efficiency of pavement maintenance.

There are over 20,000 street name and traffic control signs maintained by the division. Approximately eleven percent is repaired or replaced annually due to traffic accidents, age, vandalism or theft.

Pavement marking paint and plastic decals are used to delineate pavement markings for both pedestrian and vehicular traffic. Major roads are painted bi-annually, while local roads require this maintenance once every three years.

Storm water relief is provided by our City's storm sewer system. This system's infrastructure includes storm drain lines, catch basins, ditches, open drains, and detention ponds. These structures require regular inspection, cleaning and repair.

The Streets and Drains Division provides twenty-four hours per day, 365 days per year emergency assistance to the Police and Fire Departments. Activities include salting at winter fire scenes and assisting in traffic accident clean-up.

The Streets and Drains Division uses its expertise to help other departments such as Engineering, Parks and Recreation, and Building Maintenance with concrete and asphalt work, sign installation, drainage projects, excavation, work-site restoration, barricading, and installation of temporary traffic control and informational signs for publicly and privately sponsored events.

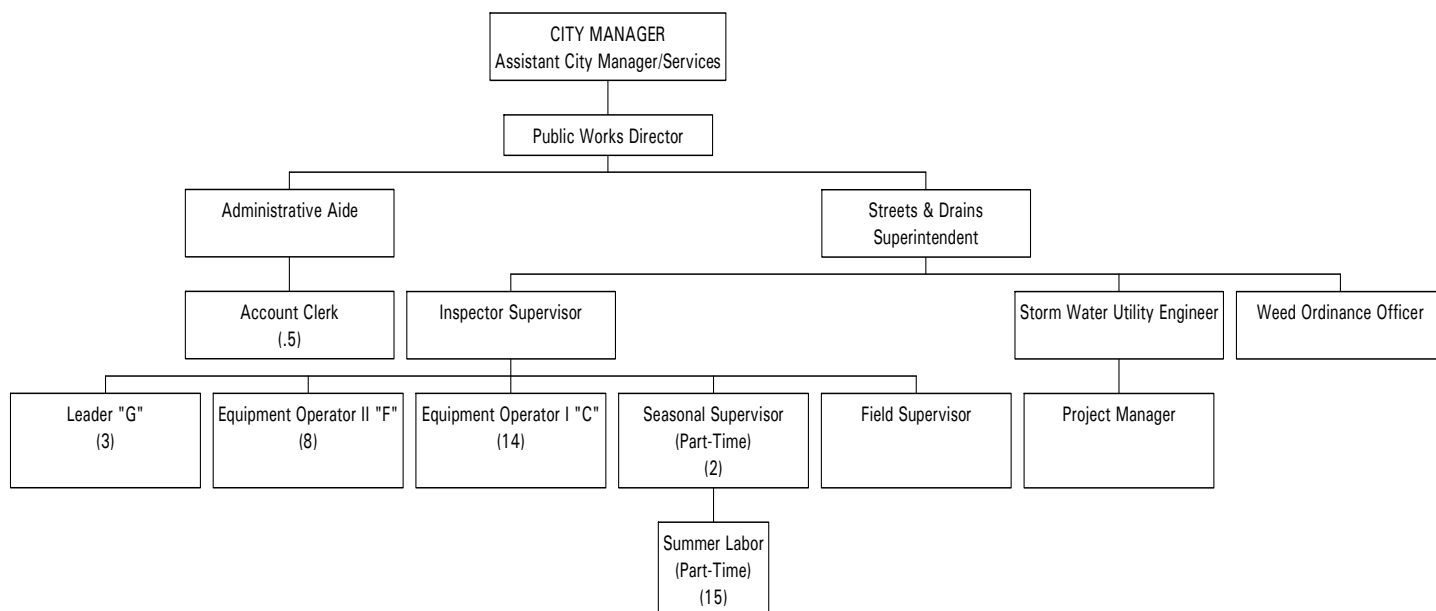


PERFORMANCE OBJECTIVES

1. Implement a pavement management system to evaluate the City street system to prioritize future maintenance, rehabilitation, and reconstruction needs with regard to future funding levels. (Objective 7)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Snow removal/plowing	2	2	2	2
Snow and ice control/salting	33	33	33	33
Salt usage in tons	11,500	11,500	11,500	11,500
Chloride sand usage in tons	400	400	400	400
Asphalt placed (hot)	1,200	1,200	1,200	1,200
Asphalt placed (cold)	400	400	400	350
Concrete redi-mix placed	1,000	1,000	1,000	1,000
Street sweeping - curb miles swept	3,200	3,200	3,200	3,200
Waste collected – cubic yards	3,000	3,000	3,000	3,000
Storm catch basin cleaning – # of locations	1,000	1,000	1,000	1,000
Citizen Action Request forms processed	1,100	1,100	1,100	1,100
Traffic sign repairs or replacements	1,800	1,800	1,800	1,800
New signs fabricated	650	650	650	650
Road gravel used in tons	1,800	1,600	1,600	1,200

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Public Works Director	1	1	1
Account Clerk	0.5	0.5	0.5
Administrative Aide	1	1	1
Equipment Operator I "C"	15	15	14
Equipment Operator II "F"	9	9	8
Field Supervisor	1	1	1
Leader "G"	3	3	3
Project Construction Manager	1	1	1
Seasonal Supervisor (Part-Time)	2	2	2
Storm Water Engineer	1	1	1
Summer Laborers (Part-Time)	16	16	15
Superintendent	1	1	1
Inspector Supervisor	1	1	1
Weed Ordinance Officer	1	1	1
Total Department	53.5	53.5	50.5

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

PERSONAL SERVICES

Personal services costs have slightly increased to cover the expected increases in wages and overtime emergency services such as snow and ice control, accident clean up, traffic control and pot hole repairs. The Streets and Drains Department has reduced the number of employees this year by one M.S.E.-C and one M.S.E.-F, these two were vacant positions due to retirements. We will also be reducing one seasonal staff member due to contract restraints allowing us to hire only 30 percent of the budgeted AFSCME staff.

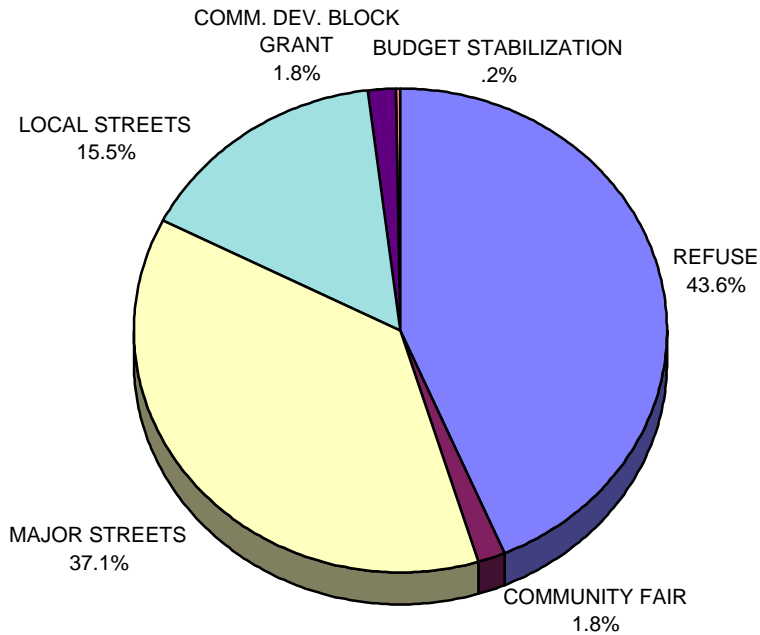
Streets and Drains has combined local surface maintenance concrete with local surface maintenance to reduce the number of business units in the 2005/06 budget.

Snow and ice control materials have been reduced. This reflects the improvements in technology of the equipment we are purchasing, additional training of staff and stability in salt prices. We are also predicting a milder winter next year.

The sidewalk snow and ice control budget has increased 12 percent.

The Membership and Dues line item in the Drains Administration budget was increased significantly to reflect the need to pay for the annual storm water permit fee to the MDEQ and the annual membership dues for the Clinton River Watershed Council and the Assembly of Rouge communities. These annual fees were being paid out of the Drains capital account.

**FY 2005-06 SPECIAL REVENUE FUNDS
PERCENT OF TOTAL EXPENDITURES**



This chart shows expenditures for each Special Revenue Fund as a percent of the total Special Revenue Funds budget.

Community Development Block Grant Fund

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

Community Fair Fund

This fund account for the revenues and expenditures associated with annual Troy Daze Fair.

Local Streets Fund

This fund has been established to account for various revenue and state-shared revenues related to the repairs, maintenance and construction of all streets classified as "local" within the City.

Major Streets Fund

This fund has been established to account for state-shared revenues relating to the repairs, maintenance and construction of all streets classified as "major" within the City.

Budget Stabilization Fund

This fund has been created for the following purposes: A) To cover a General Fund deficit, when the City of Troy's annual audit reveals such a deficit; B) 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; C) To prevent a reduction in the level of public services or in the number of employees when in preparing the budget for the next fiscal year the City of Troy's estimated revenue does not appear sufficient to cover estimated expenses; D) To cover expenses arising because of a natural disaster, including a flood, fire, or tornado. However, if federal or state funds are received to offset the appropriations from the fund, that money shall be returned to the fund.

Refuse Fund

This fund has been established to account for property tax revenues restricted for rubbish and garbage collection and service charges for recycling.

**COMMUNITY DEVELOPMENT BLOCK GRANT FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
Federal Grants	\$ 313,290	\$ 204,750	\$ 199,250	\$ 185,000
REVENUE	\$ 313,290	\$ 204,750	\$ 199,250	\$ 185,000
<u>EXPENDITURES</u>				
CDBG Home Chore Program				
Other Services/Charges	\$ 47,574	\$ 70,000	\$ 70,000	\$ 70,000
CDBG HOME CHORE PROGRAM	\$ 47,574	\$ 70,000	\$ 70,000	\$ 70,000
<u>CDBG ADMINISTRATION</u>				
Personal Service Control	\$ 1,037	\$ 4,000	\$ 4,000	\$ 4,720
Other Services/Charges	74	100	1,000	280
CDBG ADMINISTRATION EXPENSES	\$ 1,111	\$ 4,100	\$ 5,000	\$ 5,000
<u>CDBG S/A PROJ-PAVING</u>				
Other Services/Charges	\$ 32,080	\$ 6,400	\$ -	\$ -
CDBG S/A PROJ-PAVING EXPENSES	\$ 32,080	\$ 6,400	\$ -	\$ -
<u>CDBG SECTION 36 STORM SEWER</u>				
Personal Service Control	\$ 21,843	\$ -	\$ -	\$ -
Other Services/Charges	210,682	124,250	124,250	110,000
CDBG-SECTION 36 STORM SEWER EXPENSES	\$ 232,525	\$ 124,250	\$ 124,250	\$ 110,000
EXPENDITURES	\$ 313,290	\$ 204,750	\$ 199,250	\$ 185,000
Revenue Over (Under) Expenditures	-	-	-	-

**COMMUNITY FAIR FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
Charges for Service	\$ 144,808	\$ 152,620	\$ 156,500	\$ 148,100
Operating Transfer In	10,000	10,000	10,000	10,000
REVENUE	\$ 154,808	\$ 162,620	\$ 166,500	\$ 158,100
<u>EXPENDITURES</u>				
Personal Service Control	\$ 41,227	\$ 47,100	\$ 14,540	\$ 82,150
Supplies	17,296	16,750	18,250	11,460
Other Services/Charges	120,566	111,735	133,710	92,830
EXPENDITURES	\$ 179,089	\$ 175,585	\$ 166,500	\$ 186,440
Revenue Over (Under) Expenditures	\$ (24,281)	\$ (12,965)	\$ -	\$ (28,340)

**LOCAL STREET FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
State Grants	\$ 1,502,521	\$ 1,500,000	\$ 1,400,000	\$ 1,500,000
Interest and Rents	13,110	25,000	15,000	25,000
Operating Transfer In	259,560	250,000	265,580	82,670
REVENUE	\$ 1,775,191	\$ 1,775,000	\$ 1,680,580	\$ 1,607,670
<u>EXPENDITURES</u>				
Operating Transfer Out	\$ 1,629,560	\$ 1,520,250	\$ 1,680,580	\$ 1,607,670
EXPENDITURES	\$ 1,629,560	\$ 1,520,250	\$ 1,680,580	\$ 1,607,670
Revenue Over (Under) Expenditures	\$ 145,631	\$ 254,750	\$ -	\$ -

**MAJOR STREET FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
State Grants	\$ 3,751,867	\$ 3,775,000	\$ 3,500,000	\$ 3,775,000
Interest and Rents	20,200	40,000	20,000	40,000
Operating Transfer In	155,910	90,410	280,000	43,450
REVENUE	\$ 3,927,977	\$ 3,905,410	\$ 3,800,000	\$ 3,858,450
<u>EXPENDITURES</u>				
Operating Transfer Out	\$ 3,485,910	\$ 3,905,410	\$ 3,800,000	\$ 3,858,450
EXPENDITURES	\$ 3,485,910	\$ 3,905,410	\$ 3,800,000	\$ 3,858,450
Revenue Over (Under) Expenditures	\$ 442,067	\$ -	\$ -	\$ -

**BUDGET STABILIZATION FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
Interest and Rents	\$ 6,442	\$ 20,000	\$ 7,000	\$ 25,000
Operating Transfer In	668,000	332,000	-	100,000
REVENUE	\$ 674,442	\$ 352,000	\$ 7,000	\$ 125,000
<u>EXPENDITURES</u>				
Operating Transfer Out	\$ 6,442	\$ 20,000	\$ 7,000	\$ 25,000
EXPENDITURES	\$ 6,442	\$ 20,000	\$ 7,000	\$ 25,000
Revenue Over (Under) Expenditures	\$ 668,000	\$ 332,000	\$ -	\$ 100,000



REFUSE AND RECYCLING



FUNCTIONAL ORGANIZATIONAL CHART

- Provides prompt, reliable refuse, curbside recycling, and yard waste removal service
- Promotes City of Troy curbside recycling as the preferred program to the drop-off center to remove the recyclable products from the waste stream in a fiscally responsible manor
- Investigates and resolves refuse and recycling related calls in a professional manner
- Liaison to the City's refuse contractor
- Promotes public education in the area of solid waste disposal and recycling through newsletters, brochures, telephone and personal contact and site visits
- Promotes household hazardous waste and electronics recycling program
- Coordinates Christmas tree chipping program



REFUSE FUND REVENUE AND EXPENDITURES

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
REVENUE				
Taxes	\$ 3,886,715	\$ 4,037,000	\$ 3,967,000	\$ 4,108,500
Charges for Service	154,048	1,500	1,000	1,500
Interest and Rents	38,942	65,000	40,000	70,000
Operating Transfer In	455,230	451,180	451,180	345,650
REVENUE	\$ 4,534,935	\$ 4,554,680	\$ 4,459,180	\$ 4,525,650
EXPENDITURES				
Contractors Service				
Other Services/Charges	\$ 4,300,686	\$ 4,265,000	\$ 4,280,000	\$ 4,355,000
CONTRACTORS SERVICE	\$ 4,300,686	\$ 4,265,000	\$ 4,280,000	\$ 4,355,000
Other Refuse Expense				
Personal Service Control	\$ 8,234	\$ 20,580	\$ 20,580	\$ 20,830
Supplies	59	150	400	150
Other Services/Charges	26,610	30,200	30,200	31,200
OTHER REFUSE EXPENSE	\$ 34,903	\$ 50,930	\$ 51,180	\$ 52,180
Recycling				
Personal Service control	\$ 57,895	\$ 85,430	\$ 86,650	\$ 87,820
Supplies	10,988	11,800	12,200	11,800
Other Services/Charges	27,729	27,850	29,150	18,850
RECYCLING	\$ 96,612	\$ 125,080	\$ 128,000	\$ 118,470
EXPENDITURES	\$ 4,432,201	\$ 4,441,010	\$ 4,459,180	\$ 4,525,650
Revenues Over(Under)Expenditures	\$ 102,734	\$ 113,670	\$ -	\$ -

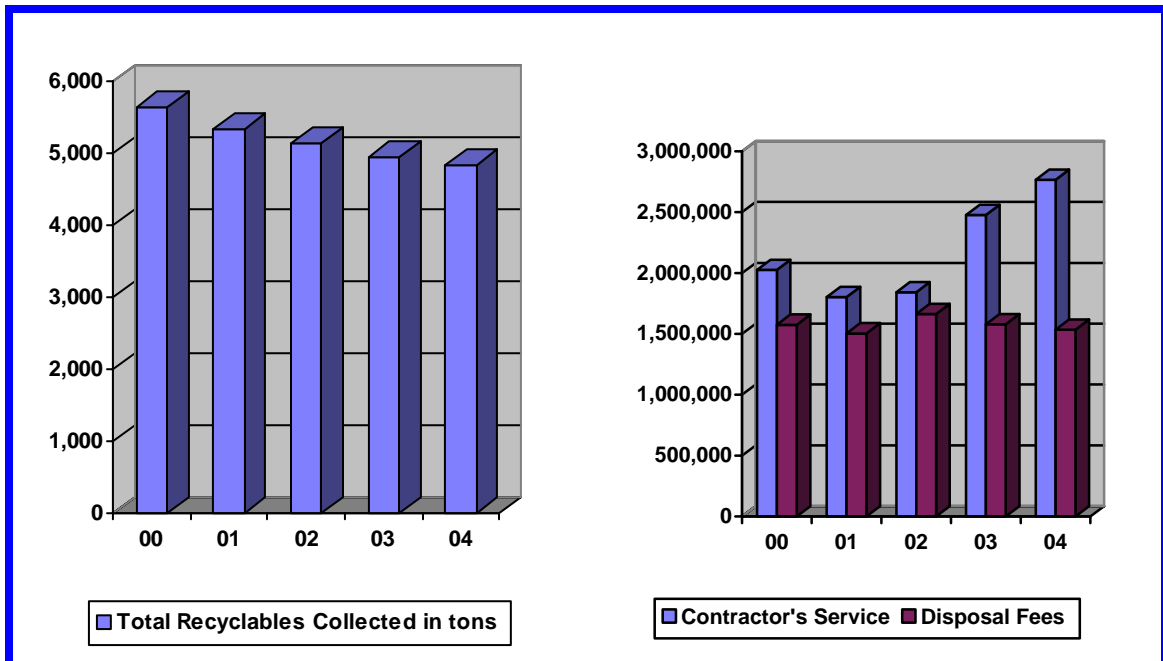
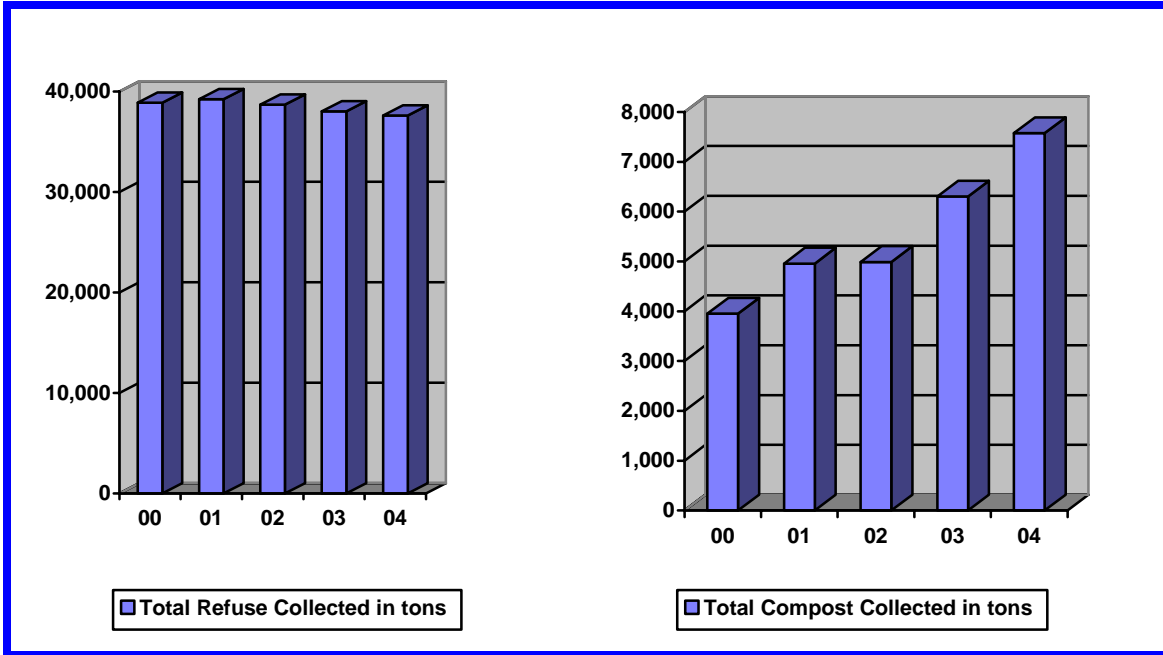


DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03 ACTUAL	2003/04 ACTUAL	ESTIMATED		2005/06 BUDGET	% OF CHANGE
			2004/05 BUDGET	2004/05 BUDGET		
Contractor's Service	\$4,031,670	\$4,300,686	\$4,265,000	\$4,280,000	\$4,355,000	1.8%
Recycling	119,948	96,612	125,080	128,000	118,470	-7.5
Other Refuse	46,522	34,903	50,930	51,180	52,180	2.0
Total Department	\$4,198,140	\$4,432,201	\$4,441,010	\$4,459,180	\$4,525,650	1.5%
Personal Services	\$106,135	\$66,129	\$106,010	\$107,230	\$108,650	1.3%
Supplies	6,975	11,047	11,950	12,600	11,950	-5.2
Other Services/Charges	4,085,030	4,355,025	4,323,050	4,339,350	4,405,050	1.5
Total Department	\$4,198,140	\$4,432,201	\$4,441,010	\$4,459,180	\$4,525,650	1.5%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Refuse & Recycling	1.5	1	1.5	1	1.5	1	1.5	1
Total Department	1.5	1	1.5	1	1.5	1	1.5	1

KEY DEPARTMENTAL TRENDS



SERVICE STATEMENT

The Refuse and Recycling Division provides for prompt, reliable, and efficient refuse collection by a private contractor once per week servicing 26,226 single-family homes, condominiums, mobile homes, duplexes, and small commercial businesses. Refuse from 4,748 apartments is also collected on a weekly basis.

A separate collection of yard waste is made for approximately thirty-five weeks from mid-April through mid-December from a projected 23,722 single-family residences and duplexes. This collected yard waste is delivered to a compost site and processed. The finished compost is delivered to the Public Works Yard for free distribution to our residents. The residents have the option of taking yard waste directly to SOCRRA at no charge the 17 weeks during the winter that pick up is temporarily suspended.

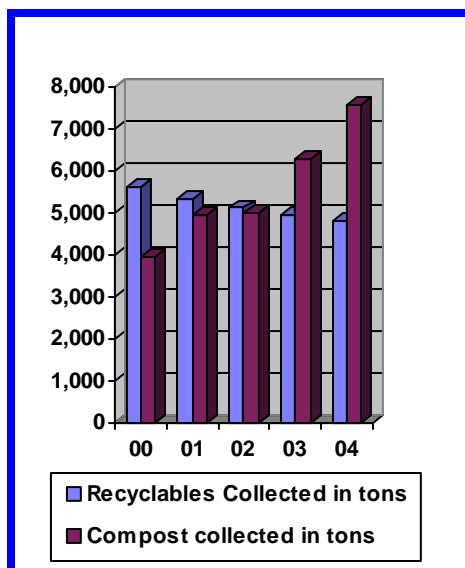
A separate collection of holiday trees for chipping and composting is also provided annually in January.

The refuse collection program includes pickup of large or bulky items within forty-eight hours of the resident's regularly scheduled collection day. These items are recycled whenever possible.

A voluntary recycling drop off center is available at SOCRRA and Tringali Sanitation offices in order to provide all residents the opportunity to recycle.

The Solid Waste Coordinator has the direct responsibility to serve as the City's liaison with the refuse contractor to ensure the contractor is performing in accordance with the contract and City ordinance.

The handling and resolution of more difficult complaints, dissemination of information, keeping abreast of changes in the refuse and recycling field, and report writing are all important functions of the Solid Waste Coordinator.





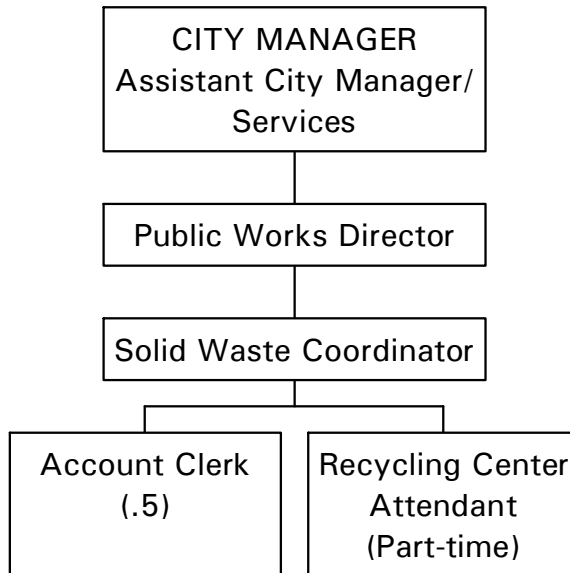
PERFORMANCE OBJECTIVES

1. Promote curbside recycling to help defray disposal costs. (Objective 9)
2. Educate residents about curbside recycling and compost issues through personal contact, multi-lingual brochures & articles. (Objective 1)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Total refuse collected in tons	50,006	55,725	54,500	52,800
Refuse collected less recyclables and compost in tons	37,611	41,794	39,174	37,500
Compost collected in tons	7,575	8,359	9,984	7,000
Percent of total refuse composted	15.15%	15.00%	15.00%	15.00%
Recyclables collected in tons	4,820	5,572	5,342	5,174
Percent of total refuse recycled	9.64%	10.00%	10.50%	10.00%
Newspaper recycled in tons	3,683	4,402	4,203	3,808
Glass recycled in tons	312	557	415	374
Plastic recycled in tons	201	223	212	210
Metal recycled in tons	358	223	320	434
Tin recycled in tons	206	167	192	200
Refuse collection costs per capita	\$60.91	\$61.83	\$63.37	\$62.72
Christmas trees chipped and composted in tons	43.0	50.0	42.0	43.0
Gallons of used oil collected at the Recycling Center	36,000	36,000	36,000	0



ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Solid Waste Coordinator	1	1	1
Account Clerk *	0.5	0.5	0.5
Recycling Center Attendant (Part-Time)	1	1	1
Total Department	2.5	2.5	2.5

* The account clerk divides time between the Refuse and Recycling Division and the Streets Division, and is therefore listed as .5 as opposed to part-time.



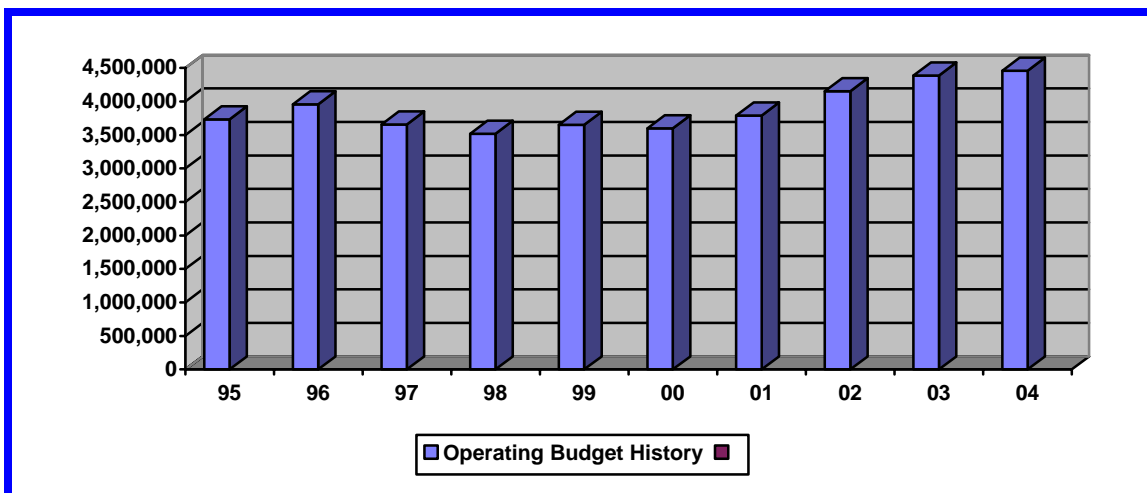
SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

Closing of the DPW recycling center was reviewed and fiscal savings of 1.3 percent realized. It was determined that curbside recycling is the most financially advantageous for the City. Automotive oil can be taken to six locations in the City at no charge.

The City continues to experience an increase in the number of households receiving refuse, recycling, and yard waste collection services.

The trash collection contract contains an annual rate increase based on the lower of 3 percent or the Consumer’s Price Index for the Detroit Metropolitan area.



**GENERAL DEBT SERVICE FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
REVENUE				
Taxes	\$ 3,512,091	\$ 2,444,380	\$ 2,390,000	\$ 2,475,000
Interest and Rents	240,690	90,000	170,000	100,000
Operating Transfer In	-	298,800	949,690	306,680
Other Revenue	265,133	-	-	-
REVENUE	\$ 4,017,914	\$ 2,833,180	\$ 3,509,690	\$ 2,881,680
EXPENDITURES				
Other Services/Charges	\$ 39,730	\$ 40,920	\$ 60,920	\$ 62,150
Debt Service	8,703,519	1,780	-	-
Operating Transfer Out	5,461,488	2,790,480	3,448,770	2,819,530
EXPENDITURES	\$ 14,204,737	\$ 2,833,180	\$ 3,509,690	\$ 2,881,680
Revenue Over (Under) Expenditures	\$ (10,186,823)	\$ -	\$ -	\$ -

**1995 MTF DEBT SERVICE FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
REVENUE				
Operating Transfer In	\$ 2,048,080	\$ -	\$ -	\$ -
REVENUE	\$ 2,048,080	\$ -	\$ -	\$ -
EXPENDITURES				
Debt Service	\$ 2,048,080	\$ -	\$ -	\$ -
EXPENDITURES	\$ 2,048,080	\$ -	\$ -	\$ -
Revenue Over (Under) Expenditures	\$ -	\$ -	\$ -	\$ -

**2000 MTF DEBT SERVICE FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
Operating Transfer In	\$ 1,693,250	\$ 247,740	\$ 247,740	\$ 265,390
REVENUE	\$ 1,693,250	\$ 247,740	\$ 247,740	\$ 265,390
<u>EXPENDITURES</u>				
Debt Service	\$ 228,713	\$ 247,740	\$ 247,740	\$ 265,390
EXPENDITURES	\$ 228,713	\$ 247,740	\$ 247,740	\$ 265,390
Revenue Over (Under) Expenditures	\$ 1,464,537	\$ -	\$ -	\$ -

**PROP. A BOND DEBT SERVICE FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
Operating Transfer In	\$ 763,313	\$ 776,090	\$ 776,170	\$ 788,640
REVENUE	\$ 763,313	\$ 776,090	\$ 776,170	\$ 788,640
<u>EXPENDITURES</u>				
Debt Service	\$ 763,313	\$ 776,090	\$ 776,170	\$ 788,640
EXPENDITURES	\$ 763,313	\$ 776,090	\$ 776,170	\$ 788,640
Revenue Over (Under) Expenditures	\$ -	\$ -	\$ -	\$ -

**PROPOSAL B BOND DEBT SERVICE FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
Operating Transfer In	\$ 1,391,635	\$ 1,337,220	\$ 1,337,280	\$ 1,316,720
REVENUE	\$ 1,391,635	\$ 1,337,220	\$ 1,337,280	\$ 1,316,720
<u>EXPENDITURES</u>				
Debt Service	\$ 1,391,635	\$ 1,337,220	\$ 1,337,280	\$ 1,316,720
EXPENDITURES	\$ 1,391,635	\$ 1,337,220	\$ 1,337,280	\$ 1,316,720
Revenue Over (Under) Expenditures	\$ -	\$ -	\$ -	\$ -

**PROPOSAL C DEBT SERVICE FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
Operating Transfer In	\$ 1,258,461	\$ 677,170	\$ 1,335,320	\$ 714,170
REVENUE	\$ 1,258,461	\$ 677,170	\$ 1,335,320	\$ 714,170
<u>EXPENDITURES</u>				
Debt Service	\$ 1,258,461	\$ 677,170	\$ 1,335,320	\$ 714,170
EXPENDITURES	\$ 1,258,461	\$ 677,170	\$ 1,335,320	\$ 714,170
Revenue Over (Under) Expenditures	\$ -	\$ -	\$ -	\$ -

DEBT SUMMARY

DESCRIPTION OF DEBT	FUNDING SOURCES	DEBT			
		OUTSTANDING 6/30/05	PRINCIPAL	INTEREST	TOTAL
North Arm Relief Drain	Capital Proj. Fund	\$ 763,987	\$ 40,080	\$ 16,740	\$ 56,820
Proposal 'A' - Streets	Gen. Debt Fund	10,175,000	325,000	463,140	788,140
Proposal 'B' - Public Safety	Gen. Debt Fund	16,510,000	675,000	641,120	1,316,120
Proposal 'C' - Rec. Facilities	Gen. Debt Fund	8,720,000	350,000	361,170	711,170
George W. Kuhn Drain	Capital Proj. Fund	2,896,176	121,640	82,360	204,000
MTF- Rochester Rd.	TDDA	1,725,000	175,000	90,090	265,090
Refunding Bonds	TDDA	8,090,000	430,000	392,670	822,670
Development Bonds - Big Beaver	TDDA	11,950,000	615,000	579,670	1,194,670
Community Center Facilities	TDDA	12,825,000	525,000	458,390	983,390
Special Assessment Bonds	S/A	100,000	50,000	5,130	55,130
TOTAL DEBT SERVICE		\$ 73,755,163	\$ 3,306,720	\$ 3,090,480	\$ 6,397,200

Does not include debt serviced by Enterprise Funds.

