

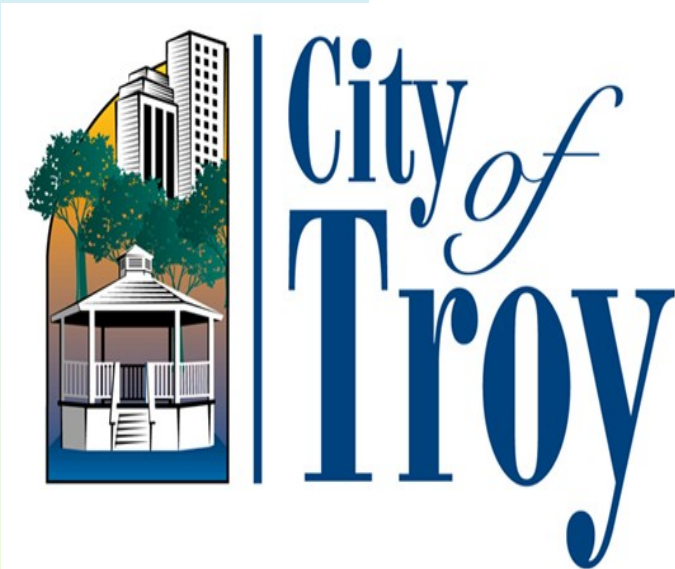
Annual Budget



Acting City Manager **John M. Lamerato**

Assistant City Manager/Finance & Administration ... **John M. Lamerato**

Assistant City Manager/Services **Brian P. Murphy**



Mayor **Louise E. Schilling**

Mayor Pro Tem **Cristina Broomfield**

Councilwoman **Robin Beltramini**

Councilman **Wade Fleming**

Councilman **Martin F. Howrylak**

Councilman **David Lambert**

Councilwoman **Jeanne M. Stine**

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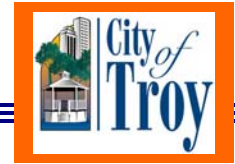
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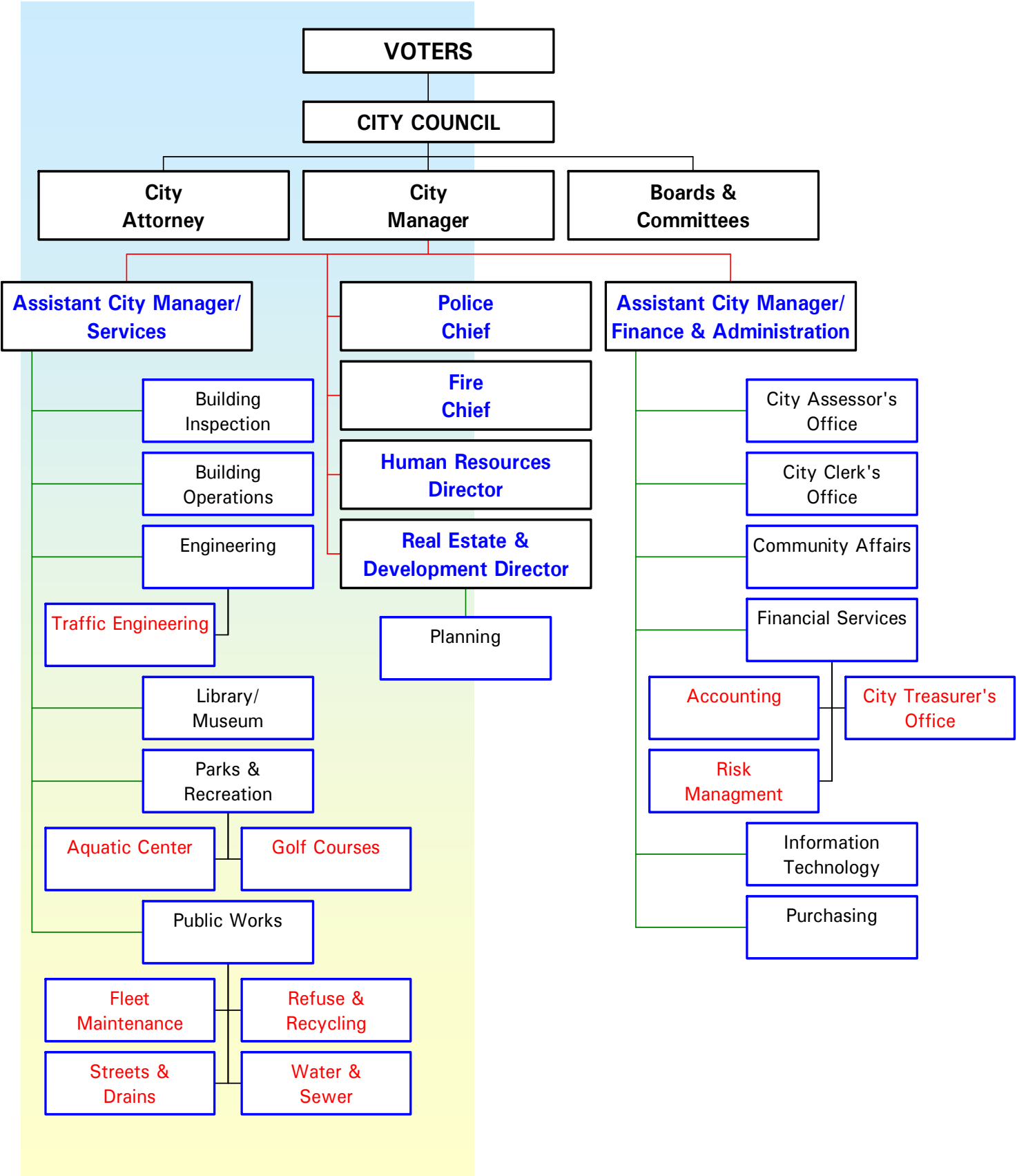
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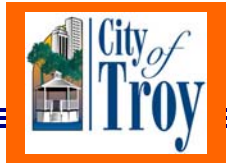
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Organizational Chart



Distinguished Budget Presentation Award



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, 2005.

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



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



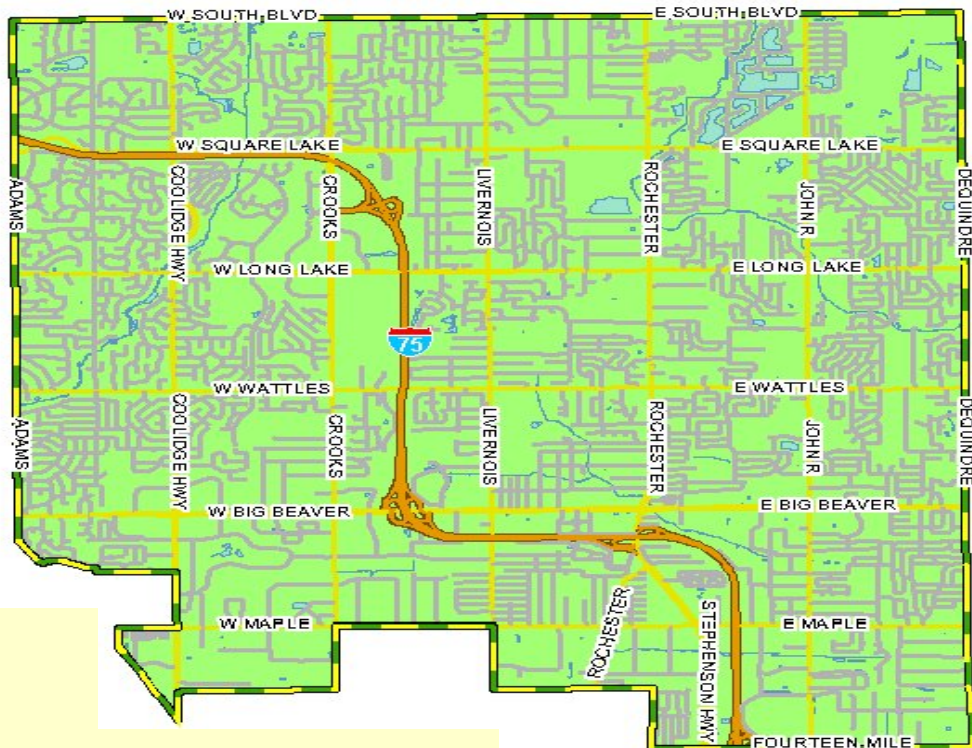
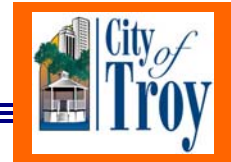
City Seal

The figure represented on the official seal of the City of Troy is that of Athena, mythological Greek goddess of wisdom.

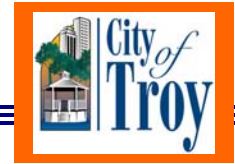
Athena was known as the dispenser of prudent restraint and practical insight, maintainer of law. Her association with civilization and society rather than wilderness and nature earned her reverence as the protectress of Greek cities, including ancient Troy.

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 play here.

Location of Troy, Michigan



Budget Overview



Mayor and City Council

City of Troy
500 West Big Beaver
Troy, MI 48084

May 15, 2006

Dear Mayor and Council Members:

In accordance with the City Charter I present to you the City budget for fiscal year 2006/07. 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 57% (up from 55%) of revenues, while 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.

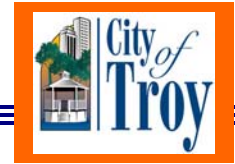
As Troy transformed from rapid growth to maturity, these values and principles continue to be important. So too, however, will be our need to recognize that Troy's population is much more mobile than it used to be and that technology is a vital part of our everyday lives. Our City government is positioning itself to keep our important values and traditions, and yet keep pace with advancing technology.

Budget Overview

The 2006/07 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.

Budget Overview



The 2006/07 total millage rate of 9.43 reflects a reduction of .02 mills. This rate includes a capital improvement millage rate of 1.60.

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 14 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 2006/07 budget for all City funds totals \$144.4 million including all transfers. The General Fund budget of \$65.0 million provides funding toward the majority of services available to City residents; and is up \$4.9 million from last fiscal year or 8.2%. The primary reason for the increase is due to operating transfers out.

When comparing General Fund operating expenses from year to year there is an increase of \$1.5 million or 2.5%, well below the Consumer Price Index of 3.3%.

The estimated Unreserved/Undesignated Fund Balance of \$10.5 million is 16.2% of the General Fund budget.

General Fund operating revenues are projected to increase 4.2% or \$2.2 million over 2005/06 to \$53.9 million.

Charges for services revenue increases are attributable to an increased rate structure and usage of the Community Center.

The General Fund budget also uses \$6.4 million in Fund Balance as a revenue source compared to \$1.3 million last year.

The large increase is used to cover the \$1 million transfer to the Budget Stabilization Fund and \$2.5 million transfer to the Retirees Medical Benefit Trust Fund.

This utilization of Fund Balance also brings the Unreserved/Undesignated Fund Balance into our acceptable range of 15 - 17%.

General Fund operating expenditures will increase by 2.5%. 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.

The budget includes first year expenditures of \$100,000 for a master land use plan update.

Capital Improvements

The total capital improvements program of \$19.8 million is composed of projects that benefit the community as a whole.

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

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

The following projects highlight the 2006/07 capital improvements program:

Budget Overview



- Neighborhood road repair and replacement
- Major road improvements
- Continuing investment in technology
- Park development and improvements
- Sidewalk program
- Storm drain improvements
- Initial transit center funding
- Civic Center site improvements

Personnel Costs and Staffing Levels

Personnel costs continue to be the largest portion of the General Fund budget at 65%, down from 69.2% last year. The total personnel expenditure for 2006/07 is \$42.2 million, which represents a 1.6% increase over last year's budget, after the reduction of 8 of the 9 full-time positions.

The following 9 positions have been deleted from the 2006/07 budget:

- Assistant to the City Manager (1)
- Librarian (1)
- Library Aide (2)
- Sr. Right-of-Way Representative (1)
- Animal Control Officer (1)
- Parks and Rec. Office Assistant II (1)
- Storm Water Utility Engineer (1)
- Water Dept. Clerk/Typist (1)

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 future projects.

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 87,000 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.

Budget Overview



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 for their teamwork, cooperation, and commitment to excellence in the budget process.

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

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "John M. Lamerato", with a stylized flourish at the end.

John M. Lamerato,
Acting City Manager



2006/07 Budget at a Glance

The total City budget of \$144.4 million increased by \$6.2 million, or 4.5%, from the previous year.

A substantial portion of the increase is attributable to the additional transfers to the Budget Stabilization Fund and Retiree Medical Benefits Trust Fund.

The average homeowner's tax bill for City services, based on a taxable value of \$118,834, will amount to \$1,121 compared to \$1,067 last year.

The City has reduced its full-time work force by 9 positions to 476, which represents 5.49 employees for every 1,000 Troy residents and approximately 4.53 employees per 1,000 people who work in the city. The 9 positions were reduced through attrition. Job responsibilities were redistributed among current employees and through the addition of part-time employees.

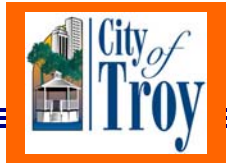
The budget calls for a large increase in the reliance on Fund Balance reserves, mainly attributable to the \$1 million transfer to the Budget Stabilization Fund and the \$2.5 million transfer to the Retiree Medical Benefits Trust Fund. The Undesignated General Fund reserves are anticipated to equal at least 16.2% of the recommended budget.

Due to passage of Proposal A, homeowners have seen, at most, a 3.3% adjustment in taxable property value despite a 4.9% average increase in market values.

The budget includes funding for the following services and programs:

- \$9.2 million - Funding for street construction projects, utilizing grants and capital funds
- \$.6 million - Sidewalks
- \$.7 million - Investment in technology
- \$2.2 million - Parks development and improvements
- \$6.6 million - Water main replacements
- \$5.2 million - Sanitary sewer improvements
- \$1.2 million - Storm drain improvements
- \$.3 million - Museum improvements
- \$.9 million - Removal and replacement of diseased Ash trees

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 2006 estimated population for Troy is 87,159; 6,200 residents or 7.7% 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 \$64,630. There are 32,431 households and a median age of 38. 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 610 acres of parkland (active and passive). Additionally, the total for City and private parks, including two 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 development of a new comprehensive master land use plan and proposed corridor studies will guide development of the Big Beaver corridor, other business corridors, and high quality mixed residential development as the community's most significant focal points.

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

- Advanced Technology Vehicles
- Arvin Meritor
- AT&T
- Corporate System Development
- Delphi
- Entech Personnel Services, Inc.
- Flagstar Bank
- Fisher Corp.
- Kelly Services
- LaSalle Bank (formerly Standard Federal)
- Magna International
- National City Bank
- Syntel, Inc.
- Target Corporation
- Textron Automotive
- Thyssen Krupp
- University Physicians Group
- William Beaumont Hospital
- Yarema Tool & Die

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 98% of 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 output and efficiency.

Finally, the Summary of Budget Changes provides a detailed explanation of the funding level changes that have taken place, along with 8 years of operating budget history.

Frequently Asked Questions

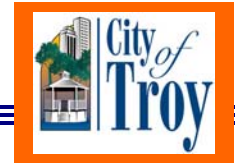
Your budget contains a lot of information! How can I find summary information quickly?

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.

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

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



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

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

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

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

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

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.

How can I find out information about your capital budget?

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

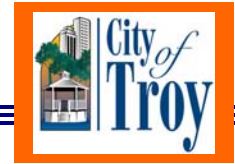
The City is legally subject to the budgetary control requirements of State of Michigan P.A. 621 of 1978 (the Uniform Budgeting Act). The following statements represent a brief synopsis of the major provisions of this Act.

1. Budgets must be adopted for the General Fund and Special Revenue Funds.
2. The budgets must be balanced.
3. The budgets must be amended when necessary.
4. Debt cannot be entered into unless permitted by law.
5. Expenditures cannot exceed 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 that allows for 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 each month, and progress is reported quarterly. 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 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, the new document imaging system, financial software system evaluation, and implementation of an automatic water meter reading system.

Address Citizen Input and Concerns

In order to improve communication, we will continue implementation of a citizens concern process tied to work orders. We will also utilize our web site, newsletter, utility bills, and kiosks to inform and interact with our residents. The *Futures* project will provide information on the preferred vision of Troy.

Maintain High Level of Service

This will be accomplished through expansion of our web site, review of operational procedures, and property maintenance enforcement.

Promote Culture of Professionalism

Involves selective education and training of staff and Council Members, continuing our internship program, maintaining an environment that establishes a positive identity, continue to pursue achievement awards, and begin implementation of *Lean Six Sigma* to the organization.

Determine Appropriate Staffing Levels

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

the Efficiency Committee review of the table of organization.

Expansion of Electronic Function

This incorporates document management and imaging, expansion of online transactions, expansion of the sewer video program, and the electronic inspection process for field inspectors.

Prioritize Capital Projects

This includes building and maintaining infrastructure and facilities to meet existing and future needs. These projects include road improvements, technology upgrades, development of park sites, a transit center, and rehabilitation of Museum facilities.

Uphold Fiscal Integrity

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

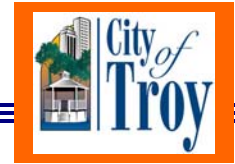
Promote Economic Development and Redevelopment Goals

This includes adoption of Brownfield Redevelopment plans, re-development of industrial/commercial properties on Maple Road, the Big Beaver corridor study, the Maple Road corridor study, and blight reduction.

Recognize Diversity and Encourage Participation

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

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 reviewed by City Council on January 16, 2006.

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)





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.

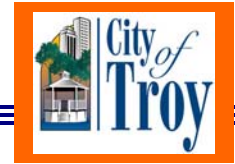
Financial Policies

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.
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.

Budget Policies



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.
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

The City will strive to maintain an unreserved, undesignated General Fund balance of 15 -17 percent of the General Fund budget. Funds in excess of 17 percent will be transferred to the Budget Stabilization Fund.



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

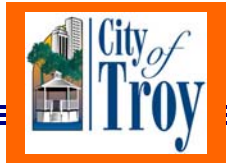
1. The City will confine long-term borrowing to capital improvements or

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.
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, and construct and maintain public facilities, streets, and utilities.

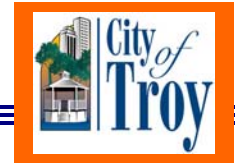


4. The City will implement a multi-year plan for capital improvements, with proposed funding sources, and update it annually.
5. The City shall make all capital improvements in accordance with an adopted capital acquisition program.
6. The City will coordinate decision-making for the Capital Improvement 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.

Budget Calendar



July

- 11th Approved 2005/06 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
- 17th 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

- 5th 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

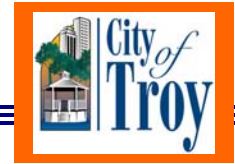
January

- *** Revenue Worksheets due from all departments
- *** Preparation of the water supply and sewerage disposal system rate analysis
- 23rd Quarterly financial performance report prepared

February

- *** Operating budget worksheets due from departments
- *** 2006/07 revenue forecast prepared by City management
- *** City management analyzes departments' budget requests
- *** Assistant City Manager/Finance and Administration prepares proposed budget document

Budget Calendar



April

- *** City Manager makes final proposed budget recommendations
- 17th Proposed budget document presented to the City Council
- *** City Council workshops - budget review, questions and adjustments
- 24th Budget notice published in local newspaper
- 24th Quarterly financial performance report prepared

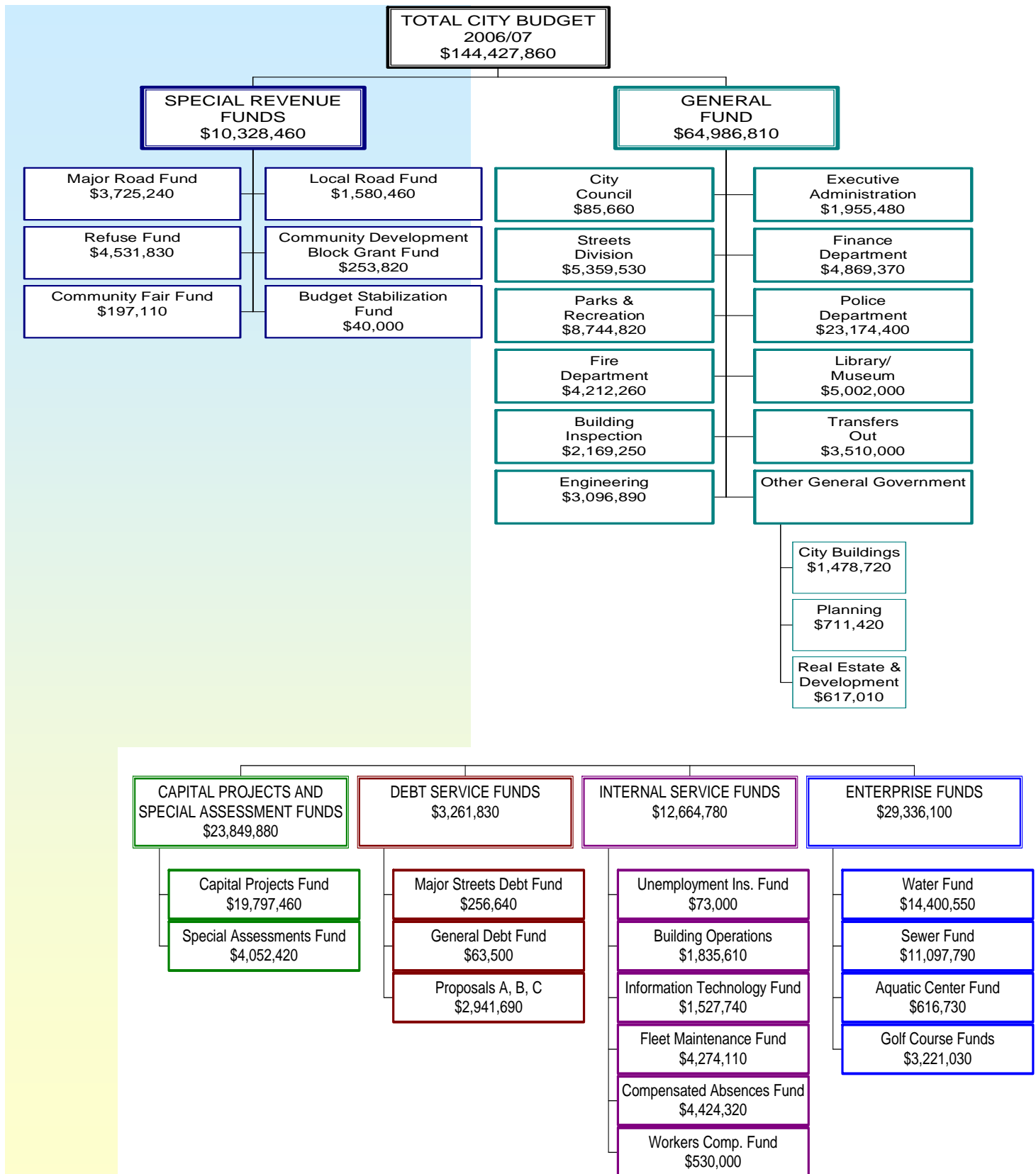
May

- *** Workshops continue
- 15th Public hearing for budget
- *** City Manager prepares approved 2006/07 budget document incorporating City Council adjustments
- 15th City Council adopts taxation resolution and appropriations ordinance

June

- 19th Assistant City Manager/Finance and Administration prepares final current year budget amendment

Financial Organizational Chart



Executive Summary



The Executive Summary is prepared as an introduction to the 2006/07 budget and provides a summary of Administration's financial plans for the upcoming fiscal year. It will explain how the City plans to utilize its resources and highlights some of the more significant changes to the City's budget. If a more in-depth understanding of the budget is desired, please take some time to review the wealth of information found within the graphs, charts, narrative text, significant notes, and funding level summaries 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 2006/07 budget for all City funds totals \$144.4 million. The City establishes a budget for 25 separate funds or accounting divisions. These 25 funds can be further paired into 7 major fund groupings. The largest is the General Fund, which provides \$65 million in funding toward the majority of services available to residents through the City's 14 departments.

Special Revenue Funds provide a total of \$10.3 million for major and local road maintenance; refuse and recycling; federally funded Community Development Block Grant programs; and the Troy Community Fair Fund.

Several notable items in the Special Revenue Funds 2006/07 budget include:

- \$3.7 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 \$19.8 million for 2006/07. These funds are used

for capital equipment and vehicles, construction and improvement of municipal facilities, and road construction. Notable Capital projects in the 2006/07 budget include:

- \$.5 million - Transit Center
- \$6.5 million - Major road construction and improvements
- \$2.7 million - Local road reconstruction and improvements
- \$.7 million - Technology improvements and software
- \$1.2 million - Storm drainage improvements
- \$2.2 million - Park development and improvements
- \$.6 million - Sidewalk construction
- \$.5 million - Civic Center site improvements

Debt Service Funds total \$3.3 million, which provides funding for debt payments on road construction projects, the Community Center, and public safety facilities.

Enterprise Funds provide \$29.3 million in funding for water and sewer utility operations, as well as the aquatic center and golf courses.

Internal Service Funds account for \$12.7 million in charges for financing goods and services provided by one department to other departments.

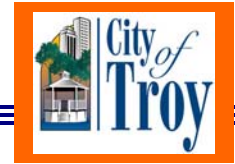
General Fund

The 2006/07 budget for the General Fund is \$65 million, an increase of \$4.9 million or 8.2 percent above the 2005/06 budget.

Revenues by Category

The General Fund derives its revenue from a variety of sources, the largest being property taxes.

Executive Summary



The City's general operating millage rate of 6.50 mills will provide nearly \$33.3 million, or 51.2% of the total General Fund budget.

Troy's proposed overall millage rate of 9.45 has remained at the same rate for 5 years. Proposal A has capped property taxable value at a 3.3% 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 - 3.2%
- Federal, State, and Local Grants - 10.7%
- Fines and Forfeitures - 1.5%
- Charges for Services - 10%
- Interest and Rents - 2.2%
- Other Revenue and Financing Sources - 17.8%

Utilization of \$6.4 million of Fund Balance is planned for fiscal year 2006/07. After this designation the City is estimated to have \$10.5 million or 16.2% of expenditures in Unreserved/Undesignated funds in 2006/07.

Expenditures by Object

The \$65 million General Fund budget is comprised of 5 separate expenditure objects or categories. The largest category is Personal Services, which is made up of wages and fringe benefits and comprises 65% of the total budget compared to 69.2% last fiscal year.

Supplies made up primarily of operating supplies total 4.9% of the budget.

Other Services/Charges total 24.7% of the budget and are primarily used to provide for contractual services, property and liability insurances, utility bills, and outside legal services.

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

Other Financing Uses accounts for the transfer of \$10,000 to the Community Fair Fund, \$1 million to the Budget Stabilization Fund, and \$2.5 million to the Retiree Medical Benefits Trust Fund.

	Dollar Change	% Change
Personal Services	\$685,230	1.6%
Supplies	47,090	1.5
Other Services/ Charges	794,500	5.2
Capital Outlay	(17,000)	(100.0 %)
Other Financing Uses	3,400,000	3,190.9
Total	\$4,926,820	8.2%

The total \$4.9 million increase in General Fund expenditures can best be explained by the following.

Personal Services increased by \$685,230 or 1.6% over last year's budget. Wages for all employees increased by \$333,810. The slight increase accounts for 8 fewer General Fund full-time positions.

The budget includes funding for 476 full-time positions. This reflects a decrease of 9 full-time employees, bringing a total reduction of 15 full-time employees from 3 years ago.

The total number of part-time employees has increased mainly due to replacing full-time Library positions with part-time employees.

Supplies increased by \$47,090 or 1.5%. Items such as repairs and maintenance, supplies, and postage accounted for this increase.

Other Services/Charges increased by \$794,500 or 5.2%. The overall increase is primarily due to increases in public utilities, computer services and equipment rentals.

Executive Summary



Capital Outlay has decreased by \$17,000. We have instituted a capitalization policy where items in excess of \$5,000 will be capitalized, and financed by the Capital Projects Fund.

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 \$3,400,000. This activity contains a transfer of \$10,000 to the Community Fair Fund and a \$1 million transfer to our Budget Stabilization Fund, which will have a balance of \$2.1 million after this transfer and \$2.5 million to the Retiree Medical Benefits Trust Fund.

The City will continue to pre-fund General and Police and 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 the retirement line item.

Expenditures by Budgetary Center

The City's General Fund can be further broken down to departmental or budgetary center level. These budgetary centers represent 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 Troy charges.

The City of Detroit increased the water and sewer rates it charges the City of Troy effective July 1, 2006. The Detroit water rate will increase by .8% from \$14.80 to \$14.92 per thousand cubic feet. The Southeast Oakland County Sewer District rate will increase by 4.1% from \$10.15 to \$10.57 per thousand cubic feet after including the Oakland County Drain Commission charges. The Evergreen-Farmington Sewer District rate will increase by 4% from \$13.02 to \$13.54.

The budget recommends the combined water and sewer rates increase by \$3.01 per MCF. This rate increase will result in an 8% increase in the combined water and sewer rate per MCF. The average residential customer uses 3.9 MCF per quarter, which equates to a quarterly bill of \$159.32 using the proposed rates. This will result in an increase of \$11.74 per quarter or \$46.96 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 budgeted for both systems include \$6.7 million for water and \$5.3 million for sewer.

The \$12 million in water and sewer improvements are being made without bonding due to the rate structure in place that not only provides for the commodity charge, but for operations and maintenance and capital improvements as well.

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

All Funds Combined Summary

Revenues, Expenditures and Fund Balance

Description	Capital Projects			
	General	Special Revenue	Debt Service	Special Assessment
Revenue				
Taxes	\$ 35,473,690	\$ 4,248,000	\$ 2,559,000	\$ 8,189,000
Licenses and Permits	2,059,000	-	-	-
Federal Grants	34,500	253,820	-	305,000
State Grants	6,765,000	5,030,000	-	1,409,000
Contributions - Local	140,000	-	-	-
Charges for Service	6,475,300	171,500	-	150,000
Fines and Forfeits	1,012,000	-	-	-
Interest and Rents	1,443,300	280,000	150,000	982,200
Other Revenue	491,900	-	-	735,260
Total - Revenue	\$ 53,894,690	\$ 9,983,320	\$ 2,709,000	\$ 11,770,460
Expenditures				
Personal Service Control	\$ 42,231,110	\$ 187,800	\$ -	\$ -
Supplies	3,178,520	26,050	-	-
Other Services/Charges	16,067,180	4,768,910	63,500	-
Capital Outlay	-	-	-	19,541,680
Debt Service	-	-	3,198,330	308,200
Total - Expenditures	\$ 61,476,810	\$ 4,982,760	\$ 3,261,830	\$ 19,849,880
Other Financing Sources				
Operating Transfer In	\$ 11,092,120	\$ 1,328,030	\$ 3,494,520	\$ 12,079,420
Total - Other Financing Sources	\$ 11,092,120	\$ 1,328,030	\$ 3,494,520	\$ 12,079,420
Other Financing Uses				
Operating Transfer Out	\$ 3,510,000	\$ 5,345,700	\$ 2,941,690	\$ 4,000,000
Total - Other Financing Uses	\$ 3,510,000	\$ 5,345,700	\$ 2,941,690	\$ 4,000,000
Excess of Revenues Over (Under) Expenditures				
	\$ -	\$ 982,890	\$ -	\$ -
Beginning Fund Balance	\$ 19,985,312	\$ 5,420,523	\$ 4,228,493	\$ 10,113,019
Ending Fund Balance	\$ 19,985,312	\$ 6,403,413	\$ 4,228,493	\$ 10,113,019

All Funds Combined Summary

Revenues, Expenditures and Fund Balance

Description	Total Governmental Funds	Enterprise	Internal Service
Revenue			
Taxes	\$ 50,469,690	\$ -	\$ -
Licenses and Permits	2,059,000	-	-
Federal Grants	593,320	-	-
State Grants	13,204,000	-	-
Contributions - Local	140,000	-	-
Charges for Service	6,796,800	31,943,300	3,893,490
Fines and Forfeits	1,012,000	-	-
Interest and Rents	2,855,500	1,393,900	4,123,000
Other Revenue	1,227,160	-	4,804,320
Total - Revenue	\$ 78,357,470	\$ 33,337,200	\$ 12,820,810
Expenditures			
Personal Service Control	\$ 42,418,910	\$ 4,030,740	\$ 8,061,300
Supplies	3,204,570	824,670	1,234,250
Other Services/Charges	20,899,590	23,089,280	3,369,230
Capital Outlay	19,541,680	12,209,000	1,246,600
Debt Service	3,506,530	748,370	-
Total - Expenditures	\$ 89,571,280	\$ 40,902,060	\$ 13,911,380
Other Financing Sources			
Operating Transfer In	\$ 27,994,090	\$ -	\$ -
Total - Other Financing Sources	\$ 27,994,090	\$ -	\$ -
Other Financing Uses			
Operating Transfer Out	\$ 15,797,390	\$ -	\$ -
Total - Other Financing Uses	\$ 15,797,390	\$ -	\$ -
Excess of Revenues Over (Under) Expenditures	\$ 982,890	\$ -	\$ -
Beginning Fund Balance	\$ 39,747,347	\$ -	\$ -
Ending Fund Balance	\$ 40,730,237	\$ -	\$ -

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

Revenues, Expenditures and Fund Balance

Description	2004 Actual	2005 Projected	2006 Budget
Revenue			
Taxes	\$ 47,766,046	\$ 49,126,690	\$ 50,469,690
Licenses and Permits	1,607,443	2,062,050	2,059,000
Federal Grants	206,630	336,140	593,320
State Grants	15,666,816	12,559,610	13,204,000
Contributions - Local	165,154	453,860	140,000
Charges for Service	6,732,747	6,844,920	6,796,800
Fines and Forfeits	973,526	988,000	1,012,000
Interest and Rents	2,741,879	3,253,500	2,855,500
Other Revenue	3,991,250	1,793,860	1,227,160
Total - Revenue	\$ 79,851,491	\$ 77,418,630	\$ 78,357,470
Expenditures			
Personal Service Control	\$ 39,241,314	\$ 39,359,170	\$ 42,418,910
Supplies	3,006,787	3,099,390	3,204,570
Other Services/Charges	19,363,780	19,903,890	20,899,590
Capital Outlay	15,013,574	23,775,160	19,541,680
Debt Service	3,325,485	3,393,660	3,506,530
Total - Expenditures	\$ 79,950,940	\$ 89,531,270	\$ 89,571,280
Other Financing Sources			
Operating Transfer In	\$ 13,558,946	\$ 28,758,390	\$ 27,994,090
Total - Other Financing Sources	\$ 13,558,946	\$ 28,758,390	\$ 27,994,090
Other Financing Uses			
Operating Transfer Out	\$ 12,129,919	\$ 13,837,390	\$ 15,797,390
Total - Other Financing Uses	\$ 12,129,919	\$ 13,837,390	\$ 15,797,390
Excess of Revenues Over (Under) Expenditures	\$ 1,329,578	\$ 2,808,360	\$ 982,890
Beginning Fund Balance	\$ 64,478,259	\$ 50,289,417	\$ 39,747,347
Ending Fund Balance	\$ 65,807,837	\$ 53,097,777	\$ 40,730,237

Enterprise and Internal Service Funds revenues and expenses are excluded from the fund balance calculation.

Revenue Comparison - All Funds

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Capital				
Capital Fund	\$ 17,783,295	\$ 28,522,980	\$ 35,234,320	\$ 19,797,460
Special Assessment Fund	2,271,857	1,055,750	1,055,830	4,052,420
Proposal B - Police/Fire Fund	327,234	-	-	-
Total - Capital	\$ 20,382,386	\$ 29,578,730	\$ 36,290,150	\$ 23,849,880
Debt Service				
General Debt Service Fund	\$ 2,804,767	\$ 2,859,480	\$ 2,881,680	\$ 3,005,190
2000MTF Bond Debt Retirement	189,911	265,390	265,390	256,640
Proposal A - Bond Debt Retirement	776,219	788,640	788,640	800,970
Proposal B - Bond Debt Retirement	1,337,483	1,316,920	1,316,720	1,393,950
Proposal C - Bond Debt Retirement	677,224	711,770	714,170	746,770
Total - Debt Service	\$ 5,785,604	\$ 5,942,200	\$ 5,966,600	\$ 6,203,520
Enterprise				
Sanctuary Lake Golf Course Fund	\$ 962,401	\$ 1,418,020	\$ 1,965,380	\$ 1,864,070
Sylvan Glen Golf Course Fund	1,249,686	1,483,790	1,554,140	1,323,630
Aquatic Center Fund	437,981	466,780	455,300	474,900
Sewer Fund	10,472,256	10,720,220	10,205,000	13,008,200
Water Fund	14,198,831	16,542,390	15,516,000	16,666,400
Total - Enterprise	\$ 27,321,155	\$ 30,631,200	\$ 29,695,820	\$ 33,337,200
General Fund				
General Fund	\$ 59,262,572	\$ 60,136,120	\$ 60,076,990	\$ 64,986,810
Total - General Fund	\$ 59,262,572	\$ 60,136,120	\$ 60,076,990	\$ 64,986,810
Internal Service				
Unemployment Comp Fund	\$ 24,229	\$ 71,000	\$ 78,000	\$ 73,000
Workers' Comp Reserve Fund	607,809	702,000	690,000	630,000
Building Operations Maintenance Fund	1,759,715	1,716,800	1,760,440	1,835,610
Information Technology Fund	1,500,671	1,421,930	1,493,020	1,527,740
Fleet Maintenance Fund	4,741,071	5,434,060	6,178,870	5,520,710
Compensated Absences Fund	3,892,537	4,278,000	4,532,000	4,424,320
Total - Internal Service	\$ 12,526,032	\$ 13,623,790	\$ 14,732,330	\$ 14,011,380
Special Revenue				
Community Fair Fund	\$ 159,657	\$ 184,720	\$ 158,100	\$ 180,000
Major Street Fund	3,698,343	3,889,030	3,858,450	3,725,240
Local Street Fund	1,733,552	1,587,670	1,607,670	1,580,460
Refuse Fund	4,086,409	4,445,060	4,525,650	4,531,830
Budget Stabilization Fund	353,180	140,000	125,000	1,040,000
Community Development Block Grant Fund	59,989	273,490	185,000	253,820
Total - Special Revenue	\$ 10,091,130	\$ 10,519,970	\$ 10,459,870	\$ 11,311,350
Total - All Funds	\$ 135,368,879	\$ 150,432,010	\$ 157,221,760	\$ 153,700,140

Expenditure Comparison - All Funds

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Capital				
Capital Fund	\$ 17,783,295	\$ 28,522,980	\$ 35,234,320	\$ 19,797,460
Special Assessment Fund	1,034,760	1,055,750	1,055,830	4,052,420
Proposal B - Police/Fire Fund	85,165	-	-	-
Total - Capital	\$ 18,903,220	\$ 29,578,730	\$ 36,290,150	\$ 23,849,880
Debt Service				
General Debt Service Fund	\$ 2,833,621	\$ 2,859,480	\$ 2,881,680	\$ 3,005,190
2000MTF Bond Debt Retirement	247,713	265,390	265,390	256,640
Proposal A - Bond Debt Retirement	776,219	788,640	788,640	800,970
Proposal B - Bond Debt Retirement	1,337,483	1,316,920	1,316,720	1,393,950
Proposal C - Bond Debt Retirement	677,224	711,770	714,170	746,770
Total - Debt Service	\$ 5,872,260	\$ 5,942,200	\$ 5,966,600	\$ 6,203,520
Enterprise				
Sanctuary Lake Golf Course Fund	\$ 1,750,398	\$ 1,922,580	\$ 1,936,940	\$ 2,084,880
Sylvan Glen Golf Course Fund	1,157,954	1,483,790	1,554,140	1,297,150
Aquatic Center Fund	573,696	609,980	611,100	691,730
Sewer Fund	9,900,235	11,220,750	14,389,690	16,410,790
Water Fund	16,678,220	16,666,550	17,714,290	21,060,550
Total - Enterprise	\$ 30,060,503	\$ 31,903,650	\$ 36,206,160	\$ 41,545,100
General Fund				
General Fund	\$ 57,137,667	\$ 57,590,750	\$ 60,076,990	\$ 64,986,810
Total - General Fund	\$ 57,137,667	\$ 57,590,750	\$ 60,076,990	\$ 64,986,810
Internal Service				
Unemployment Compensation Fund	\$ 67,489	\$ 71,000	\$ 78,000	\$ 73,000
Workers' Comp Reserve Fund	768,467	552,460	690,000	530,000
Building Operations Maintenance Fund	1,690,167	1,716,800	1,760,440	1,835,610
Information Technology Fund	1,500,671	1,421,930	1,493,020	1,527,740
Fleet Maintenance Fund	4,741,071	5,434,060	6,178,870	5,520,710
Compensated Absences Fund	3,852,912	4,278,000	4,532,000	4,424,320
Total - Internal Service	\$ 12,620,777	\$ 13,474,250	\$ 14,732,330	\$ 13,911,380
Special Revenue				
Community Fair Fund	\$ 173,125	\$ 144,680	\$ 186,440	\$ 197,110
Major Street Fund	3,800,000	3,889,030	3,858,450	3,725,240
Local Street Fund	1,680,580	1,464,720	1,607,670	1,580,460
Refuse Fund	4,432,841	4,445,060	4,525,650	4,531,830
Budget Stabilization Fund	21,180	40,000	25,000	40,000
Community Development Block Grant Fund	59,989	273,490	185,000	253,820
Total - Special Revenue	\$ 10,167,715	\$ 10,256,980	\$ 10,388,210	\$ 10,328,460
Total - All Funds	\$ 134,762,142	\$ 148,746,560	\$ 163,660,440	\$ 160,825,150

Year-End Fund Balance Comparison - All Funds

Fund # and Description	2003 Actual	2004 Actual	2005 Estimate	2006 Budget
General Fund				
101 General Fund	\$21,695,753	\$23,807,192	\$26,352,562	\$19,985,312
Special Revenue Funds				
202 Major Street Fund	\$2,317,935	\$2,216,279	\$2,142,249	\$2,017,009
203 Local Street Fund	1,548,708	1,601,681	1,724,631	1,724,631
226 Refuse Fund	1,270,075	923,644	774,084	591,754
257 Budget Stabilization Fund	668,000	1,000,000	1,100,000	2,100,000
280 Community Development Block Grant	-	-	-	-
103 Community Fair Fund	(39,443)	(52,911)	(12,871)	(29,981)
Total - Special Revenue Funds	\$5,765,275	\$5,688,693	\$5,728,093	\$6,403,413
Debt Service Funds				
301 General Debt Service Fund	\$4,820,818	\$4,734,163	\$4,524,683	\$4,228,493
354 2000 MTF Debt Service Fund	-	-	-	-
355 Proposal A - Streets Debt Service Fund	-	-	-	-
356 Proposal B - Police/Fire Facilities Debt Service Fund	-	-	-	-
357 Proposal C - Recreation Debt Service Fund	-	-	-	-
Total - Debt Service Funds	\$4,820,818	\$4,734,163	\$4,524,683	\$4,228,493
Capital Projects/Special Assessment Fund				
401 Capital Projects Fund	\$23,693,502	\$21,824,323	\$6,914,723	\$3,812,723
403 Special Assessment Fund	8,516,369	9,753,466	9,577,716	6,300,296
Total - Capital Projects/ Special Assessment Fund	\$32,209,871	\$31,577,789	\$16,492,439	\$10,113,019
Total - All Funds	\$64,491,717	\$65,807,837	\$53,097,777	\$40,730,237

Enterprise and Internal Service Fund retained earnings are shown in the Audit.

\$23.2 million

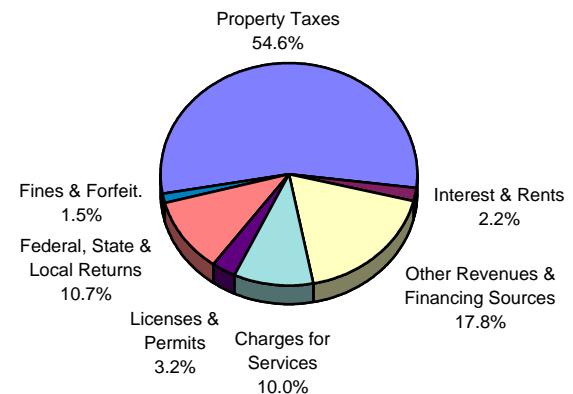
How the City of Troy Allocates Its Money

The 2006/07 General Fund Budget is \$65 million -
\$746 per resident (pop. 87,159 1/06)

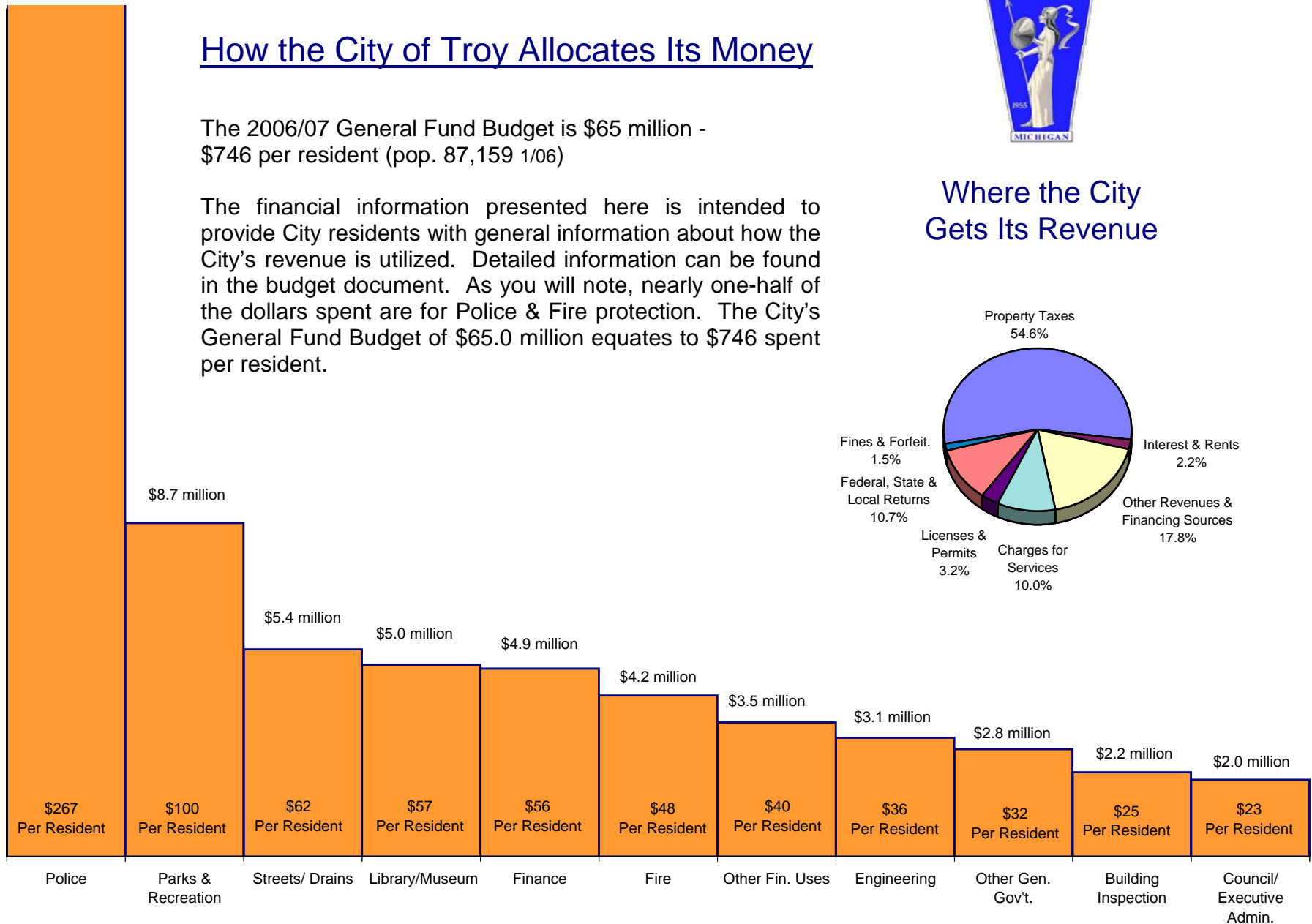
The financial information presented here is intended to provide City residents with general information about how the City's revenue is utilized. Detailed information can be found in the budget document. As you will note, nearly one-half of the dollars spent are for Police & Fire protection. The City's General Fund Budget of \$65.0 million equates to \$746 spent per resident.



Where the City Gets Its Revenue



-32-



Taxing Entity	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07
Tax Rate Shown in Mills							
Troy School District	10.70	10.06	9.74	9.43	10.16	9.87	9.87
Oakland County Government	4.65	4.64	4.65	4.65	4.65	4.65	4.65
Oakland County Comm. College	1.61	1.60	1.61	1.60	1.59	1.58	1.58
Intermediate School District	2.08	3.45	3.42	3.40	3.38	3.37	3.37
S.M.A.R.T.	0.32	0.32	0.60	0.60	0.60	0.60	0.60
State Education	6.00	6.00	6.00	5.00	6.00	6.00	6.00
City of Troy	9.48	9.48	9.45	9.45	9.45	9.45	9.43
Total - Millage Rates	34.84	35.55	35.47	34.13	35.83	35.52	35.50

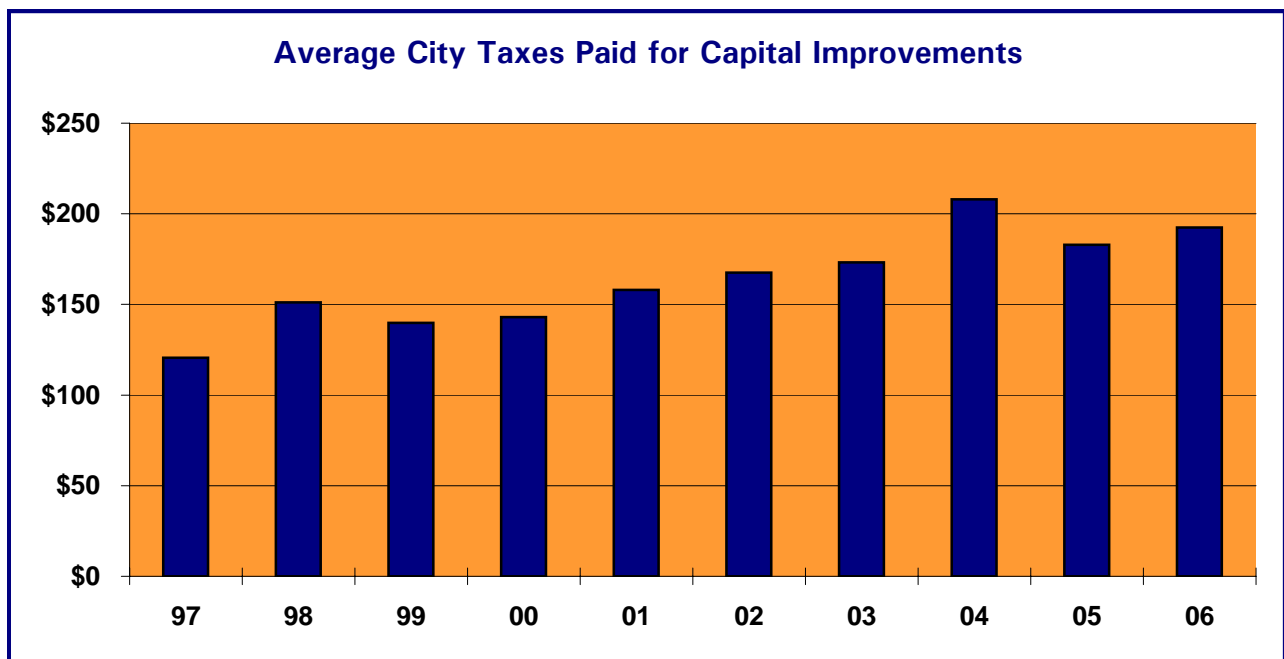
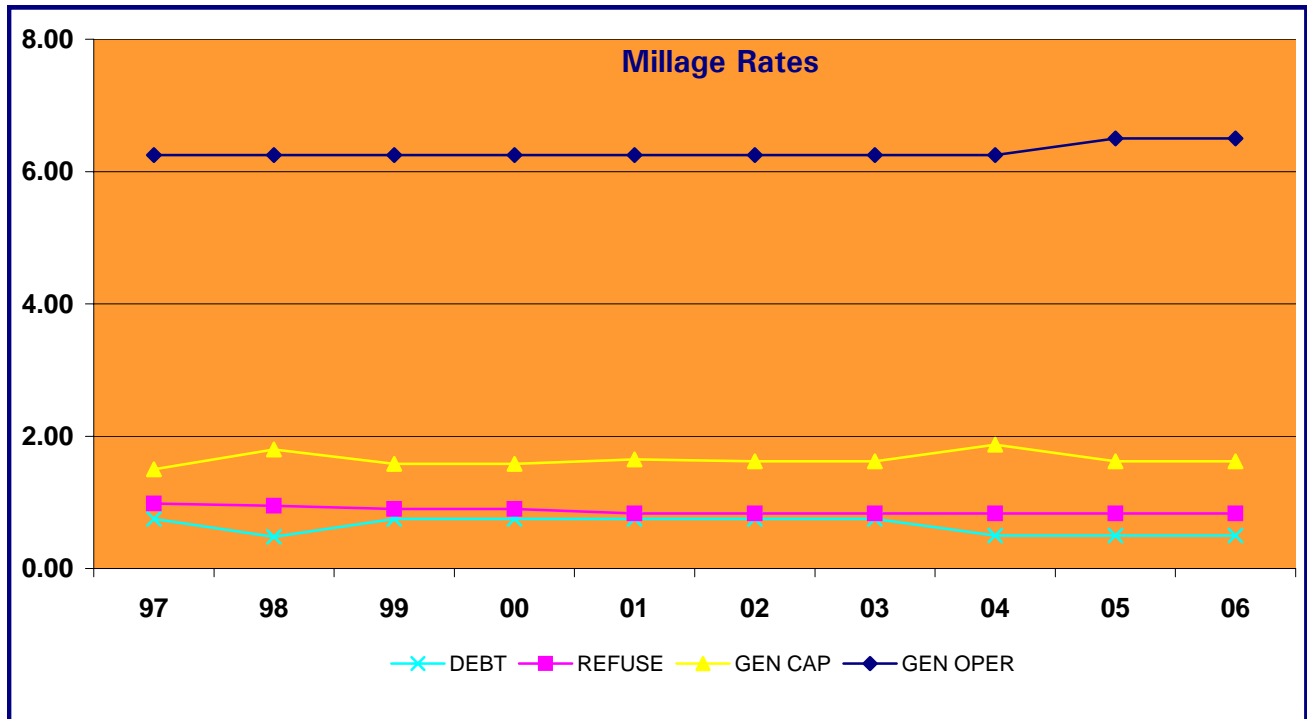
Millage rates are estimated for other taxing jurisdictions.

Average Residential Taxable Value	90,477	95,798	103,432	106,864	111,203	112,886	118,834
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Taxing Entity	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07
Average Tax Rates Shown in Dollars							
Troy School District	\$ 968	\$ 964	\$ 1,007	\$ 1,008	\$ 1,130	\$ 1,114	\$ 1,173
Oakland County Government	421	444	481	497	517	525	553
Oakland County Comm. College	146	154	167	171	177	178	188
Intermediate School District	188	330	354	363	376	380	400
S.M.A.R.T.	29	31	62	64	66	68	71
State Education	543	575	621	534	667	677	713
City of Troy	858	908	977	1,010	1,051	1,067	1,121
Total - Dollars	\$ 3,153	\$ 3,406	\$ 3,669	\$ 3,647	\$ 3,984	\$ 4,009	\$ 4,219

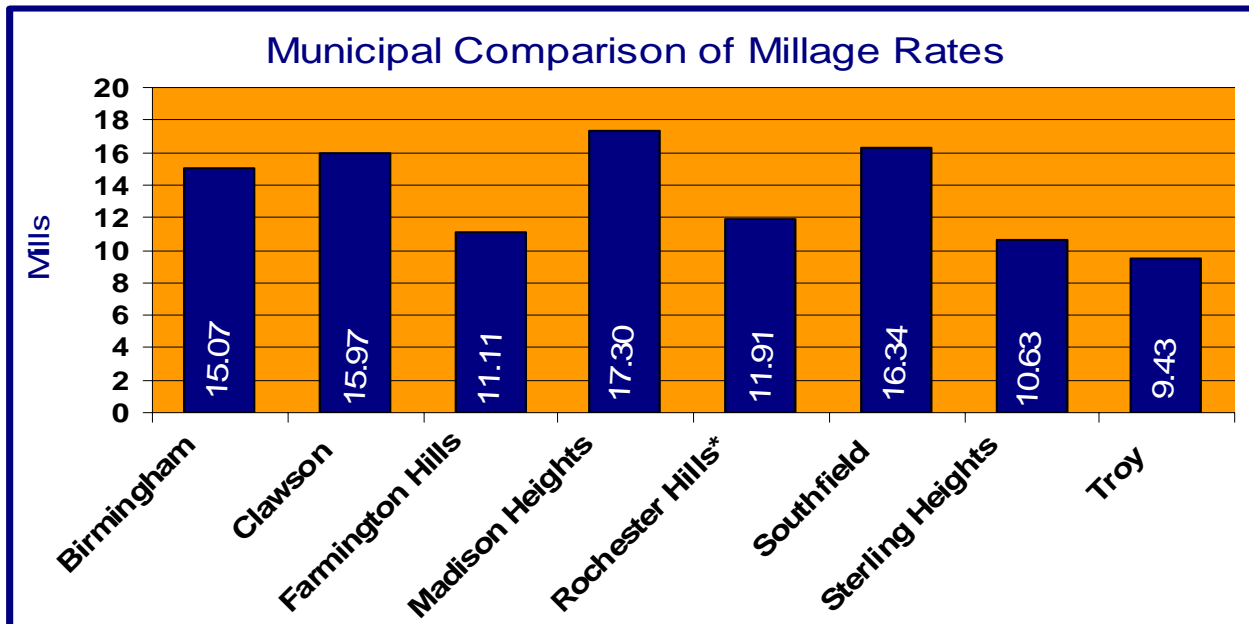
Average tax rates are based on residential homestead property within the Troy School District.

Millage Rates for Troy Citizens



Summary of Millage Requirements

	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05	2005/06	2006/07
General Operating	6.25	6.25	6.25	6.25	6.25	6.25	6.50	6.50
Refuse	0.90	0.90	0.83	0.83	0.83	0.83	0.83	0.83
Capital	1.58	1.58	1.65	1.62	1.62	1.87	1.62	1.60
Debt	0.75	0.75	0.75	0.75	0.75	0.50	0.50	0.50
Total	9.48	9.48	9.48	9.45	9.45	9.45	9.45	9.43



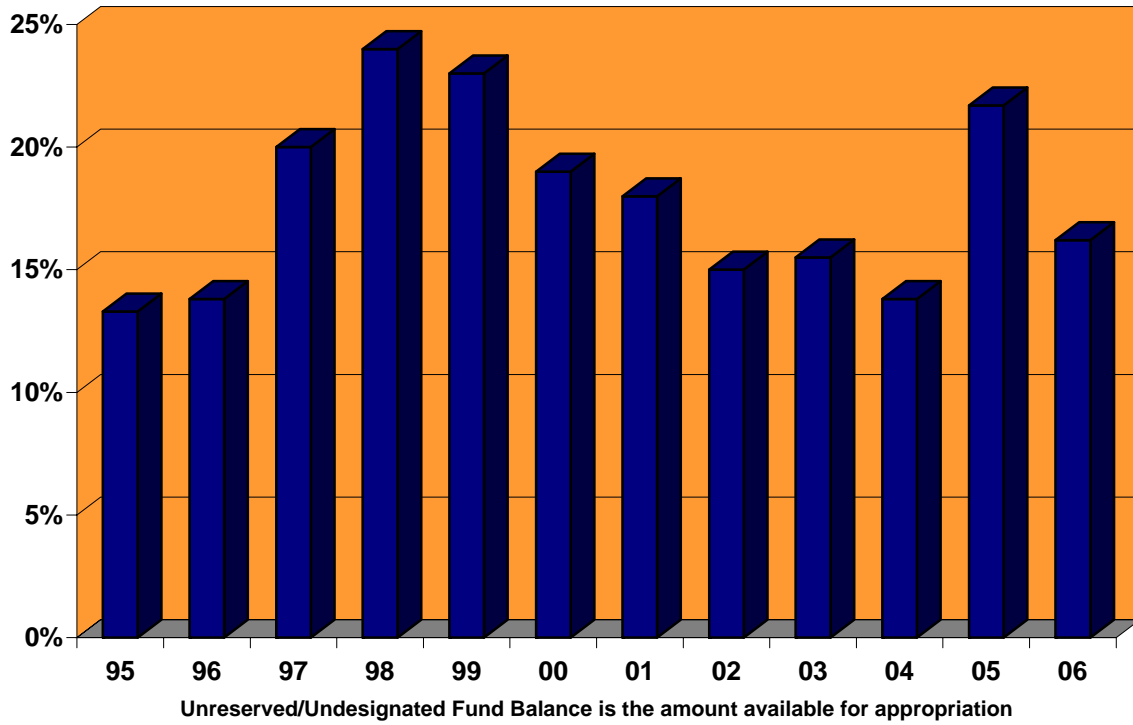
*Includes estimated millage rate for refuse collection.

General Fund

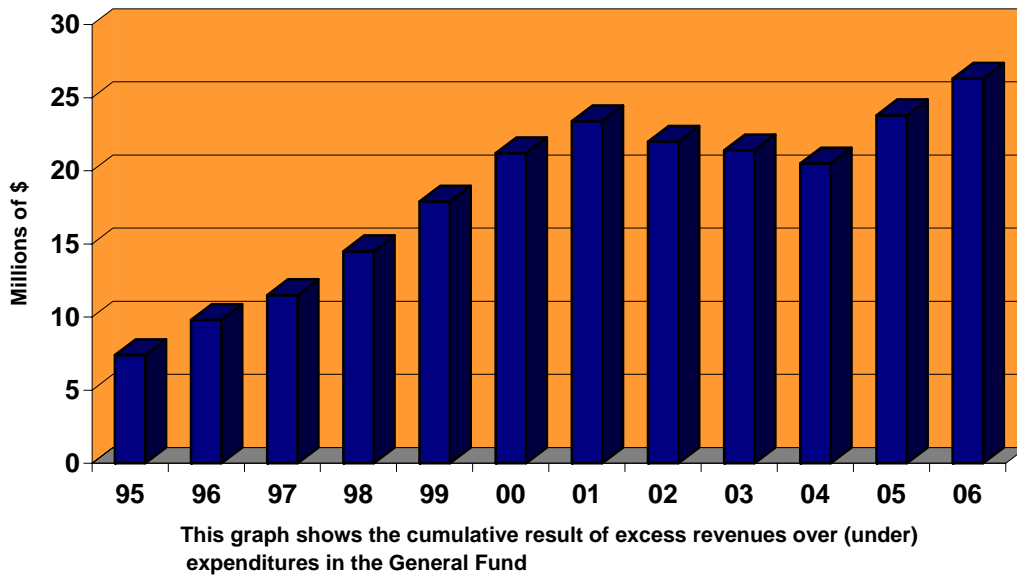
Revenues, Expenditures and Fund Balance

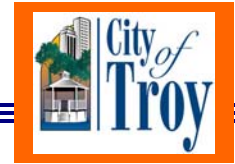
Description	2002 Actual	2003 Actual	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue						
Taxes	\$ 30,399,278	\$ 30,985,388	\$ 32,300,413	\$ 34,431,690	\$ 34,351,690	\$ 35,473,690
Licenses and Permits	1,449,003	1,649,985	1,607,443	2,062,050	2,012,500	2,059,000
Federal Grants	213,137	100,354	126,091	52,650	32,320	34,500
State Grants	7,749,165	7,295,363	7,072,396	7,088,510	6,658,000	6,765,000
Contributions - Local	142,450	162,365	165,154	181,860	135,000	140,000
Charges for Services	5,662,443	5,973,055	6,403,379	6,450,200	5,969,200	6,475,300
Fines and Forfeits	896,833	960,250	973,526	988,000	995,000	1,012,000
Interest and Rents	696,307	865,998	1,350,075	1,488,300	1,110,300	1,443,300
Other Revenue	367,207	439,460	1,755,220	482,610	479,780	491,900
Total - Revenue	\$ 47,575,823	\$ 48,432,218	\$ 51,753,697	\$ 53,225,870	\$ 51,743,790	\$ 53,894,690
Other Financing Sources						
Operating Transfer In	\$ 7,899,144	\$ 9,434,778	\$ 7,508,876	\$ 6,910,250	\$ 8,333,200	\$ 11,092,120
Total - Revenue and Sources	\$ 55,474,967	\$ 57,866,996	\$ 59,262,573	\$ 60,136,120	\$ 60,076,990	\$ 64,986,810
Expenditures						
Building Inspection	\$ 1,811,704	\$ 1,926,514	\$ 1,938,958	\$ 1,920,140	\$ 2,105,420	\$ 2,169,250
Council/Exec. Administration	1,853,599	1,926,046	1,980,389	1,897,400	2,077,060	2,041,140
Engineering	2,600,192	2,766,755	2,780,647	2,870,780	2,996,560	3,096,890
Finance	4,168,062	4,331,477	4,419,523	4,575,920	4,706,650	4,869,370
Fire	3,579,858	3,732,506	4,071,775	4,035,180	4,092,750	4,212,260
Library/Museum	4,474,276	4,547,589	4,758,581	4,780,650	4,973,280	5,002,000
Other General Government	2,157,616	2,471,227	2,578,758	2,574,910	2,638,720	2,807,150
Police	19,837,794	20,543,113	21,192,309	21,462,210	22,618,610	23,174,400
Parks and Recreation	7,247,260	7,797,872	8,331,857	8,396,050	8,454,160	8,744,820
Streets and Drains	4,930,824	4,678,297	5,074,869	4,967,510	5,303,780	5,359,530
Total - Expenditures	\$ 52,661,185	\$ 54,721,396	\$ 57,127,666	\$ 57,480,750	\$ 59,966,990	\$ 61,476,810
Other Financing Uses						
Operating Transfer Out	\$ 10,000	\$ 678,000	\$ 10,000	\$ 110,000	\$ 110,000	\$ 3,510,000
Total - Expenditures and Uses	\$ 52,671,185	\$ 55,399,396	\$ 57,137,666	\$ 57,590,750	\$ 60,076,990	\$ 64,986,810
Excess of Revenue Over (Under) Expenditures	\$ 2,803,782	\$ 2,467,600	\$ 2,124,907	\$ 2,545,370	\$ -	\$ -
Beginning Fund Balance	\$ 18,622,948	\$ 19,228,153	\$ 21,682,285	\$ 23,807,192	\$ 23,807,192	\$ 19,985,312
Ending Fund Balance	\$ 21,426,730	\$ 21,695,753	\$ 23,807,192	\$ 26,352,562	\$ 23,807,192	\$ 19,985,312

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



**General Fund
Fund Balance**





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 2006/07 budget, operating City tax revenue represents 51.2% of total revenue sources, an increase of \$1.1 million or 3.4% over the fiscal year 2005/06 budget. The City's taxable valuation (TV) increased by 3.2% due to new construction after including a 3.3% valuation adjustment on most existing residential real property.

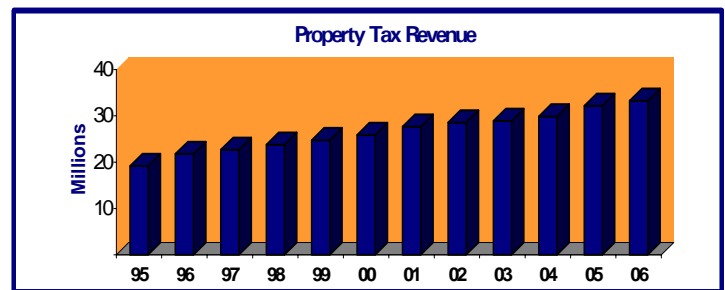
The General Operations tax levy for the 2006/07 fiscal year is 6.50 mills per \$1,000 taxable value. The operating millage rate remains at the same level as 2005/06.

The City's total tax rate of 9.45 mills remains at the same level for 5 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 8.5076 Headlee maximum allowable levy. The City is not projecting a Headlee rollback for 2006/07.

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 3.2% 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 \$1,300,000 or 63.1% of the total Licenses and Permits.

Federal, State and Local Returns

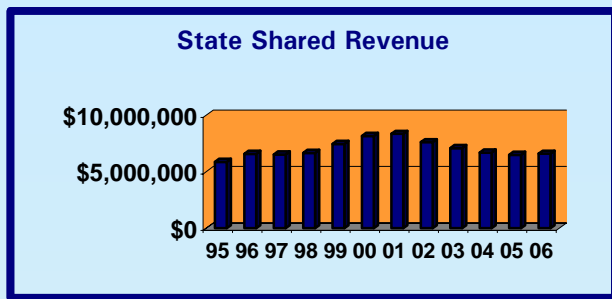
Another source of revenue to the City is federal, state and local returns. This source of revenue is comprised of grants from the federal, state, and county levels of government. The major source in this revenue category is state revenue sharing.

State revenue sharing amounts to \$6.6 million and 10.2% of total General Fund revenue. As can be seen on the following chart, this revenue source has decreased or remained flat 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.

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

Revenues



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 \$6.5 million or 10% 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 Downtown Development Authority (DDA) transfer covers administrative fees as well as the enhanced maintenance of Big Beaver medians.