CAPITAL PROJECTS FUND & TAX SUPPORTED DEBT SERVICE

DEBT SERVICE	2001/02	2002/03	2003/04	2004/05	2005/06
	ACTUAL	ACTUAL	ACTUAL	BUDGET	BUDGET
<u>General Debt</u>					
Henry Graham Drain	\$ 610,516	\$ -	\$ -	\$ -	\$ -
Mastin Drain	104,433	-	-	-	-
King Drain	139,870	1,053,527	-	-	-
Proposal 'A' - Streets	386,363	697,956	763,313	775,670	788,140
Proposal 'B' - Public Safety	208,171	268,808	1,391,635	1,336,680	1,316,120
Proposal 'C' - Rec. Facilities	736,918	1,175,574	9,961,980	1,334,820	711,170
TOTAL GENERAL DEBT	\$ 2,186,271	\$ 3,195,865	\$ 12,116,928	\$ 3,447,170	\$ 2,815,430
<u>Capital Projects</u>					
1987 Street, Storm Sewer&Sidewalk Bonds	\$ 258,750	\$ -	\$ -	\$ -	\$ -
OTHS - Troy School District Land Contract	280,193	-	-	-	-
George W. Kuhn Drain	24,821	110,005	88,945	204,680	204,000
North Arm Relief Drain	-	-	9,034	56,710	56,820
TOTAL CAPITAL PROJECTS DEBT	\$ 563,764	\$ 110,005	\$ 97,979	\$ 261,390	\$ 260,820

**SCHEDULE OF PRINCIPAL INTEREST
GENERAL DEBT FUND**

FISCAL YEAR	PROP. 'A' STREETS	PROP. B' PUB. SAFETY	PROP. 'C' REC. FAC.	TOTAL
2005-06	\$ 788,140	\$ 1,316,120	\$ 711,170	\$ 2,815,430
2006-07	800,415	1,393,144	746,170	2,939,729
2007-08	835,728	1,382,626	755,202	2,973,556
2008-09	868,104	1,463,826	763,515	3,095,445
2009-10	849,128	1,479,482	770,296	3,098,906
2010-11	903,178	1,544,661	775,796	3,223,635
2011-12	904,878	1,508,851	780,296	3,194,025
2012-13	954,178	1,475,025	783,796	3,212,999
2013-14	950,653	1,444,968	785,938	3,181,559
2014-15	1,018,403	1,402,733	786,479	3,207,615
2015-16	983,135	1,467,180	760,979	3,211,294
2016-17	971,554	1,427,983	754,439	3,153,976
2017-18	958,092	1,284,135	731,736	2,973,963
2018-19	991,652	1,334,197	728,049	3,053,898
2019-20	972,544	1,281,275	722,899	2,976,718
2020-21	1,025,100	1,237,362	716,188	2,978,650
TOTAL	\$ 14,774,882	\$ 22,443,568	\$ 12,072,948	\$ 49,291,398

CAPITAL PROJECTS & SPECIAL ASSESSMENT FUNDS

ENTERPRISE FUNDS

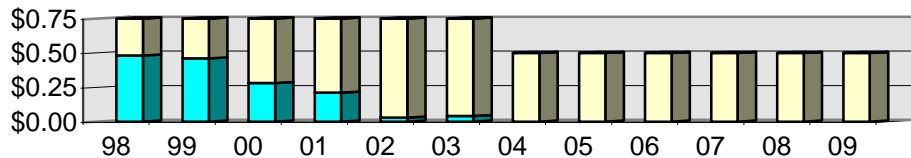
FISCAL YEAR	GEORGE W. KUHN DRAIN	1986 SPECIAL ASS'MT.	NORTH ARM RELIEF DRAIN
2005-06	\$ 204,000	\$ 55,130	\$ 56,820
2006-07	203,998	51,712	56,910
2007-08	203,885	-	56,970
2008-09	203,652	-	57,020
2009-10	203,575	-	57,040
2010-11	203,524	-	57,040
2011-12	203,237	-	57,010
2012-13	203,604	-	56,970
2013-14	203,436	-	56,900
2014-15	203,006	-	57,140
2015-16	203,339	-	56,680
2016-17	203,376	-	56,880
2017-18	203,373	-	56,710
2018-19	202,700	-	56,850
2019-20	202,662	-	56,960
2020-21	202,458	-	55,550
2021-22	202,856	-	-
2022-23	160,226	-	-
2023-24	159,956	-	-
2024-25	19,382	-	-
TOTAL	\$ 3,796,245	\$ 106,842	\$ 909,450

FISCAL YEAR	MBA GOLF COURSE
2005-06	\$ 754,520
2006-07	747,870
2007-08	839,032
2008-09	827,895
2009-10	816,195
2010-11	901,945
2011-12	885,446
2012-13	868,597
2013-14	851,247
2014-15	881,248
2015-16	908,998
2016-17	886,748
2017-18	864,248
2018-19	939,123
2019-20	910,999
2020-21	882,124
2021-22	852,500
2022-23	920,000
2023-24	885,000
2024-25	947,500
2025-26	907,500
2026-27	916,250
2027-28	922,500
TOTAL	\$ 20,117,485

**SCHEDULE OF PRINCIPAL AND INTEREST
ALL FUNDS**

FISCAL YEAR	GENERAL DEBT FUND	CAPITAL PROJECTS FUND	SPECIAL ASS'MT FUND	TDDA	MBA GOLF COURSE FUND	TOTAL
2005-06	\$ 2,815,430	\$ 260,820	\$ 55,130	\$ 3,265,820	\$ 754,520	\$ 7,151,720
2006-07	2,939,729	260,908	51,712	3,277,049	747,870	7,277,268
2007-08	2,973,556	260,855	-	3,279,486	839,032	7,352,929
2008-09	3,095,445	260,672	-	3,331,724	827,895	7,515,736
2009-10	3,098,906	260,615	-	3,371,753	816,195	7,547,469
2010-11	3,223,635	260,564	-	3,365,272	901,945	7,751,416
2011-12	3,194,025	260,247	-	3,441,192	885,446	7,780,910
2012-13	3,212,999	260,574	-	3,504,613	868,597	7,846,783
2013-14	3,181,559	260,336	-	3,526,618	851,247	7,819,760
2014-15	3,207,615	260,146	-	3,298,950	881,248	7,647,959
2015-16	3,211,294	260,019	-	3,330,812	908,998	7,711,123
2016-17	3,153,976	260,256	-	3,381,637	886,748	7,682,617
2017-18	2,973,963	260,083	-	3,406,600	864,248	7,504,894
2018-19	3,053,898	259,550	-	3,393,450	939,123	7,646,021
2019-20	2,976,718	259,622	-	-	910,999	4,147,339
2020-21	2,978,650	258,008	-	-	882,124	4,118,782
2021-22	-	202,856	-	-	852,500	1,055,356
2022-23	-	160,226	-	-	920,000	1,080,226
2023-24	-	159,956	-	-	885,000	1,044,956
2024-25	-	19,382	-	-	947,500	966,882
2025-26	-	-	-	-	907,500	907,500
2026-27	-	-	-	-	916,250	916,250
2027-28	-	-	-	-	922,500	922,500
TOTAL	\$ 49,291,398	\$ 4,705,695	\$ 106,842	\$ 47,174,976	\$ 20,117,485	\$ 121,396,396

**PROJECTED MILLAGE RATE REQUIREMENTS
GENERAL DEBT FUND**



Based on a 2.5% annual increase in taxable value.

Upper portion of bars represent debt requirement as a result of Bond Issue Proposals A, B and C.

FUND STATEMENT



CAPITAL PROJECTS FUND

The City of Troy uses a Capital Projects Fund to account for the development, improvement, repair of Capital facilities, and the purchase of Capital vehicles and equipment not financed by other funds. The receipt and disbursement of resources to be utilized for the construction or acquisition of Capital facilities, and the performance of activities financed by governmental funds is accounted for by Capital funds. Receipts for such purposes arise from Capital operating millage, the sale of general obligation bonds, grants from other governmental units, transfers from other funds, or gifts from individuals or organizations.

The reason for creating a fund to account for Capital projects, vehicles and equipment is to provide a formal mechanism that enables administrators to ensure that revenues dedicated to a certain purpose are used for that purpose and no other. This fund enables administrators to report to creditors and other grantors of Capital projects fund resources that their requirements regarding the use of the resources were met.

As with all governmental funds, the Capital Projects Fund concentrates on inflows and outflows of available, spendable resources. Therefore, the Capital Projects Fund uses the modified accrual basis of accounting. The Capital Projects Fund has the authority to continue expenditures within prescribed limits until a project is completed.

Capital for funding in fiscal year 2005/06 totals \$24.1 million.

The following is a breakdown of the planned Capital projects:

\$4.4 million for Land Improvements:

- \$0.6 million for Civic Center walkways and gathering places
- \$1.0 million for park development
- \$2.0 million for subdivision improvements; replacement of diseased Ash trees

\$1.4 million for Buildings and Improvements:

- \$0.3 million for Public Works repairs
- \$0.5 million for Museum projects
- \$0.3 million for City Hall renovation and repairs

\$1.5 million for Equipment:

- \$0.2 million for Community Center equipment and turf mower
- \$0.6 million for computer equipment and software
- \$0.3 million for Police communications

\$.4 million for Apparatus Replacement:

- \$.4 million - Fire Department replacement program

\$13.2 million for Public Works construction:

- \$1.4 million - drain improvements
- \$7.8 million - major roads construction and improvements
- \$2.8 million - local roads construction and improvements
- \$1.0 million - sidewalks construction
- \$.2 million - traffic signals

**CAPITAL FUND
REVENUE AND EXPENDITURES**

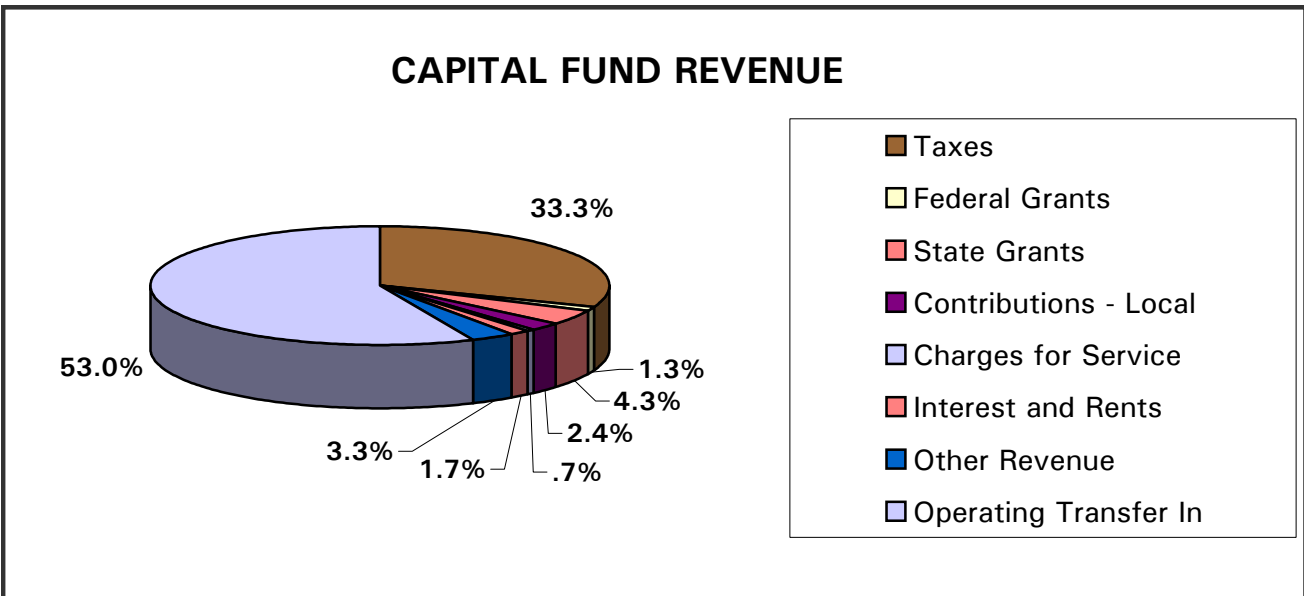
DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
Taxes	\$ 7,586,118	\$ 9,142,000	\$ 8,938,000	\$ 8,019,000
Federal Grants	1,965	1,730	-	305,000
State Grants	1,644,881	3,237,770	4,267,750	1,049,000
Contributions - Local	1,371,444	-	-	572,000
Charges for Service	1,611,639	130,000	140,000	167,000
Interest and Rents	339,025	504,200	325,000	400,000
Other Revenue	680,280	539,000	-	800,000
Operating Transfer In	14,608,910	14,738,780	21,388,850	12,767,330
REVENUE	\$27,844,262	\$28,293,480	\$35,059,600	\$ 24,079,330
<u>EXPENDITURES</u>				
ATTORNEY				
Capital Outlay	\$ -	\$ -	\$ -	\$ 20,000
HUMAN RESOURCES				
Capital Outlay	-	-	-	30,000
PURCHASING				
Capital Outlay	-	7,500	20,000	-
TREASURER				
Capital Outlay	9,827	10,000	5,000	10,000
INFORMATION TECHNOLOGY				
Capital Outlay	93,214	502,135	1,213,270	600,000
CITY HALL				
Capital Outlay	245,115	345,000	487,250	450,000
Operating Transfer Out	4,583,152	3,100,000	3,100,000	2,333,000
CATV - COMMUNITY AFFAIRS				
Capital Outlay	-	50,000	120,000	60,000
DISTRICT COURT				
Capital Outlay	2,140	144,000	144,000	168,000
POLICE ADMINISTRATION				
Capital Outlay	33,545	137,000	146,480	9,000
POLICE UNIFORM PATROL				
Capital Outlay	27,340	125,000	125,360	41,310

**CAPITAL FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
POLICE COMMUNICATIONS				
Capital Outlay	\$ 123,242	\$ 256,500	\$ 402,880	\$ 265,700
FIRE VEHICLES				
Capital Outlay	-	394,000	400,000	400,000
FIRE COMMUNICATIONS				
Capital Outlay	37,248	-	-	-
FIRE BUILDINGS & REPAIR				
Capital Outlay	13,050	47,420	47,500	87,000
BUILDING INSPECTION				
Capital Outlay	56,212	20,000	20,000	20,000
GENERAL ENGINEERING				
Capital Outlay	21,604	12,000	42,520	-
STREET LIGHTING				
Capital Outlay	2,030	20,000	20,000	20,000
PUBLIC WORKS ADMINISTRATION				
Capital Outlay	100,270	418,000	525,780	540,000
MAJOR ROADS				
Capital Outlay	7,341,332	8,613,740	15,252,370	7,760,000
LOCAL ROADS				
Capital Outlay	1,370,589	1,692,000	3,904,480	2,813,000
SIDEWALKS				
Capital Outlay	493,538	1,172,210	1,350,570	1,000,000
DRAINS				
Capital Outlay	549,523	1,401,000	1,601,760	2,010,000
Debt Service	94,979	261,490	261,890	260,920
DRAINS	\$ 644,502	\$ 1,662,490	\$ 1,863,650	\$ 2,270,920
TRAFFIC SIGNALS				
Capital Outlay	88,363	200,000	311,640	200,000
PARKS & RECREATION				
SECTION 1 DEVELOPMENT				
Other Services/Charges	20,948	25,000	-	-
Capital Outlay	1,839,603	440,000	385,500	-
SECTION 1 DEVELOPMENT	\$ 1,860,551	\$ 465,000	\$ 385,500	\$ -

**CAPITAL FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
PARKS & RECREATION ADMINISTRATION				
Capital Outlay	\$ 100,576	\$ 91,000	\$ 570,930	\$ 190,000
COMMUNITY CENTER				
Capital Outlay	24,623	502,000	556,000	137,400
MUNICIPAL GROUNDS				
Capital Outlay	25,731	110,000	222,320	610,000
PARK DEVELOPMENT				
Capital Outlay	392,499	354,000	963,700	1,501,000
SUBDIVISION IMPROVEMENTS				
Capital Outlay	-	2,000,000	2,000,000	2,000,000
LIBRARY				
Capital Outlay	213,622	381,390	381,390	25,000
MUSEUM				
Capital Outlay	1,460,743	328,320	477,010	518,000
EXPENDITURES	\$ 19,364,658	\$ 23,160,705	\$ 35,059,600	\$ 24,079,330
REVENUE OVER(UNDER) EXPEND.	\$ 8,479,604	\$ 5,132,775	\$ -	\$ -



**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND
DEPARTMENT SUMMARY**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
00401 CAPITAL FUND				
BIN Building Inspection				
401371 BUILDING INSPECTION				
7975 Buildings & Improvements	\$ 7,958	\$ 20,000	\$ 20,000	\$ 20,000
7980 Equipment-Office	48,254	-	-	-
BIN BUILDING INSPECTION	\$ 56,212	\$ 20,000	\$ 20,000	\$ 20,000
DRA Drains				
401516 DRAINS				
7989 Public Works Construction	549,523	1,401,000	1,601,760	2,010,000
7991 Principal	23,406	158,160	158,160	161,720
7995 Interest	71,559	103,230	103,230	99,100
7998 Other Fees	14	100	500	100
DRA DRAINS	\$ 644,502	\$ 1,662,490	\$ 1,863,650	\$ 2,270,920
ENG Engineering				
401444 GENERAL ENGINEERING				
7975 Buildings & Improvements	\$ 21,604	\$ 5,000	\$ 26,000	\$ -
7978 Equipment-General	-	7,000	16,520	-
ENG ENGINEERING	\$ 21,604	\$ 12,000	\$ 42,520	\$ -
EXE Executive Administration				
401210 ATTORNEY				
7980 Equipment-Office	\$ -	\$ -	\$ -	\$ 20,000
EXE EXECUTIVE ADMINISTRATION	\$ -	\$ -	\$ -	\$ 20,000
FIN Finance				
401227 HUMAN RESOURCES				
7980 Equipment-Office	\$ -	\$ -	\$ -	\$ 30,000
401233 PURCHASING				
7980 Equipment-Office	-	7,500	20,000	-
401253 TREASURER				
7980 Equipment-Office	9,827	10,000	5,000	10,000
401267 CATV - MUNICIPAL CHANNEL				
7978 Equipment-General	-	35,000	85,000	60,000
7980 Equipment-Office	-	15,000	35,000	-
FIN FINANCE	\$ 9,827	\$ 67,500	\$ 145,000	\$ 100,000

**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND
DEPARTMENT SUMMARY**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
00401 CAPITAL FUND				
FIR Fire				
401338 FIRE VEHICLES				
7984 Apparatus Replacement	\$ -	\$ 394,000	\$ 400,000	\$ 400,000
401343 FIRE COMMUNICATIONS				
7978 Equipment-General	37,248	-	-	-
401344 FIRE BUILDINGS & REPAIRS				
7975 Buildings & Improvements	\$ 13,050	\$ 47,420	\$ 47,500	\$ 87,000
FIR FIRE	\$ 50,298	\$ 441,420	\$ 447,500	\$ 487,000
IT Information Technology				
401258 INFORMATION TECHNOLOGY				
7980 Equipment-Office	\$ 93,214	\$ 502,135	\$ 1,213,270	\$ 600,000
IT INFORMATION TECHNOLOGY	\$ 93,214	\$ 502,135	\$ 1,213,270	\$ 600,000
LIB Library				
401790 LIBRARY				
7975 Buildings & Improvements	\$ 128,163	\$ 381,390	\$ 325,840	\$ -
7980 Equipment-Office	85,459	-	55,550	25,000
LIB LIBRARY	\$ 213,622	\$ 381,390	\$ 381,390	\$ 25,000
MUS Museum				
401804 MUSEUM				
7974 Land Improvements	\$ 1,249,575	\$ 45,000	\$ 53,690	\$ 10,000
7975 Buildings & Improvements	188,175	268,320	408,320	498,000
7978 Equipment-General	22,993	15,000	15,000	10,000
MUS MUSEUM	\$ 1,460,743	\$ 328,320	\$ 477,010	\$ 518,000
OGG Other General Government				
401265 CITY HALL				
7975 Buildings & Improvements	\$ 244,975	\$ 340,000	\$ 467,250	\$ 300,000
7978 Equipment-General	140	5,000	20,000	150,000
8999 Operating Transfer Out	4,583,152	3,100,000	3,100,000	2,333,000
401265 CITY HALL	\$ 4,828,267	\$ 3,445,000	\$ 3,587,250	\$ 2,783,000
401268 DISTRICT COURT				
7975 Buildings & Improvements	\$ 2,140	\$ 144,000	\$ 144,000	\$ 168,000
OGG OTHER GENERAL GOVERNMENT	\$ 4,830,407	\$ 3,589,000	\$ 3,731,250	\$ 2,951,000

**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND
DEPARTMENT SUMMARY**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
00401 CAPITAL FUND				
POL Police				
401305 POLICE ADMINISTRATION				
7975 Buildings & Improvements	\$ 1,493	\$ 27,000	\$ 27,000	\$ -
7978 Equipment-General	32,052	110,000	119,480	9,000
401305 POLICE ADMINISTRATION	\$ 33,545	\$ 137,000	\$ 146,480	\$ 9,000
401315 POLICE UNIFORM PATROL				
7978 Equipment-General	\$ 27,340	\$ 125,000	\$ 125,360	\$ 41,310
401315 POLICE UNIFORM PATROL	\$ 27,340	\$ 125,000	\$ 125,360	\$ 41,310
401325 POLICE COMMUNICATIONS				
7980 Equipment-Office	\$ 123,242	\$ 256,500	\$ 402,880	\$ 265,700
401325 POLICE COMMUNICATIONS	\$ 123,242	\$ 256,500	\$ 402,880	\$ 265,700
POL POLICE	\$ 184,127	\$ 518,500	\$ 674,720	\$ 316,010
REC Parks and Recreation				
401583 SECTION 1 DEVELOPMENT				
7816 Consultant Services	\$ 20,948	\$ 25,000	\$ -	\$ -
7974 Land Improvements	1,839,603	440,000	385,500	-
401583 SECTION 1 DEVELOPMENT	\$ 1,860,551	\$ 465,000	\$ 385,500	\$ -
401752 PARKS & REC ADMINISTRATION				
7974 Land Improvements	\$ 79,576	\$ 71,000	\$ 550,930	\$ 85,000
7978 Equipment-General	21,000	20,000	20,000	105,000
401752 PARKS & REC ADMINISTRATION	\$ 100,576	\$ 91,000	\$ 570,930	\$ 190,000
401755 COMMUNITY CENTER				
7974 Land Improvements	\$ -	\$ 6,000	\$ 10,000	\$ 10,000
7975 Buildings & Improvements	-	14,000	64,000	30,000
7978 Equipment-General	24,623	482,000	482,000	97,400
401755 COMMUNITY CENTER	\$ 24,623	\$ 502,000	\$ 556,000	\$ 137,400
401756 MUNICIPAL GROUNDS				
7974 Land Improvements	\$ 13,556	\$ 110,000	\$ 212,320	\$ 600,000
7978 Equipment-General	12,175	-	10,000	10,000
401756 MUNICIPAL GROUNDS	\$ 25,731	\$ 110,000	\$ 222,320	\$ 610,000

**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND
DEPARTMENT SUMMARY**

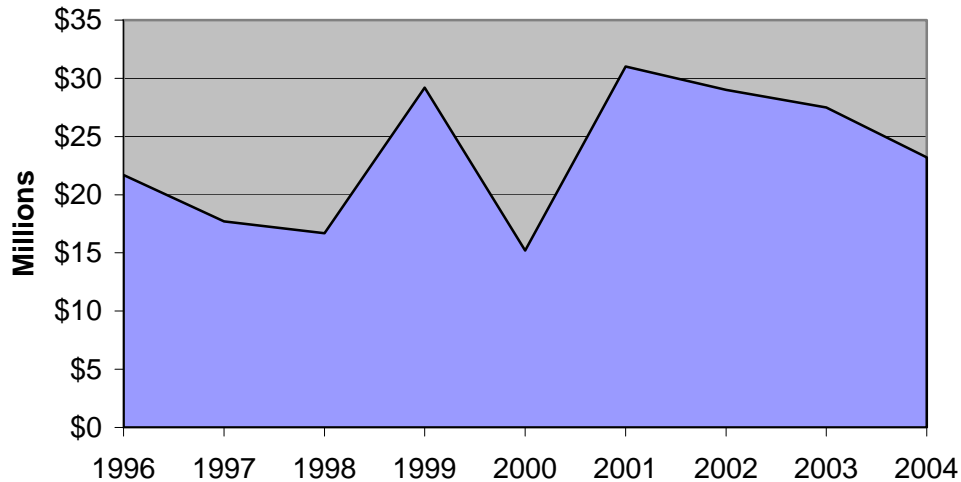
DESCRIPTION		2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
00401 CAPITAL FUND					
401770 PARK DEVELOPMENT					
	7974 Land Improvements	\$ 392,499	\$ 354,000	\$ 963,700	\$ 1,501,000
	401770 PARK DEVELOPMENT	\$ 392,499	\$ 354,000	\$ 963,700	\$ 1,501,000
401780 SUBDIVISION IMPROVEMENTS					
	7974 Land Improvements	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
	401780 SUBDIVISION IMPROVEMENTS	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
REC	PARKS AND RECREATION	\$ 2,403,980	\$ 3,522,000	\$ 4,698,450	\$ 4,438,400
STS Streets					
401448 STREET LIGHTING					
	7978 Equipment-General	\$ 2,030	\$ 20,000	\$ 20,000	\$ 20,000
	401448 STREET LIGHTING	\$ 2,030	\$ 20,000	\$ 20,000	\$ 20,000
401464 PUBLIC WORKS ADMIN.					
	7974 Land Improvements	\$ 93,049	\$ 135,000	\$ 135,000	\$ 175,000
	7975 Buildings & Improvements	2,569	248,000	345,430	330,000
	7978 Equipment-General	4,652	35,000	45,350	35,000
	401464 PUBLIC WORKS ADMIN.	\$ 100,270	\$ 418,000	\$ 525,780	\$ 540,000
401479 MAJOR ROADS					
	7989 Public Works Construction	\$ 7,341,332	\$ 8,613,740	\$ 15,252,370	\$ 7,760,000
	401479 MAJOR ROADS	\$ 7,341,332	\$ 8,613,740	\$ 15,252,370	\$ 7,760,000
401499 LOCAL ROADS					
	7989 Public Works Construction	\$ 1,370,589	\$ 1,692,000	\$ 3,904,480	\$ 2,813,000
	401499 LOCAL ROADS	\$ 1,370,589	\$ 1,692,000	\$ 3,904,480	\$ 2,813,000
401513 SIDEWALKS					
	7989 Public Works Construction	\$ 493,538	\$ 1,172,210	\$ 1,350,570	\$ 1,000,000
	401513 SIDEWALKS	\$ 493,538	\$ 1,172,210	\$ 1,350,570	\$ 1,000,000
401520 TRAFFIC SIGNALS					
	7989 Public Works Construction	\$ 88,363	\$ 200,000	\$ 311,640	\$ 200,000
	401520 TRAFFIC SIGNALS	\$ 88,363	\$ 200,000	\$ 311,640	\$ 200,000
STS	STREETS	\$ 9,396,122	\$ 12,115,950	\$ 21,364,840	\$ 12,333,000
00401 CAPITAL FUND		\$ 19,364,658	\$ 23,160,705	\$ 35,059,600	\$ 24,079,330

SUMMARY OF FUTURE PROJECTS



<u>CATEGORY</u>	<u>ESTIMATED COST</u>
Major Roads	\$354,000,000
Local Roads	4,600,000
Municipal Parking Lots	500,000
Water Distribution System	11,450,000
Storm Drains	33,257,000
Sanitary Sewer System	15,300,000
Sidewalk Trail Systems	37,700,000
Parks and Recreation Master Plan	<u>5,000,000</u>
Total:	\$461,807,000

CAPITAL PROJECT FUND EXPENDITURE HISTORY



MAJOR ROADS 2005/06 BUDGET

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
NO.	PROJ. NO.	PROJECT NAME	TOTAL PROJ. COST	EST. CITY CAP. COST	OTHER SOURCES	04/05 AMENDED BUDGET	04/05 EXPEND. to 12/31/04	04/05 EXPEND. to 6/30/05	04/05 BALANCE AT 6/30/05	04/05 RE-APPRO. 05/06	NEW APPROPR. 05/06	PROPOSED 05/06 BUDGET	FUTURE YEARS	COMMENTS OR FOOTNOTES
1	00.105.5	WB Maple RTL Extension at Coolidge	102,000	51,000	51,000	10,000	3,906	10,000	0	0	0	0		Contract Completion
2	00.106.5	Coolidge LT Storage Under I-75	125,000	84,000	41,000	84,000	0	75,000	9,000	9,000	16,000	25,000		CMAQ-\$41k
3	00.107.5	Crooks at Kirts LT Storage	110,000	55,000	55,000	0	0	1,200	(1,200)	0	0	0		Contract Completion
4	00.108.5	Wattles RTL at Forsyth	210,000	119,000	91,000	91,000	0	75,000	16,000	16,000	34,000	50,000		CMAQ-\$91k
5	00.109.5	Wattles EB&WB RTL at Coolidge	200,000	100,000	100,000	130,000	0	0	130,000	20,000	0	20,000	100,000	CMAQ-\$138k *06*
6	01.102.5	Square Lake @ Rochester	200,000	200,000	0	0	0	0	0	0	0	0	200,000	NB & SB RTL's
7	01.103.5	Rochester @ South Blvd.	150,000	100,000	50,000	220,000	8,955	75,000	145,000	25,000	0	25,000		CMAQ-\$50k
8	01.104.5	Coolidge @ South Blvd.	200,000	200,000	0	0	0	0	0	0	0	0	200,000	NB RTL
9	01.105.5	Big Beaver, Rochester to Dequindre	120,000	32,000	88,000	100,000	0	100,000	0	0	0	0		P.E.; \$88k *02-STP*;\$88k FF 6/30
	01.105.5	Big Beaver, Rochester to Dequindre	4,200,000	840,000	3,360,000	4,200,000	2,425,620	3,250,000	950,000	0	0	0		R.O.W.; \$3,360k *02-C*"; \$2,400k FF 6/30
	01.105.5	Big Beaver, Rochester to Dequindre	3,600,000	1,400,000	2,200,000	0	0	0	0	0	1,400,000	1,400,000		CON.; \$2,200k *05-STP*;\$272k TP 05-06
10	01.106.5	Wattles, East & West of Rochester	110,000	46,000	64,000	15,000	0	10,000	5,000	5,000	15,000	20,000		P.E.; \$64k *01-STP"
11	02.105.5	TDM Program - Phase I	65,000	16,000	49,000	60,000	0	0	60,000	60,000	5,000	65,000		CMAQ-\$48.75k; 49k FF 05-06
12	02.201.5	Stephenson, 14 Mile to I75	230,000	110,500	119,500	10,000	0	10,000	0	0	0	0		Contract Completion
	02.201.5	Stephenson, 14 Mile to I75	4,000,000	800,000	3,200,000	500,000	0	500,000	0	0	500,000	500,000		Maintenance Repairs
13	02.202.5	Dequindre, Long Lake to Auburn	1,250,000	42,500	1,207,500	14,000	0	14,000	0	0	10,000	10,000		PE; \$440k *02-C"
14	02.203.5	John R, Long Lake to Square Lake	375,000	228,500	146,500	50,000	3,766	25,000	25,000	25,000	0	25,000		P.E. Only; \$146.5k *02-C"
	02.203.5	John R, Long Lake to Square Lake	500,000	100,000	400,000	100,000	0	10,000	90,000	90,000	410,000	500,000		ROW; \$400k *03-C*"; \$200k FF 05-06

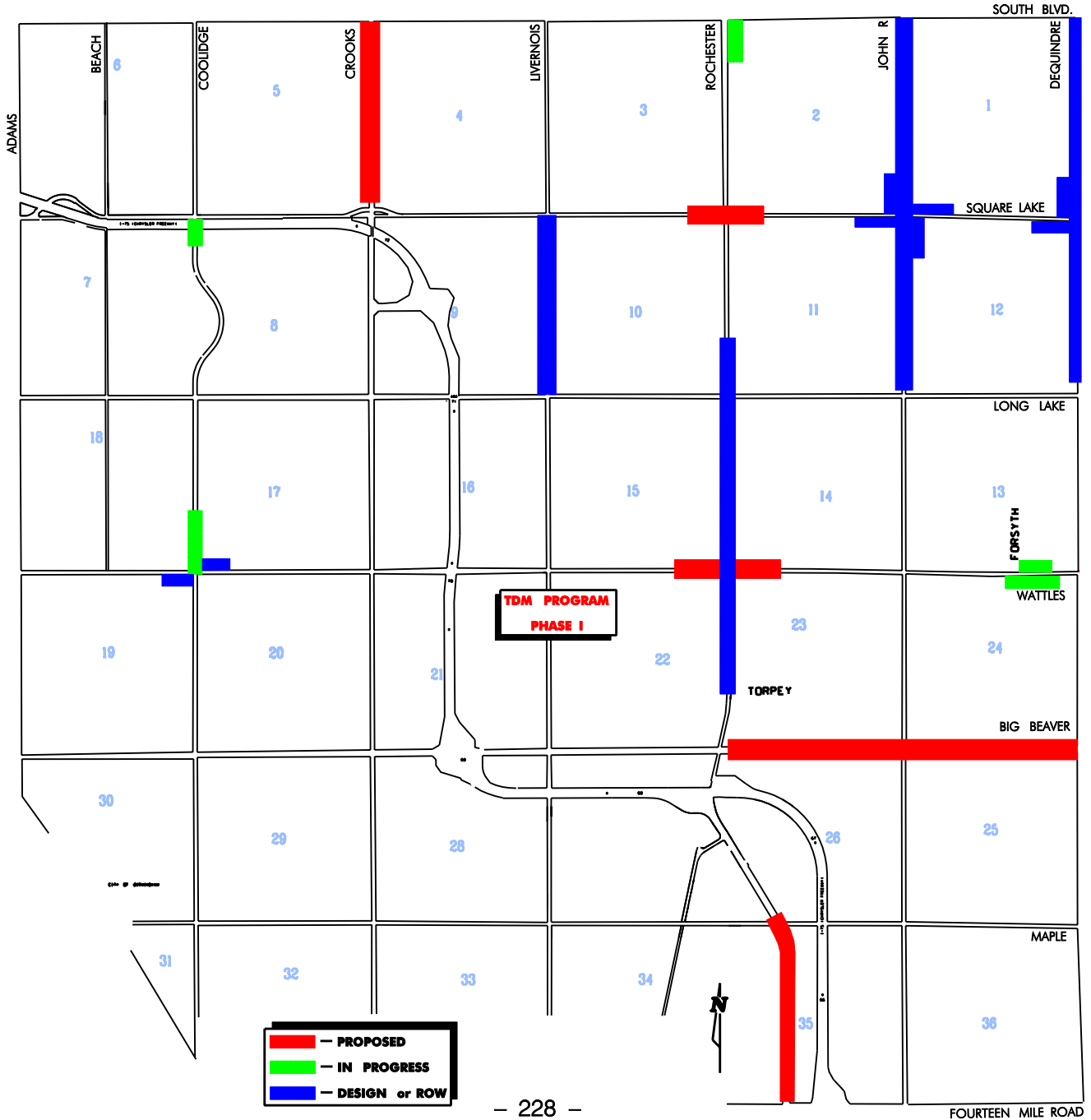
MAJOR ROADS 2005/06 BUDGET

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
NO.	PROJ. NO.	PROJECT NAME	TOTAL PROJ. COST	EST. CITY CAP. COST	OTHER SOURCES	04/05 AMENDED BUDGET	04/05 EXPEND. to 12/31/04	04/05 EXPEND. to 6/30/05	04/05 BALANCE AT 6/30/05	04/05 RE-APPRO. 05/06	NEW APPROPR. 05/06	PROPOSED 05/06 BUDGET	FUTURE YEARS	COMMENTS OR FOOTNOTES
15	02.204.5	John R, Square Lake to South Blvd.	330,000	183,500	146,500	10,000	0	50,000	(40,000)	0	50,000	50,000		P.E. Only: \$146.5k "02-C"; \$40k FF 05-06
	02.204.5	John R, Square Lake to South Blvd.	1,000,000	200,000	800,000	0	0	10,000	(10,000)	0	500,000	500,000	500,000	ROW:\$800k "05-C"; \$400k FF 05-06
16	02.205.5	Livernois, Long Lake to Square Lake	335,000	115,500	219,500	40,000	740	40,000	0	0	25,000	25,000		P.E. Only: \$219.5k "02-C"; \$32k FF 6/30
17	02.206.5	Rochester, Barclay to Trinway	575,000	115,000	460,000	175,000	141,520	180,000	(5,000)	0	75,000	75,000		P.E. Only: \$460k "02-C"; \$144k FF 6/30; \$60k FF 05-06
18	02.110.6	I75, 13 Mile to M-59	2,343,700	29,300	2,314,400	4,000	0	4,000	0	0	0	0		Contract Completion
19	05.102.5	Rochester at Wattles	125,000	125,000	0	0	0	0	0	0	125,000	125,000		Mill & Resurface
20	05.103.5	Rochester at Square Lake	150,000	150,000	0	0	0	0	0	0	150,000	150,000		Mill & Resurface or Whitetopping
21		Crack Sealing Program	100,000	100,000	0	200,000	0	200,000	0	0	100,000	100,000		By D.P.W.
22		Slab Replacement - Major Roads	750,000	750,000	0	750,000	0	750,000	0	0	750,000	750,000		By D.P.W.
23		Major Road Construction	2,588,370	2,588,370	0	2,588,370	0	0	2,588,370	0	0	0		Contingency
24		Industrial Road Maintenance	1,000,000	1,000,000	0	0	0	0	0	0	1,000,000	1,000,000		By D.P.W.
25	89.206.5	Rochester, I75 to Torpey	10,000,000	2,000,000	8,000,000	0	0	329,540	(329,540)	0	55,000	55,000		Contract Completion
26	90.903.1	Maplelawn, Crooks to Maple	3,500,000	3,500,000	0	1,750,000	1,246,668	1,330,000	420,000	25,000	0	25,000		Contract Completion
27	92.202.5	Maple Road, Coolidge to Eton	2,500,000	183,640	2,324,360	25,000	2,738	359,000	(334,000)	0	150,000	150,000		Contract Completion
28	92.203.5	Long Lake, Carnaby to John R.	4,675,000	935,000	3,740,000	50,000	11,550	50,000	0	0	50,000	50,000		Contract Completion
29	93.207.6	Big Beav, I-75 to Liv. & Adams-Cool.	7,748,000	450,000	7,298,000	200,000	1,359	200,000	0	0	0	0		Contract Completion
30	94.108.6	Crooks, Square Lake to Auburn	570,000	28,500	541,500	20,000	4,614	20,000	0	0	10,000	10,000		PE Only
	94.108.6	Crooks, Square Lake to Auburn	800,000	80,000	720,000	25,000	0	25,000	0	0	25,000	25,000		ROW Only
	94.108.6	Crooks, Square Lake to Auburn	11,990,000	900,000	11,090,000	150,000	0	0	150,000	150,000	450,000	600,000	600,000	CONST;\$9,740k "03-C"; Tri Party = \$900k/3=\$300k share
31	94.203.5	Long Lake, John R. to Dequindre	6,500,000	1,200,000	5,300,000	206,000	42,254	200,000	6,000	6,000	44,000	50,000		Contract Completion \$160k FF 6/30

MAJOR ROADS 2005/06 BUDGET

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
NO.	PROJ. NO.	PROJECT NAME	TOTAL PROJ. COST	EST. CITY CAP. COST	OTHER SOURCES	04/05 AMENDED BUDGET	04/05 EXPEND. to 12/31/04	04/05 EXPEND. to 6/30/05	04/05 BALANCE AT 6/30/05	04/05 RE-APPRO. 05/06	NEW APPROPR. 05/06	PROPOSED 05/06 BUDGET	FUTURE YEARS	COMMENTS OR FOOTNOTES
32	94.204.5	Coolidge - Wattles Intersection	1,500,000	1,500,000	0	725,000	0	250,000	475,000	475,000	775,000	1,250,000		Intersection Realignment
33	95.201.5	Livernois, Wattles to Long Lake	6,732,900	5,534,380	1,198,520	0	312	1,000	(1,000)	0	0	0		Contract Completion
34	96.101.5	Coolidge, Long Lake to Square Lake	800,000	800,000	0	0	0	0	0	0	0	0	800,000	Overlay
35	96.102.5	Coolidge, Lexington to Wattles	550,000	550,000	0	0	0	0	0	0	0	0	550,000	Overlay
36	97.108.5	Wattles, Crooks to Livernois	250,000	250,000	0	0	0	0	0	0	0	0	250,000	Overlay
37	97.109.5	Wattles, Rochester to John R.	250,000	250,000	0	0	0	0	0	0	0	0	250,000	Overlay
38	99.102.5	Coolidge, Derby to Golfview	250,000	250,000	0	250,000	0	0	250,000	0	0	0	250,000	Overlay
39	99.103.6	Dequindre, Wattles to Long Lake	1,850,000	660,000	1,190,000	100,000	53,551	100,000	0	0	10,000	10,000		Contract Completion
40	99.110.5	Coolidge, Wattles to Long Lake	800,000	800,000	0	0	0	0	0	0	0	0	800,000	Overlay
41	99.120.6	I75/Long Lake/Crooks Interchange	2,000,000	2,000,000	0	2,000,000	43,140	200,000	1,800,000					ROW for Future Interchange Improvements
42	99.203.5	Rochester, Torpey to Barclay	475,000	93,000	370,000	50,000	6,941	60,000	(10,000)	0	50,000	50,000		PE: \$370k 99 "STP";\$48k FF 6/30
43	99.205.5	Square Lake - John R Intersection	340,000	128,000	212,000	200,000	0	0	200,000	30,000	0	30,000	200,000	CMAQ-\$106k "06"
44	99.206.5	Square Lake - Dequindre Intersection	150,000	50,000	100,000	50,000	0	0	50,000	30,000	0	30,000	150,000	CMAQ-\$233k "06"
45	99.207.5	Big Beaver, Livernois to Rochester	10,972,000	10,972,000	0	100,000	28,375	100,000	0	0	10,000	10,000		Contract Completion
TOTALS:			100,246,970	42,995,690	57,247,280	15,252,370	4,026,009	8,613,740	6,638,630	966,000	6,794,000	7,760,000		
PROPOSED 05/06 MINUS 04/05 BALANCE:												1,121,370		
REVENUE (FEDERAL FUNDS & TRI-PARTY):								(2,872,000)				(1,021,000)		
NEW FUNDS:												100,370		

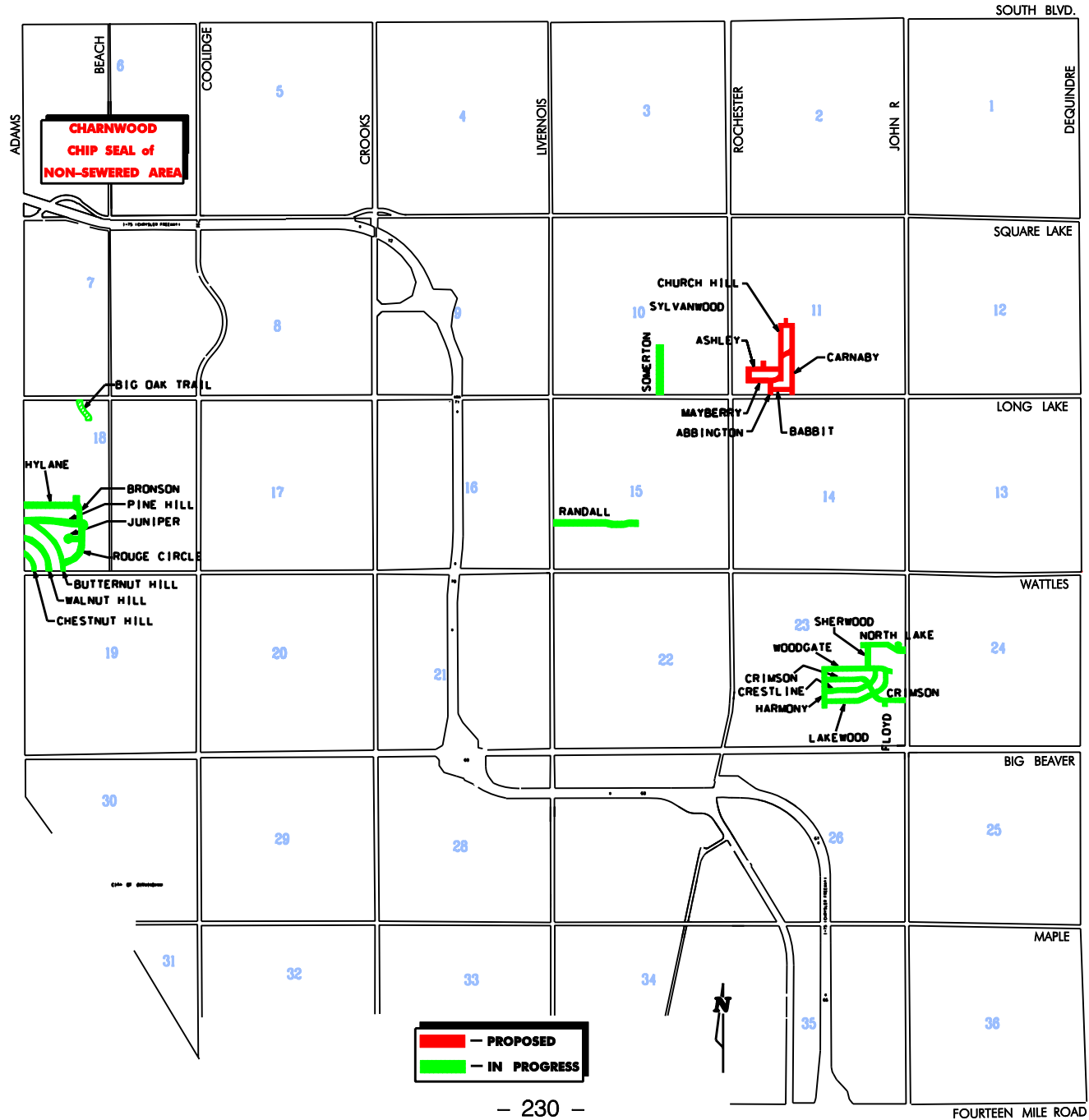
MAJOR ROADS 2005 - 06



LOCAL ROADS 2005/06 BUDGET

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
NO.	PROJ. NO.	PROJECT NAME	TOTAL PROJ. COST	EST. CITY CAP. COST	OTHER SOURCES	04/05 AMENDED BUDGET	04/05 EXPEND. TO 12/31/04	04/05 EXPEND. TO 06/30/05	04/05 BALANCE AT 6/30/05	04/05 RE-APPRO. TO 05/06	NEW APPROPR. 05/06	PROPOSED 05/06 BUDGET	FUTURE YEARS	COMMENTS OR FOOTNOTES
1	02.102.5	Section 23 - CPR	1,000,000	1,000,000	0	500,000	10,954	250,000	250,000	250,000	500,000	750,000		Concrete
2	02.103.5	Section 24 - CPR	900,000	900,000	0	0	0	0	0	0	0	0	900,000	Concrete
3	02.104.5	Section 7 - CPR	250,000	250,000	0	0	0	5,000	(5,000)	0	0	0		Concrete
4	02.106.1	Creston SAD	369,000	268,000	101,000	0	1,417	10,000	(10,000)	0	0	0		S.A.D. Paving
5	02.107.1	Larayne & Hillmore SAD	420,000	350,000	70,000	50,000	0	40,000	10,000	0	0	0		S.A.D. Paving
6	02.109.1	Walnut & Chestnut Hill SAD	380,000	300,000	80,000	180,000	183,557	200,000	(20,000)	0	10,000	10,000		S.A.D. Paving
7	03.101.1	Philatha, Hillmore to East End SAD	55,000	36,000	19,000	10,000	0	7,000	3,000	0	0	0		S.A.D. Paving
8	04.101.5	Randall, Livernois to Tallman	125,000	125,000	0	125,000	0	50,000	75,000	75,000	0	75,000		Concrete CPR
9	04.102.5	Section 18 Bituminous Overlay	250,000	250,000	0	250,000	0	150,000	100,000	100,000	0	100,000		Asphalt
10	04.104.1	Charnwood Hills SAD	1,200,000	510,000	690,000	0	0	0	0	0	0	0	1,200,000	S.A.D. Paving - Sewer Areas
11	04.106.1	Somerton SAD	45,000	30,000	15,000	0	722	30,000	(30,000)	0	15,000	15,000		S.A.D. Paving - \$15k SAD
12	04.201.1	Big Oak Trail SAD	163,000	127,000	36,000	0	0	100,000	(100,000)	0	63,000	63,000		S.A.D. Paving - \$36k SAD
13	05.101.5	Section 11 - CPR	500,000	500,000	0	0	0	0	0	0	500,000	500,000		Concrete
14	99.104.1	Section 6 Seal Coats SAD	150,000	0	150,000	500,000	0	0	500,000	150,000	0	150,000		Seal Coat - 100% SAD-Non-Sewer Areas -\$151k SAD
15		Section 25 - CPR	2,000,000	2,000,000	0	0	0	0	0	0	0	0	2,000,000	Concrete
16		Crack Sealing	250,000	250,000	0	300,000	0	300,000	0	0	400,000	400,000		By D.P.W.
17		Slab Replacement	500,000	500,000	0	500,000	0	500,000	0	0	500,000	500,000		By D.P.W.
18		Local Road Construction	1,489,480	1,489,480	0	1,489,480	30,066	50,000	1,439,480	250,000	0	250,000		Contingency/City SAD Share - Future
TOTALS:			10,046,480	8,885,480	1,161,000	3,904,480	226,716	1,692,000	2,212,480	825,000	1,988,000	2,813,000		
PROPOSED 2005/06 minus 2004/05 BALANCE:												600,520		
SAD REVENUE												(202,000)		
NEW FUNDS												398,520		

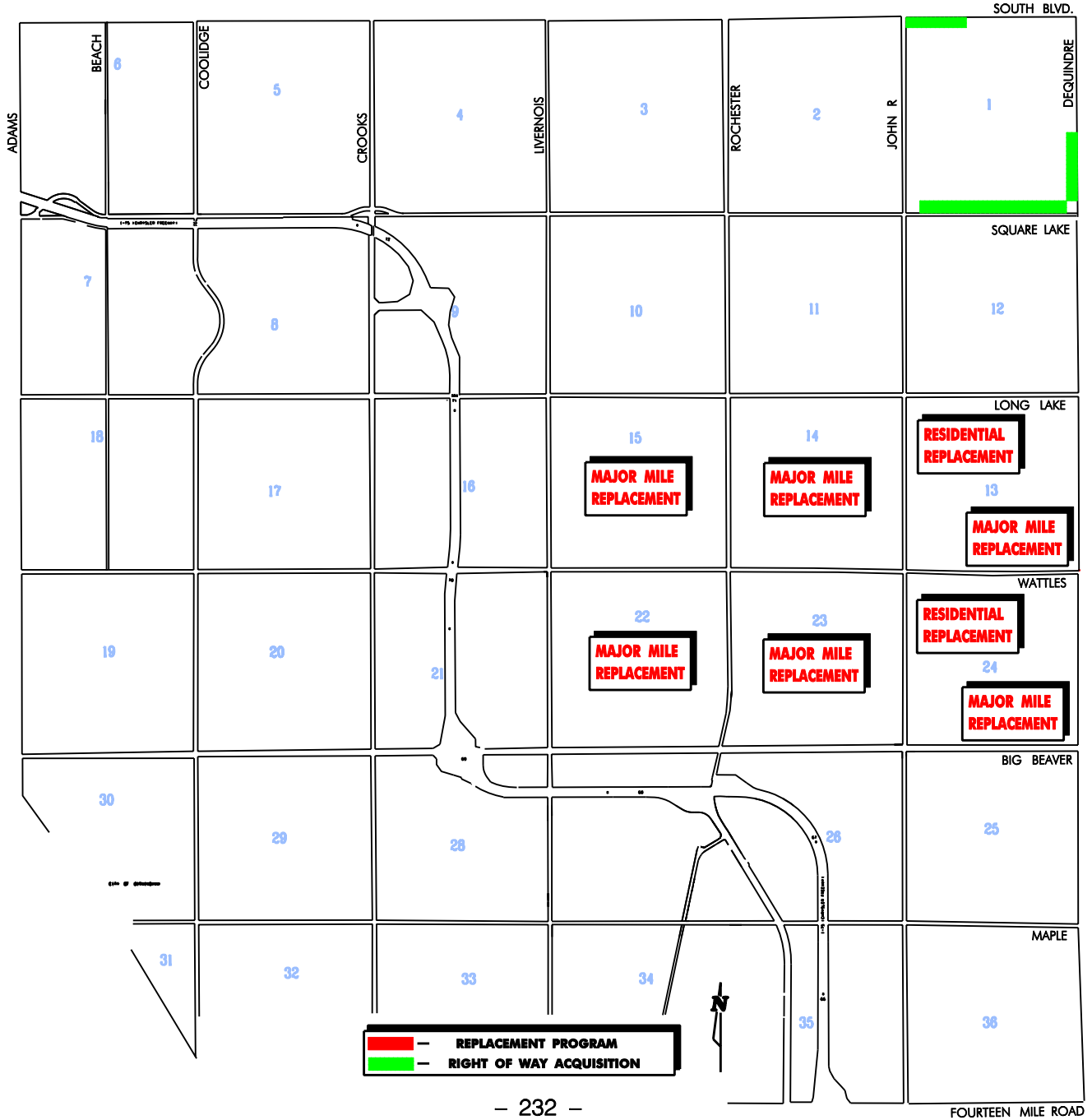
LOCAL ROADS 2005 - 06



SIDEWALKS 2005-06 BUDGET

1	2	3	4	5	6	7	8	9	10	11	12	13	14
NO.	PROJ. NO.	PROJECT NAME	TOTAL PROJ. COST	EST. CITY CAP. COST	OTHER SOURCES	04/05 AMENDED BUDGET	04/05 EXPEND. TO 12/31/04	04/05 EXPEND. TO 6/30/05	04/05 BALANCE AT 6/30/05	04/05 RE-APPRO. to 05/06	NEW APPROPR. 05/06	PROPOSED 05/06 BUDGET	COMMENTS OR FOOTNOTES
1		Sidewalk Replacement Program	500,000	500,000	0	800,570	118,995	600,000	200,570	200,570	299,430	500,000	By D.P.W.
2	92.605.5	John R. (E. Side), Laurel to Tucker	90,000	90,000	0	0	0	22,210	(22,210)	0	0	0	R.O.W. Included
3		New Construction	500,000	500,000	0	550,000	146,725	550,000	0	0	500,000	500,000	Locations to be identified
TOTALS:			1,090,000	1,090,000	0	1,350,570	265,720	1,172,210	178,360	200,570	799,430	1,000,000	
PROPOSED 2005/06 minus 2004/05 BALANCE:												821,640	

SIDEWALKS 2005 - 06



**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
974 LAND IMPROVEMENTS				
MUS Museum				
401804 MUSEUM				
7974.140 Historic Green Dev	\$ 1,249,575	\$ 45,000	\$ 53,690	\$ 10,000
REC Parks and Recreation				
401583 SECTION 1 DEVELOPMENT				
7974.130 Various	\$ 1,860,549	\$ 465,000	\$ 385,500	\$ -
401752 PARKS & REC ADMINISTRATION				
7974.080 OEC	\$ 78,166	\$ -	\$ 370,000	\$ -
7974.100 Schools Joint Project	-	71,000	130,930	60,000
7974.145 Planning & Park Design	1,410	-	50,000	25,000
401752 PARKS & REC ADMINISTRATION	\$ 79,576	\$ 71,000	\$ 550,930	\$ 85,000
401755 COMMUNITY CENTER				
7974.979055 Site Improvements-OTHS	\$ -	\$ 6,000	\$ 10,000	\$ 10,000
401756 MUNICIPAL GROUNDS				
7974.090 Civic Center	\$ 7,682	\$ 20,000	\$ 112,320	\$ 600,000
7974.120 Cemetery Improvements	-	30,000	30,000	-
7974.125 Computer Irrigation	-	60,000	70,000	-
7974.150 Peace Garden	5,874	-	-	-
401756 MUNICIPAL GROUNDS	\$ 13,556	\$ 110,000	\$ 212,320	\$ 600,000

**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
401770 PARK DEVELOPMENT				
7974.015 Beaver Trail Park	\$ 542	\$ -	\$ -	\$ -
7974.020 Boulan Park	152,173	-	-	-
7974.025 Brinston Park	-	-	-	75,000
7974.030 Firefighters Park	655	-	-	166,000
7974.035 Flynn Park	31,058	300,000	300,000	140,000
7974.040 Jaycee Park	-	20,000	20,000	60,000
7974.055 Raintree Park	5,699	10,000	54,300	-
7974.075 Sylvan Glen	-	-	75,000	-
7974.080 OEC	93,995	14,000	14,400	60,000
7974.130 Various	108,377	10,000	500,000	1,000,000
401770 PARK DEVELOPMENT	\$ 392,499	\$ 354,000	\$ 963,700	\$ 1,501,000
401780 SUBDIVISION IMPROVEMENTS				
7974.130 Various	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
REC PARKS AND RECREATION	\$ 2,346,180	\$ 3,006,000	\$ 4,122,450	\$ 4,196,000
STS Streets				
401464 PUBLIC WORKS ADMINISTRAT				
7974.165 Municipal Parking Lots	\$ 93,049	\$ 135,000	\$ 135,000	\$ 175,000
974 LAND IMPROVEMENTS	\$ 3,688,804	\$ 3,186,000	\$ 4,311,140	\$ 4,381,000
975 BUILDINGS & IMPROVEMENTS				
BIN Building Inspection				
401371 BUILDING INSPECTION				
7975.085 House Demolition	\$ 7,958	\$ 20,000	\$ 20,000	\$ 20,000
ENG Engineering				
401444 GENERAL ENGINEERING				
7975.010 Office Renovation	\$ 21,604	\$ 5,000	\$ 26,000	\$ -
FIR Fire				
401344 FIRE BUILDINGS & REPAIRS				
7975.055 Station One	\$ 565	\$ -	\$ -	\$ 61,000

**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
401344 FIRE BUILDINGS & REPAIRS				
7975.060 Station Two	\$ 492	\$ 16,000	\$ 16,500	\$ -
7975.065 Station Three	4,443	-	-	-
7975.070 Station Four	492	26,500	26,500	-
7975.075 Station Five	6,567	4,500	4,500	11,000
7975.080 Station Six	492	420	-	5,000
7975.085 Fire-Police Training	-	-	-	10,000
401344 FIRE BUILDINGS & REPAIRS	\$ 13,051	\$ 47,420	\$ 47,500	\$ 87,000
 LIB Library				
401790 LIBRARY				
7975.900 General Repairs	\$ 128,163	\$ 381,390	\$ 325,840	\$ -
401790 LIBRARY	\$ 128,163	\$ 381,390	\$ 325,840	\$ -
 MUS Museum				
401804 MUSEUM				
7975.150 Barn Reserve	\$ -	\$ -	\$ 140,000	\$ 140,000
7975.900 General Repairs	188,175	268,320	268,320	358,000
401804 MUSEUM	\$ 188,175	\$ 268,320	\$ 408,320	\$ 498,000
 OGG Other General Government				
401265 CITY HALL				
7975.010 Office Renovation	\$ 182,758	\$ 100,000	\$ 117,250	\$ 100,000
7975.025 Facia-THJ	-	40,000	150,000	-
7975.050 Emergency Repairs	62,216	200,000	200,000	200,000
401265 CITY HALL	\$ 244,974	\$ 340,000	\$ 467,250	\$ 300,000
 401268 DISTRICT COURT				
7975.145 Reserve/Court Bldg	\$ 2,140	\$ 144,000	\$ 144,000	\$ 168,000
401268 DISTRICT COURT	\$ 2,140	\$ 144,000	\$ 144,000	\$ 168,000
 OGG OTHER GENERAL GOVERNMENT	 \$ 247,114	 \$ 484,000	 \$ 611,250	 \$ 468,000
 POL Police				
401305 POLICE ADMINISTRATION				
7975.010 Office Renovation	\$ 1,493	\$ 27,000	\$ 27,000	\$ -
401305 POLICE ADMINISTRATION	\$ 1,493	\$ 27,000	\$ 27,000	\$ -

**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
REC Parks and Recreation				
401755 COMMUNITY CENTER				
7975.125 Annex Renovation	\$ -	\$ 14,000	\$ 64,000	\$ 30,000
REC PARKS AND RECREATION	\$ -	\$ 14,000	\$ 64,000	\$ 30,000
STS Streets				
401464 PUBLIC WORKS ADMINISTRATION				
7975.900 General Repairs	\$ 2,569	\$ 248,000	\$ 345,430	\$ 330,000
STS STREETS	\$ 2,569	\$ 248,000	\$ 345,430	\$ 330,000
975 BUILDINGS & IMPROVEMENTS	\$ 610,127	\$ 1,495,130	\$ 1,875,340	\$ 1,433,000
978 EQUIPMENT - GENERAL				
ENG Engineering				
401444 GENERAL ENGINEERING				
7978.010 General	\$ -	\$ 7,000	\$ 16,520	\$ -
401444 GENERAL ENGINEERING	\$ -	\$ 7,000	\$ 16,520	\$ -
FIN Finance				
401267 CATV - MUNICIPAL CHANNEL				
7978.010 General	\$ -	\$ 35,000	\$ 85,000	\$ 60,000
401267 CATV - MUNICIPAL CHANNEL	\$ -	\$ 35,000	\$ 85,000	\$ 60,000
FIR Fire				
401343 FIRE COMMUNICATIONS				
7978.020 Communications	\$ 37,248	\$ -	\$ -	\$ -
401343 FIRE COMMUNICATIONS	\$ 37,248	\$ -	\$ -	\$ -
MUS Museum				
401804 MUSEUM				
7978.010 General	\$ 11,704	\$ 5,000	\$ 5,000	\$ -
7978.100 Artifacts	11,289	10,000	10,000	10,000
401804 MUSEUM	\$ 22,993	\$ 15,000	\$ 15,000	\$ 10,000

**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
OGG Other General Government				
401265 CITY HALL				
7978.010 General	\$ 140	\$ 5,000	\$ 20,000	\$ 150,000
401265 CITY HALL	\$ 140	\$ 5,000	\$ 20,000	\$ 150,000
OGG OTHER GENERAL GOVERNMENT	\$ 140	\$ 5,000	\$ 20,000	\$ 150,000
POL Police				
401305 POLICE ADMINISTRATION				
7978.065 Drug Enforcement	\$ 32,052	\$ 110,000	\$ 119,480	\$ 9,000
401305 POLICE ADMINISTRATION	\$ 32,052	\$ 110,000	\$ 119,480	\$ 9,000
401315 POLICE UNIFORM PATROL				
7978.010 General	\$ 27,340	\$ 125,000	\$ 125,360	\$ 41,310
401315 POLICE UNIFORM PATROL	\$ 27,340	\$ 125,000	\$ 125,360	\$ 41,310
POL POLICE	\$ 59,392	\$ 235,000	\$ 244,840	\$ 50,310
REC Parks and Recreation				
401752 PARKS & REC ADMINISTRATION				
7978.010 General	\$ 21,000	\$ 20,000	\$ 20,000	\$ 105,000
401752 PARKS & REC ADMINISTRATION	\$ 21,000	\$ 20,000	\$ 20,000	\$ 105,000
401755 COMMUNITY CENTER				
7978.045 Annex Equipment	\$ 24,623	\$ 482,000	\$ 482,000	\$ 97,400
401755 COMMUNITY CENTER	\$ 24,623	\$ 482,000	\$ 482,000	\$ 97,400
401756 MUNICIPAL GROUNDS				
7978.010 General	\$ 12,175	\$ -	\$ 10,000	\$ 10,000
401756 MUNICIPAL GROUNDS	\$ 12,175	\$ -	\$ 10,000	\$ 10,000
REC PARKS AND RECREATION	\$ 57,798	\$ 502,000	\$ 512,000	\$ 212,400
STS Streets				
401448 STREET LIGHTING				
7978.010 General	\$ 2,030	\$ 20,000	\$ 20,000	\$ 20,000
401448 STREET LIGHTING	\$ 2,030	\$ 20,000	\$ 20,000	\$ 20,000

**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
401464 PUBLIC WORKS ADMINISTRATION				
7978.010 General	\$ 4,652	\$ 35,000	\$ 45,350	\$ 35,000
401464 PUBLIC WORKS ADMINISTRATION	\$ 4,652	\$ 35,000	\$ 45,350	\$ 35,000
STS STREETS	\$ 6,682	\$ 55,000	\$ 65,350	\$ 55,000
978 EQUIPMENT - GENERAL	\$ 184,253	\$ 854,000	\$ 958,710	\$ 537,710
980 EQUIPMENT - OFFICE				
BIN Building Inspection				
401371 BUILDING INSPECTION				
7980.010 Office Equip & Furniture	\$ 48,254	\$ -	\$ -	\$ -
401371 BUILDING INSPECTION	\$ 48,254	\$ -	\$ -	\$ -
FIN Finance				
401210 ATTORNEY				
7980.010 Office Equip & Furniture	\$ -	\$ -	\$ -	\$ 20,000
401210 ATTORNEY	\$ -	\$ -	\$ -	\$ 20,000
401227 HUMAN RESOURCES				
7980.010 Office Equip & Furniture	\$ -	\$ -	\$ -	\$ 30,000
401227 HUMAN RESOURCES	\$ -	\$ -	\$ -	\$ 30,000
401233 PURCHASING				
7980.010 Office Equip & Furniture	\$ -	\$ 7,500	\$ 20,000	\$ -
401233 PURCHASING	\$ -	\$ 7,500	\$ 20,000	\$ -
401253 TREASURER				
7980.010 Office Equip & Furniture	\$ 9,827	\$ 10,000	\$ 5,000	\$ 10,000
401253 TREASURER	\$ 9,827	\$ 10,000	\$ 5,000	\$ 10,000

**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
401267 COMMUNITY AFFAIRS				
7980.010 Office Equip & Furniture	\$ -	\$ 15,000	\$ 35,000	\$ -
401267 COMMUNITY AFFAIRS	\$ -	\$ 15,000	\$ 35,000	\$ -
FIN FINANCE	\$ 9,827	\$ 32,500	\$ 60,000	\$ 10,000
IS Information Technology				
401258 INFORMATION TECHNOLOGY				
7980.020 Computer Equipment	\$ 6,506	\$ 100,000	\$ 228,500	\$ 135,000
7980.030 Computer Software	60,414	174,060	315,700	170,000
7980.032 Computer Consulting	26,295	228,075	669,070	295,000
401258 INFORMATION TECHNOLOGY	\$ 93,215	\$ 502,135	\$ 1,213,270	\$ 600,000
LIB Library				
401790 LIBRARY				
7980.010 Office Equip & Furniture	\$ 85,459	\$ -	\$ 55,550	\$ 25,000
401790 LIBRARY	\$ 85,459	\$ -	\$ 55,550	\$ 25,000
POL Police				
401325 POLICE COMMUNICATIONS				
7980.030 Computer Software	\$ 107,355	\$ 150,000	\$ 171,300	\$ 80,000
7980.050 In Car Cameras	6,225	6,500	8,500	8,700
7980.055 Radio Communications	9,662	100,000	223,080	177,000
401325 POLICE COMMUNICATIONS	\$ 123,242	\$ 256,500	\$ 402,880	\$ 265,700
980 EQUIPMENT - OFFICE	\$ 359,997	\$ 791,135	\$ 1,731,700	\$ 950,700

**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
984 APPARATUS REPLACEMENT				
FIR Fire				
401338 FIRE VEHICLES				
7984 Apparatus Replacement	\$ -	\$ 394,000	\$ 400,000	\$ 400,000
984 APPARATUS REPLACEMENT	\$ -	\$ 394,000	\$ 400,000	\$ 400,000
989 PUBLIC WORKS CONSTRUCTION				
DRA Drains				
401516 DRAINS				
7989.003055 Dashwood	\$ 274,340	\$ 185,000	\$ 75,000	\$ -
7989.003065 Lovington	-	50,000	10,000	-
7989.013024 Streambank Stabilization	28,621	75,000	85,000	1,000,000
7989.1000 Drains & Retention Pond	246,562	1,071,000	1,431,760	400,000
401516 DRAINS	\$ 549,523	\$ 1,381,000	\$ 1,601,760	\$ 1,400,000
STS Streets				
401479 MAJOR ROADS				
7989.001055 Maple-RTL Ext @Coolidg	\$ 12,758	\$ 10,000	\$ 10,000	\$ -
7989.001065 Coolidge LT Storage/l7	-	75,000	84,000	25,000
7989.001075 Crooks LT Storage @ Ki	-	1,200	-	-
7989.001085 Wattles RTL @ Forsyth	-	75,000	91,000	50,000
7989.001095 Wattles RTL @ Coolidge	-	-	130,000	20,000
7989.011035 Roch/South Blvd RTL	7,555	75,000	220,000	25,000
7989.011055 BB/Rochester-Dequindre	5,030	3,350,000	4,300,000	1,400,000
7989.011065 Wattles @ Rochester	-	10,000	15,000	20,000
7989.021055 TDM Program Phase 1	-	-	60,000	65,000
7989.021065 NB Roch RTL @ South	20,828	-	-	-
7989.021106 I-75, 13Mi to M59	19,289	4,000	4,000	-
7989.022015 Stepenson-14Mi to I75	36,360	510,000	510,000	500,000
7989.022025 Dequindre-LL to Auburn	-	14,000	14,000	10,000
7989.022035 John R-Long Lk to Sq L	132,940	35,000	150,000	525,000

**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
401479 MAJOR ROADS				
7989.022045 John R-Sq Lk to South	\$ 119,098	\$ 60,000	\$ 10,000	\$ 550,000
7989.022055 Livernois-LL to Sq Lk	151,619	40,000	40,000	25,000
7989.022065 Roch-Barclay to Trinway	75,376	180,000	175,000	75,000
7989.051025 Rochester @ Wattles	-	-	-	125,000
7989.051035 Rochester @ Sq Lake	-	-	-	150,000
7989.200 Concrete Crack Sealing	56,976	200,000	200,000	100,000
7989.300 Industrial Rd Maint	-	-	-	1,000,000
7989.500 Concrete Slab Replacement	197,856	750,000	750,000	750,000
7989.8000 Major Rd Construction	-	-	2,588,370	-
7989.892065 Rochester, I-75 to Torpey	1,460,686	329,540	-	55,000
7989.909031 Maplelawn-Crooks to Ma	2,010,923	1,330,000	1,750,000	25,000
7989.921025 John R/14 Mile Medians	(6,695)	-	-	-
7989.922025 Maple-Coolidge to Eton	785,532	359,000	25,000	150,000
7989.922035 Long Lk, Carnaby to John R	316,302	50,000	50,000	50,000
7989.932076 Big Beaver-Adams/Coolidge	98,654	200,000	200,000	-
7989.941086 Crooks-Sq Lk to S Blvd	65,433	45,000	195,000	635,000
7989.942035 Long Lk-John R to Dequindre	583,916	200,000	206,000	50,000
7989.942045 Coolidge/Wattles Inter	-	250,000	725,000	1,250,000
7989.952015 Livernois-Wattles/Long	284,809	1,000	-	-
7989.991025 Coolidge, Derby to Golfview	-	-	250,000	-
7989.991036 Dequindre-Wattles to Long Lake	249,918	100,000	100,000	10,000
7989.991206 I-75 / Long Lk ramp	9,970	200,000	2,000,000	-
7989.992035 Rochester-Torpey/Barclay	81,561	60,000	50,000	50,000
7989.992055 Square Lk/John R Intersection	-	-	200,000	30,000
7989.992065 Square Lk/Dequindre Intersection	41,404	-	50,000	30,000
7989.992075 Big Beaver-Livernois/R	523,236	100,000	100,000	10,000
401479 MAJOR ROADS	\$ 7,341,334	\$ 8,613,740	\$ 15,252,370	\$ 7,760,000