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 # and Description	2004 Actual	2005 Projected	2005 Budget	%	2006 Budget	%
4000 Revenue						
4401 Taxes						
4402 Property Taxes	\$ 30,138,978	\$ 32,200,000	\$ 32,175,000	53.56	\$ 33,267,000	51.19
4423 Mobile Home Tax	1,662	1,690	1,690	0.00	1,690	0.00
4427 Senior Citizen Housing	31,163	30,000	25,000	0.04	30,000	0.05
4445 Tax Penalties and Interest	487,830	525,000	525,000	0.87	525,000	0.81
4447 Administration Fee	1,640,781	1,675,000	1,625,000	2.70	1,650,000	2.54
4401 Total - Taxes	\$ 32,300,414	\$ 34,431,690	\$ 34,351,690	57.18	\$ 35,473,690	54.59
4450 Licenses and Permits						
4452 Electric, Plumbing, Heat	\$ 14,576	\$ 15,000	\$ 16,000	0.03	\$ 16,000	0.02
4455 Service Stations	213	200	-	-	-	-
4456 Amusements	17,326	17,600	17,000	0.03	17,000	0.03
4475 Other	8,180	8,000	5,000	0.01	7,000	0.01
4451 Business Licenses and Permits	\$ 40,295	\$ 40,800	\$ 38,000	0.06	\$ 40,000	0.06
4478 Refrigeration and Air Conditioning	\$ 34,628	\$ 40,000	\$ 35,000	0.06	\$ 40,000	0.06
4479 Building	836,179	1,300,000	1,250,000	2.08	1,300,000	2.00
4480 Electrical	183,291	180,000	180,000	0.30	180,000	0.28
4481 Heating	117,526	110,000	110,000	0.18	110,000	0.17
4482 Plumbing	145,247	140,000	130,000	0.22	140,000	0.22
4483 Animal	32,229	25,000	30,000	0.05	25,000	0.04
4484 Sidewalks	10,768	12,000	10,000	0.02	12,000	0.02
4485 Fence	2,745	2,500	2,500	0.00	2,500	0.00
4486 Sewer Inspection	19,550	25,000	22,000	0.04	25,000	0.04
4487 Right of Way	10,425	10,000	10,000	0.02	10,000	0.02
4488 Multiple Dwelling Inspection	4,920	5,000	7,000	0.01	5,000	0.01
4489 Grading	12,885	13,000	10,000	0.02	12,000	0.02
4490 Fire Protection	67,753	60,000	75,000	0.12	60,000	0.09
4491 Occupancy	33,886	40,000	40,000	0.07	40,000	0.06
4492 Sign	54,358	55,000	60,000	0.10	55,000	0.08
4493 Fireworks	100	-	-	-	-	-
4494 Hazardous Materials	150	2,250	1,000	0.00	1,000	0.00
4500 Miscellaneous	510	1,500	2,000	0.00	1,500	0.00
4476 Non-Business Licenses and Permits	\$ 1,567,150	\$ 2,021,250	\$ 1,974,500	3.29	\$ 2,019,000	3.11
4450 Total - Licenses and Permits	\$ 1,607,445	\$ 2,062,050	\$ 2,012,500	3.35	\$ 2,059,000	3.17
4501 Federal Grants						
4506 Federal Grant-LLEBG-Mugshot	\$ -	\$ 10,000	\$ 10,000	0.02	\$ 10,000	0.02
4507 Federal Grant- Domestic Prep	126,091	18,000	-	-	5,000	0.01
4510 Federal Grant- VEST	-	11,120	11,120	0.02	6,500	0.01
4512 MCOLES Police Academy	-	11,200	11,200	0.02	13,000	0.02
4513 Federal Grant- Museum Assessment	-	2,330	-	-	-	-
4501 Total - Federal Grants	\$ 126,091	\$ 52,650	\$ 32,320	0.05	\$ 34,500	0.05
4539 State Grants						
4543.402 Criminal Justice	\$ 28,724	\$ 30,000	\$ 30,000	0.05	\$ 30,000	0.05
4543 State Grants Pub Safety	\$ 28,724	\$ 30,000	\$ 30,000	0.05	\$ 30,000	0.05
4566.LIBRARY Library	\$ 70,525	\$ 70,000	\$ 70,000	0.12	\$ 70,000	0.11
4566 State Grants-Culture	\$ 70,525	\$ 70,000	\$ 70,000	0.12	\$ 70,000	0.11

General Fund Revenue Summary by Account

Account # and Description		2004 Actual	2005 Projected	2005 Budget	%	2006 Budget	%
4569.110	Grant-Comm Forestry	\$ -	\$ 20,000	\$ -	-	\$ -	-
4569 State Grants-Other		\$ -	\$ 20,000	\$ -	-	\$ -	-
4574.010	Homestead Exempt Reimbursement	\$ -	\$ 1,510	\$ -	-	\$ -	-
4574.020	Liquor Licenses	66,775	67,000	58,000	0.10	65,000	0.10
4574.030	Sales Tax	6,906,372	6,900,000	6,500,000	10.82	6,600,000	10.16
4574 State Revenue Sharing		\$ 6,973,147	\$ 6,968,510	\$ 6,558,000	10.92	\$ 6,665,000	10.26
4539 Total - State Grants		\$ 7,072,396	\$ 7,088,510	\$ 6,658,000	11.08	\$ 6,765,000	10.41
4580 Contributions - Local							
4582	Public Safety	\$ 21,073	\$ 25,500	\$ 15,000	0.02	\$ 20,000	0.03
4587	Library-Penal Fines	108,198	120,000	120,000	0.20	120,000	0.18
4588	Library-Mini Grants	6,480	6,300	-	-	-	-
4589	County-West Nile	29,403	30,060	-	-	-	-
4580 Total - Contributions - Local		\$ 165,154	\$ 181,860	\$ 135,000	0.22	\$ 140,000	0.22
4600 Charges for Services							
4607.010	Animal Impounds	\$ 950	\$ 750	\$ 1,000	0.00	\$ 1,000	0.00
4607.020	Building Board of Appeal	1,800	1,750	1,000	0.00	1,500	0.00
4607.030	CATV Franchise Fee	730,437	740,000	675,000	1.12	725,000	1.12
4607.040	Non Resident Library Card	19,800	20,000	25,000	0.04	20,000	0.03
4607.050	Miscellaneous	3,521	3,500	2,000	0.00	3,000	0.00
4607.060	Museum Program Fees	44,367	42,000	40,000	0.07	40,000	0.06
4607.070	Plan Review Fee	81,659	100,000	90,000	0.15	95,000	0.15
4607.080	Platting Fees	-	500	1,000	0.00	500	0.00
4607.085	NSF Fees	8,355	8,000	5,000	0.01	7,500	0.01
4607.090	P.U.D. Application Fee	3,300	3,000	3,000	0.00	3,000	0.00
4607.110	Site Plans	31,660	35,000	25,000	0.04	30,000	0.05
4607.135	Telecom - METRO	249,498	200,000	200,000	0.33	200,000	0.31
4607.140	Towing Fees	27,290	20,000	20,000	0.03	20,000	0.03
4607.150	Vital Statistics	103,336	100,000	90,000	0.15	95,000	0.15
4607.170	Zoning Board of Appeal	5,975	8,000	10,000	0.02	10,000	0.02
4607.180	Zoning Fees	26,975	25,000	15,000	0.02	20,000	0.03
4607 Charges for Services - Fees		\$ 1,338,923	\$ 1,307,500	\$ 1,203,000	2.00	\$ 1,271,500	1.96
4626.010	Cemetery-Open & Close	\$ 2,990	\$ 2,000	\$ 1,000	0.00	\$ 1,000	0.00
4626.020	Court Ordered Payment & In	4,018	36,500	5,000	0.01	5,000	0.01
4626.030	County Road Maintenance	264,391	275,000	300,000	0.50	280,000	0.43
4626.060	DPW Services	27,692	20,000	15,000	0.02	20,000	0.03
4626.070	Duplicating & Photostat	34,714	17,000	15,000	0.02	16,000	0.02
4626.080	Election Services	1,267	1,000	1,000	0.00	1,000	0.00
4626.085	School Elections	41,743	30,000	35,000	0.06	30,000	0.05
4626.090	Engineering Fees	865,273	700,000	800,000	1.33	700,000	1.08
4626.100	Landscape/Tree Preservation Plan	1,774	5,000	10,000	0.02	5,000	0.01
4626.110	Microfilming	5,698	6,000	6,000	0.01	6,000	0.01
4626.120	Miscellaneous	42,245	50,000	30,000	0.05	40,000	0.06
4626.125	Passports	33,170	40,000	45,000	0.07	45,000	0.07
4626.130	Police Services-Contractual	66,297	70,000	65,000	0.11	70,000	0.11
4626.135	Police Service-Clawson	-	125,000	-	-	191,600	0.29
4626.140	Police Inspection Reports	39,783	40,000	40,000	0.07	42,000	0.06
4626.145	Police APCO Training	1,744	8,000	8,000	0.01	9,500	0.01
4626.170	ROW Fees	52,050	100,000	150,000	0.25	100,000	0.15
4626.210	Soil Erosion	20,836	25,000	25,000	0.04	25,000	0.04

General Fund Revenue Summary by Account

Account # and Description		2004 Actual	2005 Projected	2005 Budget	%	2006 Budget	%
4626.220	Special Right of Way Maintenance	\$ 29,453	\$ 30,000	\$ 40,000	0.07	\$ 35,000	0.05
4626.230	Weed Cutting	13,991	20,000	25,000	0.04	20,000	0.03
4626 Charge /Services Rendered		\$ 1,549,129	\$ 1,600,500	\$ 1,616,000	2.69	\$ 1,642,100	2.53
4642.010	Abandoned Vehicles	\$ 38,633	\$ 35,000	\$ 40,000	0.07	\$ 40,000	0.06
4642.020	Auction Confiscated Property	6,890	7,000	8,000	0.01	8,000	0.01
4642.050	Landscaping & Greenbelt	7,786	8,000	25,000	0.04	25,000	0.04
4642.070	Miscellaneous	3,743	4,000	4,000	0.01	4,000	0.01
4642.080	Printed Materials	4,854	4,000	5,000	0.01	4,500	0.01
4642.100	Recreation & OEC Merchandise	25,524	25,000	20,000	0.03	25,000	0.04
4642.115	Senior Store	11,726	15,000	10,000	0.02	12,000	0.02
4642.120	Sign Installations	5,968	5,000	5,000	0.01	5,000	0.01
4642.130	Smart Tickets	5,433	5,000	5,000	0.01	5,000	0.01
4642.140	Street Lighting	8,101	8,000	8,000	0.01	8,000	0.01
4642.150	Tree Planting	19,230	20,000	10,000	0.02	15,000	0.02
4642 Charges/Service - Sales		\$ 137,888	\$ 136,000	\$ 140,000	0.23	\$ 151,500	0.23
4651.040	Miscellaneous	\$ 106	\$ 200	\$ 200	0.00	\$ 200	0.00
4651.050	Outdoor Education Center	52,642	50,000	55,000	0.09	55,000	0.08
4651.070	Senior Citizen Activities	15,972	16,000	10,000	0.02	15,000	0.02
4651.075	Community Center Passes	1,472,579	1,500,000	1,150,000	1.91	1,500,000	2.31
4651.076	Community Center Swim Programs	173,834	175,000	150,000	0.25	175,000	0.27
4651.077	Community Center Fitness Classes	122,459	125,000	125,000	0.21	125,000	0.19
4651.078	Community Center Programs/Events	30,642	30,000	30,000	0.05	30,000	0.05
4651.080	Summer Program	819,770	810,000	780,000	1.30	800,000	1.23
4651.090	Winter Program	689,436	700,000	710,000	1.18	710,000	1.09
4651 Charges/Service-Use/Administration		\$ 3,377,440	\$ 3,406,200	\$ 3,010,200	5.01	\$ 3,410,200	5.25
4600 Total - Charges for Services		\$ 6,403,380	\$ 6,450,200	\$ 5,969,200	9.94	\$ 6,475,300	9.96
4655 Fines and Forfeits							
4655.010	County Reimbursement-Court	\$ 451,920	\$ 450,000	\$ 450,000	0.75	\$ 450,000	0.69
4655.020	Drug Forfeiture Proceed	190,552	200,000	225,000	0.37	225,000	0.35
4655.030	False Alarms-Fire	12,100	12,000	15,000	0.02	12,000	0.02
4655.040	False Alarms-Police	157,870	170,000	180,000	0.30	170,000	0.26
4655.050	Library-Book Fines	103,016	105,000	100,000	0.17	105,000	0.16
4655.060	O.U.I.L Reimbursement	56,434	50,000	25,000	0.04	50,000	0.08
4655.070	Bond Processing Fees	1,635	1,000	-	-	-	-
4655 Total - Fines and Forfeits		\$ 973,527	\$ 988,000	\$ 995,000	1.66	\$ 1,012,000	1.56
4664 Interest and Rents							
4667.010	Building Rent	\$ 301,621	\$ 285,000	\$ 250,000	0.42	\$ 290,000	0.45
4667.016	Communication Tower Rent	28,800	28,800	28,800	0.05	28,800	0.04
4667.020	Concession Stand Rental	8,640	10,000	10,000	0.02	10,000	0.02
4667.025	Community Center Rent	148,692	155,000	155,000	0.26	155,000	0.24
4667.030	Gazebo Rental	4,925	10,000	10,000	0.02	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	19,696	20,000	18,000	0.03	20,000	0.03
4667.060	Library Rent-Books	2,731	2,500	2,500	0.00	2,500	0.00
4667.075	Field Maintenance	25,177	25,000	15,000	0.02	25,000	0.04
4667.085	Parking Lot (SMART)	172,411	170,000	139,000	0.23	170,000	0.26
4667.095	Tennis Bubble Rent	25,825	26,000	26,000	0.04	26,000	0.04
4667 Rent Income		\$ 744,518	\$ 738,300	\$ 660,300	1.10	\$ 743,300	1.14

General Fund Revenue Summary by Account

Account # and Description	2004 Actual	2005 Projected	2005 Budget	%	2006 Budget	%
4669.020 Investment Income	\$ 605,556	\$ 750,000	\$ 450,000	0.75	\$ 700,000	1.08
4669 Investment Income	\$ 605,556	\$ 750,000	\$ 450,000	0.75	\$ 700,000	1.08
4664 Total - Interest and Rents	\$ 1,350,074	\$ 1,488,300	\$ 1,110,300	1.85	\$ 1,443,300	2.22
4671 Other Revenue						
4675.050 Contributions-Fire Dept	\$ 1,500	\$ 3,600	\$ -	-	\$ -	-
4675.060 Contributions-Miscellaneous	475	-	-	-	-	-
4675.070 Contributions-Museum	500	-	-	-	-	-
4675.080 Contributions-Police Department	6,350	5,000	5,000	0.01	5,000	0.01
4675.090 Contributions-Police - Recovery	6,275	10,000	10,000	0.02	10,000	0.02
4675.110 Contributions-Parks & Recreation	38,569	10,000	10,000	0.02	10,000	0.02
4675 Contributions - Private	\$ 53,669	\$ 28,600	\$ 25,000	0.04	\$ 25,000	0.04
4676 Reimbursements						
4676.010 Reimbursements	\$ 5,173	\$ 1,230	\$ -	-	\$ -	-
4676 Reimbursements	\$ 5,173	\$ 1,230	\$ -	-	\$ -	-
4677.226 Administrative Charges - Refuse	\$ 30,000	\$ 31,000	\$ 31,000	0.05	\$ 32,000	0.05
4677.301 Administrative Charges - Debt Services	40,920	42,150	42,150	0.07	43,500	0.07
4677.583 Administrative Charges - Sanctuary Lake GC	40,000	41,200	41,200	0.07	42,500	0.07
4677.584 Administrative Charges - Golf Course	40,000	41,200	41,200	0.07	42,500	0.07
4677.590 Administrative Charges - Sewer	108,960	112,230	112,230	0.19	116,000	0.18
4677.591 Administrative Charges - Water	125,000	128,750	128,750	0.21	133,000	0.20
4677.661 Administrative Charges - Motor Pool	34,230	35,250	35,250	0.06	36,400	0.06
4677 Administrative Charges	\$ 419,110	\$ 431,780	\$ 431,780	0.72	\$ 445,900	0.69
4687.010 Refunds-Legal Fees	\$ 7,800	\$ 8,000	\$ 10,000	0.02	\$ 8,000	0.01
4687.040 Rebates	1,242,055	3,000	3,000	0.00	3,000	0.00
4687 Refunds & Rebates	\$ 1,249,855	\$ 11,000	\$ 13,000	0.02	\$ 11,000	0.02
4695 Miscellaneous	27,412	10,000	10,000	0.02	10,000	0.02
4671 Other Revenue	\$ 1,755,219	\$ 482,610	\$ 479,780	0.80	\$ 491,900	0.76
4000 Total - Revenue	\$ 51,753,700	\$ 53,225,870	\$ 51,743,790	86.13	\$ 53,894,690	82.93
8695 Other Financing Sources						
8699 Operating Transfer In						
8699.101 Transfer From General	\$ -	\$ -	\$ 1,305,560	2.17	\$ 6,367,250	9.80
8699.202 Transfer From M/S Fund	1,800,000	1,889,030	1,858,450	3.09	2,014,780	3.10
8699.203 Transfer From L/S Fund	1,680,580	1,464,720	1,607,670	2.68	1,580,460	2.43
8699.248 Transfer From DDA	398,975	415,000	435,020	0.72	436,590	0.67
8699.250 Transfer From Brownfield	10,000	10,000	10,000	0.02	10,000	0.02
8699.257 Transfer From Budget St	21,180	40,000	25,000	0.04	40,000	0.02
8699.401 Transfer From Capital	2,768,000	2,333,000	2,333,000	3.88	-	-
8699.590 Transfer From Sewer	830,140	758,500	758,500	1.26	643,040	0.99
8699 Total - Operating Transfer In	\$ 7,508,875	\$ 6,910,250	\$ 8,333,200	13.87	\$ 11,092,120	17.07
8695 Total - Other Financing Sources	\$ 7,508,875	\$ 6,910,250	\$ 8,333,200	13.87	\$ 11,092,120	17.07
1010 Total - General Fund Revenue	\$ 59,262,575	\$ 60,136,120	\$ 60,076,990		\$ 64,986,810	

General Fund Expenditure Summary by Department

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget	% Change 2006
Building Inspection					
371 Building Inspection	\$ 1,938,958	\$ 1,920,140	\$ 2,105,420	\$ 2,169,250	3.00
Total - Building Inspection	\$ 1,938,958	\$ 1,920,140	\$ 2,105,420	\$ 2,169,250	3.00
Council/Executive Administration					
102 Council	\$ 78,280	\$ 83,440	\$ 89,210	\$ 85,660	(4.00)
172 Manager	790,577	727,650	826,630	786,390	(4.90)
210 Attorney	1,111,532	1,086,310	1,161,220	1,169,090	0.70
Total - Council/Executive Administration	\$ 1,980,389	\$ 1,897,400	\$ 2,077,060	\$ 2,041,140	(1.70)
Engineering					
442 Engineering/Projects	\$ 927,268	\$ 1,043,530	\$ 1,055,870	\$ 1,106,410	4.80
443 Engineering/Subdivision	88,912	78,740	131,270	109,590	(16.50)
444 Engineering/General	1,502,681	1,515,310	1,572,250	1,634,450	4.00
446 Traffic Engineering	261,785	233,200	237,170	246,440	3.90
Total - Engineering	\$ 2,780,646	\$ 2,870,780	\$ 2,996,560	\$ 3,096,890	3.30
Finance					
192 Elections	\$ 229,344	\$ 208,630	\$ 215,460	\$ 279,620	29.80
201 Accounting	996,744	1,020,830	1,036,630	1,067,330	3.00
209 Assessing	812,720	837,610	887,540	914,250	3.00
215 Clerk	424,220	419,300	411,840	429,190	4.20
223 Independent Audit	48,746	57,000	50,000	59,000	18.00
227 Human Resources	535,722	541,190	553,300	573,180	3.60
233 Purchasing	364,138	376,200	382,760	394,440	3.10
247 Board of Review	1,253	1,600	1,600	1,600	-
253 Treasurer	435,383	541,080	546,680	553,860	1.30
748 Community Affairs	571,253	572,480	620,840	596,900	(3.90)
Total - Finance	\$ 4,419,523	\$ 4,575,920	\$ 4,706,650	\$ 4,869,370	3.50
Fire					
337 Fire Administration	\$ 273,587	\$ 267,580	\$ 272,860	\$ 295,770	8.40
338 Fire Operations	940,881	824,630	841,060	865,980	3.00
340 Fire Companies	1,172,688	1,203,500	1,201,330	1,187,080	(1.20)
341 Fire Prevention	976,711	1,022,260	1,061,430	1,097,850	3.40
343 Fire Communications	146,465	149,270	154,230	182,160	18.10
344 Fire Halls	561,444	567,940	561,840	583,420	3.80
Total - Fire	\$ 4,071,776	\$ 4,035,180	\$ 4,092,750	\$ 4,212,260	2.90
Library/Museum					
790 Library	\$ 4,306,491	\$ 4,341,190	\$ 4,505,070	\$ 4,522,630	0.40
804 Museum Buildings	431,375	419,070	447,200	458,110	2.40
807 Museum Grounds	20,715	20,390	21,010	21,260	1.20
Total - Library/Museum	\$ 4,758,581	\$ 4,780,650	\$ 4,973,280	\$ 5,002,000	0.60

General Fund Expenditure Summary by Department

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget	% Change 2006
Other General Government					
265 City Hall	\$ 1,095,057	\$ 1,084,450	\$ 1,107,960	\$ 1,103,300	(0.40)
268 District Court	235,882	260,510	241,640	278,810	15.40
269 Police/Fire Training	93,353	92,260	90,480	96,610	6.80
400 Planning	519,435	531,140	544,450	664,790	22.10
405 Planning Commission	34,522	34,860	36,040	36,060	0.10
410 Board of Zoning Appeals	10,078	11,250	9,400	10,570	12.40
740 Real Estate & Development	590,431	560,440	608,750	617,010	1.40
Total - Other General Government	\$ 2,578,758	\$ 2,574,910	\$ 2,638,720	\$ 2,807,150	6.40
Other					
965 Transfers Out	\$ 10,000	\$ 110,000	\$ 110,000	\$ 3,510,000	3,190.90
Total - Other	\$ 10,000	\$ 110,000	\$ 110,000	\$ 3,510,000	3,190.90
Police					
305 Police Administration	\$ 1,596,551	\$ 1,548,710	\$ 1,540,880	\$ 1,680,400	9.10
307 Criminal Investigations	1,628,936	1,742,310	1,924,790	1,917,150	(0.40)
308 Crime Information Unit	234,103	116,200	115,040	121,530	5.60
309 Special Investigation Unit	611,389	647,210	641,880	687,020	7.00
310 City Narcotics Enforcement	-	-	-	123,720	-
311 Drug Enforcement	244,316	136,810	150,800	153,960	2.10
314 Juvenile Unit	628,358	592,280	645,320	649,120	0.60
315 Uniform Patrol	9,107,280	8,784,800	9,169,560	9,284,270	1.30
316 K Nine	487,059	514,250	488,380	506,760	3.80
317 Directed Patrol	153,057	529,250	591,480	655,330	10.80
318 Traffic Unit	1,346,701	1,459,540	1,613,450	1,548,910	(4.00)
319 Crossing Guards	24,915	25,640	36,110	33,540	(7.10)
321 Criminal Justice Training	24,140	30,000	30,000	30,000	-
322 Training	248,328	324,680	362,560	372,360	2.70
325 Communications	1,847,536	1,917,040	2,034,040	2,123,490	4.40
326 Staff Services - Records	439,920	470,040	517,690	545,090	5.30
327 Court Officers	2,126	-	-	-	-
328 Animal Control	278,799	279,030	304,120	220,450	(27.50)
329 Lockup	956,597	938,830	957,010	959,980	0.30
330 Emergency Response & Preparedness	95,688	114,950	123,100	124,690	1.30
333 Property/Auto - Pound	128,465	122,920	143,630	148,900	3.70
334 Research & Technology	446,804	516,550	550,690	585,790	6.40
335 Community Services	661,242	651,170	678,080	701,940	3.50
Total - Police	\$ 21,192,310	\$ 21,462,210	\$ 22,618,610	\$ 23,174,400	2.50

General Fund Expenditure Summary by Department

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget	% Change 2006
Parks and Recreation					
276 Cemetary Maintenance	\$ 41,579	\$ 35,780	\$ 55,710	\$ 47,340	(15.00)
752 Parks Administration	1,372,907	1,291,290	1,263,230	1,275,650	1.00
753 Summer Program	753,215	724,920	745,630	761,520	2.10
754 Winter Program	688,976	642,430	677,430	694,770	2.60
755 Community Center	2,389,204	2,436,560	2,401,360	2,538,370	5.70
756 Civic Center Maintenance	247,916	235,700	243,300	249,670	2.60
758 Parks Garage	73,472	78,640	73,300	84,140	14.80
759 Athletic Field Maintenance	309,437	304,340	301,540	317,770	5.40
770 Parks Maintenance	776,198	830,120	955,790	912,560	(4.50)
771 Nature Center	414,018	431,950	434,750	448,630	3.20
772 Park Equipement Repair	84,853	81,200	74,750	84,530	13.10
773 Parks Special Events	33,354	26,550	40,870	29,330	(28.20)
774 Major Tree Maintenance	24,129	37,560	12,650	22,880	80.90
775 Major Tree Planting	11,082	10,830	10,830	10,990	1.50
776 Major Tree Storm Damage	2,792	2,120	3,290	2,700	(17.90)
777 Loal Tree Maintenance	439,076	507,880	420,320	521,670	24.10
778 Local Tree Planting	77,925	73,640	78,200	77,860	(0.40)
779 Local Tree Storm Damage	12,065	13,940	13,890	13,950	0.40
780 Street Island Maintenance/Major	148,770	169,130	179,660	173,820	(3.30)
781 Street Island Maintenance/Local	22,850	20,190	17,850	20,700	16.00
782 Street Island Maintenance/Northfield	60,814	79,690	68,090	74,380	9.20
783 Street Island Maintenance/DDA	347,225	361,590	381,720	381,590	-
Total - Parks and Recreation	\$ 8,331,857	\$ 8,396,050	\$ 8,454,160	\$ 8,744,820	3.40
Streets					
448 Street Lighting	\$ 372,555	\$ 389,500	\$ 405,290	\$ 427,490	5.50
464 Major Surface Maintenance	597,682	592,320	562,550	619,740	10.20
465 Major Guard Rails & Posts	7,974	5,650	5,690	6,000	5.40
466 Major Sweeping	58,578	73,100	69,760	77,240	10.70
469 Major Drain Structures	100,783	95,770	119,550	105,570	(11.70)
470 Major Roadside Cleanup	17,282	19,370	23,260	22,660	(2.60)
471 Major Grass & Weed Control	83,252	85,210	115,760	97,690	(15.60)
475 Major Signs	40,045	58,260	41,350	60,790	47.00
477 Major Markings	86,940	87,940	95,920	97,950	2.10
478 Major Snow & Ice Control	428,705	392,590	380,670	406,560	6.80
479 Major Administration	627,640	478,820	443,940	520,580	17.30
481 Local Surface Maintenance/Gravel	41,855	46,750	52,510	43,820	(16.50)
482 Local Surface Maintenance	274,773	328,580	346,390	342,040	(1.30)
485 Local Guard Rails & Posts	8,692	8,670	8,960	8,810	(1.70)
486 Local Sweeping	135,490	125,240	155,230	138,380	(10.90)
489 Local Drain Structures	147,698	188,300	240,390	197,860	(17.70)
490 Local Roadside Cleanup	2,351	5,660	6,330	7,080	11.80

General Fund Expenditure Summary by Department

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget	% Change 2006
Streets - Continued					
491 Local Grass & Weed Control	\$ 1,478	\$ 3,780	\$ 4,240	\$ 3,950	(6.80)
495 Local Signs	136,466	139,630	164,370	145,880	(11.20)
497 Local Markings	10,938	13,200	20,560	14,800	(28.00)
498 Local Snow & Ice Control	477,049	386,620	399,300	436,950	9.40
499 Local Administration	199,525	218,290	209,390	240,890	15.00
500 County Surface Maintenance	5,146	18,850	17,770	19,560	10.10
502 Coutny Snow & Ice Control	378,488	334,700	323,270	355,390	9.90
503 County Administration	20,418	21,280	22,000	23,410	6.40
507 County Sweeping	85,689	89,710	88,430	92,730	4.90
511 S/W Maintenance/Snow Control	10,795	12,770	21,380	20,990	(1.80)
512 S/W Maintenance/General	137,723	90,370	143,950	120,260	(16.50)
513 Sidewalk Administration	19,241	19,610	19,560	22,470	14.90
514 Retention Ponds	161,957	191,170	217,510	203,720	(6.30)
515 Open Drain Maintenance	50,138	107,120	107,960	117,550	8.90
516 Drains Administration	219,956	158,360	252,980	169,590	(33.00)
517 Storm Sewer & RYD	99,594	147,820	170,050	152,180	(10.50)
519 Weeds	27,973	32,500	47,510	38,950	(18.00)
Total - Streets	\$ 5,074,869	\$ 4,967,510	\$ 5,303,780	\$ 5,359,530	1.10
00101 Total - General Fund	\$ 57,137,667	\$ 57,590,750	\$ 60,076,990	\$ 64,986,810	8.20

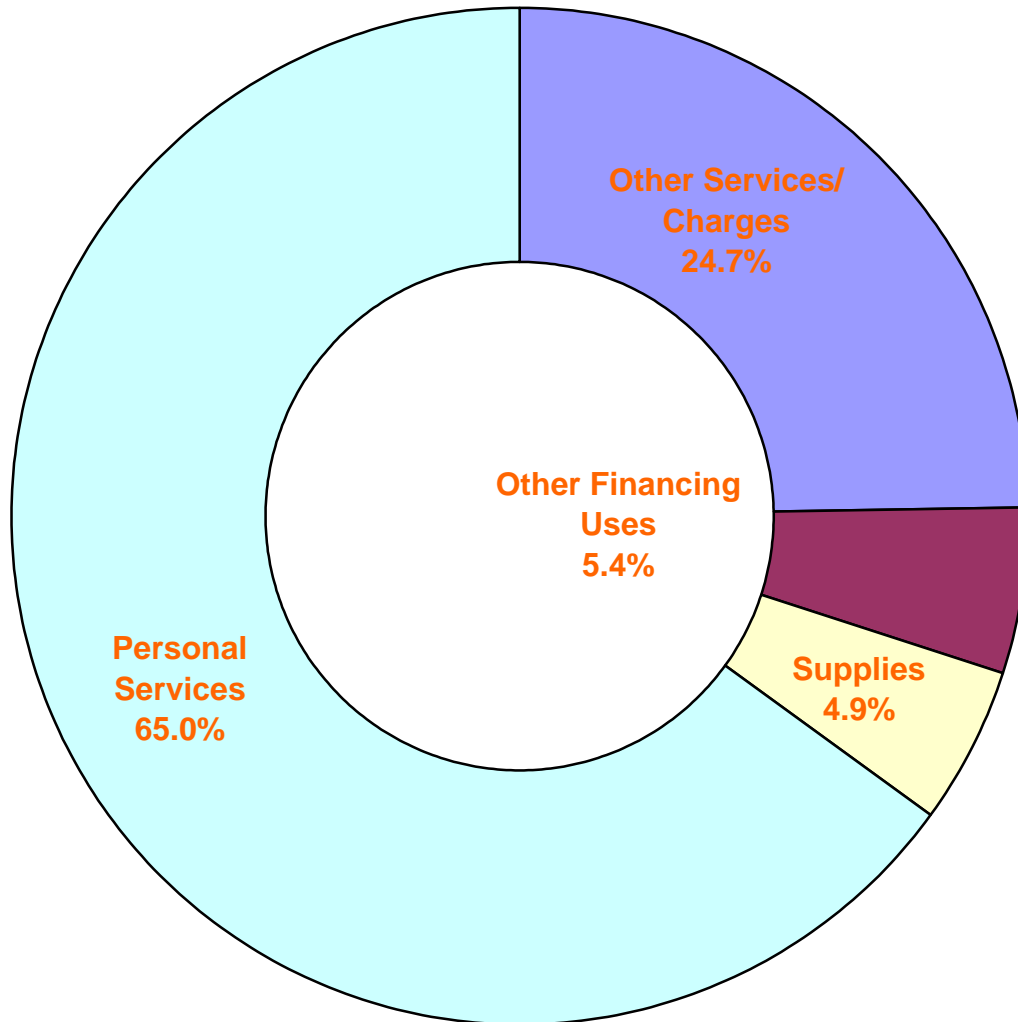
General Fund Budgetary Centers By Object

Description	2002 Actual	2003 Actual	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Building Inspection						
Personal Services Control	\$ 1,647,310	\$ 1,761,345	\$ 1,756,345	\$ 1,746,940	\$ 1,931,130	\$ 1,980,090
Supplies	8,901	9,915	8,202	9,800	9,800	18,500
Other Services/Charges	155,493	155,254	174,411	163,400	164,490	170,660
Total - Building Inspection	\$ 1,811,704	\$ 1,926,514	\$ 1,938,958	\$ 1,920,140	\$ 2,105,420	\$ 2,169,250
Council/Executive Administration						
Personal Services Control	\$ 1,483,324	\$ 1,540,020	\$ 1,570,274	\$ 1,474,910	\$ 1,632,890	\$ 1,604,030
Supplies	40,558	27,239	18,001	24,220	27,800	24,620
Other Services/Charges	326,136	358,786	392,114	398,270	416,370	412,490
Capital Outlay	3,581	-	-	-	-	-
Total - Council/Executive Administration	\$ 1,853,599	\$ 1,926,045	\$ 1,980,389	\$ 1,897,400	\$ 2,077,060	\$ 2,041,140
Engineering						
Personal Services Control	\$ 2,062,526	\$ 2,174,354	\$ 2,207,794	\$ 2,288,900	\$ 2,422,970	\$ 2,512,530
Supplies	34,273	24,522	24,070	24,000	27,050	26,650
Other Services/Charges	482,836	552,294	531,733	540,880	529,540	557,710
Capital Outlay	20,557	15,586	17,050	17,000	17,000	-
Total - Engineering	\$ 2,600,192	\$ 2,766,756	\$ 2,780,647	\$ 2,870,780	\$ 2,996,560	\$ 3,096,890
Finance						
Personal Services Control	\$ 3,406,946	\$ 3,548,641	\$ 3,634,257	\$ 3,652,880	\$ 3,787,540	\$ 3,931,510
Supplies	169,526	151,713	156,940	160,430	164,350	166,890
Other Services/Charges	591,590	631,124	628,326	762,610	754,760	770,970
Total - Finance	\$ 4,168,062	\$ 4,331,478	\$ 4,419,523	\$ 4,575,920	\$ 4,706,650	\$ 4,869,370
Fire						
Personal Services Control	\$ 1,518,525	\$ 1,576,659	\$ 1,636,435	\$ 1,671,880	\$ 1,715,800	\$ 1,770,650
Supplies	343,786	291,696	293,450	326,790	336,140	345,800
Other Services/Charges	1,688,496	1,801,104	1,986,862	2,036,510	2,040,810	2,095,810
Capital Outlay	29,051	63,047	155,029	-	-	-
Total - Fire	\$ 3,579,858	\$ 3,732,506	\$ 4,071,776	\$ 4,035,180	\$ 4,092,750	\$ 4,212,260
Library/Museum						
Personal Services Control	\$ 2,616,734	\$ 2,671,725	\$ 2,778,855	\$ 2,850,930	\$ 3,001,530	\$ 2,987,830
Supplies	110,018	854,259	831,929	880,750	880,150	880,050
Other Services/Charges	1,034,981	1,020,753	1,141,695	1,042,290	1,091,600	1,134,120
Capital Outlay	712,542	852	6,102	6,680	-	-
Total - Library/Museum	\$ 4,474,275	\$ 4,547,589	\$ 4,758,581	\$ 4,780,650	\$ 4,973,280	\$ 5,002,000
Other General Government						
Personal Services Control	\$ 935,226	\$ 979,602	\$ 1,017,814	\$ 998,580	\$ 1,056,420	\$ 977,920
Supplies	29,519	23,667	23,240	24,250	27,800	26,400
Other Services/Charges	1,192,871	1,467,958	1,537,704	1,552,080	1,554,500	1,802,830
Total - Other General Government	\$ 2,157,616	\$ 2,471,227	\$ 2,578,758	\$ 2,574,910	\$ 2,638,720	\$ 2,807,150
Other						
Operating Transfer Out	10,000	678,000	10,000	110,000	110,000	3,510,000
Total - Other	\$ 10,000	\$ 678,000	\$ 10,000	\$ 110,000	\$ 110,000	\$ 3,510,000

General Fund Budgetary Centers By Object

Description	2002 Actual	2003 Actual	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Police						
Personal Services Control	\$ 16,742,348	\$ 17,409,757	\$ 17,951,989	\$ 18,045,930	\$ 19,132,980	\$ 19,577,030
Supplies	369,245	389,588	386,638	430,970	462,540	454,960
Other Services/Charges	2,638,870	2,673,241	2,782,906	2,985,310	3,023,090	3,142,410
Capital Outlay	87,331	70,527	70,776	-	-	-
Total - Police	\$ 19,837,794	\$ 20,543,113	\$ 21,192,309	\$ 21,462,210	\$ 22,618,610	\$ 23,174,400
Parks & Recreation						
Personal Services Control	\$ 3,647,409	\$ 3,765,459	\$ 3,960,402	\$ 4,013,130	\$ 4,108,280	\$ 4,196,840
Supplies	513,008	540,649	559,635	560,040	549,110	578,960
Other Services/Charges	3,080,819	3,488,900	3,811,820	3,822,880	3,796,770	3,969,020
Capital Outlay	6,024	2,864	-	-	-	-
Total - Parks & Recreation	\$ 7,247,260	\$ 7,797,872	\$ 8,331,857	\$ 8,396,050	\$ 8,454,160	\$ 8,744,820
Streets						
Personal Services Control	\$ 2,496,405	\$ 2,473,533	\$ 2,580,715	\$ 2,482,150	\$ 2,756,340	\$ 2,692,680
Supplies	580,769	562,643	680,342	632,710	646,690	655,690
Other Services/Charges	1,853,650	1,642,122	1,813,812	1,852,650	1,900,750	2,011,160
Total - Streets	\$ 4,930,824	\$ 4,678,298	\$ 5,074,869	\$ 4,967,510	\$ 5,303,780	\$ 5,359,530
Total - General Fund	\$ 52,671,184	\$ 55,399,398	\$ 57,137,667	\$ 57,590,750	\$ 60,076,990	\$ 64,986,810

General Fund Expenditures by Object



Total General Fund Budget: \$64,986,810

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

General Fund Expenditure History By Department

Description	2002 Actual	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Building Inspection					
Building Inspection	\$ 1,811,704	\$ 1,926,514	\$ 1,938,958	\$ 2,105,420	\$ 2,169,250
Total - Building Inspection	\$ 1,811,704	\$ 1,926,514	\$ 1,938,958	\$ 2,105,420	\$ 2,169,250
Council/Executive Administration					
Council	\$ 89,303	\$ 76,475	\$ 78,280	\$ 89,210	\$ 85,660
Manager	750,138	769,444	790,577	826,630	786,390
Attorney	1,014,159	1,080,126	1,111,532	1,161,220	1,169,090
Total - Council/Executive Administration	\$ 1,853,600	\$ 1,926,045	\$ 1,980,389	\$ 2,077,060	\$ 2,041,140
Engineering					
Engineering - Projects	\$ 906,374	\$ 1,006,325	\$ 927,268	\$ 1,055,870	\$ 1,106,410
Engineering - Subdivisions	48,939	51,284	88,912	131,270	109,590
Engineering - General	1,438,134	1,495,589	1,502,681	1,572,250	1,634,450
Traffic Engineering	206,744	213,557	261,785	237,170	246,440
Total - Engineering	\$ 2,600,191	\$ 2,766,755	\$ 2,780,646	\$ 2,996,560	\$ 3,096,890
Finance					
Elections	\$ 189,507	\$ 136,315	\$ 229,344	\$ 215,460	\$ 279,620
Accounting	853,325	971,208	996,744	1,036,630	1,067,330
Assessing	835,226	834,098	812,720	887,540	914,250
Clerk	420,231	454,767	424,220	411,840	429,190
Independent Audit	42,183	54,557	48,746	50,000	59,000
Human Resources	468,294	456,349	535,722	553,300	573,180
Purchasing	345,508	354,202	364,138	382,760	394,440
Board of Review	1,118	1,236	1,253	1,600	1,600
Treasurer	446,799	513,081	435,383	546,680	553,860
Community Affairs	565,871	555,664	571,253	620,840	596,900
Total - Finance	\$ 4,168,062	\$ 4,331,477	\$ 4,419,523	\$ 4,706,650	\$ 4,869,370
Fire					
Fire Administration	\$ 256,251	\$ 261,207	\$ 273,587	\$ 272,860	\$ 295,770
Fire Operations	805,175	838,047	940,881	841,060	865,980
Fire Companies	893,706	987,817	1,172,688	1,201,330	1,187,080
Fire Prevention	918,915	954,729	976,711	1,061,430	1,097,850
Fire Communications	133,245	148,810	146,465	154,230	182,160
Fire Halls	572,566	541,896	561,444	561,840	583,420
Total - Fire	\$ 3,579,858	\$ 3,732,506	\$ 4,071,776	\$ 4,092,750	\$ 4,212,260
Library/Museum					
Library	\$ 4,031,920	\$ 4,147,972	\$ 4,306,491	\$ 4,505,070	\$ 4,522,630
Museum Buildings	418,038	379,845	431,375	447,200	458,110
Museum Grounds	24,317	19,773	20,715	21,010	21,260
Total - Library/Museum	\$ 4,474,275	\$ 4,547,590	\$ 4,758,581	\$ 4,973,280	\$ 5,002,000

General Fund Expenditure History By Department

Description	2002 Actual	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Other General Government					
City Hall	\$ 787,072	\$ 1,044,840	\$ 1,095,057	\$ 1,107,960	\$ 1,103,300
District Court	203,187	211,725	235,882	241,640	278,810
Fire-Police Training Center	101,009	111,145	93,353	90,480	96,610
Planning	483,031	505,484	519,435	544,450	664,790
Planning Commission	27,948	25,579	34,522	36,040	36,060
Board of Zoning Appeals	7,770	8,935	10,078	9,400	10,570
Real Estate & Development	547,600	563,519	590,431	608,750	617,010
Total - Other General Government	\$ 2,157,617	\$ 2,471,227	\$ 2,578,758	\$ 2,638,720	\$ 2,807,150
Other					
Transfers Out	\$ 10,000	\$ 678,000	\$ 10,000	\$ 110,000	\$ 3,510,000
Total - Other	\$ 10,000	\$ 678,000	\$ 10,000	\$ 110,000	\$ 3,510,000
Police					
Police Administration	\$ 1,409,801	\$ 1,486,731	\$ 1,596,551	\$ 1,540,880	\$ 1,680,400
COPS School Resource Grant	77,867	-	-	-	-
Criminal Investigations	1,321,822	1,473,368	1,628,936	1,924,790	1,917,150
Crime Information Unit	185,843	323,138	234,103	115,040	121,530
Special Investigations Unit	542,239	595,943	611,389	641,880	687,020
City Narcotics Enforcement Team	-	-	-	-	123,720
Drug Enforcement	313,841	283,272	244,316	150,800	153,960
Internet Crimes Task Force	88,549	-	-	-	-
SOC Comm Policing Task Force	125,048	47,771	-	-	-
Juvenile Unit	677,904	604,528	628,358	645,320	649,120
Uniform Patrol	7,378,653	7,979,181	9,107,280	9,169,560	9,284,270
K Nine	448,529	473,111	487,059	488,380	506,760
Directed Patrol	518,151	581,344	153,057	591,480	655,330
Traffic Unit	1,339,484	1,472,549	1,346,701	1,613,450	1,548,910
Crossing Guards	37,677	31,317	24,915	36,110	33,540
Criminal Justice Training	27,809	27,305	24,140	30,000	30,000
Training	315,335	314,608	248,328	362,560	372,360
Communications	1,775,210	1,811,497	1,847,536	2,034,040	2,123,490
Staff Services - Records	471,479	468,871	439,920	517,690	545,090
Court Officers	214,228	178,890	2,126	-	-
Animal Control	255,208	262,877	278,799	304,120	220,450
Lockup	897,470	838,626	956,597	957,010	959,980
Emergency Response & Preparedness	93,405	42,886	95,688	123,100	124,690
Property/Auto Pound	124,073	128,420	128,465	143,630	148,900
Research & Technology	402,228	447,699	446,804	550,690	585,790
Community Service	795,942	669,182	661,242	678,080	701,940
Total - Police	\$ 19,837,795	\$ 20,543,114	\$ 21,192,310	\$ 22,618,610	\$ 23,174,400

General Fund Expenditure History By Department

Description	2002 Actual	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Parks & Recreation					
Cemetery Maintenance	\$ 37,677	\$ 41,031	\$ 41,579	\$ 55,710	\$ 47,340
Parks Administration	1,338,035	1,450,685	1,372,907	1,263,230	1,275,650
Summer Program	651,696	719,238	753,215	745,630	761,520
Winter Program	696,304	689,587	688,976	677,430	694,770
Community Center	1,881,341	2,095,699	2,389,204	2,401,360	2,538,370
Civic Center Maintenance	191,582	168,755	247,916	243,300	249,670
Parks Garage	56,306	69,955	73,472	73,300	84,140
Athletic Field Maintenance	236,238	237,355	309,437	301,540	317,770
Parks Maintenance	713,994	851,026	776,198	955,790	912,560
Nature Center	414,834	429,168	414,018	434,750	448,630
Park Equipment Repair	57,194	74,426	84,853	74,750	84,530
Parks - Special Events	37,308	26,630	33,354	40,870	29,330
Major Tree Maintenance	19,395	10,374	24,129	12,650	22,880
Major Tree Planting	7,163	903	11,082	10,830	10,990
Major Tree Storm Damage	2,632	1,543	2,792	3,290	2,700
Local Tree Maintenance	313,261	336,275	439,076	420,320	521,670
Local Tree Planting	68,664	70,385	77,925	78,200	77,860
Local Tree Storm Damage	17,778	13,949	12,065	13,890	13,950
Street Island Maintenance - Major	174,366	168,565	148,770	179,660	173,820
Street Island Maintenance - Local	16,877	16,176	22,850	17,850	20,700
Street Island Maintenance - Northfield Hills	61,265	46,532	60,814	68,090	74,380
Street Island Maintenance - DDA	253,349	279,616	347,225	381,720	381,590
Total - Parks and Recreation	\$ 7,247,259	\$ 7,797,873	\$ 8,331,857	\$ 8,454,160	\$ 8,744,820
Streets					
Street Lighting	\$ 372,843	\$ 320,235	\$ 372,555	\$ 405,290	\$ 427,490
Major Surface Maintenance	505,636	439,837	597,682	562,550	619,740
Major Guard Rails & Posts	2,391	2,626	7,974	5,690	6,000
Major Sweeping	66,544	62,570	58,578	69,760	77,240
Major Drain Structures	124,281	116,281	100,783	119,550	105,570
Major Roadside Cleanup	14,265	23,984	17,282	23,260	22,660
Major Grass and Weed Control	110,930	103,557	83,252	115,760	97,690
Major Signs	37,758	37,873	40,045	41,350	60,790
Major Markings	67,476	83,472	86,940	95,920	97,950
Major Snow & Ice Control	383,063	319,253	428,705	380,670	406,560
Major Administration	575,128	589,585	627,640	443,940	520,580
Local Surface Maint. - Gravel	23,857	53,445	41,855	52,510	43,820
Local Surface Maint. - Asphalt	107,408	305,169	274,773	346,390	342,040
Local Surface Maint. - Concrete	164,752	-	-	-	-
Local Guard Rails & Posts	6,716	4,369	8,692	8,960	8,810
Local Sweeping	124,375	145,439	135,490	155,230	138,380

General Fund Expenditure History By Department

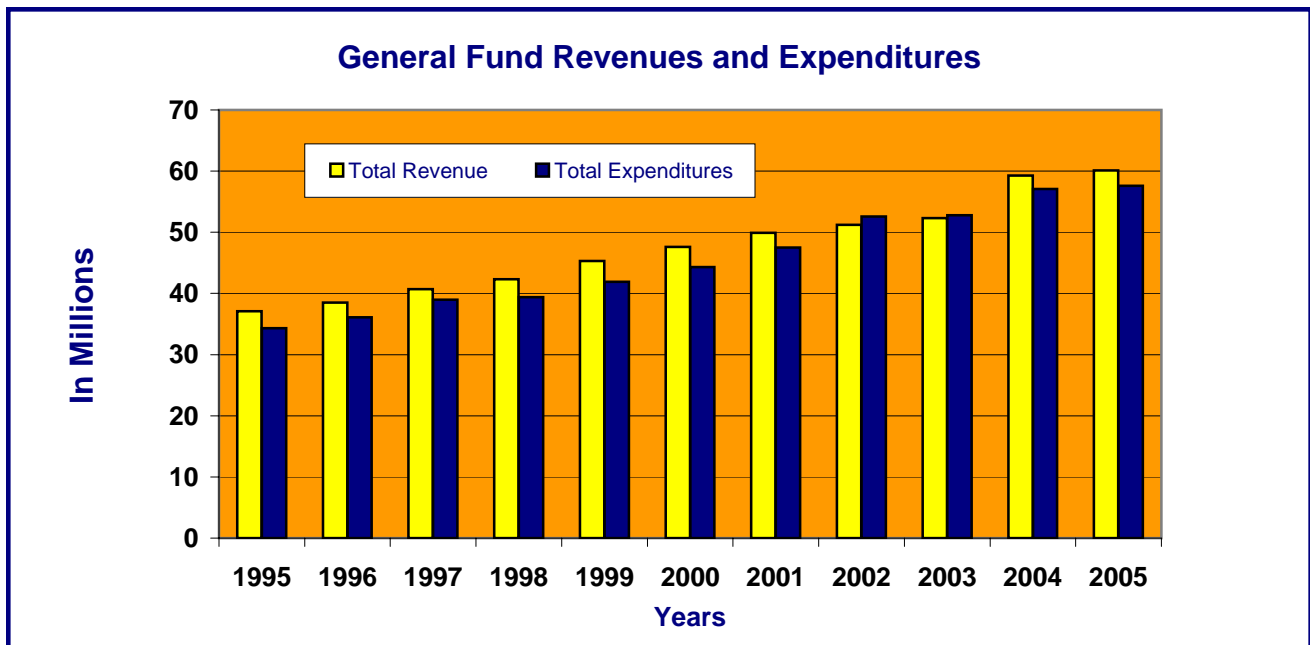
Description	2002 Actual	2003 Actual	2004 Actual	2005 Budget	2006 Budget
Streets - Continued					
Local Drain Structures	\$ 209,536	\$ 175,720	\$ 147,698	\$ 240,390	\$ 197,860
Local Roadside Cleanup	2,462	6,488	2,351	6,330	7,080
Local Grass & Weed Control	3,901	3,724	1,478	4,240	3,950
Local Dust Control	33,309	-	-	-	-
Local Signs	160,417	154,002	136,466	164,370	145,880
Local Markings	2,888	17,359	10,938	20,560	14,800
Local Snow & Ice Control	369,180	323,656	477,049	399,300	436,950
Local Administration	174,681	169,550	199,525	209,390	240,890
County Surface Maintenance	15,321	22,827	5,146	17,770	19,560
County Snow & Ice Control	311,142	265,691	378,488	323,270	355,390
County Administration	15,360	16,074	20,418	22,000	23,410
County Sweeping	73,449	82,212	85,689	88,430	92,730
S/W Maintenance - Snow Control	18,840	20,272	10,795	21,380	20,990
S/W Maintenance - General	107,640	127,639	137,723	143,950	120,260
Sidewalk Administration	9,449	11,030	19,241	19,560	22,470
Retention Ponds	250,037	173,098	161,957	217,510	203,720
Open Drain Maintenance	101,077	73,000	50,138	107,960	117,550
Drains Administration	214,446	213,134	219,956	252,980	169,590
Storm Sewer & RYD	124,945	171,587	99,594	170,050	152,180
Weeds	45,322	43,540	27,973	47,510	38,950
Total - Streets	\$ 4,930,825	\$ 4,678,298	\$ 5,074,869	\$ 5,303,780	\$ 5,359,530
Total - General Fund	\$ 52,671,186	\$ 55,399,399	\$ 57,137,667	\$ 60,076,990	\$ 64,986,810

General Fund Expenditures Summary By Account

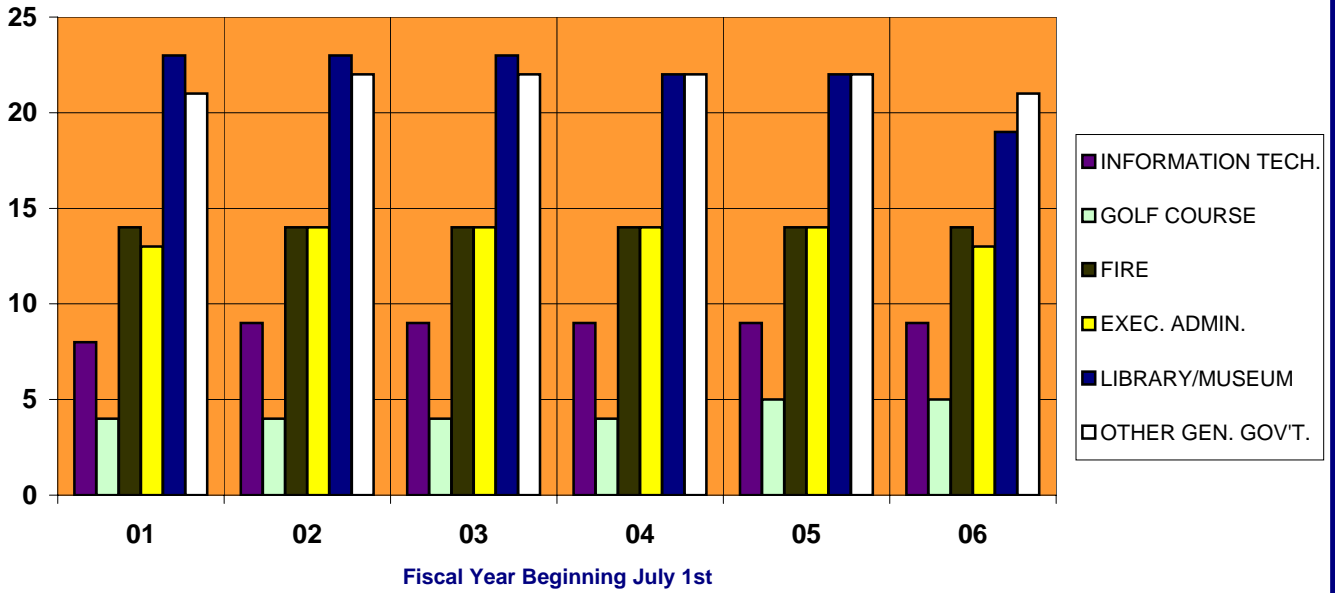
Description	2004 Actual	2005 Projected	2006 Budget	%	2006 Budget	%
7000 Expenses						
7701 Personal Service Control						
7702 Personal Service	\$ 26,895,535	\$ 26,967,630	\$ 28,282,710	47.08	\$ 28,616,520	44.00
7703 Elected & Appointed	24,000	25,000	25,000	0.04	25,000	0.04
7704 Election Inspectors	77,121	30,000	48,000	0.08	80,000	0.12
7705 Holiday	-	-	-	-	-	-
7706 Personal Business	-	-	-	-	-	-
7707 S/A Supplement	-	-	-	-	-	-
7708 Union Business	-	-	-	-	-	-
7709 Funeral Leave	-	-	-	-	-	-
7710 Injury Leave	-	-	-	-	-	-
7711 Jury Duty	-	-	-	-	-	-
7715 FICA	2,025,920	2,052,520	2,141,940	3.57	2,174,700	3.35
7716 Disability Pay-Volunteer Fire Fighters	1,409	2,840	-	-	-	-
7717 Workers Comp & Unemployment	539,571	401,360	601,820	1.00	445,550	0.69
7718 Sick Pay Allowance	1,142,918	1,090,120	1,324,820	2.21	1,307,630	2.01
7719 Hospital & Life Insurance	3,727,485	3,833,780	3,805,250	6.33	3,996,230	6.15
7720 Vacation	1,758,078	1,652,300	1,977,590	3.29	2,017,850	3.11
7722 Retirement	2,902,841	3,170,680	3,338,750	5.56	3,567,630	5.49
7701 Total - Personal Service Control	\$ 39,094,878	\$ 39,226,230	\$ 41,545,880	69.15	\$ 42,231,110	64.99
7726 Supplies						
7728 Office Supplies	\$ 191,433	\$ 207,910	\$ 231,820	0.39	\$ 223,970	0.34
7730 Postage	181,473	188,670	184,960	0.31	193,970	0.30
7735 Photographic Supplies	603	1,300	1,550	0.00	1,300	0.00
7736 Supplies for Resale	15,108	15,000	15,000	0.02	15,000	0.02
7740 Operating Supplies	1,603,612	1,682,140	1,724,940	2.87	1,739,010	2.68
7751 Gasoline & Oil	13,344	16,900	11,800	0.02	17,800	0.03
7766 Tools	20,434	27,000	28,000	0.05	26,800	0.04
7768 Uniforms	228,777	249,270	252,470	0.42	254,870	0.39
7774 Repair/Maintenance Supplies	727,663	685,770	680,890	1.13	705,800	1.09
7726 Total - Supplies	\$ 2,982,447	\$ 3,073,960	\$ 3,131,430	5.21	\$ 3,178,520	4.89
7800 Other Services/Charges						
7801 Professional Services	\$ 1,061,329	\$ 1,073,750	\$ 1,053,420	1.75	\$ 1,097,040	1.69
7802 Contractual Services	3,608,160	3,701,640	3,915,220	6.52	4,047,620	6.52
7814 Computer Services	1,463,162	1,430,100	1,473,770	2.45	1,594,200	2.45
7816 Consultant Services	403,530	371,000	363,000	0.60	465,500	0.72
7835 Health Services	68,607	110,510	108,400	0.18	56,370	0.09
7850 Communications	98,482	91,120	94,530	0.16	91,930	0.14
7860 Transportation	96,785	94,520	94,970	0.16	94,920	0.15
7880 Community Promotion	72,933	83,670	88,400	0.15	78,750	0.12
7900 Printing & Publishing	258,618	274,120	283,750	0.47	290,350	0.45
7905 Other Fees	78,905	70,500	69,000	0.11	73,000	0.11
7920 Public Utilities	2,332,021	2,458,440	2,361,820	3.93	2,646,340	4.07
7940 Rentals	3,017,781	3,085,720	3,047,270	5.07	3,205,090	4.93
7950 Insurance-Other	377,240	254,250	237,480	0.40	253,940	0.39
7951 Advertising	9,938	10,000	10,500	0.02	10,000	0.02

General Fund Expenditures Summary By Account

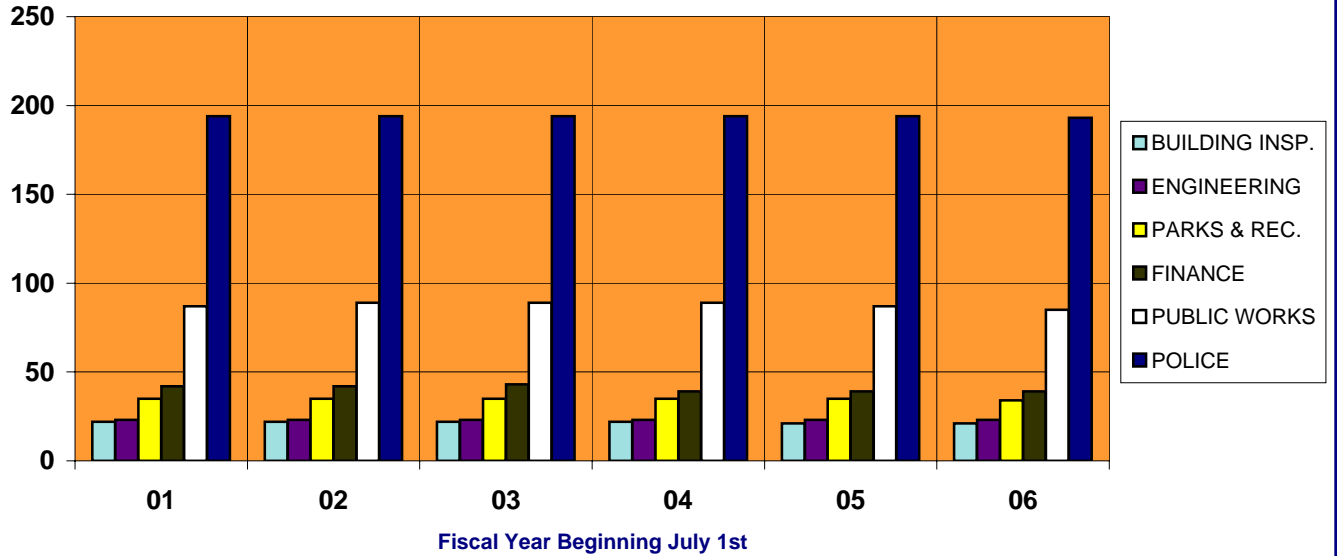
Description	2004 Actual	2005 Projected	2006 Budget	%	2006 Budget	%
Other Services/Charges - Continued						
7952 Witness Fees	\$ 1,852	\$ 2,180	\$ 2,000	0.00	\$ 2,000	0.00
7953 Filing & Recording Fees	1,015	8,110	2,300	0.00	2,300	0.00
7954 Depositions & Transcripts	7,980	6,000	6,000	0.01	6,000	0.01
7955 Miscellaneous	1,267,896	1,299,560	1,310,880	2.18	1,293,600	1.99
7958 Membership & Dues	97,173	134,950	138,070	0.23	142,730	0.22
7960 Education & Training	291,071	322,580	340,900	0.57	341,750	0.53
7961 Police APCO Training	2,424	1,350	-	-	-	-
7962 Other	139,561	122,810	121,000	0.20	133,750	0.21
7964 Tax Refunds	44,920	150,000	150,000	0.25	140,000	0.22
7800 Total - Other Services/Charges	\$ 14,801,383	\$ 15,156,880	\$ 15,272,680	25.42	\$ 16,067,180	24.72
7970 Capital Outlay						
7978 Equipment-General	\$ 151,030	\$ -	\$ -	-	\$ -	-
7979 Equipment-Vehicle	21,229	-	-	-	-	-
7980 Equipment-Office	76,697	23,680	17,000	0.03	-	-
7970 Total - Capital Outlay	\$ 248,956	\$ 23,680	\$ 17,000	0.03	\$ -	-
7000 Total - Expenses	\$ 57,127,664	\$ 57,480,750	\$ 59,966,990	99.82	\$ 61,476,810	94.60
8990 Other Financing Uses						
8999 Operating Transfer Out	10,000	110,000	110,000	0.18	3,510,000	5.40
8990 Total - Other Financing Uses	\$ 10,000	\$ 110,000	\$ 110,000	0.18	\$ 3,510,000	5.40
00101 Total - General Fund	\$ 57,137,664	\$ 57,590,750	\$ 60,076,990		\$ 64,986,810	



**Full-time Personnel History
By Department**



**Full-time Personnel History
By Department**



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

	Approved 2002/03		Approved 2003/04		Approved 2004/05		Approved 2005/06		Requested 2006/07	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Personnel Summary										
Building Inspection										
Director of Building and Zoning	1		1		1		1		1	
Account Clerk I	0		0		0		5		5	
Clerk/Typist	5		5		5		0		0	
Inspector	11		11		11		10	2	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 - Building Inspection	22	0	22	0	22	0	21	2	21	2
Executive Administration										
City Manager's Office										
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		1		1		1		1	
Administrative Asst. to the City Manager	0		0		1		1		1	
Assistant to City Manager	1		1		1		1		0	
Manager's Office Secretary	1		0		0		0		0	
Office Coordinator	1		1		0		0		0	
Total - City Manager's Office	6	0	6	0	6	0	6	0	5	0
City Attorney's Office										
City Attorney	1		1		1		1		1	
Assistant City Attorney	1	0	1	0	1		1		1	
Attorney II	3		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 - City Attorney's Office	8	1	8	1	8	1	8	1	8	1
Total - Executive Administration	14	1	14	1	14	1	14	1	13	1

Personnel Summary	Approved 2002/03		Approved 2003/04		Approved 2004/05		Approved 2005/06		Requested 2006/07	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part 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		1		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 - Engineering	23	7	23	7	23	7	23	6	23	6

Finance

Accounting/Risk Management

Financial Services Director	1		1		1		1		1	
Account Clerk I	3		2		1.5		1.5		1.5	
Account Clerk II	0		1		1		1		1	
Accountant	5		5		5		5		5	
Insurance Safety Coordinator	1		1		1		1		1	
Risk Manager	1		1		1		1		1	
Total - Accounting/Risk Management	11	0	11	0	10.5	0	10.5	0	10.5	0

Personnel Summary	Approved 2002/03		Approved 2003/04		Approved 2004/05		Approved 2005/06		Requested 2006/07	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Assessing										
City Assessor	1		1		1		1		1	
Deputy Assessor	1		1		1		1		1	
Appraiser	5		5		4	1	4	1	4	1
Clerk/Typist	3		3		2	1	2	1	2	1
Total - Assessing	10	0	10	0	8	2	8	2	8	2
Clerk										
City Clerk	1		1		1		1		1	
Deputy City Clerk	1		1		1		1		1	
Clerk/Typist	4	2	5	2	4	2	0	2	0	2
Office Assistant I	0		0		0		3		3	
Office Assistant II	0		0		0		1		1	
Total - Clerk	6	2	7	2	6	2	6	2	6	2
Human Resources										
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 - Human Resources	4	1	4	1	4	1	4	1	4	1
Purchasing										
Purchasing Director	1		1		1		1		1	
Associate Buyer	1		1		1		1		1	
Buyer	1		0		0		0		0	
Clerk/Typist (Part Time)		1		1		1		1		1
Purchasing Systems Administrator	0		1		1		1		1	
Total - Purchasing	3	1	3	1	3	1	3	1	3	1
Treasurer										
City Treasurer	1		1		1		1		1	
Account Clerk II	0		1		1		1		1	
Account Clerk I	4		3		2.5		2.5		2.5	
Total - Treasurer	5	0	5	0	4.5	0	4.5	0	4.5	0
Community Affairs										
Community Affairs Director	1		1		1		1		1	
Cable Production Assistant				1		1		1		1
Camera Operator		3		3		3		3		3
Community Affairs Assistant				1		2		2		2
Community Affairs Officer	2	2	2	2	2	3	2		2	
Intern		1		1		0		0		0
Total - Community Affairs	3	6	3	8	3	9	3	6	3	6
Total - Finance	42	10	43	12	39	15	39	12	39	12

	Approved 2002/03		Approved 2003/04		Approved 2004/05		Approved 2005/06		Requested 2006/07	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Personnel Summary										
Fire										
Fire Chief	1		1		1		1		1	
Division Assistant Chief	2		2		2		2		2	
Clerk Typist		0		0		0		1		1
Fire Staff Assistant		2		2		2		1		1
Fire Staff Lieutenant	10		10		10		10		10	
Secretary	1		1		1		1		1	
Total - Fire	14	2	14	2	14	2	14	2	14	2
Library/Museum										
Library										
Administrative Aide	1		1		1		1		1	
Clerk/Typist (Part Time)		1		1		1		1		1
Librarian (Part Time)		15		15		13		13		11
Librarian I	10		10		10		10		9	
Librarian II	3		3		3		3		3	
Library Aide	2	10	2	11	2	11	2	11		19
Library Assistant		28		35		39		39		43
Library Director	1		1		1		1		1	
Operations Coordinator	2		2		2		2		2	
Page (Part Time)		31		24		24		24		24
Secretary	1		1		1		1		1	
Total - Library	20	85	20	86	20	88	20	88	17	98
Museum										
Museum Manager	1		1		1		1		1	
Archivist	1		1		1		1		1	
Education Coordinator	1		1		0		0		0	
Museum Aide (Part Time)		3		3		9		9		9
Museum Assistant (Part Time)		1		2		0		0		0
Page (Part Time)		1		0		0		0		0
Total - Museum	3	5	3	5	2	9	2	9	2	9
Total - Library/Museum	23	90	23	91	22	97	22	97	19	107
Other General Government										
Real Estate & Development										
Real Estate & Development Director	1		1		1		1		1	
Aide		1		1		1		0		0
Clerk/Typist		0		0		0		1		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		0	
Total - Real Estate & Development	5	1	5	1	5	1	5	1	4	1

	Approved 2002/03		Approved 2003/04		Approved 2004/05		Approved 2005/06		Requested 2006/07	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Personnel Summary										
Building Operations										
Director of Building Operations	1		1		1		1		1	
Superintendent of Building Operations	1		1		1		1		1	
Building Maintenance Specialist	9		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 - Building Operations	12	2	12	2	12	2	12	2	12	2
Planning										
Planning Director	1		1		1		1		1	
Planner	2		2		2		2		2	
Principal Planner	1		1		1		1		1	
Secretary	1		1		1		1		1	
Total - Planning	5	0	5	0	5	0	5	0	5	0
Total - Other General Government	22	3	22	3	22	3	22	3	21	3
Police										
Chief of Police	1		1		1		1		1	
Captain	3		3		3		3		3	
Account Clerk	1		0		0		0		0	
Administrative Aide	0		1		1		1		1	
Animal Control Officer	3		3		3		3		2	
Clerk/Typist	5		4		4		0		0	
Communications Manager	1		1		1		1		1	
Communications Supervisor	8		8		8		8		8	
Crossing Guard		12		12		12		12		12
Intern		1		1		1		1		1
Lieutenant	10		10		10		10		10	
Office Assistant I	0		0		0		1		0	
Office Assistant II	0		0		0		3		0	
Office Coordinator	1		1		1		1		1	
Police Officer	100		100		100		100		99	
Police Records Supervisor	1		1		1		1		1	
Police Service Aide	31		31		31		31		31	
Records Clerk	5		5		5		5		5	
Research & Tech. Administrator	1		1		1		1		1	1
Analyst Planner	0		0		0		0		1	
Secretary II	0		0		0		0		4	
Secretary	0		1		1		1		1	
Sergeant	23		23		23		23		23	
Total - Police	194	13	194	13	194	13	194	13	193	14

Personnel Summary	Approved 2002/03		Approved 2003/04		Approved 2004/05		Approved 2005/06		Requested 2006/07	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time

Parks & Recreation

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		1		1		1		1	
Aquatics Coordinator	1		1		1		1		1	
Assistant Naturalist	1		1		1		1		1	
Attendant (Part-Time)		16		30		30		30		30
Clerk/Typist	4	3	3	3	3	3	0	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	2		1		1		1		1	
Laborer	6	1	6	1	6	1	6	1	6	1
Landscape Analyst	1		1		1		1		1	
Leader	2		2		2		2		2	
Lifeguard (Part-Time)		77		77		77		77		77
Locker Room Attendant (Part-Time)		10		8		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		2		2	
Office Assistant II	0		0		0		1		0	
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	3		4		4		4		4	
Total - Parks & Recreation	35	116	35	128	35	128	35	128	34	128

Public Works

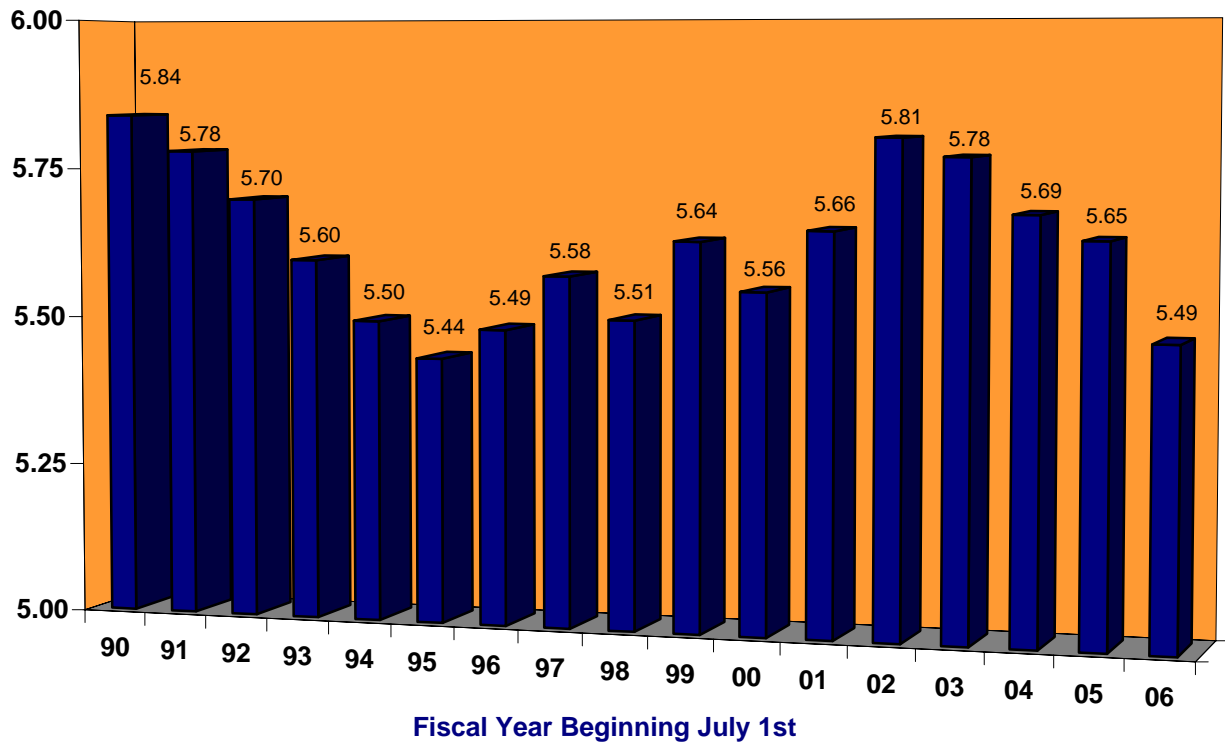
Streets & Drains Division

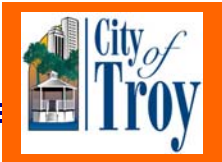
Public Works Director	1		1		1		1		1	
Superintendent of Streets & Drains	1		1		1		1		1	
Account Clerk	0.5		0.5		0.5		0.5		0.5	
Administrative Aide	1		1		1		1		1	
Equipment Operator I	15		15		15		14		14	
Equipment Operator II	9		9		9		8		8	
Field Supervisor	2		2		2		2		2	
Leader	3		3		3		3		3	
Project Construction Manager	1		1		1		1		1	
Seasonal Supervisor		2		2		2		2		2
Storm Water Utility Engineer	1		1		1		1		0	
Summer Labor		16		16		16		15		15
Weed Enforcement Officer		1		1		1		1		1
Total - Streets & Drains Division	34.5	19	34.5	19	34.5	19	32.5	18	31.5	18

	Approved 2002/03		Approved 2003/04		Approved 2004/05		Approved 2005/06		Requested 2005/06	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Personnel Summary										
Water & Sewer Division										
Superintendent of Water & Sewer	1		1		1		1		1	
Clerk/Typist	3		3		3		3		2	1
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 - Water & Sewer Division	35	6	35	6	35	6	35	6	34	7
Fleet Maintenance										
Superintendent of Fleet Maintenance	1		1		1		1		1	
Equipment Serviceman	4		4		5		4		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	6		6		5		6		6	
Trade Specialist II	4		4		4		4		4	
Total - Fleet Maintenance	18	2	18	2	18	2	18	2	18	2
Refuse/Resource Recovery										
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 - Refuse/Resource Recovery	1.5	1	1.5	1	1.5	1	1.5	1	1.5	1
Total - Public Works	89	28	89	28	89	28	87	27	85	28
Information Technology										
Information Technology Director	1		1		1		1		1	
Applications Support Specialist	1		1		1		2		2	
GIS Administrator	1		1		1		1		1	
Lead PC Specialist	0		0		0		0		1	
Network Administrator	1		1		1		1		1	
PC Specialist	3		3		3		3		2	
Programmer/Analyst	2		2		2		1		1	
Total - Information Technology	9	0	9	0	9	0	9	0	9	0

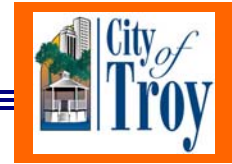
Personnel Summary	Approved 2002/03		Approved 2003/04		Approved 2004/05		Approved 2005/06		Requested 2006/07	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Golf Courses										
Director of Golf Operations	1		1		1		1		1	
Assistant Golf Professional (Part-Time)		1		1		1		0		0
Assistant Pro Shop Mgr. (Part Time)		0		0		0		2		2
Cashier (Part Time)		5		7		10		10		10
Maintenance Specialist	2		2		3		3		3	
ProShop Manager (Part Time)	1			1		1		1		1
Starter Ranger (Part Time)		13		11		27		27		27
Summer Labor (Part-Time)		18		16		15		32		32
Superintendent of Greens	1		1		1		1		1	
Total - Golf Courses	4	37	3	36	5	54	5	72	5	72
Aquatic Center										
Pool Manager		1		1		1		1		1
Assistant Manager		3		3		3		3		3
Support Staff		70		70		70		70		70
Total - Aquatic Center		74		74		74		74		74
Total - Personnel	491	381	491	395	488	422	485	437	476	449

**Full-time Employees
per 1,000 Population**





Mayor	<i>Louise E. Schilling</i>
Mayor Pro Tem	<i>Cristina Broomfield</i>
Councilwoman	<i>Robin Beltramini</i>
Councilman	<i>Wade Fleming</i>
Councilman	<i>Martin F. Howrylak</i>
Councilman	<i>David Lambert</i>
Councilwoman	<i>Jeanne M. Stine</i>



Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
City Council	\$76,475	\$78,280	\$83,440	\$89,210	\$85,660	-4.0%
Total Department	\$76,475	\$78,280	\$83,440	\$89,210	\$85,660	-4.0%
Personal Services	\$16,668	\$21,146	\$20,920	\$20,880	\$21,090	1.0%
Supplies	7,750	2,806	6,820	8,550	7,020	-17.9
Other Services/Charges	52,057	54,328	55,700	59,780	57,550	-3.7
Total Department	\$76,475	\$78,280	\$83,440	\$89,210	\$85,660	-4.0%

Mission Statement

The mission of the City Council is to partner with City Administration for the accomplishment of the following goals: minimize the cost and increase efficiency of City government; retain and attract investment while encouraging redevelopment; effectively and professionally communicate internally and externally; creatively maintain and improve public infrastructure; annually improve the strategic plan; and protect life and property.