**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
401499 LOCAL ROADS				
7989.001021 Finch, Wattles to S	\$ 1,272	\$ -	\$ -	\$ -
7989.001101 Harris Street	15	-	-	-
7989.021025 Section 23 Overlays	24,664	250,000	500,000	750,000
7989.021045 Section 7 Overlays	223,229	5,000	-	-
7989.021061 Creston	207,470	10,000	-	-
7989.021071 Larayne/Hillmore	249,129	40,000	50,000	-
7989.021091 Walnut/Chestnut Hill	98,788	200,000	180,000	10,000
7989.031011 Philatha Paving	29,309	7,000	10,000	-
7989.041015 Randall, Livern/Tallma	-	50,000	125,000	75,000
7989.041025 Section 18 Overlays	-	150,000	250,000	100,000
7989.041061 Somerton	-	30,000	-	15,000
7989.042011 Big Oak Trail SAD	-	100,000	-	63,000
7989.050 Local Road Construction	240,323	50,000	1,489,480	250,000
7989.051015 Section 11 CPR	-	-	-	500,000
7989.120 Crack Sealing	95,142	300,000	300,000	400,000
7989.150 Pavement Mgt System	99,532	-	-	-
7989.500 Concrete Slab Replacement	99,761	500,000	500,000	500,000
7989.939323 Daley-N of Big Beaver	28	-	-	-
7989.991041 Section 6 Seal Coats	-	-	500,000	150,000
7989.991171 Forthton	1,926	-	-	-
401499 LOCAL ROADS	\$ 1,370,588	\$ 1,692,000	\$ 3,904,480	\$ 2,813,000
401513 SIDEWALKS				
7989.650 New Construction	\$ 136,717	\$ 550,000	\$ 550,000	\$ 500,000
7989.700 Replacement Program	334,915	600,000	800,570	500,000
7989.926055 John R-E Side-Laurel/T	21,906	22,210	-	-
401513 SIDEWALKS	\$ 493,538	\$ 1,172,210	\$ 1,350,570	\$ 1,000,000
401520 TRAFFIC SIGNALS				
7989.600 Traffic Signals	\$ 88,363	\$ 200,000	\$ 311,640	\$ 200,000
401520 TRAFFIC SIGNALS	\$ 88,363	\$ 200,000	\$ 311,640	\$ 200,000
STS STREETS	\$ 9,293,823	\$ 11,677,950	\$ 20,819,060	\$ 11,773,000

**CAPITAL EXPENDITURES
CAPITAL PROJECTS FUND**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
989 PUBLIC WORKS CONSTRUCTION	\$ 9,843,346	\$ 13,058,950	\$ 22,420,820	\$ 13,173,000
991 DEBT				
DRA Drains				
401516 DRAINS				
7991 Principal	\$ 23,406	\$ 158,160	\$ 158,160	\$ 161,720
7995 Interest	71,559	103,230	103,230	99,100
7998 Other Fees	14	100	500	100
7989.053026 Detention Pond Retrofi	-	20,000	-	610,000
401516 DRAINS	\$ 94,979	\$ 281,490	\$ 261,890	\$ 870,920
991 DEBT	\$ 94,979	\$ 281,490	\$ 261,890	\$ 870,920
OGG Other General Government				
401265 City Hall				
8999.101 Operating Transfer Out	\$ 4,583,152	\$ 3,100,000	\$ 3,100,000	\$ 2,333,000
00401 CAPITAL FUND	\$ 19,364,658	\$ 23,160,705	\$ 35,059,600	\$ 24,079,330

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
972 Water System				
WAT Water				
555 WATER FUND CAPITAL				
7972.0001 Various Projects	\$ -	\$ -	\$ 250,000	\$ 790
7972.015015 W Maple-Coolidge/Crooks	240,000	1,070,000	100,000	310
7972.015025 Troy Ct-Pk to Elmwood	115,000	100,000	70,000	220
7972.015045 Sec. 10 SE 1/4	400,000	190,000	250,000	790
7972.015055 Crooks, Maple to Big Beaver	15,000	80,000	-	-
7972.015065 Lowery & Heide	10,000	18,000	-	-
7972.015095 Livernois-Sq Lake to South	825,000	400,000	450,000	1,410
7972.015175 Rochester-LL to Syvanwood	375,000	50,000	-	-
7972.035015 John R	25,000	150,000	75,000	240
7972.035025 Chopin	250,000	75,000	75,000	240
7972.035035 Section 30	1,250,000	970,000	150,000	470
7972.035045 Fernleigh	550,000	400,000	460,000	1,440
7972.035055 Creston	-	2,000	-	-
7972.045015 Crooks, Square Lake to North	300,000	55,000	700,000	2,200
7972.045025 South Blvd, W of Crooks	-	307,000	-	-
7972.045035 Livernois, L Lk to Square Lake	800,000	50,000	750,000	2,360
7972.055015 Stephenson, 500 to Maple	-	-	760,000	2,390
7972.1000 Design Engr Services	-	21,000	-	-
7972.965075 Sec 19-N 1/2 of NW 1/4	-	1,000	-	-
7972.975015 Rochester-Maple to I-75	-	50,000	-	-
7972.995025 Coolidge, Derby to Golfview	260,000	-	-	-
7972.995035 Maplelawn-Crooks to Livernois	50,000	-	-	-
972 WATER SYSTEM	\$ 5,465,000	\$ 3,989,000	\$ 4,090,000	\$ 12,860

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
973 Sewer System				
SEW Sewer				
535 SEWER FUND CAPITAL				
7973.024065 Dequindre - Wattles	\$ -	\$ 35,000	\$ -	\$ -
7973.034025 Evergreen/Farmington SS	200,000	-	140,000	670
7973.044015 Crooks, Square Lake to North	160,000	-	160,000	760
7973.044025 SSO Contingency	25,000	-	250,000	1,190
7973.044031 Charnwood Hills SAD SS	-	-	1,800,000	8,550
7973.054015 Rouge SSO Grant	-	100,000	400,000	1,900
7973.054025 E Livernois, N of Long Lake	-	-	250,000	1,190
7973.974055 Sanitary Meter Sta Reco	70,000	-	10,000	-
7973.974075 Flow Metering/Evergreen	64,600	-	50,000	240
7973.984025 Twelve Towns Sewer Study	75,000	-	-	-
7973.984035 Manhole Rehabilitation	1,400,000	-	1,500,000	7,130
7973.984045 Trunkline Relief Study	50,000	-	-	-
7973.994045 I & I on City Sewer System	250,000	-	250,000	1,190
7973.994065 Dennis Powers Drain	-	30,000	-	-
973 SEWER SYSTEM	\$ 2,294,600	\$ 165,000	\$ 4,810,000	\$ 22,820

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
974 Land Improvements				
GC Golf Course				
788 SYLVAN GLEN CAPITAL				
7974.130 Various	\$ 220,000	\$ 20,000	\$ 128,000	\$ 2,930
888 SANCTUARY LAKE CAPITAL				
7974.130 Various	\$ 30,000	\$ 30,000	\$ -	\$ -
401583 SANCTUARY LAKE DEVELOPMENT				
7974.130 Various	\$ 385,500	\$ 440,000	\$ -	\$ -
GC Golf Course	\$ 635,500	\$ 490,000	\$ 128,000	\$ 2,930
MUS Museum				
401804 MUSEUM				
7974.140 Historic Green Development	\$ 53,690	\$ 45,000	\$ 10,000	\$ -
MUS Museum	\$ 53,690	\$ 45,000	\$ 10,000	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
REC Parks and Recreation				
401752 PARKS & REC ADMINISTRATION				
7974.080 OEC	\$ 370,000	\$ -	\$ -	\$ -
7974.100 Schools Joint Project	130,930	71,000	60,000	1,350
7974.145 Planning & Park Design	50,000	-	25,000	560
401752 PARKS & REC ADMINISTRATION	\$ 550,930	\$ 71,000	\$ 85,000	\$ 1,910
401755 COMMUNITY CENTER				
7974.979055 Site Improvements-OTHS	\$ 10,000	\$ 6,000	\$ 10,000	\$ 220
401755 COMMUNITY CENTER	\$ 10,000	\$ 6,000	\$ 10,000	\$ 220
401756 MUNICIPAL GROUNDS				
7974.090 Civic Center	\$ 112,320	\$ 20,000	\$ 600,000	\$ 12,460
7974.120 Cemetery Improvements	30,000	30,000	-	-
7974.125 Computer Irrigation	70,000	60,000	-	-
401756 MUNICIPAL GROUNDS	\$ 212,320	\$ 110,000	\$ 600,000	\$ 12,460
401770 PARK DEVELOPMENT				
7974.025 Brinston Park	\$ -	\$ -	\$ 75,000	\$ 1,560
7974.030 Firefighters Park	-	-	166,000	3,450
7974.035 Flynn Park	300,000	300,000	140,000	2,910
7974.040 Jaycee Park	20,000	20,000	60,000	1,250
7974.055 Raintree Park	54,300	10,000	-	-
7974.075 Sylvan Glen	75,000	-	-	-
7974.080 OEC	14,400	14,000	60,000	1,250
7974.130 Various	500,000	10,000	1,000,000	-
401770 PARK DEVELOPMENT	\$ 963,700	\$ 354,000	\$ 1,501,000	\$ 10,420
401780 SUBDIVISION IMPROVEMENTS				
7974.130 Various	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -
401780 SUBDIVISION IMPROVEMENTS	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ -
REC Parks and Recreation	\$ 4,426,140	\$ 3,076,000	\$ 4,334,000	\$ 27,940

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
STS Streets				
401464 PUBLIC WORKS ADMINISTRATION				
7974.165 Municipal Parking Lots	\$ 135,000	\$ 135,000	\$ 175,000	\$ 18,020
STS Streets	\$ 135,000	\$ 135,000	\$ 175,000	\$ 18,020
974 LAND IMPROVEMENTS	\$ 4,561,140	\$ 3,211,000	\$ 4,509,000	\$ 45,960
975 Buildings & Improvements				
BIN Building Inspection				
401371 BUILDING INSPECTION				
7975.085 House Demolition	\$ 20,000	\$ 20,000	\$ 20,000	\$ -
BIN Building Inspection	\$ 20,000	\$ 20,000	\$ 20,000	\$ -
ENG Engineering				
401444 GENERAL ENGINEERING				
7975.010 Office Renovation	\$ 26,000	\$ 5,000	\$ -	\$ -
ENG Engineering	\$ 26,000	\$ 5,000	\$ -	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
FIR Fire				
401344 FIRE BUILDINGS & REPAIRS				
7975.060 Station Two	\$ -	\$ -	\$ 61,000	\$ -
7975.065 Station Three	16,500	16,000	-	-
7975.070 Station Four	26,500	26,500	-	-
7975.075 Station Five	4,500	4,500	11,000	-
7975.080 Station Six	-	420	5,000	-
7975.085 Fire-Police Training	-	-	10,000	-
401344 FIRE BUILDINGS & REPAIRS	\$ 47,500	\$ 47,420	\$ 87,000	\$ -
FIR FIRE	\$ 47,500	\$ 47,420	\$ 87,000	\$ -
LIB Library				
401790 LIBRARY				
7975.900 General Repairs	\$ 325,840	\$ 381,390	\$ -	\$ -
LIB LIBRARY	\$ 325,840	\$ 381,390	\$ -	\$ -
MUS Museum				
401804 MUSEUM				
7975.150 Barn Reserve	\$ 140,000	\$ -	\$ 140,000	\$ -
7975.900 General Repairs	268,320	268,320	358,000	-
MUS MUSEUM	\$ 408,320	\$ 268,320	\$ 498,000	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
OGG Other General Government				
401265 CITY HALL				
7975.010 Office Renovation	\$ 117,250	\$ 100,000	\$ 100,000	\$ -
7975.025 Facia-THJ	150,000	40,000	-	-
7975.050 Emergency Repairs	200,000	200,000	200,000	-
401265 CITY HALL	\$ 467,250	\$ 340,000	\$ 300,000	\$ -
401268 DISTRICT COURT				
7975.145 Reserve/Court Building	\$ 144,000	\$ 144,000	\$ 168,000	\$ -
401268 DISTRICT COURT	\$ 144,000	\$ 144,000	\$ 168,000	\$ -
OGG OTHER GENERAL GOVERNMENT	\$ 611,250	\$ 484,000	\$ 468,000	\$ -
POL Police				
401305 POLICE ADMINISTRATION				
7975.010 Office Renovation	\$ 27,000	\$ 27,000	\$ -	\$ -
401305 POLICE ADMINISTRATION	\$ 27,000	\$ 27,000	\$ -	\$ -
POL POLICE	\$ 27,000	\$ 27,000	\$ -	\$ -
REC Parks and Recreation				
401755 COMMUNITY CENTER				
7975.125 Annex Renovation	\$ 64,000	\$ 14,000	\$ 30,000	\$ -
401755 COMMUNITY CENTER	\$ 64,000	\$ 14,000	\$ 30,000	\$ -
REC PARKS AND RECREATION	\$ 64,000	\$ 14,000	\$ 30,000	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
STS Streets				
401464 PUBLIC WORKS ADMIN.				
7975.900 General Repairs	\$ 345,430	\$ 248,000	\$ 330,000	\$ -
401464 PUBLIC WORKS ADMIN.	\$ 345,430	\$ 248,000	\$ 330,000	\$ -
STS STREETS	\$ 345,430	\$ 248,000	\$ 330,000	\$ -
975 BUILDINGS & IMPROVEMENTS	\$ 1,875,340	\$ 1,495,130	\$ 1,433,000	\$ -
977 Equipment-Shop				
MP Motor Pool				
565 MOTOR POOL CAPITAL				
7977 Equipment-Shop	\$ 16,250	\$ 16,250	\$ 16,250	\$ -
565 MOTOR POOL CAPITAL	\$ 16,250	\$ 16,250	\$ 16,250	\$ -
977 EQUIPMENT - SHOP	\$ 16,250	\$ 16,250	\$ 16,250	\$ -
978 Equipment-General				
AQC Aquatic Center				
789 AQUATIC CENTER CAPITAL				
7978.010 General	\$ 50,000	\$ 13,500	\$ 15,000	\$ -
AQC AQUATIC CENTER	\$ 50,000	\$ 13,500	\$ 15,000	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
ENG Engineering				
401444 GENERAL ENGINEERING				
7978.010 General	\$ 16,520	\$ 7,000	\$ -	\$ -
ENG ENGINEERING	\$ 16,520	\$ 7,000	\$ -	\$ -
FIN Finance				
401267 CATV - COMMUNITY AFFAIRS				
7978.010 General	\$ 85,000	\$ 35,000	\$ 60,000	\$ -
FIN FINANCE	\$ 85,000	\$ 35,000	\$ 60,000	\$ -
FIR Fire				
338 FIRE OPERATIONS				
7978.030 Hazardous Materials	\$ -	\$ 100,450	\$ -	\$ -
FIR FIRE	\$ -	\$ 100,450	\$ -	\$ -
GC Golf Course				
788 SYLVAN GLEN CAPITAL				
7978.010 General	\$ 73,000	\$ 58,470	\$ 45,000	\$ -
GC GOLF COURSE	\$ 73,000	\$ 58,470	\$ 45,000	\$ -
MUS Museum				
401804 MUSEUM				
7978.010 General	\$ 5,000	\$ 5,000	\$ -	\$ -
7978.100 Artifacts	10,000	10,000	10,000	-
MUS MUSEUM	\$ 15,000	\$ 15,000	\$ 10,000	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
OGG Other General Government				
401265 CITY HALL				
7978.010 General	\$ 20,000	\$ 5,000	\$ 150,000	\$ -
401265 CITY HALL	\$ 20,000	\$ 5,000	\$ 150,000	\$ -
OGG OTHER GENERAL GOVERNMENT	\$ 20,000	\$ 5,000	\$ 150,000	\$ -
POL Police				
325 COMMUNICATIONS				
7978.010 General	\$ 46,000	\$ 46,000	\$ -	\$ -
325 COMMUNICATIONS	\$ 46,000	\$ 46,000	\$ -	\$ -
401305 POLICE ADMINISTRATION				
7978.065 Drug Enforcement	\$ 119,480	\$ 110,000	\$ 9,000	\$ -
401305 POLICE ADMINISTRATION	\$ 119,480	\$ 110,000	\$ 9,000	\$ -
401315 POLICE UNIFORM PATROL				
7978.010 General	\$ 125,360	\$ 125,000	\$ 41,310	\$ -
401315 POLICE UNIFORM PATROL	\$ 125,360	\$ 125,000	\$ 41,310	\$ -
POL POLICE	\$ 290,840	\$ 281,000	\$ 50,310	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
REC Parks and Recreation				
401752 PARKS & REC ADMINISTRATION				
7978.010 General	\$ 20,000	\$ 20,000	\$ 105,000	\$ -
401752 PARKS & REC ADMINISTRATION	\$ 20,000	\$ 20,000	\$ 105,000	\$ -
401755 COMMUNITY CENTER				
7978.045 Annex Equipment	\$ 482,000	\$ 482,000	\$ 97,400	\$ -
401755 COMMUNITY CENTER	\$ 482,000	\$ 482,000	\$ 97,400	\$ -
401756 MUNICIPAL GROUNDS				
7978.010 General	\$ 10,000	\$ -	\$ 10,000	\$ -
401756 MUNICIPAL GROUNDS	\$ 10,000	\$ -	\$ 10,000	\$ -
REC PARKS AND RECREATION	\$ 512,000	\$ 502,000	\$ 212,400	\$ -
SEW Sewer				
535 SEWER FUND CAPITAL				
7978.010 General	\$ -	\$ -	\$ 25,000	\$ -
535 SEWER FUND CAPITAL	\$ -	\$ -	\$ 25,000	\$ -
STS Streets				
401448 STREET LIGHTING				
7978.010 General	\$ 20,000	\$ 20,000	\$ 20,000	\$ -
401448 STREET LIGHTING	\$ 20,000	\$ 20,000	\$ 20,000	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
401464 PUBLIC WORKS ADMINISTRATION				
7978.010 General	\$ 45,350	\$ 35,000	\$ 35,000	\$ -
401464 PUBLIC WORKS ADMINISTRATION	\$ 45,350	\$ 35,000	\$ 35,000	\$ -
STS STREETS	\$ 65,350	\$ 55,000	\$ 55,000	\$ -
WAT Water				
555 WATER FUND CAPITAL				
7978.010 General	\$ 39,400	\$ 39,400	\$ -	\$ -
555 WATER FUND CAPITAL	\$ 39,400	\$ 39,400	\$ -	\$ -
WAT WATER	\$ 39,400	\$ 39,400	\$ -	\$ -
978 EQUIPMENT - GENERAL	\$ 1,167,110	\$ 1,111,820	\$ 622,710	\$ -
979 Equipment-Vehicle				
FIR Fire				
338 FIRE OPERATIONS				
7979 Equipment-Vehicle	\$ -	\$ 510	\$ -	\$ -
338 FIRE OPERATIONS	\$ -	\$ 510	\$ -	\$ -
FIR Fire	\$ -	\$ 510	\$ -	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
POL Police				
315 UNIFORM PATROL				
7979 Equipment-Vehicle	\$ 28,000	\$ 28,000	\$ -	\$ -
315 UNIFORM PATROL	\$ 28,000	\$ 28,000	\$ -	\$ -
POL POLICE	\$ 28,000	\$ 28,000	\$ -	\$ -
979 EQUIPMENT - VEHICLE	\$ 28,000	\$ 28,510	\$ -	\$ -
980 Equipment-Office				
ENG Engineering				
444 ENGINEERING - GENERAL				
7980.020 Computer Equipment	\$ -	\$ 400	\$ -	\$ -
7980.030 Computer Software	18,400	18,400	17,000	-
444 ENGINEERING - GENERAL	\$ 18,400	\$ 18,800	\$ 17,000	\$ -
ENG ENGINEERING	\$ 18,400	\$ 18,800	\$ 17,000	\$ -
FIN Finance				
401210 ATTORNEY				
7980.010 Office Equip & Furnitur	\$ -	\$ -	\$ 20,000	\$ -
401210 ATTORNEY	\$ -	\$ -	\$ 20,000	\$ -
401227 HUMAN RESOURCES				
7980.010 Office Equip & Furnitur	\$ -	\$ -	\$ 30,000	\$ -
401227 HUMAN RESOURCES	\$ -	\$ -	\$ 30,000	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
401233 PURCHASING				
7980.010 Office Equipment & Furniture	\$ 20,000	\$ 7,500	\$ -	\$ -
401233 PURCHASING	\$ 20,000	\$ 7,500	\$ -	\$ -
401253 TREASURER				
7980.010 Office Equipment & Furniture	\$ 5,000	\$ 10,000	\$ 10,000	\$ -
401253 TREASURER	\$ 5,000	\$ 10,000	\$ 10,000	\$ -
401267 COMMUNITY AFFAIRS / CATV				
7980.010 Office Equipment & Furniture	\$ 35,000	\$ 15,000	\$ -	\$ -
401267 COMMUNITY AFFAIRS / CATV	\$ 35,000	\$ 15,000	\$ -	\$ -
FIN FINANCE	\$ 60,000	\$ 32,500	\$ 60,000	\$ -
FIR Fire				
338 FIRE OPERATIONS				
7980.020 Computer Equipment	\$ 40,000	\$ 62,000	\$ -	\$ -
338 FIRE OPERATIONS	\$ 40,000	\$ 62,000	\$ -	\$ -
FIR FIRE	\$ 40,000	\$ 62,000	\$ -	\$ -
IT Information Technology				
401258 INFORMATION TECHNOLOGY				
7980.020 Computer Equipment	\$ 228,500	\$ 100,000	\$ 135,000	\$ -
7980.030 Computer Software	\$ 315,700	\$ 174,060	\$ 170,000	\$ -
7980.032 Computer Consulting	669,070	228,075	295,000	-
401258 INFORMATION TECHNOLOGY	\$ 1,213,270	\$ 502,135	\$ 600,000	\$ -
IT INFORMATION TECHNOLOGY	\$ 1,213,270	\$ 502,135	\$ 600,000	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
LIB Library				
790 LIBRARY				
7980.125 Mini Grants	\$ -	\$ 4,550	\$ -	\$ -
790 LIBRARY	\$ -	\$ 4,550	\$ -	\$ -
401790 LIBRARY				
7980.010 Office Equipment & Furniture	\$ 55,550	\$ -	\$ 25,000	\$ -
401790 LIBRARY	\$ 55,550	\$ -	\$ 25,000	\$ -
LIB LIBRARY	\$ 55,550	\$ 4,550	\$ 25,000	\$ -
MP Motor Pool				
565 MOTOR POOL CAPITAL				
7980.030 Computer Software	\$ 11,050	\$ 11,050	\$ 11,050	\$ -
565 MOTOR POOL CAPITAL	\$ 11,050	\$ 11,050	\$ 11,050	\$ -
MP MOTOR POOL	\$ 11,050	\$ 11,050	\$ 11,050	\$ -
POL Police				
401325 POLICE COMMUNICATIONS				
7980.030 Computer Software	\$ 171,300	\$ 150,000	\$ 80,000	\$ -
7980.050 In Car Cameras	8,500	6,500	8,700	-
7980.055 Radio Communications	223,080	100,000	177,000	810
401325 POLICE COMMUNICATIONS	\$ 402,880	\$ 256,500	\$ 265,700	\$ 810
POL POLICE	\$ 402,880	\$ 256,500	\$ 265,700	\$ 810

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
WAT Water				
555 WATER FUND CAPITAL				
7980.020 Computer Equipment	30,000	30,000	-	-
555 WATER FUND CAPITAL	\$ 30,000	\$ 30,000	\$ -	\$ -
WAT WATER	\$ 30,000	\$ 30,000	\$ -	\$ -
980 EQUIPMENT - OFFICE	\$ 1,831,150	\$ 917,535	\$ 978,750	\$ 810
981 Vehicles				
GC Golf Course				
788 SYLVAN GLEN CAPITAL				
7981 Vehicles	\$ 26,000	\$ 26,000	\$ 26,000	\$ -
788 SYLVAN GLEN CAPITAL	\$ 26,000	\$ 26,000	\$ 26,000	\$ -
888 SANCTUARY LAKE CAPITAL				
7981 Vehicles	\$ 58,500	\$ 58,500	\$ -	\$ -
888 SANCTUARY LAKE CAPITAL	\$ 58,500	\$ 58,500	\$ -	\$ -
GC GOLF COURSE	\$ 84,500	\$ 84,500	\$ 26,000	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
MP Motor Pool				
565 MOTOR POOL CAPITAL				
7981 Vehicles	\$ 1,850,270	\$ 1,349,000	\$ 1,394,000	\$ 146,130
565 MOTOR POOL CAPITAL	\$ 1,850,270	\$ 1,349,000	\$ 1,394,000	\$ 146,130
MP MOTOR POOL	\$ 1,850,270	\$ 1,349,000	\$ 1,394,000	\$ 146,130
981 VEHICLES	\$ 1,934,770	\$ 1,433,500	\$ 1,420,000	\$ 146,130
984 Apparatus Replacement				
FIR Fire				
401338 FIRE VEHICLES				
7984 Apparatus Replacement	\$ 400,000	\$ 394,000	\$ 400,000	\$ -
401338 FIRE VEHICLES	\$ 400,000	\$ 394,000	\$ 400,000	\$ -
FIR FIRE	\$ 400,000	\$ 394,000	\$ 400,000	\$ -
984 APPARATUS REPLACEMENT	\$ 400,000	\$ 394,000	\$ 400,000	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
989 Public Works Construction				
DRA Drains				
401516 DRAINS				
7989.003055 Dashwood	\$ 75,000	\$ 185,000	\$ -	\$ -
7989.003065 Lovington	10,000	50,000	-	-
7989.013024 Streambank Stabilizatio	85,000	75,000	1,000,000	11,050
7989.053026 Detention Pond Retrofit	-	20,000	610,000	6,740
7989.1000 Drains & Retention Pond	1,431,760	1,071,000	400,000	4,420
401516 DRAINS	\$ 1,601,760	\$ 1,401,000	\$ 2,010,000	\$ 22,210
DRA DRAINS	\$ 1,601,760	\$ 1,401,000	\$ 2,010,000	\$ 22,210
STS Streets				
401479 MAJOR ROADS				
7989.001055 Maple-RTL Ext @Coolidge	\$ 10,000	\$ 10,000	\$ -	\$ -
7989.001065 Coolidge LT Storage/I75	84,000	75,000	25,000	210
7989.001075 Crooks LT Storage @ Kir	-	1,200	-	-
7989.001085 Wattles RTL @ Forsyth	91,000	75,000	50,000	420
7989.001095 Wattles RTL @ Coolidge	130,000	-	20,000	170
7989.011035 Roch/South Blvd RTL	220,000	75,000	25,000	210
7989.011055 BB/Rochester-Dequindre	4,300,000	3,350,000	1,400,000	11,760
7989.011065 Wattles @ Rochester	15,000	10,000	20,000	170
7989.021055 TDM Program Phase 1	60,000	-	65,000	550
7989.021106 I-75, 13Mi to M59	4,000	4,000	-	-
7989.022015 Stepenson-14Mi to I75	510,000	510,000	500,000	4,200
7989.022025 Dequindre-LL to Auburn	14,000	14,000	10,000	-

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
7989.022035 John R-Long Lk to Sq Lk	\$ 150,000	\$ 35,000	\$ 525,000	\$ 4,410
7989.022045 John R-Sq Lk to South	10,000	60,000	550,000	4,620
7989.022055 Livernois-LL to Sq Lk	40,000	40,000	25,000	210
7989.022065 Roch-Barclay to Trinway	175,000	180,000	75,000	630
7989.200 Concrete Crack Sealing	200,000	200,000	100,000	840
7989.300 Industrial Rd Maint	-	-	1,000,000	8,400
7989.500 Concrete Slab Replaceme	750,000	750,000	750,000	6,300
7989.051025 Rochester @ Wattles	-	-	125,000	1,050
7989.051035 Rochester @ Sq Lake	-	-	150,000	1,260
7989.8000 Major Rd Const	2,588,370	-	-	-
7989.892065 Rochester- I-75 to Torp	-	329,540	55,000	460
7989.909031 Maplelawn-Crooks to Map	1,750,000	1,330,000	25,000	210
7989.922025 Maple-Coolidge to Eton	25,000	359,000	150,000	1,260
7989.922035 Long Lk-Carnaby to John	50,000	50,000	50,000	420
7989.932076 Big Beaver-Adams/Coolid	200,000	200,000	-	-
7989.941086 Crooks-Sq Lk to S Blvd	195,000	45,000	635,000	5,330
7989.942035 Long Lk-John R to Deq	206,000	200,000	50,000	420
7989.942045 Coolidge/Wattles Inter	725,000	250,000	1,250,000	10,500
7989.952015 Livernois-Wattles/Long	-	1,000	-	-
7989.991025 Coolidge-Derby to Glfvw	250,000	-	-	-
7989.991036 Dequindre-Wattles to Lo	100,000	100,000	10,000	-
7989.991206 I-75 / Long Lk ramp	2,000,000	200,000	-	-
7989.992035 Rochester-Torpey/Barcla	50,000	60,000	50,000	420
7989.992055 Square Lk/John R Inter	200,000	-	30,000	250
7989.992065 Sqyare Lk/Dequindre Int	50,000	-	30,000	250
7989.992075 Big Beaver-Livernois/Ro	100,000	100,000	10,000	-
401479 MAJOR ROADS	\$ 15,252,370	\$ 8,613,740	\$ 7,760,000	\$ 64,930

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
401499 LOCAL ROADS				
7989.021025 Section 23 Overlays	\$ 500,000	\$ 250,000	\$ 750,000	\$ 8,340
7989.021045 Section 7 Overlays	-	5,000	-	-
7989.021061 Creston	-	10,000	-	-
7989.021071 Larayne/Hillmore	50,000	40,000	-	-
7989.021091 Walnut/Chestnut Hill	180,000	200,000	10,000	-
7989.031011 Philatha Paving	10,000	7,000	-	-
7989.041015 Randall, Livern/Tallman	125,000	50,000	75,000	830
7989.041025 Section 18 Overlays	250,000	150,000	100,000	1,110
7989.041061 Somerton	-	30,000	15,000	
7989.042011 Big Oak Trail SAD	-	100,000	63,000	700
7989.050 Local Road Construction	1,489,480	50,000	250,000	2,780
7989.120 Crack Sealing	300,000	300,000	400,000	4,450
7989.500 Concrete Slab Replaceme	500,000	500,000	500,000	5,560
7989.051015 Section 11 CPR	-	-	500,000	5,560
7989.991041 Section 6 Seal Coats	500,000	-	150,000	1,670
401499 LOCAL ROADS	\$ 3,904,480	\$ 1,692,000	\$ 2,813,000	\$ 31,000
401513 SIDEWALKS				
7989.650 New Construction	\$ 550,000	\$ 550,000	\$ 500,000	\$ -
7989.700 Replacement Program	800,570	600,000	500,000	-
7989.926055 John R-E Side, Laurel/Tucker	-	22,210	-	-
401513 SIDEWALKS	\$ 1,350,570	\$ 1,172,210	\$ 1,000,000	\$ -

**CAPITAL EXPENDITURES
ALL FUNDS**

DESCRIPTION	2004 BUDGET	2004 PROJECTED	2005 BUDGET	EST. ANNUAL OPERATING COST
401520 TRAFFIC SIGNALS				
7989.600 Traffic Signals	\$ 311,640	\$ 200,000	\$ 200,000	\$ -
401520 TRAFFIC SIGNALS	\$ 311,640	\$ 200,000	\$ 200,000	\$ -
STS STREETS	\$ 20,819,060	\$ 11,677,950	\$ 11,773,000	\$ 95,930
989 PUBLIC WORKS CONSTRUCTION	\$ 22,420,820	\$ 13,078,950	\$ 13,783,000	\$ 118,140
Operating Transfer Out	\$ 3,100,000	\$ 3,100,000	\$ 2,333,000	\$ -
CAPITAL EXPENDITURES	\$ 45,094,180	\$ 28,940,695	\$ 34,395,710	\$ 346,720

**CAPITAL EXPENDITURES
MAJOR PROJECT DESCRIPTIONS**

LAND IMPROVEMENTS

Golf Course

Sylvan Glen	\$	128,000	Pump station replacement, tree replacement
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Parks & Recreation

Municipal Grounds		600,000	Civic Center walkways and gathering places
Park Development		166,000	Firefighter's Park - ADA restroom improvements, split rail fence, pathways
		140,000	Flynn Park - ADA restroom improvements, parking lot resurfacing
		1,000,000	Future park development
		2,000,000	Ash tree removal and replacement
		175,000	Municipal parking lot resurfacing

BUILDINGS AND IMPROVEMENTS

Museum

General Repairs		358,000	Historic Green - drainage system, irrigation system, brick paver pathway, fence replacement
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City Hall

Office Renovation		100,000	Law, Human Resources and Risk Management Department renovations
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Public Works Administration

General Repairs		330,000	Time clock and keyless entry system, surveillance camera system, fuel pumps, smoke and fire alarm system
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EQUIPMENT - OFFICE

Information Technology

		600,000	Document Imaging, initial funding for financial system upgrade
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APPARATUS REPLACEMENT

Fire

		400,000	Reserve funding for fire apparatus replacement
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**CAPITAL EXPENDITURES
MAJOR PROJECT DESCRIPTIONS**

VEHICLES

Fleet Maintenance \$ 1,394,000 See Internal Service Fund Tab (Fleet Maintenance)

DRAINS

2,010,000 Streambank stabilization Sylvan Glen, Detention Pond retrofit grant project

MAJOR ROADS

1,400,000 Big Beaver Road widening to three lanes in each direction Rochester Rd. to Dequindre Rd.

500,000 Stepenson 14 Mile Rd. to I-75 maintenance repairs

1,075,000 John R right of way and preliminary engineering

1,250,000 Coolidge wattles Intersection realignment

LOCAL ROADS

750,000 Section 23 overlays of existing roads

400,000 Crack sealing

500,000 Concrete slab replacement

SIDEWALKS

1,000,000 New construction and replacement

**SPECIAL ASSESSMENT FUND
REVENUE AND EXPENDITURES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
Interest and Rents	\$ 250,165	\$ 260,000	\$ 200,000	\$ 250,000
Other Revenue	1,435,070	200,000	233,380	805,830
REVENUE	\$ 1,685,235	\$ 460,000	\$ 433,380	\$ 1,055,830
<u>EXPENDITURES</u>				
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Debt Service	34,988	33,300	33,380	55,830
Operating Transfer Out	2,000,000	400,000	400,000	1,000,000
EXPENDITURES	\$ 2,034,988	\$ 433,300	\$ 433,380	\$ 1,055,830
Revenue Over (Under) Expenditures	\$ (349,753)	\$ 26,700	\$ -	\$ -



AQUATICS DIVISION



FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATION

- Conducts facility planning and development
- Works on intergovernmental projects
- Works on Capital improvement projects
- Marketing
- Staff assignments
- Park planning and development
- Prepares and administers department budget
- Sponsorship and donations

AQUATICS DIVISION

- Operates the Troy Family Aquatic Center
- Processes more than 36,000 admissions annually
- Offers classes including: Jr. Lifeguarding, Lifeguarding, Learn To Swim, and preschool swimming lessons
- Provides group rentals to residents, businesses and school groups
- Provides more than 15 special events during the summer including a cooperative teen program



AQUATIC CENTER FUND REVENUE AND EXPENSES

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
REVENUE				
Charges for Service	\$ 344,233	\$ 372,000	\$ 420,000	\$ 428,000
Interest and Rents	26,023	24,800	28,300	27,300
REVENUE	\$ 370,256	\$ 396,800	\$ 448,300	\$ 455,300
EXPENSES				
Personal Service Control	\$ 244,476	\$ 245,350	\$ 266,930	\$ 268,420
Supplies	29,999	30,600	33,300	34,100
Other Services/Charges	267,410	285,080	295,230	293,580
EXPENSES	\$ 541,885	\$ 561,030	\$ 595,460	\$ 596,100
Revenue Over (Under) Expenses	\$ (171,629)	\$ (164,230)	\$ (147,160)	\$ (140,800)
CAPITAL OUTLAY	\$ 17,399	\$ 13,500	\$ 50,000	\$ 15,000

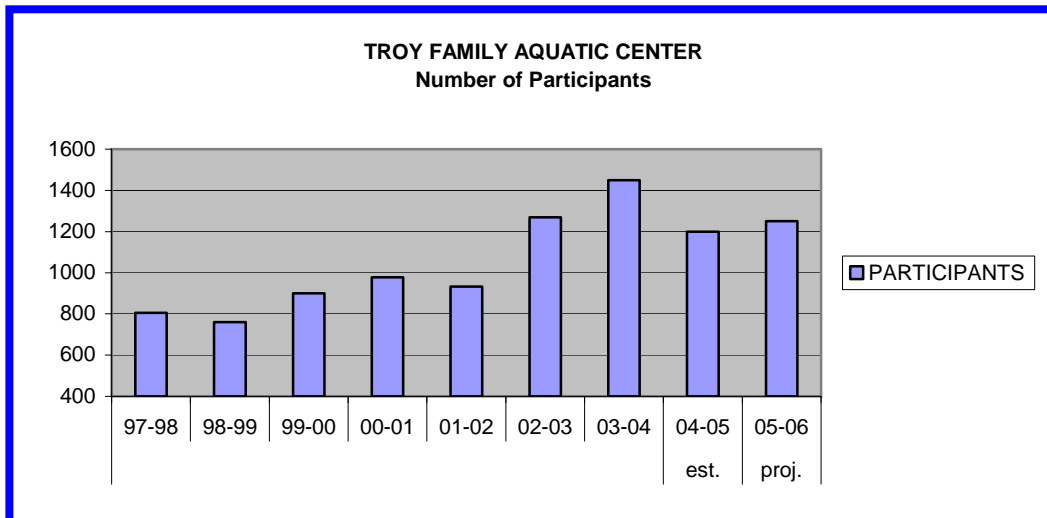
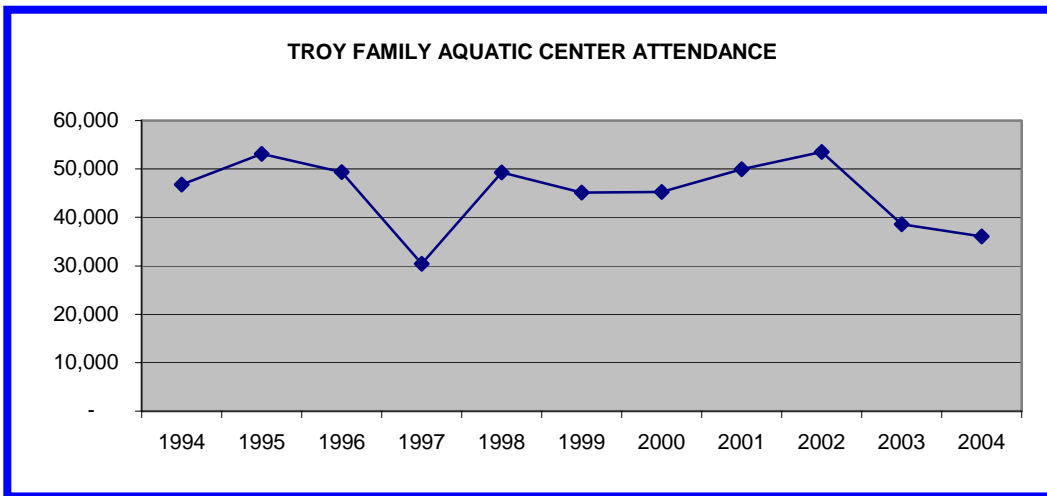
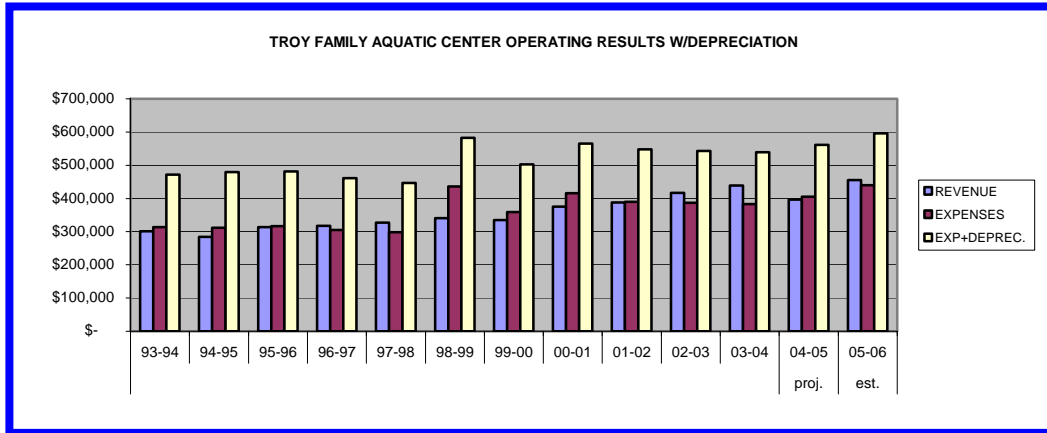


DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03	2003/04	ESTIMATED	2004/05	2005/06	% OF CHANGE
	ACTUAL	ACTUAL	2004/05 BUDGET	2004/05 BUDGET	BUDGET	
Personal Services	\$209,048	\$244,476	\$245,350	\$266,930	\$268,420	.6%
Supplies	26,628	29,999	30,600	33,300	34,100	2.4
Other Services/Charges	240,063	267,410	285,080	295,230	293,580	-.6
Total Department	\$475,739	\$541,885	\$561,030	\$595,460	\$596,100	.1%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Aquatic Center	1/3	74	1/3	74	1/3	74	1/3	74
Total Department	1/3	74	1/3	74	1/3	74	1/3	74

KEY DEPARTMENTAL TRENDS





SERVICE STATEMENT

The Aquatics Division offers programs to enrich the lives of Troy residents and area businesses, and to provide family recreation and education at the Troy Family Aquatic Center.

More than 86,000 residents, non-resident employees, non-residents and their guests have the opportunity to enjoy the many amenities including: water slides, volleyball courts, food concessions, a play area and recreation swimming. Special events and classes are offered for a variety of ages.

The Aquatics Division is part of the Parks and Recreation Department. The mission is to provide quality swim lessons, special events and recreational swimming opportunities.

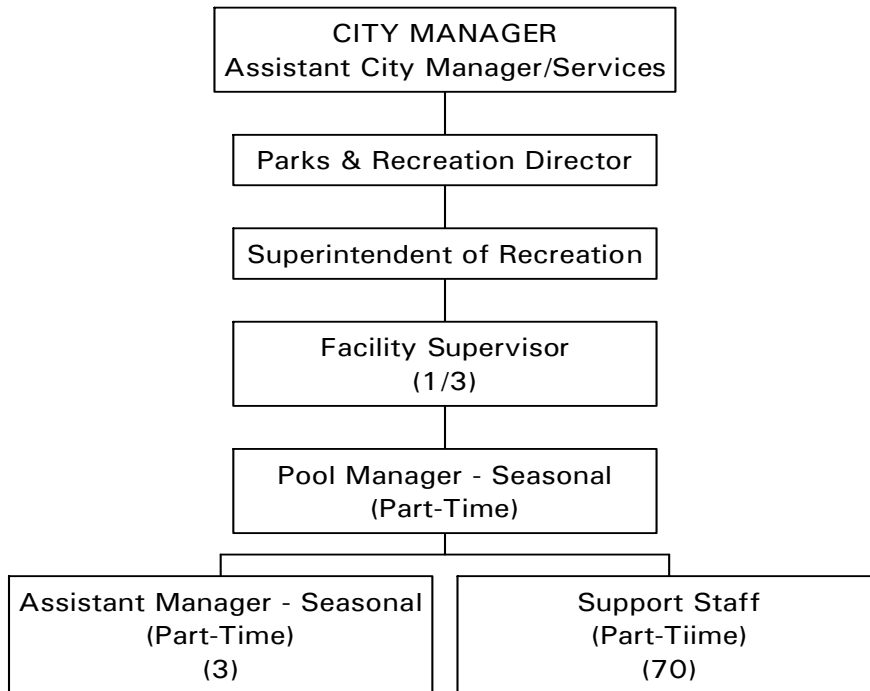


PERFORMANCE OBJECTIVES

1. Operate facility with revenue exceeding expenditures less depreciation. (Objective 9)
2. Work with Community Affairs Department to effectively market the facility to the public, within resources available. (Objective 9)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Aquatic Center admissions	36,047	48,000	49,000	49,500
Season pass attendance	17,658	32,400	35,000	34,000
Daily pass/Guest pass	17,518	16,800	15,400	18,400
Birthday party attendance	60	120	260	260

ORGANIZATIONAL CHART



**STAFF
SUMMARY**

	APPROVED 2003/04	APPROVED 2004/05	APPROVED 2005/06
Facility Supervisor	1/3	1/3	1/3
Assistant Manager – Seasonal (Part-Time)	3	3	3
Pool Manager-Seasonal (Part-Time)	1	1	1
Support Staff (Part-Time)	70	70	70
Total Department	74-1/3	74-1/3	74-1/3

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES –2005/06 BUDGET COMPARED TO 2004/05 BUDGET

REVENUES:

Revenue estimates for season pass sales were decreased by \$29,000 or 12.89 percent to reflect a figure based on past history and the seasonal business. Aquatic programs were increased by \$12,000 or 20.0 percent to reflect additional swim lessons.

CONTRACTUAL SERVICES/SUPPLIES

Contractual Services decreased by \$10,700 or 32.3 percent, as lifeguard training is no longer contracted.

HEAT

Heat expense increased by \$12,000 or 54.6 percent from past estimates.

CAPITAL

Capital expenditures will be based on revenue/expenditure actual figures.



GOLF DIVISION

FUNCTIONAL ORGANIZATIONAL CHART

DEPARTMENT ADMINISTRATION

- Conducts facility planning and development
- Works on intergovernmental projects
- Capital improvement projects
- Grants
- Marketing
- Staff assignments
- Park planning and development
- Prepares and administers department budget
- Sponsorship and donations

GOLF DIVISION

- Provides quality customer service
- Operates two municipal golf operations
- Acts as liaison with restaurant operations
- Provides for repairs and improvements to courses
- Maintains winter ski trail and sledding area
- Offers quality tournament program for City residents
- Offers a full practice facility at Sanctuary Lake golf course
- Oversees the operation of the Sanctuary Lake Golf Academy
- Offers two full serviced pro-shop operations



GOLF COURSE FUNDS – REVENUE AND EXPENSES

Sylvan Glen

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
REVENUE				
Charges for Services	\$ 1,147,846	\$ 1,137,140	\$ 1,264,410	\$ 1,174,370
Interest and Rents	117,318	173,000	85,000	173,000
Other Revenue	292	-	-	-
Operating Transfer In	11,530	-	185,520	-
REVENUE	\$ 1,276,986	\$ 1,310,140	\$ 1,534,930	\$ 1,347,370
EXPENSES				
Sylvan Glen Greens				
Personal Service Control	\$ 397,803	\$ 349,940	\$ 428,960	\$ 345,440
Supplies	158,134	141,740	155,100	154,400
Other Services/Charges	266,530	314,140	315,540	322,480
SYLVAN GLEN GREENS	\$ 822,467	\$ 805,820	\$ 899,600	\$ 822,320
Sylvan Glen Pro Shop				
Personal Service Control	\$ 237,778	\$ 171,320	\$ 180,220	\$ 189,490
Supplies	50,549	42,100	42,700	43,500
Other Services/Charges	76,560	91,350	93,410	93,060
SYLVAN GLEN PRO SHOP	\$ 364,887	\$ 304,770	\$ 316,330	\$ 326,050
EXPENSES	\$ 1,187,354	\$ 1,110,590	\$ 1,215,930	\$ 1,148,370
Revenue Over (Under) Expenses	\$ 89,632	\$ 199,550	\$ 319,000	\$ 199,000
SYLVAN GLEN CAPITAL CAPITAL OUTLAY	\$ 146,550	\$ 104,470	\$ 319,000	\$ 199,000

Sanctuary Lake Golf Course

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
REVENUE				
Charges for Services	\$ 81,140	\$ 1,618,120	\$ 1,725,400	\$ 1,943,380
Interest and Rents	79	10,000	61,000	22,000
Other Revenue	51	-	-	-
REVENUE	\$ 81,270	\$ 1,628,120	\$ 1,786,400	\$ 1,965,380
EXPENSES				
Sanctuary Lake Greens				
Personal Service Control	\$ -	\$ 100,070	\$ 55,660	\$ 345,440
Supplies	-	38,910	118,480	146,000
Other Services/Charges	2,501	782,400	578,020	341,290
SANCTUARY LAKE GREENS	\$ 2,501	\$ 921,380	\$ 752,160	\$ 832,730
Sanctuary Lake Pro Shop				
Personal Service Control	\$ 22,626	\$ 170,270	\$ 203,390	\$ 214,790
Supplies	8,735	38,980	43,900	43,400
Other Services/Charges	13,213	85,250	69,970	90,500
Debt Service	-	558,500	559,000	755,520
SANCTUARY LAKE PRO SHOP	\$ 44,574	\$ 853,000	\$ 876,260	\$ 1,104,210
EXPENSES	\$ 47,075	\$ 1,774,380	\$ 1,628,420	\$ 1,936,940
Revenue Over (Under) Expenses	\$ 34,195	\$ (146,260)	\$ 157,980	\$ 28,440
SANCTUARY LAKE CAPITAL CAPITAL OUTLAY	\$ -	\$ 88,500	\$ 88,500	\$ -



DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03		ESTIMATED 2004/05		2005/06		% OF CHANGE
	ACTUAL	2003/04 ACTUAL	BUDGET	2004/05 BUDGET	BUDGET	BUDGET	
Sylvan Glen Greens	\$912,507	\$822,466	\$805,820	\$899,600	\$822,320		-8.6%
Sylvan Glen Pro Shop	333,980	364,887	304,770	316,330	326,050		3.1
Sylvan Glen	\$1,246,487	\$1,187,353	\$1,110,590	\$1,215,930	\$1,148,370		-5.6%
Sanctuary Lake Greens	\$-0-	\$2,501	\$921,380	\$752,160	\$832,730		10.7%
Sanctuary Lake Pro Shop	-0-	44,575	853,000	876,260	1,104,210		26.0
Sanctuary Lake	\$-0-	\$47,076	\$1,774,380	\$1,628,420	\$1,936,940		18.9% 18.9.5%
Total Department	\$1,246,487	\$1,234,429	\$2,884,970	\$2,844,350	\$3,085,310		8.5%
Personal Services	\$638,398	\$658,207	\$791,600	\$868,230	\$1,095,160		26.1%
Supplies	235,391	217,418	261,730	360,180	387,300		7.5
Other Services/Charges	372,698	358,804	1,273,140	1,056,940	847,330		-19.8
Debt Service	-0-	-0-	558,500	559,000	755,520		35.2
Total Department	\$1,246,487	\$1,234,429	\$2,884,970	\$2,844,350	\$3,085,310		8.5%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME	FULL-TIME	PART-TIME
Pro Shop	1	20	1	20	1	39	1	40
Greens	3	17	3	16	4	15	4	32
Total Department	4	37	4	36	5	54	5	72

SERVICE AND MISSION STATEMENTS

SERVICE STATEMENT:

The Golf Division is part of the Parks and Recreation Department and operates Sylvan Glen Golf Course and Sanctuary Lake Golf Course. With Sylvan Glen and Sanctuary Lake, the Golf Division provides an opportunity for 90,000 rounds of golf annually, consisting of open play, league play, and outings. In addition, Sanctuary Lake offers a full service practice facility and a teaching academy. The Golf Division is a full service operation, providing golf lessons, facility maintenance, mechanical repairs, pro shop operations, and restaurant and banquet opportunities and course improvements. In the winter months, cross-country skiing and sledding is available at Sylvan Glen.

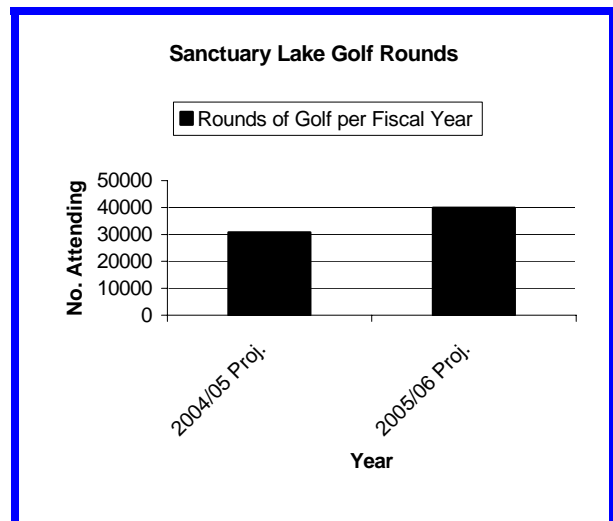
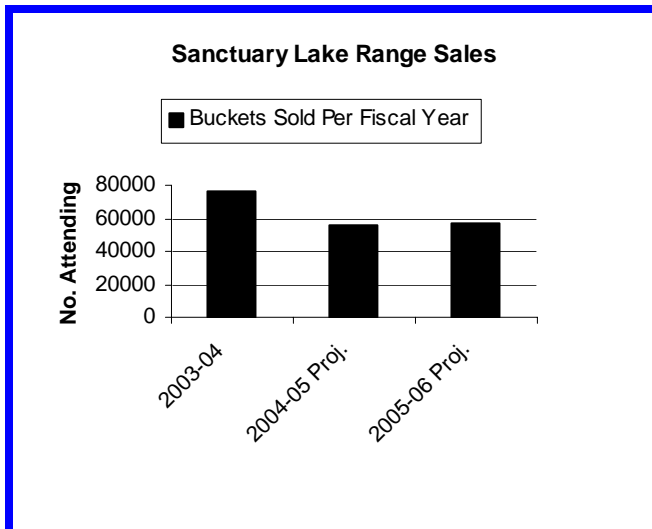
MISSION STATEMENT:

It is the mission of the Golf Division to provide a quality golf experience for area residents and businesses.

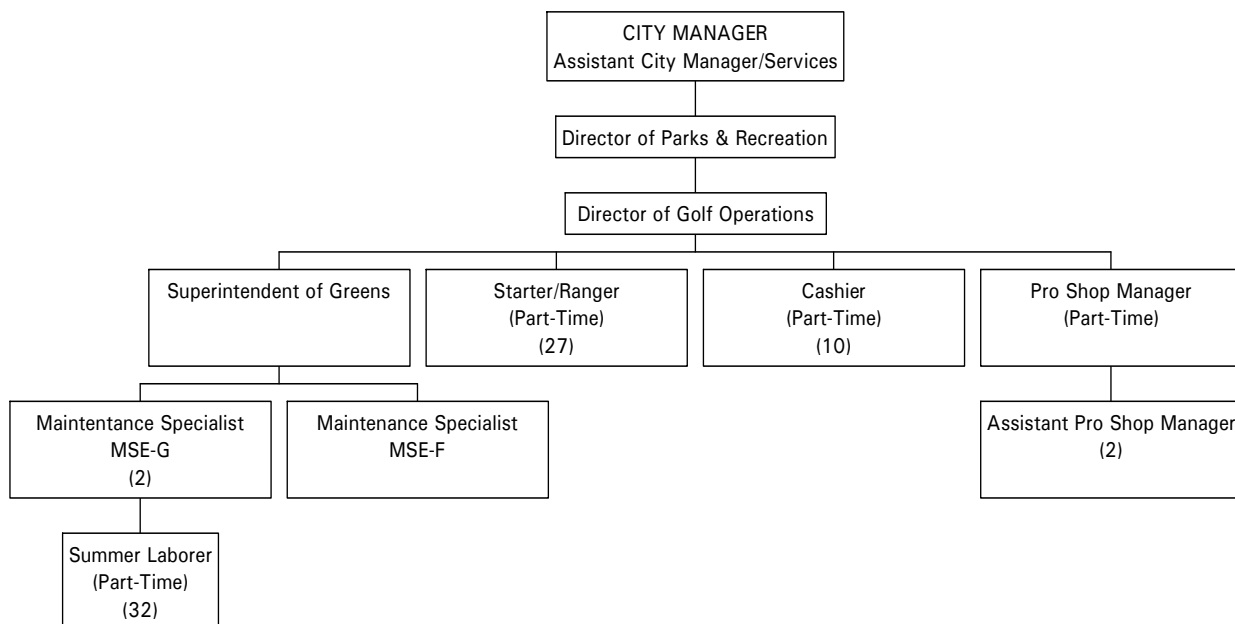
PERFORMANCE OBJECTIVES

1. Operate Sanctuary Lake golf course whereby debt service can be met. (Objective 3 & 9)
2. Implement new league and outing programs. (Objective 3)
3. Promote and increase gift certificate sales. (Objective 3 & 9)
4. Strengthen customer relations for both Sylvan Glen and Sanctuary Lake golf courses. (Objective 3 & 4)
5. Implement new tournament programs for Sanctuary Lake golf course. (Objective 3)
6. Increase rounds at Sylvan Glen. (Objective 3 & 9)
7. Increase merchandise sales. (Objective 3 & 9)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
<u>SYLVAN GLEN</u>				
Rounds of Golf	55,560	52,700	56,030	53,870
Cart and Club Rentals	\$233,156	\$227,140	\$266,570	\$236,380
Pro-Shop Sales	\$44,907	\$40,000	\$50,000	\$41,000
<u>SANCTUARY LAKE</u>				
Sanctuary Lake Range Sales	\$75,000	\$140,000	\$150,000	\$150,000
Sanctuary Lake Pro-Shop Sales	\$2,164	\$41,180	\$50,000	\$42,000
Rounds of Golf	-0-	30,580	40,030	39,990
Cart Rentals	-0-	\$410,000	\$505,400	\$501,650



ORGANIZATIONAL CHART



STAFF SUMMARY

	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Director of Golf Operations	1	1	1
Assistant Golf Professional (Part-time)	1	1	0
Assistant Pro Shop Manager (Part-time)	0	0	2
Cashier (Part-time)	7	10	10
Maintenance Specialist MSE-F	0	1	1
Maintenance Specialist MSE-G	2	2	2
Pro Shop Manager (Part-time)	1	1	1
Starter Ranger (Part-time)	11	27	27
Summer Laborer (Part-time)	16	15	32
Superintendent of Greens	1	1	1
Total Department	40	59	77

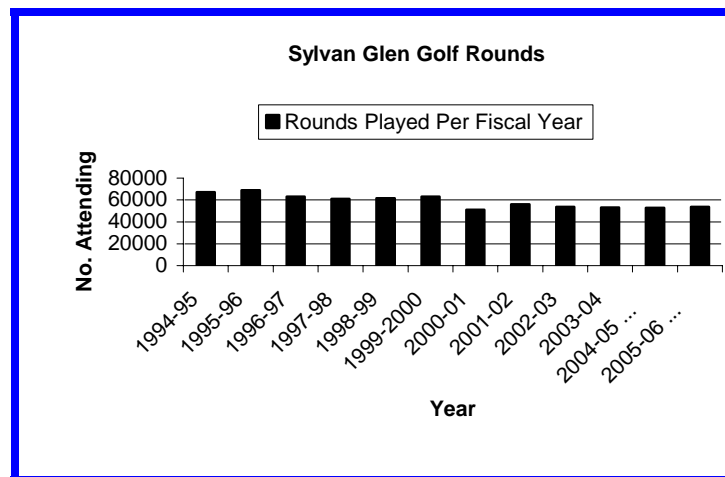
SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

Acquisition of Sanctuary Lake Golf Course maintenance operation will reduce Contractual Services by \$382,180 while increasing Personal Services by \$289,780, resulting in an overall decrease of the Sanctuary Lake greens budget.

Sylvan Glen greens budget is proposed to be reduced by \$67,560 or 5.6 percent, as some staff will be spread over both Sylvan Glen and Sanctuary Lake budgets.

Sanctuary Lake revenues are projected to increase by \$178,980 or 10.0 percent as food service is added, leagues are implemented and tee times are added.



Prior to 2000, rounds were determined by 9- hole equivalents.

Beginning in 2000, rounds were determined by number of golf starts, either 18- or 9- hole play.



WATER AND SEWER DIVISION





FUNCTIONAL ORGANIZATIONAL CHART

WATER & SEWER BILLING AND ACCOUNTS

- Provides billing and account management and administration
- Provides contact with field crews, transmits and receives all radio, pager, and cell phone calls through the base station
- Provides clerical support to the department

WATER TRANSMISSION AND DISTRIBUTION

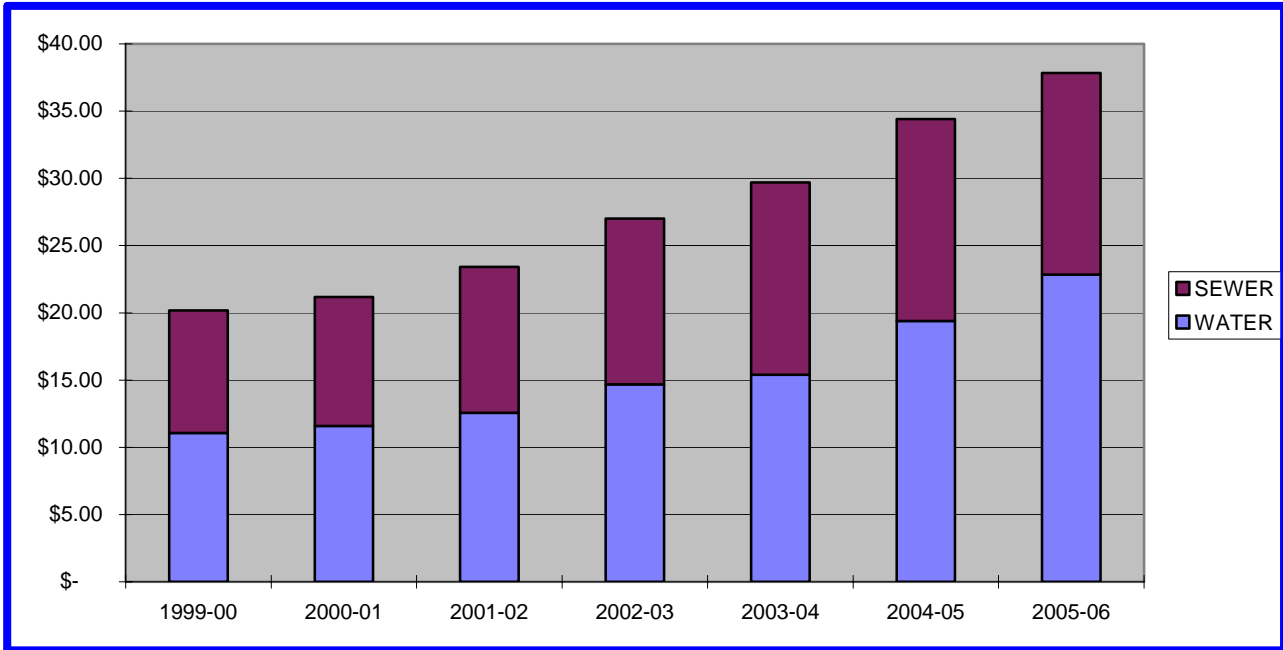
- Provides accurate and continuous readings of water meters
- Maintains water distribution system, including hydrants, services and meters
- Responds to citizen service requests and inquiries related to water quality questions, water pressure problems and water main construction
- Inspects, assists and supervises contractors in the maintenance of the water distribution system
- Inspects connections to the water supply in commercial buildings and enforces City Ordinances related to cross connection control

SEWER MAINTENANCE

- Maintains and repairs the sanitary sewer system
- Maintenance includes cleaning, televising, and repairing sanitary sewers and manholes
- Responds to service request calls related to the sanitary sewer system
- Inspects, assists and supervises subcontractors in the maintenance of the sanitary sewer system



WATER AND SEWER RATE HISTORY PER MCF



	1999-00 RATES	2000-01 RATES	2001-02 RATES	2002-03 RATES	2003-04 RATES	2004-05 RATES	PROPOSED 2005-06 RATES	RATE ADJ.
WATER	\$ 11.06	\$ 11.60	\$ 12.56	\$ 14.68	\$ 15.40	\$ 19.40	\$ 22.84	\$ 3.44
SEWER	9.11	9.57	10.86	12.32	14.30	15.00	15.00	\$ -
TOTAL RATE	\$ 20.17	\$ 21.17	\$ 23.42	\$ 27.00	\$ 29.70	\$ 34.40	\$ 37.84	\$ 3.44



SEWER FUND REVENUE AND EXPENSES

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
REVENUES				
Sewer Fund Revenue				
Charges for Service	\$ 9,912,387	\$ 9,540,000	\$ 10,070,000	\$ 9,895,000
Interest and Rents	208,707	315,000	210,000	310,000
REVENUE	\$ 10,121,094	\$ 9,855,000	\$ 10,280,000	\$ 10,205,000
EXPENSES				
Sewer Administraion				
Personal Service Control	\$ 133,204	\$ 164,960	\$ 164,960	\$ 172,020
Supplies	53	100	100	100
Other Services/Charges	8,507,674	7,880,580	8,159,580	7,936,870
SEWER ADMINISTRATION	\$ 8,640,931	\$ 8,045,640	\$ 8,324,640	\$ 8,108,990
Sewer Maintenance				
Personal Service Control	\$ 389,169	\$ 393,810	\$ 380,210	\$ 406,710
Supplies	28,114	31,900	28,700	29,900
Other Services/Charges	211,867	254,590	245,490	250,590
Operating Transfer Out	897,960	623,120	830,140	758,500
SEWER MAINTENANCE	\$ 1,527,110	\$ 1,303,420	\$ 1,484,540	\$ 1,445,700
EXPENSES	\$ 10,168,041	\$ 9,349,060	\$ 9,809,180	\$ 9,554,690
Revenue Over (Under) Expenses	\$ (46,947)	\$ 505,940	\$ 470,820	\$ 650,310
SEWER FUND CAPITAL				
CAPITAL OUTLAY	\$ 507,522	\$ 165,000	\$ 2,294,600	\$ 4,835,000



DEPARTMENT AT A GLANCE - SEWER DIVISION

FUNDING LEVEL SUMMARY	2002/03		ESTIMATED 2004/05		2005/06		% OF CHANGE
	ACTUAL	ACTUAL	BUDGET	BUDGET	BUDGET	BUDGET	
Sewer Administration	\$8,214,629	\$8,640,930	\$8,045,640	\$8,324,640	\$8,108,990		-2.6%
Sewer Maintenance	1,414,032	1,527,109	1,303,420	1,484,540	1,445,700		-2.6
Total Department	\$9,628,661	\$10,168,039	\$9,349,060	\$9,809,180	\$9,554,690		-2.6%
Personal Services	\$478,226	\$522,372	\$558,770	\$545,170	\$578,730		6.2%
Supplies	14,875	28,167	32,000	28,800	30,000		4.2
Other Services/Charges	8,285,360	8,719,540	8,135,170	8,405,070	8,187,460		-2.6
Transfer Out	850,200	897,960	623,120	830,140	758,500		-8.6
Total Department	\$9,628,661	\$10,168,039	\$9,349,060	\$9,809,180	\$9,554,690		-2.6%

**PERSONNEL
SUMMARY**

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Sewer Division	16	0	16	0	16	0	16	0
Total Department	16	0	16	0	16	0	16	0



WATER FUND REVENUE AND EXPENSES

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
REVENUE				
Charges for Service	\$ 11,036,497	\$ 12,858,000	\$ 13,151,000	\$ 15,166,000
Interest and Rents	314,382	346,000	296,000	350,000
REVENUE	\$ 11,350,879	\$ 13,204,000	\$ 13,447,000	\$ 15,516,000
EXPENSES				
Water Trans & Distr				
Personal Service Control	\$ 156,253	\$ 110,200	\$ 108,840	\$ 114,590
Supplies	12,988	37,000	53,000	44,000
Other Services/Charges	40,775	40,000	44,500	41,500
WATER TRANS & DISTR	\$ 210,016	\$ 187,200	\$ 206,340	\$ 200,090
Water Customer Installation				
Personal Service Control	\$ 32,750	\$ 70,590	\$ 103,070	\$ 109,330
Supplies	-	500	500	500
Other Services/Charges	-	5,000	5,000	5,000
WATER CUSTOMER INSTALLATION	\$ 32,750	\$ 76,090	\$ 108,570	\$ 114,830
Water Contractors Service				
Personal Service Control	\$ 155,819	\$ 162,840	\$ 190,150	\$ 207,740
Supplies	1,776	3,500	3,500	3,500
Other Services/Charges	15,128	17,000	17,000	17,000
WATER CONTRACTORS SERVICE	\$ 172,723	\$ 183,340	\$ 210,650	\$ 228,240
Water Main Testing				
Personal Service Control	\$ 66,213	\$ 57,880	\$ 191,630	\$ 190,540
Supplies	291	500	500	500
Other Services/Charges	3,132	4,000	4,000	4,000
WATER MAIN TESTING	\$ 69,636	\$ 62,380	\$ 196,130	\$ 195,040
Maintenance of Mains				
Personal Service Control	\$ 178,110	\$ 242,610	\$ 211,570	\$ 232,270
Supplies	49,168	45,000	45,000	45,000
Other Services/Charges	70,744	75,500	98,000	76,500
MAINTENANCE OF MAINS	\$ 298,022	\$ 363,110	\$ 354,570	\$ 353,770
Maintenance of Services				
Personal Service Control	\$ 141,603	\$ 150,530	\$ 145,510	\$ 154,060
Supplies	29,255	21,000	21,000	21,000
Other Services/Charges	32,411	35,000	35,000	35,000
MAINTENANCE OF SERVICES	\$ 203,269	\$ 206,530	\$ 201,510	\$ 210,060