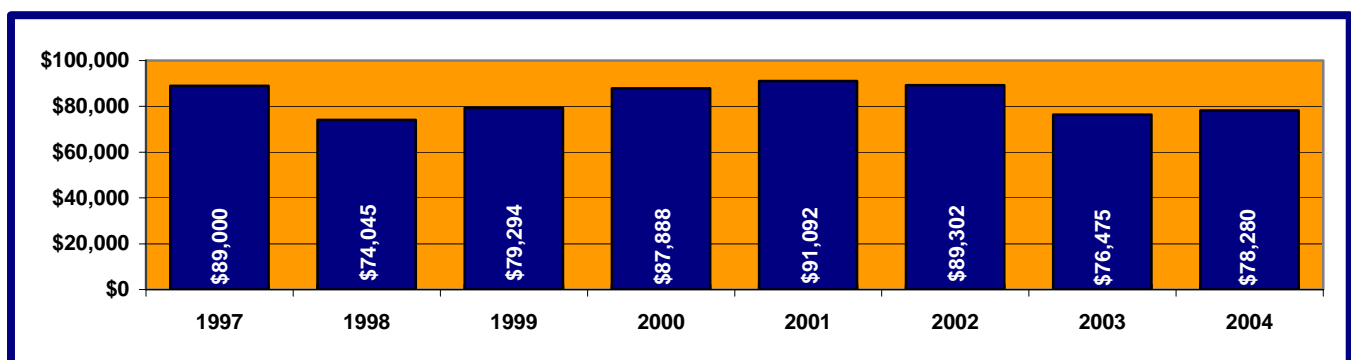
Service Statement

Voters elect City Council members to 4-year, overlapping terms. They serve on a part-time basis and act as the legislative branch of government with the responsibility of formulating municipal policy. The Council enacts ordinances, approves the City budget, and appoints the City Manager who serves as Chief Administrative Officer of the City.

Did You Know ...?

- The City of Troy has had the Council-Manager form of government since incorporation in 1955.

8-Year Operating Budget History





Acting City Manager **John M. Lamerato**
Assistant City Manager/Finance & Administration **John M. Lamerato**
Assistant City Manager/Services **Brian P. Murphy**



Functional Organizational Chart

City Management Program

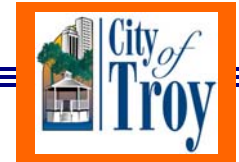
- Provides support and makes recommendations to the City Council
- Is responsible for municipal corporation operations
- Provides organizational management
- Provides fiscal management
- Selects candidates for vacant senior staff positions
- Engages in long-range planning
- Facilitates Council-community 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	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
City Manager's Office	\$769,444	\$790,577	\$727,650	\$826,630	\$786,390	-4.9%
Total Department	\$769,444	\$790,577	\$727,650	\$826,630	\$786,390	-4.9%
Personal Services	\$701,379	\$721,989	\$655,150	\$752,000	\$714,020	-5.1%
Supplies	10,505	7,707	10,500	11,500	10,500	-8.7
Other Services/Charges	57,560	60,881	62,000	63,130	61,870	-2.0
Total Department	\$769,444	\$790,577	\$727,650	\$826,630	\$786,390	-4.9%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	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	5	0
Total Department	6	0	6	0	6	0	5	0



Mission and Service Statements

Mission Statement

The mission of the City Manager's Office is to partner with City Council in achieving the goals and objectives set forth for the City of Troy. To this end, a key factor is the identification of priorities and establishment of management procedures that develop and effectively utilize City resources.

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 maintains the most qualified staff using selection methods based on merit and equal opportunity.

The City Manager's Office provides organizational and fiscal management, as well as program development and evaluation. 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 City Manager's Office prepares the City's annual budget in accordance with the State Budgeting Act. Troy's budget is a level of service document designed to encourage accountability, flexibility and creativity in response to community needs.

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.

Providing support to the Mayor and City Council is another important aspect of this office. This involves effective communication, being available to answer questions, research information and attend to Council's clerical needs.

Did You Know ...?

- Troy's annual budget document has been awarded the Government Finance Officers Association (GFOA) *Distinguished Budget Award* for 7 years in a row.
- The City of Troy has maintained AAA bond rating as designated by Moody's, Standard and Poor's, and Fitch Ratings since 2001.



Performance Objectives

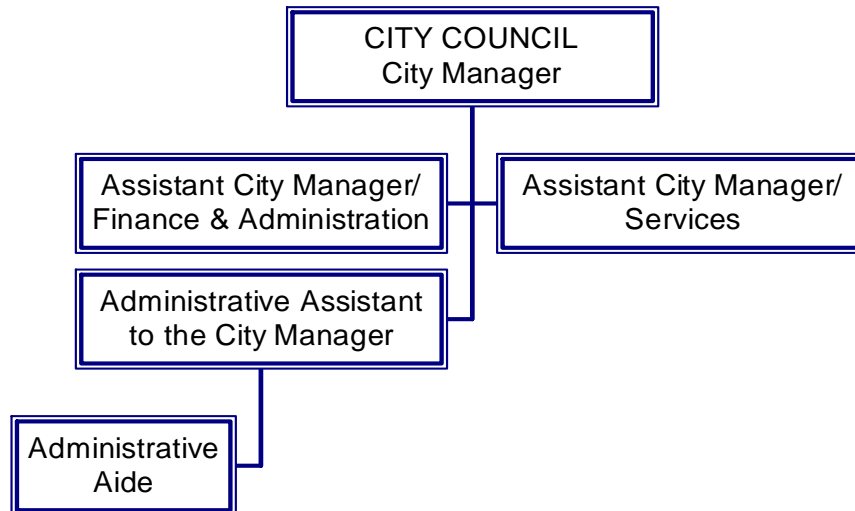
- Intensify organizational analysis for efficiency
- Investigate privatization alternatives
- Complete Futures project
- Develop improvement plans based on Big Beaver corridor study results
- Develop improvement plans based on Maple/Stephenson corridor study results
- Develop new master land use plan

	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Number of Regular Council Meetings	26	30	26	27
	Number of Study Sessions and Special Meetings*	17	8	9	6
	Number Labor Contracts Settled Using Interest Based Bargaining Method of Negotiation	1	4	2	1
Efficiency	Number of <i>Distinguished Budget</i> Awards	6	7	7	8
	Bond Rating	AAA	AAA	AAA	AAA

*Does not include liquor violation hearings



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
City Manager	1	1	1
Assistant City Manager/Finance & Administration	1	1	1
Assistant City Manager/Services	1	1	1
Administrative Aide	1	1	1
Administrative Assistant to the City Manager	1	1	1
Assistant to the City Manager	1	1	0
Total Department	6	6	5

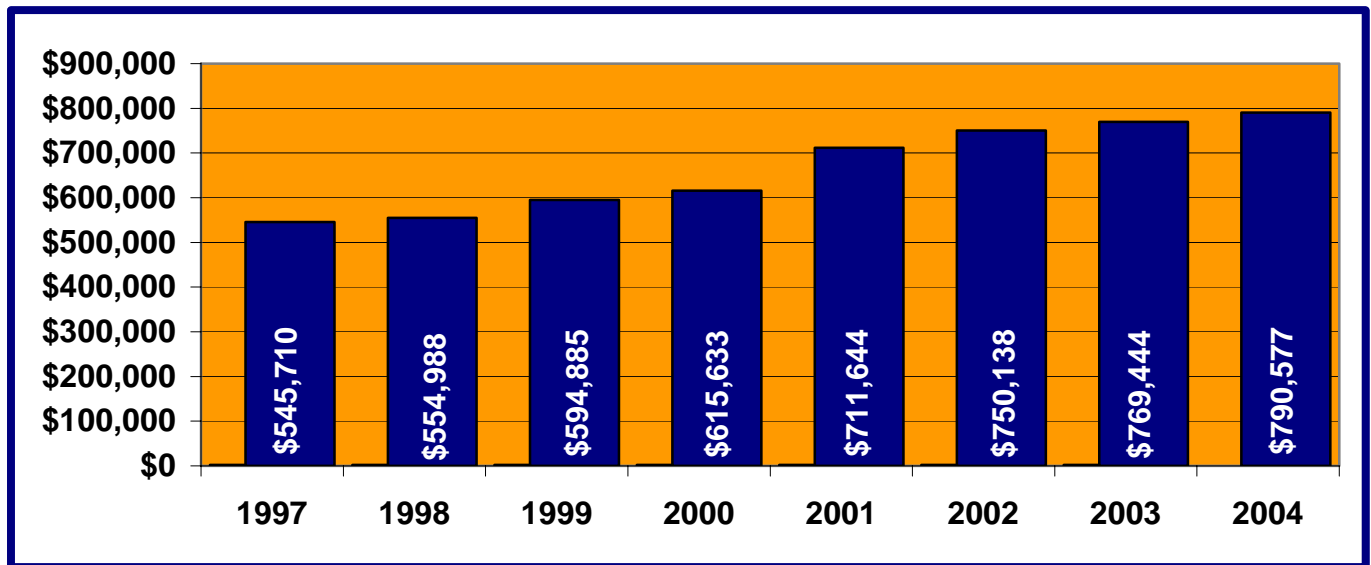


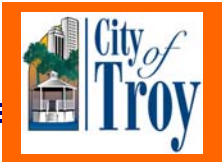
Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

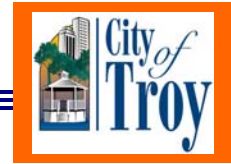
The 2006/07 [Personal Services](#) account reflects the elimination of the Assistant to the City Manager position. Funding for an intern position is included.

8-Year Operating Budget History





City Attorney ***Lori Grigg Bluhm***



Functional Organizational Chart

Administration

- Prepares and administers 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 staff
- Monitors telecommunications permits

Advising City Officials

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

City as Plaintiff

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

Defense of the City

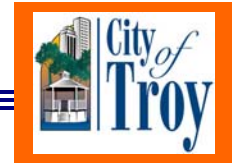
- Defends City to uphold zoning and planning decisions
- Defends City, its officials, and volunteers when sued for the performance of governmental functions
- Defends City and officials in personal injury cases
- Defends City and officials in civil rights matters
- Defends City Assessor's value determinations

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

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 and providing appropriate referrals when warranted
- Responds to media inquiries



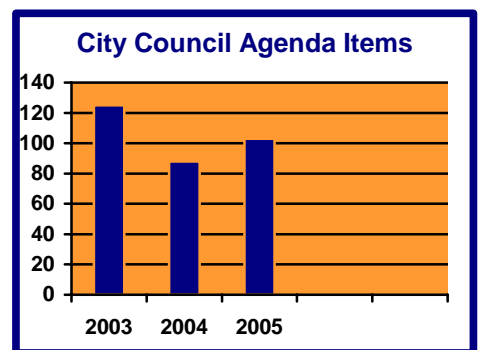
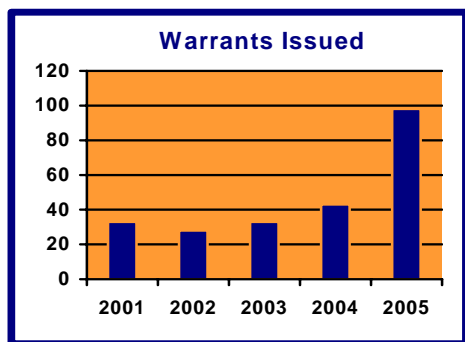
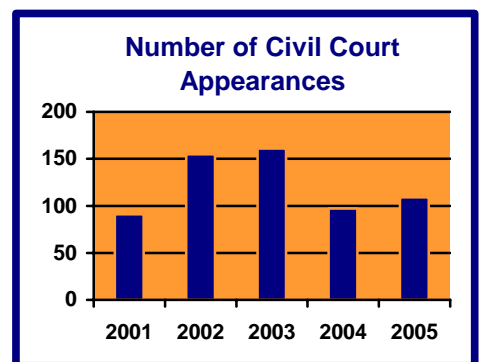
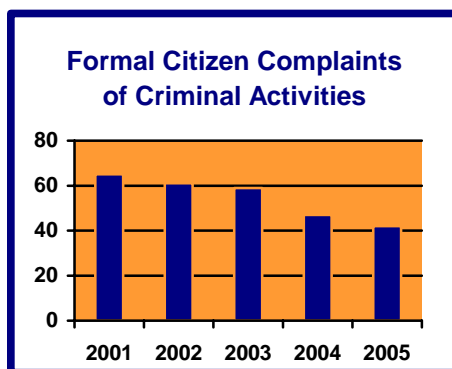
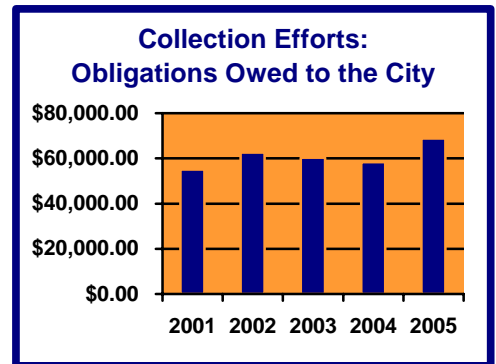
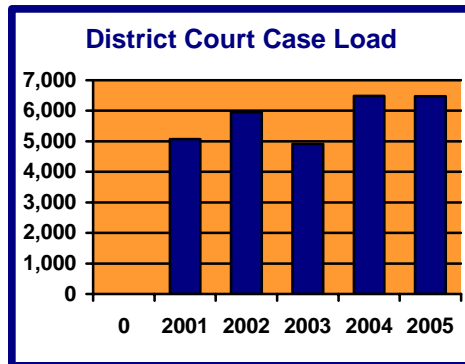
Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
City Attorney's Office	\$1,080,126	\$1,111,532	\$1,086,310	\$1,161,220	\$1,169,090	.7%
Total Department	\$1,080,126	\$1,111,532	\$1,086,310	\$1,161,220	\$1,169,090	.7%
Personal Services	\$821,973	\$827,139	\$798,840	\$860,010	\$868,920	1.0%
Supplies	8,985	7,488	6,900	7,750	7,100	-8.4
Other Services/Charges	249,168	276,905	280,570	293,460	293,070	-.1
Total Department	\$1,080,126	\$1,111,532	\$1,086,310	\$1,161,220	\$1,169,090	.7%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	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

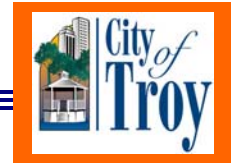


Key Departmental Trends



Civil Litigation Cases

Type	Cases Closed in 2005	Case Files Opened in 2005	Cases Still Pending
Zoning	2	4	6
Eminent Domain	2	0	1
Tax	0	0	0
Civil Rights	1	0	0
Personal Injury and Damage	4	2	2
Appeals	2	0	0
Miscellaneous	1	2	5
Total	12	8	14



Mission and Service Statements

Mission Statement

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

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. The Office also endeavors to be technologically and professionally competitive with law firms in the state.

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. In addition, the 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 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's Office performs other duties as prescribed by the Charter or by City Council, which includes continuing dialogue with media resources and serving as a liaison to other governmental entities.

The City Attorney's Office does not provide private legal advice, but serves as a referral source for available legal services.

Did You Know ...?

- The City Attorney attended over 100 City Council and Board and Committee meetings in 2005.
- The City Attorney's Office made a dozen presentations to outside professional/educational organizations.
- The City Attorney's Office received the American Bar Association's *Outstanding Law Day Activity Award* for the Law Day 2005 program. The Law Day 2005 video "The American Jury: We the People in Action", which was produced by the City Attorney's Office in conjunction with Community Affairs, was a finalist in the regional Philo T. Farnsworth competition for excellence in community programming.



Performance Objectives

Education of Officials (Objective 1,3, 4)

- Produce a Reference Book for newly elected and appointed municipal officials 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 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 provide legal assistance when necessary

Charter & Code Updates (Objective 2, 3, 4)

- Continue the complete, multi-faceted review of current Troy Ordinances to ensure 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

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

Public Education (Objective 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

Litigation (Objective 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 Troy ordinances for property maintenance
- Initiate lawsuits or appeals when in the best interest of the City

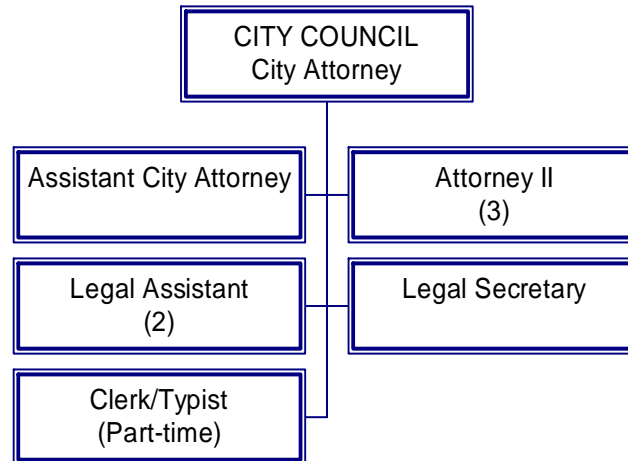
Administrative Assistance (Objectives 3, 4, 6)

- 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, professional entities and other municipal organizations

See **Key Departmental Trends** on Page 76 for performance indicators.



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
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

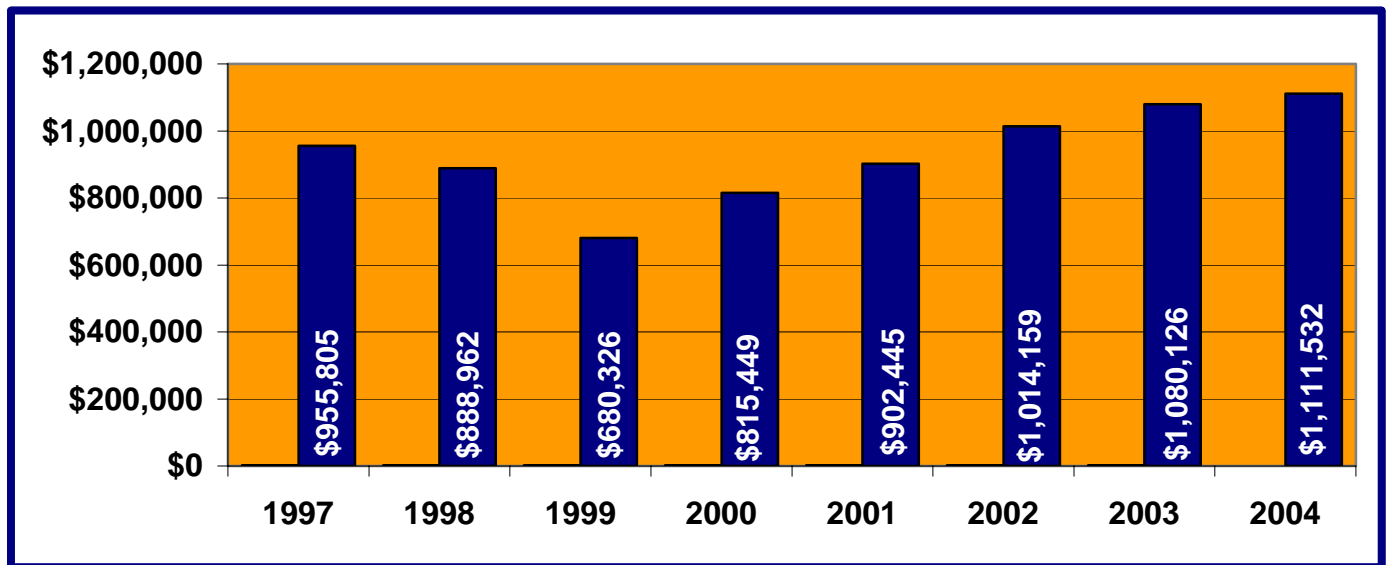


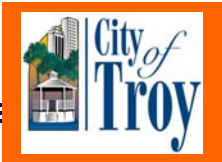
Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

There were no significant changes.

8-Year Operating Budget History





Director of Building and Zoning**Mark Stimac**



Functional Organizational Chart

Administration

- Prepares and administers the department budget
- Develops departmental policies and procedures that allow for delivery of 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 required 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

Clerical

- 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 an annual and monthly basis
- Assists the public in locating records on existing buildings in the City

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 2 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
- Ensures compliance with political sign ordinance by checking locations, sizes, and number of signs

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 the builder 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



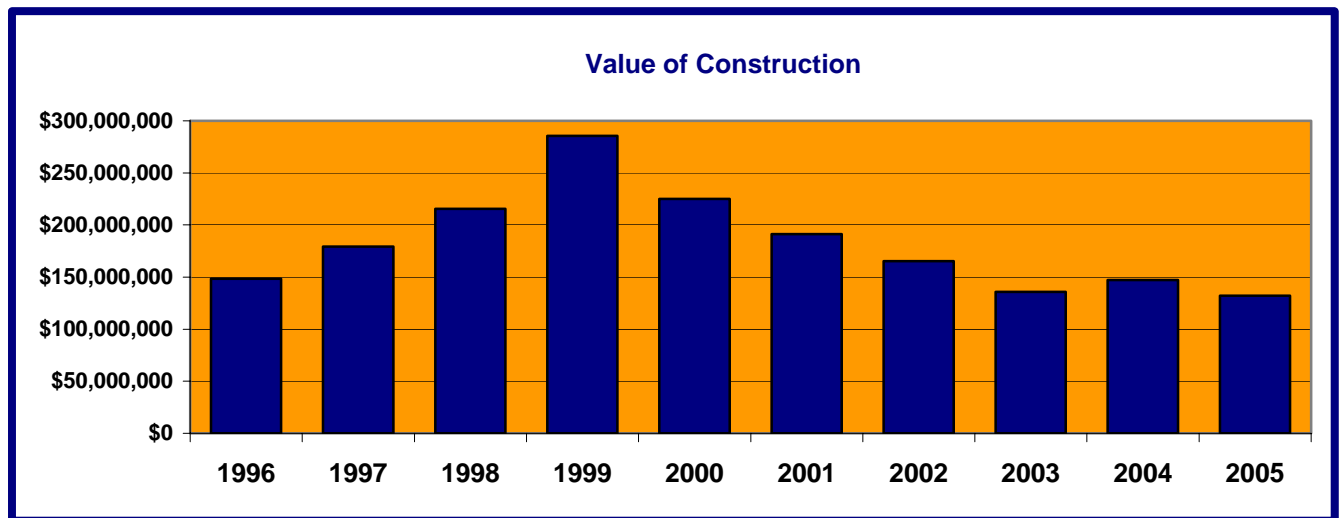
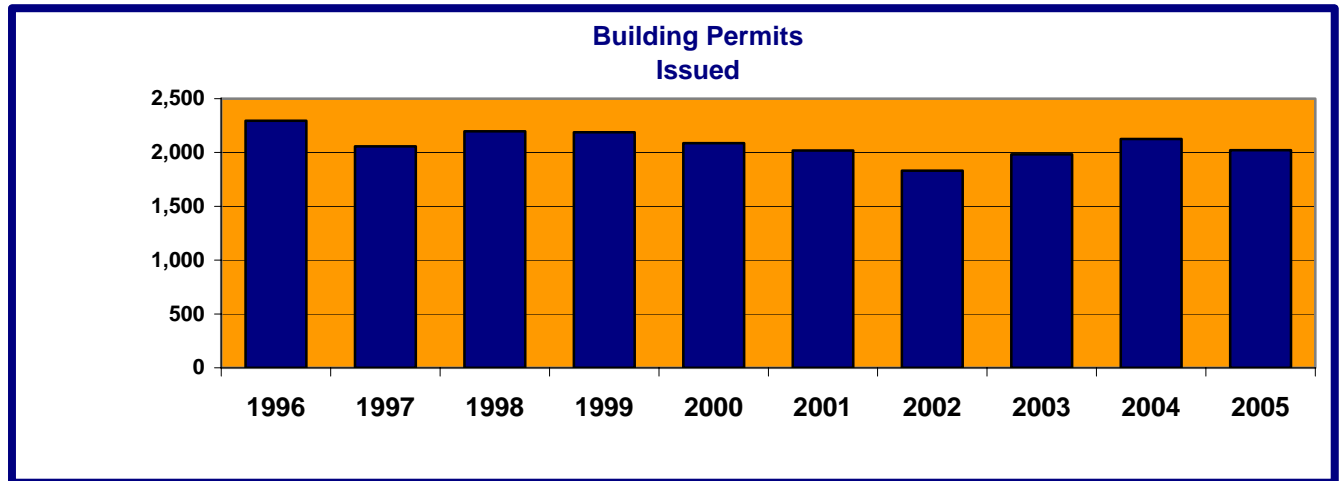
Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Building Inspection	\$1,926,514	\$1,938,958	\$1,920,140	\$2,105,420	\$2,169,250	3.0%
Total Department	\$1,926,514	\$1,938,958	\$1,920,140	\$2,105,420	\$2,169,250	3.0%
Personal Services	\$1,761,345	\$1,756,345	\$1,746,940	\$1,931,130	\$1,980,090	2.5%
Supplies	9,915	8,202	9,800	9,800	18,500	88.8
Other Services/Charges	155,254	174,411	163,400	164,490	170,660	3.8
Total Department	\$1,926,514	\$1,938,958	\$1,920,140	\$2,105,420	\$2,169,250	3.0%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Building Inspection	22	0	22	0	21	2	21	2
Total Department	22	0	22	0	21	2	21	2



Key Departmental Trends





Mission and Service Statements

Mission Statement

A staff of 21 full-time and 2 part-time employees perform duties, dedicated to protecting the health, safety and welfare of all people within the City of Troy. The Building Inspection Department serves the community in many different ways. They enforce 30 different chapters of the Troy City Code, including building codes, property maintenance, signs, litter, zoning, nuisance and others.

Service Statement

One of the 2 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 are 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. Two full-time and 2 part-time code enforcement inspectors perform apartment inspections, and enforce the property maintenance code and other nuisance codes.

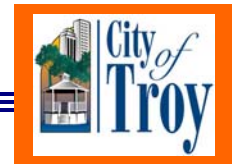
Housing and Zoning also reviews sign plans, issues sign permits, and inspects all signs in the City. They also enforce the zoning, noise, junk vehicle, and litter regulations. These people handle the majority of court cases generated from the Building Inspection Department.

Additionally, the Building Inspection Department is responsible for staff support to the Board of Zoning Appeals and the Building Code Board of Appeals. This includes correspondence, public hearing notices, and agenda and minutes preparation. In addition, Building Inspection prepares agenda items for 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 Inspection Department staff are considered leaders in their fields. They serve as officers on boards of directors, and have committee appointments to numerous organizations on the local, state and national level. Staff members provide training and education to other inspectors in the area.

Did You Know ...?

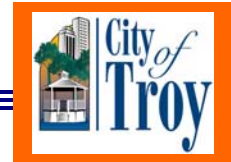
- During calendar year 2005, the Building Department handled over 12,000 permits and registrations and processed over 38,000 inspection requests.



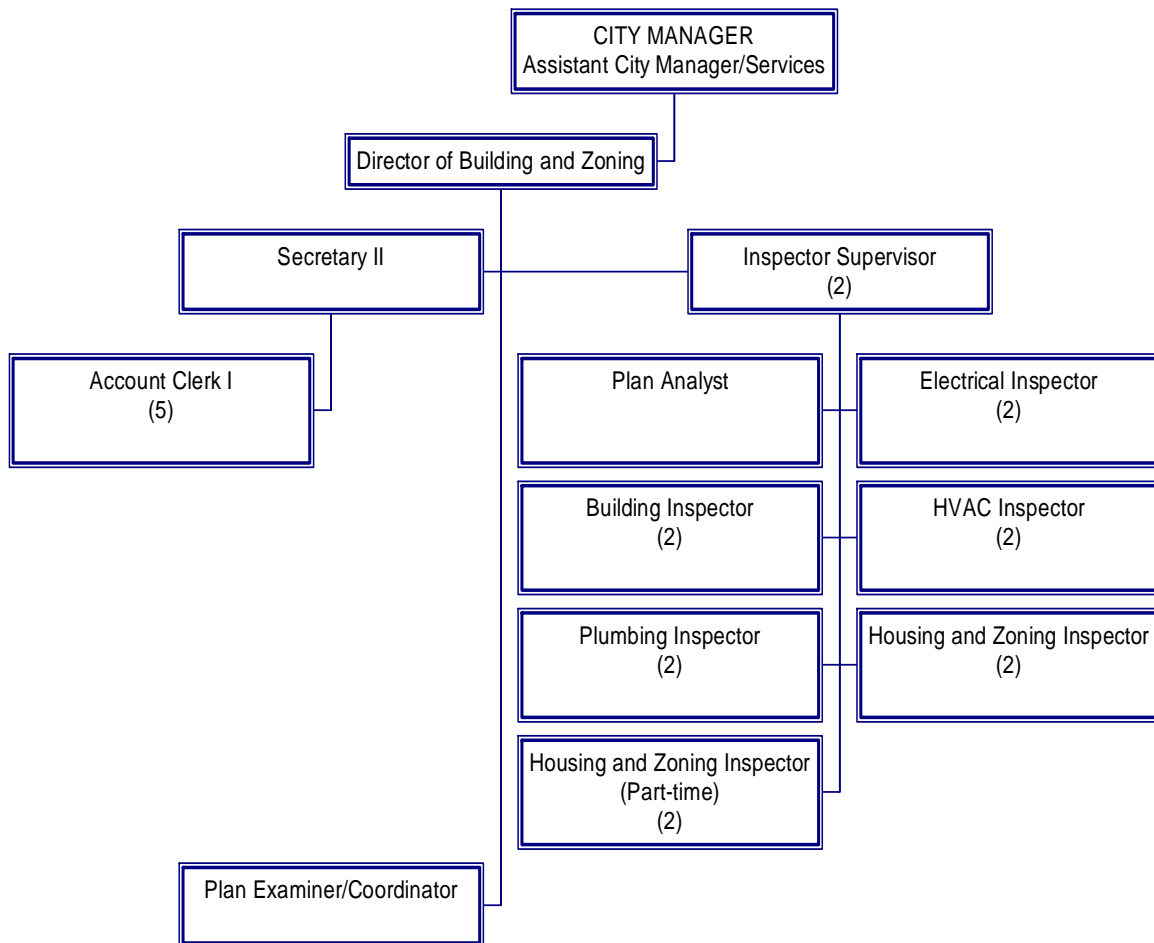
Performance Objectives

- Establish Internet access to the permit tracking software for inspectors and the public (Objective 1, 3, 6)
- Implement document imaging system of existing records to reduce storage and improve retrieval capabilities (Objective 1, 6)
- Adopt and enforce new property maintenance code regulations (Objective 2, 8)
- Develop plan review submittal checklist to ensure proper permit submittals (Objective 1, 3)
- Implement informational education program on new State requirements for smoke detectors in older existing homes (Objective 1, 3, 8)
- Develop new inspection checklists for multi-family inspection program (Objective 1, 3, 4, 8)

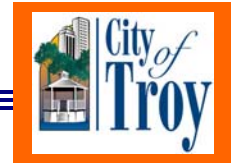
	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Number of Building Permits Total	2,136	2,000	2,000	2,000
	Number of Sign Permits	503	500	500	500
	Total Value of Construction	\$143,700,000	\$125,000,000	\$135,000,000	215,000,000
	Value of Construction – Industrial	\$8,800,000	\$10,000,000	\$10,000,000	10,000,000
	Value of Construction – Commercial	\$47,000,000	\$50,000,000	\$60,000,000	60,000,000
	Value of Construction – Religious/ Govt.	\$18,770,000	\$15,000,000	\$15,000,000	15,000,000
	Single Family Dwelling Permits	208	160	140	150
	Value of Construction – Residential	\$69,030,000	\$50,000,000	\$50,000,000	130,000,000
	Plan Review	1,716	1,600	1,200	1,500
	BZA Items Considered - Total	94	100	100	100
	BBA Items Considered - Total	46	40	40	40
	License and Registrations Issued	1,487	1,450	1,400	1,400
Efficiency	# of Inspections - Total	38,000	38,000	38,000	38,000
	# of Inspections per Inspector	3,166	3,166	3,166	3,166
	Multiple Dwelling Inspections	500	1,000	1,500	1500
	Avg. Daily Inspections/Inspector	15.44	15.50	15.60	15.50
	Avg. Miles/Inspection	2.16	2.20	2.20	2.20



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
Director of Building and Zoning	1	1	1
Account Clerk I	0	5	5
Building Inspector	2	2	2
Clerk/Typist	5	0	0
Electrical Inspector	2	2	2
Housing and Zoning Inspector	3	2	2
Housing and Zoning Inspector (Part-time)	0	2	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	23	23



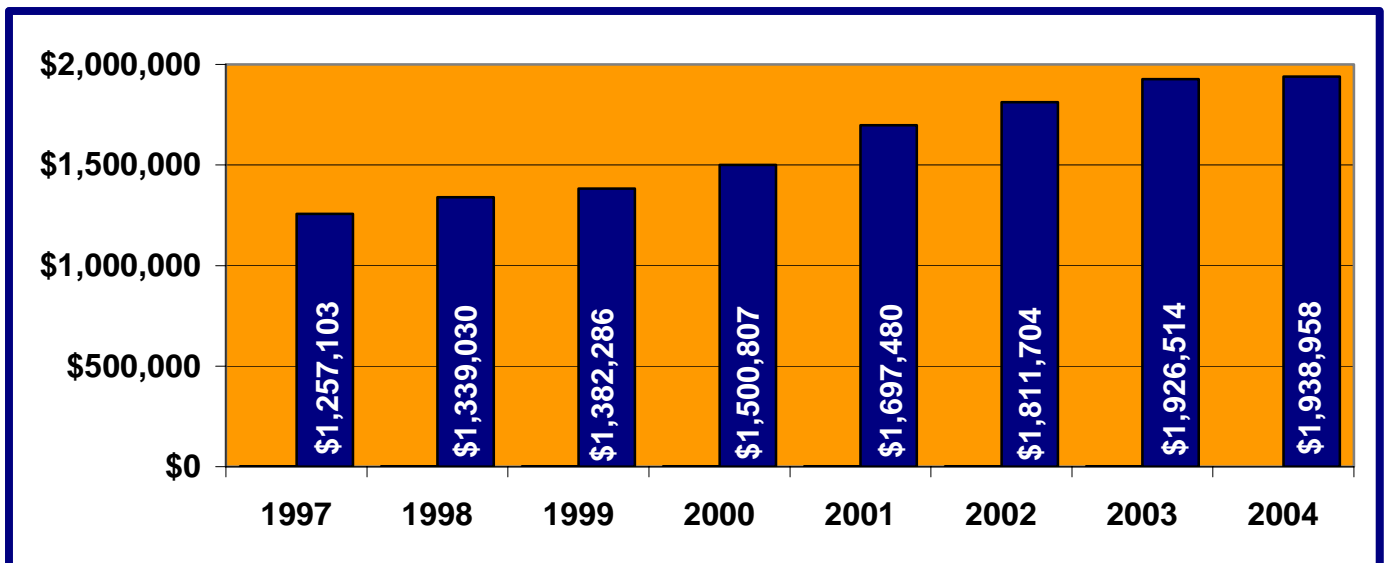
Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

Office Supplies has increased to account for the purchase of 2 pieces of equipment. The existing microfilm reader and printer was purchased in 1994. It no longer is usable for making copies (read only). Repair costs are close to the original purchase price. The new microfilm scanner will allow converting microfilm to digital files and allow printing to existing printers/copier. This equipment is needed for the document imaging system. A dedicated document scanner will allow files to be scanned in-house and is more efficient than using the existing copier and scanner for large production jobs.

Contractual Services has increased to account for a web-hosting contract. This cost is for an annual contract for BSA (provider of our Equalizer software) to provide web hosting and support for a wireless inspection package. This will allow our inspectors to download and upload inspection information through the Internet.

8-Year Operating Budget History





City Engineer **Steven J. Vandette**



Functional Organizational Chart

Administration

- Prepares and administers department budget
- Prepares and administers capital improvement budget for roads, sanitary sewers, water mains, drains and detention, erosion control 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

Engineering

- Designs and administers construction of public improvement projects such as roads, storm drains, sanitary sewers, stream bank stabilization and water mains
- Reviews development-related public improvement plans for compliance with City standards and specifications
- Reviews development-related site grading, drainage and soil erosion control 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 utility and flood plain questions and maintains flood plain maps and requests
- Participates in development and maintenance of the City's pavement management system

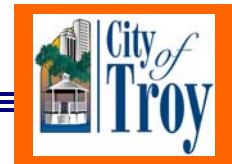
- Issues permits and performs inspections for soil erosion control, culvert and right-of-way permits
- Prepares special assessment district projects for paving, sanitary sewers and sidewalks

Surveying and Inspection

- Conducts surveys for design and construction of public improvements
- Maintains the City's global positioning and bench mark systems
- Participates in maintenance 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 of traffic crashes, signals, and signs
- Conducts and maintains traffic volume counts
- Reviews plans of new developments for compliance with traffic standards
- Responds to requests for new traffic signals and signs
- Liaisons with the Road Commission for Oakland County on traffic signal complaints
- Investigates traffic vision obstructions
- Participates in Traffic Committee activities
- Processes sidewalk waiver requests
- Performs site plan and traffic control plan reviews
- Conducts traffic impact studies
- Identifies traffic safety concerns, develops projects, prepares applications for State and Federal funding



Department at a Glance

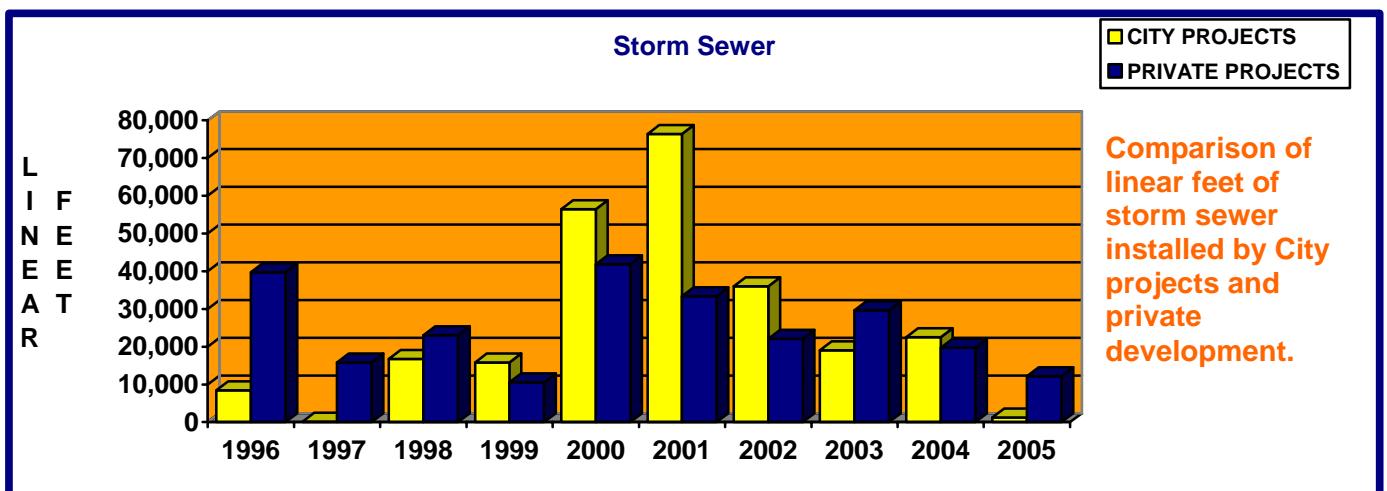
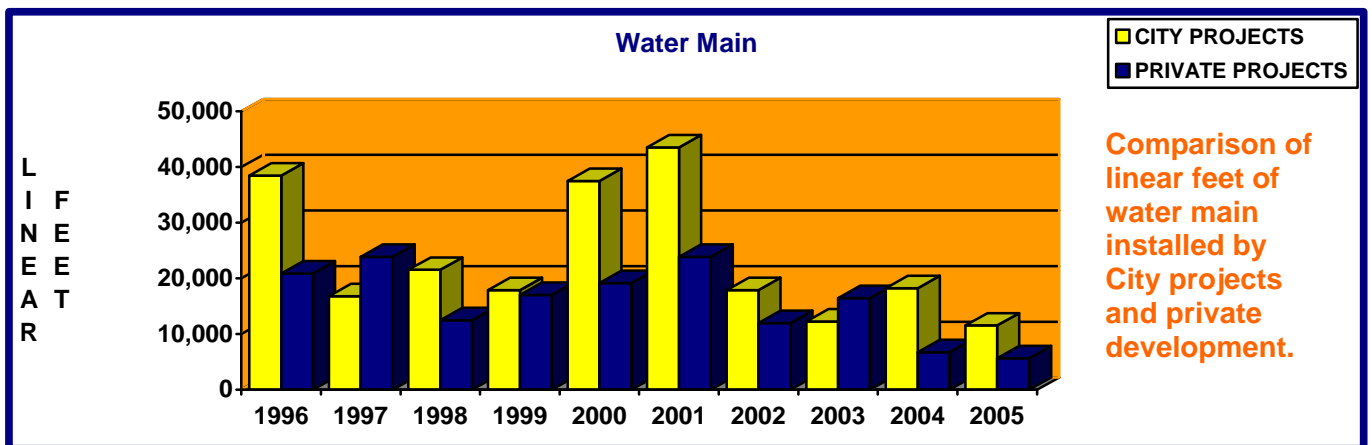
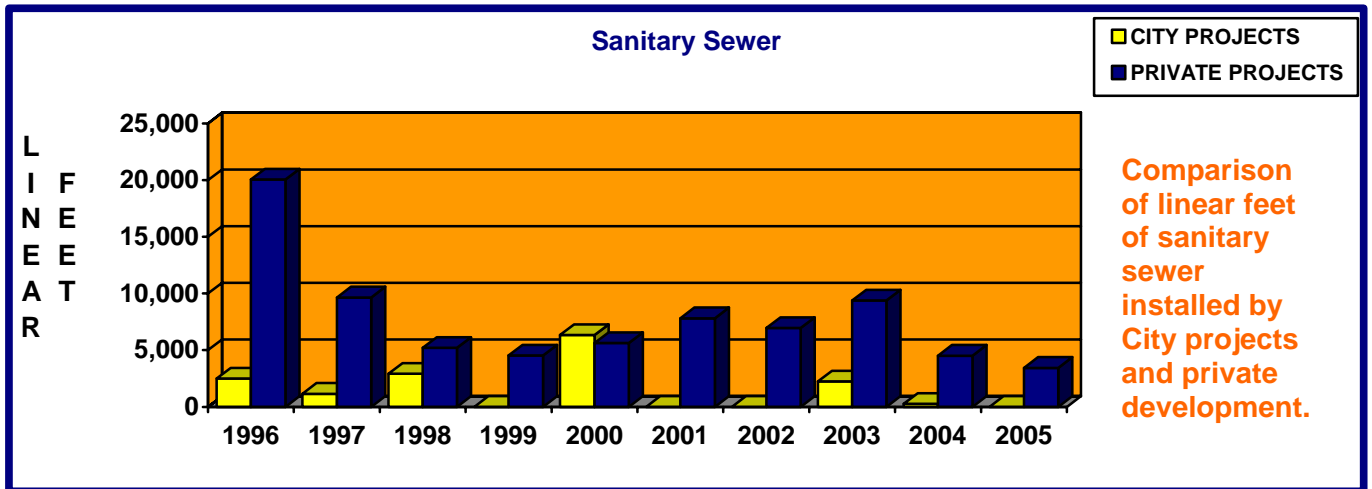
Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Engineering	\$2,553,198	\$2,518,862	\$2,637,580	\$2,759,390	\$2,850,450	3.3%
Traffic Engineering	213,557	261,785	233,200	237,170	246,440	3.9
Total Department	\$2,766,755	\$2,780,647	\$2,870,780	\$2,996,560	\$3,096,890	3.3%

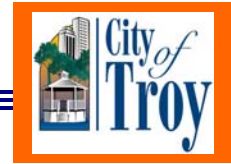
Personal Services	\$2,174,354	\$2,207,794	\$2,288,900	\$2,422,970	\$2,512,530	3.7%
Supplies	24,522	24,070	24,000	27,050	26,650	-1.5
Other Services/Charges	552,293	531,733	540,880	529,540	557,710	5.3
Capital Outlay	15,586	17,050	17,000	17,000	0	-100.0
Total Department	\$2,766,755	\$2,780,647	\$2,870,780	\$2,996,560	\$3,096,890	3.3%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	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	2	1	2
Total Department	23	7	23	7	23	6	23	6

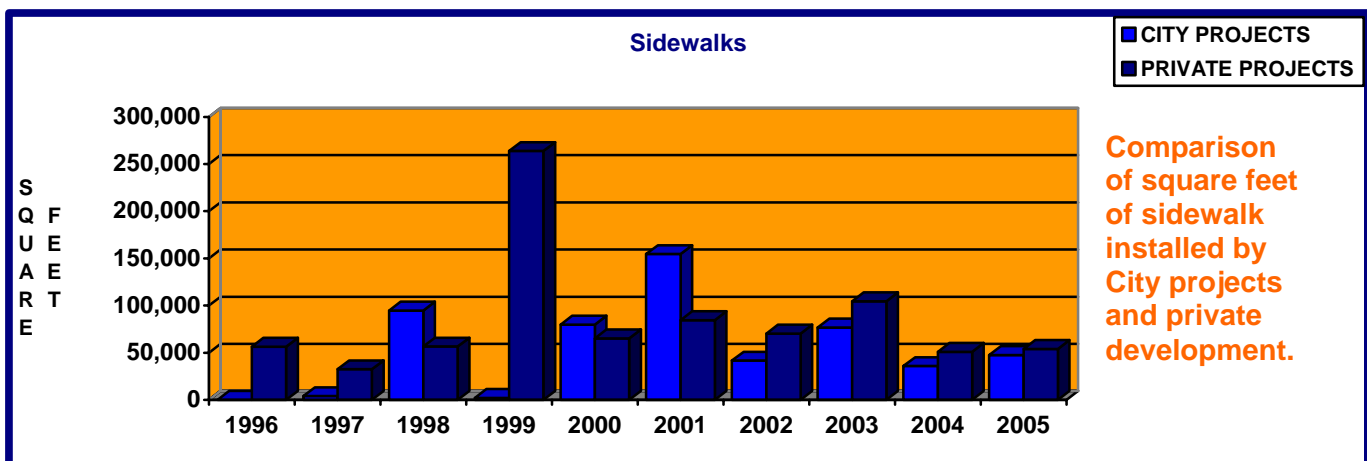
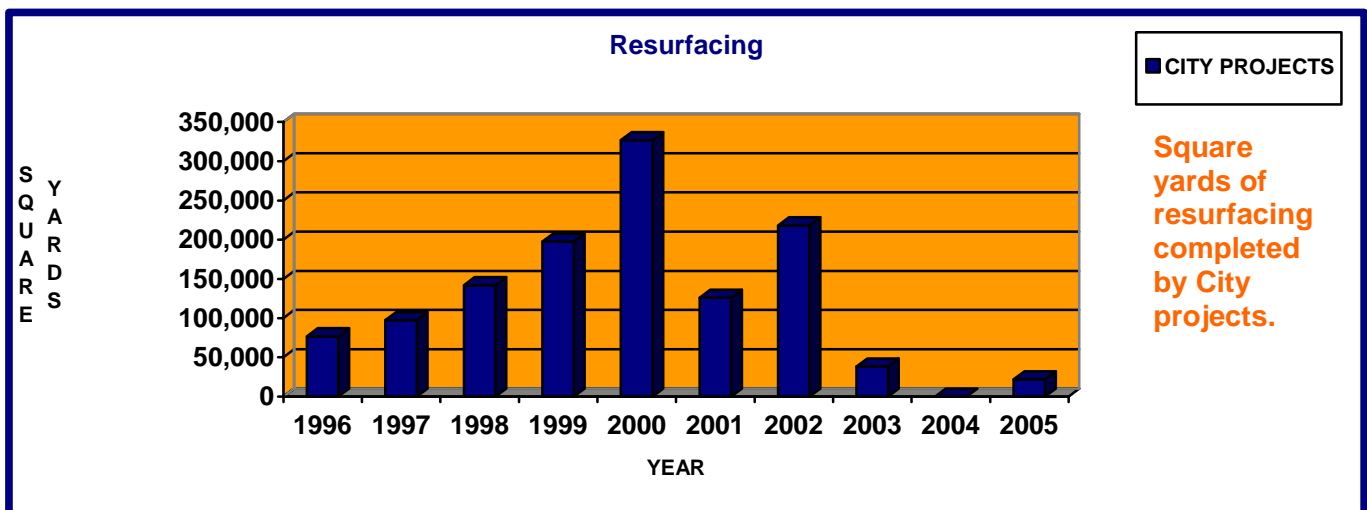
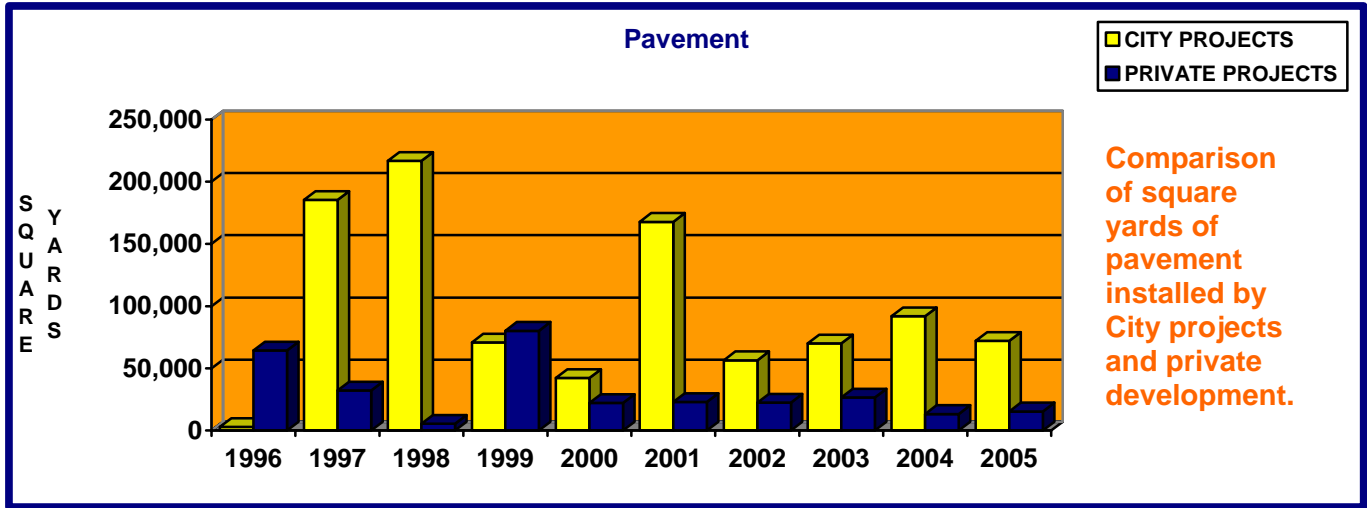


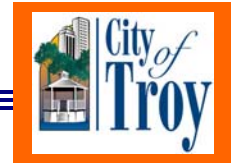
Key Departmental Trends





Key Departmental Trends, Continued





Mission and Service Statements

Mission Statement

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

Service Statement

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

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 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 development standards. Engineering is responsible for all records of City utilities, local and major streets, pavement management, 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.

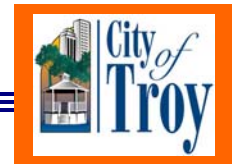
Residents, property owners, developers, builders, and consulting engineers obtain a variety of information from Engineering such as utility, wetland and floodplain locations, development standards, construction specifications, permit and inspection requirements and location and availability of City utilities. 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 the Engineering Department to review for conformance with City development and traffic requirements.

Construction inspection is conducted to ensure conformance with City, State and County requirements.

Engineering develops and administers Phase II storm water permit programs to educate the public by implementing programs and projects to promote sustainable storm water management and reduce soil erosion to improve and protect water quality in drains and rivers.

Did You Know ...?

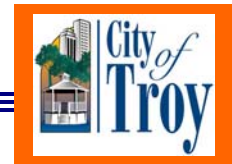
- There are over 319 miles of major and local roads maintained by the City of Troy, not including ones maintained by the Road Commission for Oakland County.



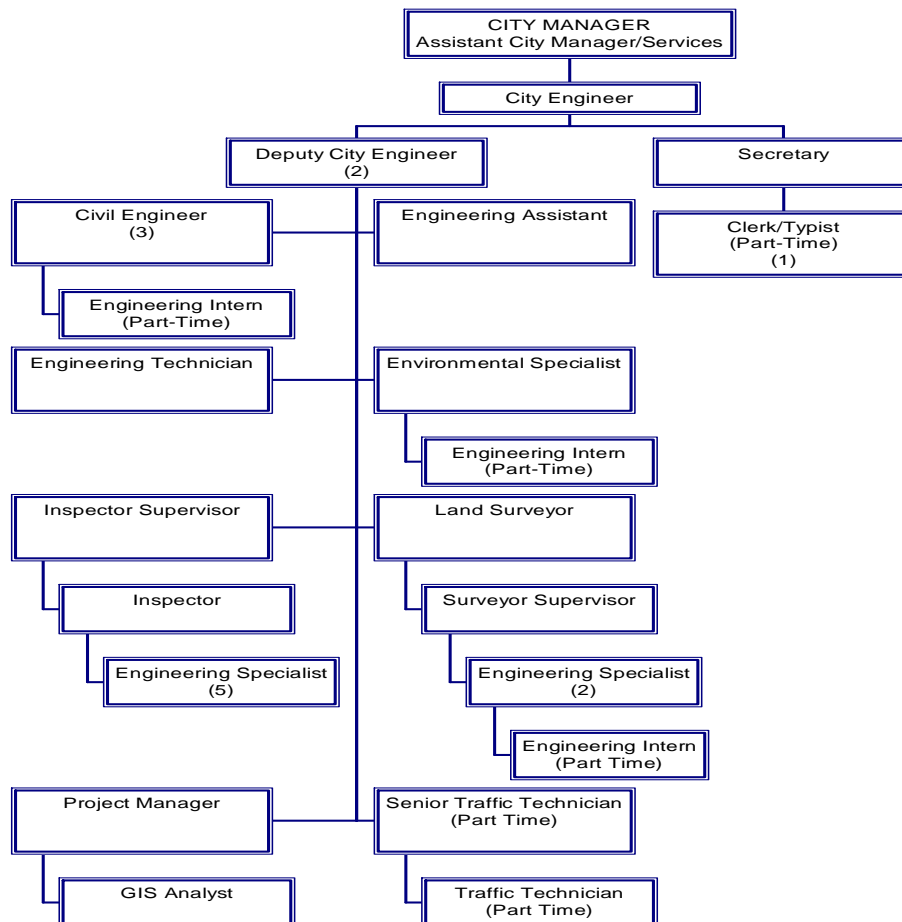
Performance Objectives

- Construct major road projects: Crooks, Square Lake to South Boulevard and Congestion Mitigation/Air Quality (CMAQ) projects (Objective 3,7)
- Implement the pavement management system for City road maintenance needs on major, local and industrial roads (Objective 3, 7)
- Implement improvements as recommended in the water master plan update (Objective 7)
- Inspect subdivision detention basins and develop procedures to reduce incidence of failing basins (Objective 3)
- Optimize the Neighborhood Traffic Harmonization Program web page (Objective 1, 3, 6)
- Implement optimized traffic signal timings (yellow and all-red phase) (Objective 3)

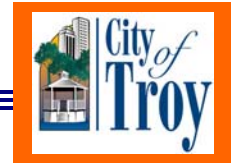
Performance Indicators		2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Site Condominium/Subdivision Plans Approved	14	25	40	20
	Right-of-way Permits Issued	55	70	70	75
	Utility Permits Issued	123	125	100	100
	Value of Construction Contracts Awarded and Supervised	\$3.3M	\$7.6M	N/A	\$7M
	Soil Erosion Control Permits Issued	306	275	300	250
	Soil Erosion Control Inspections	2983	2,700	2,500	2,500
	Machine Traffic Counts	128	125	125	100
	Traffic Studies (Speed, Safety, Signal Warrant, Level of Service)	67	60	50	50
	Collision Diagrams	49	60	60	60
Efficiency	% of Engineering Plans Reviewed within 8 Weeks	60%	56%	N/A	75%
	% of Utility Permits Issued within 10 Days	94%	88%	N/A	90%
	% of Soil Erosion Control Permits Issued within 5 Days	77%	69%	N/A	85%
	% of Contracts Completed within 10% of Bid Award	75%	85%	N/A	85%



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
City Engineer	1	1	1
Deputy City Engineer	2	2	2
Civil Engineer	3	3	3
Clerk/Typist (Part-Time)	2	1	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	29	29



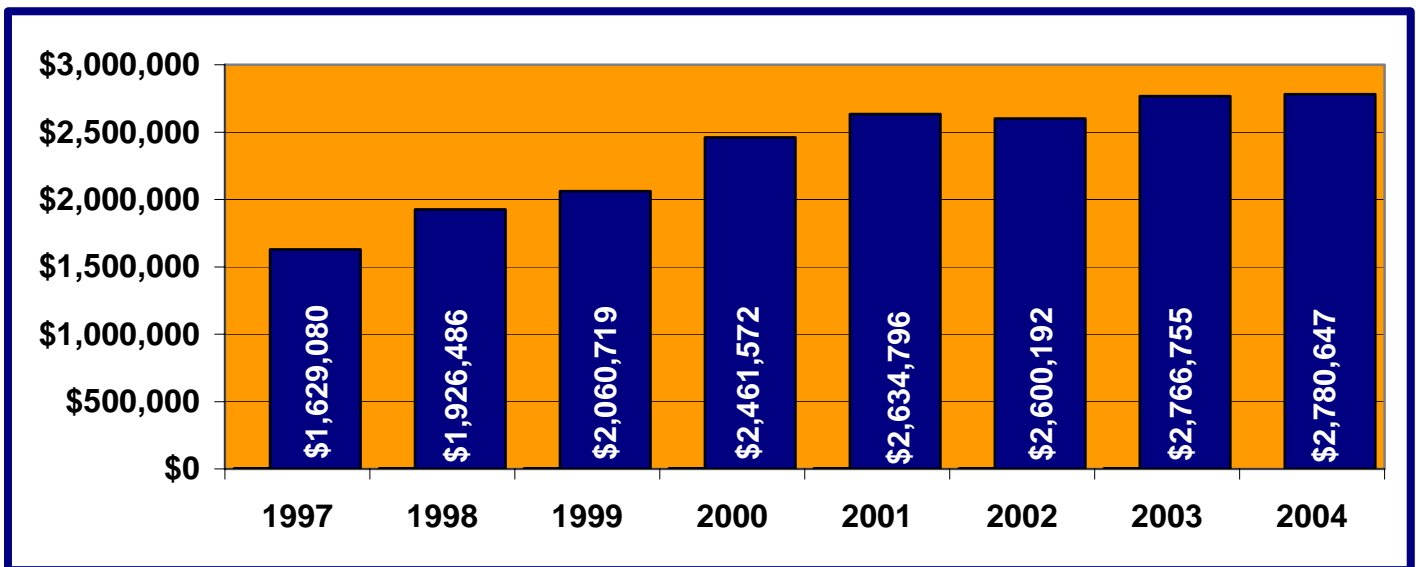
Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

The Personal Services account makes up 81.1% of the Engineering Department's operating budget. The total Personal Services budget increased \$89,560 or 3.7% over last year due to projected salary and benefit adjustments for all budgeted positions.

The Other Services/Charges budget increased \$28,170 or 5.3% from last year. Increases in several units, including Custodial Contracting, Office Equipment Maintenance, Computer Service – Internal, Electricity, Water, Insurance and Membership and Dues, account for the overall increase.

8-Year Operating Budget History





Assistant City Manager/Finance & Administration.....***John M. Lamerato***
Financial Services Director***James Nash***



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

City Assessor's Office

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

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

City 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 DDA District
- Maintains billing of special assessments and name and address files
- Processes outgoing City mail

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

Information Technology

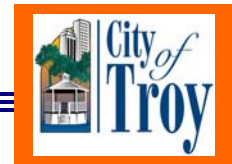
- Keeps abreast of technological changes
- Provides help desk support to City departments
- In conjunction with Computer Steering Committee:
 - Develops short- and long-term plans
 - Manages plan purchases and implementation
 - Establishes standards
 - Adopts policies
 - Supports and maintains software and hardware

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

Risk Management

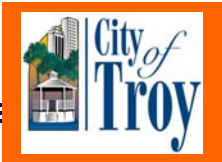
- Responsible for City Casualty/Property Insurance Program
- Responsible for City Workers' Compensation Insurance Program
- Responsible for employee insurance benefits programs
- Coordinates City safety programs



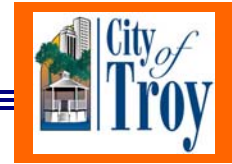
Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Accounting	\$971,208	\$996,744	\$1,020,830	\$1,036,630	\$1,067,330	3.0%
City Assessor's Office	834,098	812,720	837,610	887,540	914,250	3.0
City Clerk's Office	454,767	424,220	419,300	411,840	429,190	4.2
Independent Audit	54,557	48,746	57,000	50,000	59,000	18.0
Elections	136,315	229,344	208,630	215,460	279,620	29.8
Human Resources	456,349	535,722	541,190	553,300	573,180	3.6
Purchasing	354,202	364,138	376,200	382,760	394,440	3.1
Board of Review	1,236	1,253	1,600	1,600	1,600	0
Treasurer's Office	513,081	435,383	541,080	546,680	553,860	1.3
Community Affairs	555,664	571,253	572,480	620,840	596,900	-3.9
Total Department	\$4,331,477	\$4,419,523	\$4,575,920	\$4,706,650	\$4,869,370	3.5%
Personal Services	\$3,548,640	\$3,634,257	\$3,652,880	\$3,787,540	\$3,931,510	3.8%
Supplies	151,713	156,940	160,430	164,350	166,890	1.5
Other Services/Charges	631,124	628,326	762,610	754,760	770,970	2.1
Total Department	\$4,331,477	\$4,419,523	\$4,575,920	\$4,706,650	\$4,869,370	3.5%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Finance	43	10	39	12	39	12	39	12
Total Department	43	10	39	12	39	12	39	12



Financial Services Director	James Nash
Risk Manager	Stephen Cooperrider

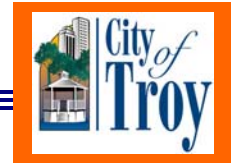


Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Accounting/ Risk Management	\$971,208	\$996,744	\$1,020,830	\$1,036,630	\$1,067,330	3.0%
Total Department	\$971,208	\$ 996,744	\$1,020,830	\$1,036,630	\$1,067,330	3.0%

Personal Services	\$912,133	\$938,072	\$961,700	\$975,650	\$1,005,180	3.0%
Supplies	18,120	13,700	16,000	17,100	16,400	-4.1
Other Services/Charges	40,955	44,972	43,130	43,880	45,750	4.3
Total Department	\$971,208	\$996,744	\$1,020,830	\$1,036,630	\$1,067,330	3.0%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Accounting/Risk Management	11	0	10.5	0	10.5	0	10.5	0
Total Department	11	0	10.5	0	10.5	0	10.5	0



Mission and Service Statements

Mission Statement

The mission of the Accounting Department is to achieve excellence in the accounting of all financial transactions, and provide support to City departments with financial, budgetary and procurement issues. The mission of Risk Management is to acquire appropriate insurance coverage for the City and to evaluate City facilities, activities, procedures, and policies to limit risks.

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.

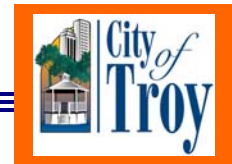
The processing of payroll for all City employees is an important function of Accounting. All time sheet information is entered and income tax withholding payments related to payroll are processed in a timely manner. In addition to the regular bi-weekly payroll for current employees, monthly checks are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

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.

Did You Know ...?

- The City of Troy was given a loss control award from the Michigan Municipal League Workers' Compensation Fund for the greatest reduction in loss experience modification factor for a community with a premium above \$100,000 for policy year 2005/06.



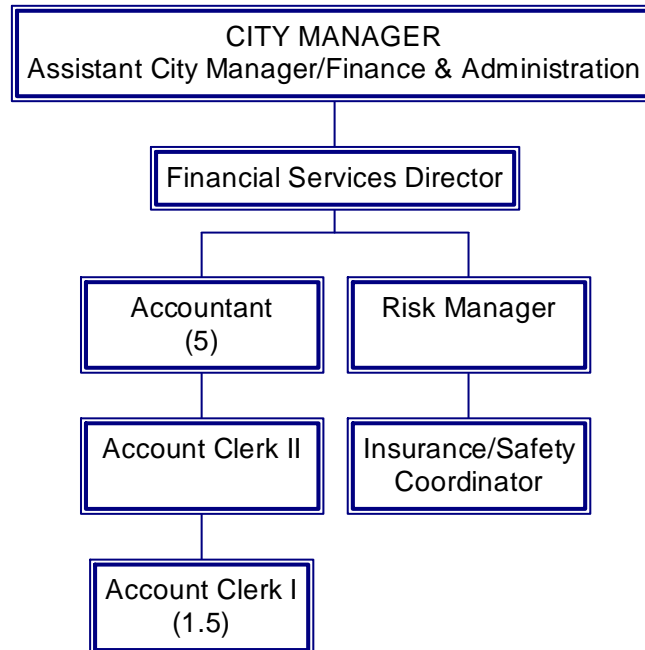
Performance Objectives

- Complete implementation of Retiree Medical Benefits Fund (Objective 6)
- Categorize and prepare existing physical documents for transfer to optical imaging (Objective 1, 6)
- Analyze and evaluate potential replacements for the J.D. Edwards financial management system (Objective 1, 3, 9)

	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Direct-deposit Payroll Checks Issued Annually	23,851	23,800	23,500	23,000
	General Fund Invoices Issued Annually	1,651	1,800	2,000	1,800
	Insurance Certificates Approved	357	323	350	350
	Processed Accounting for General Accounts Payable Checks	14,157	14,000	14,000	14,000
	Direct-deposit Retiree Checks Issued Annually	3,348	3,400	3,100	3,400
	Surety Bonds Approved	18	18	25	25
Efficiency	GFOA Certificate of Achievement for Excellence Awards	8	9	9	10
	Administration of Federal Grant Expenditures	\$2,798,572	\$1,000,000	\$1,186,320	\$1,000,000
	Workers' Comp Claims Per 100 Employees	9	9	9	8
	Liability Claims Processed	139	129	150	140
	Safety Training Programs Conducted	10	18	18	18
	Hospitalization Insurance Change Transactions	292	270	270	270



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
Financial Services Director	1	1	1
Account Clerk I	1.5	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	10.5	10.5	10.5



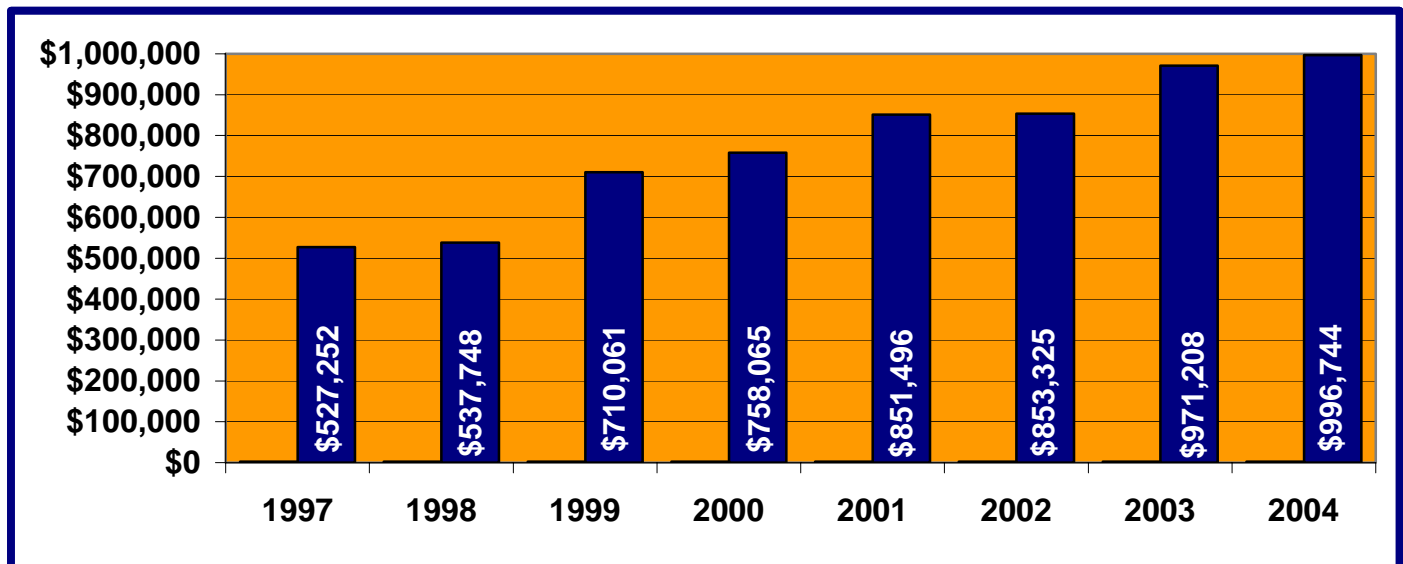
Summary of Budget Changes

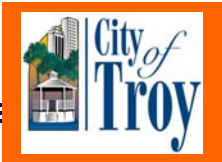
Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

Personal Services increased by \$29,530 or 3.03% due to wage and step increases.