WATER FUND REVENUE AND EXPENSES, CONTINUED

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
Maintenance of Meters				
Personal Service Control	\$ 96,795	\$ 110,320	\$ 91,410	\$ 104,650
Supplies	127,149	120,000	120,000	120,000
Other Services/Charges	7,766	9,000	9,000	9,000
MAINTENANCE OF METERS	\$ 231,710	\$ 239,320	\$ 220,410	\$ 233,650
Maintenance of Hydrants				
Personal Service Control	\$ 180,517	\$ 235,490	\$ 239,420	\$ 246,580
Supplies	37,777	40,000	60,000	50,000
Other Services/Charges	31,726	40,000	40,000	40,000
MAINTENANCE OF HYDRANTS	\$ 250,020	\$ 315,490	\$ 339,420	\$ 336,580
Water Meters & Tap-Ins				
Personal Service Control	\$ 118,471	\$ 108,470	\$ 206,980	\$ 206,690
Supplies	86,461	80,000	80,000	80,000
Other Services/Charges	58,254	60,580	52,580	60,580
WATER METERS & TAP-INS	\$ 263,186	\$ 249,050	\$ 339,560	\$ 347,270
Water Meter Reading				
Personal Service Control	\$ 70,720	\$ 81,560	\$ 79,430	\$ 84,200
Supplies	63	100	200	100
Other Services/Charges	8,452	8,700	7,000	8,700
WATER METER READING	\$ 79,235	\$ 90,360	\$ 86,630	\$ 93,000
Water Accounting & Collecting				
Personal Service Control	\$ 31,054	\$ 45,950	\$ 15,280	\$ 46,770
Supplies	16,350	19,000	23,000	19,500
Other Services/Charges	5,729	11,350	15,750	11,630
WATER ACCOUNTING & COLLECTING	\$ 53,133	\$ 76,300	\$ 54,030	\$ 77,900
Water Administration				
Personal Service Control	\$ 408,683	\$ 313,530	\$ 359,980	\$ 344,780
Supplies	18,329	18,140	19,640	18,640
Other Services/Charges	8,374,164	9,952,150	10,703,810	10,870,440
Debt Service	17,450	-	-	-
WATER ADMINISTRATION	\$ 8,818,626	\$ 10,283,820	\$ 11,083,430	\$ 11,233,860
EXPENSES	\$ 10,682,326	\$ 12,332,990	\$ 13,401,250	\$ 13,624,290
Revenue Over (Under) Expenses	\$ 668,553	\$ 871,010	\$ 45,750	\$ 1,891,710
WATER FUND CAPITAL CAPITAL OUTLAY	\$ 2,042,382	\$ 4,058,400	\$ 5,534,400	\$ 4,090,000

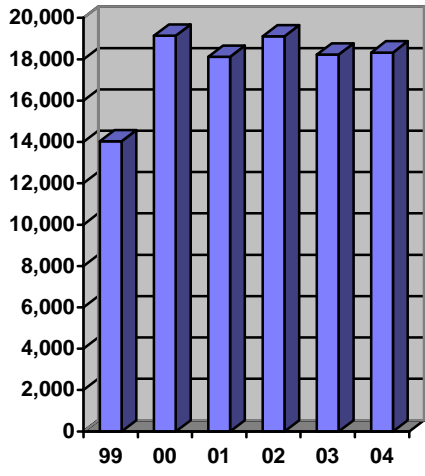


DEPARTMENT AT A GLANCE – WATER DIVISION

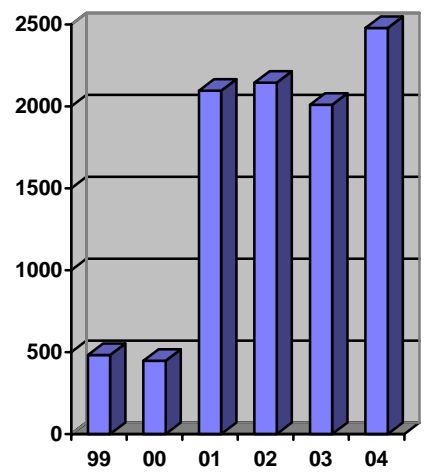
FUNDING LEVEL SUMMARY	2002/03	2003/04	ESTIMATED	2004/05	2005/06	% OF CHANGE
	ACTUAL	ACTUAL	2004/05 BUDGET	BUDGET	BUDGET	
Transmission & Dist.	\$1,422,584	\$1,468,144	\$1,633,460	\$1,837,600	\$1,872,260	1.9%
Accounting/Collecting	181,753	132,368	166,660	140,660	170,900	21.5
Meters & Tap-ins	152,435	263,186	249,050	339,560	347,270	2.3
Administration	8,457,741	8,818,627	10,283,820	11,083,430	11,233,860	1.4
Total Department	\$10,214,513	\$10,682,325	\$12,332,990	\$13,401,250	\$13,624,290	1.7%
Personal Services	\$1,598,972	\$1,636,988	\$1,689,970	\$1,943,270	\$2,042,200	5.1%
Supplies	249,414	379,607	384,740	426,340	402,740	-5.5
Other Services/Charges	8,317,113	8,648,280	10,258,280	11,031,640	11,179,350	1.3
Debt Service	49,014	17,450	-0-	-0-	-0-	-0-
Total Department	\$10,214,513	\$10,682,325	\$12,332,990	\$13,401,250	\$13,624,290	1.7%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Water Division	19	6	19	6	19	6	19	6
Total Department	19	6	19	6	19	6	19	6

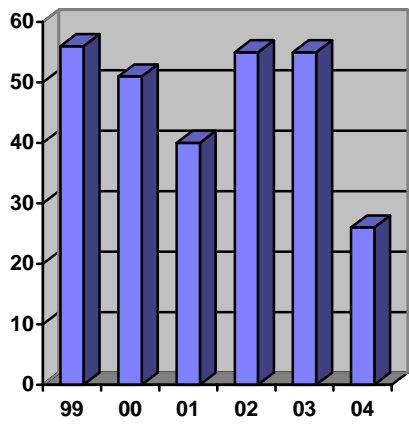
KEY DEPARTMENTAL TRENDS



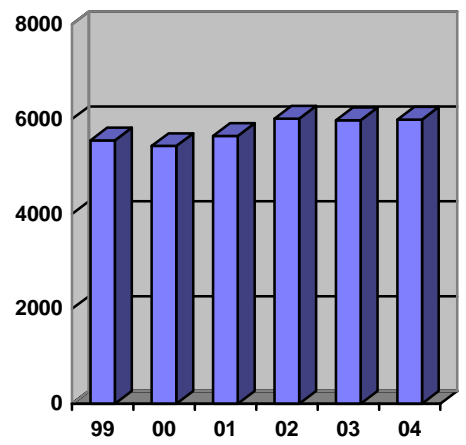
■ Requests for staking processed



■ Backflow preventor testing



■ Water main breaks



■ Fire hydrants winterized



SERVICE STATEMENT

The Water and Sewer Division is dedicated to serving residents of the City of Troy by ensuring that quality of the drinking water is above all standards and the quantity of water needed to fight fires is never compromised.

The division is also dedicated to ensuring the safe and efficient discharge of wastewater to a waste treatment facility.

The services provided by this division are available 24 hours a day, 365 days a year. The staff is well trained and motivated to operate and maintain the system in the most efficient manner for the health, safety and welfare of the City's residents and businesses.

The Water Distribution Division is responsible for the accurate and continuous reading of residential, commercial, and industrial water meters. The maintenance and service of water meters, validation of high, low, or questionable reads, and testing for accuracy are important daily functions. Fire hydrants, gatewells, valves, and meter vaults are routinely inspected for repairs, cleaning, and structural integrity. Inspections are conducted at commercial and industrial establishments annually to check for cross connection violations, and the proper installation of backflow prevention devices. When necessary, violation notices are issued to those establishments not meeting City and State ordinances, rules and regulations. Follow-up visits are made to re-inspect for compliance.

The Sanitary Sewer Division is responsible for maintaining designed sewerage flows through the City-owned sanitary sewer system. The staff conducts regular thorough sewer inspections and continuously repairs and restores damaged structures and sewer lines. The sanitary sewer system is cleaned on a regular basis as part of a proactive maintenance program. Debris is removed from the system to prevent blockage.

The office staff is responsible for preparing accurate water and sanitary sewer bills, and ensuring that they are mailed out to our customers in a timely fashion. They maintain the water billing system and all pertinent water and sewer records for every residential, commercial, and industrial establishment in the community. The office staff is, in most cases, the first contact our customers have with the division. These employees handle over 6,000 water and/or sewer related inquiries annually.



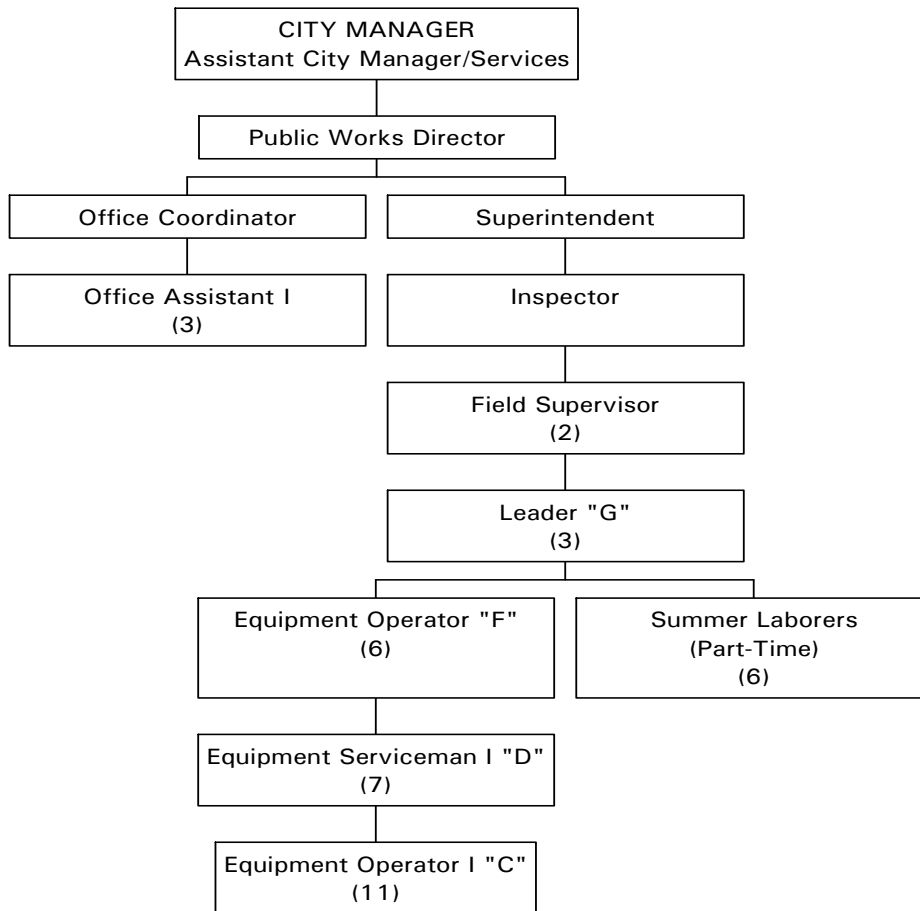
PERFORMANCE OBJECTIVES

1. Complete installation of remote radio reading devices on commercial water meters. These units emit a radio frequency that transmits the water meter readings to a vehicle as it passes in proximity of the water meter. (Objective 6)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Service Requests Received & Handled/Yearly	2,650	2,650	2,650	2,265
New Residential/Commercial Water Taps	200	180	180	170
New Residential/Commercial Water Meter Installations	250	250	200	190
Backflow Preventor Testing Compliance Letters	1,500	1,500	1,500	1,700
Site Plans Reviewed	62	55	55	50
City of Detroit Water Bills Processed	12	12	12	12
Repaired Water Main Breaks	55	60	60	50
Valves Turned	6,650	6,650	6,650	6,700
Water Services Re-tapped	82	75	75	120
Miss Dig Teletypes Processed	19,000	19,000	19,000	19,000
Hydrants Winterized	6,100	6,100	6,100	5,990
Water Sample Testing	230	230	230	230
Sanitary sewers cleaned (in feet)	1,670,000	1,670,000	1,670,000	2,000,000
10 year meter exchanges	750	750	750	750



ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Superintendent	1	1	1
Equipment Operator "F"	6	6	6
Equipment Operator I "C"	11	11	11
Equipment Serviceman I "D"	7	7	7
Field Supervisor	2	2	2
Inspector	1	1	1
Leader "G"	3	3	3
Office Assistant I	3	3	3
Office Coordinator	1	1	1
Summer Laborers (Part-Time)	6	6	6
Total Department	41	41	41

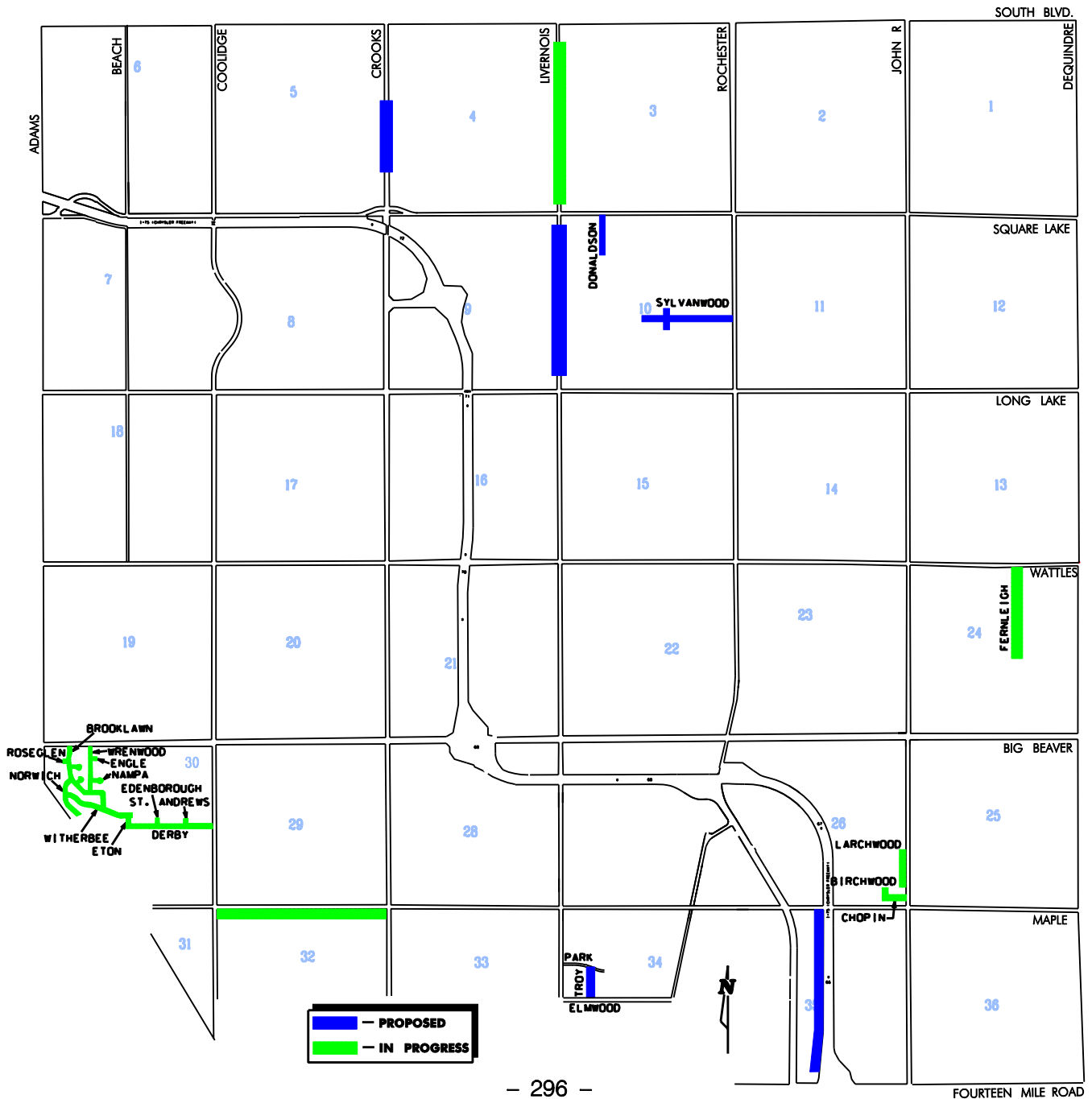
WATER FUND 2005/06 BUDGET

1	2	3	4	5	6	7	8	9	10	11	12	13	14	16
NO.	PROJ. NO.	PROJECT NAME	TOTAL PROJ. COST	EST. CITY CAP. COST	OTHER SOURCES	04/05 AMENDED BUDGET	04/05 EXPEND. to 12/31/04	04/05 EXPEND. to 6/30/05	04/05 BALANCE AT 6/30/05	04/05 RE-APPRO. 05/06	NEW APPROPR. 05/06	PROPOSED 05/06 BUDGET	FUTURE YEARS	COMMENTS OR FOOTNOTES
1	01.501.5	W. Maple, Coolidge to Crooks	1,200,000	12,000,000	0	240,000	833,040	1,070,000	(830,000)	0	100,000	100,000		
2	01.502.5	Troy Court, Park to Elmwood	200,000	200,000	0	115,000	0	100,000	15,000	15,000	55,000	70,000		Easements req'd
3	01.504.5	SE 1/4 of Section 10	1,752,000	1,752,000	0	150,000	86,463	190,000	(40,000)	0	0	0		
	01.504.5	SE 1/4 of Section 10	250,000	250,000	0	250,000	0	0	250,000	250,000	0	250,000		Road Repair Due to Water Main Const.
4	01.505.5	Crooks, Temple City to Butterfield	225,000	225,000	0	15,000	68,342	80,000	(65,000)	0	0	0		Abandon 8"
5	01.506.5	Lowery & Heide	220,000	220,000	0	10,000	7,926	18,000	(8,000)	0	0	0		
6	01.507.5	SE 1/4 of Section 16	1,000,000	1,000,000	0	0	0	0	0	0	0	0	1,000,000	Lange, Hart & Pierce
	01.507.5	SE 1/4 of Section 16	100,000	100,000	0	0	0	0	0	0	0	0	100,000	Road Repair Due to Water Main Const.
7	01.508.5	NE 1/4 of Section 9	3,200,000	3,200,000	0	0	0	0	0	0	0	0	3,200,000	Houghten,Blanche to SL,Blanche;Habrand;McKinley, Wright to Liv.;Haldane,Niles to Canham
	01.508.5	NE 1/4 of Section 9	300,000	300,000	0	0	0	0	0	0	0	0	300,000	Road Repair Due to Water Main Const.
8	01.509.5	Livernois, Square Lake to South Blv	825,000	825,000	0	825,000	0	400,000	425,000	425,000	25,000	450,000		
9	01.517.5	Rochester, Wattles to Sylvanwood	950,000	950,000	0	375,000	0	50,000	325,000	0	0	0	950,000	East & West Sides; ROW req'd
10	03.501.5	John R, Birchwood to Maple	225,000	225,000	0	25,000	2,804	150,000	(125,000)	0	75,000	75,000		
11	03.502.5	Chopin, John R to Bellingham	150,000	150,000	0	250,000	0	75,000	175,000	75,000	0	75,000		
12	03.503.5	Section 30 Water Main	1,250,000	1,250,000	0	1,250,000	262,796	970,000	280,000	150,000	0	150,000		
13	03.504.5	Fernleigh, Wattles to Winter	860,000	860,000	0	550,000	0	400,000	150,000	36,000	424,000	460,000		
14	03.505.5	Creston, Somerton to Rochester	130,000	130,000	0	0	1,525	2,000	(2,000)	0	0	0		Part of Creston SAD Paving Project
15	04.501.5	Crooks, Square Lake to the North	700,000	700,000	0	300,000	14,372	55,000	245,000	0	700,000	700,000		Part of RCOC Crooks Road Project
16	04.502.5	South Blvd., West of Crooks	307,000	307,000	0	0	0	307,000	(307,000)	0	0	0		Maintenance Repairs

WATER FUND 2005/06 BUDGET

1	2	3	4	5	6	7	8	9	10	11	12	13	14	16
NO.	PROJ. NO.	PROJECT NAME	TOTAL PROJ. COST	EST. CITY CAP. COST	OTHER SOURCES	04/05 AMENDED BUDGET	04/05 EXPEND. to 12/31/04	04/05 EXPEND. to 6/30/05	04/05 BALANCE AT 6/30/05	04/05 RE-APPRO. 05/06	NEW APPROPR. 05/06	PROPOSED 05/06 BUDGET	FUTURE YEARS	COMMENTS OR FOOTNOTES
17	04.503.5	Livernois, Long Lake to Square Lake	800,000	800,000	0	800,000	0	50,000	750,000	750,000	0	750,000		ROW Required
18	05.501.5	Stephenson, #500 to Maple	760,000	760,000	0	0	0	0	0	0	760,000	760,000		
19	96.507.5	Section 19, North 1/2 of Northwest 1/4	353,000	353,000	0	0	735	1,000	(1,000)	0	0	0		Road Repair Due to Water Main Const.
20	97.501.5	Rochester & Stephenson	2,700,000	2,700,000	0	0	18,393	50,000	(50,000)	0	0	0		
21	99.502.5	Coolidge, Derby to Golfview	370,000	370,000	0	260,000	0	0	260,000	0	0	0	370,000	Include Golfview
22	99.503.5	Maplelawn (W.), Crooks to Maple	370,000	370,000	0	50,000	0	0	50,000	0	0	0		
23	99.504.5	Wattles, Crooks to Livernois	850,000	850,000	0	0	0	0	0	0	0	0	850,000	
24	99.505.5	Wattles, John R. to Dequindre	850,000	850,000	0	0	0	0	0	0	0	0	850,000	
25		DPW Maintenance Repairs	250,000	250,000	0	0	0	0	0	0	250,000	250,000		As-Needed Maintenance Repairs by DPW
26		City Water System Master Plan Update	26,300	26,300	0	0	20,266	21,000	(21,000)	0	0	0		
TOTALS:			21,173,300	31,973,300	0	5,465,000	1,316,662	3,989,000	1,476,000	1,701,000	2,389,000	4,090,000		
PROPOSED 05/06 minus 04/05 BALANCE:												2,614,000		

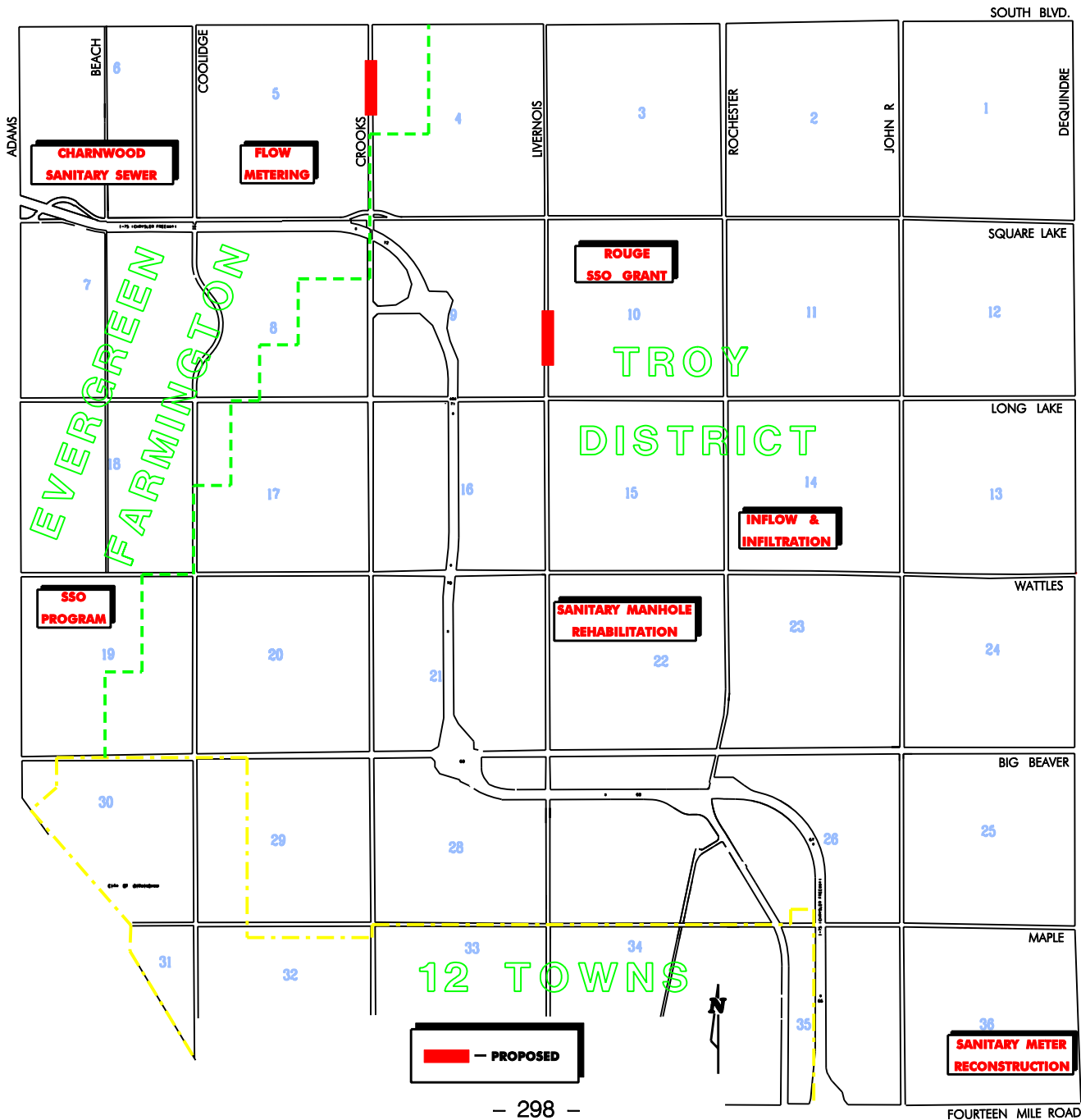
WATER FUND 2005 - 06



SEWER FUND 2005-06 BUDGET

1	2	3	4	5	6	7	8	9	10	11	12	13	14
NO.	PROJ. NO.	PROJECT NAME	TOTAL PROJ. COST	EST. CITY CAP. COST	OTHER SOURCES	04/05 AMENDED BUDGET	04/05 EXPEND. TO 12/31/04	04/05 EXPEND. TO 6/30/05	04/05 BALANCE AT 6/30/05	04/05 RE-APPRO. to 05/06	NEW APPROP. 05/06	PROPOSED 05/06 BUDGET	COMMENTS OR FOOTNOTES
1	02.406.5	Dequindre/Wattles Sanitary Sewer	300,000	300,000	0	0	0	35,000	(35,000)	0	0	0	Various Locations - Part of RCOCDequindre Road Project
2	03.402.5	Evergreen - Farmington SSO Program	13,300,000	480,000	12,820,000	200,000	0	0	200,000	140,000	0	140,000	Eliminate sewage in Rouge/ Limit Regulatory Liability
3	04.401.5	Crooks, Square Lake to North	160,000	160,000	0	160,000	0	0	160,000	160,000	0	160,000	Part of RCOC Crooks Road Project
4	04.402.5	Sanitary Sewer Overflow Contingency	3,500,000	3,500,000	0	25,000	0	0	25,000	25,000	225,000	250,000	Contingency for MDEQ Review of SSO
5	04.403.1	Charnwood Hills SAD	1,800,000	267,000	1,533,000	0	0	0	0	0	1,800,000	1,800,000	\$1.533M SAD Rev.
6	05.401.5	Rouge SSO Grant	525,000	315,000	210,000	0	0	100,000	(100,000)	0	400,000	400,000	\$210k Grant Reimb. - Ev. Frm. District
7	05.402.5	E. Side Livernois, N. of Long Lake	250,000	250,000	0	0	0	0	0	0	250,000	250,000	San. Sewer
8	97.405.5	Sanitary Meter Station Reconstruction	70,000	70,000	0	70,000	0	0	70,000	10,000	0	10,000	Replace 18" Parshall Flume w/36" @ 14 Mile Meter Sta. #5
9	97.407.5	Flow Metering in the Evergreen-Farmington District	130,000	130,000	0	64,600	0	0	64,600	50,000	0	50,000	Identification of Inflow and Infiltration, Evergreen-Farmington
10	98.402.5	Twelve Towns Sewer Study	75,000	75,000	0	75,000	0	0	75,000	0	0	0	Investigate alternatives to reduce City's financial exposure
11	98.403.5	Sanitary Manhole Rehabilitation - Troy District	1,500,000	1,500,000	0	1,400,000	0	0	1,400,000	1,400,000	100,000	1,500,000	Reduce I&I -MH Tributary to Meter #3 @ BB, W. of Deq.
12	98.404.5	Sanitary Trunkline Relief Study - Troy District	50,000	50,000	0	50,000	0	0	50,000	0	0	0	Consultant Services to obtain additional outlet capacity
13	99.404.5	I & I on City Sewer System	500,000	500,000	0	250,000	0	0	250,000	250,000	0	250,000	
14	99.406.5	Dennis Powers Drain	3,700,000	3,700,000	0	0	27,655	30,000	(30,000)	0	0	0	Dennis Powers Drain - Section 3
TOTALS:			25,860,000	11,297,000	14,563,000	2,294,600	27,655	165,000	2,129,600	2,035,000	2,775,000	4,810,000	
PROPOSED 2005/06 minus 2004/05 BALANCE:												2,680,400	
REVENUE (SAD & GRANT):												(1,743,000)	
NEW FUNDS												937,400	

SEWER FUND 2005 - 06





SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGETS COMPARED TO 2004/05 BUDGET

This year the Water Department will begin to use a new type of water meter reading device. The new system will send the meter reading, via radio signal, to a reading collection computer that can be used by a person walking or even driving down the street. With this new concept the department will eventually save enough labor to forego the addition of new personnel for several years.

The City of Detroit Water and Sewerage Department is passing along a 8.7 percent increase in water rates, while the sewerage rates reflect a slight decrease. This is the first time in several years that we are proposing to increase the water rate to our customers by more than the City of Detroit to help fund improvements to the system, without the need to issue bonds for those improvements.

WATER

2004/05 Rate	\$13.61
2005/06 Rate	\$14.80

SEWERAGE

2004/05 Rate	\$11.90 (Evergreen-Farmington District)
2005/06 Rate	\$12.00
2004/05 Rate	\$9.64 (Southeast Oakland County District)
2005/06 Rate	\$9.41



BUILDING OPERATIONS



FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATIVE AND BUILDING OPERATIONS SERVICES

- Prepares and administers the Building Operations budget
- Coordinates staff activities
- Provides 24-hour maintenance and custodial service to all City-owned buildings
- Complies with, maintains, and analyzes building needs
- Plans and conducts preventive maintenance programs
- Acquires material, equipment and supplies
- Coordinates with all outside vendors
- Maintains parts inventory
- Processes and reviews all utility invoices
- Formulates and develops service procedures
- Complies and develops safe work practices
- Receives and coordinates deliveries
- Aids and assists other departments with budget figures and material sources
- Does preparatory work before and after upcoming elections at voting precincts
- Provides energy conservation with building upgrades



BUILDING OPERATIONS FUND REVENUE AND EXPENSES

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
REVENUE				
Charges for Service	\$ 1,685,390	\$ 1,652,500	\$ 1,735,630	\$ 1,760,440
Other Revenue	437	-	-	-
REVENUE	\$ 1,685,827	\$ 1,652,500	\$ 1,735,630	\$ 1,760,440
EXPENSES				
Personal Service Control	\$ 957,068	\$ 978,320	\$ 1,051,160	\$ 1,061,760
Supplies	60,116	55,130	61,580	57,130
Other Services/Charges	668,643	619,050	622,890	641,550
EXPENSES	\$ 1,685,827	\$ 1,652,500	\$ 1,735,630	\$ 1,760,440
Revenue Over (Under) Expenses	-	-	-	-



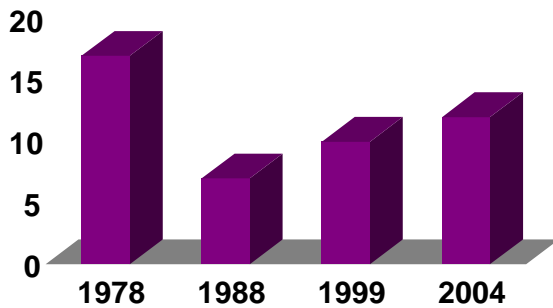
DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03	2003/04	ESTIMATED		2005/06	% OF CHANGE
	ACTUAL	ACTUAL	2004/05 BUDGET	2004/05 BUDGET	BUDGET	
Building Operations	\$1,449,567	\$1,685,827	\$1,652,500	\$1,735,630	\$1,760,440	1.4%
Total Department	\$1,449,567	\$1,685,827	\$1,652,500	\$1,735,630	\$1,760,440	1.4%
Personal Services	\$835,585	\$957,068	\$978,320	\$1,051,160	\$1,061,760	1.0%
Supplies	49,606	60,116	55,130	61,580	57,130	-7.2
Other Services/Charges	564,376	668,643	619,050	622,890	641,550	3.0
Total Department	\$1,449,567	\$1,685,827	\$1,652,500	\$1,735,630	\$1,760,440	1.4%

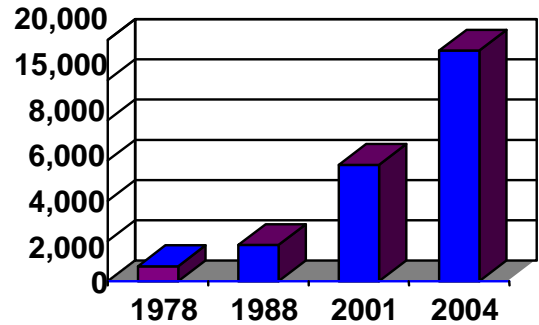
PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Building Operations	11	2	12	2	12	2	12	2
Total Department	11	2	12	2	12	2	12	2

KEY DEPARTMENTAL TRENDS

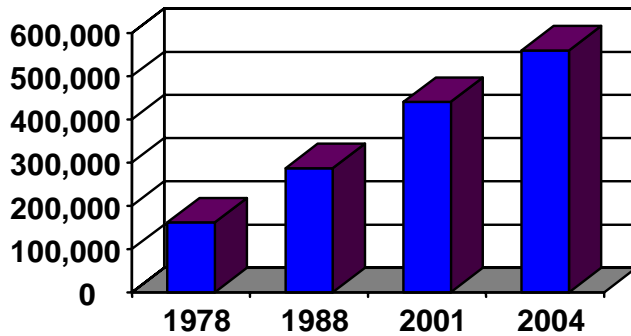
Building Operations Staffing



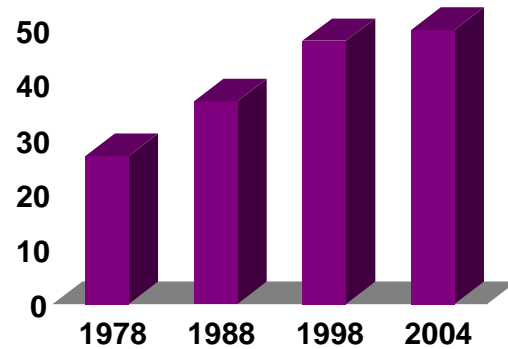
Written Requests



Amount of Square Footage



Buildings Serviced



SERVICE STATEMENT

Building Operations' primary goal is to maintain, within budgetary framework, fifty City facilities in a safe, clean, and economical manner for the benefit of the residents and staff of the City of Troy. The department prides itself on its ability to operate efficiently, reduce unnecessary spending, and effectively deliver the services to maintain the City facilities. Building Operations has received and completed an ever-increasing number of written and verbal work requests over the years. Last year 18,000 written and verbal requests were received while maintaining approximately 560,041 square feet of building space with nine maintenance personnel. The ultimate goal of Building Operations is to provide proactive service instead of reactive service. The department also aspires to keep up with the latest technology.

Building Operations staff ensures through preventive and routine maintenance programs on the mechanical, electrical and plumbing systems that they stay operating at optimum efficiency with the least amount of down time. Building Operations provides a twenty-four hour, seven day a week on-call Building Maintenance Specialist. This response to after-hour emergencies has proven to be extremely valuable to both our Police and Fire Departments.

Building Operations also maintains all interior and exterior surfaces for functional and aesthetic purposes. Other departments are assisted with office furniture transfers and layouts to help ensure that personnel and equipment are ergonomically situated. Building Operations maintains control of the custodial contract for the housekeeping of twenty buildings: five buildings daily and fifteen other facilities twice a week.

The maintenance personnel are an integral component of the City as they perform a wide range of projects, constructed and completed in-house, and serve to identify and locate problems through preventive maintenance and repairs. As a service-oriented department, they respond quickly and safely with the appropriate resources to complete necessary repairs in a timely fashion.

The City's standards ensure that residents and employees have safe and clean facilities in which to carry on their day-to-day business. Additionally, Building Operations ensures maintenance of Board of Health standards at the City's new eight cell, 30 person capacity detention facility and a Community Center kitchen serving senior citizens' lunches.

The administrative, secretarial, and maintenance staff will continue to perform with highest regard to customer and public needs and achieve, develop, train, enhance and expand our level of quality.

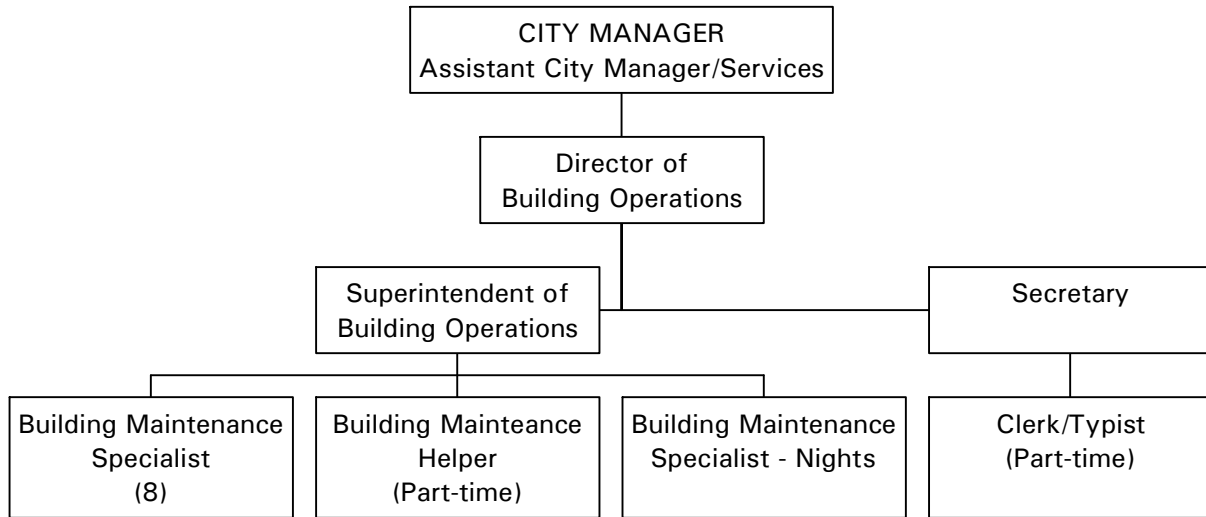


PERFORMANCE OBJECTIVES

- 1. Expand and develop new preventive maintenance programs. (Objective 7)
- 2. Explore new product technology for future needs. (Objective 6)
- 3. Educate and develop maintenance personnel. (Objective 4)
- 4. Provide management and development skills for office space renovation. (Objective 7)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 ACTUAL	2005/06 BUDGET
Written and telephone requests	11,472	14,472	18,000	18,700
Number of buildings serviced	50	50	50	50
Square footage of buildings	560,041	560,041	560,041	560,041

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Director of Building Operations	1	1	1
Superintendent of Building Operations	1	1	1
Building Maintenance Helper (Part-Time)	1	1	1
Building Maintenance Specialist	8	8	8
Building Maintenance Specialist - Nights	1	1	1
Clerk/Typist (Part-Time)	1	1	1
Secretary	1	1	1
Total Department	14	14	14



SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

OTHER SERVICES/CHARGES:

The total Other Service/Charges budget increased \$18,660 or 3 percent from last year. The increase is a result of the contract extension for janitorial services based on CPI index.



FLEET MAINTENANCE

FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATIVE & SUPPORT SERVICES

- Prepares specifications and administers department budget
- Coordinates and evaluates staff activities
- Coordinates staff development and training
- Procures materials, equipment and supplies
- Liaison with other governmental units
- Formulates and develops operational programs and priorities
- Maintains computerized fleet maintenance, parts and fuel inventory program
- Acts as liaison with other City departments
- Recommends creative and efficient procedures and programs in the department's areas of concern
- Coordinates vehicle and equipment auctions

FLEET MAINTENANCE

- 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 two shift operation
- Performs welding, cutting, fabrication, or repair on various equipment
- Assists Police Department with fatal traffic accident investigations
- Clears snow from 10 miles of City-owned sidewalks as conditions warrant
- Assists all divisions with additional personnel when needed
- Coordinates DPW building repairs and improvements
- Maintains 4 Medi-Go vans and busses
- Repairs to Clawson fire apparatus and Public Works vehicles on an as-needed basis
- Repairs to Huntington Woods Public Works and Parks and Recreation Department vehicles
- Calibrate speedometers for City patrol cars, as well as surrounding communities' vehicles
- Installation and removal of radio and emergency equipment



REVENUE AND EXPENSES

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
REVENUE				
Charges for Service	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
Interest and Rents	3,537,634	3,665,000	3,635,000	3,669,300
Other Revenue	330,513	271,100	142,800	394,000
Operating Transfer In	1,422,810	1,203,480	2,074,680	1,412,580
REVENUE	\$ 5,290,957	\$ 5,144,580	\$ 5,857,480	\$ 5,480,880
EXPENSES				
FLEET MAINTENANCE ADMIN.				
Personal Services Control	\$ 386,585	\$ 421,160	\$ 428,810	\$ 442,670
Supplies	11,675	14,520	14,520	14,520
Other Services/Charges	70,637	75,280	75,750	79,340
FLEET MAINTENANCE ADMIN.	\$ 468,897	\$ 510,960	\$ 519,080	\$ 536,530
EQUIP OPERATION & MAINT.				
Personal Services Control	\$ 915,766	\$ 979,370	\$ 1,105,930	\$ 1,141,960
Supplies	686,251	688,500	629,500	691,500
Other Services/Charges	1,272,918	1,243,250	1,360,200	1,299,950
EQUIP OPERATION & MAINT.	\$ 2,874,935	\$ 2,911,120	\$ 3,095,630	\$ 3,133,410
DPW FACILITY MAINT.				
Supplies	\$ 11,770	\$ 9,000	\$ 13,000	\$ 12,000
Other Services/Charges	306,847	337,200	352,200	377,640
DPW FACILITY MAINT.	\$ 318,617	\$ 346,200	\$ 365,200	\$ 389,640
EXPENSES	\$ 3,662,449	\$ 3,768,280	\$ 3,979,910	\$ 4,059,580
REVENUE OVER(UNDER)	1,628,508	1,376,300	1,877,570	1,421,300
EXPENSES				
FLEET MAINTENANCE CAPITAL CAPITAL OUTLAY	\$ 630,232	\$ 1,376,300	\$ 1,877,570	\$ 1,421,300



DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2002/03		ESTIMATED		2005/06		% OF CHANGE
	ACTUAL	ACTUAL	2004/05 BUDGET	2004/05 BUDGET	BUDGET	BUDGET	
Administration	\$472,753	\$468,897	\$510,960	\$519,080	\$536,530		3.4%
Equipment Ops. & Maint.	2,772,608	2,874,935	2,911,120	3,095,630	3,133,410		1.2
Facility Maintenance	334,450	318,617	346,200	365,200	389,640		6.7
Total Department	\$3,579,811	\$3,662,449	\$3,768,280	\$3,979,910	\$4,059,580		2.0%
Personal Services	\$1,190,567	\$1,302,351	\$1,400,530	\$1,534,740	\$1,584,630		3.3%
Supplies	665,096	709,696	712,020	657,020	718,020		9.3
Other Services/Charges	1,724,148	1,650,402	1,655,730	1,788,150	1,756,930		-1.7
Total Department	\$3,579,811	\$3,662,449	\$3,768,280	\$3,979,910	\$4,059,580		2.0%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Fleet Maintenance	18	2	18	2	18	2	18	2
Total Department	18	2	18	2	18	2	18	2



FLEET MAINTENANCE FUND

**SECTION A
REPLACEMENT UNITS**

ITEM#	QUANTITY	REPLACES	DESCRIPTION	UNIT COST	ESTIMATED COST
1	12	A	Police Patrol Cars	23,000	\$276,000
2	4	B	Detective Cars	21,000	84,000
3	1	C	Command 4X4	28,000	28,000
4	3	D	Police Service Aids 4X4 Pickups	25,500	76,500
5	1	E	Fire Department 4X4	28,000	28,000
6	4	F	Staff Vehicles	15,500	62,000
7	2	G	2-1/2 YD. Dump Trucks 4X4 W/Plows	30,000	60,000
8	1	H	2-1/2 YD. Crew Cab Dump Trucks	30,000	30,000
9	1	I	Crew Cab Pickup	22,500	22,500
10	6	J	Pickup Trucks	16,000	96,000
11	2	K	Pickup Trucks 4X4 W/Plows	23,000	46,000
12	1	L	Crew Truck W/Air Compressor & Crane	80,000	80,000
13	1	M	10-12 Yard Dump Truck Stainless W-Snow Plow, Salt Spreader & Underbody Scraper	140,000	140,000
14	2	N	Truck Mounted Street Sweepers	150,000	300,000
15	2	O	Trailer Mounted Arrow Boards (Solar/Battery)	9,000	18,000
16	1	P	Trailer Mounted Air Compressor	14,000	14,000
17	1	Q	72" Riding Mower W/Snow Blower 4X4	17,000	17,000
Total Section A – Replacement Units					\$1,378,000

**SECTION B
ADDITIONAL UNITS**

ITEM #	QUANTITY	REQUESTED BY	DESCRIPTION	UNIT COST	ESTIMATED COST
No additional units are being proposed.					
Total Section B – Additional Units					\$0.00



FLEET MAINTENANCE FUND

**SECTION C
EQUIPMENT TO BE REPLACED**

ITEM#	EQUIPMENT #	DESCRIPTION	COST
A		Police Patrol Cars 12 @ \$4,000 each	\$48,000
B	861	1995 Chevrolet Lumina	2,500
	877	1998 Chevrolet Lumina	3,500
	888	1999 Chrysler Cirrus	3,800
	890	1999 Ford Explorer 4X4	7,500
C	941	2001 Chevrolet Tahoe 4X4 (Command)	8,000
D	807	2001 Dodge Ext. Cab 4X4 Pickup	6,500
	808	2001 Dodge Ext. Cab 4X4 Pickup	6,500
	809	2001 Dodge Ext. Cab 4X4 Pickup	6,500
E	72	1999 Ford Explorer 4X4	8,000
F	150	1996 Chevrolet Lumina	2,500
	154	1996 Chevrolet Lumina	2,500
	156	1996 Chevrolet Lumina	2,500
	158	1996 Chevrolet Lumina	2,500
G	400	1991 Dodge 2 1/2 Yard Dump 4X4	5,000
	401	1991 Dodge 2 1/2 Yard Dump 4X4	5,000
H	410	1998 GMC 2 1/2 Yard Dump Crew Cab	6,500
I	227	1998 Chevrolet Pickup Crew Truck	5,000
J	230	1999 Dodge Pickup Ext. Cab	5,000
	231	1999 Dodge Pickup Ext. Cab	5,000
	233	1999 Dodge Pickup Ext. Cab	5,000
	283	1994 GMC Pickup	2,000
	285	1994 GMC Pickup	2,000
	286	1994 GMC Pickup	2,000
	287	1994 GMC Pickup 4X4 W/Plow	5,000
K	288	1995 GMC Pickup 4X4 W/Plow	5,200
	413	1991 GMC Crew Truck W/Compressor	6,500
L	434	1993 Ford 12 YD Dump Truck W/Plow	8,500
M	478	2001 Tymco Street Sweeper	55,000
N	479	2001 Tymco Street Sweeper	55,000
O	453	1989 Trailer Mounted Arrow Boards	500
	456	1987 Trailer Mounted Arrow Boards	500
P	605	1993 Trailer Mounted Air Compressor	2,000
Q	619	1995 72" Riding Mower	2,500
Total Section C – Equipment to be Replaced			\$294,000



FLEET MAINTENANCE FUND

**SECTION D
RADIO EQUIPMENT**

ITEM#	QUANTITY	DESCRIPTION	UNIT COST	ESTIMATED COST
1	18	2 Way Mobil Radio 12 Channel	600	\$10,800
2	1	Radio System Upgrade	5,200	5,200
Total Section D – Radio Equipment				\$16,000

**SECTION E
TOOLS AND SHOP EQUIPMENT**

ITEM#	QUANTITY	DESCRIPTION	UNIT COST	ESTIMATED COST
1	2	Complete Mechanic Tool Set	2,500	\$5,000
2	1	Engine Analyzer Software Update		2,500
3	1	Office Furniture		2,000
4	1	Repair Manual Software (update)		2,000
5	1	Computer Fleet/Fuel Software Maintenance		6,550
6	50	Vehicle ID Transmitter (fuel)	185	9,250
Total Section E – Tools and Shop Equipment				\$27,300

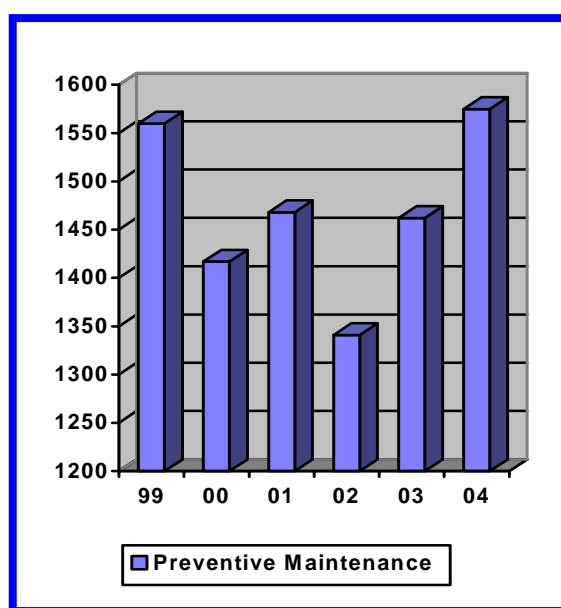
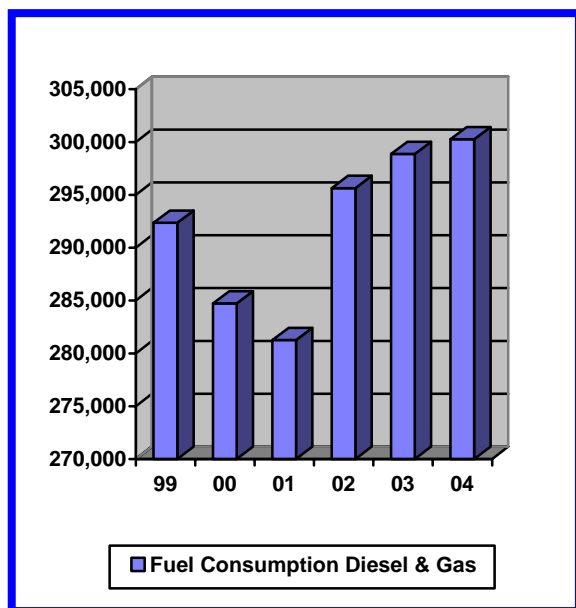
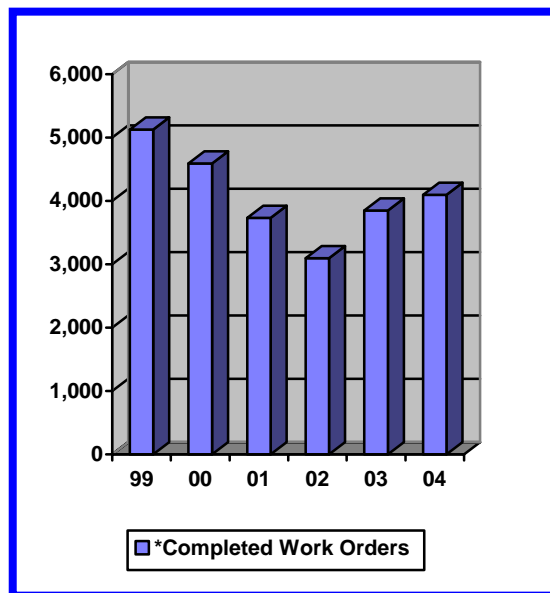
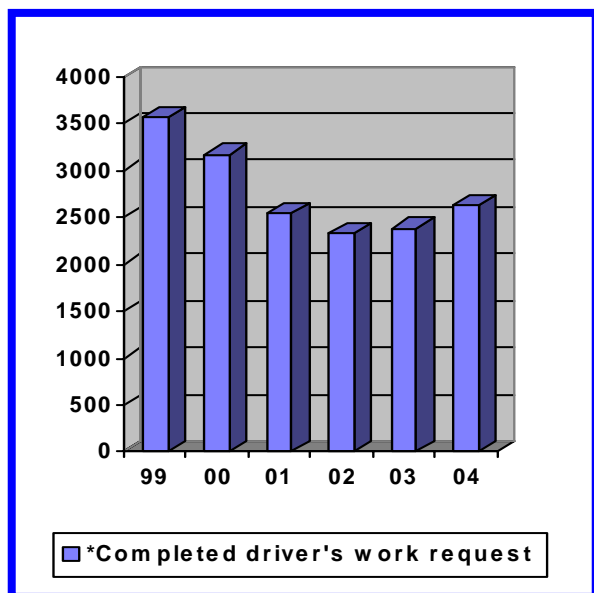
FLEET MAINTENANCE FUND

**SECTION
SUMMARY**

SECTION	SUMMARY	ESTIMATED COST
SECTION A	REPLACEMENT UNITS	\$1,378,000
SECTION B	ADDITIONAL UNITS	-0-
SECTION D	RADIO EQUIPMENT	16,000
SECTION E	TOOLS & SHOP EQUIPMENT	27,300
Total Section Summary		\$1,421,300



KEY DEPARTMENTAL TRENDS



Preventive Maintenance is performed at various intervals of the year to attempt to eliminate unnecessary downtime due to mechanical failures. The introduction of synthetic oils in city equipment will extend the drain intervals for equipment.

Work Orders, driver's work requests and PM's performed have increased this past year due to the restructuring of the PM program and the number of miles driven and fuel consumed.



SERVICE STATEMENT

The Fleet Maintenance Division's primary function is the preventive maintenance and repair of approximately 500 City owned vehicles and pieces of equipment. This includes 93 vehicles utilized by the Police Department, 30 pieces of Fire Department apparatus and 56 pieces of snow removal equipment. Adequate parts and fuel inventories are maintained at both repair sites in order to complete repairs in an efficient, professional and timely manner and minimize down time.

The Fleet Maintenance Division consists of two repair locations, one at 500 W. Big Beaver and a two-shift operation at the main facility located at 4693 Rochester Rd. Fleet Maintenance is staffed by one superintendent, two field supervisors, one inventory assistant, four service personnel, six auto/equipment mechanics and four heavy equipment mechanics.

The Fleet Maintenance Division provides a "ready to work" service with an average of 97% of our vehicles ready for daily activities. Twenty-four (24) hour on call service is available 365 days a year for repairs on snow removal equipment during a snow emergency, pumps during flood control operations, or Fire Department equipment at a fire scene. Early preparation of seasonal equipment such as sweepers, mowers, and snow removal equipment is performed to assure that the City owned fleet of vehicles and equipment is ready for service when called on during heavy seasonal use. This minimizes unnecessary downtime when the unit is in peak demand.

During the winter months the vehicles dedicated to the major snow runs are checked over nightly to assure readiness for possible snow emergencies. Additional functions include performing vehicle modifications, cutting and welding, fabrication and repair. We service heating and cooling, exhaust, and hydraulic systems. The installation of emergency lighting, two-way radios, snowplows, salt spreaders, and K-9 cages in police patrol cars are the responsibility of the Fleet Maintenance Division.

Besides normal Fleet Maintenance Division functions, we assist the Police Department in fatal accident investigations, remove snow on City owned sidewalks, and assist the Building Department in sign ordinance enforcement. We also maintain 4 Troy Medigo vans, repair City of Clawson & Huntington Woods fire apparatus & Public Works vehicles on an as needed basis, and calibrate speedometers for police vehicles owned by the city as well as surrounding communities.

The division's administrative responsibilities include the development of operating and capital budgets, writing equipment purchase specifications, bid recommendations and communicating with departments on equipment needs and repairs. It is the responsibility of administration to make sure that all employees work using proper safety equipment, also to provide technical training to ensure that the Fleet Maintenance Division's personnel are kept current with the rapidly changing repair techniques on today's equipment.

Detailed records are kept on every unit in the fleet. The records include accumulated mileage or hours of usage, fuel consumption, cost per mile to operate each unit and a detailed maintenance and repair history. These unit records are an important factor when purchase specifications are prepared and bid recommendations are made for replacing existing units.

Another function of administration is to maintain a computerized fleet management system which tracks the costs of vehicle repairs, as well as parts used to make necessary repairs. This system ensures that we stock a sufficient quantity of parts, materials and tools.



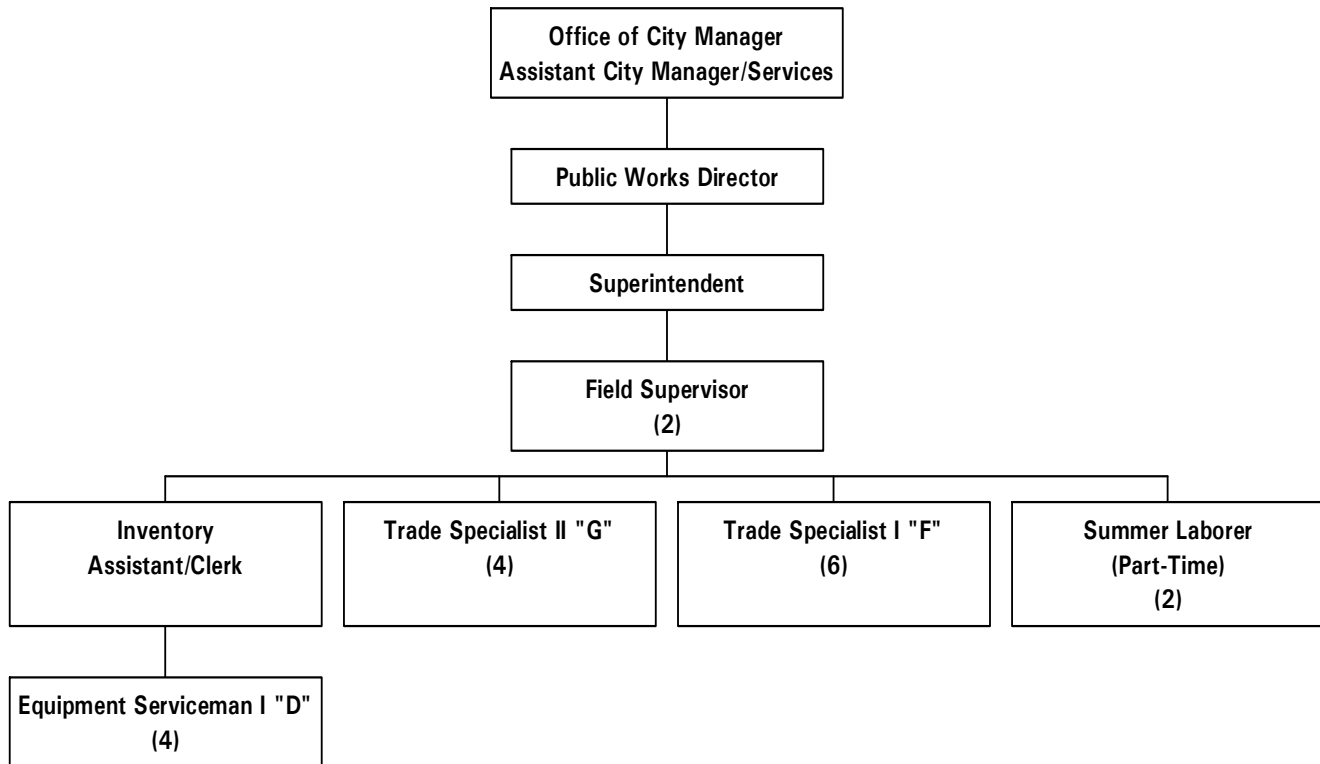
PERFORMANCE OBJECTIVES

1. Maintain the City-owned fleet of vehicles and equipment in an efficient, safe, properly functioning condition. To perform preventive maintenance to assure City vehicles are ready to serve the citizens and the community. To achieve 97-98 percent compliance with monthly PM program. (Objective 3, 9)
2. Maintain an ASE (Automotive Service Excellence) repair facility. This is a national award that requires 75 percent of all service technicians to be certified. (Objective 3, 9)
3. Complete implementation of the automated fueling system at the DPW yard. (Objective 3,6)
4. Visit local high schools and trade schools in surrounding areas and work with counselors to start an apprenticeship/intern program to recruit interest in a career as a technician. (Objective 4)
5. Utilize web-based auctioning for out-of-service vehicles and specialty pieces of equipment. (Objective 3, 6)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Completed Driver’s Work	2,629	3,000	3,000	3,000
Road Service Calls	157	170	170	170
Completed Work Orders	4,095	4,200	4,200	4,200
Cleaning/Washing	4,530	5,500	5,500	5,200
Towing	255	266	250	275
Brake Replacement/Repairs	378	600	500	500
*Preventive Maintenance – A	1,283	1,100	1,100	1,100
*Preventive Maintenance – B	292	300	300	300
Vehicle Tires Replaced	622	500	500	500

*Preventive Maintenance is performed at various intervals of the year in an attempt to eliminate unnecessary downtime due to mechanical failures. The increased number in towing service is due to outsourcing of vehicle delivery and pick-up from dealers, Bio-Clean car washes, body shops, etc.

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Superintendent	1	1	1
Field Supervisor	2	2	2
Equipment Serviceman I "D"	4	4	4
Inventory Assistant/Clerk	1	1	1
Summer Laborers (Part-Time)	2	2	2
Trade Specialist I "F"	6	6	6
Trade Specialist II "G"	4	4	4
Total Department	20	20	20

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

ADMINISTRATION AND EQUIPMENT - OPERATION & MAINTENANCE

ASE certified technicians receive an extra \$100.00/month as reimbursement to maintain their certification.

With the addition of shop-computerized workstations, we will experience an increase in computer services.

With the unstable fuel prices, we foresee significant increases in the cost of fuel and oil.

With the increase in the cost of high-tech automotive parts, we foresee an increase in our repair parts budget.

The increase in towing service is due to outsourcing of vehicle delivery and pick-up from dealers, bio-clean car washes, body shops, etc.

DPW FACILITY MAINTENANCE

The DPW building is approximately thirty years old and is going to require additional repairs throughout the year in order to keep it in good working order.

We experienced an increase in custodial contract.





INFORMATION TECHNOLOGY



FUNCTIONAL ORGANIZATIONAL CHART

ADMINISTRATIVE FUNCTIONS

- Prepares and administers IT Department budgets
- Keeps abreast of technological changes
- Develops short and long term plans
- Manages plan purchases and implementation
- Establishes standards
- Adopts policies
- Maintains Software and Equipment inventory
- Liaison with City departments
- Coordinates and evaluates activities of staff
- Coordinates staff development
- Develops and implements training programs for City employees

CLIENT SUPPORT

- Primary focus is personal computer hardware, software and peripherals
- Provides hardware support and maintenance
- Purchases and installs new equipment and software
- Evaluates training needs
- Provides training and support of office automation and other applications
- Serves as the contact with various vendors

INFRASTRUCTURE SUPPORT

- Network Administration
- AS/400 Management
- Support of all technology needed to provide data communications
- Responsible for installation, maintenance and upgrade of network operating systems
- Responsible for communications equipment, network hardware and AS/400 maintenance
- Develops and executes backup procedures
- Monitors network traffic to resolve problems and recommend upgrades
- Maintains e-mail communication gateways
- Documents network configuration
- Maintains change logs
- Responsible for network and AS/400 security
- Maintenance and support of telecommunication system

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
- Responsible for successful software upgrades
- Custom programming and interfaces
- Maintenance of intranet and internet web sites



INFORMATION TECHNOLOGY FUND REVENUE AND EXPENSES

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
REVENUE				
Charges for Service	\$ 1,225,290	\$ 1,324,680	\$ 1,139,670	\$ 1,367,010
Interest and Rents	4,776	5,500	10,000	6,000
Operating Transfer In	493,710	211,850	546,510	120,010
REVENUE	\$ 1,723,776	\$ 1,542,030	\$ 1,696,180	\$ 1,493,020
EXPENSES				
Personal Services Control	\$ 743,771	\$ 779,180	\$ 815,430	\$ 881,960
Supplies	470,254	430,000	510,000	337,000
Other Services/Charges	315,890	332,850	370,750	274,060
EXPENSES	\$ 1,529,915	\$ 1,542,030	\$ 1,696,180	\$ 1,493,020
Revenue Over (Under) Expenses	193,861	-	-	-



DEPARTMENT AT A GLANCE

FUNDING LEVEL SUMMARY	2001/02	2002/03	ESTIMATED	2003/04	2004/05	% OF CHANGE
	ACTUAL	ACTUAL	2003/04 BUDGET	2003/04 BUDGET	BUDGET	
Information Technology	\$1,131,879	\$1,529,915	\$1,542,030	\$1,696,180	\$1,493,020	-12.0%
Total Department	\$1,131,879	\$1,529,915	\$1,542,030	\$1,696,180	\$1,493,020	-12.0%
Personal Services	\$680,040	\$743,771	\$779,180	\$815,430	\$881,960	8.2%
Supplies	116,393	470,254	430,000	510,000	337,000	-33.9
Other Services/Charges	335,446	315,890	332,850	370,750	274,060	-26.1
Total Department	\$1,131,879	\$1,529,915	\$1,542,030	\$1,696,180	\$1,493,020	-12.0%

PERSONNEL SUMMARY	2002/03		2003/04		2004/05		2005/06	
	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME	FULL- TIME	PART- TIME
Information Technology	9	0	9	0	9	0	9	0
Total Department	9	0	9	0	9	0	9	0

SERVICE AND MISSION STATEMENTS

SERVICE STATEMENT:

The sole function of the Information Technology Department is to act as the internal support group for all voice and data related technology. As a result, the goals and objectives of the Information Technology Department are guided by the goals and objectives of all Departments within City government.

The Director of Information Technology reports to the Assistant City Manager of Finance and Administration and chairs the Computer Steering Committee. This group was formed in 1995 to coordinate the City's information systems.

There are three major areas of support within Information Technology. They are Client, Infrastructure and Applications Support. Client Support is responsible for all issues pertaining to personal computers. This includes computer hardware, related peripherals and software. Duties include software support for client applications such as Windows NT, 2000, XP, Microsoft Office Suite, and email. This area is also responsible for training in the use of these applications and upgrade of client software. Hardware support includes purchase, installation and ongoing maintenance. Maintenance is provided internally in conjunction with outside vendors.

Infrastructure Support ensures that the underlying technology that provides connectivity, network services and data storage is reliable and up-to-date. This includes network servers, the IBM AS/400, communications equipment, voice lines, data lines and related software. Responsibility for maintaining security and adequate backup procedures also falls into this area. New this year is the responsibility for telecommunications.

The third area within Information Technology is Applications Support. Applications Support is involved in the purchase and implementation of integrated software systems and their ongoing maintenance and support. This area also encompasses interfacing, programming, configuration and resolution of end user issues. This is the area that will need to expand as new systems are implemented. Applications supported by this area include JD Edwards financials, Equalizer Permits, Assessing and Tax, RecTrac Registration and Scheduling, CCG Equipment Maintenance, EJ Ward Fuel Management, ESRI Geographical Information software, and Hansen Customer Service, Water Billing and Infrastructure Management. Document Imaging will be the next application implemented within this area. The development of the City's Internet and Intranet sites is also an ongoing process.

MISSION STATEMENT:

The mission of Information Technology is to provide computers, systems, software, and telecommunications services in support of the City of Troy's goals. Applying technologies to attain those goals with maximum effectiveness and efficiency. Information Technology strives to empower users to effectively utilize technology resources by providing a stable and reliable environment and responsive support services.

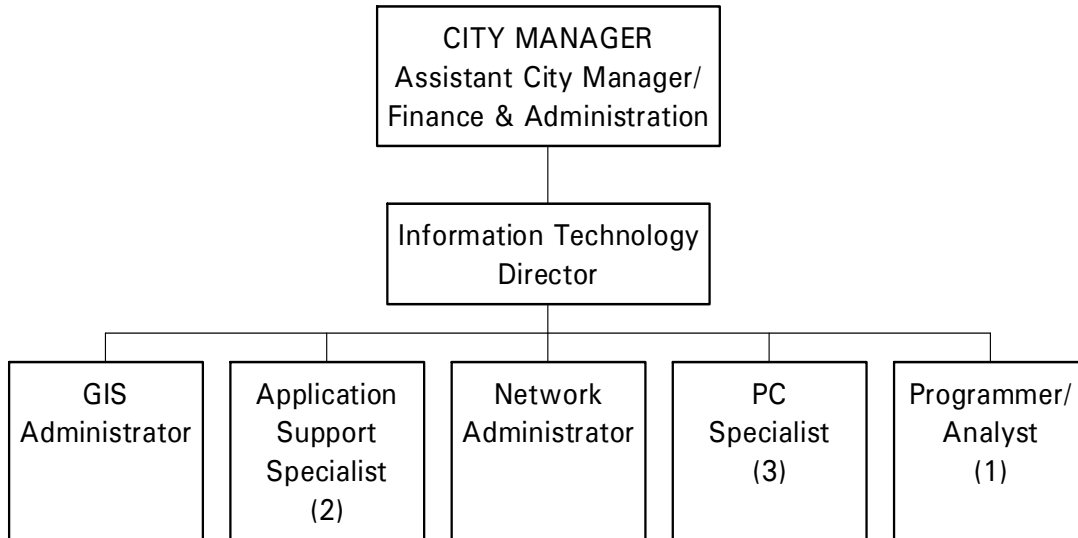


PERFORMANCE OBJECTIVES

- 1. Complete implementation of document imaging and management system. (Objective 1, 6)
- 2. Begin evaluation of upgrade or replacement of JD Edwards. (Objective 1, 6)

PERFORMANCE INDICATORS	2003/04 ACTUAL	2004/05 PROJECTED	2004/05 BUDGET	2005/06 BUDGET
Application packages supported	70	72	67	72
Personal computers supported	531	550	531	550
Computer Help Desk requests processed	1520	1,620	1,600	1,700
Average staff training dollars expended	1595	1,000	1,500	1,280
Equipment maintenance dollars expended	28,450	30,000	40,000	40,000

ORGANIZATIONAL CHART



STAFF SUMMARY	APPROVED 2003/04	APPROVED 2004/05	RECOMMENDED 2005/06
Information Technology Director	1	1	1
Application Support Specialist	1	1	2
GIS Administrator	1	1	1
Network Administrator	1	1	1
PC Specialist	3	3	3
Programmer/Analyst	2	2	1
Total Department	9	9	9

SUMMARY OF BUDGET CHANGES

SIGNIFICANT NOTES – 2005/06 BUDGET COMPARED TO 2004/05 BUDGET

PERSONAL SERVICES

Personal Services has an overall increase of 8 percent (\$66,530) due to several factors. It is now necessary to budget overtime for the three (3) PC Support personnel that were previously Exempt status, but have been reclassified to Classified status (4.5 percent increase). In addition, there have been increases in the various fringe benefit categories.