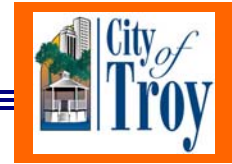
Most other accounts were basically unchanged with the exception of Computer Services – Internal, which rose \$1,870 or 6.83% based upon actual costs incurred.

8-Year Operating Budget History





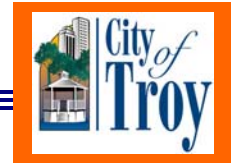
City Assessor ***Leger (Nino) Licari***



Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
City Assessor's Office	\$834,098	\$812,720	\$837,610	\$887,540	\$914,250	3.0%
Board of Review	1,236	1,253	1,600	1,600	1,600	0
Total Department	\$835,334	\$813,973	\$839,210	\$889,140	\$915,850	3.0%
Personal Services	\$725,599	\$700,745	\$720,900	\$767,700	\$792,680	3.3%
Supplies	17,024	19,498	20,200	23,000	21,000	-8.7
Other Services/Charges	92,711	93,730	98,110	98,440	102,170	3.8
Total Department	\$835,334	\$813,973	\$839,210	\$889,140	\$915,850	3.0%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
City Assessor's Office	10	0	8	2	8	2	8	2
Total Department	10	0	8	2	8	2	8	2



Mission and Service Statements

Mission Statement

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

Service Statement

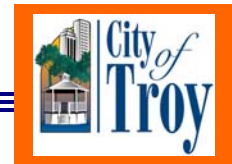
The City Assessor's Office assesses all real and personal property within the city of Troy. As mandated by the State of Michigan Constitution, all property must be assessed at 50% of its market value. The first function of the process involves an accurate inventory of all of this property, which requires that the City Assessor's Office 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, the City Assessor's Office handles all combinations, splits, corrections and any other description changes that may be requested by an owner of a property.

The City Assessor's Office 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. The City Assessor's Office 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 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. The City Assessor's Office administers the principal residence exemption and property transfer affidavit programs mandated by the changes brought about by Proposal "A" of 1994. The City Assessor's Office is responsible for a combined total 2006 state equalized valuation that will top \$6.53 billion, second only to Detroit in the state of Michigan.

Did You Know ...?

- Of all the counties in the state, Troy's state equalized value would rank 13th if it were a county by itself.



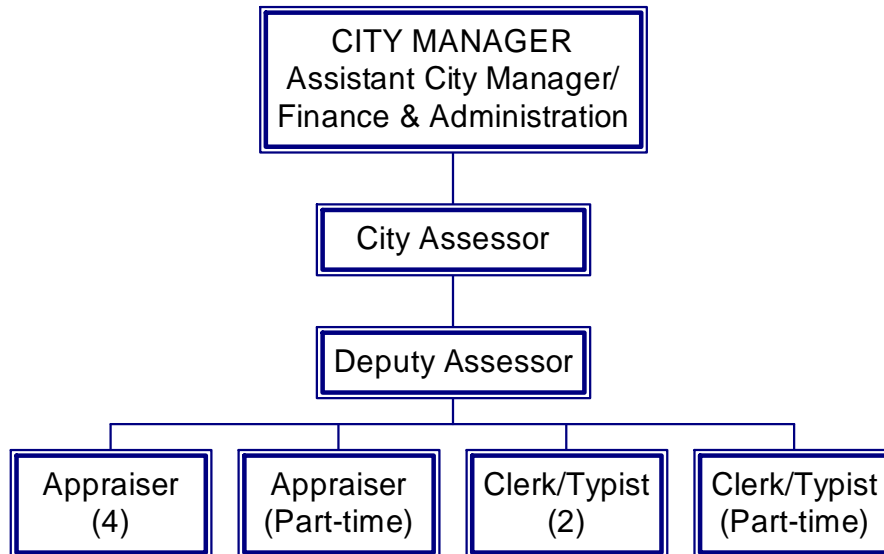
Performance Objectives

- Fairly and equitably spread the tax liability amongst property owners by achieving a 50% ratio of assessment to market value, with a 1.00 County and State equalization factor (Objective 1, 3)
- Ensure the market value adjustments are accurate within subdivisions by analyzing all sales data to determine whether it is included in the sales study (Objective 1, 5)
- Make available electronically to the public any assessment data legally allowed (Objective 1, 3)

	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Commercial and Industrial Appraisals	300	400	300	300
	Residential Appraisals	1,200	1600	1,800	1800
	Personal Property A	300	222	275	300
	Principal Residence Exemptions	2,500	2820	3,000	3000
	Transfer Affidavits and Deed Processing	3,500	8500	4,000	8000
	Property Description Changes	400	670	300	500
	Re-inspections	1,500	1250	1,500	1500
	Small Claims Tribunal Appeals	50	28	50	40
	Full Tribunal Appeals	60	49	50	50
Efficiency	Sales Ratio	50%	50%	50%	50%
	Equalization Factor	1.00	1.00	1.00	1.00
	Budget Cost per Parcel	25.95	25.77	25.77	26.50
	Assessing Budget % of General Fund	1.4%	1.5%	1.5%	1.4%



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
City Assessor	1	1	1
Deputy Assessor	1	1	1
Appraiser	4	4	4
Appraiser (Part-Time)	1	1	1
Clerk/Typist	2	2	2
Clerk/Typist (Part-Time)	0	1	1
Total Department	10	10	10

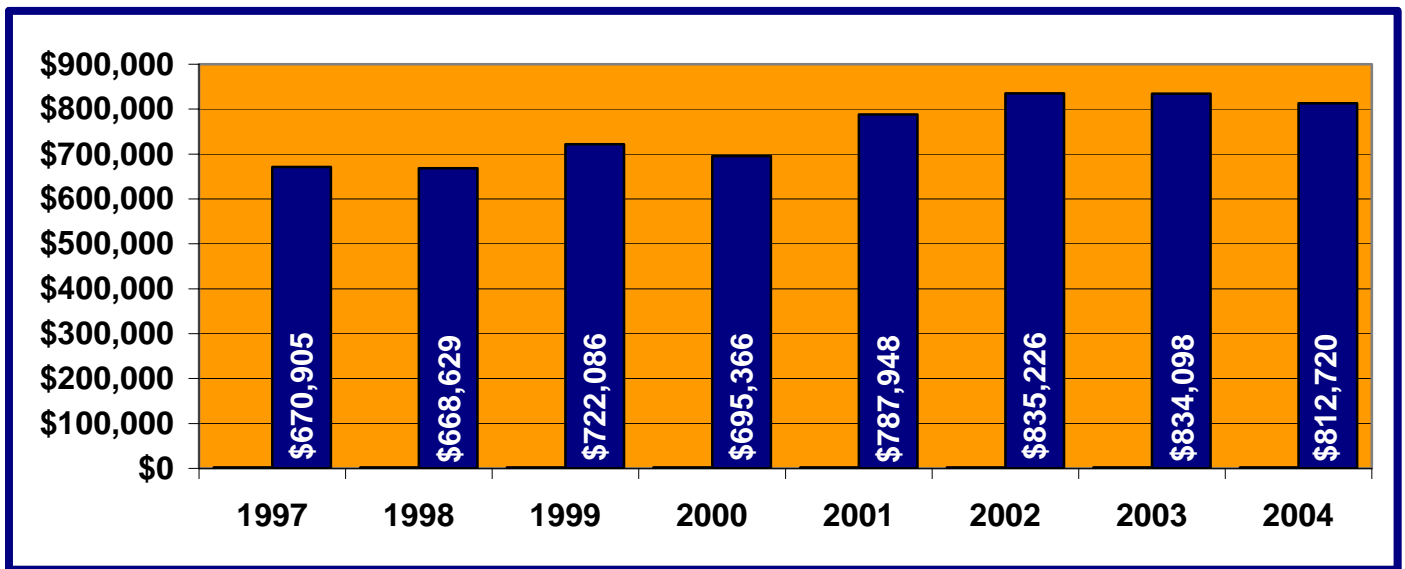


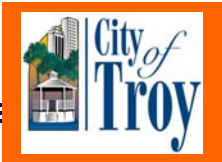
Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

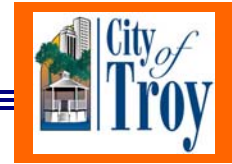
There were no significant changes to the City Assessor's Office budget.

8-Year Operating Budget History





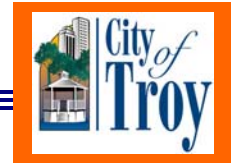
City Clerk ***Tonni L. Bartholomew***



Department at a Glance

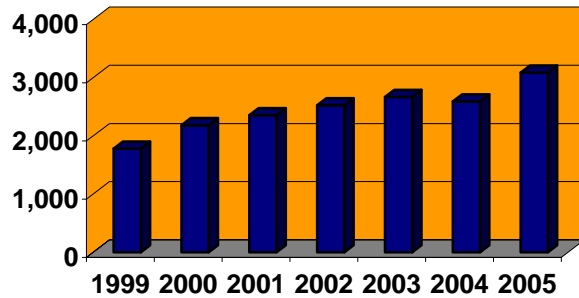
Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
City Clerk's Office	\$454,767	\$424,220	\$419,300	\$411,840	\$429,190	4.2%
Elections	136,315	229,344	208,630	215,460	279,620	29.8
Total Department	\$591,082	\$653,564	\$627,930	\$627,300	\$708,810	13.0%
Personal Services	\$493,311	\$553,019	\$509,210	\$520,960	\$582,130	11.7%
Supplies	33,632	31,201	36,490	30,450	34,990	14.0
Other Services/Charges	64,139	69,344	82,230	75,890	91,690	20.8
Total Department	\$591,082	\$653,564	\$627,930	\$627,300	\$708,810	13.0%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
City Clerk's Office	7	2	6	2	6	2	6	2
Total Department	7	2	6	2	6	2	6	2

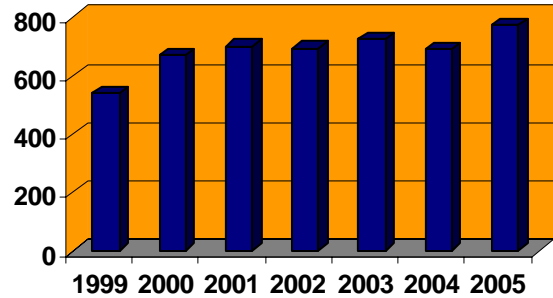


Key Departmental Trends

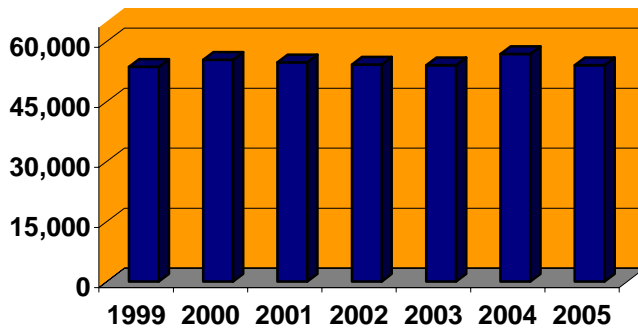
Birth Registrations



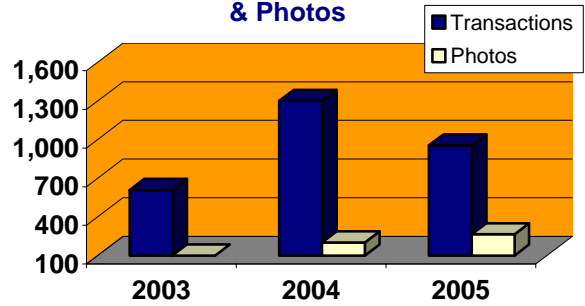
Death Certificates



Voter Registrations



Passport Transactions & Photos





Mission and Service Statements

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.

Service Statement

The City Clerk's Office prepares electronic agendas and records minutes for regular City Council meetings. As the official custodian of the records the City Clerk's Office archives original minutes of all City Council meetings and their boards and committees, as well as preserves the City's official documents and permanent records such as the City's Code of Ordinances and City Charter.

The City Clerk's Office accepts applications from citizens who are interested in serving on boards and commissions on behalf of City Council and maintains an updated roster of applicants. The department reports all vacancies as they occur to City Council in accordance with strict guidelines established by state statutes, the City Charter and/or City Code, or Council resolution.

The City Clerk's Office administers all elections in the City of Troy to ensure that the integrity of the election process is upheld and that election procedure complies with state and federal election laws and guidelines.

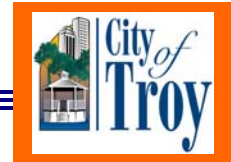
The City Clerk's Office receives, processes, and files permanent birth and death records for all events occurring within the boundaries of Troy. Arrangements for burial in City-maintained cemeteries are scheduled through the City Clerk's Office. Burial lots are sold to citizens on a waiting list maintained by the department.

Licenses, for dogs, going-out-of-business, Christmas tree lots, amusement places and devices, taxicabs and limousines, massage, pet shops, peddlers, special events, sidewalk sales, and transient merchants are processed by the City Clerk's Office. Petitions, lawsuits, subpoenas, and requests filed under the Freedom of Information Act (FOIA) are received and processed by the City Clerk's Office.

The City Clerk's Office accepts passport applications in addition to offering passport photo services. All completed applications, with the appropriate documentation and fees, are forwarded to the Chicago Passport Agency for issuance.

Did You Know ...?

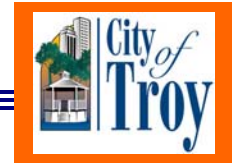
- There are 3 elections scheduled during the 2006/07 budget year: August primary on Tuesday, August 8, 2006; November general election on Tuesday, November 7, 2006, and City regular election on Tuesday, May 8, 2007.
- There are currently 401 citizens serving as election inspectors in Troy.



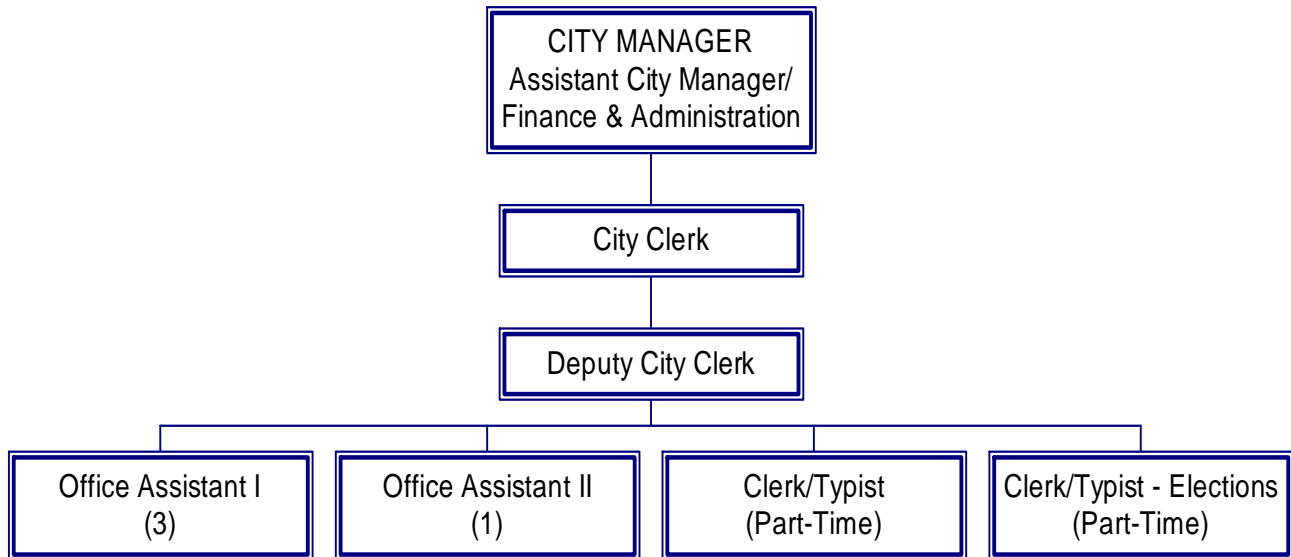
Performance Objectives

- Expand the implementation of document imaging for City Council minutes and agenda packets, birth and death records, and all public records currently preserved by the City Clerk's Office (Goal 1, 3)
- Evaluate current polling locations and relocate and/or merge precincts to provide locations that better services City of Troy electors while effectively decreasing per voter cost (Goal 1)
- Vigorously promote the convenient and efficient passport services offered in the City Clerk's Office to U.S. citizens in anticipation of the expected increase of passport transactions due to the travel initiative requirements mandated by the U.S. Department of State (Goal 3)

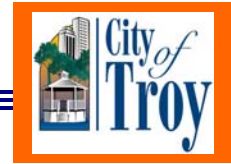
Performance Indicators		2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Birth Certificates	3,084	3,508	3,500	3,500
	Death Certificates	775	700	760	760
	<u>Voter Registration</u>				
	• Registered Voters	54,860	53,840	59,700	55,000
	• Voter Transactions	26,875	16,126	20,000	25,000
	Dog Licenses	2,330	1,690	1,700	1,700
	Taxi Cab Licenses	56	68	100	100
	Miscellaneous Licenses	125	138	220	220
	Passport Applications	957	984	2,000	1,500
	Passport Photos	266	484	500	800
	Duplication - # of Copies	797,664	600,000	600,000	600,000
	Business Card Requests	241	148	148	150
	Imaged Files	0	75,000	75,000	100,000
	Code Amendments Processed	18	24	24	30
	Board & Committee Appointments	95	108	108	120
	Oaths of Office	93	86	86	90
Efficiency	% of Registered Voters Voting (November)	77%	25%	25%	25%
	% of Precincts Consolidated	25%	100%	100%	25%
	% of Absent Voter Turnout	10%	6%	6%	12%
	% of Reduced Copies-Duplicating	25%	25%	25%	25%



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
City Clerk	1	1	1
Deputy City Clerk	1	1	1
Clerk/Typist	4	0	0
Clerk/Typist – Elections (Part-Time)	1	1	1
Clerk/Typist (Part-Time)	1	1	1
Office Assistant I	0	3	3
Office Assistant II	0	1	1
Total Department	8	8	8

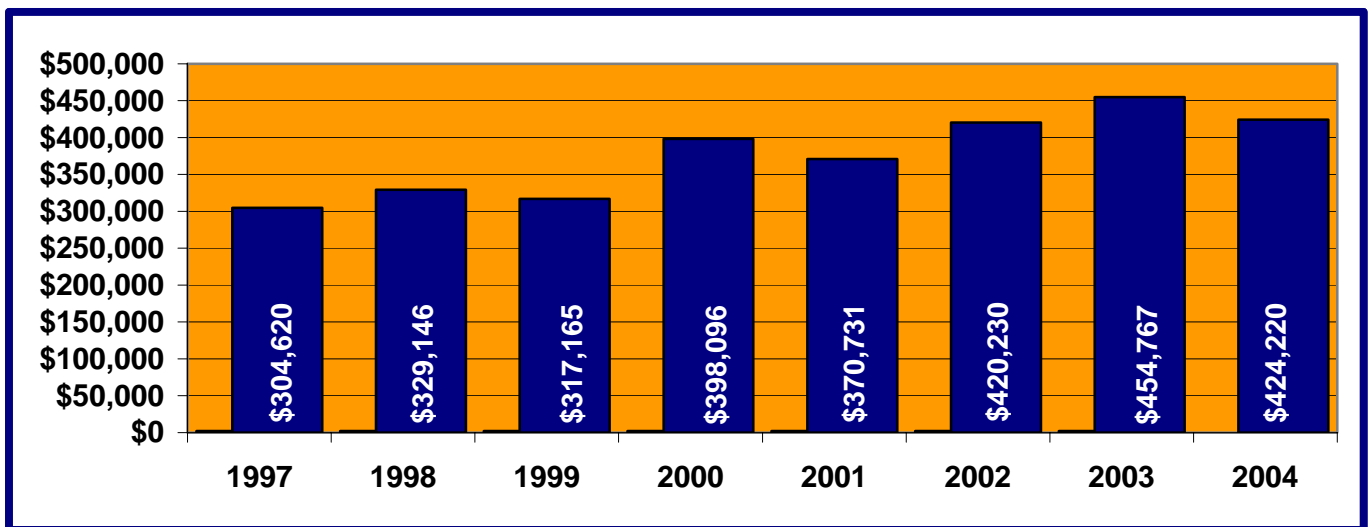


Summary of Budget Changes

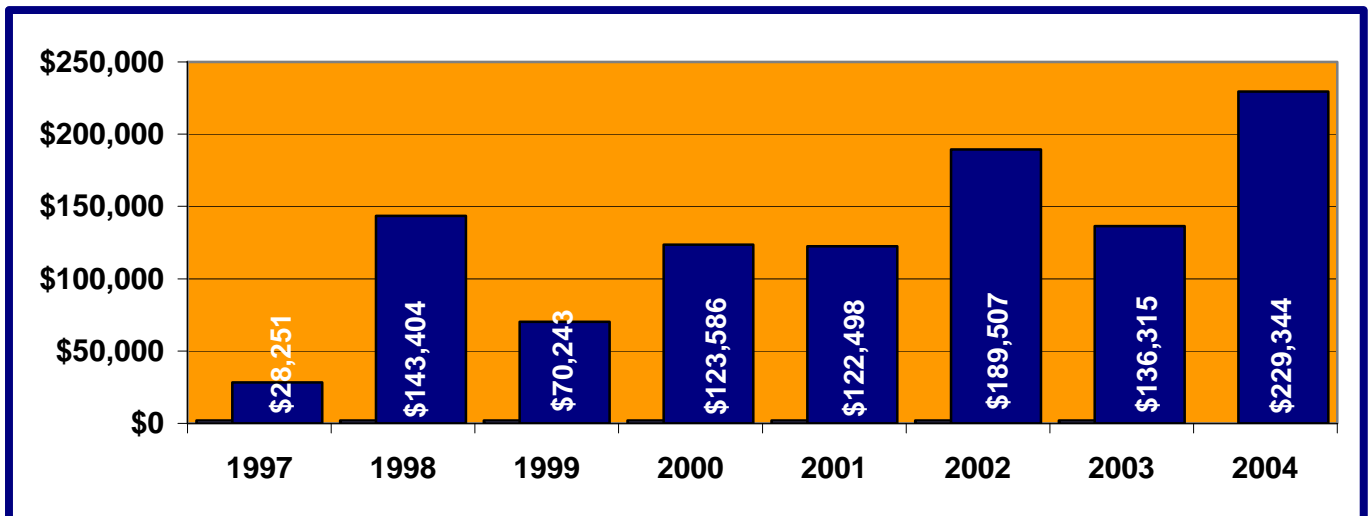
Significant Notes – 2006/07 Budget Compared To 2005/06 Budget

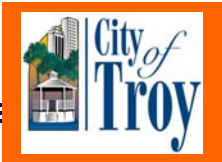
The City Clerk's Office will conduct 3 elections in fiscal year 2006/07. This fund routinely increases in even years due to the election cycle requiring a minimum of 3 elections versus an odd year cycle where 2 elections are anticipated. The November 2006 election is expected to have a very high voter turnout due to the governor's contest and the state proposal question regarding affirmative action. Supplies and precinct staffing have been increased to accommodate the anticipated high volume.

8-Year Operating Budget History - City Clerk's Office



8-Year Operating Budget History - Elections





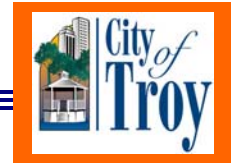
Community Affairs Director **Cynthia Stewart**



Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Community Affairs	\$555,664	\$571,253	\$572,480	\$620,840	\$596,900	-3.9%
Total Department	\$555,664	\$571,253	\$572,480	\$620,840	\$596,900	-3.9%
Personal Services	\$342,404	\$346,832	\$343,280	\$387,200	\$369,230	-4.6%
Supplies	54,304	45,842	50,000	54,000	55,000	1.9
Other Services/Charges	158,956	178,579	179,200	179,640	172,670	-3.9
Total Department	\$555,664	\$571,253	\$572,480	\$620,840	\$596,900	-3.9%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Community Affairs	3	5	3	6	3	6	3	6
Total Department	3	5	3	6	3	6	3	6



Mission and Service Statements

Mission Statement

The Community Affairs Department strives to increase community awareness and involvement in programs, services and community events by effectively and professionally communicating with our citizens.

Service Statement

The communication methods utilized by Community Affairs include the quarterly newsletter *Troy Today*; "Spotlight on Troy" (weekly community news); annual calendar which includes the Popular Annual Financial Report (PAFR); website; cable television programs; public service announcements; City services brochures; 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 all publications, web site, 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, which are available for checkout at the Troy Library.

Community Affairs, in conjunction with Information Technology, maintains and updates the City's website (ci.troy.mi.us). The home page includes links to the current *Troy Today*, the financial summary; annual water quality report; City Code and Charter; and Troy Daze information. Hotlinks include City of Troy employment opportunities; current bids; millage rates; tax bills; press releases; electronic water bill payment plan; and community guide. The web site also contains City Council information (meeting dates, agendas and minutes); applications, agendas and minutes for City boards and committees; construction projects; maps; and frequently asked questions and answers.

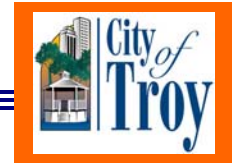
Cable television services are coordinated through Community Affairs. City Council meetings are aired live as well as taped and cablecast on a regular basis each week.

Community Affairs coordinates special events throughout the year: the Martin Luther King, Jr. "Celebration of Freedom", 3rd grade student tours, a community picnic, holiday tree lighting, Veterans Day and Memorial Day ceremonies.

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), the MLK Committee with Troy School District, the Intergovernmental Cable Communications Authority, the Cable Advisory Committee and Ethnic Issues Advisory Board.

Did You Know ... ?

- The Community Affairs Department welcomes approximately 800 new residents to Troy each year with informational welcome packets.



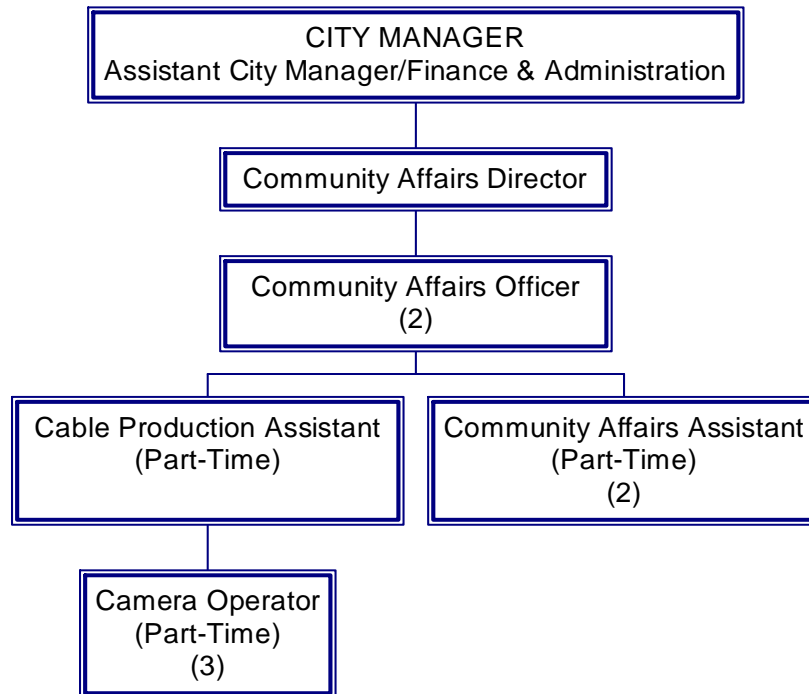
Performance Objectives

- Develop promotional materials encouraging the reinvestment and redevelopment of both residential and commercial properties to maintain Troy's excellent quality of life (Objective 1, 3)
- Increase volume of citizen feedback through Troy Today surveys, water bill surveys, and the City website as a tool for evaluating and improving existing City services while establishing priorities for our future vision (Objective 1, 3, 6)
- Increase citizen participation in existing programs and network to incorporate more community/business partnerships into these programs (Objective 3, 10)
- Implement expanded citizen access to information and forms on the web site (Objective 6)

		2004/05	2005/06	2005/06	2006/07
Performance Indicators		Actual	Projected	Budget	Budget
Output	Press Releases Sent to the Media	412	440	450	465
	New Resident Packets Distributed	775	775	785	825
	Cable Productions (Events, Public Service Announcements, News Briefs)	115	125	130	135
	Brochures and Publications Produced	40	40	40	40
	City Council and Board Meetings Covered	120	120	125	125
	Proclamations Written	75	75	75	75
	Email Requests	1,850	1,900	2,000	2,500
	Third Grade School Tours	550	570	575	600
	Beautification Awards Presented (Garden and Holiday)	102	102	105	105
	Attendance at Major Events: Troy Daze, Martin Luther King, Jr. Day, Memorial Day, Veterans Day, Holiday Tree Lighting	100,350	101,000	101,500	101,750
Efficiency	City Services Report Cards Received	2,225	2,500	2,750	3,000
	% Homes/Businesses Receiving City Calendar/Annual Report and Troy Today	100%	100%	100%	100%
	% of Citizen Inquiries Resolved within 48 Hours	96%	98%	98%	99%



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
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)	2	2	2
Community Affairs Officer	2	2	2
Total Department	9	9	9



Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

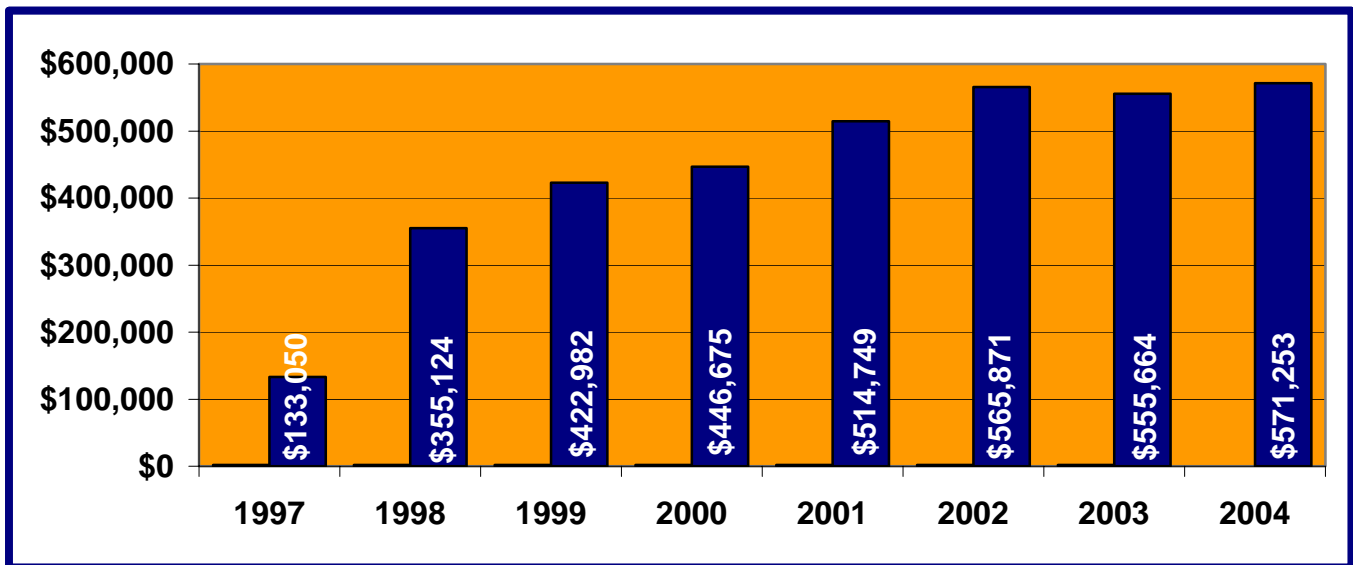
The overall budget is down 3.9% from 2005/06.

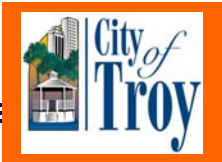
Personal Services reflects a 4.6% reduction due to new hires at lower starting salaries and tiered benefits.

Other Services/Charges has a reduction of 3.9% mainly attributable to 50th birthday party expenses lapsing.

The Capital Outlay budget contains funding for one cable initiative for the 2006/07 budget: a digital video switcher (\$35,000) to replace one purchased in 1999 that is showing major wear and tear from constant use.

8-Year Operating Budget History





Human Resources Director***Peggy E. Clifton***



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

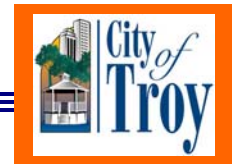
General

- 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

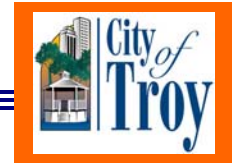
- Coordinates and participates in labor contract negotiations for five bargaining units
- Performs grievance administration for five union contracts
- Advises employees and supervisors on contract administration and personnel files
- Publishes and maintains collective bargaining agreements
- Represents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



Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Human Resources	\$456,349	\$535,722	\$541,190	\$553,300	\$573,180	3.6%
Total Department	\$456,349	\$535,722	\$541,190	\$553,300	\$573,180	3.6%
Personal Services	\$371,196	\$424,724	\$428,470	\$438,740	\$458,520	4.5%
Supplies	6,020	5,835	\$5,500	\$6,800	\$5,800	-14.7
Other Services/Charges	79,133	105,163	107,220	107,760	108,860	1.0
Total Department	\$456,349	\$535,722	\$541,190	\$553,300	\$573,180	3.6%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	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



Mission and Service Statements

Mission Statement

The Human Resources Department is dedicated to providing quality human resources and labor relations services to the employees and operating departments of the City of Troy.

Service Statement

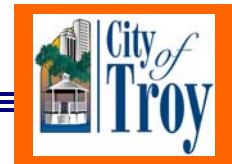
The Human Resources Department provides support service and consultation in the areas of recruitment, salary administration, employee and labor relations, employee education and development, performance evaluations, collective bargaining and contract administration, personnel records maintenance, and 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, JD 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, Personnel Rules and Regulations and collective bargaining agreements, and assisting in marketing the City of Troy as an Equal Opportunity Employer through recruiting efforts and by participation in career fairs.

Did You Know...?

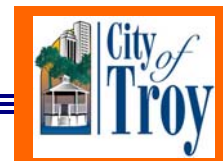
- Job openings are announced on the job hotline at (248) 524-3339.
- Application forms for current job openings can be accessed directly from the City of Troy website at www.ci.troy.mi.us. The full-time employee turnover rate (excluding retirements) for fiscal year 2004/05 was 1.7%.
- The City of Troy participates in a hiring consortium with other Michigan communities for the recruitment of police officers.



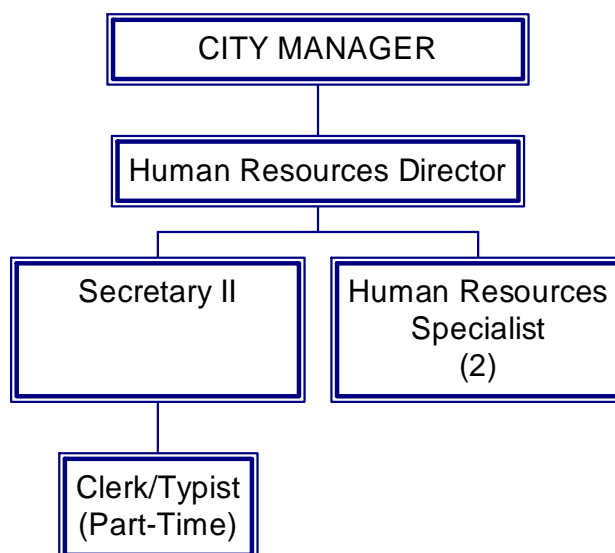
Performance Objectives

- Implement 3 collective bargaining agreements upon conclusion of negotiations (Objective 1, 4)
- Design new employee orientation and training program in coordination with the Risk Management Department (Objective 1, 3, 4)
- Coordinate and assist departments in providing training to employees on the prevention of discrimination and sexual harassment (Objective 1, 3, 4)

	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Job postings (Full-time)	23	20	20	25
	Job postings (Part-time)	21	30	30	30
	Employees Hired (Full-time/Part-time)	22/380	7/370	15/400	10/400
	Applications Processed	1156	1500	1,300	1500
	Separations: Full-time (excl. retirements)	8	10	10	10
	Separations: Part-time	406	400	400	400
	Drivers License Checks Processed	859	n/a	n/a	700
	Reclassification Requests Reviewed	12	5	5	5
	Labor Contracts Settled	1	4	2	1
	Promotions/Transfers Processed	30	20	25	20
	Policies/Procedures Developed/Revised	0	2	5	5
	Job Descriptions Updated/Developed	6	4	20	10
Efficiency	Avg. # Work Days to Complete Internal Recruitment	36	30	30	30
	% Job Applications Received Through Website	60	n/a	n/a	65
	Avg. # Work Days to Complete External Recruitment	46	50	50	50
	Cost to Recruit & Hire Full-time Employee	\$1,240	\$1,500	\$1,500	\$1,500
	# Grievances Filed	15	5	5	5
	% Grievances Resolved Before Arbitration	86.6	80.0	80.0	80.0
	Total FTE's Per 1,000 Residents	5.7	5.7	5.7	5.5
	Full-time Employee Turnover Rate (excl. retirements)	1.7	2.0	2.0	2.0
	# Discrimination Complaints Filed	3	0	0	0
	% Minorities in Workforce	2.3%	2.1%	2.5%	2.5%



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
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

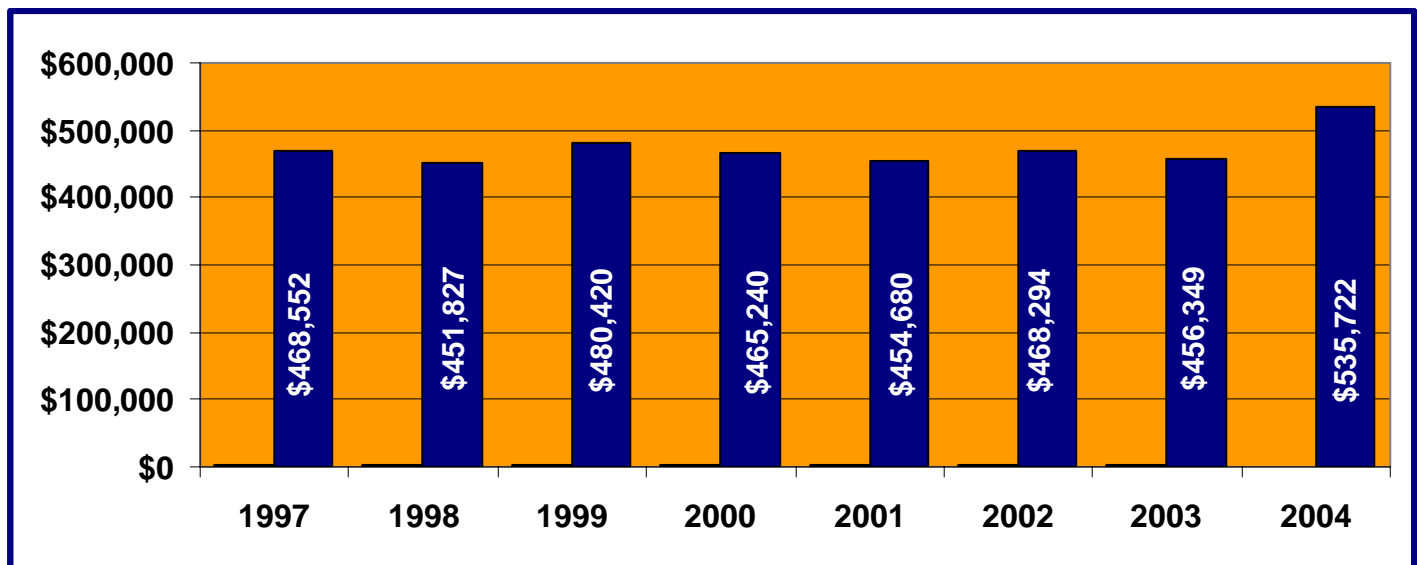


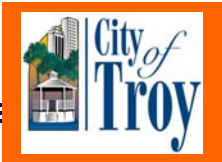
Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

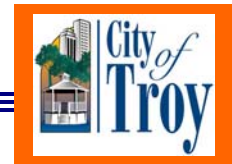
The cost of adding a mandatory drug screen to the pre-employment physical exam components, as well as a greater number of new hires than anticipated in fiscal year 2005/06, resulted in increased expenditure on physical exams. The budget for this line item for fiscal year 2006/07 is increased by \$1,640, or 9.65% (to \$18,640) to plan for the continued inclusion of drug screens in the recruitment process.

8-Year Operating Budget History





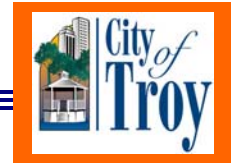
Purchasing Director***Jeanette Bennett***



Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Purchasing Department	\$354,202	\$364,138	\$376,200	\$382,760	\$394,440	3.1%
Total Department	\$354,202	\$364,138	\$376,200	\$382,760	\$394,440	3.1%
Personal Services	\$337,302	\$345,754	\$355,960	\$362,100	\$373,320	3.1%
Supplies	6,628	6,277	6,040	6,500	6,400	-1.5%
Other Services/Charges	10,272	12,107	14,200	14,160	14,720	4.0%
Total Department	\$354,202	\$364,138	\$376,200	\$382,760	\$394,440	3.1%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full- Time	Part- Time	Full- Time	Part- Time	Full- Time	Part- Time	Full- Time	Part- Time
Purchasing Department	3	1	3	1	3	1	3	1
Total Department	3	1	3	1	3	1	3	1



Mission and Service Statements

Mission Statement

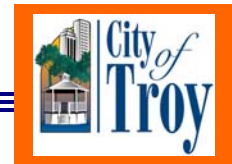
The Purchasing Department ensures value for City of Troy departments by procuring goods and services at the lowest competitive price from responsible vendors meeting specifications.

Service Statement

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. Twenty-two other entities in addition to Troy use the site to provide vendor registration, post bids, quotations, requests 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 efficiency has been achieved for the participating agencies by reducing bid processing costs and creating more competition. Over 4,675 vendors have registered on the system since the date of inception. As of January 1, 2005, the MITN on-line auction website became operational. MITN auction sales for 2005 totaled \$20,753.22 and included well-used or obsolete items such as furniture, office equipment, vehicles, polling booths, and computers.

Did You Know...?

- For the third year in a row Purchasing received the prestigious *Achievement of Excellence in Procurement* (AEP) 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. The City of Troy is one of 77 entities nationwide to win the award 3 years in a row.



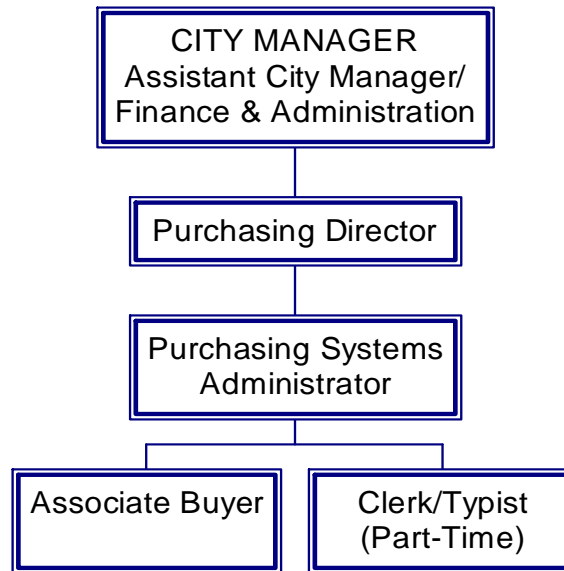
Performance Objectives

- As part of the E-procurement Initiative, implement a reverse auction and electronic bidding process in cooperation with the agencies that comprise the Michigan Intergovernmental Trade Network (MITN) (Objective 6)
- Create a focus group among internal customers to review efficiencies in purchasing operations and provide recommendations on multiple purchasing issues (Objective 1, 3, 4, 9)
- Identify and coordinate purchasing forms and processes with implementation of the document imaging system (Objective 1, 3, 6)

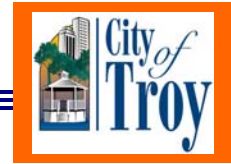
Performance Indicators		2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Average # Days from Bid Request to Award	65 Days	67 Days	60 Days	65 Days
	Funds Generated from Out-of-Service City- owned Personal Property Auctioned	\$104,630	\$120,000	\$0	\$0
	Value of Goods and Services Purchased	\$26.3 Million	\$29 Million	\$29 Million	\$29 Million
	Value of Contracts Originated	\$1 Million	\$1.2 Million	\$1.2 Million	\$1.2 Million
Efficiency	Percentage of Awards without Dispute	100%	100%	100%	100%
	Purchasing Budget as a % of Total Goods and Services Purchased	1.4%	1.4%	2%	1.4%
	Total Purchases Monitored per Full-Time Employee	\$8.8 Million	\$9.7 Million	\$9.7 Million	\$9.7 Million



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
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

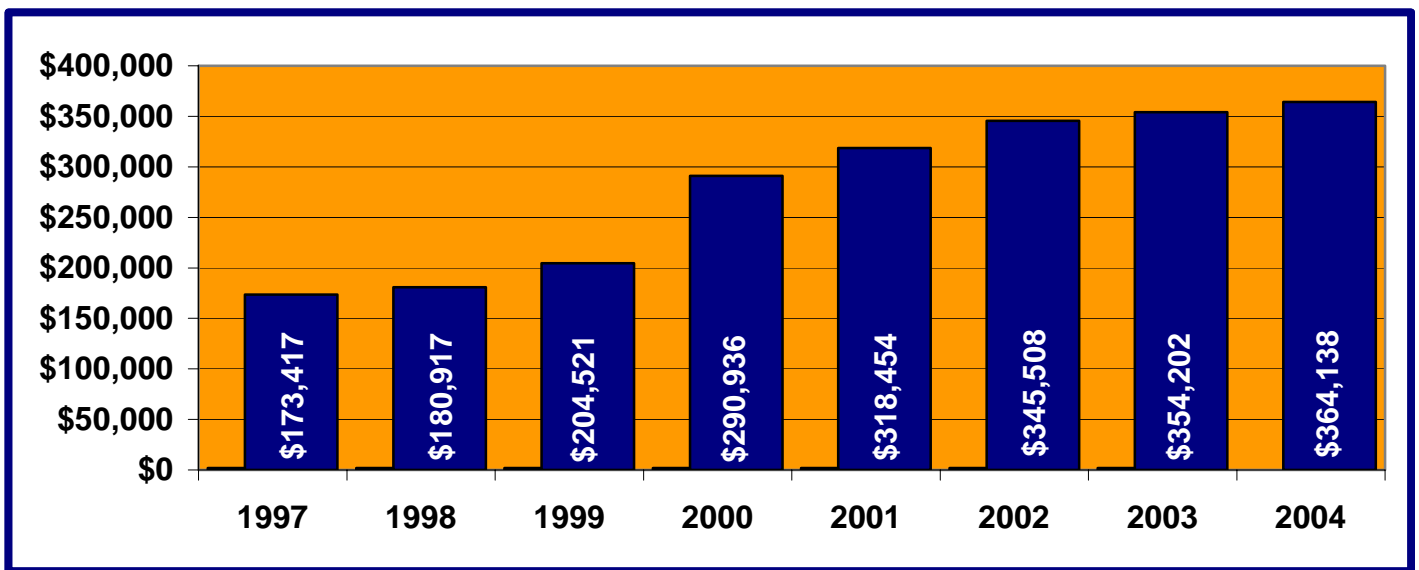


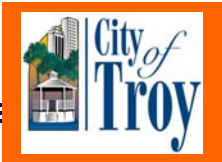
Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared To 2005/06 Budget

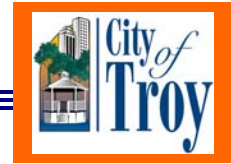
The budget for the Purchasing Department has evolved over the past 8 years in keeping with the recommendations of the Hay Study, which included the addition of an Associate Buyer, reclassification of the Buyer position to Purchasing Systems Administrator and the move from the shared space with the Human Resources Department to a separate office location.

8-Year Operating Budget History





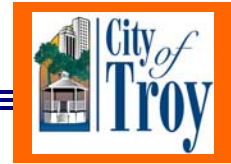
City Treasurer ***Sandra Kasperek***



Department At A Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
City Treasurer's Office	\$513,081	\$435,383	\$541,080	\$546,680	\$553,860	1.3%
Total Department	\$513,081	\$435,383	\$541,080	\$546,680	\$553,860	1.3%
Personal Services	\$366,696	\$325,110	\$333,360	\$335,190	\$350,450	4.6%
Supplies	15,985	34,587	26,200	26,500	27,300	3.0
Other Services/Charges	130,400	75,686	181,520	184,990	176,110	-4.8
Total Department	\$513,081	\$435,383	\$541,080	\$546,680	\$553,860	1.3%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
City Treasurer's Office	5	0	4.5	0	4.5	0	4.5	0
Total Department	5	0	4.5	0	4.5	0	4.5	0



Mission and Service Statements

Mission Statement

The mission of the City Treasurer's Office is to provide knowledgeable and courteous customer assistance for residents, businesses, and visitors and to implement the most current information technology available.

Service Statement

The City Treasurer's Office serves as the focal point for all collections, deposits and disbursement of receipts for the City on a daily basis. The key functions of this office are billing, collection, and distribution of tax roll revenues. Annual tax rolls generate revenue for the state, county, schools, and the city. As taxes are collected, distributions are made to each of these taxing entities. Furthermore, the Treasurer's Office collects revenue in the form of payments for general invoices, annual special assessments for paving, water, sewer, drains, and sidewalks, and quarterly water bills.

A convenient automatic water bill payment plan was implemented 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.

Computerized point-of-sale equipment with scanning capabilities provides quick and accurate transaction data entry.

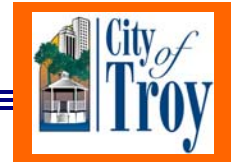
Electronic files containing payment information for hundreds of parcels are imported from tax service companies and downloaded to the tax database.

Water and tax payments are processed at our financial institution's lockbox which provides same-day deposits and daily electronic information files. These files are imported and downloaded to the water and tax databases easily and cost-effectively.

Tax payments by credit card are accepted through the Payments Authority, which applies a convenience fee.

Did You Know ...?

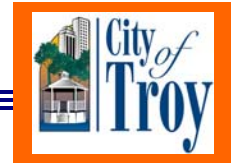
- Tax information is accessible 24 hours a day, 7 days a week on the City of Troy's website www.troymi.gov.



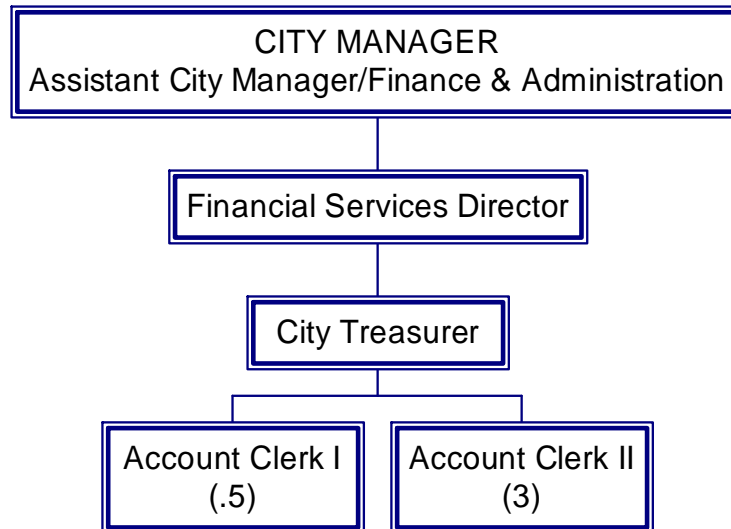
Performance Objectives

- Review policies and procedures and develop strategies to increase efficiency and improve customer service (Objective 1, 3, 9)
- Research additional payment alternatives to provide supplementary cost-effective payment options for customers (Objective 3, 6, 9)
- Research and evaluate outgoing mail solutions (Objective 1, 3)
- Format and submit City of Troy's Investment Policy to the Association of Public Treasurers of the United States and Canada (APT US & C) for national certification (Objective 9)

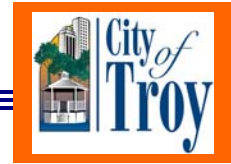
	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Tax Bill Payments Processed - Manually	25,740	25,000	25,000	24,000
	Tax Bill Payments Processed - Electronically and Lockbox	39,530	41,000	41,000	42,000
	Tax Bill Payments Processed - Online/IVR				
	Credit Card	210	220	220	230
	Tax Adjustments Processed	650	3,320	500	320
	Water Bill Payments Processed - Manually	27,000	30,000	30,000	28,000
	Water Bill Payments Processed - Lockbox	55,000	57,000	57,000	58,000
	Water Bill Payments Processed - Auto Pay	14,000	15,000	15,000	16,000
	Special Assessments Billed	400	200	400	250
	Invoices Processed	2,300	1,650	2,000	1,700
	Number of Pieces of Mail Processed	203,000	208,100	200,000	210,000
	Customers Enrolled in Auto Pay	4,000	4,000	4,000	4,000
Efficiency	Tax Roll Delivered to County	4/1	4/1	4/1	4/1
	% of Real City Property Tax Levy Collected	98%	98%	98%	98%
	% of Personal City Property Tax Levy Collected	95%	95%	95%	95%



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
City Treasurer	1	1	1
Account Clerk I	2.5	2.5	0.5
Account Clerk II	1	1	3
Total Department	4.5	4.5	4.5



Summary of Budget Changes

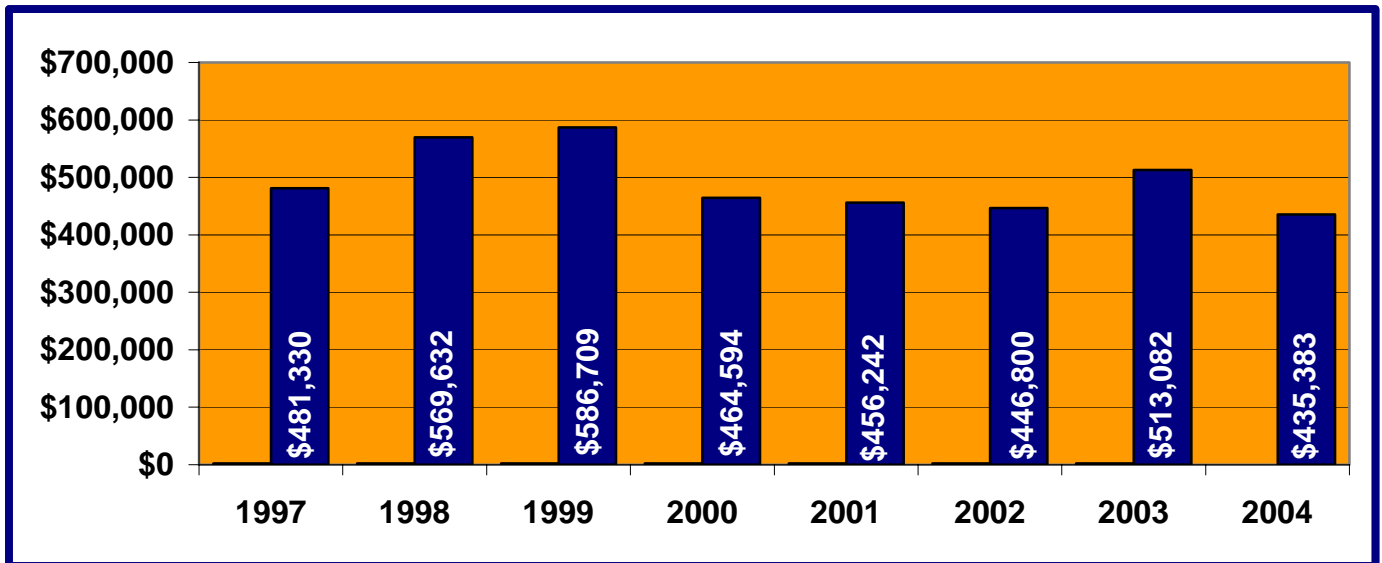
Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

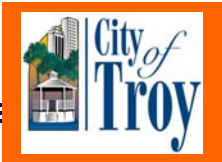
There is an overall increase in Personal Services of \$15,260 or 4.55% due in part to 2 full-time Account Clerk I positions being reclassified as Account Clerk II positions, and because of normal wage increases.

The Supplies budget increased due to a 5.41% increase in postal rates.

The total annual rate for Computer Services increased \$1,190 or 6.83%. The annual rate increased \$170 per computer, from \$2,490 to \$2,660 per computer.

8-Year Operating Budget History





Fire Chief.....***William Nelson***



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 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

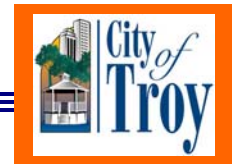
- Maintains state and federal firefighter "Right to Know" program
- Conducts public fire education
- Coordinates fire prevention week/open house activities
- Oversees fire explorer program

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

Operations Division

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

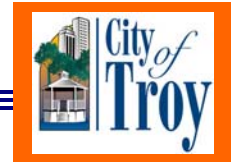


Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Administration	\$261,207	\$273,587	\$267,580	\$272,860	\$295,770	8.4%
Operations	838,047	940,881	824,630	841,060	865,980	3.0
Fire Companies	987,817	1,172,688	1,203,500	1,201,330	1,187,080	-1.2
Prevention	954,729	976,710	1,022,260	1,061,430	1,097,850	3.4
Communications	148,810	146,465	149,270	154,230	182,160	18.1
Fire Stations	541,896	561,443	567,940	561,840	583,420	3.8
Total Department	\$3,732,506	\$4,071,774	\$4,035,180	\$4,092,750	\$4,212,260	2.9%

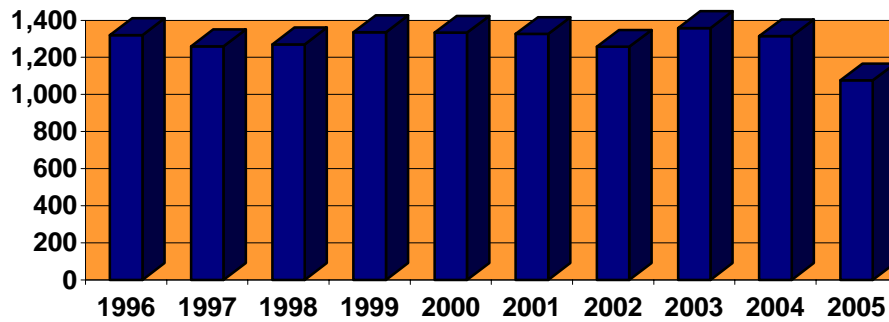
Personal Services	\$1,576,658	\$1,636,435	\$1,671,880	\$1,715,800	\$1,770,650	3.2%
Supplies	291,697	293,450	326,790	336,140	345,800	2.9
Other Services/Charges	1,801,104	1,986,860	2,036,510	2,040,810	2,095,810	2.7
Capital Outlay	63,047	155,029	0	0	0	0
Total Department	\$3,732,506	\$4,071,774	\$4,035,180	\$4,092,750	\$4,212,260	2.9%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	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

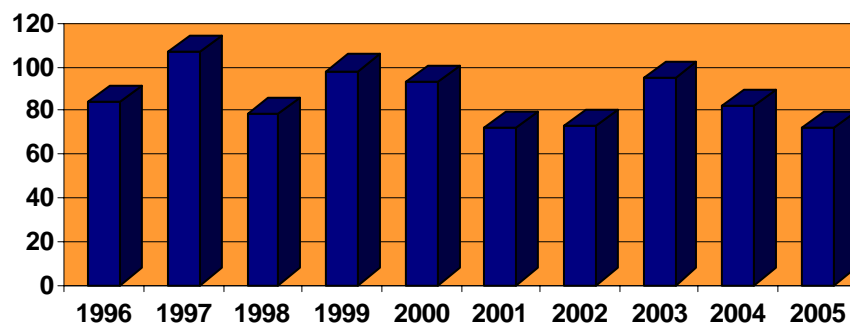


Key Departmental Trends

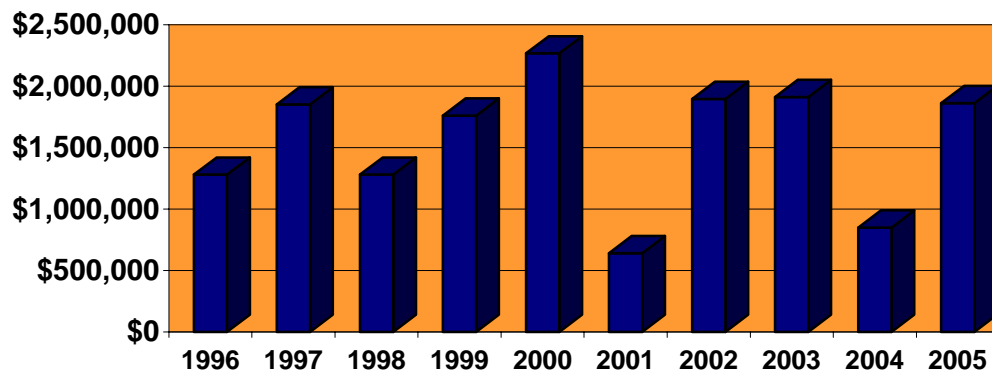
Department Responses



Structure Fires



Fire Loss





Mission and Service Statements

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.

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.



Service Statement, Continued

Fire Prevention personnel work closely with Building, Planning and Engineering Department personnel during the construction of new buildings.

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.

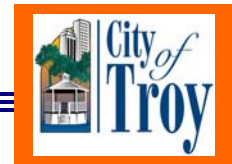
Public fire safety education is provided through elementary school programs, civic and business group demonstrations, and fire station tours.

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.

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.

Did You Know ...?

- Troy has the largest volunteer fire department in Michigan.
- Troy has an ISO (Insurance Services Office) rating of 3. Less than 3% of communities nation-wide have rating of 3 or higher.
- Troy has the largest fire department in Oakland County.



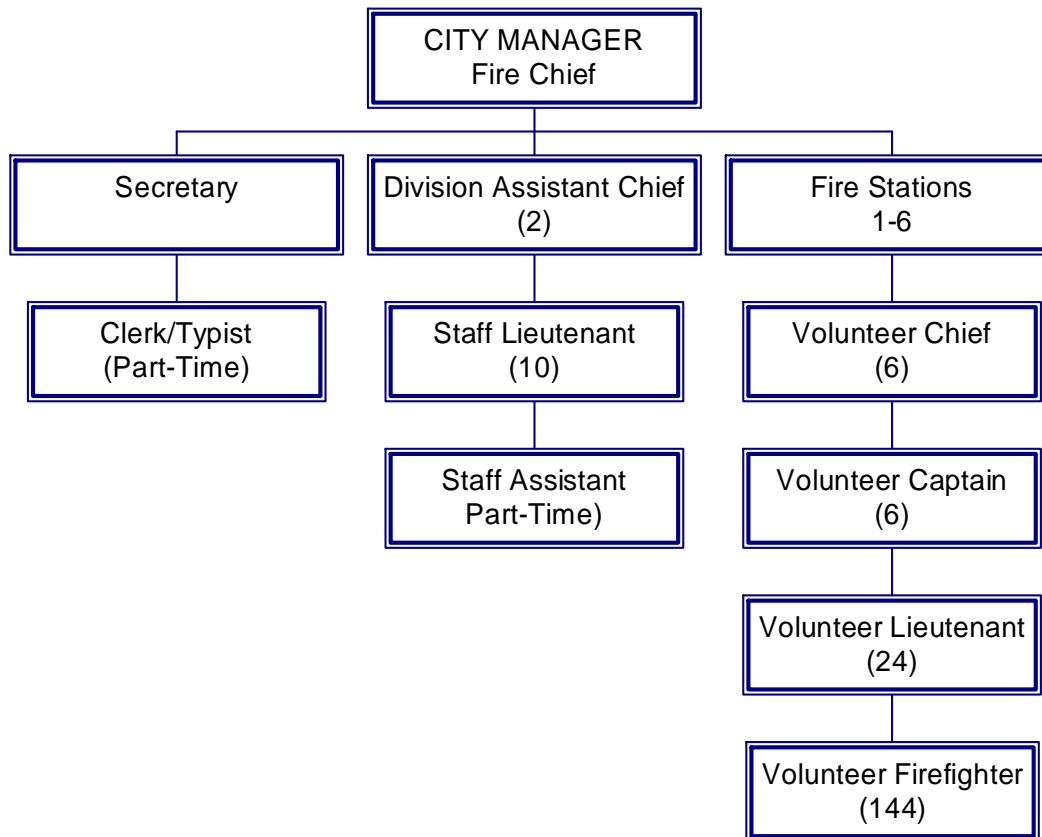
Performance Objectives

- Update self-contained breathing apparatus (Objective 3)
- Update breathing air compressor at Fire Station 2 (Objective 3)
- Transition to new County 800 mhz radio system (Objective 3)
- Expand wireless data access for Fire personnel (Objective 1, 6)
- Install new roof on Fire Station 5 (Objective 7)
- Replace aerial ladder truck at Fire Station 1 (Objective 3)

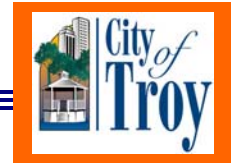
Performance Indicators		2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Total Fire Department Responses	1,188	1,500	1,400	1500
	All Fires	205	215	250	250
	Structure Fires	76	100	90	100
	Property Endangered	\$211M	\$50M	\$200M	\$200M
	Fire Loss	\$2.24M	\$1.5M	\$2M	\$2M
	Number of Volunteer Firefighters	171	175	180	180
	Total Firefighter Training Hours	19,294	17,500	18,000	18,000
	Total Public Education Programs Conducted	288	300	200	250
	Total Public Education Attendance	11,325	12,000	7,000	9,000
	Total Inspections Performed	2,196	2,000	2,000	2,000
	Total Violations Issued	1,083	1,000	1,500	1,000
	Total Violations Cleared	956	1,000	1,000	1,000
	Total Fees Earned	\$60,690	\$60,000	\$55,000	\$60,000
	Total Permits Issued	486	500	350	400
	Total Plans Reviewed	921	900	700	800
Efficiency	Property Loss Per Capita	\$9.93	\$21.54	\$23.15	\$22.93
	Department Cost Per Capita	\$47.59	\$46.70	\$48.00	\$48.33
	Department Cost as % of General Fund	7.1%	7.0%	6.8%	6.5%
	% of Square Feet of Buildings with Auto Fire Protection	67%	67%	67%	68%



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
Fire Chief	1	1	1
Division Assistant Chief	2	2	2
Clerk Typist (Part-Time)	0	1	1
Secretary	1	1	1
Staff Assistant (Part-Time)	2	1	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

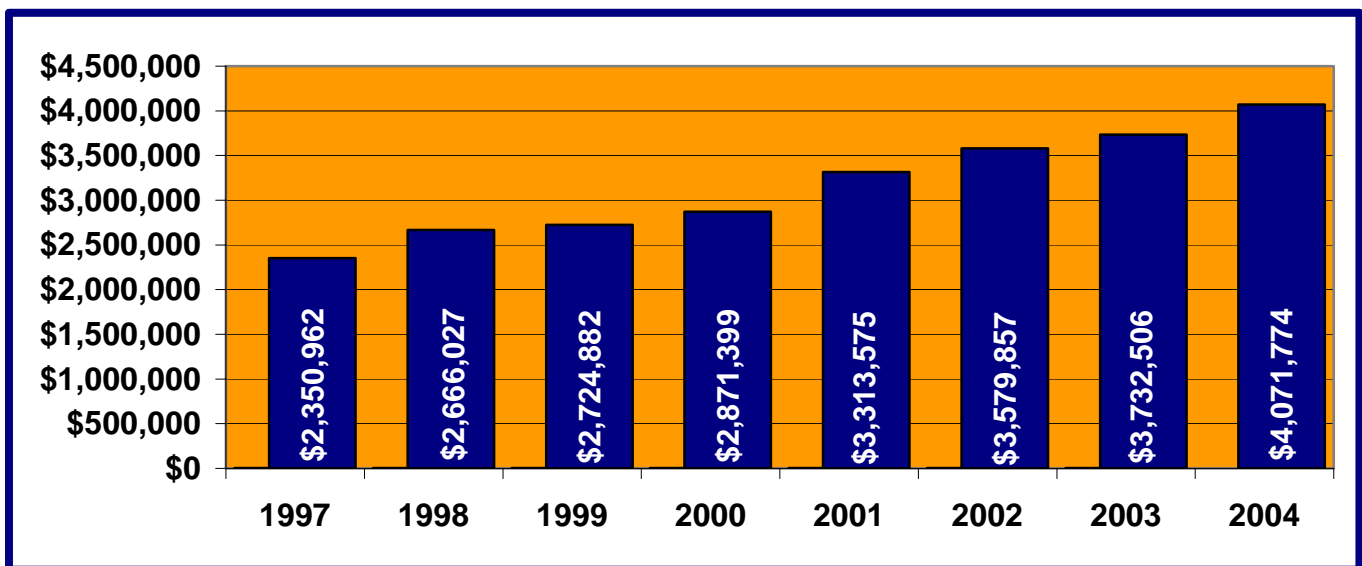
Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

The Personal Services category increased by \$54,850 or 3.2%, due to wage and fringe benefit increases.