OTHER SERVICES/CHARGES

Other Services/Charges shows a 26.1 percent (\$96,690) decrease overall, mainly due to the decrease in Data Communications charges as a result of new contracts with Ameritech on the State of Michigan (MIDEAL) Extended Purchasing Program.

EQUIPMENT - VEHICLE

This account has been eliminated for this year. It was utilized to collect GIS data, however, we are now in a maintenance mode and will only need a dedicated vehicle every other year.

EDUCATION AND TRAINING

Lastly, Education and Training has been reduced. Since we have not introduced very much in the way of new desktop software, nor have we upgraded our Office Automation software, there has not been as great a need for end user training. However, down the road we will have to upgrade from Office 2000 to the next generation of this product, and at that time more training will be required.

**COMPENSATED ABSENCES FUND
REVENUE AND EXPENSES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
Interest and Rents	\$ 52,477	\$ 90,000	\$ 50,000	\$ 90,000
Other Revenue	4,268,274	4,310,000	3,950,000	4,442,000
REVENUE	\$ 4,320,751	\$ 4,400,000	\$ 4,000,000	\$ 4,532,000
<u>EXPENSES</u>				
Personal Service Control	\$ 4,329,200	\$ 4,400,000	\$ 4,000,000	\$ 4,532,000
EXPENSES	\$ 4,329,200	\$ 4,400,000	\$ 4,000,000	\$ 4,532,000
Revenue Over (Under) Expenses	\$ (8,449)	\$ -	\$ -	\$ -

**UNEMPLOYMENT INSURANCE FUND
REVENUE AND EXPENSES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
Charges for Service	\$ 44,038	\$ 64,250	\$ 1,000	\$ 68,000
Interest and Rents	3,383	5,000	3,500	5,000
Operating Transfer In	19,500	4,430	35,500	5,000
REVENUE	\$ 66,921	\$ 73,680	\$ 40,000	\$ 78,000
<u>EXPENSES</u>				
Other Services/Charges	\$ 57,953	\$ 73,680	\$ 40,000	\$ 78,000
EXPENSES	\$ 57,953	\$ 73,680	\$ 40,000	\$ 78,000
Revenue Over (Under) Expenses	\$ 8,968	\$ -	\$ -	\$ -

**WORKER'S COMP RESERVE FUND
REVENUE AND EXPENSES**

DESCRIPTION	2003 ACTUAL	2004 PROJECTED	2004 BUDGET	2005 BUDGET
<u>REVENUE</u>				
Charges for Service	\$ 392,468	\$ 556,500	\$530,000	\$ 558,000
Interest and Rents	19,879	32,000	20,000	32,000
Other Revenue	179,814	180,000	-	100,000
REVENUE	\$ 592,161	\$ 768,500	\$550,000	\$ 690,000
<u>EXPENSES</u>				
Other Services/Charges	\$ 612,956	\$ 768,500	\$550,000	\$ 690,000
EXPENSES	\$ 612,956	\$ 768,500	\$550,000	\$ 690,000
Revenue Over (Under) Expenses	\$ (20,795)	\$ -	\$ -	\$ -

**GENERAL REVENUES BY SOURCE
GENERAL, SPECIAL REVENUE AND DEBT SERVICE FUNDS
LAST TEN FISCAL YEARS**

DESCRIPTION	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Property Taxes and										
Special Assessments	\$ 26,703,878	\$ 28,032,705	\$ 30,357,167	\$ 32,654,465	\$ 33,086,355	\$ 36,311,795	\$ 38,222,093	\$ 40,214,010	\$ 42,028,382	\$ 42,142,992
Licenses and Permits	1,721,891	1,538,734	1,722,198	1,679,479	2,254,763	2,221,451	2,048,206	1,522,133	1,449,003	1,649,985
Federal Sources	18,836	158,524	174,500	167,079	418,053	157,469	273,882	538,346	358,256	413,644
State Sources	9,336,645	9,663,037	10,070,393	11,177,238	11,732,172	12,052,322	12,779,101	14,530,595	12,616,025	17,232,751
County Sources	85,798	82,291	85,781	100,202	99,781	107,585	118,646	159,268	142,450	162,365
Chgs. For Services	2,037,639	2,204,066	2,177,481	2,020,564	2,496,642	2,811,601	3,418,763	3,085,039	5,870,215	6,128,702
Fines and Forfeits	642,911	847,476	556,706	782,345	806,743	836,035	1,061,310	1,171,749	896,833	960,250
Interest Income	1,793,389	1,669,571	1,932,601	2,615,103	2,368,873	3,556,854	2,851,959	1,630,865	804,910	606,662
Miscellaneous	2,629,386	2,584,415	2,829,967	2,930,880	3,034,914	3,279,143	2,170,644	3,721,754	975,380	2,393,482
TOTAL	\$ 44,970,373	\$ 46,780,819	\$ 49,906,794	\$ 54,127,355	\$ 56,298,296	\$ 61,334,255	\$ 62,944,604	\$ 66,573,759	\$ 65,141,454	\$ 71,690,833

**GENERAL EXPENDITURES BY FUNCTION
GENERAL, SPECIAL REVENUE AND DEBT SERVICE FUNDS
LAST TEN FISCAL YEARS**

DESCRIPTION	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
General Government	\$ 4,832,724	\$ 4,810,160	\$ 5,213,126	\$ 5,365,312	\$ 6,371,802	\$ 6,520,286	\$ 7,134,820	\$ 7,605,215	\$ 8,217,477	\$ 8,657,335
Public Safety	18,147,373	19,324,566	19,945,705	20,824,076	21,591,628	21,609,992	22,787,828	24,721,059	25,229,356	26,313,278
Roads and Streets	2,516,124	2,817,973	2,929,284	2,790,409	3,119,250	2,955,145	3,458,730	3,321,820	3,822,154	3,944,998
Sanitation	3,742,601	3,861,616	3,957,455	3,396,282	3,516,686	3,523,772	3,477,389	3,671,275	3,708,860	3,500,055
Other Public Works	3,053,487	3,072,656	3,428,877	2,832,966	2,742,275	3,015,089	3,359,645	3,808,488	4,198,140	4,432,201
Parks, Rec. & Cem.	3,587,694	3,792,456	4,288,277	4,584,181	5,485,326	5,621,048	5,794,366	6,245,061	7,419,478	7,976,960
Library/Museum	2,183,004	2,360,872	2,436,536	2,696,414	2,585,158	2,782,020	3,196,809	4,042,658	4,474,276	4,547,590
Debt Service	3,549,588	4,416,113	4,608,001	4,544,281	3,921,278	3,822,450	5,132,067	12,819,195	7,214,312	17,283,219
DDA	8,253	47,347	385,731	17,005	433,177	684,666	235,929	145,039	640,824	479,272
Econ. & Physical Dev	-	-	56,594	470,861	346,890	97,627	161,945	530,118	442,397	168,630
TOTAL	\$ 41,620,848	\$ 44,503,759	\$ 47,249,586	\$ 47,521,787	\$ 50,113,470	\$ 50,632,095	\$ 54,739,528	\$ 66,909,928	\$ 65,367,274	\$ 77,303,538

**GENERAL FUND BALANCE
COMPARED TO ANNUAL EXPENDITURES
LAST TEN FISCAL YEARS**

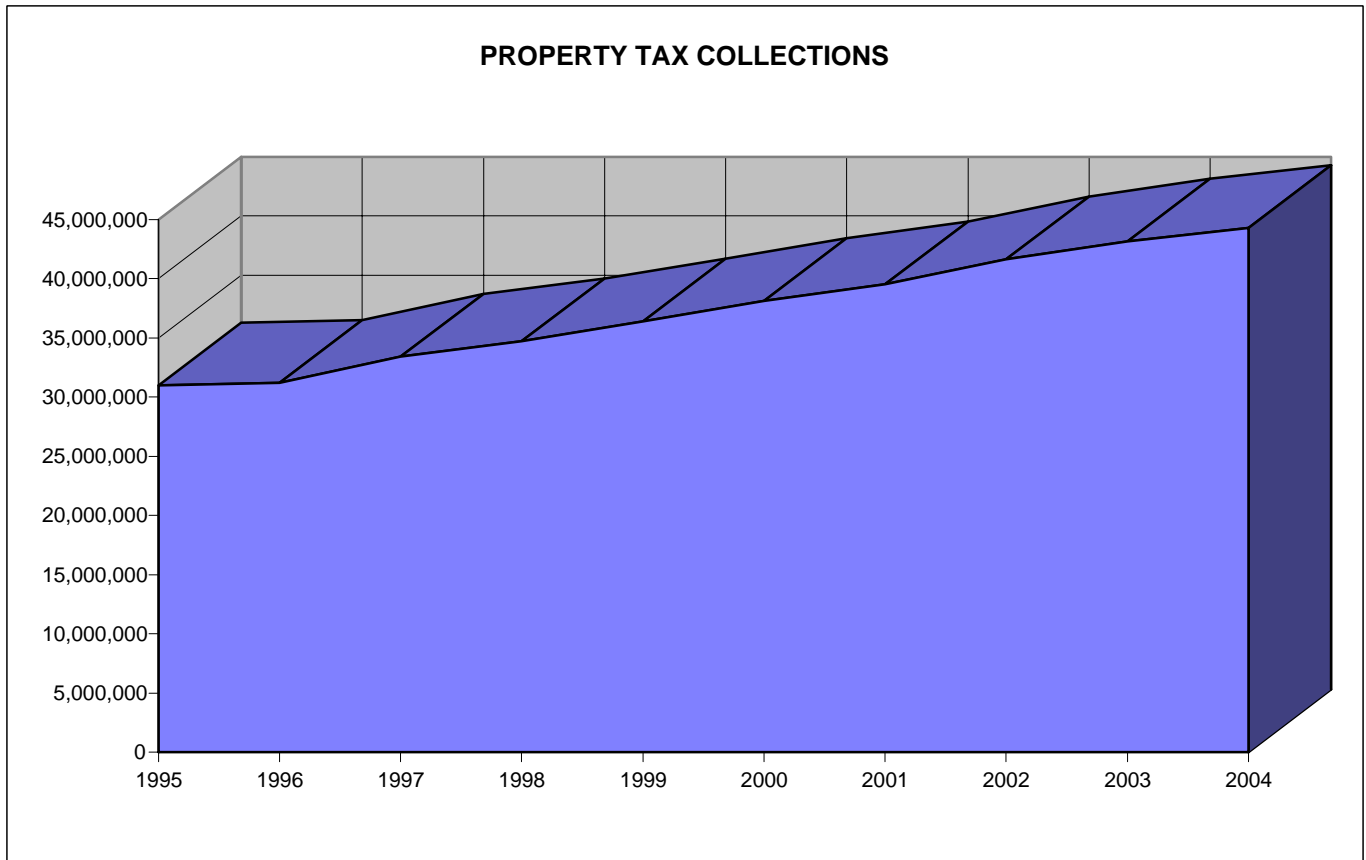
FISCAL YEAR ENDED JUNE 30	RESERVED FUND BALANCE	UNRESERVED, UNDESIGNATED FUND BALANCE	ANNUAL EXPENDITURES	UNRES. BALANCE AS PERCENT OF EXPENDITURES
1995	\$ 1,620,729	\$ 3,840,970	\$ 34,375,831	11%
1996	\$ 1,596,626	\$ 5,378,140	\$ 36,147,883	15%
1997	\$ 1,443,207	\$ 5,944,594	\$ 39,012,105	15%
1998	\$ 1,463,558	\$ 9,055,918	\$ 39,422,332	23%
1999	\$ 1,387,895	\$ 11,347,690	\$ 41,861,809	27%
2000	\$ 1,926,331	\$ 11,520,476	\$ 44,268,940	26%
2001	\$ 3,177,624	\$ 9,994,133	\$ 45,696,518	22%
2002	\$ 3,383,974	\$ 9,749,911	\$ 49,707,371	20%
2003	\$ 3,524,927	\$ 8,967,715	\$ 52,833,401	17%
2004	\$ 3,597,139	\$ 8,175,958	\$ 55,568,486	15%

**VALUE OF TAXABLE PROPERTY
LAST TEN FISCAL YEARS**

FISCAL YEAR ENDED JUNE 30	REAL PROPERTY	PERSONAL PROPERTY	TOTAL TAXABLE PROPERTY	REAL PROP. AS % OF TOTAL TAXABLE PROP.
1995	2,854,720,000	453,375,110	3,308,095,110	86%
1996	2,918,385,360	507,025,520	3,425,410,880	85%
1997	3,051,120,348	522,531,950	3,573,652,298	85%
1998	3,195,831,127	579,417,710	3,775,248,837	85%
1999	3,379,498,283	626,129,990	4,005,628,273	84%
2000	3,517,064,100	666,496,353	4,183,560,453	84%
2001	3,730,001,390	643,070,690	4,373,072,080	85%
2002	4,036,688,730	649,562,212	4,686,250,942	86%
2003	4,241,676,110	619,964,538	4,861,640,648	87%
2004	4,394,026,741	584,236,696	4,978,263,437	88%

**PROPERTY TAX LEVIES AND COLLECTIONS
LAST TEN FISCAL YEARS**

FISCAL YEAR ENDED JUNE 30	TOTAL TAX LEVY	CURRENT TAX COLLECTIONS	PERCENTAGE OF TAXES COLLECTED	DELINQUENT TAX COLLECTIONS	TOTAL TAX COLLECTION	% OF TOTAL COLL. TO TAX LEVY
1995	\$ 31,124,785	\$ 30,120,642	96.77%	\$ 851,300	\$ 30,971,942	99.51%
1996	\$ 31,342,457	\$ 30,288,581	96.64%	\$ 921,266	\$ 31,209,847	99.58%
1997	\$ 33,511,137	\$ 32,630,061	97.37%	\$ 766,644	\$ 33,396,705	99.66%
1998	\$ 34,834,939	\$ 33,978,096	97.54%	\$ 737,431	\$ 34,715,527	99.66%
1999	\$ 36,316,680	\$ 35,645,833	98.15%	\$ 732,372	\$ 36,378,205	100.17%
2000	\$ 37,904,870	\$ 37,391,650	98.65%	\$ 736,580	\$ 38,128,230	100.59%
2001	\$ 39,434,080	\$ 38,848,160	98.51%	\$ 693,813	\$ 39,541,973	100.27%
2002	\$ 41,803,788	\$ 41,016,410	98.12%	\$ 632,486	\$ 41,648,896	99.63%
2003	\$ 43,497,146	\$ 42,574,532	97.88%	\$ 582,323	\$ 43,156,855	99.22%
2004	\$ 44,251,910	\$ 43,440,583	98.17%	\$ 672,473	\$ 44,113,056	99.69%

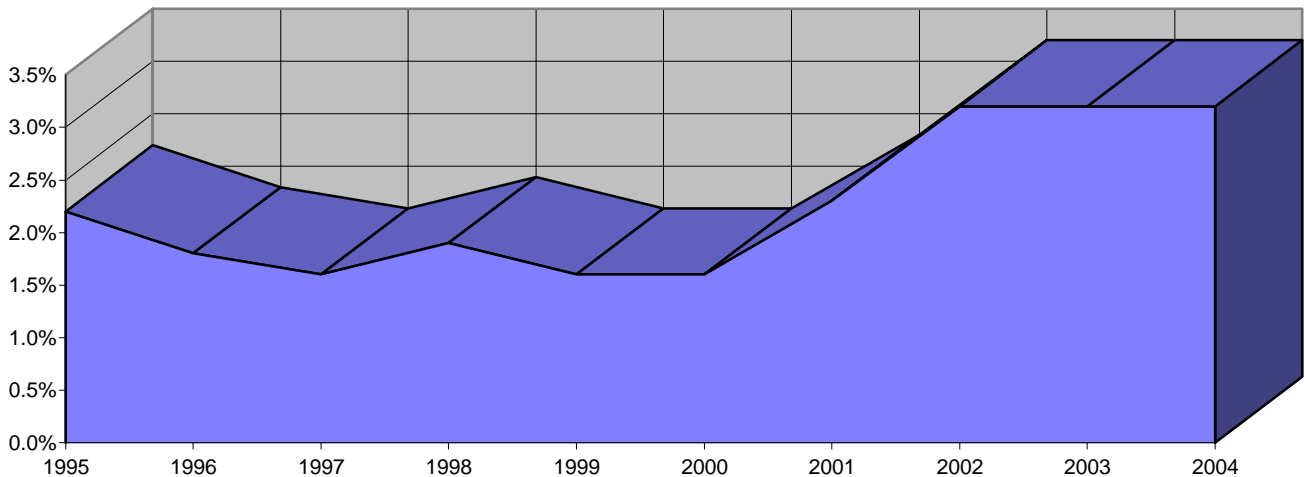


**DEMOGRAPHIC STATISTICS
LAST TEN FISCAL YEARS**

FISCAL YEAR ENDED JUNE 30	ESTIMATED POPULATION (1)	NUMBER OF HOUSEHOLDS	MEDIAN HOUSEHOLD EFFECTIVE BUYING INCOME(2)	SCHOOL ENROLLMENT(3)	MEDIAN AGE	UNEMP. RATE (4)
1995	80,736	29,532	\$ 55,029	11,636	36.1	2.2%
1996	81,770	29,793	\$ 58,798	11,987	*	1.8%
1997	82,560	29,896	*	12,064	37	1.6%
1998	83,787	30,274	\$ 59,601	12,050	37.3	1.9%
1999	84,549	30,434	\$ 60,004	12,066	*	1.6%
2000	85,124	30,721	\$ 61,806	12,079	37	1.6%
2001	80,959 (5)	30,872	\$ 65,642	12,101	38.1	2.3%
2002	84,531	31,371	\$ 70,342	12,043	38.1	3.2%
2003	84,841	31,504	\$ 65,625	12,092	38.1	3.2%
2004	85,956	31,944	\$ 62,862	12,059	38.1	3.2%

- (1) ESTIMATES PROVIDED BY THE CITY OF TROY PLANNING DEPARTMENT
- (2) DEVELOPED BY SALES AND MARKETING MANAGEMENT, NEW YORK, NY
- (3) TROY SCHOOL DISTRICT
- (4) MICHIGAN EMPLOYMENT SECURITY COMMISSION
- (5) U.S. BUREAU OF THE CENSUS
- * INFORMATION NOT AVAILABLE

**CITY OF TROY
UNEMPLOYMENT RATE**



COMPUTATION OF LEGAL DEBT MARGIN

Equalization Valuation at December 31, 2002 **\$ 6,188,084,256**

	CITY OF TROY ANNUAL NET DEBT	% OF STATE EQUALIZED VALUATION	LEGAL MAXIMUM DEBT	LEGAL DEBT MARGIN
General Obligation Debt	\$ 52,498,315	10%	\$ 618,808,426	\$ 566,310,111
Emergency Bonds	-	3/8	23,205,316	23,205,316
Special Assessment Bonds	125,000	12	742,570,111	742,445,111
Total Debt	\$ 52,623,315		\$ 1,384,583,853	\$ 1,331,960,538

The statutory debt limits of net bonded indebtedness incurred for all public purposes shall not at any one time exceed 10% of the equalized valuation of taxable property in the City (\$6,188,084,256), except that this limit may be exceeded by 3/8ths of 1% in case of fire, flood or 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 sewage 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.

2005 TOP 20 TAXPAYERS

RANK	NAME	2005 A/V	2005 T/V	# of PARCELS	BUSINESS ACTIVITY	% of Total T/V
1	Frankel Forbes Cohen	\$ 70,368,000	\$ 62,372,530	3	Somersset N & S (Malls)	1.18
2	Nykel Management Co	85,129,670	56,361,080	24	Somerset Apts	1.07
3	Liberty Property	64,960,520	43,507,780	26	Office Leasing	0.83
4	Kmart	40,167,780	39,103,450	7	Retail & Corp HQ	0.74
5	Detroit Edison	33,890,730	33,882,660	16	Utility	0.64
6	Kelly Services & Properties	42,089,530	33,786,950	11	Temp Help & Corp HQ	0.64
7	888 W Big Beaver Assoc	33,373,440	32,532,870	2	Office Leasing	0.62
8	Riggs & Co (Columbia Centers)	38,103,890	28,079,400	3	Office Leasing	0.53
9	Oakland Mall LLC	36,076,900	28,047,750	8	Retail	0.53
10	Standard Federal	31,371,350	27,759,750	5	Banking & HQ	0.53
11	Teacher's Assurance & Annuity	54,697,090	27,234,240	2	Office Leasing	0.52
12	Nemer Troy Place	47,202,540	25,205,320	5	Office Leasing	0.48
13	TTERTT Assoc (Top of Troy)	26,152,020	24,372,300	1	Office Leasing	0.46
14	Sheffield Office II LLC	24,016,110	24,016,110	4	Office Leasing	0.46
15	EA & S Investment	28,696,190	21,593,290	6	Office Leasing	0.41
16	First Industrial Realty Trust	27,427,470	20,648,550	33	Industrial Leasing	0.39
17	Flagstar Bank	24,131,230	18,761,060	2	Banking & HQ	0.36
18	Collins & Aikman	19,097,590	18,641,860	4	Automotive Supply & HQ	0.35
19	EI Dupont DeNemours & Co	20,190,360	18,310,230	7	Automotive Finishes	0.35
20	Marriott Hotels	16,669,740	16,669,740	1	Hotel	0.32
TOTAL		\$ 763,812,150	\$ 600,886,920			12.01%

Total City Assessed Value (A/V) \$6,526,074,330

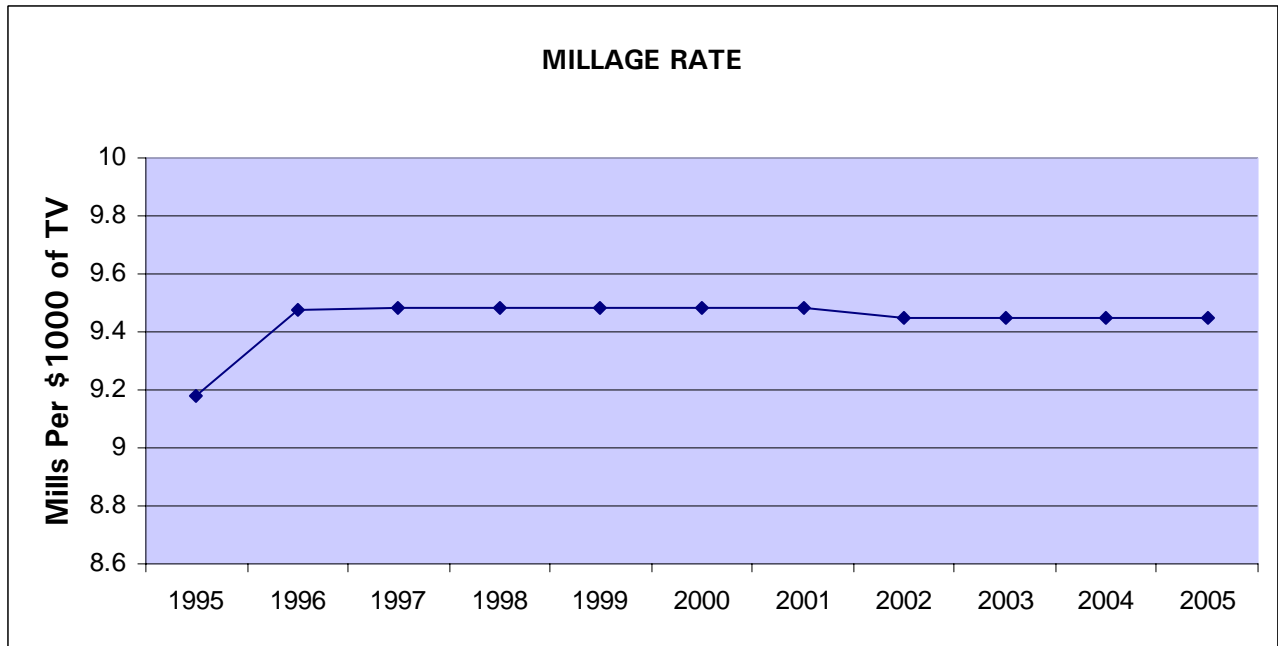
Total City Taxable Value (T/V) \$5,264,351,550

**PROPERTY VALUES AND CONSTRUCTION
LAST TEN FISCAL YEARS**

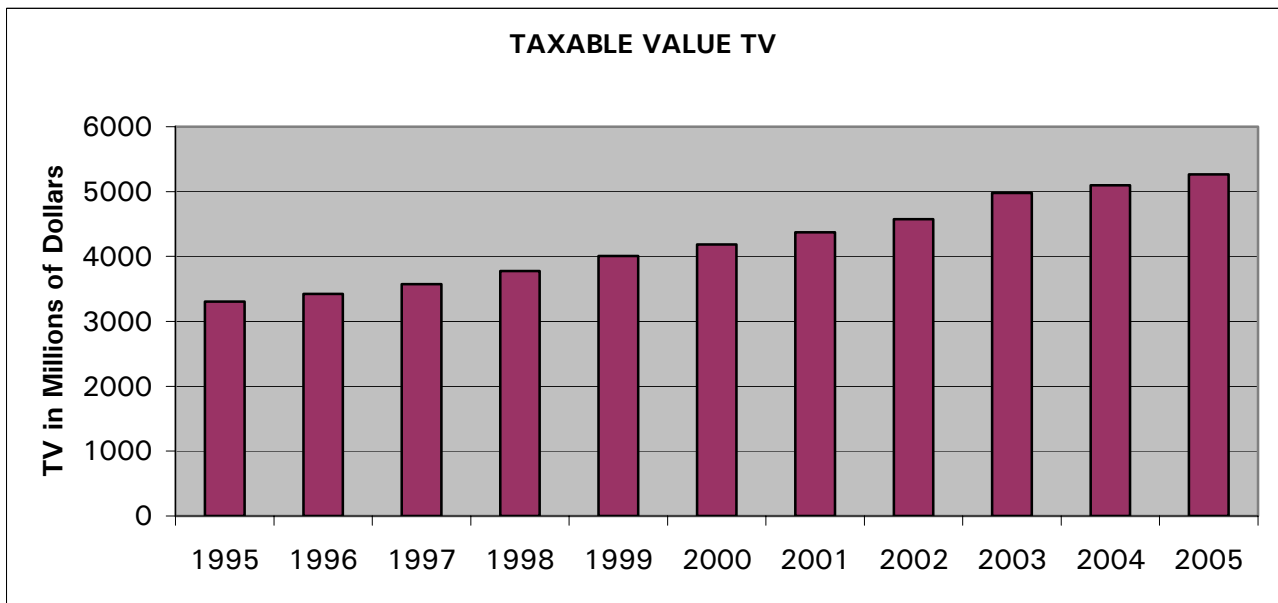
FISCAL YEAR ENDED JUNE 30,	PROPERTY VALUES	CONSTRUCTION
1995	\$ 6,616,190,220	\$ 184,192,247
1996	\$ 6,926,347,820	\$ 140,939,440
1997	\$ 7,345,993,740	\$ 173,458,968
1998	\$ 7,909,327,920	\$ 190,550,736
1999	\$ 8,569,921,628	\$ 260,729,204
2000	\$ 9,393,852,366	\$ 255,604,926
2001	\$ 10,437,194,600	\$ 230,713,492
2002	\$ 11,305,127,884	\$ 143,908,032
2003	\$ 11,911,394,796	\$ 141,941,808
2004	\$ 12,376,168,512	\$ 140,823,926

COLLECTIVE BARGAINING

NAME	EXPIRATION DATE	NUMBER OF EMPLOYEES COVERED
American Federation of State, County and Municipal Employees, AFL-CIO - Public Works Employees	6/30/06	81
Michigan Association of Police - Clerical, Police Service Aides	6/30/07	73
Troy Command Officers Association - Command Police Officers	6/30/05	34
Troy Police Officers Association - Police Officers	6/30/05	99
Troy Firestaff Officers Association - Fire Career Professionals	6/30/06	12



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.

ECONOMIC AND STATISTICAL DATA



<u>AREA</u>	34.3 square miles (21,952 acres)		
<u>FORM OF GOVERNMENT</u>	Council-Manager (since December 12, 1955)		
<u>PRESENT CHARTER</u>	Adopted December 12, 1955		
<u>ELECTIONS</u>	Registered voters (General Election April 5, 2004)		54,122
	Number of voters voting in General Election April 5, 2004		12,589
	Percentage of registered voters voted		23.26%
	Registered voters (General Election November 2, 2004)		55,513
	Number of voters voting in General Election November 2, 2004		42,915
	Percentage of registered voters voted		77.3%
<u>FISCAL YEAR BEGINS</u>	July 1 st		
<u>NUMBER OF EMPLOYEES</u>	485 regular, 392 seasonal, summer and fall programs		
<u>FIRE PROTECTION</u>	6 stations, training center, 180 volunteer firefighters, 14 career personnel, ISO Class 3		
<u>POLICE PROTECTION</u>	1 station, 137 police officers, 43 non-sworn and 14 civilian employees		
<u>BUILDING CONSTRUCTION</u>	1994-95	2,401 permits	\$184,192,247 estimated value
	1995-96	2,277 permits	\$140,939,440 estimated value
	1996-97	2,245 permits	\$173,458,968 estimated value
	1997-98	2,091 permits	\$190,550,736 estimated value
	1998-99	2,196 permits	\$260,729,204 estimated value
	1999-00	2,190 permits	\$255,604,926 estimated value
	2000-01	1,946 permits	\$230,713,492 estimated value
	2001-02	1,938 permits	\$143,908,032 estimated value
	2002-03	1,867 permits	\$141,941,808 estimated value
	2003-04	2,110 permits	\$140,823,926 estimated value
<u>STREETS</u>	371 miles improved 6.5 miles unimproved		
<u>SEWERS</u>	10 miles (combination storm and sanitary) 384.7 miles sanitary sewer 397 miles storm sewer		
<u>STREET LIGHTS</u>	577 Detroit Edison-owned 1,707 City-owned		
<u>WATER PLANT</u>	Accounts:		
	City – Regular		26,833
	Annual Distribution		643 million cubic feet
	Water Mains		543.5 miles
	Hydrants		5,561

GLOSSARY OF KEY CONCEPTS



-A-

ACCRUAL BASIS: Accrual basis accounting recognizes transactions when they occur, regardless of the timing of related cash flows. The application of accrual accounting techniques prevents distortions in financial statement representations due to shifts in the timing of cash flows and related underlying economic events near the end of a fiscal period.

ACT 51: Highway and street funds derived from gas and weight taxes, distributed to communities by the Michigan Department of Transportation based on a municipality's population and number of street miles.

ACTIVITY: An office within a department, to which specific expenses are allocated.

APPROPRIATION: An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose.

APPROPRIATION ORDINANCE: The official enactment by City Council establishing legal authority for the City to incur obligations and to expend public funds for a stated purpose.

-B-

BALANCED BUDGET: A budget in which estimated revenues are equal to or greater than estimated expenditures.

BUDGET MESSAGE: A written policy and financial overview of the City as presented by the City Manager.

BUDGETARY CENTER: A grouping of offices' or activities' budgets that are combined to create a cost center in which actual expenditures cannot exceed budgeted appropriations.

-C-

CAPITAL OUTLAY: A disbursement of money which results in the acquisition of or addition to fixed assets. The item must have a purchase price greater than \$5,000 to be a capital item.

CAPITAL PROJECTS FUND: A fund to account for development of municipal capital facilities other than those financed by the Enterprise Fund.

CDBG (COMMUNITY DEVELOPMENT BLOCK GRANTS): 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-

DEBT SERVICE FUND: A fund to account for the accumulation of resources for and the payment of general long-term debt principal and interest.

DEFERMENT: A form filed by qualifying residents allowing a postponement of the summer homestead tax, without levying interest or penalty, unless

payment is made after the deferment date.

DEFICIT: An excess of liabilities and reserves of a fund over its assets.

GLOSSARY OF KEY CONCEPTS



DEPARTMENTAL MISSION STATEMENT:

A mission statement provides the full range of activities that will be used in the results-oriented budget format to link the municipal purpose with the financial resources of the department.

-E-

ENTERPRISE FUND: A fund established to account for operations that are financed and operated in a manner similar to a private business, i.e. the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. (Water & Sewer is an example of an enterprise fund)

EQUALIZATION FACTOR: A multiplier that is applied to the Assessed Value of a class of property by the County Equalization Department or State Tax Commission that will produce a sum that represents 50 percent of the true cash value of that class.

EXPENDITURE: The cost of goods delivered and services rendered, whether paid or unpaid, including expenses, debt retirement not reported as liability of the fund from which retired, or capital outlay.

EXPENDITURE OBJECT: An expenditure object is a specific classification of expenditure accounts 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: Freedom of Information Act.

FIXED ASSETS: 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.

FUND: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities.

FUND ACCOUNTING: The 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: 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-

GASB: Governmental Accounting Standards Board – Ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

GLOSSARY OF KEY CONCEPTS



GENERAL FUND: 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 PRINCIPALS (GAAP): The 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.

GFOA: Government Finance Officers Association of the United States and Canada – 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: Funds 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 Maintenance, Motor Pool, and Information Services.

-L-

LINE ITEM BUDGET: A budget 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-

MICHIGAN TRANSPORTATION FUND (MTF): Designates bonded road projects that are financed by Motor Vehicle Highway Funds.

MODIFIED ACCRUAL BASIS: The basis of accounting under which revenues are recognized in the period they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority. Exceptions to the general rule of expenditure recognition occur in debt service.

-O-

OPERATING BUDGET: The operating budget is the authorized revenues and expenditures for 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. Personnel costs, supplies, and other service/charges are found in an operating budget. A capital budget typically has a long-term outlook where a project can span a several year period.

OTHER SERVICES/CHARGES: An expenditure object within an activity that includes professional services, utilities, rents, and training, for example.

-P-

PERFORMANCE INDICATOR: A measurement of how a program is accomplishing its mission through the delivery of products or services.

GLOSSARY OF KEY CONCEPTS



PERFORMANCE OBJECTIVES: Desired output oriented accomplishments which can be measured within a given time period.

PERSONAL SERVICES: An expenditure object within an activity which includes payroll and all fringe benefits.

-R-

RESULTS-ORIENTED BUDGETING: A management concept which links the annual line item budget to departmental results of operations.

REVENUE: An addition to the assets of a fund which does not increase a liability, does not represent the recovery of an expenditure, does not represent the cancellation of a liability without a corresponding increase in any other liability or a decrease in assets, and does not represent a contribution of fund capital in enterprise or in intra-governmental service funds.

-S-

SAD: Special Assessment District.

SERVICE STATEMENT: A statement of general and specific service deliveries rendered by an activity for the community.

SPECIAL REVENUE FUND: A fund to account for the proceeds of specific revenue sources (other than special assessment, expendable trusts, or the major capital projects) that are legally restricted to expenditures for specified purposes.

STATE SHARED REVENUE: A portion of the \$.06 sales tax returned to local governments based on per capita taxable value, population and relative tax effort.

SUPPLIES: An expenditure object within an activity, which includes all supplies that have a useful life of less than one year and/or a purchase price of less than \$500.

SURPLUS: An excess of the assets of a fund over its liabilities and reserves.

-T-

TRANSFERS - IN/OUT: A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

-U-

UNRESERVED FUND BALANCE: 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.