The Supplies category increased by \$9,660 or 2.9%, due to updating of firefighter breathing apparatus.

The Other Services/Charges category increased by \$55,000 or 2.7%, due to increased fuel costs and CLEMIS fire records system participation fees.

8-Year Operating Budget History





Library Director.....***Brian Stoutenburg***
Museum Manager***Loraine Campbell***



Functional Organizational Chart

Adult Services

- Performs reference/information retrieval
- Performs collection management
- Manages database and Internet access management
- Performs shelving of materials
- Conducts 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

Administrative Services

- 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

Circulation Services

- 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

Cultural Arts

- 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

- 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



Functional Organizational Chart

Technical Services

- 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

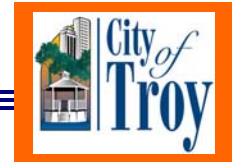
Teen/Student Services

- Performs reference/information retrieval
- Performs collection management
- Performs database and Internet access management
- Performs shelving of materials
- Conducts merchandising
- Aids and advises patrons in selection of reading and AV materials

- Liaisons with high schools, vocational schools, and colleges
- Plans and conducts teen programming
- Conducts patron education
- Collects and reports statistics
- Develops Web Page
- Coordinates teen multi-cultural services

Youth Services

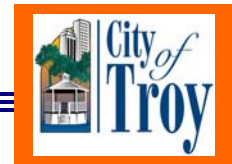
- Performs reference/information retrieval
- Performs collection management
- Performs database and Internet access management
- Performs shelving of materials
- Conducts merchandising
- Aids and advises patrons in selection of reading and AV materials
- Liaisons with the elementary and middle schools
- Plans and conducts children's programming
- Conducts patron education
- Collects and reports statistics
- Develops Web Page
- Coordinates youth multi-cultural services



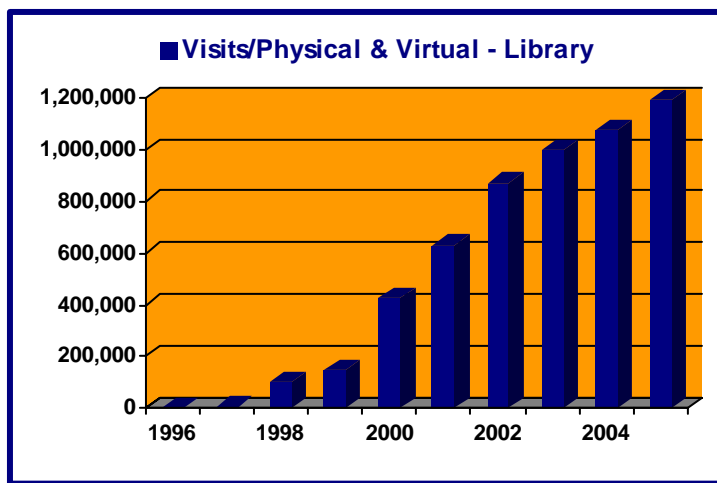
Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Library	\$4,147,972	\$4,306,491	\$4,341,190	\$4,505,070	\$4,522,630	.4%
Museum	399,618	452,090	439,460	468,210	479,370	2.4%
Total Department	\$4,547,590	\$4,758,581	\$4,780,650	\$4,973,280	\$5,002,000	.6%
Personal Services	\$2,671,725	\$2,778,855	\$2,850,930	\$3,001,530	\$2,987,830	-.5%
Supplies	854,259	831,928	880,750	880,150	880,050	0
Other Service/Charges	1,020,754	1,141,696	1,042,290	1,091,600	1,134,120	3.9
Capital Outlay	852	6,102	6,680	0	0	0
Total Department	\$4,547,590	\$4,758,581	\$4,780,650	\$4,973,280	\$5,002,000	.6%

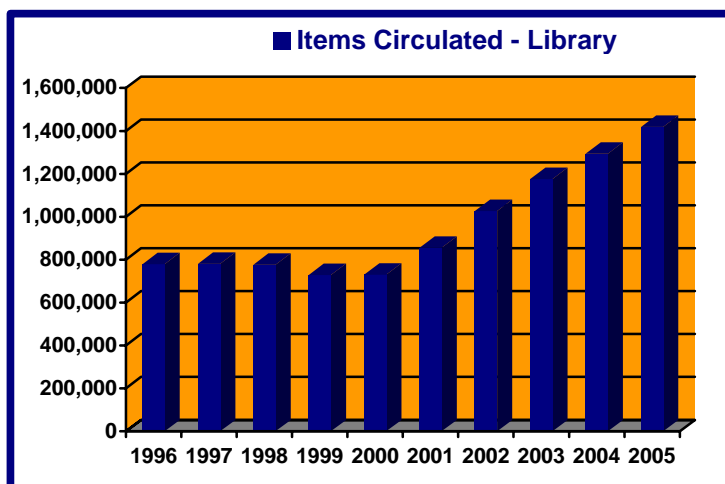
Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Library	20	86	20	88	20	88	17	98
Museum	3	5	2	9	2	9	2	9
Total Department	23	91	22	97	22	97	19	107



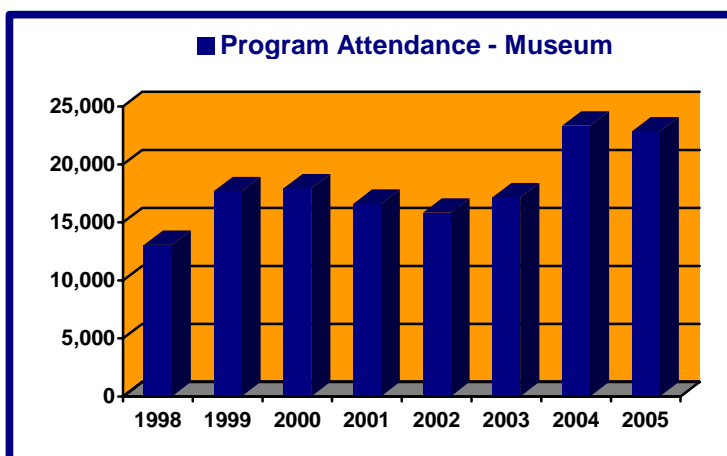
Key Departmental Trends



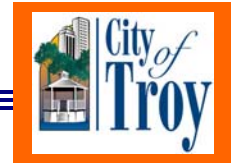
Libraries are in a period of significant change due primarily to the increased application of technology. Our computer areas are extremely busy, as patrons have dramatically increased their electronic database and Internet use to find information.



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 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.



Mission and Service Statements - Library

Mission Statement

The Troy Public Library serves as a center for learning, enlightenment and personal development for the community. 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.

Service Statement

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.

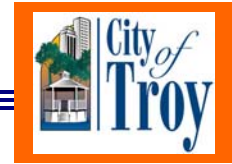
The Library provides electronic information retrieval through on-line databases, as well as web sites on the Internet, the Michigan Occupational Information System, and Troy Job Center. In addition, patrons have access to an extensive collection of back issues of newspapers and periodicals, and special 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, and 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.

Did You Know ...?

- An average of 230 patrons visit the Library each hour that it is open.
- An average of 4,000 items are borrowed every day from the Library.



Mission and Service Statements - Museum

Mission Statement

The Troy Museum endeavors to provide 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.

Service Statement

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.

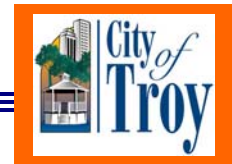
The Troy Museum is recognized as a regional resource. The Museum is committed to preservation of the historic record of the community. Access and quality programming based on that record is offered through this assistance of trained, professional staff.

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 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.

Did You Know ...?

- The story of Troy is told through the 11 historic buildings on the Village Green.
- The Museum's Historic Church is available for weddings.



Performance Objectives

Library

- Develop the International Language/ESL Collection and associated programs (Objectives 3, 10)
- Develop the Library Academy for staff and the public to keep current with technological applications (Objectives 3, 4)
- Identify and implement efficiency measures without cutting service delivery (Objectives 1, 3, 9)
- Pursue grants for arts and cultural programming (Objective 3)

Museum and Historic Village

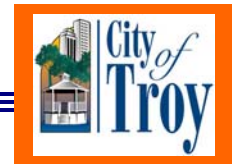
- Assist the Troy Historical Society with Implementation of the Troy Heritage Campaign to expand and enhance the Museum (Objective 3)
- Implement a revised Museum Website that improves public access to program and facilities information and provides online access to archival and collections materials (Objective 1, 6)
- Design with the school district programming for middle and high school students (Objective 3)

Library

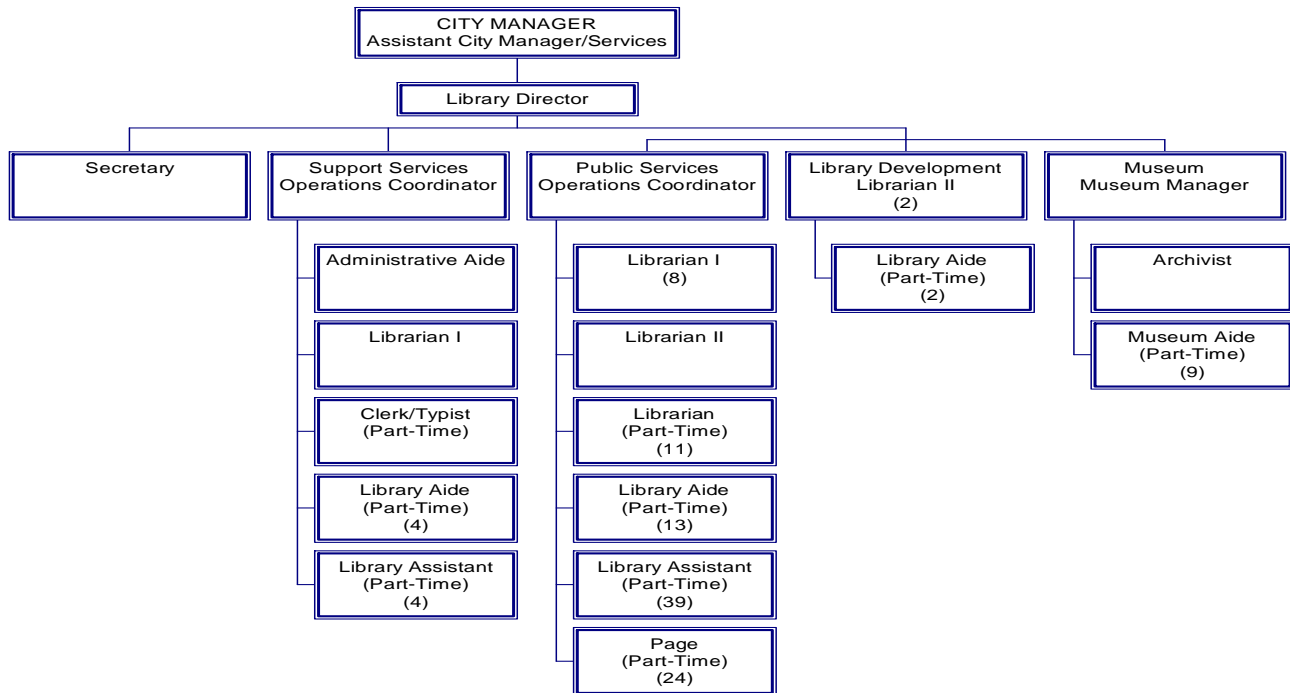
	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budgeted	2006/07 Budgeted
Output	Annual Library Visits	738,348	767,000	767,000	798,000
	Items Circulated	1,418,422	1,500,000	1,500,000	1,545,000
	Program Attendance	28,691	30,500	30,500	31,000
	Electronic Resources Usage	735,455	810,000	810,000	850,000
Efficiency	Annual Visits/Capita	9.12	9.47	9.47	9.88
	Annual Circulation/Capita	17.52	18.53	18.53	19.08
	Library Material Cost/Capita	9.09	9.63	9.63	9.63
	% Satisfied/Highly Satisfied	97%	99%	99%	97%

Museum

	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budgeted	2006/07 Budgeted
Output	Annual Museum Attendance	22,833	26,233	26,233	30,167
	School Group Attendance	10,722	10,700	10,700	10,700
	# Meetings & Facilities Rentals	50	120	120	120
	Accessioned Items in Collection	9,000	9,040	9,040	9,075
Efficiency	# Staff/School Groups	1.66	1.5	1.5	1.5
	Patrons/Hours of Operation	9.82	11.29	11.29	12.98
	% of the Collection Catalogued	25%	30%	30%	40%
	% Satisfied/Highly Satisfied	95%	95%	95%	95%



Organizational Chart



Staff Summary		Approved 2004/05	Approved 2005/06	Recommended 2006/07
Library	Library Director	1	1	1
	Administrative Aide	1	1	1
	Clerk-Typist (Part-Time)	1	1	1
	Librarian (Part-Time)	13	13	11
	Librarian I	10	10	9
	Librarian II	3	3	3
	Library Aide	2	2	0
	Library Aide (Part-Time)	11	11	19
	Library Assistant (Part-Time)	39	39	43
	Operations Coordinator	2	2	2
	Page (Part-Time)	24	24	24
	Secretary	1	1	1
	Total Department - Library	108	108	115
Museum	Museum Manager	1	1	1
	Archivist	1	1	1
	Museum Aide (Part-Time)	9	9	9
	Total Department - Museum	11	11	11



Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared To 2005/06 Budgets

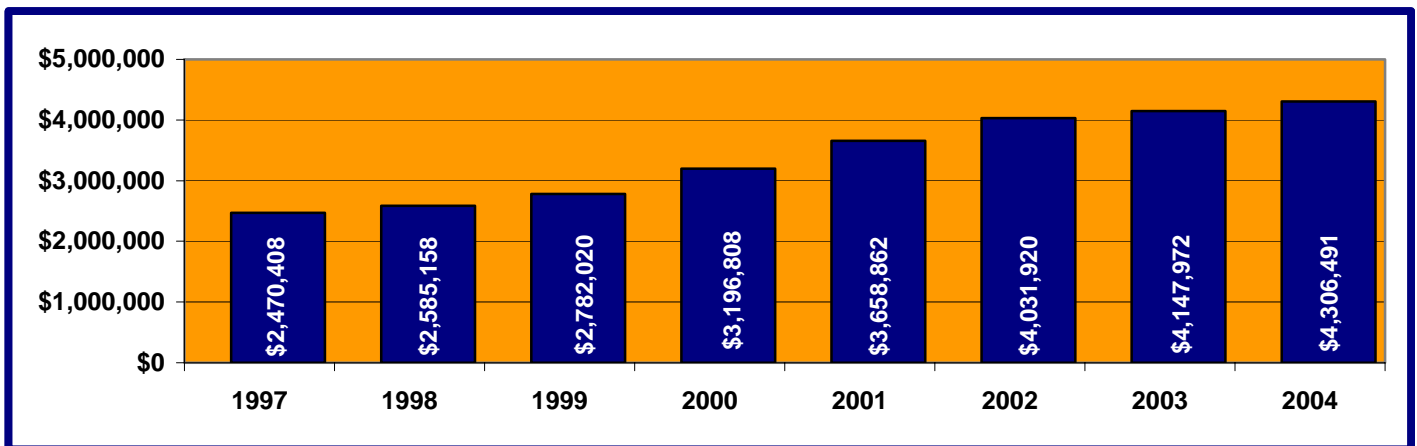
Library

Internal chargeback for Computer Services will increase \$170 per computer for a total increase of \$23,800 or 7%. Increases in Utilities include 12.4% for electricity; 20% for gas; and 14% for water for a total increase of \$18,100. A decrease of three full-time positions will be replaced with part-time positions. After annual raises are applied, Personal Services will increase \$22,650 or 1%.

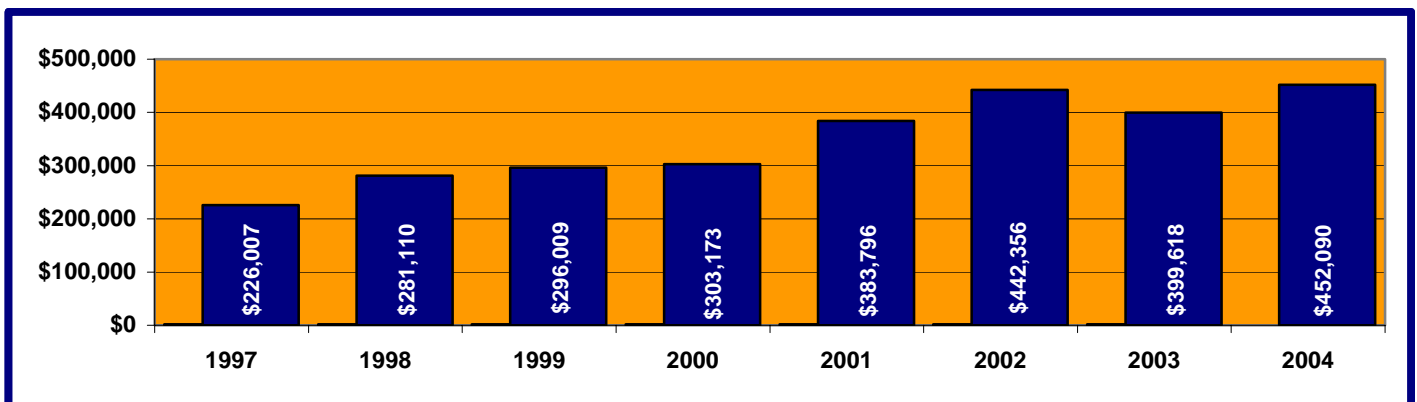
Museum

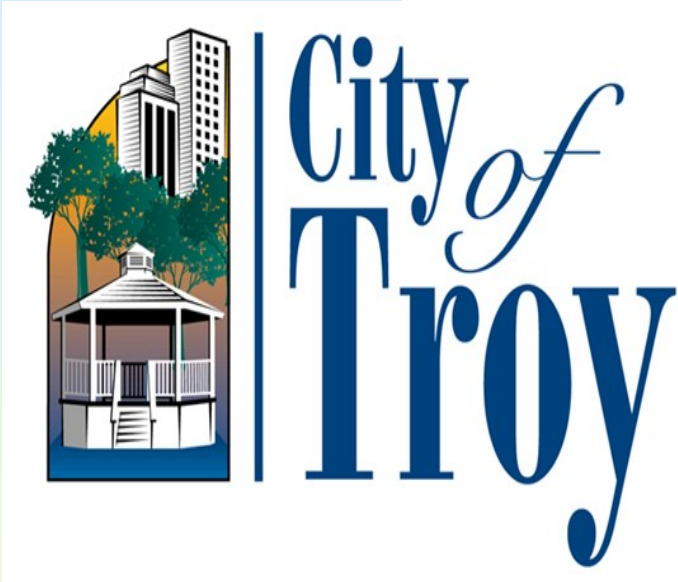
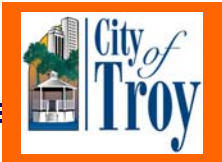
Internal chargeback for Computer Services increased \$170 per computer for a total of \$1,700 or 7%. Increases in Utilities equal \$4,100 or 12.2%.

8-Year Operating History - Library

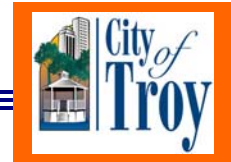


8-Year Operating History - Museum





Director of Building Operations **Steve Pallotta**



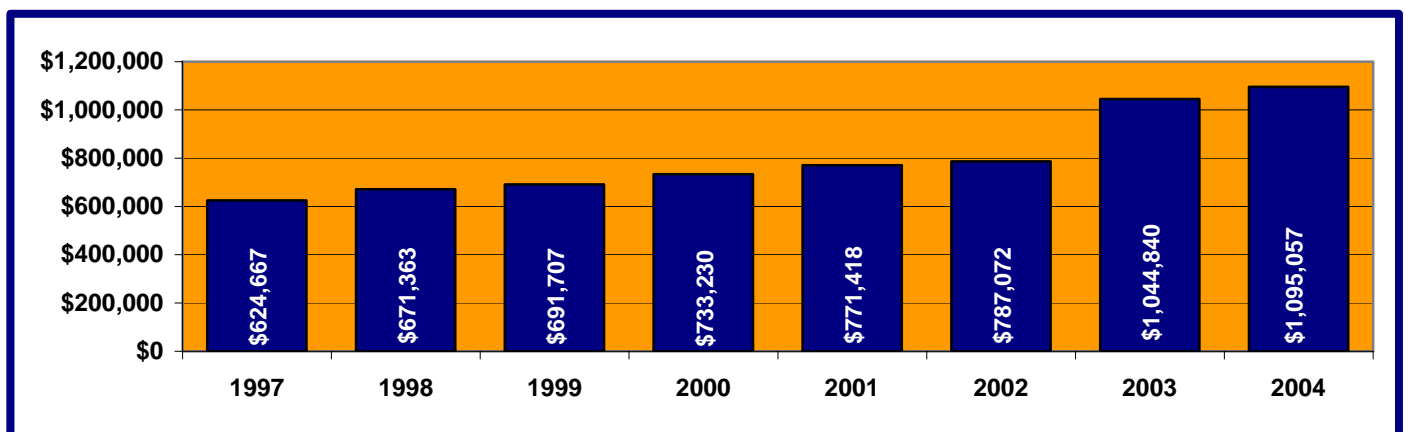
Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
City Hall	\$1,044,840	1,095,057	\$1,084,450	\$1,107,960	\$1,103,300	-4%
District Court	211,725	235,882	260,510	241,640	278,810	15.4
Police/Fire Training Center	111,145	93,353	92,260	90,480	96,610	6.8
Total Department	\$1,367,710	\$1,424,292	\$1,437,220	\$1,440,080	\$1,478,720	2.7%
Personal Services	\$2,571	\$4,300	\$1,840	\$1,780	\$1,510	-15.2%
Supplies	10,682	13,792	13,100	13,200	14,500	9.8
Other Services/Charges	1,354,457	1,406,200	1,422,280	1,425,100	1,462,710	2.6
Total Department	\$1,367,710	\$1,424,292	\$1,437,220	\$1,440,080	\$1,478,720	2.7%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
City Hall								
Total Department							*	*

* See Building Maintenance Fund (Internal Service Fund)

8-Year Operating Budget History - City Hall





Planning Director.....**Mark Miller**



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 (Southeast Michigan Council of Governments)
- Member of SEMCOG Data Center Advisory Council
- Liaison to Downtown Development Authority (DDA)
- Liaison with developers of new residential, commercial, and industrial developments
- Liaison to Census Bureau
- Prepares agendas and provides technical support to the Planning Commission

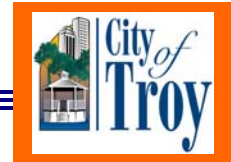
Application and Review Process

- 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 the future land use plan and provides recommendations
- Reviews zoning ordinance text amendment applications and provides 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's 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 maps 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 the Information Technology Department to create digital maps
- Coordinates with the Parks and Recreation Department to prepare a recreation plan



Department at a Glance

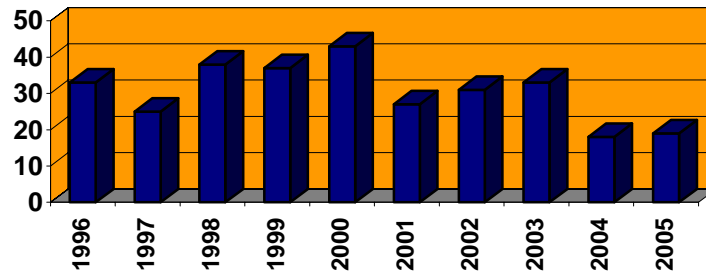
Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Planning	\$505,484	\$519,435	\$531,140	\$544,450	\$664,790	22.1%
Planning Commission	25,579	34,522	34,860	36,040	36,060	.1
Board of Zoning Appeals	8,935	10,078	11,250	9,400	10,570	12.5
Total Department	\$539,998	\$564,035	\$577,250	\$589,890	\$711,420	20.6%

Personal Services	\$472,510	\$488,265	\$496,270	\$507,070	\$528,560	4.2%
Supplies	8,028	3,563	7,650	9,600	7,900	-17.7
Other Services/Charges	59,460	72,207	73,330	73,220	174,960	239.0
Total Department	\$539,998	\$564,035	\$577,250	\$589,890	\$711,420	20.6%

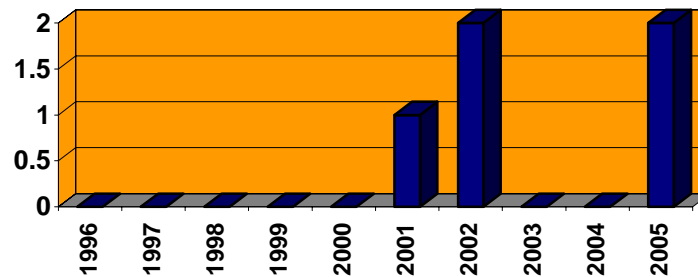
Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Planning Department	5	0	5	0	5	0	5	0
Total Department	5	0	5	0	5	0	5	0

Key Departmental Trends

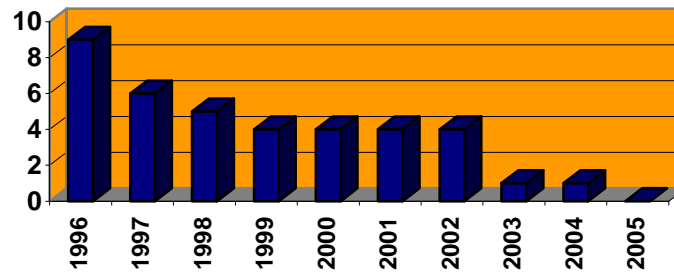
Site Plan Reviews



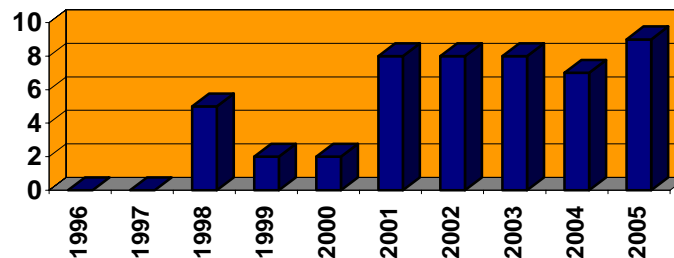
Planned Unit Developments

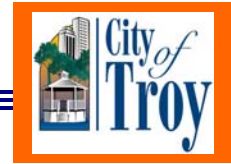


Subdivision Reviews



Site Condominium Reviews





Mission and Service Statements

Mission Statement

The mission of the Planning Department is creation and implementation of the City's plans for development and redevelopment.

Service Statement

Many organizations and individuals, including the Southeast Michigan Council of Governments (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. Planning continues to provide mapping and graphic services for other City departments, such as the City Attorney's Office, the City Assessor's Office, and Real Estate and Development.

Did You Know ...?

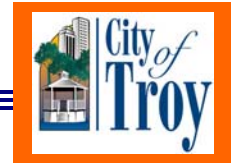
- City Council granted final planned unit development approval for The Monarch Private Residences, the first high-rise condominium project along Big Beaver Road.
- City Council adopted 4 zoning ordinance text amendments to encourage redevelopment of industrial areas.
- City Management coordinated with the Troy Chamber of Commerce and Lawrence Technological University's, Detroit Studio for the preparation of a Maple Road corridor study.
- City Management and the Downtown Development Authority (DDA) contracted with a consultant to prepare a Big Beaver corridor study that will help direct master planning efforts for the City.



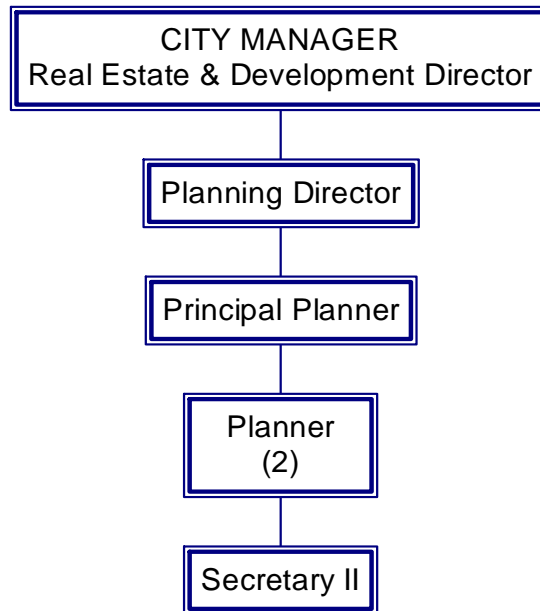
Performance Objectives

- Prepare comprehensive plan (Objective 2, 7, 8, 9,10)
- Develop creative land use controls by revising the zoning ordinance (Objective 8)
- Work with related departments on the development of a Geographic Information System, including a digital zoning map (Objective 1, 6)

Performance Indicators		2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Site Plan Reviews	19	25	20	30
	Special Use Requests	6	17	10	20
	Subdivision Reviews	0	1	5	5
	Site Condominium Reviews	9	8	10	10
	Rezoning Request	16	21	15	25
	Zoning Ordinance Text Amendments	10	9	15	15
	Planned Unit Developments	2	2	5	5
	Street Vacation Requests	1	2	5	5
	Zoning Verification Letters	26	36	n/a	40
	Site Plan Compliance Inspections	9	13	n/a	15
Efficiency	% of Preliminary Site Plans Review Applications Reviewed with in 30 days	100%	100%	100%	100%
	% of Special Use Request Applications Reviewed with in 30 days	100%	100%	100%	100%
	% of Preliminary Site Condominium Site Plan Review Applications Reviewed with in 30 days	100%	100%	100%	100%
	% of Rezoning Request Applications Reviewed with in 30 days	100%	100%	100%	100%
	% of Zoning Verification Letters Issued with in 10 days	100%	100%	100%	100%
	% of Site Plan Compliance Inspections Performed with in 14 days	100%	100%	100%	100%



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
Planning Director	1	1	1
Principal Planner	1	1	1
Planner	2	2	2
Secretary II	1	1	1
Total Department	5	5	5

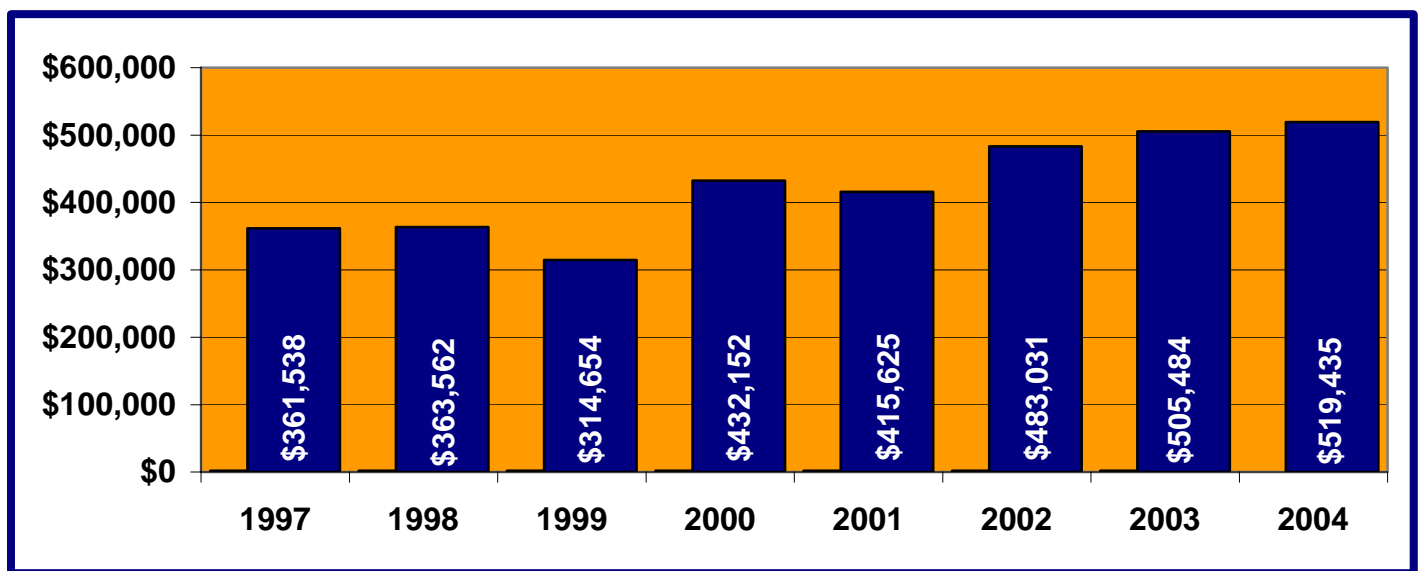


Summary of Budget Changes

Significant Changes – 2006/07 Budget Compared To 2005/06 Budget

The Planning Department programmed \$100,000 in fiscal year 2006/07 to hire a planning consultant to prepare a master comprehensive plan for Troy.

8-Year Operating Budget History





Real Estate and Development Director.....***Douglas J. Smith***



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

Economic Development

- Directs economic development efforts of the City; creates new development tools; encourages and supports appropriate sustainable private sector developments
- Coordinates economic development services with other city, county, regional and state economic development agencies and organizations
- 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
- Provides staff support for the Downtown Development Authority; Brownfield Redevelopment Authority; Local Development Finance Authority; the Certified Technology Park (SmartZone);

and the Economic Development Corporation

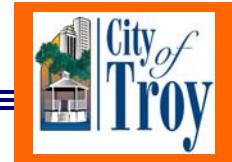
- Coordinates City efforts with the Troy Chamber of Commerce and Detroit Regional Chamber

Planning Services

- Oversees Planning Department
- Oversees master plan development

Real Estate Services

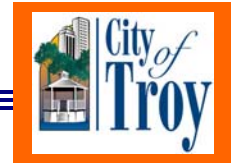
- Appraises and negotiates for acquisition or sale of City real estate and right-of-way activities
- Sells, leases, and licenses land and public property
- Coordinates vacations and abandonment of City land no longer needed
- Assists in relocating businesses and residences acquired as part of a City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



Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Real Estate and Development	\$563,519	\$590,431	\$560,440	\$608,750	\$617,010	1.4%
Total Department	\$563,519	\$590,431	\$560,440	\$608,750	\$617,010	1.4%
Personal Services	\$504,520	\$525,249	\$500,470	\$547,570	\$447,850	-18.2%
Supplies	4,957	5,884	3,500	5,000	4,000	-20.0
Other Services/Charges	54,042	59,298	56,470	56,180	165,160	194.0
Total Department	\$563,519	\$590,431	\$560,440	\$608,750	\$617,010	1.4%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	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	4	1
Total Department	5	1	5	1	5	1	4	1



Mission and Service Statements

Mission Statement

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

Service Statement

Real Estate and Development consists of all economic development efforts including oversight of the Planning Department and right-of-way staff for acquisition; relocation assistance; property management; disposal of excess properties; title protection and investigation; and asset management.

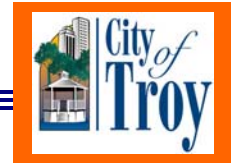
Real Estate and Development acquires all types of real estate interests needed for City-funded projects from right-of-way to open space and parkland. The staff provides public contacts with property owners; assures compliance with state and federal acquisition requirements; obtains and reviews fee appraisals, title reports and environmental assessments for the properties; establishes a fair market value for the property for City offers; negotiates the purchase of property; and initiates and monitors condemnation activities in the event of litigation.

Real Estate and Development coordinates the review of vacation and/or abandonment of streets and easements and processes the sale of excess parcels through public bid or remnant parcel sale guidelines.

Economic development responsibilities include 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 long-range vision for economic development in Troy centers on the Big Beaver and Maple/Stephenson corridors, including establishment of an auto dealer zone and a transit center at Midtown Square.

Did You Know ...?

- Troy has over 5,800 businesses and a property value of \$13 billion, second only to the City of Detroit.



Performance Objectives

- Complete the Big Beaver corridor study (Objective 8)
- Develop a 5-year capital plan for the Downtown Development Authority (DDA) (Objective 7)
- Assist with the completion of large-scale projects, including the Monarch development at Alpine; the Burton Katzman project at I-75 and Big Beaver (Sterling Bank); and the redevelopment of the Kmart Headquarters site (Objective 8)
- Complete new development plans for the Brownfield Redevelopment Authority (Objective 8)
- Provide leadership and coordinate the efforts of the Planning Commission and Troy Chamber of Commerce to begin a Maple Road/Stephenson Highway corridor study (Objective 8)
- Foster growth of the SmartZone by attracting technology-based companies (Objective 8)
- Develop vision for a proposed transit center and implement the first phase with SMART (Objective 8)
- Improve the Troy/Oakland Executive Airport (Objective 8)
- Assist with improvement of gateways and other major intersections, including Rochester Road and I-75; Big Beaver and I-75; Adams Road and South Boulevard; and Construction Mitigation and Air Quality (CMAQ) projects (Objective 8)

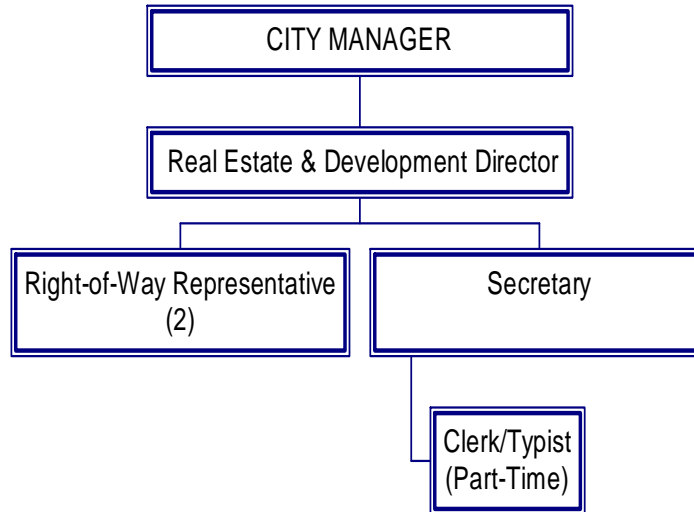


Performance Objectives, Continued

	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Road Widening Relocations and Full Acquisitions	13	0	0	6
	Appraisals and Market Studies	50	8	8	201
	Partial Acquisitions and Easements	15	8	8	195
	Easement Acquisitions for New Development	134	30	30	30
	Warranty Deeds for New Development	27	18	18	18
	Condemnation Support	5	1	1	20
	Remnant/Surplus Parcels Sold	0	17	17	5
	Agenda Items Prepared	99	47	47	68
	Futures, Big Beaver Road and Maple Road Meetings	N/A	22	22	3
	Master Plan	3	3	3	N/A
	Council Meetings Attended	44	32	32	32
	DDA, BRA, LDFA & Planning Commission Meetings	11	24	24	28
Efficiency	% Brownfield Redevelopment Plans	100%	100%	100%	100%
	% Companies Retained	70%	70%	70%	70%
	% Companies Attracted	20%	20%	20%	20%



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
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	0
Total Department	6	6	5

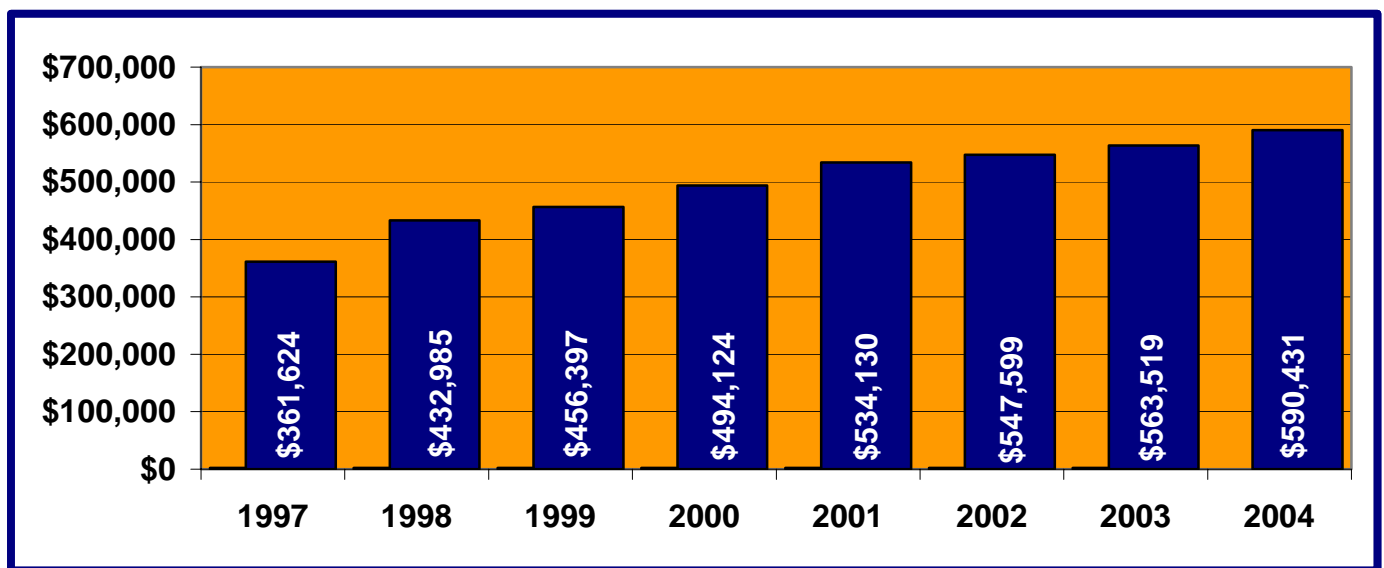


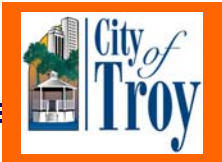
Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared To 2005/06 Budget

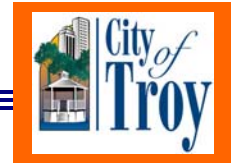
There was a decrease of 18.2% in [Personal Services](#) as a result of the retirement of the Senior Right-of-Way Representative. The savings is offset by an increase in [Consulting Services](#) of \$110,000 for right-of-way acquisition.

8-Year Operating Budget History





Parks and Recreation Director	<i>Carol Anderson</i>
Parks Superintendent.....	<i>Jeffrey Biegler</i>
Recreation Superintendent.....	<i>Stuart Alderman</i>



Functional Organizational Chart

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

Administration

- Conducts facility planning and development
- Works on intergovernmental projects
- Oversees capital improvement projects
- Applies for grants
- Conducts marketing strategies
- Supervises staff assignments
- Performs park planning and development
- Prepares and administers department budget
- Administers sponsorship and donations
- Administers scholarship and fee waiver for recreation programs and community center membership
- Acts as liaison with Troy Daze Committee, Medigo, Boys & Girls Club, Troy Racquet Club, Youth Council

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

Camps

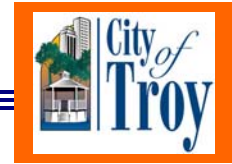
- Programs a variety of day camps
- Offers Troy Sports Camps w/school district (23 different camps)
- Oversees roving recreation unit
- Holds six weeks of traditional day camp
- Holds dance and performing arts camp
- Holds adaptive camp for persons with disabilities

Community Center

- Hosts more than one million visitors annually
- Houses Parks and Recreation offices
- Allows community groups meeting space at no cost
- Organizes reservations for community groups and businesses to use 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
- Provides free wireless internet access

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



Functional Organizational Chart, Continued

Nature Center

- Offers science-based nature education programs for school children
- Offers 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
- Has an award winning "Junior Naturalist" program
- Operates the Cattail Cove gift shop
- Operates the 8,183 square-foot interpretive center with library, wildlife viewing, exhibits, and classrooms
- Offers quality nature art exhibits
- Offers onsite nature related workshops

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
- Is a community resource for horticultural/arboricultural concerns
- Plans and develops park projects
- Maintains four municipal cemeteries

Preschool

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

Senior Citizens Programs

- Is 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

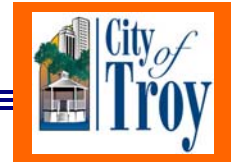
Aquatic Division and City Golf Courses are shown under [Enterprise Funds](#) section of budget.



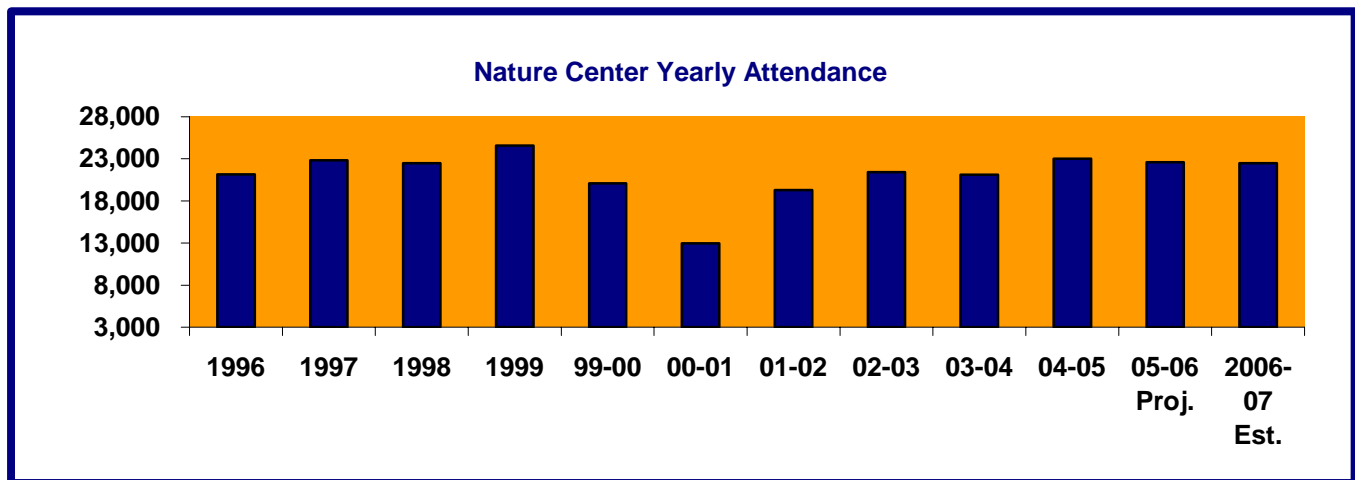
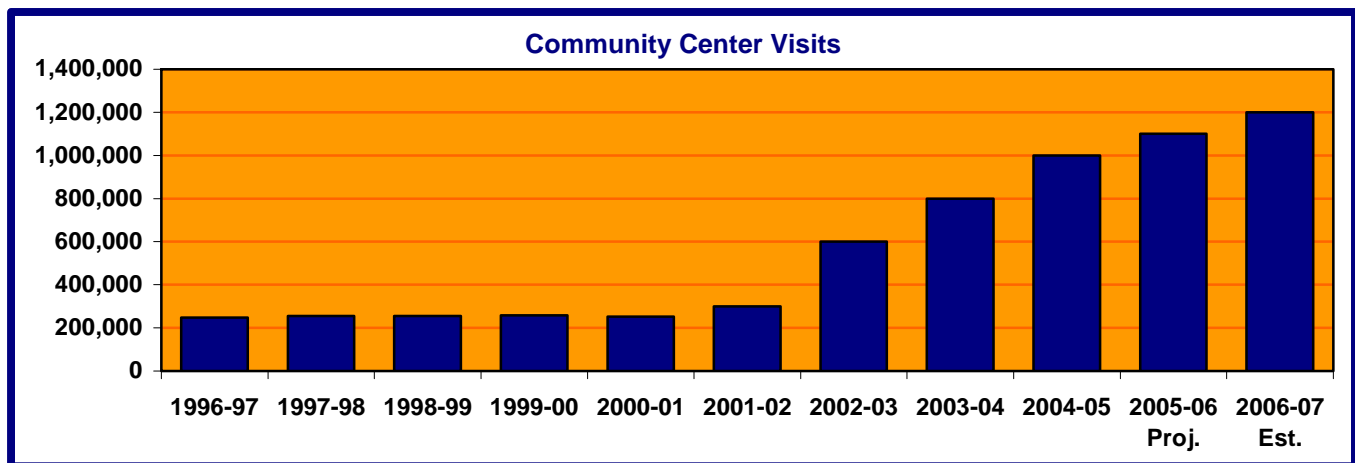
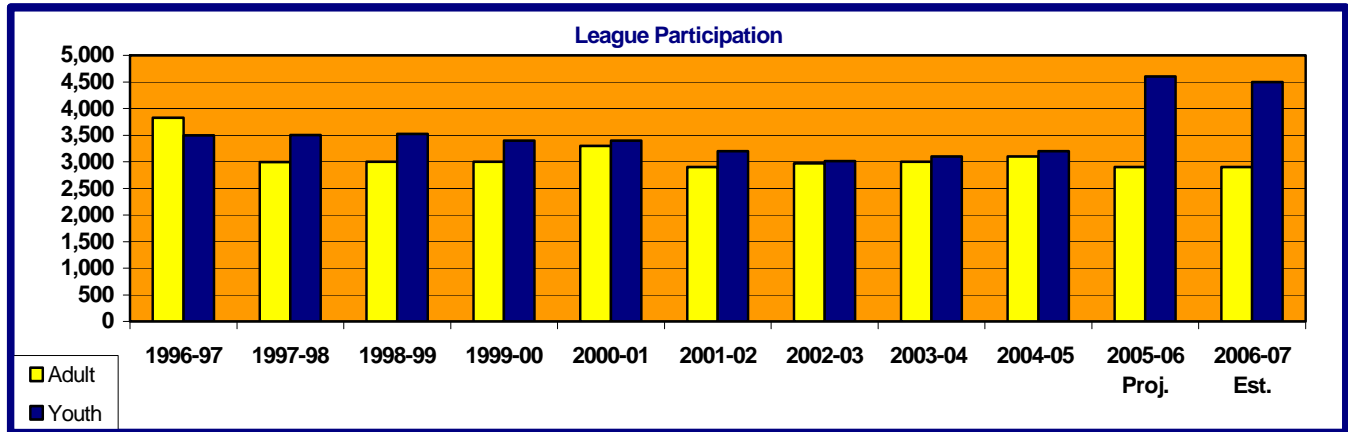
Department at a Glance

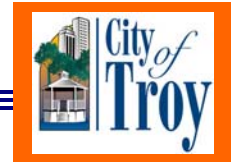
Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Cemetery	\$41,030	\$41,579	\$35,780	\$55,710	\$47,340	-15.0%
Administration	1,450,685	1,372,907	\$1,291,290	\$1,263,230	\$1,275,650	1.0
Athletic Field Maint.	237,355	309,437	304,340	301,540	317,770	5.4
Community Center	2,095,699	2,389,204	2,436,560	2,401,360	2,538,370	5.7
City Grounds	238,710	247,916	235,700	243,300	249,670	2.6
Local Tree Maint.	420,609	529,066	595,460	512,410	613,480	19.7
Park Maintenance	1,381,250	1,381,895	1,448,460	1,579,460	1,559,190	-1.3
Major Tree Maint.	12,820	38,003	50,510	26,770	36,570	36.6
Street Island Maint.	510,889	579,659	630,600	647,320	650,490	.5
Summer Program	719,238	753,215	724,920	745,630	761,520	2.1
Winter Program	689,587	688,976	642,430	677,430	694,770	2.6
Total Department	\$7,797,872	\$8,331,857	\$8,396,050	\$8,454,160	\$8,744,820	3.4%
Personal Services	\$3,765,459	\$3,960,402	\$4,013,130	\$4,108,280	\$4,196,840	2.2%
Supplies	540,649	559,635	560,040	549,110	578,960	5.4
Other Services/Charges	3,488,900	3,811,820	3,822,880	3,796,770	3,969,020	4.5
Capital Outlay	2,864	0	0	0	0	0
Total Department	\$7,797,872	\$8,331,857	\$8,396,050	\$8,454,160	\$8,744,820	3.4%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Parks and Recreation	35	128	35	128	35	128	34	128
Total Department	35	128	35	128	35	128	34	128

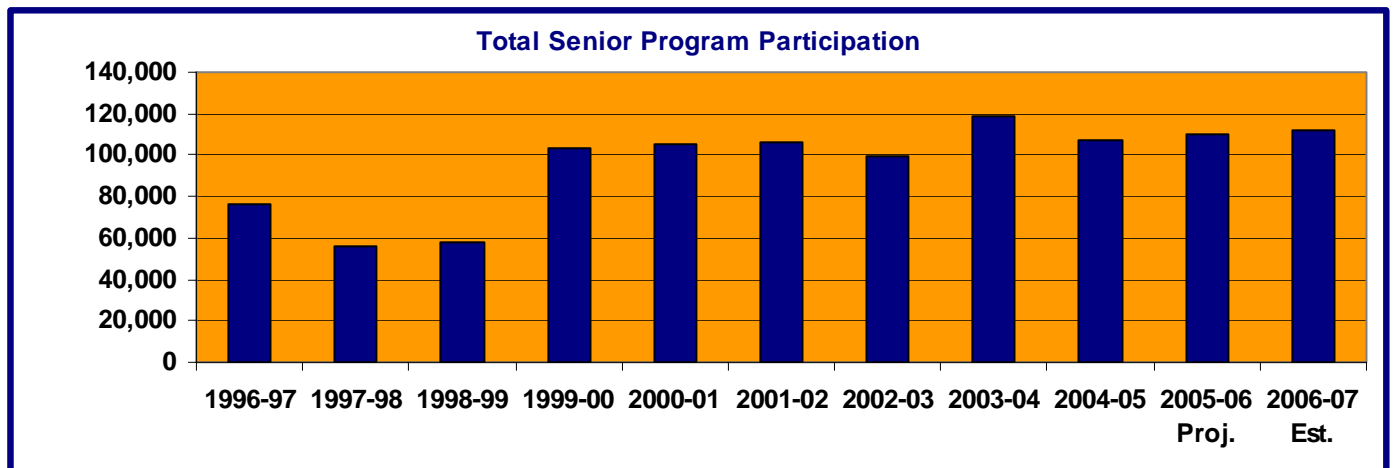
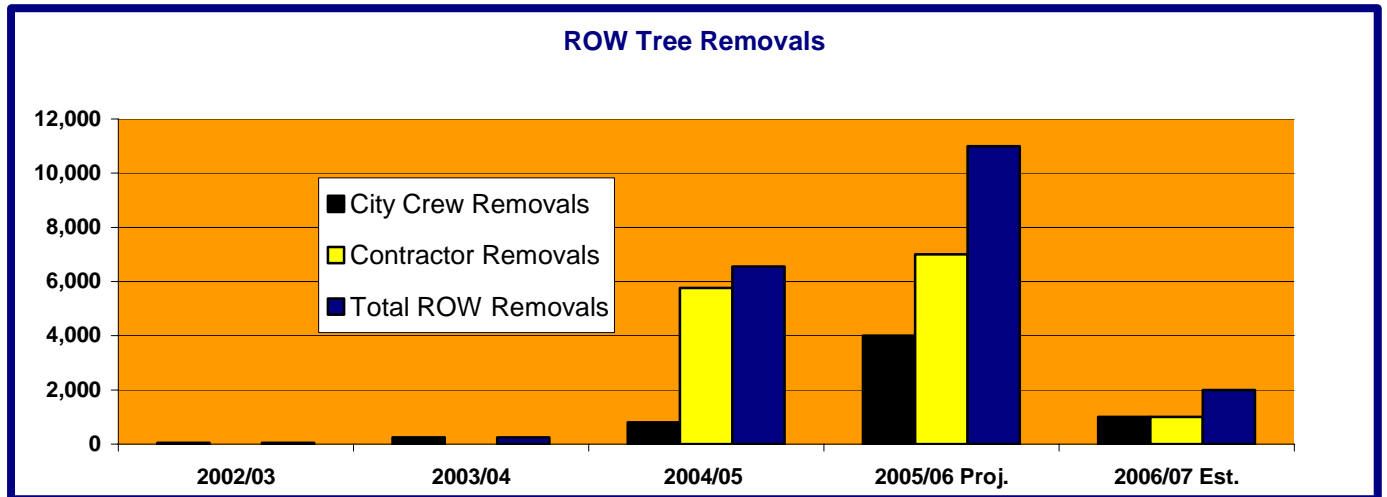


Key Departmental Trends





Key Departmental Trends, Continued





Mission and Service Statements

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.

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 and 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.

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 and used by these organizations. Among the organizations that offer such programs are: Troy Youth Football; Troy Youth Soccer League; and Troy Baseball Boosters.

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 and 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.



Service Statement, Continued

Examples of special events offered throughout the year are: Egg Scramble; Family Festival; Daddy-Daughter Night; Punt, Pass and Kick; Kids' Garage Sale; Plant Exchange; MRPA HoopsChallenge; Hershey Track and Field Meet; Drive-Pitch and Putt; and various pool-theme events. These events are offered to foster a sense of community, increase family activity, and are low-cost or free and close to home.

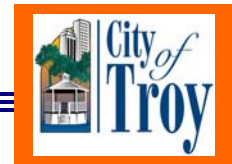
The Parks and Recreation Department maintains all street trees, the four municipal cemeteries (Perrin, Crooks, Union Corners, and Beach) as well as the street islands in the City.

Providing and preserving parks and open space enhances the desirability of the city and contributes to the safety and health of residents. Parks and open space preserve wildlife, protect the ecosystem, reduce pollution, and provide clean air and water. Park land, open space, and 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.

Over 610 acres of parkland are owned and maintained by the City of Troy. 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.

Did You Know ...?

- Over 1 million people visited the Community Center last year.
- The Parks and Recreation Department provides over 350 part-time jobs to area residents.
- More than 12,500 children and adults participated in sports and fitness programs last year.
- Meals on Wheels volunteers delivered more than 26,000 meals to homebound seniors last year.
- More than 15,000 trees have been removed due to the Emerald Ash Borer.
- Annual attendance for senior programs is more than 115,000.



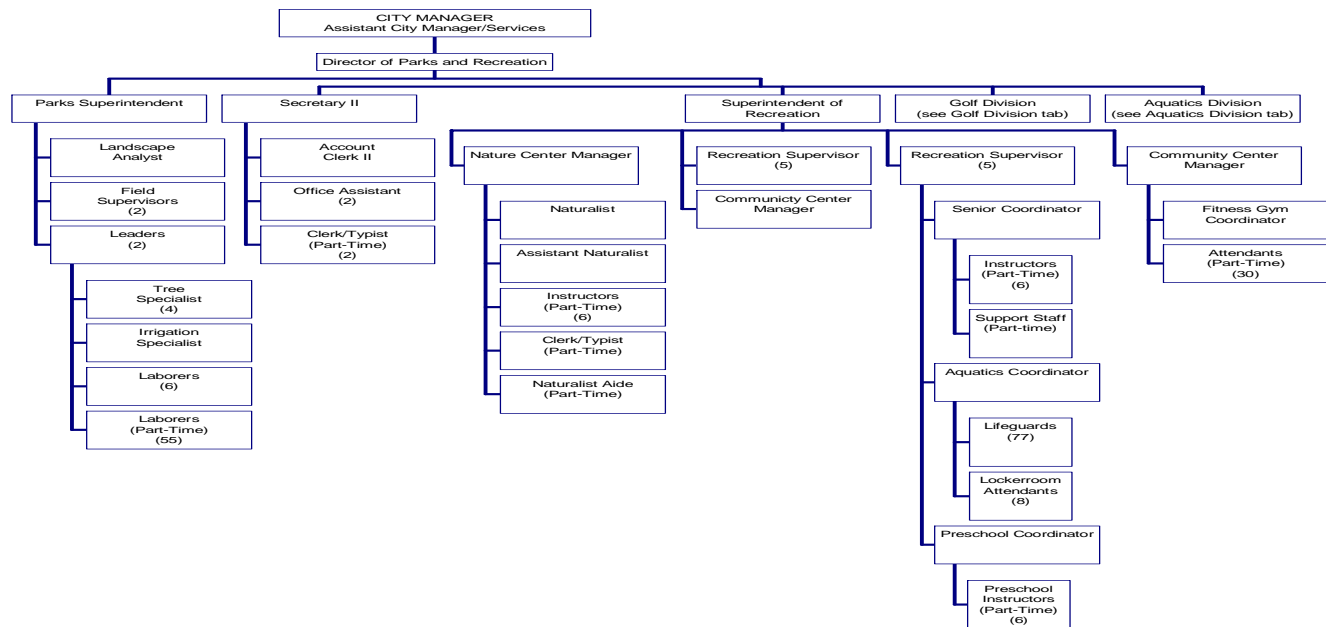
Performance Objectives

- Complete landscaping and parking at Nature Center (Objective 7)
- Increase sponsorship revenue (Objective 9)
- Continue capital budget cash reserve for new park development (Objective 3, 7)
- Begin implementation of ash tree replacement (Objective 3)

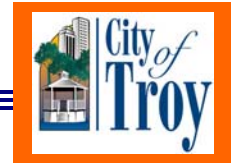
	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Nature Center Group Attendance	8,747	7,907	8,250	8,000
	Nature Center Weekday Attendance	5,416	5,246	4,300	5,100
	Nature Center Weekend Attendance	4,274	4,666	4,200	4,600
	Nature Center Program Attendance	4,995	4,765	4,800	4,800
	Senior Program Attendance	107,000	110,000	120,000	112,000
	Special Event Attendance	6,000	6,400	6,500	6,500
	Sports Camps	2,619	2,535	2,800	2,900
	Troy Daze Community Festival - Man Hrs.	1,370	1,320	1,340	1,340
	ROW Trees Removed – City/Contractor	800/5,760	4,000/7,000	3,000/7,000	1,000/1,000
	ROW Trees Planted – City/Contractor	750/650	1,000/3,400	1,000/3,400	1,000/3,400
	Mowing/Trimming - Man Hrs.	5,400	5,500	5,400	5,500
	Ball Diamond Maintenance - Man Hrs.	3,950	4,100	3,700	4,100
	Soccer/Football Field Maintenance - Man Hrs.	1,900	1,900	1,900	1,900
	Snow/Ice Control - Man Hrs.	1,500	1,300	1,500	1,500
	Community Center Fitness Room Attendance	205,000	180,000	170,000	190,000
	Community Center Gym Attendance	63,000	52,000	52,000	63,000
	Community Center Pool Attendance	68,000	74,000	72,000	72,000
Efficiency	ROW Trees Trimmed	1,000	100	1,000	1,500



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
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 (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
Office Assistant	3	3	2
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	162



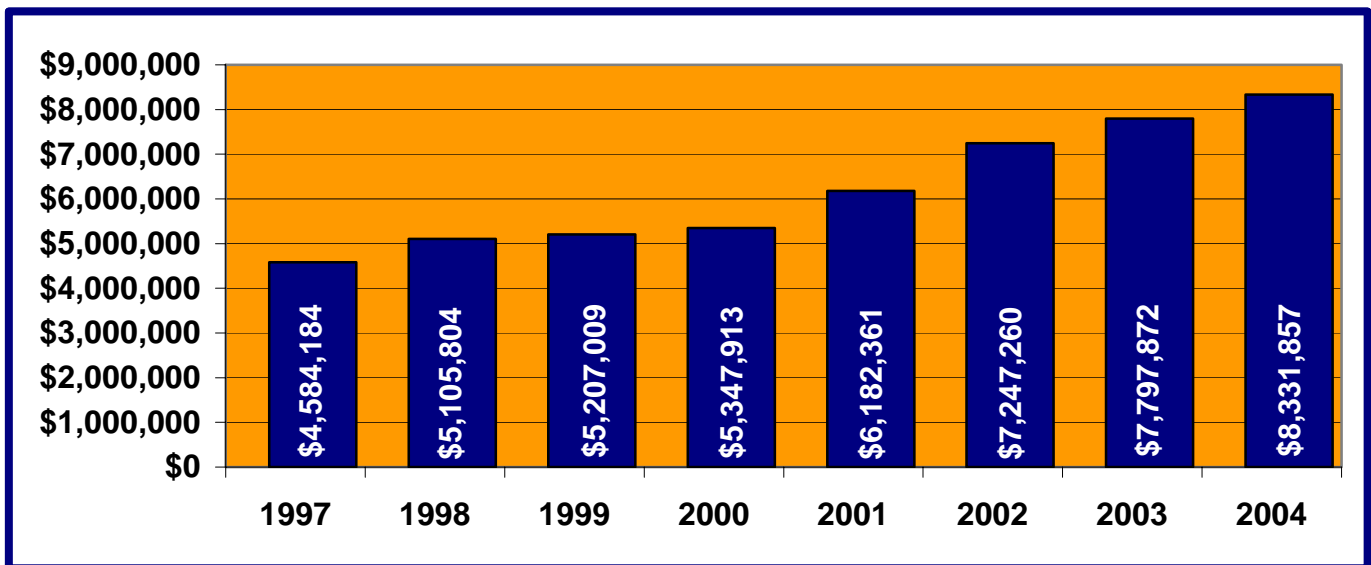
Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

The Community Center expense budget continues to increase, as do revenues. The allocated subsidy continues to be more than the projected subsidy.

The proposed Capital budget includes further development of the Civic Center Task Force plan (ice skating), and park development reserve.

8-Year Operating Budget History





Police Chief ***Charles Craft***



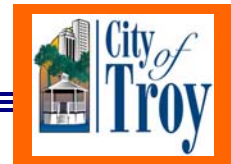
Functional Organizational Chart

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 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



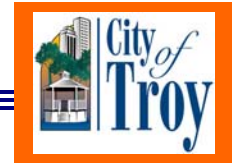
Functional Organizational Chart, Continued

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



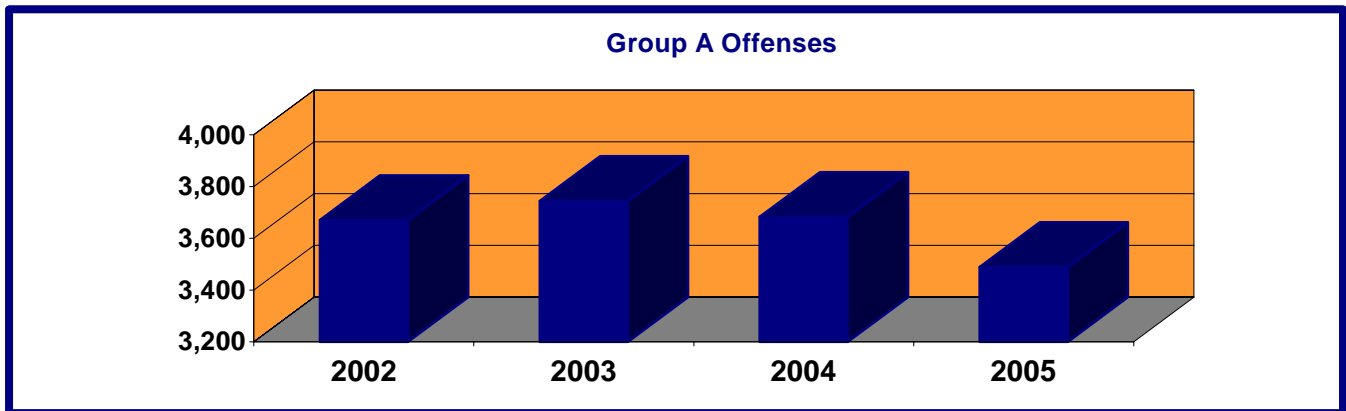
Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Administration	\$1,486,731	\$1,596,551	\$1,548,710	\$1,540,880	\$1,680,400	9.1%
Investigations	3,328,020	3,347,102	3,234,810	3,477,830	3,652,500	5.0
Patrol	10,537,502	11,119,012	11,313,480	11,898,980	12,028,810	1.1
Support Services	5,190,860	5,129,645	5,365,210	5,700,920	5,812,690	2.0
Total Department	\$20,543,113	\$21,192,310	\$21,462,210	\$22,618,610	\$23,174,400	2.5%

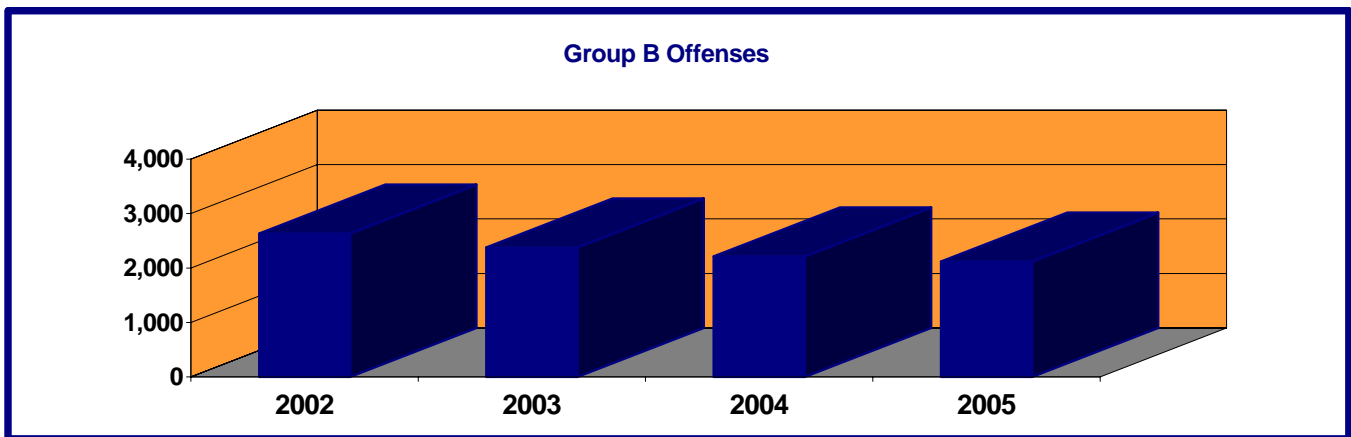
Personal Services	\$17,409,757	\$17,951,989	\$18,045,930	\$19,132,980	\$19,577,030	2.3%
Supplies	389,588	386,638	430,970	462,540	454,960	-1.6
Other Services/Charges	2,673,241	2,782,907	2,985,310	3,023,090	3,142,410	3.9
Capital Outlay	70,527	70,776	0	0	0	0
Total Department	\$20,543,113	\$21,192,310	\$21,462,210	\$22,618,610	\$23,174,400	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	193	14
Total Department	194	13	194	13	194	13	193	14

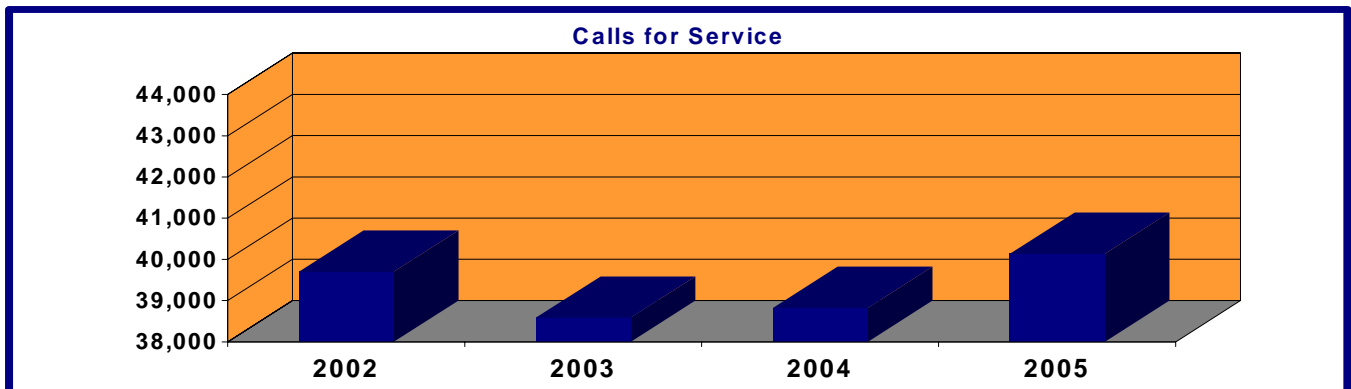
Key Departmental Trends



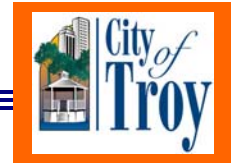
By National Incident Based Reporting System (NIBRS) definition, there are 22 Group A crime categories. The number of reported incidents has declined to the lowest rate in history.



By NIBRS definition, there are 11 Group B Crime categories. The number of reported incidents has declined to the lowest rate in history.



While criminal offenses continue in a downward trend, non-criminal events show an upward trend over the last 3 years.



Mission and Service Statements

Mission Statement

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

Service Statement

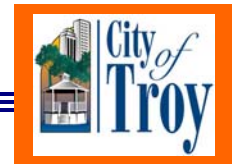
The Police Department recognizes that the citizens of Troy desire a safe, livable community, and that police personnel are often the government representatives best positioned to identify and address the problems and concerns that negatively impact the community's citizens. We believe that providing 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 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 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.

Did You Know ...?

- The Police Department assumed dispatch, lock-up, and animal control responsibilities for the City of Clawson and thereby increased City of Troy revenues in 2005.
- The Police Department received 31,258 emergency calls in 2005; over 60% of them were from wireless phones.
- Troy was ranked the 6th safest city in the nation with population over 75,000 by the Morgan Quitno Press.



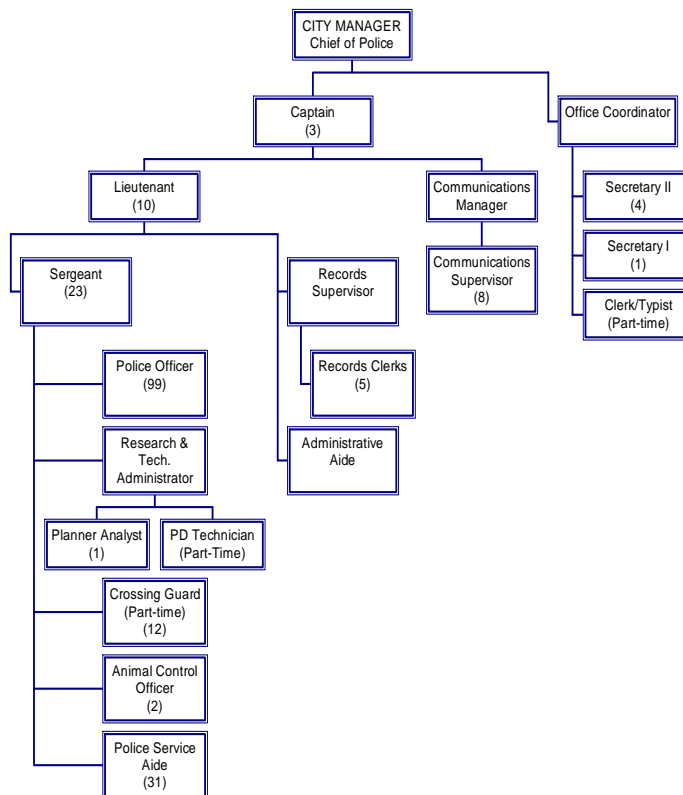
Performance Objectives

- Reduce the number of intoxicated drivers and alcohol related offenses occurring in Troy (Objective 6)
- Reduce the number of traffic crashes occurring in Troy (Objective 6)
- Establish a professional/career development program (Objective 1, 3, 4)
- Provide a public perception of safety and security (Objectives 3, 6)

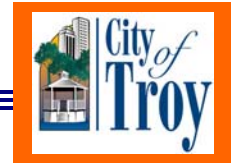
Performance Indicators		2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	OWI Arrests	519	470	500	475
	Hours dedicated to OWI enforcement	2,175	2,700	2,200	3,000
	Underage Alcohol enforcement	124	60	100	60
	Number of liquor compliance inspections	642	700	625	700
	Number of liquor law violations (LCC Violations)	12	10	10	12
	Number of alcohol abuse presentations	124	110	115	115
	Number of directed/selective traffic enforcement details	145	120	130	145
	Number of hazardous traffic citations issued	11,214	12,900	12,000	12,500
	In-service professional development training classes attended	0	0	0	30
	Number of Crime Prevention presentations	294	350	300	350
	Number of electronic citizen/business communications	30	52	40	52
	Number of cases assigned to investigators	1,307	1,242	1,200	1,275
	Number of Group A crime arrests	1,173	1,020	1,100	1,075
Efficiency	Number of traffic crashes	3,411	3,500	3,400	3,500
	Percent of traffic crashes involving alcohol	2.2%	2.0%	2.0%	1.9%
	% of alcohol compliance inspections resulting in violations	2.1%	2.1%	2.0%	2.1%
	Officers involved in professional/career development program	0	0	0	0
	% of assigned cases resulting in warrant issuance	40.8%	37.8%	35.0%	39.0%
	Group A Crime clearance rate	30.4%	30.0%	30.0%	30.0%
	Number of Group A crimes occurring	3,515	3,300	3,400	3,300



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
Chief of Police	1	1	1
Captain	3	3	3
Administrative Aide	1	1	1
Analyst Planner	0	0	1
Animal Control Officer	3	3	2
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	0
Office Coordinator	1	1	1
Police Dept. Technician (Part-Time)	0	0	1
Police Officer	100	100	99
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 II	0	0	4
Secretary	1	1	1
Sergeant	23	23	23
Total Department	207	207	207



Summary of Budget Changes

Significant Notes - 2006/07 Budget Compared To 2005/06 Budget

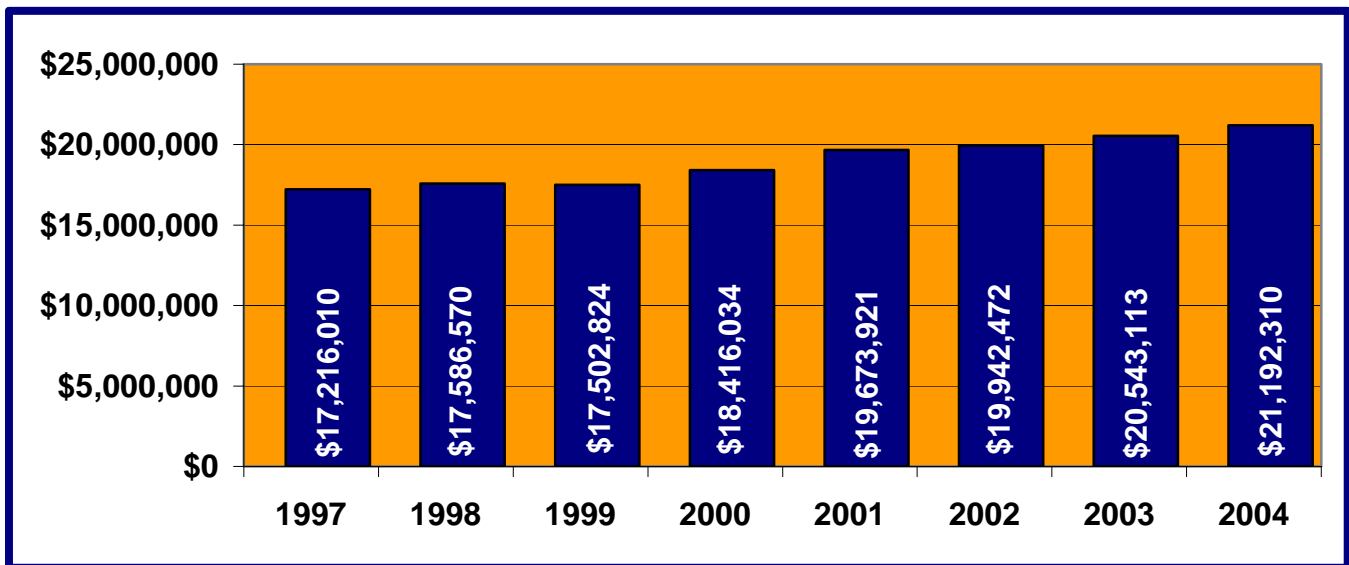
The Police Department's operating budget for the fiscal year 2006/07 increased 2.5% or \$555,790 over the fiscal year 2005/06 budget. Almost 80% or \$444,050 of this increase is due to wage and benefit cost increases.

The Personal Services account makes up 85% of the Police Department's budget. Overall, the Personal Services budget increased 2.3% over last year. This increase reflects labor contract mandated 3% wage increases.

The cost of Supplies decreased by 1.6 percent, or \$7,580.

The cost of physical exams decreased by 66.0 percent or \$53,420. Physical exams are administered in alternating years to police officers and command officers. This year's expense reflects the cost of providing physical exams to command officers. Medical First Responder cost increased by 3.0 percent, or \$14,810, and is mandated by the contract with the service provider.

8-Year Operating Budget History





Public Works Director ***Timothy Richnak***



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
- Liaison with other City departments and government units
- Recommends and implements policies and programs in the Public Works Department
- Formulates and develops programs
- Maintains inventory

Contract Administration

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

Fleet Maintenance

- Provides vehicle repair services for the City-owned fleet
- Provides 24- hour maintenance on snow removal equipment
- Performs welding, fabrication or repair on various other equipment
- Maintains an up to date computerized inventory system
- Prepares specifications and bid documents
- Source of vehicle repair services to other government agencies

Refuse and Recycling

- Provides prompt, reliable refuse removal
- Maintains efficient curbside recycling
- Handles refuse related calls
- Liaison to the City's refuse collection

contractor and resource recovery authority

- Promotes public education on solid waste disposal through multi-lingual newsletters and brochures
- Works with agencies to develop programs reducing materials in the waste system

Storm Water Drainage

- Evaluates storm water drainage system
- Develops and implements projects to improve watersheds and storm water drainage system
- Monitors Federal, State, and County information regarding changes in storm water drainage by regulations and mandates
- Liaison with other storm water agencies to effectively manage common watersheds

Street Services

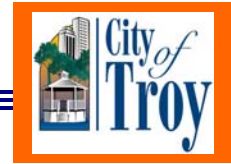
- Provides safe and clean road service for thorough pavement repair and snow and ice control
- Provides grass and weed control to detention ponds and road right-of-ways
- Performs maintenance of storm sewers and open drains, and aids other departments and agencies in securing a safe environment during emergency situations

Water and Sewer Billing and Accounts

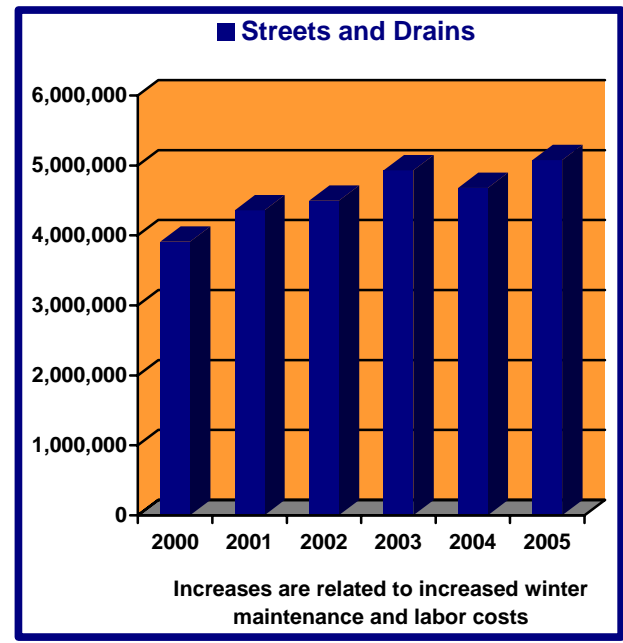
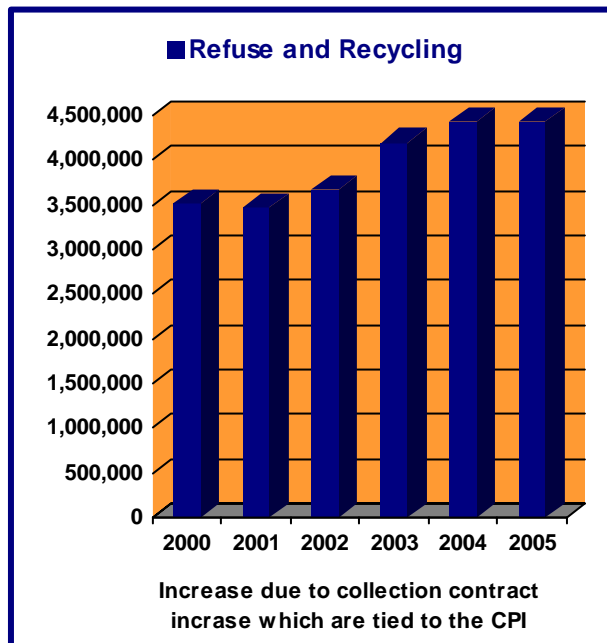
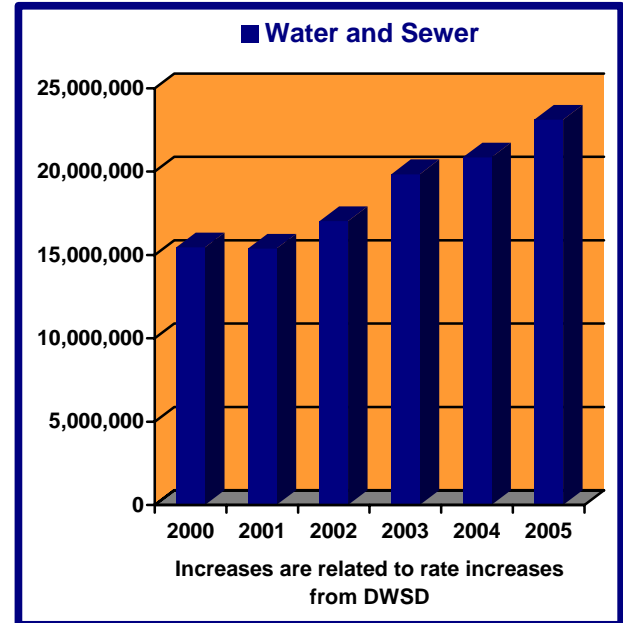
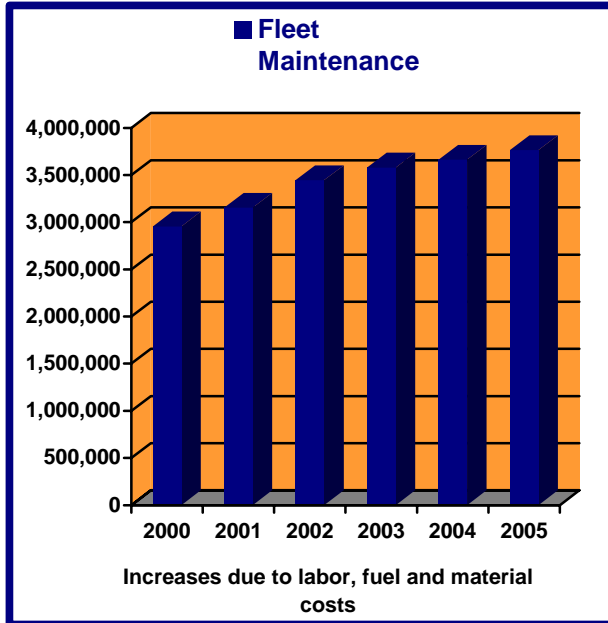
- Provides billing account management and administration
- Communicates with field staff regarding customer service requests and information
- Provides secretarial and clerical support
- Liaison to all water and sewer customers providing public education and account services

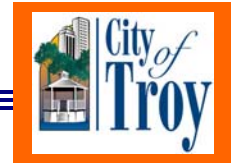
Water and Sewer Distribution

- Maintains water mains, sanitary sewers, and hydrants
- Reads water meters for billing



Key Departmental Trends





Mission and Service Statements

Mission Statement

The mission of the Public Works Department is to continuously provide excellent services using the most up-to-date equipment, and to protect the safe, clean, and healthy environment that the taxpayers of the City of Troy have come to enjoy.

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, three divisional superintendents, and the Solid Waste Coordinator.

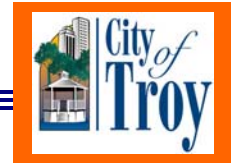
The Fleet Maintenance division includes purchasing and maintenance of City-owned vehicles and equipment. Communication with other divisions is essential in order to provide them with the equipment and repair services they need to perform their various operations.

The Streets and 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 concentrates 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 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 new programs including the distribution of educational and promotional literature.

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.



Service Statement, Continued

It is the duty of the Public Works Department to preserve the taxpayers' investment in its existing infrastructure and equipment. Protection of these services is sustained 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. The Public Works Director provides pertinent information to City Council members relating to current departmental projects and contracts, and the latest system and equipment advancements.

Did You Know ...?

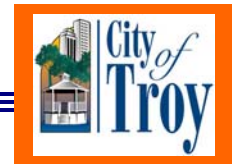
- The newly implemented automatic meter read system, which transmits water meter data to a vehicle- based receiver, will reduce meter reading cost and labor by 96%.
- Troy's Streets Division cleans and maintains over 1700 lane miles of local and major roads, the same roads that are used by approximately 400,000 vehicles a day.
- Curbside recycling generates \$30.00 per ton in revenue and a \$35.50 per ton disposal cost recovery. In 2005, Troy collected 3,788 tons in recyclable materials effectively reducing our costs by \$248,000.



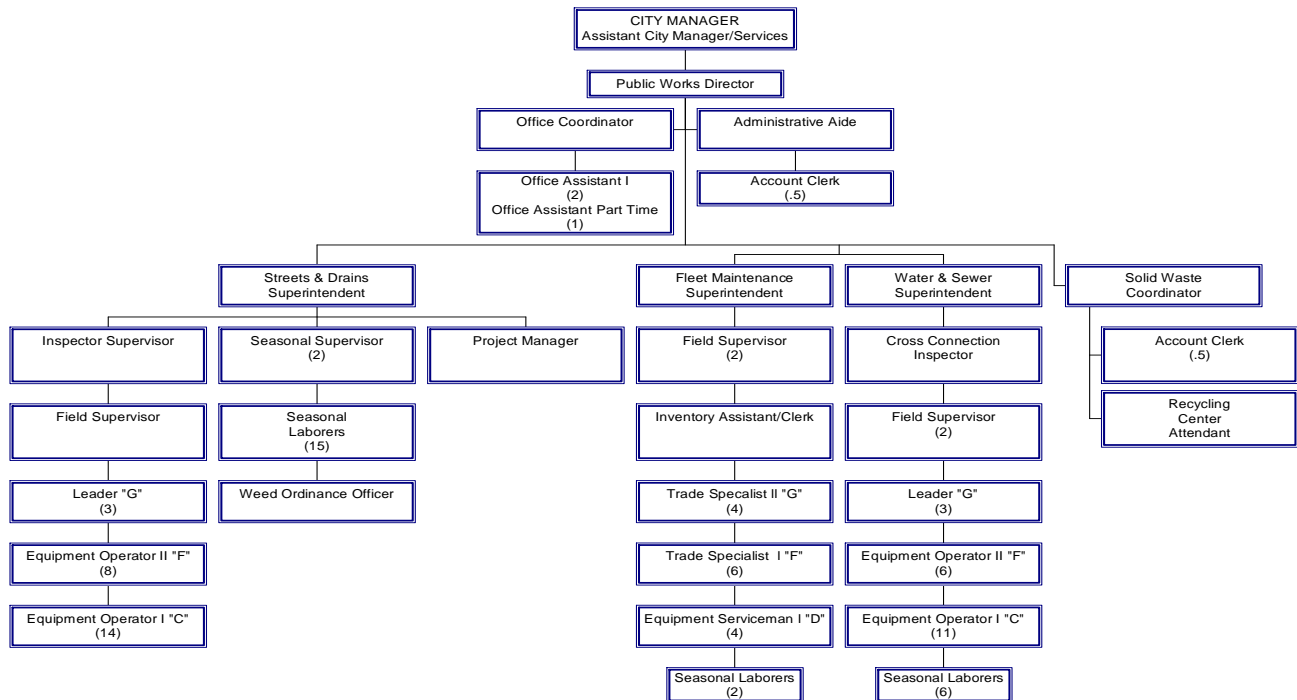
Performance Objectives

- Complete evaluation of staffing levels as it relates to advancing the Hansen water billing software, and additional technology changes (Objective 5)
- Advance the installation of the meter interface units (radio reads) (Objective 1, 6, 9)

	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Sidewalks - New Installation	\$359,000	\$280,000	\$550,000	\$250,000
	Concrete Pavement Repair	\$1,243,000	\$1,250,00	\$1,250,000	\$3,900,000
	Crack and Joint Sealing	\$385,000	\$500,000	\$500,000	\$500,000
	Street Light Maintenance	\$372,000	\$400,490	\$400,490	\$441,430
Efficiency	Concrete Pavement % Installed Compared to Budget	99%	100%	100%	100%
	Sidewalks – New Installation % Installed Compared to Budget	65%	51%	100%	100%
	Seam and Fracture Sealing - % Installed Compared to Budget	77%	100%	100%	100%



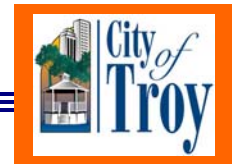
Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
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	25	25
Equipment Operator II "F"	15	14	14
Equipment Serviceman I "D"	11	11	11
Field Supervisor	5	5	5
Inspector Supervisor	1	1	1
Inventory Assistant/Clerk	1	1	1
Leader	6	6	6
Office Assistant I	3	3	2
Office Assistant Part Time	0	0	1
Office Coordinator	1	1	1
Project Manager	1	1	1
Recycling Center Attendant	1	1	1
Seasonal Laborers	24	23	23
Seasonal Supervisor	2	2	2
Solid Waste Coordinator	1	1	1
Storm Water Utility Engineer	1	1	0
Trade Specialist I "F"	6	6	6
Trade Specialist II "G"	4	4	4
Weed Ordinance Officer	1	1	1
Total Department	117	114	113



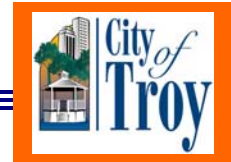
Public Works Director ***Timothy Richnak***
Streets and Drains Superintendent ***Thomas Rosewarne***



Department At A Glance

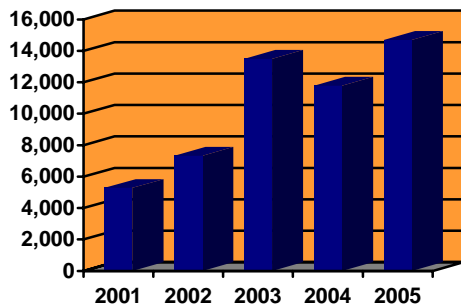
Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
County Roads	\$386,804	\$489,741	\$464,540	\$451,470	\$491,090	8.8%
Drains	630,821	531,645	604,470	748,500	643,040	-14.1
Local Roads	1,358,920	1,436,315	1,464,720	1,607,670	1,580,460	-1.7
Major Roads	1,779,037	2,048,881	1,889,030	1,858,450	2,014,780	8.4
Sidewalks	158,941	167,759	122,750	184,890	163,720	-11.5
Street Lighting	320,235	372,555	389,500	405,290	427,490	5.5
Weeds	43,540	27,973	32,500	47,510	38,950	-18.0
Total Department	\$4,678,298	\$5,074,869	\$4,967,510	\$5,303,780	\$5,359,530	1.1%
Personal Services	\$2,473,533	\$2,580,715	\$2,482,150	\$2,756,340	\$2,692,680	-2.3%
Supplies	562,643	680,342	632,710	646,690	655,690	1.4
Other Services/Charges	1,642,122	1,813,812	1,852,650	1,900,750	2,011,160	5.8
Total Department	\$4,678,298	\$5,074,869	\$4,967,510	\$5,303,780	\$5,359,530	1.1%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	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	32.5	18	31.5	18
Total Department	34.5	19	34.5	19	32.5	18	31.5	18



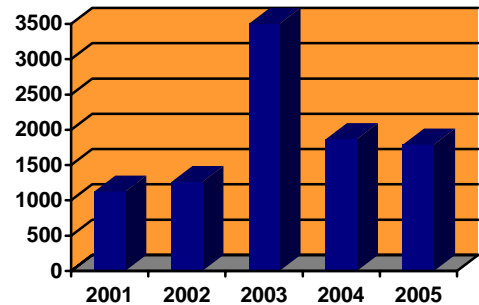
Key Departmental Trends

■ Salt Usage (tons)



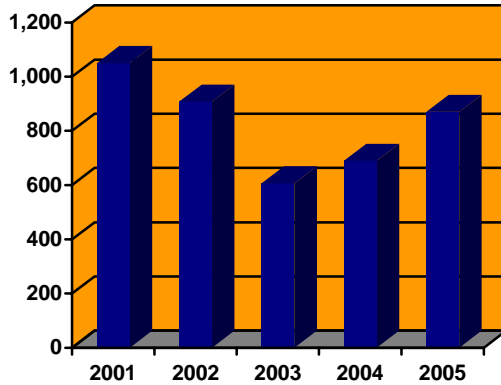
Salt usage over the last three years has been affected by increased lane miles and weather

■ Hot Asphalt Placed



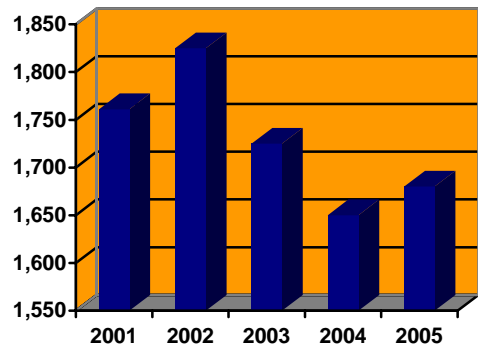
The spike in asphalt use in FY 03 was due to path projects in the parks

■ Concrete Redi-Mix Placed

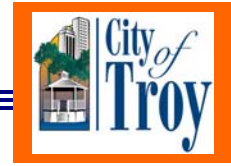


Local Road concrete slab replacement and catch basin repair represents the majority of concrete placed

■ Traffic Signs Repaired or Replaced



Traffic accidents, ultraviolet light and vandalism have a direct impact on sign replacement each year



Mission and Service Statements

Mission Statement

The mission of Streets and Drains is to ensure a safe environment for Troy residents and guests via maintenance of the local, county, and major road network, and the storm water drainage system of the City of Troy.

Service Statement

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 Troy within 24 hours from the time a storm has ceased. Priority begins with major roads, school entrance routes, commercial routes, hills, intersections, and curves located in our residential neighborhoods.

In conjunction with the Engineering Department, the City has 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 Streets and Drains Division. Approximately 11% of traffic control signs are 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.

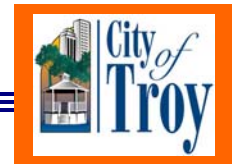
Stormwater relief is provided by our City's storm sewer system. This system's infrastructure includes storm drain lines, catch basins, ditches, open drains, and detention ponds. These structures require regular inspection, cleaning and repair.

The Streets and Drains Division provides emergency assistance 24 hours per day, 365 days per year 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 helps other departments such as Engineering, Parks and Recreation, and Building Operations 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.

Did You Know ...?

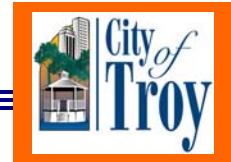
- We have 6 lakes and 134 detention ponds in the city of Troy.



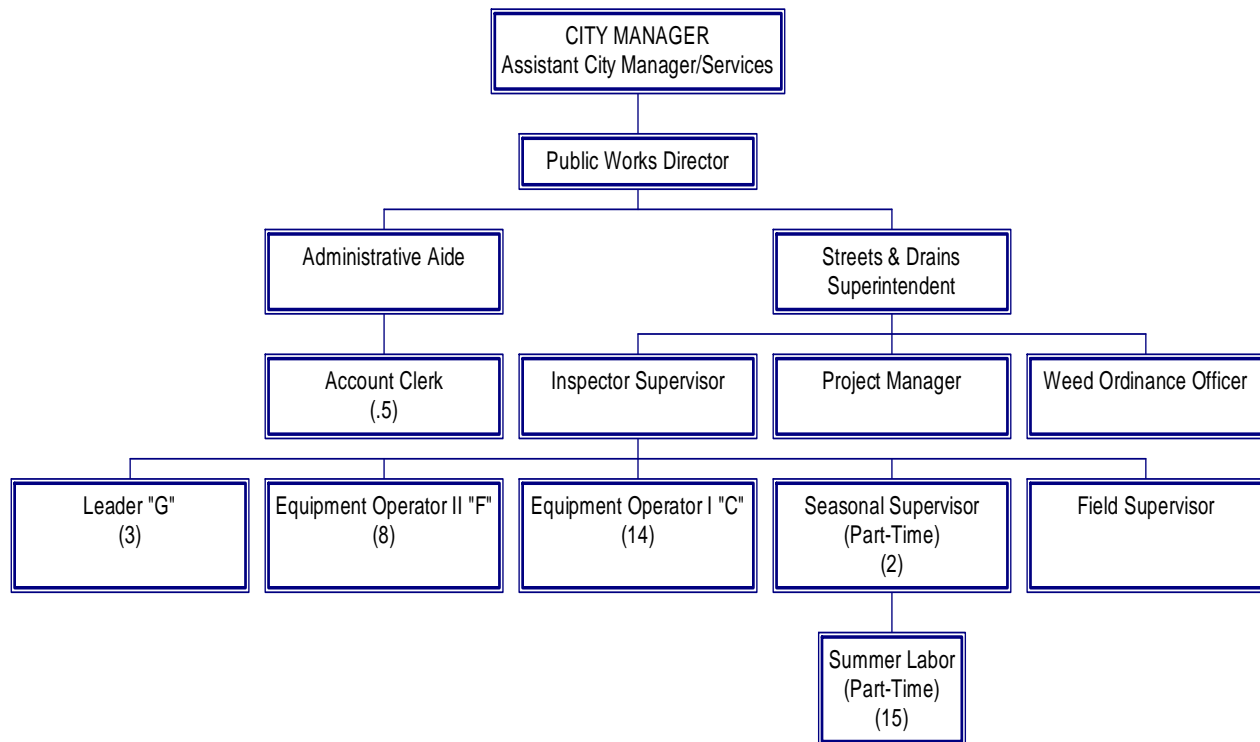
Performance Objectives

- Educate and train the Streets and Drains field staff to use the Hansen pavement management and repair program, empowering them to have a greater stake in the maintenance of the City of Troy infrastructure (Objective 3, 4)

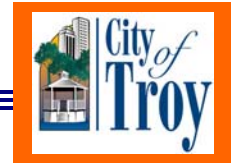
Performance Indicators		2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Snow Removal and Plowing	4	4	2	3
	Snow and Ice Control and Salting	35	38	33	33
	Salt Usage in Tons	11,750	14,700	11,500	12,000
	Chloride Sand Usage in Tons	250	300	400	400
	Asphalt Placed (Hot)	1,870	1,790	1,200	1,200
	Asphalt Placed (Cold)	250	500	350	350
	Concrete Redi-Mix Placed	689	870	1,000	1,000
	Waste Collected in Cubic Yards	2400	2,100	3,000	3,000
	Traffic Sign Repairs or Replacements	1,650	1680	1,800	1800
Efficiency	Citizen Action Request forms processed	100%	100%	100%	100%
	Catch Basin Cleaning (1000 annually)	85%	60%	100%	100%
	Street Sweeping Local Roads (4 annually)	125%	80%	100%	100%



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Approved 2006/07
Public Works Director	1	1	1
Account Clerk	0.5	0.5	0.5
Administrative Aide	1	1	1
Equipment Operator I "C"	15	14	14
Equipment Operator II "F"	9	8	8
Field Supervisor	1	1	1
Inspector 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	0
Summer Laborers (Part-Time)	16	15	15
Superintendent	1	1	1
Weed Ordinance Officer	1	1	1
Total Department	53.5	50.5	49.5



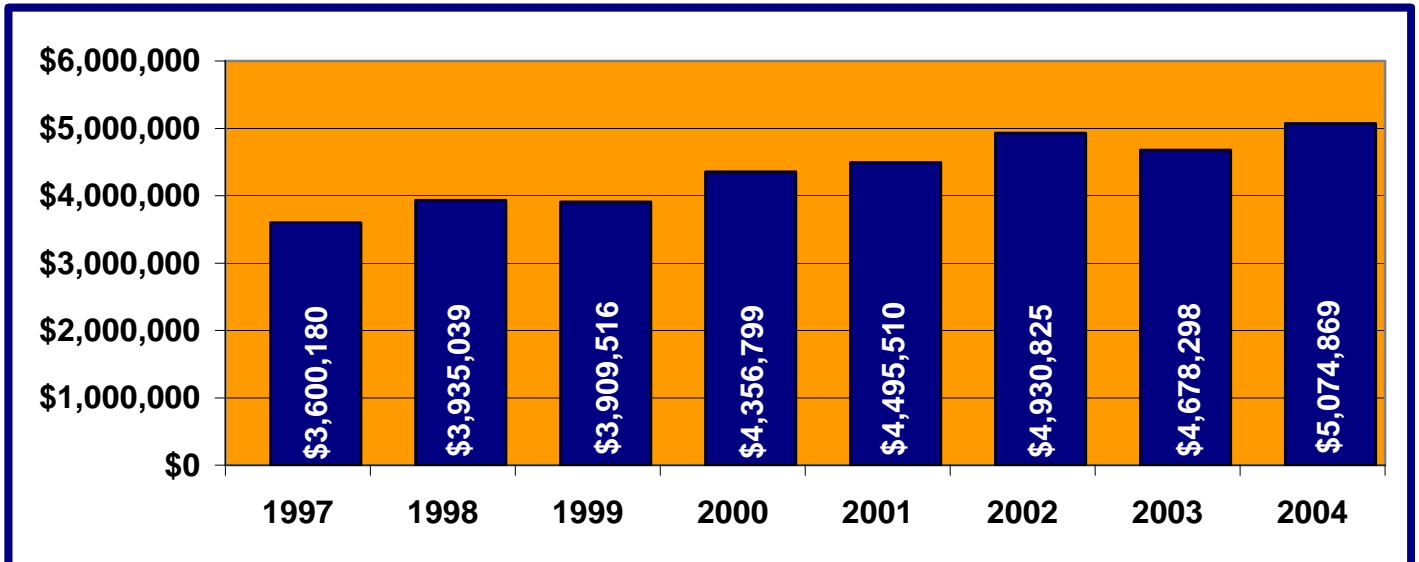
Summary of Budget Changes

Significant Notes – 2005/06 Budget Compared To 2004/05 Budget

Snow and ice control budgets have been adjusted to reflect the trend for increased snow plowing events.

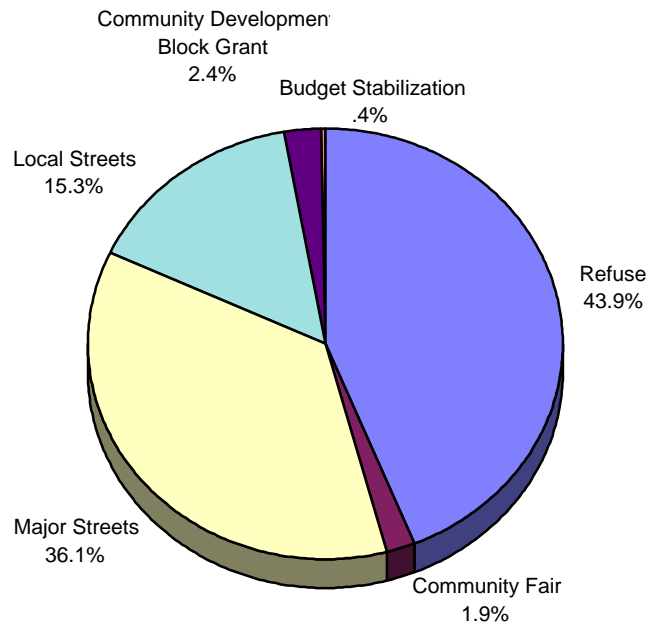
Equipment rental costs have been increased to cover rise in equipment rental costs.

8-Year Operating Budget History



Fiscal Year 2006 - 07 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	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Federal Grants	\$ 59,989	\$ 273,490	\$ 185,000	\$ 253,820
Total - Revenue	\$ 59,989	\$ 273,490	\$ 185,000	\$ 253,820
Expenditures				
CDBG Home Chore Program				
Other Services/Charges	\$ 53,263	\$ 70,000	\$ 70,000	\$ 70,000
CDBG Section 6 Charnwood				
Other Services/Charges	\$ -	\$ 175,990	\$ -	\$ 93,820
CDBG Administration				
Personal Service Control	\$ 312	\$ 4,720	\$ 4,720	\$ 2,250
Other Services/Charges	29	280	280	250
Total - CDBG Administration	\$ 341	\$ 5,000	\$ 5,000	\$ 2,500
CDBG S/A Project-Paving				
Other Services/Charges	\$ 6,385	\$ 22,500	\$ -	\$ -
Total - CDBG S/A Project-Paving	\$ 6,385	\$ 22,500	\$ -	\$ -
CDBG Section 36 Storm Sewer				
Other Services/Charges	\$ -	\$ -	\$ 110,000	\$ 87,500
Total - Expenditures	\$ 59,989	\$ 273,490	\$ 185,000	\$ 253,820
Revenue Over (Under) Expenditures	\$ -	\$ -	\$ -	\$ -

Community Fair Fund

Revenue and Expenditures

Descripton	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Charges for Service	\$ 149,657	\$ 174,720	\$ 148,100	\$ 170,000
Operating Transfer In	10,000	10,000	10,000	10,000
Total - Revenue	\$ 159,657	\$ 184,720	\$ 158,100	\$ 180,000
Expenditures				
Personal Service Control	\$ 47,302	\$ 39,180	\$ 82,150	\$ 79,930
Supplies	14,820	13,480	11,460	14,100
Other Services/Charges	111,003	92,020	92,830	103,080
Total - Expenditures	\$ 173,125	\$ 144,680	\$ 186,440	\$ 197,110
Revenue Over (Under) Expenditures	\$ (13,468)	\$ 40,040	\$ (28,340)	\$ (17,110)

Local Street Fund Revenue and Expenditures

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
State Grants	\$ 1,448,852	\$ 1,440,000	\$ 1,500,000	\$ 1,510,000
Interest and Rents	34,701	65,000	25,000	60,000
Operating Transfer In	250,000	82,670	82,670	10,460
Total - Revenue	\$ 1,733,553	\$ 1,587,670	\$ 1,607,670	\$ 1,580,460
Expenditures				
Operating Transfer Out	\$ 1,680,580	\$ 1,464,720	\$ 1,607,670	\$ 1,580,460
Total - Expenditures	\$ 1,680,580	\$ 1,464,720	\$ 1,607,670	\$ 1,580,460
Revenue Over (Under) Expenditures	\$ 52,973	\$ 122,950	\$ -	\$ -

Major Street Fund Revenue and Expenditures

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
State Grants	\$ 3,647,503	\$ 3,600,000	\$ 3,775,000	\$ 3,520,000
Interest and Rents	50,840	78,000	40,000	80,000
Operating Transfer In	101,657	211,030	43,450	125,240
Total - Revenue	\$ 3,800,000	\$ 3,889,030	\$ 3,858,450	\$ 3,725,240
Expenditures				
Operating Transfer Out	\$ 3,800,000	\$ 3,889,030	\$ 3,858,450	\$ 3,725,240
Total - Expenditures	\$ 3,800,000	\$ 3,889,030	\$ 3,858,450	\$ 3,725,240
Revenue Over (Under) Expenditures	\$ -	\$ -	\$ -	\$ -

Budget Stabilization Fund Revenue and Expenditures

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Interest and Rents	\$ 21,180	\$ 40,000	\$ 25,000	\$ 40,000
Operating Transfer In	332,000	100,000	100,000	1,000,000
Total - Revenue	\$ 353,180	\$ 140,000	\$ 125,000	\$ 1,040,000
Expenditures				
Operating Transfer Out	\$ 21,180	\$ 40,000	\$ 25,000	\$ 40,000
Total - Expenditures	\$ 21,180	\$ 40,000	\$ 25,000	\$ 40,000
Revenue Over (Under) Expenditures	\$ 332,000	\$ 100,000	\$ 100,000	\$ 1,000,000

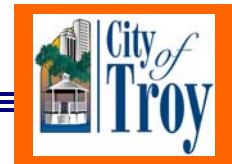


Public Works Director ***Timothy Richnak***
Solid Waste Coordinator ***Vicki Richardson***



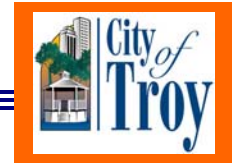
Functional Organizational Chart

- Provides prompt and reliable refuse, curbside recycling, and yard waste removal service
- Promotes City of Troy curbside recycling as the preferred program to remove recyclable products from the waste stream in a fiscally responsible manner
- Investigates and resolves refuse and recycling related 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 program
- Coordinates a Christmas tree chipping program
- Develops and implements E-waste recycling programs



Refuse Fund Revenue and Expenditures

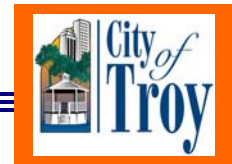
Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Taxes	\$ 4,010,718	\$ 4,120,000	\$ 4,108,500	\$ 4,248,000
Charges for Service	1,410	45,500	1,500	1,500
Interest and Rents	74,280	130,000	70,000	100,000
Operating Transfer In	346,433	149,560	345,650	182,330
Total - Revenue	\$ 4,432,841	\$ 4,445,060	\$ 4,525,650	\$ 4,531,830
Expenditures				
Contractors Service				
Other Services/Charges	\$ 4,268,532	\$ 4,295,000	\$ 4,355,000	\$ 4,363,000
Other Refuse Expense				
Personal Service Control	\$ 6,413	\$ 15,480	\$ 20,830	\$ 23,090
Supplies	69	150	150	150
Other Services/Charges	30,190	31,210	31,200	32,210
Total - Other Refuse Expense	\$ 36,672	\$ 46,840	\$ 52,180	\$ 55,450
Recycling				
Personal Service control	\$ 92,408	\$ 73,560	\$ 87,820	\$ 82,530
Supplies	9,450	11,800	11,800	11,800
Other Services/Charges	25,779	17,860	18,850	19,050
Total - Recycling	\$ 127,637	\$ 103,220	\$ 118,470	\$ 113,380
Total - Expenditures	\$ 4,432,841	\$ 4,445,060	\$ 4,525,650	\$ 4,531,830
Revenues Over(Under)Expenditures	\$ -	\$ -	\$ -	\$ -



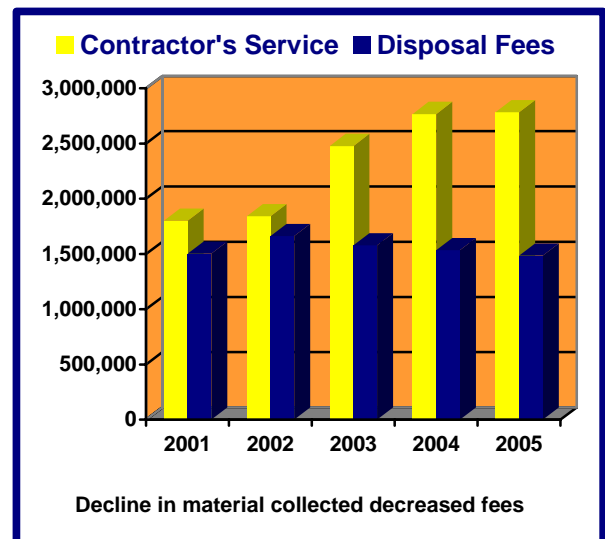
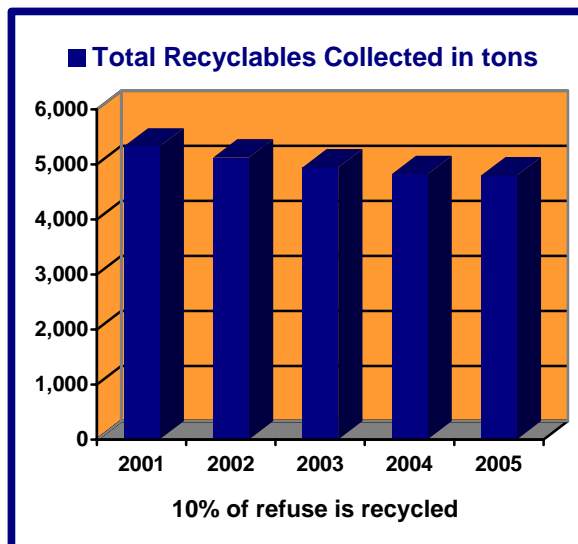
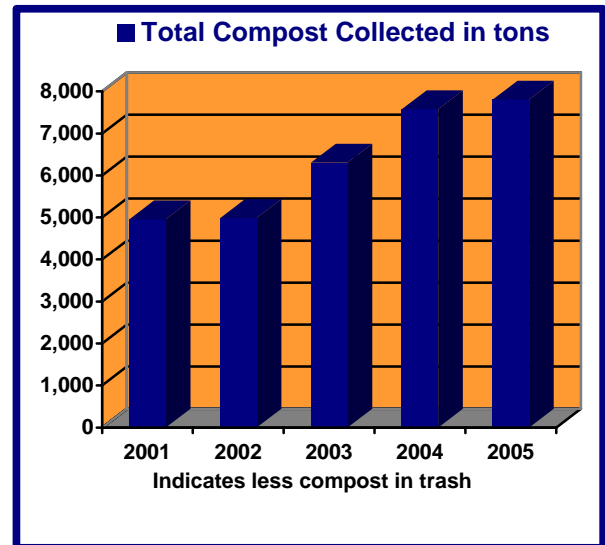
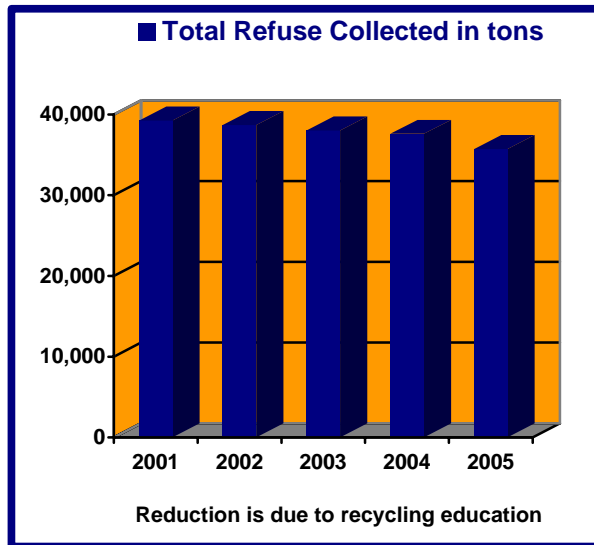
Department at a Glance

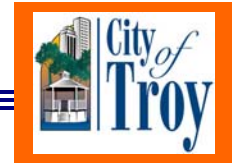
Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Contractor's Service	\$4,300,686	\$4,268,532	\$4,295,000	\$4,355,000	\$4,363,000	.2%
Recycling	96,612	127,637	103,220	118,470	113,380	-4.3
Other Refuse	34,903	36,672	46,840	52,180	55,450	6.3
Total Department	\$4,432,201	\$4,432,841	\$4,445,060	\$4,525,650	\$4,531,830	.1%
Personal Services	\$66,129	\$98,821	\$89,040	\$108,650	\$105,620	-2.8%
Supplies	11,047	9,519	11,950	11,950	11,950	0
Other Services/Charges	4,355,025	4,324,501	4,344,070	4,405,050	4,414,260	.2
Total Department	\$4,432,201	\$4,432,841	\$4,445,060	\$4,525,650	\$4,531,830	.1%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	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





Mission and Service Statements

Mission Statement

The Refuse and Recycling Division provides prompt, reliable, and efficient refuse collection by a private contractor once per week servicing 26,096 single-family homes, condominiums, mobile homes, duplexes, and small commercial businesses. Refuse from 4,298 apartments is also collected on a weekly basis.

Service Statement

A separate collection of yard waste is made for approximately 35 weeks, from mid-April through mid-December, from about 23,987 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 facility for free distribution to our residents. During the winter when pick-up is temporarily suspended, Troy residents may take yard waste directly to the Southeast Oakland County Resource and Recovery Authority (SOCRRA) at no charge.

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

The refuse collection program includes pick-up of large or bulky items within 48 hours of the regularly scheduled collection day. These items are recycled whenever possible.

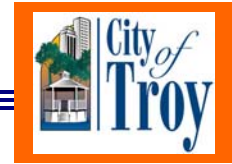
A voluntary recycling drop off center is available at SOCRRA and Tringali Sanitation offices in order to provide all residents the opportunity to recycle.

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

The Refuse and Recycling Division receives approximately 70 citizen calls per day. 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.

Did You Know ...?

- Our special household waste program costs have been decreased by 50% after removing latex paint from the program.
- Curbside newspaper collection increased 11% since the closing of the Recycling Center.
- The department has received many calls expressing appreciation for translating recycling brochures into multiple languages.



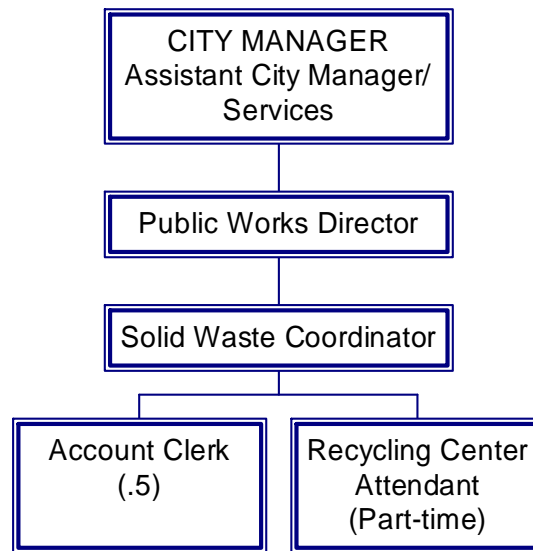
Performance Objectives

- Prepare for implementation of the new refuse collection and disposal contract to begin July 1, 2007 (Objective 9)

Performance Indicators		2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Total Refuse Collected in Tons	48,308	54,500	52,800	49,000
	Refuse Collected Less Recyclables and Compost in Tons	35,709	39,174	37,500	36,100
	Compost Collected in Tons	7,804	9,984	7,000	8,000
	Recyclables Collected in Tons	4,795	5,342	5,174	4,900
	Newspaper Recycled in Tons	3,634	4,203	3,808	3,700
	Glass Recycled in Tons	312	415	374	315
	Plastic Recycled in Tons	204	212	210	201
	Metal Recycled in Tons	350	320	434	360
	Tin Recycled in Tons	179	192	200	184
	Christmas Trees Chipped and Composted in Tons	50.0	42.0	43.0	50
	Gallons of Used Oil Collected at the Recycling Center	18,000	36,000	0	0
Efficiency	% of Total Refuse Composted	16.00%	15.00%	15.00%	15.00%
	% of Total Refuse Recycled	10.00%	10.50%	10.00%	10.00%
	Refuse and Recycling Collection Costs Per Capita	\$51.57	\$51.44	\$52.37	\$51.99

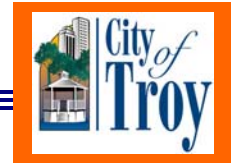


Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
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.



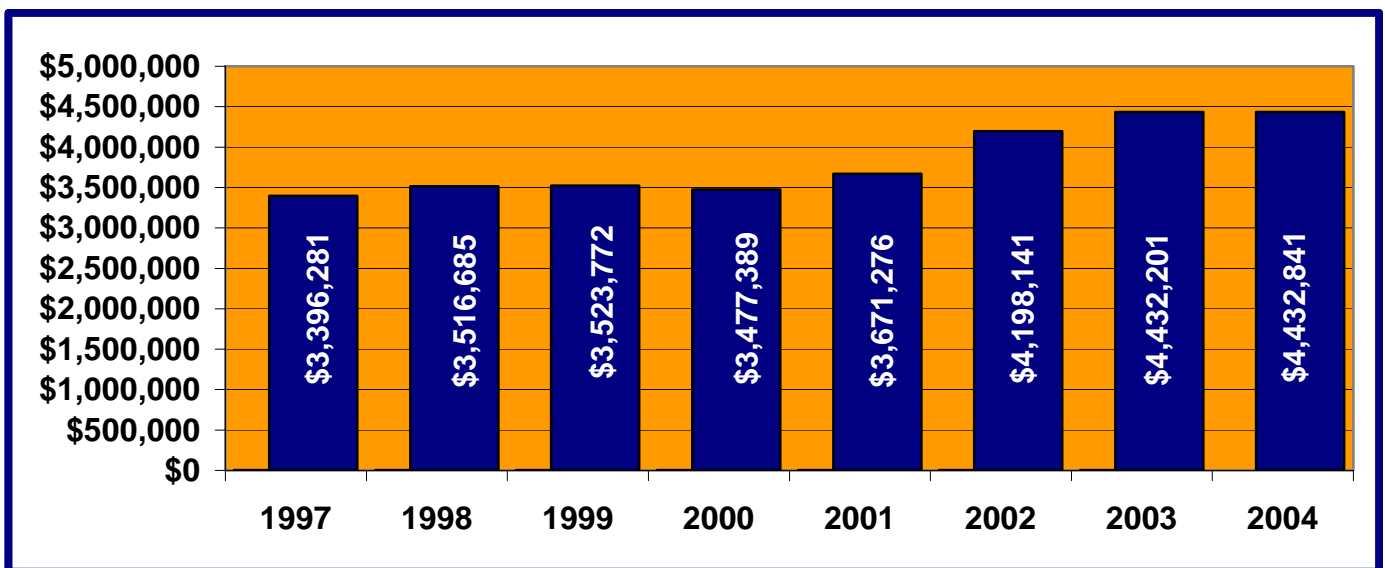
Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

According to the terms of the refuse contract, in June of each year the contract price schedule shall be reviewed and revised in accordance with the bid escalator of 3%, or the consumer price index (CPI) for the Detroit metropolitan area, whichever is lower. The contract price will then be established for the contract year beginning on January 1st following the June evaluation. After examining the Detroit metropolitan area CPI differential from June 2004 to June 2005 it was concluded that we accept a contract rate adjustment in the amount of 3% starting January 2006, since the bid escalator of 3% is lower than the CPI increase of 3.01%.

At its February meeting, the SOCRRA Board approved contracts with Tringali Sanitation, Car Trucking, and Rizzo Services to provide rubbish collection services for the SOCRRA member communities, starting July 1, 2007. The contract arrangement, when fully implemented, will save an average of 16.2% when compared with 2006 rates. The actual results vary for each community. The City of Troy should realize an 18.6% savings over 2006 rates.

8-Year Operating Budget History



General Debt Service Fund

Revenue and Expenditures

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Taxes	\$ 2,418,718	\$ 2,475,000	\$ 2,475,000	\$ 2,559,000
Interest and Rents	157,622	175,000	100,000	150,000
Operating Transfer In	-	209,480	306,680	296,190
Other Revenue	228,427	-	-	-
Total - Revenue	\$ 2,804,767	\$ 2,859,480	\$ 2,881,680	\$ 3,005,190
Expenditures				
Other Services/Charges	\$ 40,920	\$ 42,150	\$ 62,150	\$ 63,500
Debt Service	1,776	-	-	-
Operating Transfer Out	2,790,925	2,817,330	2,819,530	2,941,690
Total - Expenditures	\$ 2,833,621	\$ 2,859,480	\$ 2,881,680	\$ 3,005,190
Revenue Over (Under) Expenditures	\$ (28,854)	\$ -	\$ -	\$ -

2000 MTF Debt Service Fund

Revenue and Expenditures

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Operating Transfer In	\$ 189,911	\$ 265,390	\$ 265,390	\$ 256,640
Total - Revenue	\$ 189,911	\$ 265,390	\$ 265,390	\$ 256,640
Expenditures				
Debt Service	\$ 247,713	\$ 265,390	\$ 265,390	\$ 256,640
Total - Expenditures	\$ 247,713	\$ 265,390	\$ 265,390	\$ 256,640
Revenue Over (Under) Expenditures	\$ (57,802)	\$ -	\$ -	\$ -

Proposal A Bond Debt Service Fund

Revenue and Expenditures

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Operating Transfer In	\$ 776,219	\$ 788,640	\$ 788,640	\$ 800,970
Total - Revenue	\$ 776,219	\$ 788,640	\$ 788,640	\$ 800,970
Expenditures				
Debt Service	\$ 776,219	\$ 788,640	\$ 788,640	\$ 800,970
Total - Expenditures	\$ 776,219	\$ 788,640	\$ 788,640	\$ 800,970
Revenue Over (Under) Expenditures	\$ -	\$ -	\$ -	\$ -

Proposal B Bond Debt Service Fund

Revenue and Expenditures

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Operating Transfer In	\$ 1,337,483	\$ 1,316,920	\$ 1,316,720	\$ 1,393,950
Total - Revenue	\$ 1,337,483	\$ 1,316,920	\$ 1,316,720	\$ 1,393,950
Expenditures				
Debt Service	\$ 1,337,483	\$ 1,316,920	\$ 1,316,720	\$ 1,393,950
Total - Expenditures	\$ 1,337,483	\$ 1,316,920	\$ 1,316,720	\$ 1,393,950
Revenue Over (Under) Expenditures	\$ -	\$ -	\$ -	\$ -

Proposal C Debt Service Fund

Revenue and Expenditures

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Operating Transfer In	\$ 677,224	\$ 711,770	\$ 714,170	\$ 746,770
Total - Revenue	\$ 677,224	\$ 711,770	\$ 714,170	\$ 746,770
Expenditures				
Debt Service	\$ 677,224	\$ 711,770	\$ 714,170	\$ 746,770
Total - Expenditures	\$ 677,224	\$ 711,770	\$ 714,170	\$ 746,770
Revenue Over (Under) Expenditures	\$ -	\$ -	\$ -	\$ -

Debt Summary

Description of Debt	Debt Outstanding			
	6/30/2006	Principal	Interest	Total
North Arm Relief Drain	\$ 723,908	\$ 41,080	\$ 15,830	\$ 56,910
Proposal A - Streets	9,850,000	350,000	450,420	800,420
Proposal B - Public Safety	15,835,000	775,000	618,150	1,393,150
Proposal C - Rec. Facilities	8,370,000	400,000	346,170	746,170
George W. Kuhn Drain	2,699,849	121,640	77,180	198,820
MTF- Rochester Rd.	1,550,000	175,000	81,340	256,340
Refunding Bonds	7,660,000	410,000	373,820	783,820
Development Bonds -				
Big Beaver	11,335,000	640,000	551,370	1,191,370
Community Center Facilities	12,300,000	600,000	445,530	1,045,530
Special Assessment Bonds	50,000	50,000	1,720	51,720
Total Debt Service	\$ 70,373,757	\$ 3,562,720	\$ 2,961,530	\$ 6,524,250

Does not include debt serviced by Enterprise Funds.

Capital Projects Fund and Tax-Supported Debt Service

Debt Service	2002/03	2003/04	2004/05	2005/06	2006/07
	Actual	Actual	Actual	Budget	Budget
<u>General Debt</u>					
King Drain	\$ 1,053,527	\$ -	\$ -	\$ -	\$ -
Proposal A - Streets	697,956	763,313	776,219	788,140	800,420
Proposal B - Public Safety	268,808	1,391,635	1,336,680	1,316,120	1,393,150
Proposal C - Rec. Facilities	1,175,574	9,961,980	1,334,820	711,170	746,170
Total General Debt	\$ 3,195,865	\$ 12,116,928	\$ 3,447,719	\$ 2,815,430	\$ 2,939,740
<u>Capital Projects</u>					
George W. Kuhn Drain	\$ 110,005	\$ 88,945	\$ 195,077	\$ 204,000	\$ 198,820
North Arm Relief Drain	-	9,034	56,706	56,820	56,910
Total Capital Projects Debt	\$ 110,005	\$ 97,979	\$ 251,783	\$ 260,820	\$ 255,730

Schedule of Principal Interest

General Debt Fund

Fiscal Year	Proposal A Streets	Proposal B Public Safety	Proposal C Recreation Facilities	Total
2006-07	\$ 800,420	\$ 1,393,150	\$ 746,170	\$ 2,939,740
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	\$ 13,986,747	\$ 21,127,454	\$ 11,361,778	\$ 46,475,979

Capital Projects and Special Assessment Funds

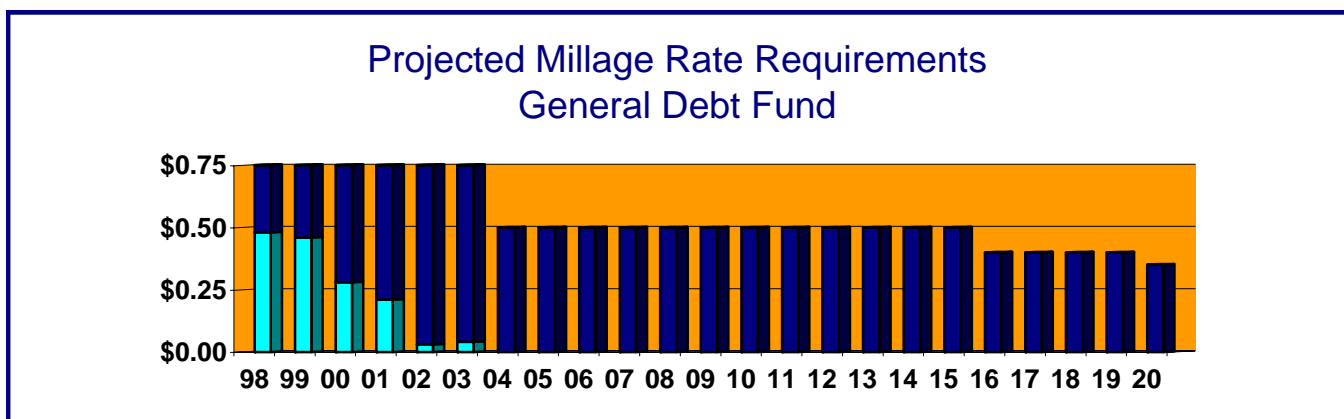
Fiscal Year	George W. Kuhn Drain	1986 Special Assessment	North Arm Relief Drain
2006-07	\$ 198,820	\$ 51,720	\$ 56,910
2007-08	198,648	-	56,970
2008-09	198,501	-	57,020
2009-10	198,382	-	57,040
2010-11	198,293	-	57,040
2011-12	198,099	-	57,010
2012-13	198,430	-	56,970
2013-14	198,230	-	56,900
2014-15	197,771	-	57,140
2015-16	198,079	-	56,680
2016-17	198,221	-	56,880
2017-18	198,196	-	56,710
2018-19	197,504	-	56,850
2019-20	197,450	-	56,960
2020-21	197,234	-	55,550
2021-22	197,622	-	-
2022-23	154,985	-	-
2023-24	154,712	-	-
2024-25	19,382	-	-
Total	\$ 3,498,559	\$ 51,720	\$ 852,630

Enterprise Funds

Fiscal Year	MBA Golf Course
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	\$ 19,362,965

Schedule of Prinicpal and Interest - All Funds

Fiscal Year	General Debt Fund	Capital Projects Fund	Special Assessment Fund	TDDA	MBA Golf Course Fund	Total
2006-07	\$ 2,939,740	\$ 255,730	\$ 51,720	\$ 3,277,060	\$ 747,870	\$ 7,272,120
2007-08	2,973,556	255,618	-	3,279,486	839,032	7,347,692
2008-09	3,095,445	255,521	-	3,331,724	827,895	7,510,585
2009-10	3,098,906	255,422	-	3,371,753	816,195	7,542,276
2010-11	3,223,635	255,333	-	3,365,272	901,945	7,746,185
2011-12	3,194,025	255,109	-	3,441,192	885,446	7,775,772
2012-13	3,212,999	255,400	-	3,504,613	868,597	7,841,609
2013-14	3,181,559	255,130	-	3,526,618	851,247	7,814,554
2014-15	3,207,615	254,911	-	3,298,950	881,248	7,642,724
2015-16	3,211,294	254,759	-	3,330,812	908,998	7,705,863
2016-17	3,153,976	255,101	-	3,381,637	886,748	7,677,462
2017-18	2,973,963	254,906	-	3,406,600	864,248	7,499,717
2018-19	3,053,898	254,354	-	3,393,450	939,123	7,640,825
2019-20	2,976,718	254,410	-	-	910,999	4,142,127
2020-21	2,978,650	252,784	-	-	882,124	4,113,558
2021-22	-	197,622	-	-	852,500	1,050,122
2022-23	-	154,985	-	-	920,000	1,074,985
2023-24	-	154,712	-	-	885,000	1,039,712
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	\$ 46,475,979	\$ 4,351,189	\$ 51,720	\$ 43,909,167	\$ 19,362,965	\$ 114,151,020



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.



Capital Projects Fund:

The City of Troy uses a Capital Projects Fund to account for development, improvement, repair of Capital facilities, and purchase of Capital vehicles and equipment not financed by other funds. Receipt and disbursement of resources to be utilized for the construction or acquisition of Capital facilities and 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 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 2006/07 totals \$19.8 million.

Following is a breakdown of the planned Capital projects:

\$3.9 million for Land Improvements:

- \$.5 million - Civic Center improvement reserve
- \$1.5 million - Park development and improvements reserve
- \$.9 million - Subdivision improvements, replacement of diseased Ash trees

\$3 million for Buildings and Improvements:

- \$1.1 million - City Hall improvements
- \$.2 million - Public Works repairs
- \$.3 million - Museum projects
- \$.5 million - Transit center reserve
- \$.4 million - Central storage building reserve

\$1.5 million for Equipment:

- \$.7 million - Computer equipment and financial software
- \$.4 million for Police communications

\$.4 million for Apparatus Replacement:

- \$.4 million - Fire Department replacement program

\$10.2 million for Public Works construction:

- \$1 million - Drain improvements
- \$6.5 million - Major roads construction and improvements
- \$2.7 million - Local roads construction and improvements
- \$.6 million - Sidewalk construction

Capital Fund Revenue and Expenditures

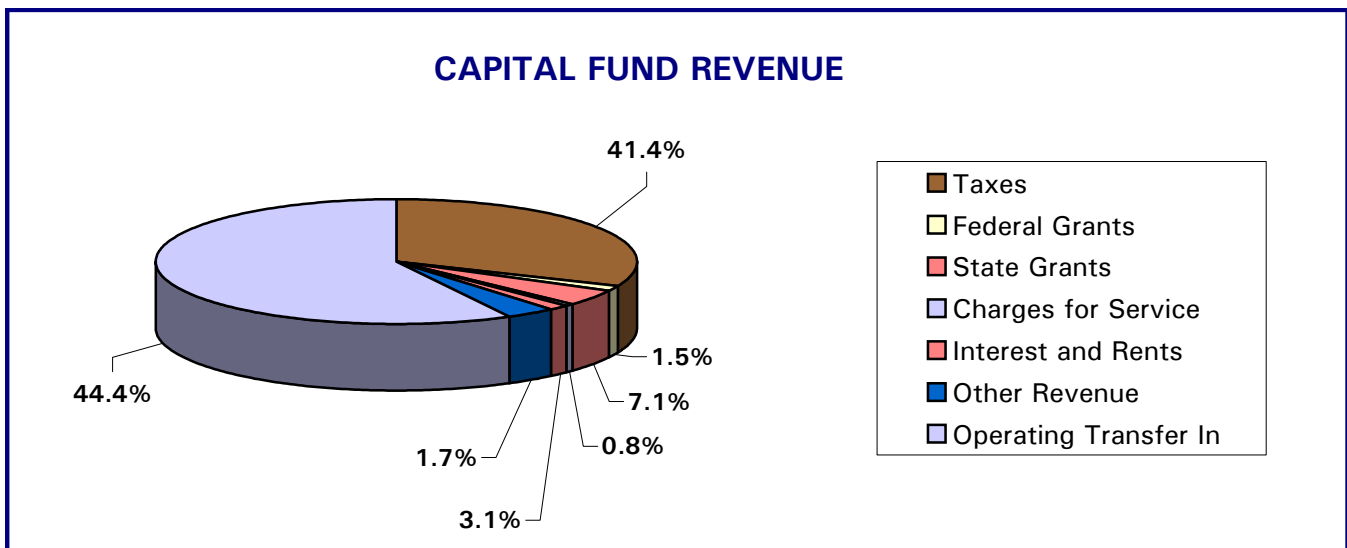
Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Taxes	\$ 9,036,196	\$ 8,100,000	\$ 8,019,000	\$ 8,189,000
Federal Grants	20,550	10,000	305,000	305,000
State Grants	3,498,065	431,100	1,049,000	1,409,000
Contributions - Local	-	272,000	572,000	-
Charges for Service	178,301	174,500	167,000	150,000
Interest and Rents	700,855	807,200	400,000	607,200
Other Revenue	88,073	901,250	800,000	335,260
Operating Transfer In	4,261,255	17,826,930	23,922,320	8,802,000
Total - Revenue	\$ 17,783,295	\$ 28,522,980	\$ 35,234,320	\$ 19,797,460
Expenditures				
Attorney				
Capital Outlay	\$ -	\$ 20,000	\$ 20,000	\$ -
Elections				
Capital Outlay	-	-	-	65,000
Human Resources				
Capital Outlay	-	30,000	30,000	-
Purchasing				
Capital Outlay	7,193	-	-	-
Treasurer				
Capital Outlay	9,682	10,000	10,000	-
Information Technology				
Capital Outlay	75,763	450,000	867,840	700,000
City Hall				
Capital Outlay	97,185	130,000	546,500	2,020,000
Operating Transfer Out	3,427,234	4,516,310	4,516,310	-
CATV - Community Affairs				
Capital Outlay	15,642	60,000	84,340	35,000
District Court				
Capital Outlay	-	6,000	168,000	150,000
Police Administration				
Capital Outlay	192,603	6,000	20,200	38,000

Capital Fund Revenue and Expenditures

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Expenditures - Continued				
Police Uniform Patrol				
Capital Outlay	\$62,341	\$95,000	\$103,970	\$110,000
Police Communications				
Capital Outlay	63,136	175,050	462,510	406,700
Fire Vehicles				
Capital Outlay	42,026	1,078,780	752,230	400,000
Fire Communications				
Capital Outlay	-	130,560	-	-
Fire Buildings & Repair				
Capital Outlay	44,241	75,500	87,000	97,830
Building Inspection				
Capital Outlay	2,088	9,500	20,000	10,000
General Engineering				
Capital Outlay	8,331	-	-	-
Street Lighting				
Capital Outlay	9,035	20,000	20,000	20,000
Public Works Administration				
Capital Outlay	150,901	540,000	806,160	450,000
Major Roads				
Capital Outlay	6,945,397	8,971,430	10,973,780	6,454,000
Local Roads				
Capital Outlay	1,608,511	2,998,000	3,090,000	2,662,000
Sidewalks				
Capital Outlay	825,412	770,000	1,346,800	600,000
Drains				
Capital Outlay	834,719	1,685,000	2,536,830	950,000
Debt Service	251,783	255,190	260,920	255,780
Total - Drains	\$ 1,086,502	\$ 1,940,190	\$ 2,797,750	\$ 1,205,780
Traffic Signals				
Capital Outlay	\$ -	\$ 200,000	\$ 200,000	\$ 100,000

Capital Fund Revenue and Expenditures

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Expenditures - Continued				
Parks & Recreation				
Section 1 Development				
Other Services/Charges	\$ 26,295	\$ -	\$ -	\$ -
Capital Outlay	463,091	-	-	-
Total - Section 1 Development	\$ 489,386	\$ -	\$ -	\$ -
Parks & Recreation Administration				
Capital Outlay	\$ 77,253	\$ 215,000	\$ 209,280	\$ 70,000
Community Center				
Capital Outlay	121,231	85,400	137,400	113,500
Municipal Grounds				
Capital Outlay	15,384	257,650	697,650	565,000
Parks Development				
Capital Outlay	97,002	3,097,000	4,424,910	2,180,000
Subdivision Improvements				
Capital Outlay	1,830,303	2,000,000	2,169,700	850,000
Library				
Capital Outlay	232,529	151,240	47,620	229,650
Museum				
Capital Outlay	246,984	484,370	624,370	265,000
Total - Expenditures	\$ 17,783,295	\$ 28,522,980	\$ 35,234,320	\$ 19,797,460
Revenue Over (Under) Expenditures	\$ -	\$ -	\$ -	\$ -



Capital Expenditures - Capital Projects Fund Department Summary

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
00401 Capital Fund				
Building Inspection				
401371 Building Inspection				
7975 Buildings & Improvements	\$ 2,012	\$ 9,500	\$ 20,000	\$ 10,000
7980 Equipment-Office	76	-	-	-
Total - Building Inspection	\$ 2,088	\$ 9,500	\$ 20,000	\$ 10,000
Drains				
401516 Drains				
7989 Public Works Construction	\$ 834,719	\$ 1,685,000	\$ 2,536,830	\$ 950,000
7991 Principal	154,955	158,520	161,720	162,720
7995 Interest	96,817	96,620	99,100	93,010
7998 Other Fees	11	50	100	50
Total - Drains	\$ 1,086,502	\$ 1,940,190	\$ 2,797,750	\$ 1,205,780
Elections				
401192 Elections				
7978 Equipment-General	\$ -	\$ -	\$ -	\$ 65,000
Total - Elections	\$ -	\$ -	\$ -	\$ 65,000
Engineering				
401444 General Engineering				
7975 Buildings & Improvements	\$ 1,726	\$ -	\$ -	\$ -
7978 Equipment-General	6,605	-	-	-
Total - Engineering	\$ 8,331	\$ -	\$ -	\$ -
Executive Administration				
401210 Attorney				
7980 Equipment-Office	\$ -	\$ 20,000	\$ 20,000	\$ -
Total - Executive Administration	\$ -	\$ 20,000	\$ 20,000	\$ -
Finance				
401227 Human Resources				
7980 Equipment-Office	\$ -	\$ 30,000	\$ 30,000	\$ -
401233 Purchasing				
7980 Equipment-Office	7,193	-	-	-
401253 Treasurer				
7980 Equipment-Office	9,682	10,000	10,000	-
401267 CATV - Municipal Channel				
7978 Equipment-General	1,294	60,000	84,340	35,000
7980 Equipment-Office	14,348	-	-	-
Total - CATV - Municipal Channel	\$ 15,642	\$ 60,000	\$ 84,340	\$ 35,000
Total - Finance	\$ 32,517	\$ 100,000	\$ 124,340	\$ 35,000

Capital Expenditures - Capital Projects Fund Department Summary

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Fire				
401338 Fire Vehicles				
7978 Equipment - General	\$ -	\$ 297,260	\$ -	\$ -
7980 Equipment - Office	-	12,000	-	-
7984 Apparatus Replacement	42,026	769,520	752,230	400,000
Total - Fire Vehicles	\$ 42,026	\$ 1,078,780	\$ 752,230	\$ 400,000
401343 Fire Communications				
7978 Equipment-General	\$ -	\$ 130,560	\$ -	\$ -
401344 Fire Buildings & Repair				
7975 Buildings & Improvements	\$ 44,241	\$ 75,500	\$ 87,000	\$ 97,830
Total - Fire	\$ 86,267	\$ 1,284,840	\$ 839,230	\$ 497,830
Information Technology				
401258 Information Technology				
7980 Equipment-Office	\$ 75,763	\$ 450,000	\$ 867,840	\$ 700,000
Total - Information Technology	\$ 75,763	\$ 450,000	\$ 867,840	\$ 700,000
Library				
401790 Library				
7975 Buildings & Improvements	\$ 232,529	\$ 126,240	\$ 22,620	\$ 221,650
7980 Equipment-Office	-	25,000	25,000	8,000
Total - Library	\$ 232,529	\$ 151,240	\$ 47,620	\$ 229,650
Museum				
401804 Museum				
7971 Land	\$ 200	\$ -	\$ -	\$ -
7974 Land Improvements	63,714	10,000	10,000	-
7975 Buildings & Improvements	171,043	455,280	595,280	255,000
7978 Equipment-General	12,027	19,090	19,090	10,000
Total - Museum	\$ 246,984	\$ 484,370	\$ 624,370	\$ 265,000
Other General Government				
401265 City Hall				
7975 Buildings & Improvements	\$ 96,625	\$ 130,000	\$ 396,500	\$ 2,020,000
7978 Equipment-General	560	-	150,000	-
Total - City Hall	\$ 97,185	\$ 130,000	\$ 546,500	\$ 2,020,000
401268 District Court				
7975 Buildings & Improvements	\$ -	\$ 6,000	\$ 168,000	\$ 150,000
8999 Operating Transfer Out	3,427,234	4,516,310	4,516,310	-
Total - Other General Government	\$ 3,524,419	\$ 4,652,310	\$ 5,230,810	\$ 2,170,000

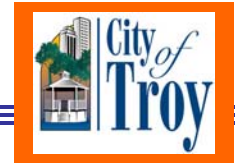
Capital Expenditures - Capital Projects Fund Department Summary

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Police				
401305 Police Administration				
7975 Buildings & Improvements	\$ 15,778	\$ 6,000	\$ 11,200	\$ 10,000
7978 Equipment-General	176,825	-	9,000	28,000
Total - Police Administration	\$ 192,603	\$ 6,000	\$ 20,200	\$ 38,000
401315 Police Uniform Patrol				
7978 Equipment-General	\$ 62,341	\$ 95,000	\$ 103,970	\$ 110,000
Total - Police Uniform Patrol	\$ 62,341	\$ 95,000	\$ 103,970	\$ 110,000
401325 Police Communications				
7980 Equipment-Office	\$ 63,136	\$ 175,050	\$ 462,510	\$ 406,700
Total - Police Communications	\$ 63,136	\$ 175,050	\$ 462,510	\$ 406,700
Total - Police	\$ 318,080	\$ 276,050	\$ 586,680	\$ 554,700
Parks and Recreation				
401583 Section 1 Development				
7816 Consultant Services	\$ 26,295	\$ -	\$ -	\$ -
7974 Land Improvements	463,091	-	-	-
Total - Section 1 Development	\$ 489,386	\$ -	\$ -	\$ -
401752 Parks & Recreation Administration				
7974 Land Improvements	\$ 76,533	\$ 110,000	\$ 85,000	\$ 70,000
7978 Equipment-General	720	105,000	124,280	-
Total - Parks & Recreation Administration	\$ 77,253	\$ 215,000	\$ 209,280	\$ 70,000
401755 Community Center				
7974 Land Improvements	\$ 5,917	\$ 10,000	\$ 10,000	\$ 10,000
7975 Buildings & Improvements	25,344	3,000	30,000	28,500
7978 Equipment-General	89,970	72,400	97,400	75,000
Total - Community Center	\$ 121,231	\$ 85,400	\$ 137,400	\$ 113,500
401756 Municipal Grounds				
7974 Land Improvements	\$ 12,304	\$ 247,650	\$ 687,650	\$ 560,000
7978 Equipment-General	3,080	10,000	10,000	5,000
Total - Municipal Grounds	\$ 15,384	\$ 257,650	\$ 697,650	\$ 565,000
401770 Park Development				
7971 Land	\$ 9,636	\$ 2,648,000	\$ 2,648,000	\$ -
7974 Land Improvements	87,366	449,000	1,776,910	2,180,000
Total - Park Development	\$ 97,002	\$ 3,097,000	\$ 4,424,910	\$ 2,180,000
401780 Subdivision Improvements				
7974 Land Improvements	\$ 1,830,303	\$ 2,000,000	\$ 2,169,700	\$ 850,000
Total - Subdivision Improvements	\$ 1,830,303	\$ 2,000,000	\$ 2,169,700	\$ 850,000
Total - Parks & Recreation	\$ 2,630,559	\$ 5,655,050	\$ 7,638,940	\$ 3,778,500

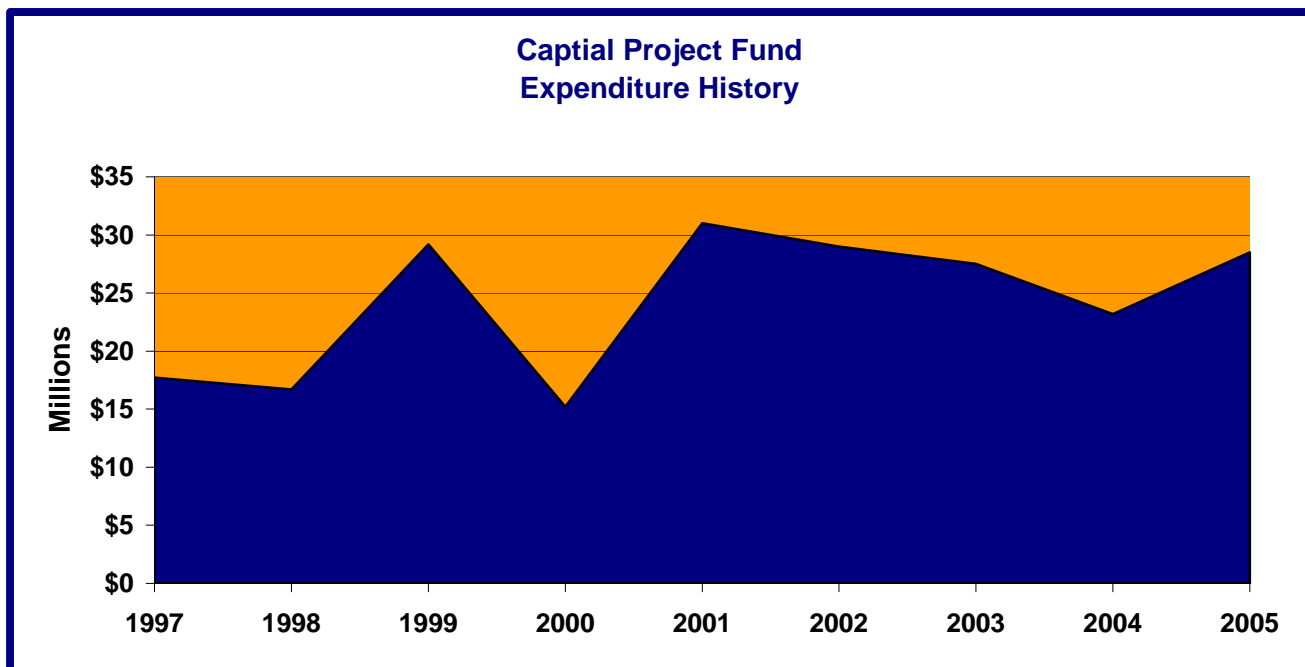
Capital Expenditures - Capital Projects Fund Department Summary

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Streets				
401448 Street Lighting				
7978 Equipment-General	\$ 9,035	\$ 20,000	\$ 20,000	\$ 20,000
Total - Street Lighting	\$ 9,035	\$ 20,000	\$ 20,000	\$ 20,000
401464 Public Works Administration				
7974 Land Improvements	\$ 134,052	\$ 175,000	\$ 175,000	\$ 200,000
7975 Buildings & Improvements	16,175	330,000	561,830	200,000
7978 Equipment-General	674	35,000	69,330	50,000
Total - Public Works Administration	\$ 150,901	\$ 540,000	\$ 806,160	\$ 450,000
401479 Major Roads				
7989 Public Works Construction	\$ 6,945,397	\$ 8,971,430	\$ 10,973,780	\$ 6,454,000
Total - Major Roads	\$ 6,945,397	\$ 8,971,430	\$ 10,973,780	\$ 6,454,000
401499 Local Roads				
7989 Public Works Construction	\$ 1,608,511	\$ 2,998,000	\$ 3,090,000	\$ 2,662,000
Total - Local Roads	\$ 1,608,511	\$ 2,998,000	\$ 3,090,000	\$ 2,662,000
401513 Sidewalks				
7989 Public Works Construction	\$ 825,412	\$ 770,000	\$ 1,346,800	\$ 600,000
Total - Sidewalks	\$ 825,412	\$ 770,000	\$ 1,346,800	\$ 600,000
401520 Traffic Signals				
7989 Public Works Construction	\$ -	\$ 200,000	\$ 200,000	\$ 100,000
Total - Traffic Signals	\$ -	\$ 200,000	\$ 200,000	\$ 100,000
Total - Streets	\$ 9,539,256	\$ 13,499,430	\$ 16,436,740	\$ 10,286,000
00401 Total - Capital Fund	\$ 17,783,295	\$ 28,522,980	\$ 35,234,320	\$ 19,797,460

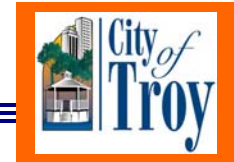
Summary of Future Projects



Category	Estimated Cost
Major Roads	\$350,000,000
Local Roads	4,000,000
Municipal Parking Lots	500,000
Water Distribution System	10,500,000
Storm Drains	33,000,000
Sanitary Sewer System	15,000,000
Sidewalk Trail Systems	37,000,000
Parks and Recreation Master Plan	<u>9,000,000</u>
Total:	\$459,000,000



Major Roads Budget



Project Name and Description	Total Project Cost	Est. City Capital Cost	2005/06 Amend. Budget	2005/06 Expend. to 6/30/06	Prop. 2006/07 Budget	Future Years
Westbound Maple at Coolidge, Right Turn Lane Extension	\$102,000	\$51,000	\$ -	\$2,000	\$ -	\$ -
Coolidge Left Turn Lane Storage Under I-75	125,000	84,000	25,000	25,000	-	-
Wattles at Forsyth - Right Turn Lane	210,000	119,000	50,000	85,000	-	-
Wattles at Coolidge - Eastbound and Westbound Right Turn Lanes	338,000	200,000	20,000	30,000	200,000	-
Rochester at Square Lake - Northbound and Southbound Right Turn Lanes	300,000	300,000	-	-	-	300,000
Rochester at South Boulevard	150,000	100,000	25,000	65,000	-	-
Coolidge at South Boulevard - Northbound Right Turn Lane	200,000	200,000	-	-	-	200,000
Big Beaver, Rochester to Dequindre	3,900,000	1,700,000	1,400,000	1,400,000	300,000	-
Wattles, East and West of Rochester - Preliminary Engineering	150,000	86,000	20,000	60,000	20,000	-
Wattles, East and West of Rochester - Right-of-Way	2,000,000	400,000	-	-	250,000	-
Travel Demand Management Program - Phase I	65,000	16,000	65,000	-	65,000	-
I-75, Thirteen Mile to M-59 - Milling and Resurfacing	2,343,700	29,300	-	1,000	-	-
Stephenson, 14 Mile to I-75 - Future Reconstruction Project	3,053,000	653,000	500,000	500,000	-	653,000
Dequindre, Long Lake to Auburn - Preliminary Engineering	1,250,000	43,000	10,000	10,000	33,000	-
John R, Long Lake to Square Lake - Preliminary Engineering	375,000	229,000	25,000	25,000	20,000	-
John R, Long Lake to Square Lake - Right-of-Way	500,000	100,000	500,000	100,000	300,000	100,000
John R, Square Lake to South Boulevard - Preliminary Engineering	330,000	184,000	50,000	25,000	25,000	-
John R, Square Lake to South Boulevard - Right-of-Way	1,000,000	200,000	500,000	100,000	600,000	300,000
Livernois, Long Lake to Square Lake - Preliminary Engineering	335,000	116,000	25,000	25,000	15,000	-
Rochester, Barclay to Trinway - Preliminary Engineering	575,000	115,000	75,000	50,000	50,000	-
Rochester at Wattles - Milling and Resurfacing	200,000	200,000	125,000	200,000	-	-
Rochester at Square Lake - Milling and Resurfacing	225,000	225,000	150,000	2,000	225,000	-

Major Roads Budget



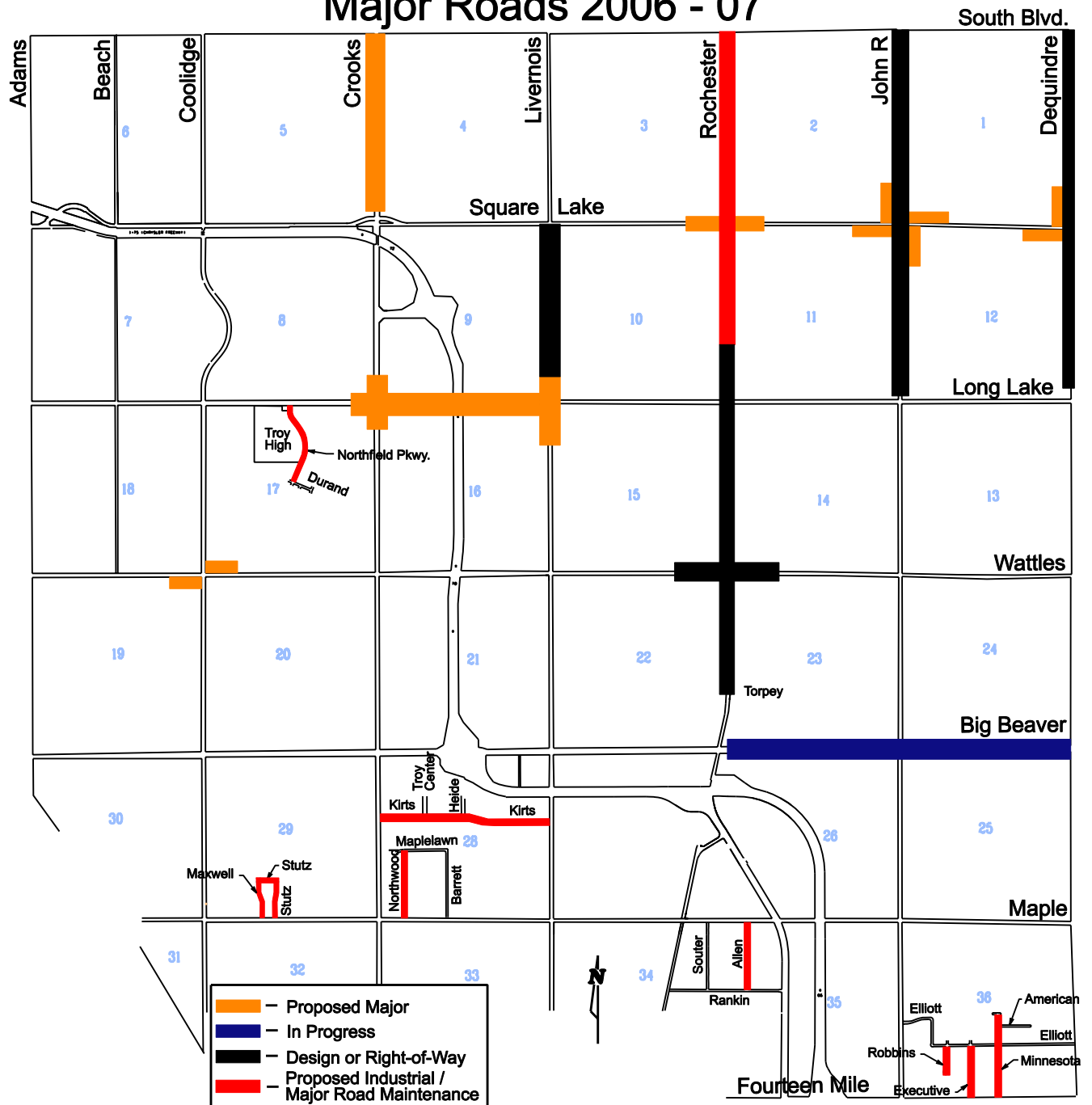
Project Name and Description	Total Project Cost	Est. City Capital Cost	2005/06 Amend. Budget	2005/06 Expend. to 6/30/06	Prop. 2006/07 Budget	Future Years
Long Lake/Livernois/Crooks Concrete Pavement Replacement	\$2,000,000	\$602,000	\$ -	\$301,000	\$301,000	\$ -
Crack Sealing Program - by DPW	100,000	100,000	100,000	100,000	100,000	-
Major Roads Slab Replacement - by DPW	1,000,000	1,000,000	750,000	750,000	1,000,000	-
Major Roads Construction	1,534,350	1,534,350	1,534,350	-	250,000	-
Industrial Road Maintenance - by DPW, per Hansen Pavement Management System	1,000,000	1,000,000	1,000,000	1,000,000	1,500,000	-
Rochester, I-75 to Torpey	10,000,000	2,000,000	1,734,430	1,734,430	-	-
Maplelawn, Crooks to Maple	3,500,000	3,500,000	25,000	155,000	-	-
Maple Road, Coolidge to Eton	2,500,000	183,640	150,000	150,000	-	-
Long Lake, Carnaby to John R	4,675,000	935,000	50,000	50,000	-	-
Crooks, Square Lake to Auburn	16,400,000	900,000	635,000	150,000	150,000	-
Long Lake, John R to Dequindre	6,500,000	1,200,000	50,000	50,000	-	-
Coolidge and Wattles Intersection	1,500,000	1,500,000	1,250,000	1,420,000	-	-
Livernois, Wattles to Long Lake	6,732,900	5,534,380	-	1,000	-	-
Coolidge, Long Lake to Square Lake - Overlay	800,000	800,000	-	-	-	800,000
Coolidge, Lexington to Wattles - Overlay	800,000	800,000	-	-	-	800,000
Wattles, Crooks to Livernois - Overlay	250,000	250,000	-	-	-	250,000
Wattles, Rochester to John R - Overlay	250,000	250,000	-	-	-	250,000
Coolidge, Derby to Golfview - Overlay	350,000	350,000	-	-	-	350,000
Dequindre, Wattles to Long Lake	1,850,000	660,000	10,000	100,000	-	-
Coolidge, Wattles to Long Lake - Overlay	800,000	800,000	-	-	-	800,000
I-75/Crooks Interchange Improvements	-	-	-	10,000	-	-

Major Roads Budget



Project Name and Description	Total Project Cost	Est. City Capital Cost	2005/06 Amend. Budget	2005/06 Expend. to 6/30/06	Prop. 2006/07 Budget	Future Years
Rochester, Torpey to Barclay - Preliminary Engineering	\$475,000	\$105,000	\$50,000	\$75,000	\$50,000	\$ -
Rochester, Torpey to Barclay - Right-of-Way	6,400,000	1,280,000	-	-	500,000	-
Square Lake and John R Intersection	524,000	312,000	30,000	50,000	300,000	-
Square Lake and Dequindre Intersection	466,000	233,000	30,000	40,000	200,000	-
Big Beaver, Livernois to Rochester	10,972,000	10,972,000	10,000	130,000	-	-
Total	\$99,105,950	\$42,151,670	\$10,973,780	\$8,971,430	\$6,454,000	\$4,803,000

Major Roads 2006 - 07

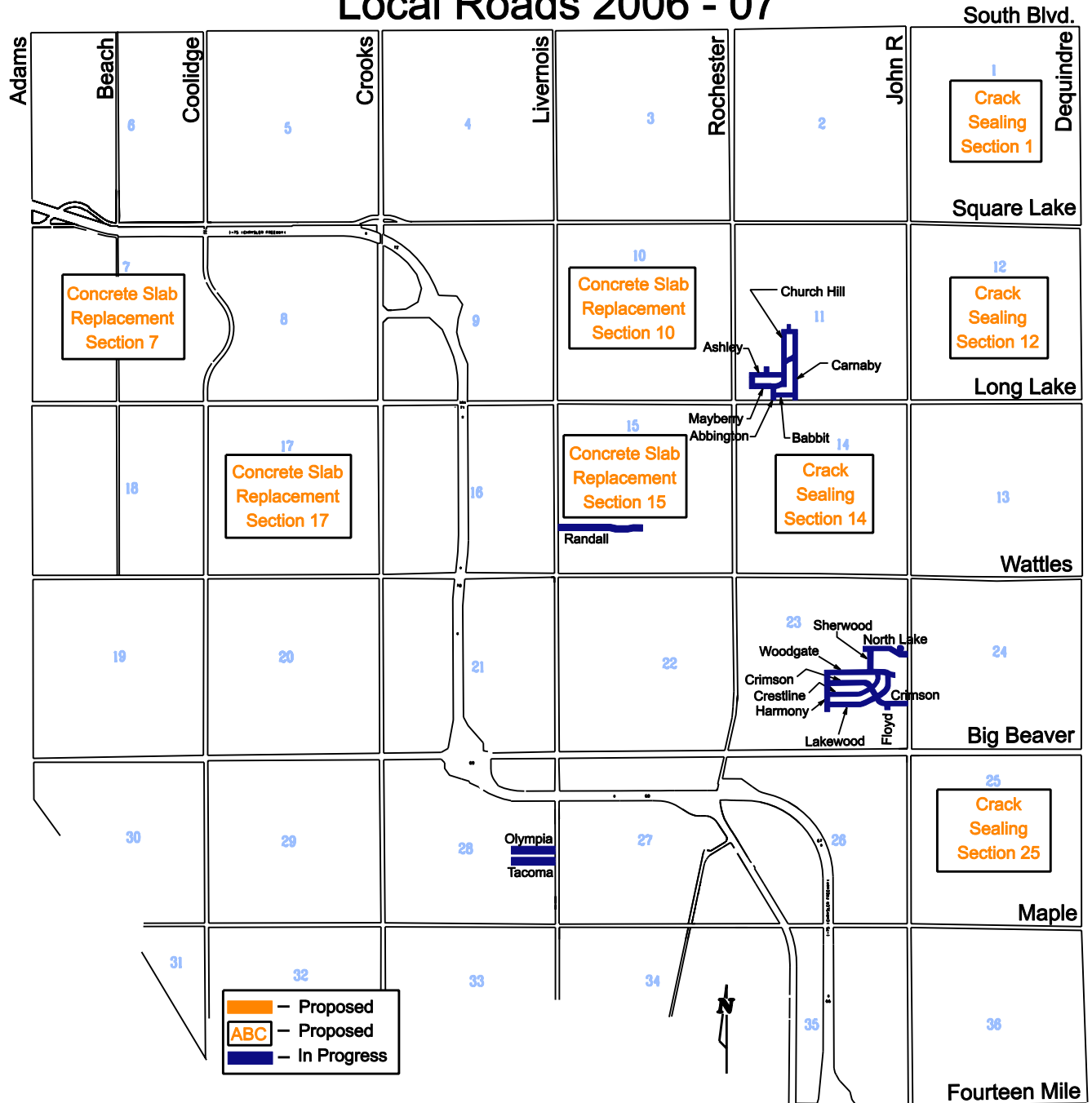


Local Roads Budget



Project Name and Description	Total Project Cost	Est. City Capital Cost	2005/06 Amend. Budget	2005/06 Expend. to 6/30/06	Prop. 2006/07 Budget	Future Years
Section 23 Concrete Pavement Replacement	\$1,500,000	\$1,500,000	\$750,000	\$1,350,000	\$150,000	\$-
Creston - Special Assessment District Paving	369,000	268,000	-	10,000	-	-
Larayne and Hilmore - Special Assessment District Paving	420,000	350,000	-	40,000	-	-
Walnut and Chestnut Hill - Special Assessment District Paving	380,000	300,000	10,000	50,000	-	-
Philatha, Hilmore to the East End - Special Assessment District Paving	55,000	36,000	-	7,000	-	-
Randall, Livernois to Tallman - Concrete Pavement Replacement by DPW	75,000	75,000	75,000	50,000	25,000	-
Section 18 - Asphalt Overlay	170,000	170,000	100,000	70,000	-	-
Charnwood Hills - Special Assessment District Paving	1,200,000	510,000	-	1,000	-	1,200,000
Somerton - Special Assessment District Paving	100,000	100,000	15,000	100,000	-	-
Big Oak Trail - Special Assessment District Paving	163,000	127,000	63,000	60,000	-	-
Section 11 - Concrete Pavement Replacement	625,000	625,000	500,000	210,000	415,000	-
Olympia, Livernois to West - Special Assessment District Paving	334,000	288,000	-	75,000	259,000	-
Tacoma, Livernois to West - Special Assessment District Paving	328,000	282,000	-	75,000	253,000	-
Section 6 Seal Coats - Project Deleted	-	-	150,000	-	-	-
Traffic Calming Devices - Per Resident Requests	10,000	10,000	-	-	10,000	-
Crack Sealing - by DPW	400,000	400,000	400,000	400,000	400,000	-
Slab Replacement - by DPW Per Hansen Pavement Management System	900,000	900,000	500,000	500,000	900,000	-
Local Road Construction	527,000	527,000	527,000	-	250,000	-
Total	\$7,556,000	\$6,468,000	\$3,090,000	\$2,998,000	\$2,662,000	\$1,200,000

Local Roads 2006 - 07

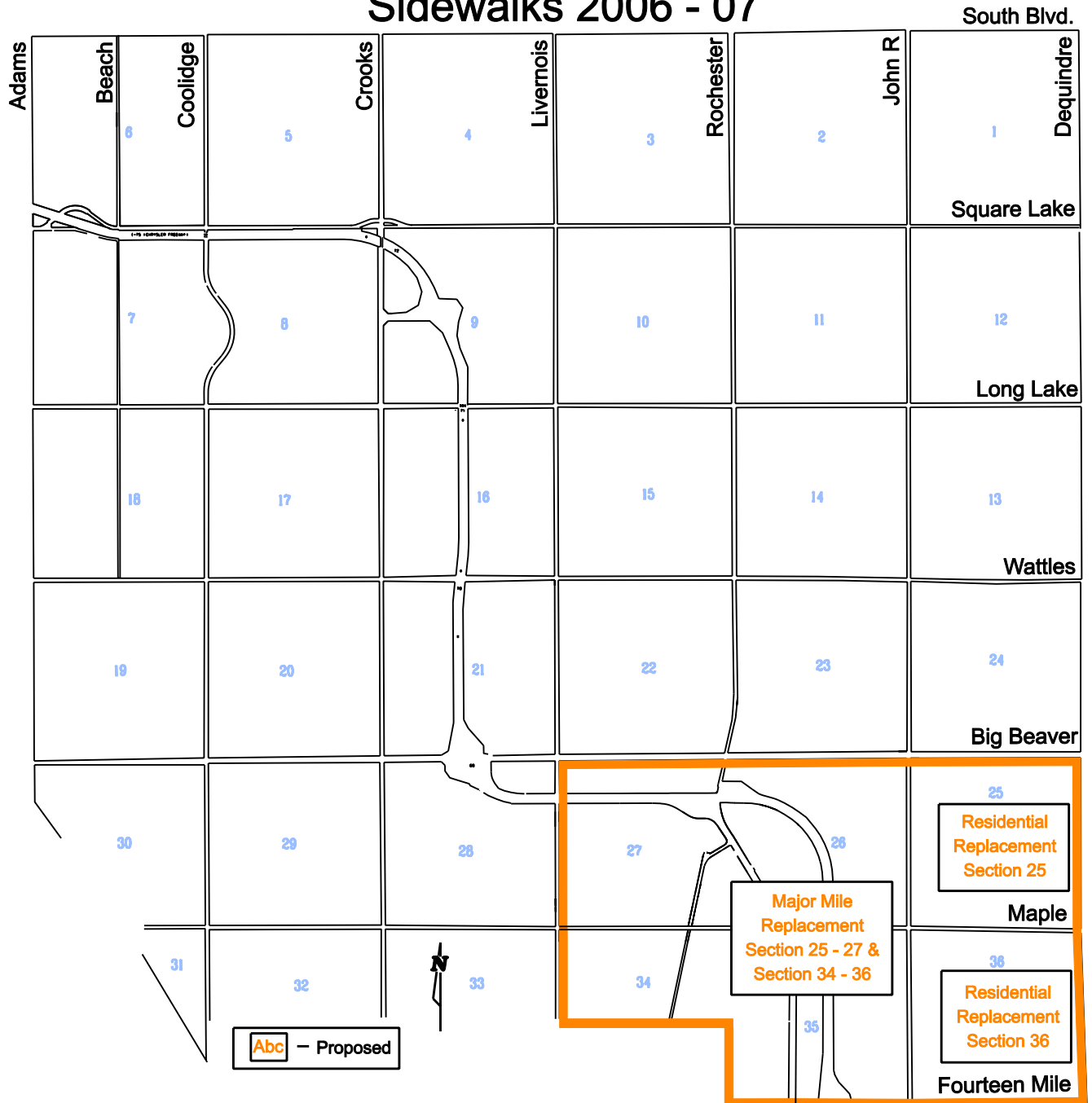


Sidewalks Budget



Project Name and Description	Total Project Cost	Est. City Capital Cost	2005/06 Amend. Budget	2005/06 Expend. to 6/30/06	Prop. 2006/07 Budget
Sidewalk Replacement Program - by DPW	\$750,000	\$750,000	\$633,940	\$550,000	\$500,000
East Side of John R, Laurel to Tucker	90,000	90,000	22,210	-	-
Various Locations - New Construction	250,000	250,000	690,650	220,000	100,000
Total	\$1,090,000	\$1,090,000	\$1,346,800	\$770,000	\$600,000

Sidewalks 2006 - 07



Capital Expenditures

Capital Projects Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
971 Land				
Museum				
401804 Museum				
7971.010 Land Aquisition	\$ 200	\$ -	\$ -	\$ -
Parks and Recreation				
401770 Park Development				
7971.010 Land Aquisition	9,636	2,648,000	2,648,000	-
971 Total - Land	\$ 9,836	\$ 2,648,000	\$ 2,648,000	\$ -
974 Land Improvements				
Museum				
401804 Museum				
7974.140 Historic Green Development	\$ 63,714	\$ 10,000	\$ 10,000	\$ -
Parks and Recreation				
401583 Section 1 Development				
7974.130 Various	\$ 489,383	\$ -	\$ -	\$ -
401752 Parks & Recreation Administration				
7974.080 OEC	\$ 5,601	\$ 30,000	\$ -	\$ -
7974.100 Schools Joint Project	70,932	60,000	60,000	60,000
7974.145 Planning & Park Design	-	20,000	25,000	10,000
Total - Parks & Recreation Administration	\$ 76,533	\$ 110,000	\$ 85,000	\$ 70,000

Capital Expenditures

Capital Projects Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
974 Land Improvements - Continued				
401755 Community Center				
7974.979055 Site Improvements-CC	\$ 5,917	\$ 10,000	\$ 10,000	\$ 10,000
401756 Municipal Grounds				
7974.090 Civic Center	\$ 9,949	\$ 160,000	\$ 600,000	\$ 500,000
7974.120 Cemetery Improvements	-	30,000	30,000	10,000
7974.125 Computer Irrigation	2,355	57,650	57,650	50,000
Total - Municipal Grounds	\$ 12,304	\$ 247,650	\$ 687,650	\$ 560,000
401770 Park Development				
7974.020 Boulan Park	\$ 5,267	\$ -	\$ -	\$ -
7974.025 Brinston Park	26	75,000	75,000	-
7974.030 Firefighters Park	37	25,000	166,000	100,000
7974.035 Flynn Park	43,485	140,000	396,250	400,000
7974.040 Jaycee Park	17,823	40,000	60,000	100,000
7974.055 Raintree Park	342	9,000	9,660	50,000
7974.060 Redwood Park	1,863	-	-	-
7974.065 Robinwood Park	75	-	-	-
7974.080 OEC	4,005	60,000	70,000	30,000
7974.130 Various	14,443	100,000	1,000,000	1,500,000
Total - Park Development	\$ 87,366	\$ 449,000	\$ 1,776,910	\$ 2,180,000
401780 Subdivision Improvements				
7974.130 Various	1,830,303	2,000,000	2,169,700	850,000
Total - Parks & Recreation	\$ 2,501,806	\$ 2,816,650	\$ 4,729,260	\$ 3,670,000
Streets				
401464 Public Works Administration				
7974.165 Municipal Parking Lots	134,052	175,000	175,000	200,000
974 Total - Land Improvements	\$ 2,699,572	\$ 3,001,650	\$ 4,914,260	\$ 3,870,000

Capital Expenditures

Capital Projects Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
975 Buildings & Improvements				
Building Inspection				
401371 Building Inspection				
7975.085 House Demolition	\$ 2,012	\$ 9,500	\$ 20,000	\$ 10,000
Engineering				
401444 General Engineering				
7975.010 Office Renovation	\$ 1,726	\$ -	\$ -	\$ -
Fire				
401344 Fire Buildings & Repairs				
7975.055 Station One	\$ -	\$ 61,000	\$ 61,000	\$ -
7975.060 Station Two	-	-	-	5,330
7975.070 Station Four	31,750	-	-	32,500
7975.075 Station Five	6,000	11,000	11,000	40,000
7975.080 Station Six	6,491	3,500	5,000	10,000
7975.085 Police-Fire Training	-	-	10,000	10,000
Total - Fire Buildings & Repairs	\$ 44,241	\$ 75,500	\$ 87,000	\$ 97,830
Library				
401790 Library				
7975.900 General Repairs	\$ 232,529	\$ 126,240	\$ 22,620	\$ 221,650
Museum				
401804 Museum				
7975.120 Roof Replacement	\$ -	\$ -	\$ -	\$ 65,000
7975.150 Barn Reserve	-	-	140,000	140,000
7975.900 General Repairs	171,043	455,280	455,280	50,000
Total - Museum	\$ 171,043	\$ 455,280	\$ 595,280	\$ 255,000

Capital Expenditures

Capital Projects Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
975 Buildings & Improvements - Continued				
Other General Government				
401265 City Hall				
7975.010 Office Renovation	\$ 42,258	\$ 130,000	\$ 196,500	\$ 150,000
7975.020 Central Storage	-	-	-	375,000
7975.025 Facia-THJ	-	-	-	30,000
7975.030 Emergency Power	-	-	-	15,000
7975.035 Transportation Center	-	-	-	500,000
7975.040 City Hall HVAC	-	-	-	750,000
7975.050 Emergency Repairs	54,367	-	200,000	200,000
Total - City Hall	\$ 96,625	\$ 130,000	\$ 396,500	\$ 2,020,000
401268 District Court				
7975.145 Reserve/Court Building	\$ -	\$ 6,000	\$ 168,000	\$ 150,000
Total - Other General Government	\$ 96,625	\$ 136,000	\$ 564,500	\$ 2,170,000
Police				
401305 Police Administration				
7975.010 Office Renovation	\$ 15,778	\$ 6,000	\$ 11,200	\$ 10,000
Parks and Recreation				
401755 Community Center				
7975.125 Annex Renovation	\$ 25,344	\$ 3,000	\$ 30,000	\$ 28,500
Streets				
401464 Public Works Administration				
7975.900 General Repairs	\$ 16,175	\$ 330,000	\$ 561,830	\$ 200,000
975 Total - Buildings & Improvements	\$ 605,473	\$ 1,141,520	\$ 1,892,430	\$ 2,992,980

Capital Expenditures

Capital Projects Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
978 Equipment - General				
Elections				
401192 Elections				
7978.010 General	\$ -	\$ -	\$ -	\$ 65,000
Engineering				
401444 General Engineering				
7978.010 General	\$ 6,605	\$ -	\$ -	\$ -
Finance				
401267 CATV - Municipal Channel				
7978.010 General	\$ 1,294	\$ 60,000	\$ 84,340	\$ 35,000
Fire				
401338 Fire Vehicles				
7978.030 Hazardous Materials	\$ -	\$ 297,260	\$ -	\$ -
401343 Fire Communications				
7978.020 Communications	\$ -	\$ 130,560	\$ -	\$ -
Museum				
401804 Museum				
7978.010 General	\$ 11,117	\$ -	\$ -	\$ -
7978.100 Artifacts	911	19,090	19,090	10,000
Total - Museum	\$ 12,028	\$ 19,090	\$ 19,090	\$ 10,000

Capital Expenditures

Capital Projects Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
978 Equipment - General - Continued				
Other General Government				
401265 City Hall				
7978.010 General	\$ 560	\$ -	\$ 150,000	\$ -
Police				
401305 Police Administration				
7978.065 Drug Enforcement	\$ 176,825	\$ -	\$ 9,000	\$ 28,000
401315 Police Uniform Patrol				
7978.010 General	\$ 62,341	\$ 95,000	\$ 103,970	\$ 110,000
Total - Police	\$ 239,166	\$ 95,000	\$ 112,970	\$ 138,000
Parks and Recreation				
401752 Parks & Recreation Administration				
7978.010 General	\$ 720	\$ 105,000	\$ 124,280	\$ -
401755 Community Center				
7978.045 Annex Equipment	\$ 89,970	\$ 72,400	\$ 97,400	\$ 75,000
401756 Municipal Grounds				
7978.010 General	\$ 3,080	\$ 10,000	\$ 10,000	\$ 5,000
Total - Parks & Recreation	\$ 93,770	\$ 187,400	\$ 231,680	\$ 80,000
Streets				
401448 Street Lighting				
7978.010 General	\$ 9,035	\$ 20,000	\$ 20,000	\$ 20,000
401464 Public Works Administration				
7978.010 General	\$ 674	\$ 35,000	\$ 69,330	\$ 50,000
Total - Streets	\$ 9,709	\$ 55,000	\$ 89,330	\$ 70,000
978 Total - Equipment - General	\$ 363,132	\$ 844,310	\$ 687,410	\$ 398,000

Capital Expenditures

Capital Projects Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
980 Equipment - Office				
Building Inspection				
401371 Building Inspection				
7980.010 Office Equipment & Furniture	\$ 76	\$ -	\$ -	\$ -
Executive Administration				
401210 Attorney				
7980.010 Office Equipment & Furniture	\$ -	\$ 20,000	\$ 20,000	\$ -
Finance				
401227 Human Resources				
7980.010 Office Equipment & Furniture	\$ -	\$ 30,000	\$ 30,000	\$ -
401233 Purchasing				
7980.010 Office Equipment & Furniture	\$ 7,193	\$ -	\$ -	\$ -
401253 Treasurer				
7980.010 Office Equipment & Furniture	\$ 9,682	\$ 10,000	\$ 10,000	\$ -
401267 Community Affairs				
7980.010 Office Equipment & Furniture	\$ 14,348	\$ -	\$ -	\$ -
Total - Finance	\$ 31,223	\$ 40,000	\$ 40,000	\$ -

Capital Expenditures

Capital Projects Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
980 Equipment - Office - Continued				
Fire				
401338 Fire Vehicles				
7980.020 Computer Equipment	\$ -	\$ 12,000	\$ -	\$ -
Information Technology				
401258 Information Technology				
7980.020 Computer Equipment	\$ -	\$ 100,000	\$ 235,000	\$ 35,000
7980.030 Computer Software	34,240	150,000	277,480	245,000
7980.032 Computer Consulting	41,523	200,000	355,360	220,000
7980.034 Computer Services	-	-	-	200,000
Total - Information Technology	\$ 75,763	\$ 450,000	\$ 867,840	\$ 700,000
Library				
401790 Library				
7980.010 Office Equipment & Furniture	\$ -	\$ 25,000	\$ 25,000	\$ 8,000
Police				
401325 Police Communications				
7980.030 Computer Software	\$ 22,866	\$ 100,000	\$ 207,140	\$ 31,700
7980.050 In Car Cameras	9,947	50	8,700	225,000
7980.055 Radio Communications	30,323	75,000	246,670	150,000
Total - Police Communications	\$ 63,136	\$ 175,050	\$ 462,510	\$ 406,700
980 Total - Equipment - Office	\$ 170,198	\$ 722,050	\$ 1,415,350	\$ 1,114,700
984 Apparatus Replacement				
Fire				
401338 Fire Vehicles				
7984 Apparatus Replacement	\$ 42,026	\$ 769,520	\$ 752,230	\$ 400,000
984 Total - Apparatus Replacement	\$ 42,026	\$ 769,520	\$ 752,230	\$ 400,000

Capital Expenditures

Capital Projects Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
989 Public Works Construction				
Drains				
401516 Drains				
7989.003055 Dashwood	\$ 173,516	\$ 10,000	\$ -	\$ -
7989.013024 Streambank Stabilization	26,669	1,350,000	1,000,000	150,000
7989.1000 Drains & Retention Pond	633,111	315,000	926,830	200,000
7989.053026 Detention Pond Retrofi	-	10,000	610,000	600,000
7989.993035 Section 19	1,423	-	-	-
Total - Drains	\$ 834,719	\$ 1,685,000	\$ 2,536,830	\$ 950,000
Streets				
401479 Major Roads				
7989.001055 Maple-RTL Ext @Coolidge	\$ 7,017	\$ 2,000	\$ -	\$ -
7989.001065 Coolidge LT Storage/I-75	45,296	25,000	25,000	-
7989.001085 Wattles RTL @ Forsyth	875	85,000	50,000	-
7989.001095 Wattles RTL @ Coolidge	-	30,000	20,000	200,000
7989.011035 Rochester/South Blvd RTL	9,830	65,000	25,000	-
7989.011055 Big Beaver/Rochester-Dequindre	2,890,565	1,400,000	1,400,000	300,000
7989.011065 Wattles @ Rochester	1,561	60,000	20,000	270,000
7989.021055 TDM Program Phase 1	-	-	65,000	65,000
7989.021106 I-75, 13Mi to M59	198	1,000	-	-
7989.022015 Stepenson-14Mi to I-75	559,027	500,000	500,000	-
7989.022025 Dequindre-LL to Auburn	-	10,000	10,000	33,000
7989.022035 John R-LL to Square Lake	19,243	125,000	525,000	320,000
7989.022045 John R-Square Lake to South	2,543	125,000	550,000	625,000
7989.022055 Livernois-LL to Square Lake	2,354	25,000	25,000	15,000
7989.022065 Rochester-Barclay to Trinway	188,530	50,000	75,000	50,000
7989.051025 Rochester @ Wattles	-	200,000	125,000	-
7989.051035 Rochester @ Square Lake	-	2,000	150,000	225,000
7989.051065 Long Lake Pavement Demo	-	301,000	-	301,000
7989.200 Concrete Crack Sealing	86,021	100,000	100,000	100,000
7989.300 Industrial Road Maint	-	1,000,000	1,000,000	1,500,000
7989.500 Concrete Slab Replacement	747,738	750,000	750,000	1,000,000
7989.8000 Major Rd Construction	-	-	1,534,350	250,000

Capital Expenditures

Capital Projects Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
989 Public Works Construction - Continued				
401479 Major Roads - Continued				
7989.892065 Rochester, I-75 to Torpey	\$ 115	\$ 1,734,430	\$ 1,734,430	\$ -
7989.909031 Maplelawn-Crooks to Ma	1,494,002	155,000	25,000	-
7989.922025 Maple-Coolidge to Eton	236,566	150,000	150,000	-
7989.922035 Long Lk, Carnaby to John R	13,202	50,000	50,000	-
7989.932076 Big Beaver-Adams/Coolidge	1,359	-	-	-
7989.941086 Crooks-Sq Lk to S Blvd	10,054	150,000	635,000	150,000
7989.942035 Long Lk-John R to Dequindre	152,586	50,000	50,000	-
7989.942045 Coolidge/Wattles Inter	75,780	1,420,000	1,250,000	-
7989.952015 Livernois-Wattles/Long	78,858	1,000	-	-
7989.991036 Dequindre-Wattles to Long Lake	95,191	100,000	10,000	-
7989.991206 I-75 / Long Lk ramp	72,381	10,000	-	-
7989.992035 Rochester-Torpey/Barclay	90,072	75,000	50,000	550,000
7989.992055 Square Lk/John R Intersection	-	50,000	30,000	300,000
7989.992065 Square Lk/Dequindre Intersection	-	40,000	30,000	200,000
7989.992075 Big Beaver-Livernois/R	64,434	130,000	10,000	-
Total - Major Roads	\$ 6,945,398	\$ 8,971,430	\$ 10,973,780	\$ 6,454,000
401499 Local Roads				
7989.021025 Section 23 Overlays	\$ 398,973	\$ 1,350,000	\$ 750,000	\$ 150,000
7989.021045 Section 7 Overlays	17,649	-	-	-
7989.021061 Creston	4,976	10,000	-	-
7989.021071 Larayne/Hillmore	-	40,000	-	-
7989.021091 Walnut/Chestnut Hill	255,168	50,000	10,000	-
7989.031011 Philatha Paving	8,737	7,000	-	-
7989.041015 Randall, Livernois/Tallman	-	50,000	75,000	25,000
7989.041025 Section 18 Overlays	94,331	70,000	100,000	-
7989.041041 Charnwood Hills SAD Pa	-	1,000	-	-
7989.041061 Somerton	722	100,000	15,000	-
7989.042011 Big Oak Trail SAD	2,985	60,000	63,000	-
7989.050 Local Road Construction	30,066	-	527,000	250,000
7989.051015 Section 11 CPR	-	210,000	500,000	415,000
7989.052011 Olympia, Livernois-W SAD	-	75,000	-	259,000
7989.052021 Tacoma, Livernois-W SAD	-	75,000	-	253,000
7989.120 Crack Sealing	298,976	400,000	400,000	400,000
7989.500 Concrete Slab Replacement	495,929	500,000	500,000	900,000
7989.600 Traffic Calming Device	-	-	-	10,000
7989.991041 Section 6 Seal Coats	-	-	150,000	-
Total - Local Roads	\$ 1,608,512	\$ 2,998,000	\$ 3,090,000	\$ 2,662,000

Capital Expenditures

Capital Projects Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
989 Public Works Construction - Continued				
401513 Sidewalks				
7989.650 New Construction	\$ 359,351	\$ 220,000	\$ 690,650	\$ 100,000
7989.700 Replacement Program	466,061	550,000	633,940	500,000
7989.926055 John R-E Side-Laurel/T	-	-	22,210	-
Total - Sidewalks	\$ 825,412	\$ 770,000	\$ 1,346,800	\$ 600,000
401520 Traffic Signals				
7989.600 Traffic Signals	\$ -	\$ 200,000	\$ 200,000	\$ 100,000
Total - Streets	\$ 9,379,322	\$ 12,939,430	\$ 15,610,580	\$ 9,816,000
989 Total - Public Works Construction	\$ 10,214,041	\$ 14,624,430	\$ 18,147,410	\$ 10,766,000
991 Debt				
Drains				
401516 Drains				
7991 Principal	\$ 154,955	\$ 158,520	\$ 161,720	\$ 162,720
7995 Interest	96,817	96,620	99,100	93,010
7998 Other Fees	11	50	100	50
Total - Drains	\$ 251,783	\$ 255,190	\$ 260,920	\$ 255,780
991 Total - Debt	\$ 251,783	\$ 255,190	\$ 260,920	\$ 255,780
Other General Government				
401265				
8999.101 Operating Transfer Out-General	\$ 2,768,000	\$ 2,333,000	\$ 2,333,000	\$ -
8999.257 Operating Transfer Out-Budget Stab	332,000	-	-	-
8999.394 Operating Transfer Out-DDA Debt	-	1,932,210	1,932,210	-
8999.406 Operating Transfer Out-Prop B	327,234	-	-	-
8999.407 Operating Transfer Out-Prop C	-	251,100	251,100	-
Total - Other General Government	\$ 3,427,234	\$ 4,516,310	\$ 4,516,310	\$ -
00401 Total - Capital Fund	\$ 17,783,295	\$ 28,522,980	\$ 35,234,320	\$ 19,797,460

Capital Expenditures

All Funds

Description	2005 Budget	2005 Projected	2006 Budget	Estimated Annual Operating Cost
971 Land				
Parks and Recreation				
401770 Park Development				
7971.010 Land Acquisition	\$ 2,648,000	\$ 2,648,000	\$ -	\$ -
971 Total - Land	\$ 2,648,000	\$ 2,648,000	\$ -	\$ -
972 Water System				
Water				
555 Water Fund Capital				
7972.0001 Various Projects	\$ 250,000	\$ 50,000	\$ 250,000	\$ 410
7972.015015 W Maple-Coolidge/Crooks	100,000	200,000	-	-
7972.015025 Troy Court-Park to Elmwood	70,000	150,000	-	-
7972.015045 Sec. 10 SE 1/4	250,000	180,000	-	-
7972.015055 Crooks, Maple to Big Beaver	-	25,000	-	-
7972.015095 Livernois-Sq Lk. to South Blvd	450,000	400,000	100,000	160
7972.015175 Rochester-LL to Syvanwood	-	10,000	15,000	30
7972.035015 John R	75,000	175,000	-	-
7972.035025 Chopin	75,000	140,000	-	-
7972.035035 Section 30	150,000	300,000	250,000	410
7972.035045 Fernleigh	460,000	650,000	-	-
7972.045015 Crooks, Sq. Lk. to North	700,000	-	700,000	1,140
7972.045035 Livernois, L Lk to Square Lake	750,000	15,000	250,000	410
7972.055015 Stephenson, 500 to Maple	760,000	-	-	-
7972.065035 Sq Lake, Roch to Livernois	-	150,000	900,000	1,460
7972.065045 Industrial Row	-	100,000	2,000,000	3,250
7972.065055 Meijer Drive	-	75,000	1,800,000	2,930
7972.1010 Meter Interface Units	-	-	350,000	570
972 Total - Water System	\$ 4,090,000	\$ 2,620,000	\$ 6,615,000	\$ 10,770

Capital Expenditures

All Funds

Description	Estimated Annual			
	2005 Budget	2005 Projected	2006 Budget	Operating Cost
973 Sewer System				
Sewer				
535 Sewer Fund Capital				
7973.034025 Evergreen/Farmington SS	\$ 140,000	\$ -	\$ 100,000	\$ 150
7973.044015 Crooks, Square Lake to N.	160,000	-	160,000	240
7973.044025 SSO Contingency	250,000	-	250,000	380
7973.044031 Charnwood Hills SAD SS	1,800,000	-	1,800,000	2,750
7973.054015 Rouge SSO Grant	400,000	400,000	500,000	770
7973.054025 E Livernois, N of Long Lake	250,000	10,000	350,000	540
7973.064015 2006 Sanitary Sewer Program	-	-	300,000	460
7973.974055 Sanitary Meter Sta Reco	10,000	-	70,000	110
7973.974075 Flow Metering/Evergreen	50,000	-	130,000	200
7973.984025 Twelve Towns Sewer Study	-	-	75,000	110
7973.984035 Manhole Rehabilitation	1,500,000	30,000	1,000,000	1,530
7973.994035 Evergreen - Farmington	-	1,000	-	-
7973.994045 I & I on City Sewer System	250,000	10,000	500,000	770
7973.994065 Dennis Powers Drain	-	100	-	-
973 Total - Sewer System	\$ 4,810,000	\$ 451,100	\$ 5,235,000	\$ 8,010

Capital Expenditures All Funds

Description					Estimated Annual	
	2005 Budget	2005 Projected	2006 Budget		Operating Cost	
974 Land Improvements						
Golf Course						
788 Sylvan Glen Capital						
7974.130 Various	\$ 334,770	\$ 330,000	\$ -	\$ -		
888 Sanctuary Lake Capital						
7974.130 Various	\$ -	\$ 5,390	\$ 20,000	\$ -		
Total - Golf Course	\$ 334,770	\$ 335,390	\$ 20,000	\$ -		
401804 Museum						
7974.140 Historic Green Development	\$ 10,000	\$ 10,000	\$ -	\$ -		

Capital Expenditures

All Funds

Description	Estimated Annual			
	2005 Budget	2005 Projected	2006 Budget	Operating Cost
974 Land Improvements - Continued				
Parks and Recreation				
401752 Parks & Recreation Administration				
7974.080 OEC	\$ -	\$ 30,000	\$ -	\$ -
7974.100 Schools Joint Project	60,000	60,000	60,000	600
7974.145 Planning & Park Design	25,000	20,000	10,000	-
401752 Total - Parks & Recreation Adminis	\$ 85,000	\$ 110,000	\$ 70,000	\$ 600
401755 Community Center				
7974.979055 Site Improvements	\$ 10,000	\$ 10,000	\$ 10,000	\$ -
401756 Municipal Grounds				
7974.090 Civic Center	\$ 600,000	\$ 160,000	\$ 500,000	\$ 5,000
7974.120 Cemetery Improvements	30,000	30,000	10,000	-
7974.125 Computer Irrigation	57,650	57,650	50,000	500
401756 Total - Municipal Grounds	\$ 687,650	\$ 247,650	\$ 560,000	\$ 5,500

Capital Expenditures

All Funds

Description	Estimated Annual			
	2005 Budget	2005 Projected	2006 Budget	Operating Cost
974 Land Improvements - Continued				
401770 Park Development				
7974.025 Brinston Park	\$ 75,000	\$ 75,000	\$ -	\$ -
7974.030 Firefighters Park	166,000	25,000	100,000	1,000
7974.035 Flynn Park	396,250	140,000	400,000	4,000
7974.040 Jaycee Park	60,000	40,000	100,000	1,000
7974.055 Raintree Park	9,660	9,000	50,000	500
7974.080 OEC	70,000	60,000	30,000	300
7974.130 Various	1,000,000	100,000	1,500,000	-
401770 Total - Park Development	\$ 1,776,910	\$ 449,000	\$ 2,180,000	\$ 6,800
401780 Subdivision Improvements				
7974.130 Various	\$ 2,169,700	\$ 2,000,000	\$ 850,000	\$ -
Total - Parks and Recreation	\$ 4,729,260	\$ 2,816,650	\$ 3,670,000	\$ 12,900
Streets				
401464 Public Works Administration				
7974.165 Municipal Parking Lots	\$ 175,000	\$ 175,000	\$ 200,000	\$ 2,000
974 Total - Land Improvements	\$ 5,249,030	\$ 3,337,040	\$ 3,890,000	\$ 14,900

Capital Expenditures

All Funds

Description		Estimated Annual			
		2005 Budget	2005 Projected	2006 Budget	Operating Cost
975 Buildings & Improvements					
Building Inspection					
401371 Building Inspection					
7975.085	House Demolition	\$ 20,000	\$ 9,500	\$ 10,000	\$ -
Fire					
401344 Fire Buildings & Repairs					
7975.055	Station One	\$ 61,000	\$ 61,000	\$ -	\$ -
7975.060	Station Two	-	-	5,330	-
7975.070	Station Four	-	-	32,500	-
7975.075	Station Five	11,000	11,000	40,000	-
7975.080	Station Six	5,000	3,500	10,000	-
7975.085	Fire-Police Training	10,000	-	10,000	-
401344 Total - Fire Buildings & Repairs		\$ 87,000	\$ 75,500	\$ 97,830	\$ -

Capital Expenditures

All Funds

Description	Estimated Annual			
	2005 Budget	2005 Projected	2006 Budget	Operating Cost
975 Buildings & Improvements - Continued				
Library				
401790 Library				
7975.900 General Repairs	\$ 22,620	\$ 126,240	\$ 221,650	\$ -
Museum				
401804 Museum				
7975.120 Roof Replacement	\$ -	\$ -	\$ 65,000	\$ -
7975.150 Barn Reserve	140,000	-	140,000	-
7975.900 General Repairs	455,280	455,280	50,000	500
Total - Museum	\$ 595,280	\$ 455,280	\$ 255,000	\$ 500
Other General Government				
401265 City Hall				
7975.010 Office Renovation	\$ 196,500	\$ 130,000	\$ 150,000	\$ -
7975.020 Central Storage	-	-	375,000	-
7975.025 Facia-THJ	-	-	30,000	-
7975.030 Emergency Power	-	-	15,000	-
7975.035 Transportation Center	-	-	500,000	-
7975.040 City Hall HVAC	-	-	750,000	-
7975.050 Emergency Repairs	200,000	-	200,000	-
401265 Total - City Hall	\$ 396,500	\$ 130,000	\$ 2,020,000	\$ -

Capital Expenditures

All Funds

Description	2005 Budget	2005 Projected	2006 Budget	Estimated Annual Operating Cost
975 Buildings & Improvements - Continued				
401268 District Court				
7975.145 Reserve/Court Building	\$ 168,000	\$ 6,000	\$ 150,000	\$ -
Total - Other General Government	\$ 564,500	\$ 136,000	\$ 2,170,000	\$ -
Police				
401305 Police Administraion				
7975.010 Office Renovation	\$ 11,200	\$ 6,000	\$ 10,000	\$ -
Parks and Recreation				
401755 Community Center				
7975.125 Annex Renovation	\$ 30,000	\$ 3,000	\$ 28,500	\$ 300
Streets				
401464 Public Works Administration				
7975.900 General Repairs	\$ 561,830	\$ 330,000	\$ 200,000	\$ 2,000
975 Total - Buildings & Improvements	\$ 1,892,430	\$ 1,141,520	\$ 2,992,980	\$ 2,800

Capital Expenditures

All Funds

Description	Estimated Annual			
	2005 Budget	2005 Projected	2006 Budget	Operating Cost
977 Equipment-Shop				
Motor Pool				
565 Motor Pool Capital				
7977 Equipment-Shop	\$ 16,250	\$ 16,000	\$ 17,000	\$ -
977 Total - Equipment - Shop	\$ 16,250	\$ 16,000	\$ 17,000	\$ -
978 Equipment-General				
Aquatic Center				
789 Aquatic Center Capital				
7978.010 General	\$ 15,000	\$ 20,000	\$ 75,000	\$ -
Elections				
401192 Elections				
7978.010 General	\$ -	\$ -	\$ 65,000	\$ -

Capital Expenditures

All Funds

Description	2005 Budget	2005 Projected	2006 Budget	Estimated Annual Operating Cost
978 Equipment-General - Continued				
Finance				
401267 CATV - Community Affairs				
7978.010 General	\$ 84,340	\$ 60,000	\$ 35,000	\$ -
Fire				
401338 Fire Vehicles				
7978.030 Hazardous Materials	\$ -	\$ 297,260	\$ -	\$ -
401343 Fire Communications				
7978.020 Communications	\$ -	\$ 130,560	\$ -	\$ -
Total - Fire	\$ -	\$ 427,820	\$ -	\$ -
Golf Course				
788 Sylvan Glen Capital				
7978.010 General	\$ 45,000	\$ 45,000	\$ 100,000	\$ -
888 Sanctuary Lake Capital				
7978.010 General	\$ -	\$ 4,610	\$ 5,000	
Total - Golf Course	\$ 45,000	\$ 49,610	\$ 105,000	\$ -

Capital Expenditures

All Funds

Description	Estimated Annual			
	2005 Budget	2005 Projected	2006 Budget	Operating Cost
978 Equipment-General - Continued				
Museum				
401804 Museum				
7978.100 Artifacts	\$ 19,090	\$ 19,090	\$ 10,000	\$ -
Other General Government				
401265 City Hall				
7978.010 General	\$ 150,000	\$ -	\$ -	\$ -
Police				
401305 Police Administration				
7978.065 Drug Enforcement	\$ 9,000	\$ -	\$ 28,000	\$ -
401315 Police Uniform Patrol				
7978.010 General	103,970	95,000	110,000	-
Total - Police	\$ 112,970	\$ 95,000	\$ 138,000	\$ -

Capital Expenditures

All Funds

Description		2005 Budget	2005 Projected	2006 Budget	Estimated Annual Operating Cost	
978 Equipment-General - Continued						
Parks and Recreation						
401752 Parks & Recreation Administration						
7978.010	General	\$ 124,280	\$ 105,000	\$ -	\$ -	
401755 Community Center						
7978.045	Annex Equipment	\$ 97,400	\$ 72,400	\$ 75,000	\$ 750	
401756 Municipal Grounds						
7978.010	General	10,000	10,000	5,000	-	
Total - Parks and Recreation		\$ 231,680	\$ 187,400	\$ 80,000	\$ 750	
Sewer						
535 Sewer Fund Capital						
7978.010	General	\$ 25,000	\$ 25,000	\$ 48,000	\$ -	
Streets						
401448 Street Lighting						
7978.010	General	\$ 20,000	\$ 20,000	\$ 20,000	\$ -	

Capital Expenditures

All Funds

Description	2005 Budget	2005 Projected	2006 Budget	Estimated Annual Operating Cost
978 Equipment-General - Continued				
401464 Public Works Administration				
7978.010 General	\$ 69,330	\$ 35,000	\$ 50,000	\$ -
Total - Streets	\$ 89,330	\$ 55,000	\$ 70,000	\$ -
Water				
555 Water Fund Capital				
7978.010 General	\$ -	\$ -	\$ 45,000	\$ -
978 Total - Equipment - General	\$ 772,410	\$ 938,920	\$ 671,000	\$ 750

980 Equipment-Office

Engineering

444 Engineering - General

7980.030 Computer Software	\$ 17,000	\$ 17,000	\$ -	\$ -
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Executive Administration

401210 Attorney

7980.010 Office Equipment & Furniture	\$ 20,000	\$ 20,000	\$ -	\$ -
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Capital Expenditures

All Funds

Description	Estimated Annual			
	2005 Budget	2005 Projected	2006 Budget	Operating Cost
980 Equipment-Office - Continued				
Finance				
401227 Human Resources				
7980.010 Office Equipment & Furniture	\$ 30,000	\$ 30,000	\$ -	\$ -
401253 Treasurer				
7980.010 Office Equipment & Furniture	\$ 10,000	\$ 10,000	\$ -	\$ -
Total - Finance	\$ 40,000	\$ 40,000	\$ -	\$ -
Fire				
401338 Fire Vehicles				
7980.020 Computer Equipment	\$ -	\$ 12,000	\$ -	\$ -
Information Technology				
401258 Information Technology				
7980.020 Computer Equipment	\$ 235,000	\$ 100,000	\$ 35,000	\$ -
7980.030 Computer Software	277,480	150,000	245,000	-
7980.032 Computer Consulting	355,360	200,000	220,000	-
7980.034 Computer Services	-	-	200,000	-
401258 Total - Information Techonolgy	\$ 867,840	\$ 450,000	\$ 700,000	\$ -

Capital Expenditures

All Funds

Description	Estimated Annual			
	2005 Budget	2005 Projected	2006 Budget	Operating Cost
980 Equipment-Office - Continued				
Library				
790 Library				
7980.125 Mini Grants	\$ -	\$ 6,680	\$ -	\$ -
401790 Library				
7980.010 Office Equipment & Furniture	\$ 25,000	\$ 25,000	\$ 8,000	\$ -
Total - Library	\$ 25,000	\$ 31,680	\$ 8,000	\$ -
Motor Pool				
565 Motor Pool Capital				
7980.030 Computer Software	\$ 11,050	\$ 11,000	\$ 11,500	\$ -
Police				
401325 Police Communications				
7980.030 Computer Software	\$ 207,140	\$ 100,000	\$ 31,700	\$ -
7980.050 In Car Cameras	8,700	50	225,000	2,250
7980.055 Radio Communications	246,670	75,000	150,000	-
401325 Total - Police Communications	\$ 462,510	\$ 175,050	\$ 406,700	\$ 2,250

Capital Expenditures

All Funds

Description	Estimated Annual			
	2005 Budget	2005 Projected	2006 Budget	Operating Cost
980 Equipment-Office - Continued				
Sewer				
535 Sewer Fund Capital				
7980.080 Computer Equipment	\$ -	\$ -	\$ 30,000	\$ -
Water				
555 Water Fund Capital				
7980.020 Computer Equipment	\$ -	\$ 28,800	\$ -	\$ -
980 Total Equipment - Office	\$ 1,443,400	\$ 785,530	\$ 1,156,200	\$ 2,250
981 Vehicles				
Golf Course				
788 Sylvan Glen Capital				
7981 Vehicles	\$ 26,000	\$ 26,000	\$ 36,000	\$ 3,600
Motor Pool				
565 Motor Pool Capital				
7981 Vehicles	\$ 2,091,990	\$ 1,394,000	\$ 1,218,100	\$ 128,000
981 Total - Vehicles	\$ 2,117,990	\$ 1,420,000	\$ 1,254,100	\$ 131,600

Capital Expenditures

All Funds

Description	2005 Budget	2005 Projected	2006 Budget	Estimated Annual Operating Cost
984 Apparatus Replacement				
Fire				
401338 Fire Vehicles				
7984 Apparatus Replacement	\$ 752,230	\$ 769,520	\$ 400,000	\$ -
984 Total - Apparatus Replacement	\$ 752,230	\$ 769,520	\$ 400,000	\$ -
989 Public Works Construction				
Drains				
401516 Drains				
7989.003055 Dashwood	\$ -	\$ 10,000	\$ -	\$ -
7989.013024 Streambank Stabilization	1,000,000	1,350,000	150,000	1,650
7989.053026 Detention Pond Retrofit	610,000	10,000	600,000	6,630
7989.1000 Drains & Retention Pond	926,830	315,000	200,000	2,210
401516 Total - Drains	\$ 2,536,830	\$ 1,685,000	\$ 950,000	\$ 10,490

Capital Expenditures

All Funds

Description	Estimated Annual			
	2005 Budget	2005 Projected	2006 Budget	Operating Cost
989 Public Works Construction - Continued				
Streets				
401479 Major Roads				
7989.001055 Maple-RTL Exit @Coolidge	\$ -	\$ 2,000	\$ -	\$ -
7989.001065 Coolidge LT Storage/I75	25,000	25,000	-	-
7989.001085 Wattles RTL @ Forsyth	50,000	85,000	-	-
7989.001095 Wattles RTL @ Coolidge	20,000	30,000	200,000	1,770
7989.011035 Rochester/South Blvd RTL	25,000	65,000	-	-
7989.011055 Big B/Rochester-Dequindre	1,400,000	1,400,000	300,000	2,650
7989.011065 Wattles @ Rochester	20,000	60,000	270,000	-
7989.021055 TDM Program Phase 1	65,000	-	65,000	570
7989.021106 I-75, 13 Mile to M59	-	1,000	-	-
7989.022015 Stephenson-14 Mile to I-75	500,000	500,000	-	-
7989.022025 Dequindre-Long Lk to Auburn	10,000	10,000	33,000	300
7989.022035 John R-Long Lake to Sq Lake	525,000	125,000	320,000	-
7989.022045 John R-Sq Lake to South Blvd	550,000	125,000	625,000	-
7989.022055 Livernois-Long Lake to Sq Lk	25,000	25,000	15,000	130
7989.022065 Rochester-Barclay to Trinway	75,000	50,000	50,000	440

Capital Expenditures

All Funds

Description	Estimated Annual			
	2005 Budget	2005 Projected	2006 Budget	Operating Cost
989 Public Works Construction - Continued				
Streets				
401479 Major Roads - Continued				
7989.200 Concrete Crack Sealing	\$ 100,000	\$ 100,000	\$ 100,000	\$ -
7989.300 Industrial Road Maintenance	1,000,000	1,000,000	1,500,000	13,260
7989.500 Concrete Slab Replacement	750,000	750,000	1,000,000	8,840
7989.051025 Rochester @ Wattles	125,000	200,000	-	-
7989.051035 Rochester @ Square Lake	150,000	2,000	225,000	1,990
7989.051065 Long Lake Pavement Demo	-	301,000	301,000	2,660
7989.8000 Major Road Construction	1,534,350	-	250,000	2,210
7989.892065 Rochester- I-75 to Torpey	1,734,430	1,734,430	-	-
7989.909031 Mapelawn-Crooks to Maple	25,000	155,000	-	-
7989.922025 Maple-Coolidge to Eton	150,000	150,000	-	-
7989.922035 Long Lake-Carnaby to John R	50,000	50,000	-	-
7989.941086 Crooks-Square Lk to S Blvd.	635,000	150,000	150,000	1,330
7989.942035 Long Lk-John R to Dequindre	50,000	50,000	-	-
7989.942045 Coolidge/Wattles Intersection	1,250,000	1,420,000	-	-
7989.952015 Livernois-Wattles/Long	-	1,000	-	-
7989.991036 Dequindre-Wattles to Long Lk	10,000	100,000	-	-
7989.991206 I-75 / Long Lake ramp	-	10,000	-	-
7989.992035 Rochester-Torpey/Barclay	50,000	75,000	550,000	-
7989.992055 Square Lake/John R Int	30,000	50,000	300,000	2,650
7989.992065 Square Lake/Dequindre Int	30,000	40,000	200,000	1,770
7989.992075 Big Beaver-Livernois/Rochester	10,000	130,000	-	-
401479 Total - Major Roads	\$ 10,973,780	\$ 8,971,430	\$ 6,454,000	\$ 40,570

Capital Expenditures

All Funds

Description	Estimated Annual			
	2005 Budget	2005 Projected	2006 Budget	Operating Cost
989 Public Works Construction - Continued				
401499 Local Roads				
7989.021025 Section 23 Overlays	\$ 750,000	\$ 1,350,000	\$ 150,000	\$ 1,510
7989.021061 Creston	-	10,000	-	-
7989.021071 Larayne/Hillmore	-	40,000	-	-
7989.021091 Walnut/Chestnut Hill	10,000	50,000	-	-
7989.031011 Philatha Paving	-	7,000	-	-
7989.041015 Randall, Livernois/Tallman	75,000	50,000	25,000	250
7989.041025 Section 18 Overlays	100,000	70,000	-	-
7989.041041 Charnwood Hills SAD Paveme	-	1,000	-	-
7989.041061 Somerton	15,000	100,000	-	-
7989.042011 Big Oak Trail SAD	63,000	60,000	-	-
7989.050 Local Road Construction	527,000	-	250,000	2,510
7989.051015 Section 11 CPR	500,000	210,000	415,000	4,170
7989.052011 Olympia, Livernois W SAD	-	75,000	259,000	2,600
7989.052021 Tacoma, Livernois W SAD	-	75,000	253,000	2,540
7989.120 Crack Sealing	400,000	400,000	400,000	-
7989.500 Concrete Slab Replacement	500,000	500,000	900,000	-
7989.600 Traffic Calming Devices	-	-	10,000	-
7989.991041 Section 6 Seal Coats	150,000	-	-	-
401499 Total - Local Roads	\$ 3,090,000	\$ 2,998,000	\$ 2,662,000	\$ 13,580

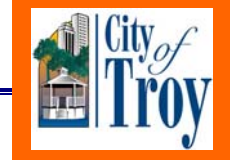
Capital Expenditures

All Funds

Description	Estimated Annual			
	2005 Budget	2005 Projected	2006 Budget	Operating Cost
989 Public Works Construction - Continued				
401513 Sidewalks				
7989.650 New Construction	690,650	220,000	100,000	-
7989.700 Replacement Program	633,940	550,000	500,000	-
7989.926055 John R-E Side, Laurel/Tucker	22,210	-	-	-
401513 Total - Sidewalks	\$ 1,346,800	\$ 770,000	\$ 600,000	\$ -
401520 Traffic Signals				
7989.600 Traffic Signals	\$ 200,000	\$ 200,000	\$ 100,000	\$ -
989 Total - Public Works Construction	\$ 18,147,410	\$ 14,624,430	\$ 10,766,000	\$ 64,640
Operating Transfer Out	\$ 4,516,310	\$ 4,516,310	\$ -	\$ -
Debt Service	\$ 260,920	\$ 255,190	\$ 255,780	\$ -
Total - Capital Expenditures	\$ 46,716,380	\$ 33,523,560	\$ 33,253,060	\$ 235,720

Capital Expenditures

Major Project Descriptions



Land Improvements

Parks and Recreation Department

Municipal Grounds	\$500,000	Civic Center improvements reserve
Park Development	\$100,000	Firefighters Park ADA restroom improvements, pathways
	\$400,000	Flynn Park ADA restroom improvements, ball diamond lighting
	\$1,500,000	Future park development reserve
	\$850,000	Ash tree removal and replacement

Public Works

\$200,000	Municipal parking lot resurfacing
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Buildings and Improvements

Library

General Repairs	\$221,650	Renovation of 3 restrooms, replacement of 3 rooftop HVAC units
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Museum

General Repairs	\$255,000	Historic Green fence replacement, roof replacement (log cabin, print shop and general store), restoration of wagon shop, barn reserve
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City Hall

Office Renovation	\$150,000	City Attorney's Office, Information Technology, and Finance department renovations
	\$750,000	City Hall HVAC reserve

Other General Government

\$375,000	Central storage facility reserve
\$500,000	Transit center reserve

Public Works Administration

General Repairs	\$200,000	Heating system, exhaust fans, salt dome roof repairs, fuel pumps, restroom renovation
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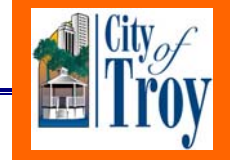
Equipment - General

Sylvan Glen Golf Course

\$100,000	Fairway and bank mowers
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Capital Expenditures

Major Project Descriptions



Equipment - Office

Information Technology Department

\$700,000 Initial funding for financial system upgrade, document imaging

Police Department

\$225,000 In-car camera upgrade reserve

\$150,000 Radio communication enhanced 9-1-1 equipment

Apparatus Replacement

Fire Department

\$400,000 Reserve funding for fire apparatus replacement

Vehicles

Fleet Maintenance Division

\$1,218,000 See the **Internal Service Fund** tab

Drains

\$950,000 Stream bank stabilization at Sylvan Glen Golf Course, detention pond retrofit grant project

Major Roads

\$1,500,000 Industrial road improvements

\$550,000 Rochester Road, Torpey to Barclay (Preliminary engineering and right-of-way)

\$625,000 John R Road (Preliminary engineering and right-of-way)

\$1,000,000 Concrete slab replacement

Local Roads

\$415,000 Section 11 concrete replacement

\$400,000 Crack sealing

\$900,000 Concrete slab replacement

Sidewalks

\$600,000 New construction and replacement

Water System

\$6,615,000 Various projects (see **Page 244**)

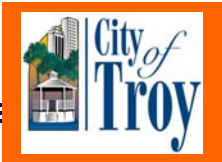
Sewer System

\$5,235,000 Various projects (see **Page 245**)

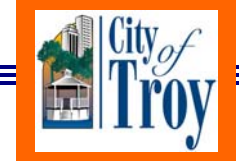
Special Assessment Fund

Revenue and Expenditures

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Interest and Rents	\$ 352,326	\$ 470,000	\$ 250,000	\$ 375,000
Other Revenue	1,919,531	585,750	805,830	3,677,420
Total - Revenue	\$ 2,271,857	\$ 1,055,750	\$ 1,055,830	\$ 4,052,420
Expenditures				
Capital Outlay	\$ 601,472	\$ -	\$ -	\$ -
Debt Service	33,289	55,750	55,830	52,420
Operating Transfer Out	400,000	1,000,000	1,000,000	4,000,000
Total - Expenditures	\$ 1,034,761	\$ 1,055,750	\$ 1,055,830	\$ 4,052,420
Revenue Over (Under) Expenditures	\$ 1,237,096	\$ -	\$ -	\$ -



Parks and Recreation Director	<i>Carol Anderson</i>
Parks and Recreation Superintendent	<i>Stuart Alderman</i>
Facility Supervisor	<i>Ann Blizzard</i>



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 55,000 admissions annually
- Offers classes including: Junior 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

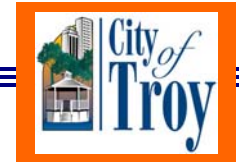
Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Charges for Service	\$ 415,188	\$ 434,000	\$ 428,000	\$ 444,000
Interest and Rents	22,793	32,780	27,300	30,900
Total - Revenue	\$ 437,981	\$ 466,780	\$ 455,300	\$ 474,900
Expenses				
Personal Service Control	\$ 246,421	\$ 264,490	\$ 268,420	\$ 268,620
Supplies	31,230	33,200	34,100	33,900
Other Services/Charges	282,560	292,290	293,580	314,210
Total - Expenses	\$ 560,211	\$ 589,980	\$ 596,100	\$ 616,730
Revenue Over (Under) Expenses	\$ (122,230)	\$ (123,200)	\$ (140,800)	\$ (141,830)
Capital Outlay	\$ 13,485	\$ 20,000	\$ 15,000	\$ 75,000



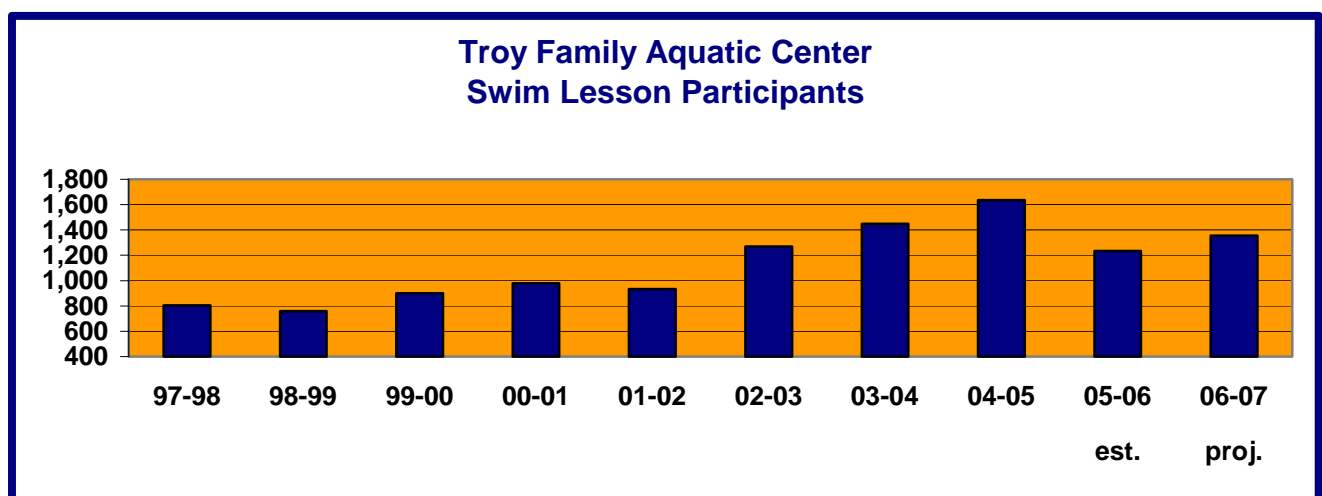
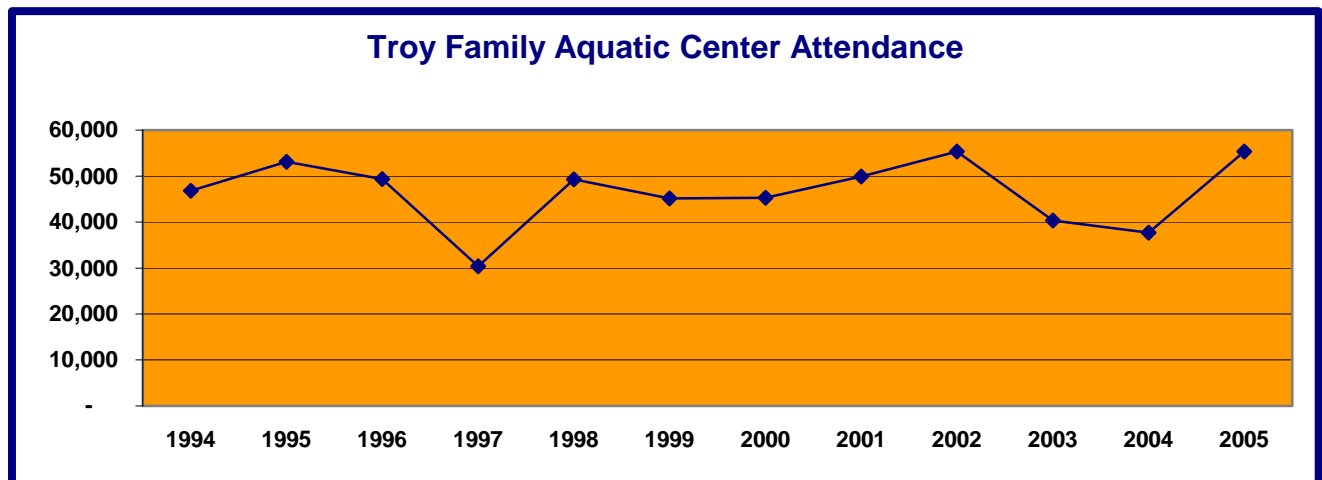
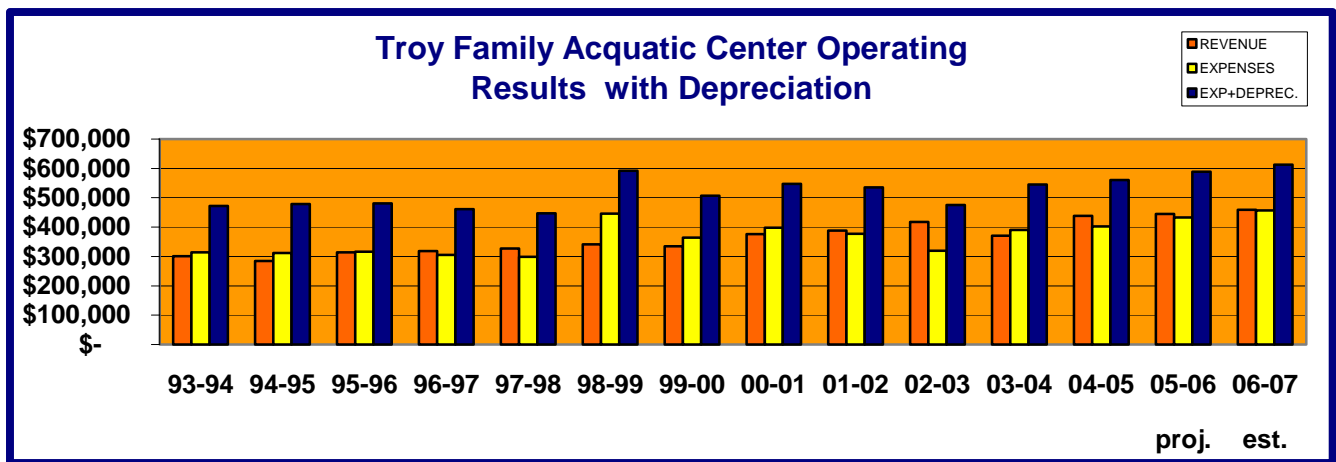
Department at a Glance

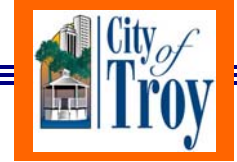
Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Personal Services	\$244,476	\$246,421	\$264,490	\$268,420	\$268,620	0%
Supplies	29,999	31,230	33,200	34,100	33,900	-.6
Other Services/Charges	267,410	282,560	292,290	293,580	314,210	7.0
Total Department	\$541,885	\$560,211	\$589,980	\$596,100	\$616,730	3.5%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	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





Mission and Service Statements

Mission Statement

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

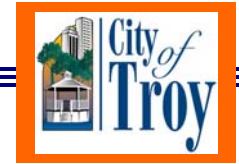
Service Statement

The Aquatics Division of the Parks and Recreation Department 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 87,000 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.

Did You Know ...?

- More than 53,000 people visited the Aquatic Center in 2005.
- The Aquatic Center employs more than 70 young people each season.



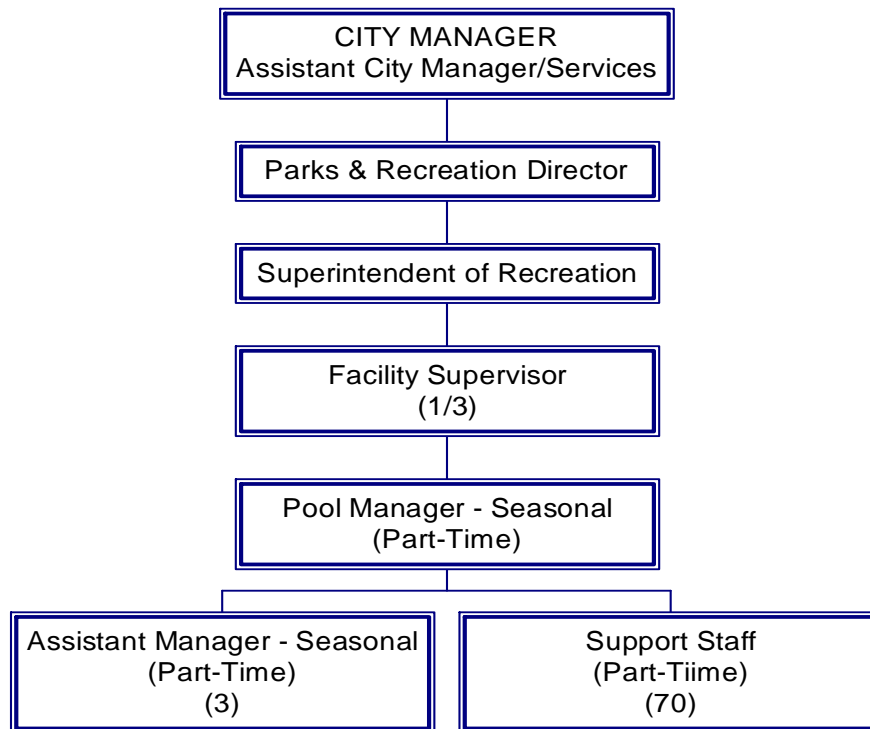
Performance Objectives

- Operate facility with revenue exceeding expenditures, less depreciation (Objective 9)
- Effectively market the facility to the public through special events/activities, promotions and press coverage (Objective 9)

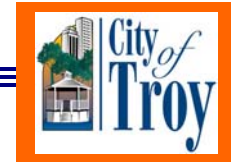
Performance Indicators		2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Aquatic Center admissions	55,348	49,000	49,500	48,000
	Season pass attendance	26,459	26,000	34,000	25,000
	Daily pass/Guest pass	25,656	18,868	18,400	18,001
	Birthday party attendance	216	100	260	100
Efficiency	Ratio of residents/non-residents for daily visits	1.48/1	1.48/1	1.49/1	1.49/1



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
Facility Supervisor	1/3	1/3	1/3
Assistant Manager – Seasonal (Part-Time)	2	3	3
Pool Manager-Seasonal (Part-Time)	2	1	1
Support Staff (Part-Time)	70	70	70
Total Department	74-1/3	74-1/3	74-1/3



Summary of Budget Changes

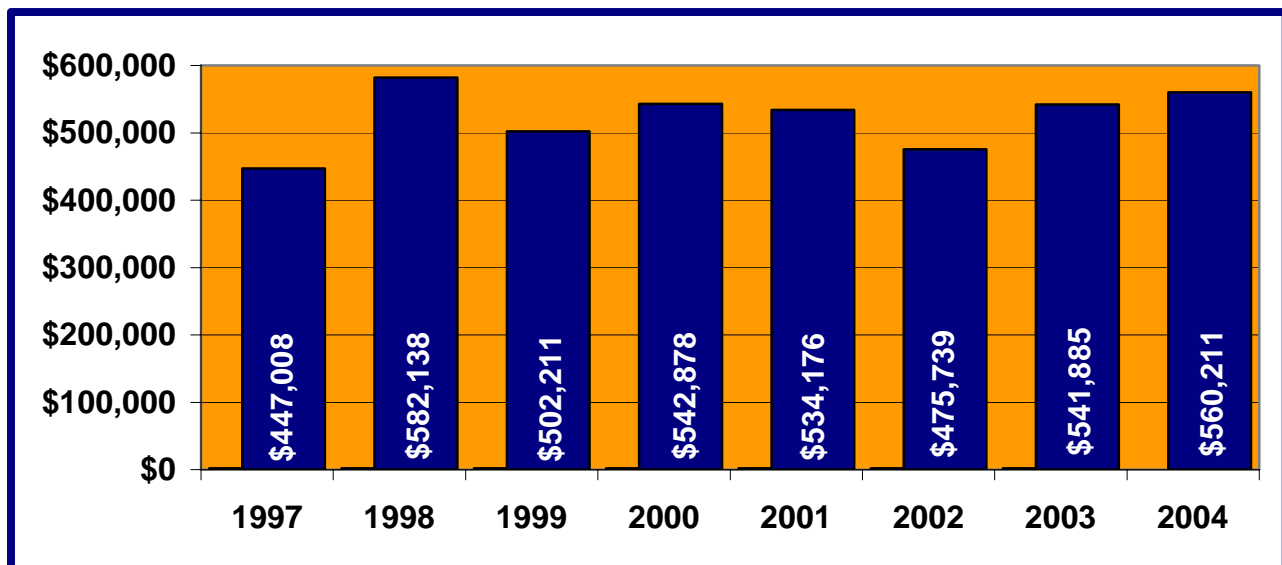
Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

Contractual Services reflects an additional \$4,250 or 18.9% due to increased contractor costs for opening and closing the facility.

Public Utilities increased \$10,720 or 13.8%.

The Capital Expenditures account reflects a \$60,000 increase due to projects necessary as facility ages, such as re-marcite, deck replacement, chairs, etc.

8-Year Operating Budget History





Parks and Recreation Director ***Carol Anderson***
Director of Golf Operations ***Jake Pilat***



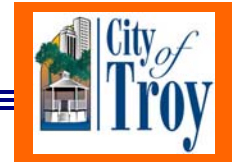
Functional Organizational Chart

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

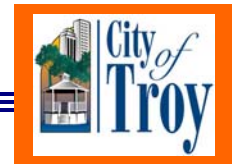
- Operates two municipal golf operations
- Acts as liaison with restaurant operations
- Provides for repairs and improvements to courses
- Maintains winter ski trail and sledding area
- Offers quality tournament program for City residents
- Offers a full practice facility at Sanctuary Lake golf course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



Golf Course Funds – Revenue and Expenses

Sylvan Glen Golf Course	2004	2005	2005	2006
Description	Actual	Projected	Budget	Budget
Revenue				
Sylvan Glen Golf Course				
Charges for Services	\$ 1,103,944	\$ 1,111,700	\$ 1,174,370	\$ 1,135,630
Interest and Rents	145,742	215,400	173,000	188,000
Operating Transfer In	-	156,690	206,770	-
Total - Revenue	\$ 1,249,686	\$ 1,483,790	\$ 1,554,140	\$ 1,323,630
Expenses				
Sylvan Glen Greens				
Personal Service Control	\$ 343,158	\$ 357,740	\$ 345,440	\$ 353,410
Supplies	86,092	122,200	154,400	153,040
Other Services/Charges	318,224	272,040	322,480	312,610
Total - Sylvan Glen Greens	\$ 747,474	\$ 751,980	\$ 822,320	\$ 819,060
Sylvan Glen Pro Shop				
Personal Service Control	\$ 185,109	\$ 195,830	\$ 189,490	\$ 201,390
Supplies	34,638	43,570	43,500	42,750
Other Services/Charges	98,106	91,410	93,060	97,950
Total - Sylvan Glen Pro Shop	\$ 317,853	\$ 330,810	\$ 326,050	\$ 342,090
Total - Expenses	\$ 1,065,327	\$ 1,082,790	\$ 1,148,370	\$ 1,161,150
Revenue Over (Under) Expenses	\$ 184,359	\$ 401,000	\$ 405,770	\$ 162,480
Sylvan Glen Capital Outlay	\$ 92,627	\$ 401,000	\$ 405,770	\$ 136,000

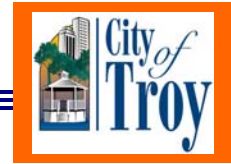
Sanctuary Lake Golf Course	2004	2005	2005	2006
Description	Actual	Projected	Budget	Budget
Revenue				
Sanctuary Lake Golf Course				
Charges for Services	\$ 961,944	\$ 1,400,890	\$ 1,943,380	\$ 1,848,070
Interest and Rents	457	16,000	22,000	16,000
Other Revenue	-	1,130	-	-
Total - Revenue	\$ 962,401	\$ 1,418,020	\$ 1,965,380	\$ 1,864,070
Expenses				
Sanctuary Lake Greens				
Personal Service Control	\$ 57,008	\$ 246,260	\$ 345,440	\$ 342,440
Supplies	46,001	104,280	146,000	120,100
Other Services/Charges	871,909	476,730	341,290	488,110
Total - Sanctuary Lake Greens	\$ 974,918	\$ 827,270	\$ 832,730	\$ 950,650
Sanctuary Lake Pro Shop				
Personal Service Control	\$ 146,914	\$ 190,050	\$ 214,790	\$ 217,050
Supplies	25,301	33,240	43,400	38,300
Other Services/Charges	89,537	107,200	90,500	105,510
Debt Service	511,308	754,820	755,520	748,370
Total - Sanctuary Lake Pro Shop	\$ 773,060	\$ 1,085,310	\$ 1,104,210	\$ 1,109,230
Total - Expenses	\$ 1,747,978	\$ 1,912,580	\$ 1,936,940	\$ 2,059,880
Revenue Over (Under) Expenses	\$ (785,577)	\$ (494,560)	\$ 28,440	\$ (195,810)
Sanctuary Lake Capital Outlay	\$ 2,420	\$ 10,000	\$ -	\$ 25,000



Department At A Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Sylvan Glen Greens	\$822,466	\$747,474	\$751,980	\$822,320	\$819,060	-.4%
Sylvan Glen Pro Shop	364,887	317,853	330,810	326,050	342,090	4.9
Sylvan Glen	\$1,187,353	\$1,065,327	\$1,082,790	\$1,148,370	\$1,161,150	1.1%
Sanctuary Lake Greens	\$2,501	\$974,918	\$827,270	\$832,730	\$950,650	14.2%
Sanctuary Lake Pro Shop	44,575	773,060	1,085,310	1,104,210	1,109,230	.5
Sanctuary Lake	\$47,076	\$1,747,978	\$1,912,580	\$1,936,940	\$2,059,880	6.3%
Total Department	\$1,234,429	\$2,813,305	\$2,995,370	\$3,085,310	\$3,221,030	4.4%
Personal Services	\$658,207	\$732,189	\$989,880	\$1,095,160	\$1,114,290	1.7%
Supplies	217,418	192,033	303,290	387,300	354,190	-8.5
Other Services/Charges	358,804	1,377,775	947,380	847,330	1,004,180	18.5
Debt Service	0	511,308	754,820	755,520	748,370	-.9
Total Department	\$1,234,429	\$2,813,305	\$2,995,370	\$3,085,310	\$3,221,030	4.4%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Pro Shop	1	20	1	39	1	40	1	40
Greens	3	16	4	15	4	32	4	32
Total Department	4	36	5	54	5	72	5	72



Mission and Service Statements

Mission Statement

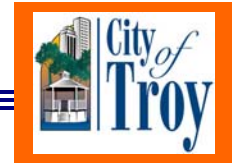
It is the mission of the Golf Division to provide a quality golf experience for residents and businesses.

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 that provides golf lessons; facility maintenance; mechanical repairs; pro shop operations; restaurant and banquet opportunities; and course improvements. In the winter months, cross-country skiing and sledding is available at Sylvan Glen.

Did You Know?

- Nearly 53,000 rounds of golf were played at Sylvan Glen last year.
- The Golf Division employs more than 70 seasonal workers each summer.



Performance Objectives

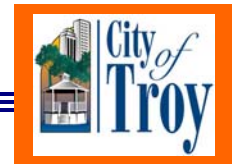
- Increase revenues at Sanctuary Lake
- Develop marketing plan

Sylvan Glen Golf Course

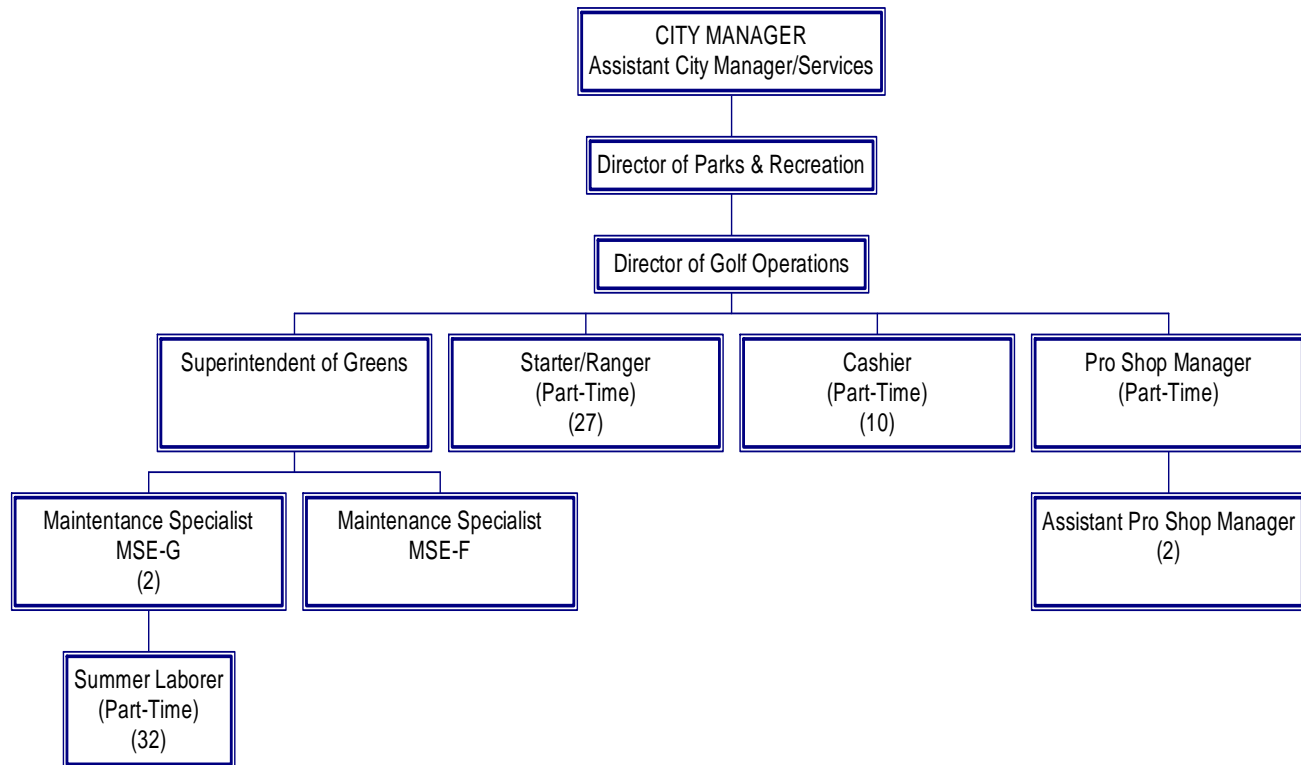
	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Rounds of Golf	51,060	50,820	53,870	52,440
Efficiency	Sylvan Glen Revenue	\$1,249,680	\$1,502,490	\$1,534,950	\$1,308,630

Sanctuary Lake Golf Course

	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Rounds of Golf	18,463	35,401	39,990	43,950
Efficiency	Sanctuary Lake Range Sales	\$117,370	\$126,800	\$150,000	\$126,200



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
Director of Golf Operations	1	1	1
Assistant Golf Professional (Part-time)	1	0	0
Assistant Pro Shop Manager (Part-time)	0	2	2
Cashier (Part-time)	10	10	10
Maintenance Specialist MSE-F	1	1	1
Maintenance Specialist MSE-G	2	2	2
Pro Shop Manager (Part-time)	1	1	1
Starter Ranger (Part-time)	27	27	27
Summer Laborer (Part-time)	15	32	32
Superintendent of Greens	1	1	1
Total Department	59	77	77



Summary of Budget Changes

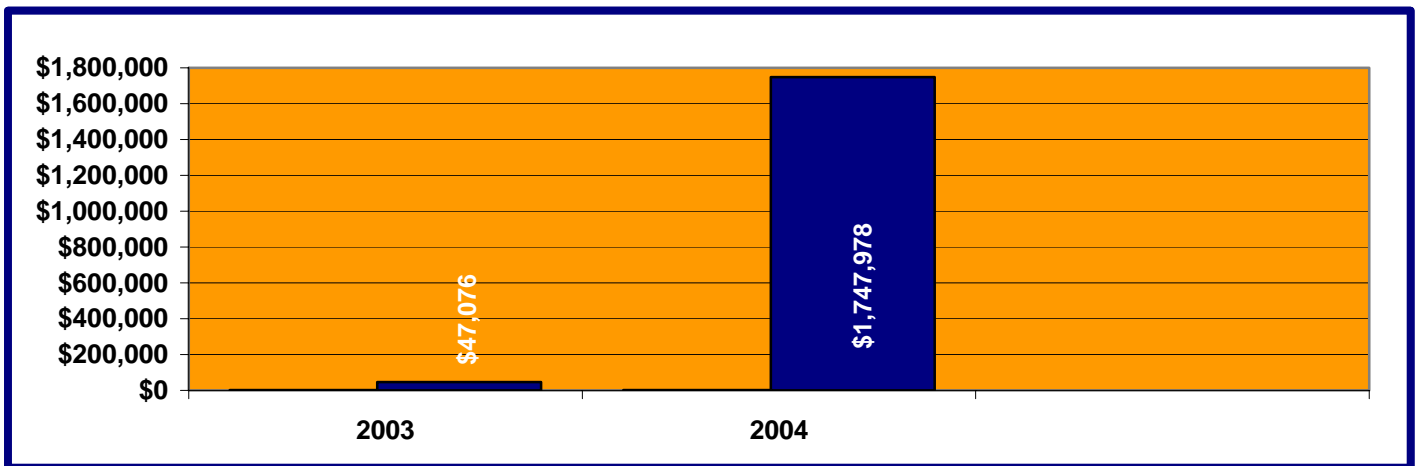
Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

Sanctuary Lake Golf Course Utility costs increased \$12,900 or 45%, while Sylvan Glen Golf Course Utility costs increased \$5,240 or 18%.

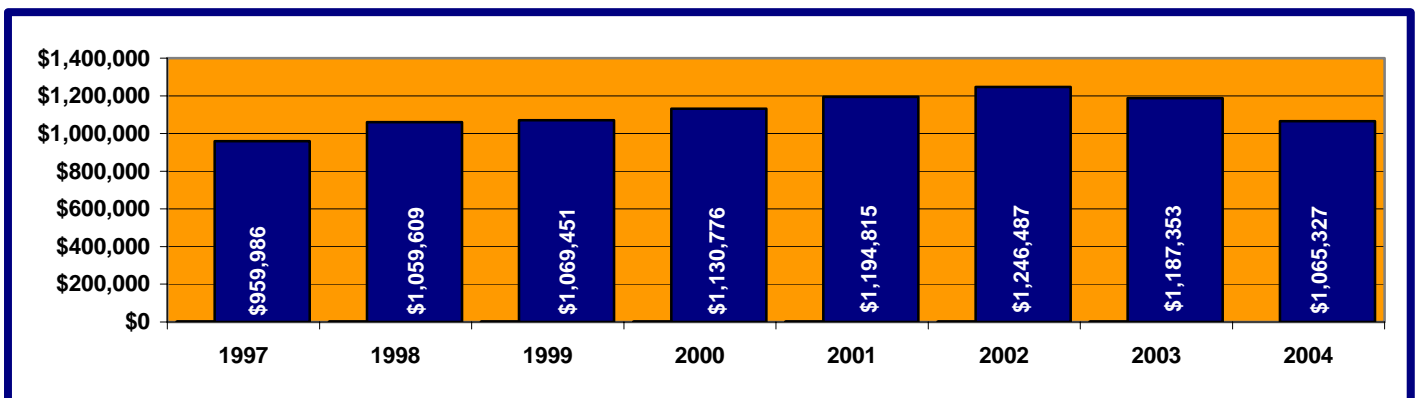
The Contracted Services account for the Sanctuary Lake Golf Course shows an increase of \$10,400 or 39% as actual costs are better gauged after a full year of operation.

Personal Services have shown changes upon full-time staff being distributed between business units.

2-Year Operating Budget History - Sanctuary Lake Golf Course



8-Year Operating Budget History - Sylvan Glen Golf Course





Public Works Director ***Timothy Richnak***
Water and Sewer Superintendent ***Michael Karloff***



Functional Organizational Chart

Water & Sewer Billing and Accounts

- Provides billing and account management and administration
- Communicates with field staff regarding customer service requests and information
- Provides clerical support to the department
- Educates consumers on leak detection, water driven sump pumps, water loss through leaking toilets, etc.

Water Transmission and Distribution

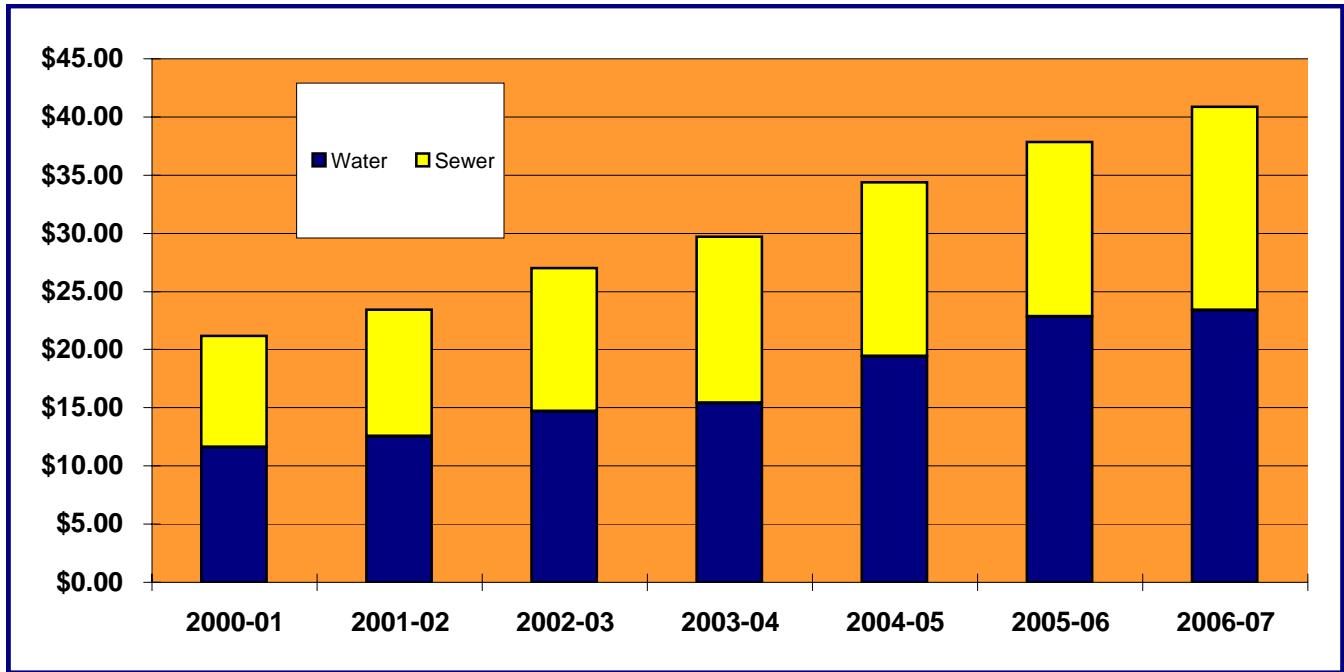
- Provides accurate and continuous readings of water meters
- Maintains water distribution system, including hydrants, services and meters
- Responds to citizen service requests and inquiries related to water quality

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

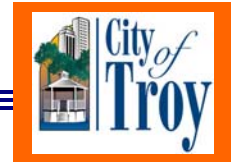


	2000-01 Rates	2001-02 Rates	2002-03 Rates	2003-04 Rates	2004-05 Rates	2005-06 Rates	Proposed 2006-07 Rates	Rate Adjustment
Water	\$ 11.60	\$ 12.56	\$ 14.68	\$ 15.40	\$ 19.40	\$ 22.84	\$ 23.40	\$ 0.56
Sewer	9.57	10.86	12.32	14.30	15.00	15.00	17.45	2.45
Total Rate	\$ 21.17	\$ 23.42	\$ 27.00	\$ 29.70	\$ 34.40	\$ 37.84	\$ 40.85	\$ 3.01



Sewer Fund Revenue and Expenses

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Sewer Fund Revenue				
Federal Grants	\$ 7,718	\$ -	\$ -	\$ -
Charges for Service	9,623,505	10,010,220	9,895,000	12,398,200
Interest and Rents	481,995	710,000	310,000	610,000
Other Revenue	359,038	-	-	-
Total - Revenue	\$ 10,472,256	\$ 10,720,220	\$ 10,205,000	\$ 13,008,200
Expenses				
Sewer Administration				
Personal Service Control	\$ 154,991	\$ 167,040	\$ 172,020	\$ 212,290
Supplies	41	-	100	-
Other Services/Charges	8,223,097	9,196,860	7,936,870	9,535,020
Total - Sewer Administration	\$ 8,378,129	\$ 9,363,900	\$ 8,108,990	\$ 9,747,310
Sewer Maintenance				
Personal Service Control	\$ 360,824	\$ 364,730	\$ 406,710	\$ 440,700
Supplies	22,682	23,340	29,900	24,340
Other Services/Charges	219,595	234,180	250,590	242,400
Operating Transfer Out	830,140	758,500	758,500	643,040
Total - Sewer Maintenance	\$ 1,433,241	\$ 1,380,750	\$ 1,445,700	\$ 1,350,480
Total - Expenses	\$ 9,811,370	\$ 10,744,650	\$ 9,554,690	\$ 11,097,790
Revenue Over (Under) Expenses	\$ 660,886	\$ (24,430)	\$ 650,310	\$ 1,910,410
Sewer Fund Capital Outlay	\$ 88,864	\$ 476,100	\$ 4,835,000	\$ 5,313,000



Department at a Glance - Sewer Division

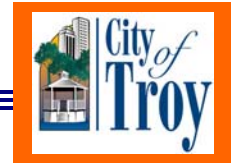
Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Sewer Administration	\$8,640,930	\$8,378,129	\$9,363,900	\$8,108,990	\$9,747,310	20.2%
Sewer Maintenance	1,527,109	1,433,241	1,380,750	1,445,700	1,350,480	-6.6
Total Department	\$10,168,039	\$9,811,370	\$10,744,650	\$9,554,690	\$11,097,790	16.2%
Personal Services	\$522,372	\$515,815	\$531,770	\$578,730	\$652,990	12.8%
Supplies	28,167	22,723	23,340	30,000	24,340	-18.9
Other Services/Charges	8,719,540	8,442,692	9,431,040	8,187,460	9,777,420	19.4
Transfer Out	897,960	830,140	758,500	758,500	643,040	-15.2
Total Department	\$10,168,039	\$9,811,370	\$10,744,650	\$9,554,690	\$11,097,790	16.2%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	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



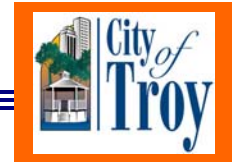
Water Fund Revenue and Expenses

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Charges for Service	\$ 13,423,746	\$ 15,920,000	\$ 15,166,000	\$ 16,117,400
Interest and Rents	508,320	607,900	350,000	549,000
Other Revenue	266,765	14,490	-	-
Total - Revenue	\$ 14,198,831	\$ 16,542,390	\$ 15,516,000	\$ 16,666,400
Expenses				
Water Transfer & Distribution				
Personal Service Control	\$ 113,950	\$ 125,320	\$ 114,590	\$ 125,640
Supplies	3,362	31,000	44,000	30,000
Other Services/Charges	41,455	43,700	41,500	47,000
Total - Water Transfer & Distribution	\$ 158,767	\$ 200,020	\$ 200,090	\$ 202,640
Water Customer Installation				
Personal Service Control	\$ 66,356	\$ 75,300	\$ 109,330	\$ 96,870
Supplies	-	-	500	-
Other Services/Charges	-	5,000	5,000	5,000
Total - Water Customer Installation	\$ 66,356	\$ 80,300	\$ 114,830	\$ 101,870
Water Contractors Service				
Personal Service Control	\$ 149,097	\$ 157,930	\$ 207,740	\$ 173,090
Supplies	1,864	2,500	3,500	3,000
Other Services/Charges	15,220	15,000	17,000	15,500
Total - Water Contractors Service	\$ 166,181	\$ 175,430	\$ 228,240	\$ 191,590
Water Main Testing				
Personal Service Control	\$ 41,387	\$ 43,540	\$ 190,540	\$ 124,480
Supplies	498	500	500	500
Other Services/Charges	2,782	2,500	4,000	2,600
Total - Water Main Testing	\$ 44,667	\$ 46,540	\$ 195,040	\$ 127,580
Maintenance of Mains				
Personal Service Control	\$ 206,258	\$ 205,340	\$ 232,270	\$ 268,800
Supplies	18,426	20,000	45,000	40,000
Other Services/Charges	68,529	68,500	76,500	72,000
Total - Maintenance of Mains	\$ 293,213	\$ 293,840	\$ 353,770	\$ 380,800
Maintenance of Services				
Personal Service Control	\$ 142,079	\$ 156,690	\$ 154,060	\$ 174,710
Supplies	12,161	10,000	21,000	15,000
Other Services/Charges	33,799	33,000	35,000	35,000
Total - Maintenance of Services	\$ 188,039	\$ 199,690	\$ 210,060	\$ 224,710



Water Fund Revenue and Expenses, Continued

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Expenses - Continued				
Maintenance of Meters				
Personal Service Control	\$ 110,391	\$ 113,280	\$ 104,650	\$ 193,860
Supplies	167,284	250,000	120,000	150,000
Other Services/Charges	8,161	8,000	9,000	8,300
Total - Maintenance of Meters	\$ 285,836	\$ 371,280	\$ 233,650	\$ 352,160
Maintenance of Hydrants				
Personal Service Control	\$ 166,386	\$ 190,030	\$ 246,580	\$ 186,400
Supplies	28,846	35,000	50,000	40,000
Other Services/Charges	33,535	33,000	40,000	35,000
Total - Maintenance of Hydrants	\$ 228,767	\$ 258,030	\$ 336,580	\$ 261,400
Water Meters & Tap-Ins				
Personal Service Control	\$ 132,971	\$ 160,020	\$ 206,690	\$ 187,940
Supplies	48,761	120,000	80,000	90,000
Other Services/Charges	63,313	71,580	60,580	74,000
Total - Water Meters & Tap-Ins	\$ 245,045	\$ 351,600	\$ 347,270	\$ 351,940
Water Meter Reading				
Personal Service Control	\$ 96,946	\$ 92,460	\$ 84,200	\$ 74,510
Supplies	(400)	-	100	-
Other Services/Charges	8,816	9,000	8,700	9,000
Total - Water Meter Reading	\$ 105,362	\$ 101,460	\$ 93,000	\$ 83,510
Water Accounting & Collecting				
Personal Service Control	\$ 44,503	\$ 40,210	\$ 46,770	\$ 33,680
Supplies	19,324	26,500	19,500	26,000
Other Services/Charges	10,298	13,630	11,630	40,320
Total - Water Accounting & Collecting	\$ 74,125	\$ 80,340	\$ 77,900	\$ 100,000
Water Administration				
Personal Service Control	\$ 320,294	\$ 277,000	\$ 344,780	\$ 354,860
Supplies	19,235	15,540	18,640	17,740
Other Services/Charges	11,080,741	11,566,680	10,870,440	11,649,750
Total - Water Administration	\$ 11,420,270	\$ 11,859,220	\$ 11,233,860	\$ 12,022,350
Total - Expenses	\$ 13,276,628	\$ 14,017,750	\$ 13,624,290	\$ 14,400,550
Revenue Over (Under) Expenses	\$ 922,203	\$ 2,524,640	\$ 1,891,710	\$ 2,265,850
Water Fund Capital Outlay	\$ 3,401,592	\$ 2,648,800	\$ 4,090,000	\$ 6,660,000

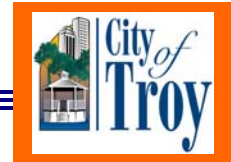


Department at a Glance – Water Division

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Transmission & Dist.	\$1,468,144	\$1,431,826	\$1,625,130	\$1,872,260	\$1,842,750	-1.6%
Accounting/Collecting	132,368	179,487	181,800	170,900	183,510	7.4
Meters and Tap-ins	263,186	245,045	351,600	347,270	351,940	1.3
Administration	8,818,627	11,420,270	11,859,220	11,233,860	12,022,350	7.0
Total Department	\$10,682,325	\$13,276,628	\$14,017,750	\$13,624,290	\$14,400,550	5.7%

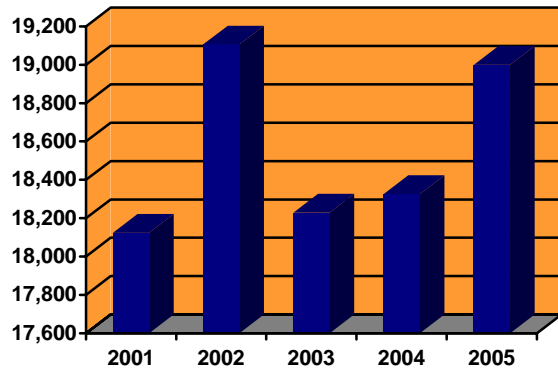
Personal Services	\$1,636,988	\$1,590,619	\$1,637,120	\$2,042,200	\$1,994,840	-2.3%
Supplies	379,607	319,361	511,040	402,740	412,240	2.4
Other Services/Charges	8,648,280	11,366,648	11,869,590	11,179,350	11,993,470	7.3
Debt Service	17,450	0	0	0	0	0
Total Department	\$10,682,325	\$13,276,628	\$14,017,750	\$13,624,290	\$14,400,550	5.7%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Water Division	19	6	19	6	19	6	18	7
Total Department	19	6	19	6	19	6	18	7



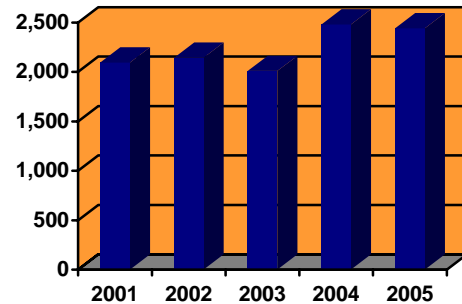
Key Departmental Trends

■ Requests for staking processed



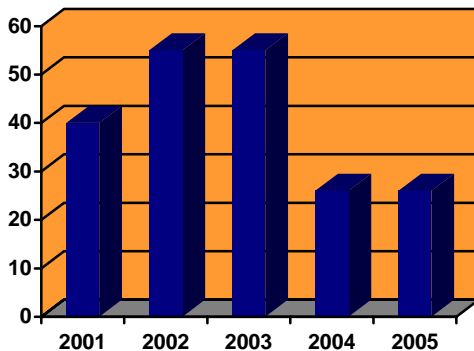
Staking fluctuates due to construction projects in the City of Troy

■ Backflow preventor testing



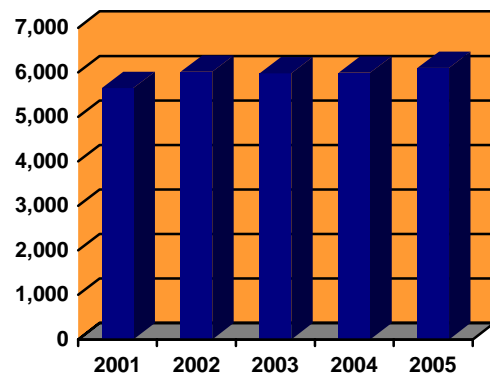
Increased testing due to improved notification procedures and computer software

■ Water main breaks

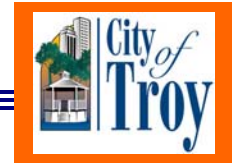


Historically low number of water main breaks are due to an aggressive water main replacement program

■ Fire hydrants winterized



Fire Hydrant numbers reflect recent development in the City of Troy



Mission and Service Statements

Mission Statement

The Water Division is dedicated to serving residents of the City of Troy by ensuring that the quality of the drinking water is above all standards and that water needed to fight fires is never compromised. The Sewer Division is dedicated to ensuring the safe and efficient discharge of wastewater to the Detroit Water and Sewerage Department (DWSD) waste treatment facility.

Service Statement

Service provided by the Water and Sewer Division is available 24 hours a day, 365 days a year. The staff is well trained to operate and maintain the system in the most efficient manner for the health, safety and welfare of the residents and businesses in the community alike.

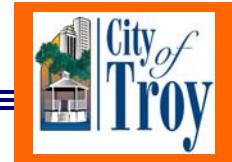
The Water Division is responsible for the accurate and continuous reading of residential, commercial, and industrial water meters. The maintenance and service of water meters, validation of high, low, or questionable reads, and testing for accuracy are important daily functions. Fire hydrants, gatewells, 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 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 the first contact our customers have with the division.

Did You Know ...?

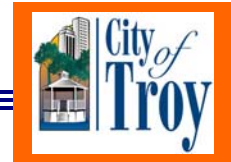
- Water and Sewer Division employees handle over 6,000 water and/or sewer related inquiries annually.



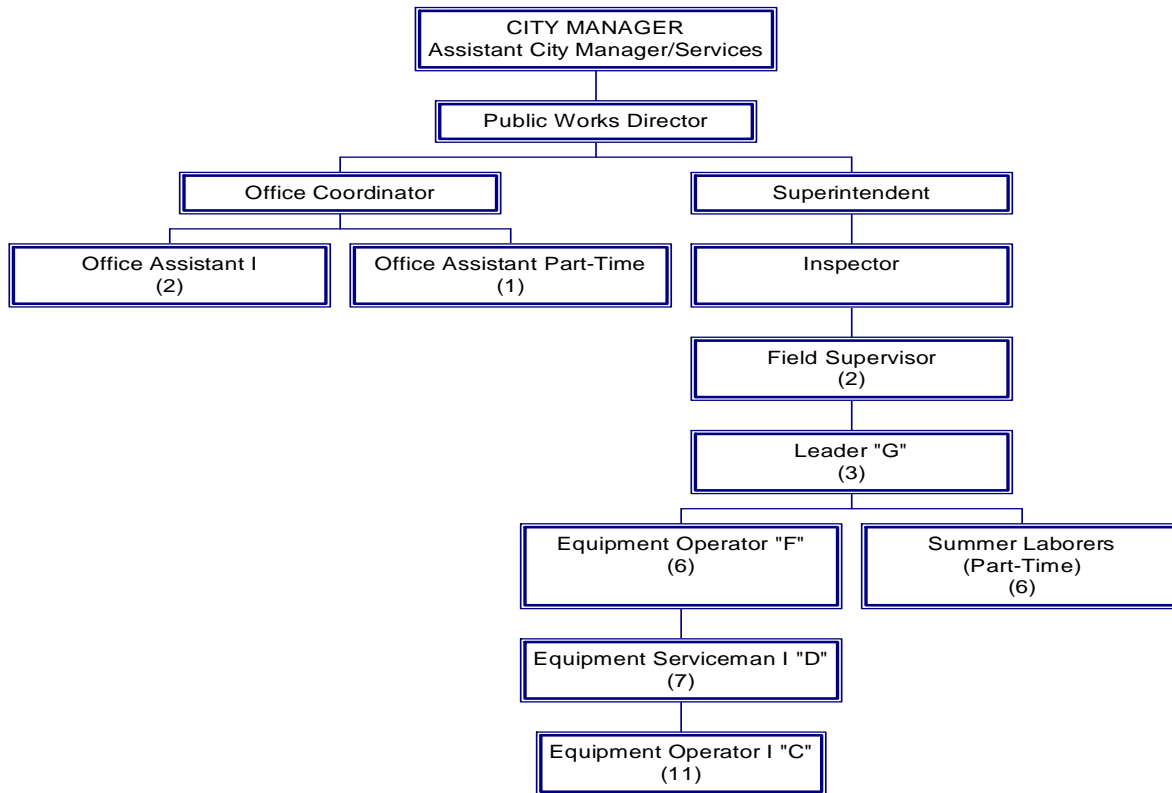
Performance Objectives

- Convert sanitary sewer VCR tapes to a digitized format in order to eliminate the thousands of tapes that we store and inventory. It will allow us to expand the distribution and use to other departments as they can be viewed and stored electronically (Objectives 1, 6, 7)

Performance Indicators		2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Service Requests Received	2,650	2,637	2,265	2,650
	New Water Taps	180	230	170	200
	New Water Meter Installations	250	235	190	200
	Backflow Preventor Testing Compliance Notices	1,500	1,730	1,700	1,750
	Site Plans Reviewed	55	51	50	48
	Repaired Water Main Breaks	60	28	50	40
	Valves Turned	6,650	6,500	6,700	6,700
	Water Services Re-tapped	75	66	120	80
	Miss Dig Teletypes	18,229	17,270	19,000	19,000
	Hydrants Winterized	6,100	6,450	5,990	6,550
	Water Sample Testing	230	214	230	210
	Sanitary Sewers Cleaned (feet)	1,670,000	2,067,000	2,000,000	2,070,000
	10 year Meter Exchanges	750	700	750	750
Efficiency	Service Requests processed	100%	100%	100%	100%
	Miss Dig Teletypes Processed	100%	100%	100%	100%
	City of Detroit Water Bills Processed	100%	100%	100%	100%
	% of Sanitary Sewers Cleaned	82%	102%	100%	100%

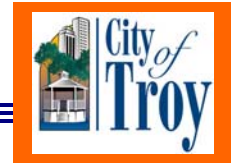


Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
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	2
Office Assistant Part-Time	0	0	1
Office Coordinator	1	1	1
Summer Laborers (Part-Time)	6	6	6
Total Department	41	41	41

Water Fund



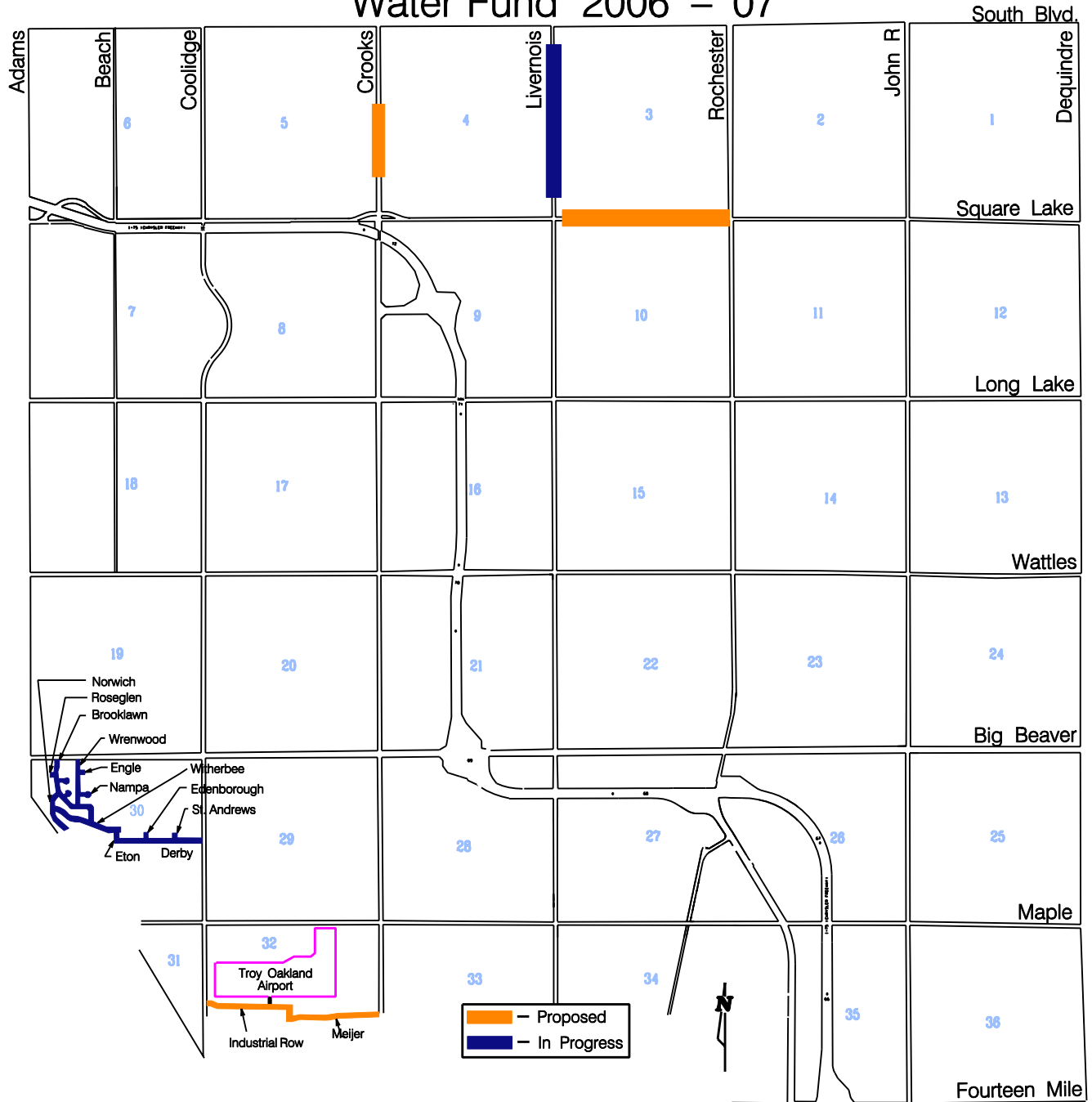
Project Name and Description	Total Project Cost	Est. City Capital Cost	2005/06 Amend. Budget	2005/06 Expend. to 6/30/06	Prop. 2006/07 Budget	Future Years
W Maple, Coolidge to Crooks	\$1,200,000	\$1,200,000	\$100,000	\$200,000	\$ -	\$ -
Troy Ct, Park to Elmwood	200,000	200,000	70,000	150,000	-	-
SE 1/4 of Section 10 (Road Repair due to Water Main Construction)	250,000	250,000	250,000	180,000	-	-
Crooks, Temple City to Butterfield (Abandon 8")	225,000	225,000	-	25,000	-	-
SE 1/4 of Section 16 (Lange, Hart, Pierce)	1,000,000	1,000,000	-	-	-	1,000,000
SE 1/4 of Section 16 (Road Repair due to Water Main Construction)	100,000	100,000	-	-	-	100,000
NE 1/4 of Section 9 (Houghten, Blanche, Habrand, McKinley, Haldane)	3,200,000	3,200,000	-	-	-	3,200,000
NE 1/4 of Section 9 (Road Repair due to Water Main Construction)	300,000	300,000	-	-	-	300,000
Livernois, Square Lake to South Boulevard	825,000	825,000	450,000	400,000	100,000	-
Rochester, Wattles to Sylvanwood	950,000	950,000	-	10,000	15,000	950,000
John R, Birchwood to Maple	225,000	225,000	75,000	175,000	-	-
Chopin, John R to Bellingham	150,000	150,000	75,000	140,000	-	-
Section 30 Water Main (Road Repair due to Water Main Construction)	1,250,000	1,250,000	150,000	300,000	250,000	-
Fernleigh, Wattles to Winter	860,000	860,000	460,000	650,000	-	-
Crooks, Square Lake to North (Part of RCOC Crooks Road Project)	700,000	700,000	700,000	-	700,000	-
Livernois, Long Lake to Square Lake	1,200,000	1,200,000	750,000	15,000	250,000	250,000
Stephenson, 500 Stephenson to Maple	760,000	760,000	760,000	-	-	760,000
SW 1/4 of Section 4 (Fredmoor, Vernmoor, Houghten, Elmoor, Herbmoor, Troyvally)	2,200,000	2,200,000	-	-	-	2,200,000
Square Lake, Rochester to Livernois	1,050,000	1,050,000	-	150,000	900,000	-
Industrial Row	2,000,000	2,000,000	-	100,000	2,000,000	-
Meijer Drive	1,800,000	1,800,000	-	75,000	1,800,000	-

Water Fund



Project Name and Description	Total Project Cost	Est. City Capital Cost	2005/06 Amend. Budget	2005/06 Expend. to 6/30/06	Prop. 2006/07 Budget	Future Years
Park, Livernois to Combermere	\$760,000	\$760,000	\$-	\$-	\$-	\$760,000
Coolidge, Derby to Golfview (Includes Golfview)	370,000	370,000	-	-	-	370,000
Wattles, Crooks to Livernois	850,000	850,000	-	-	-	850,000
Wattles, John R to Dequindre	850,000	850,000	-	-	-	850,000
Meter Interface Units (Radio Read Meter Replacement - \$350,000 per year)	1,400,000	1,400,000	-	-	350,000	1,050,000
Various Projects and Locations (As-needed Maintenance Repairs by DPW)	250,000	250,000	250,000	50,000	250,000	-
Total	\$24,925,000	\$24,925,000	\$4,090,000	\$2,620,000	\$6,615,000	\$12,640,000

Water Fund 2006 – 07

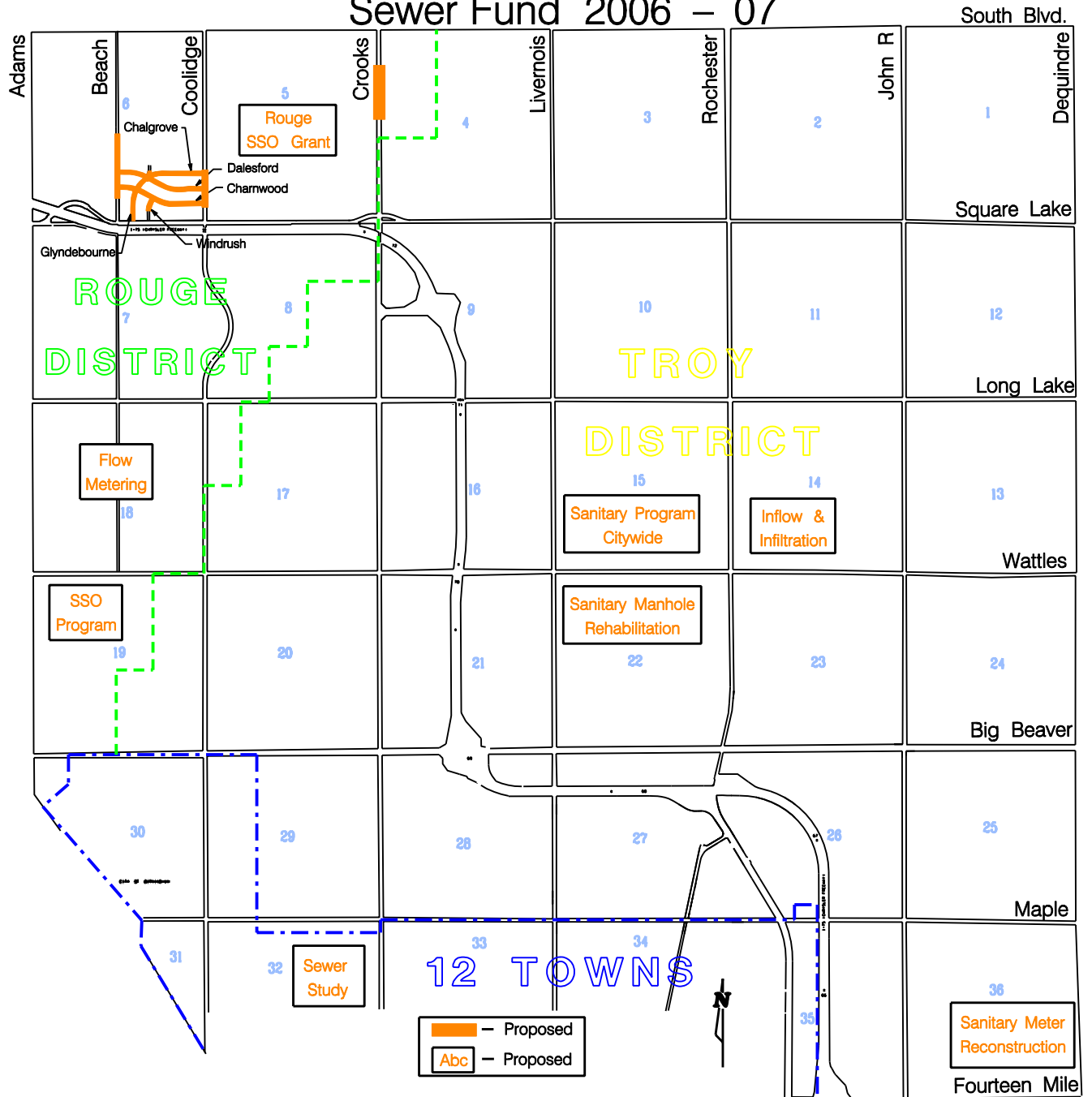


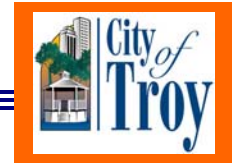
Sewer Fund



Project Name and Description	Total Project Cost	Est. City Capital Cost	2005/06 Amend. Budget	2005/06 Expend. to 6/30/06	Prop. 2006/07 Budget	Future Years
Evergreen-Farmington Sanitary Sewer Overflow Program	\$13,300,000	\$480,000	\$140,000	\$ -	\$100,000	\$100,000
Crooks, Square Lake to North (Part of RCOC Crooks Road Project)	160,000	160,000	160,000	-	160,000	-
Sanitary Sewer Overflow Contingency	3,500,000	3,500,000	250,000	-	250,000	3,000,000
Charnwood Hills Sanitary Sewer	1,800,000	267,000	1,800,000	-	1,800,000	1,000,000
Rouge Sanitary Sewer Overflow Grant	900,000	690,000	400,000	400,000	500,000	-
East Side of Livernois, North of Long Lake	600,000	600,000	250,000	10,000	350,000	-
2006 Sanitary Sewer Extension Program	3,000,000	3,000,000	-	-	300,000	2,700,000
Sanitary Meter Station Reconstruction - Troy District	70,000	70,000	10,000	-	70,000	-
Flow Metering in the Evergreen-Farmington District	130,000	130,000	50,000	-	130,000	-
Twelve Towns Sewer Study	75,000	75,000	-	-	75,000	-
Sanitary Manhole Rehabilitation - Troy District	1,500,000	1,500,000	1,500,000	30,000	1,000,000	500,000
Sanitary Trunkline Relief Study - Troy District	50,000	50,000	-	-	-	50,000
Evergreen-Farmington District	-	-	-	1,000	-	-
Inflow and Infiltration Removal in City Sewer System	500,000	500,000	250,000	10,000	500,000	-
Dennis Powers Drain	3,700,000	3,700,000	-	100	-	-
Total	\$29,285,000	\$14,722,000	\$4,810,000	\$451,100	\$5,235,000	\$7,350,000

Sewer Fund 2006 – 07





Summary of Budget Changes

Significant Notes – 2006/07 Budgets Compared to 2005/06 Budget

There was a reduction of one full-time Office Assistant, which was replaced by one part-time Office Assistant. The department will be purchasing computer software to digitize sewer videos. There was a 6% increase of the line item for Postage to cover USPS rate increases. Equipment Rental increased to meet current needs.

The City of Detroit Water and Sewerage Department is passing along an estimated .8% increase in water rates.

City of Detroit Water Rate:

2004/05	\$13.61
2005/06	\$14.80
2006/07	\$14.92

The Evergreen-Farmington District and Southeast Oakland County District are raising sanitary sewerage rates by 3.9% and 4.1% respectively. Our proposed rate increase covers this increase, operations and maintenance costs, as well as some funding for improvements to the system.

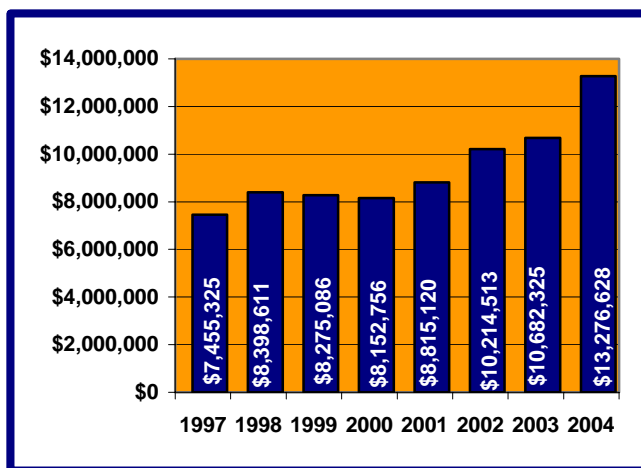
Southeast Oakland County Sewerage Rate:

2004/05	\$ 9.64
2005/06	\$10.15
2006/07	\$10.57 estimated

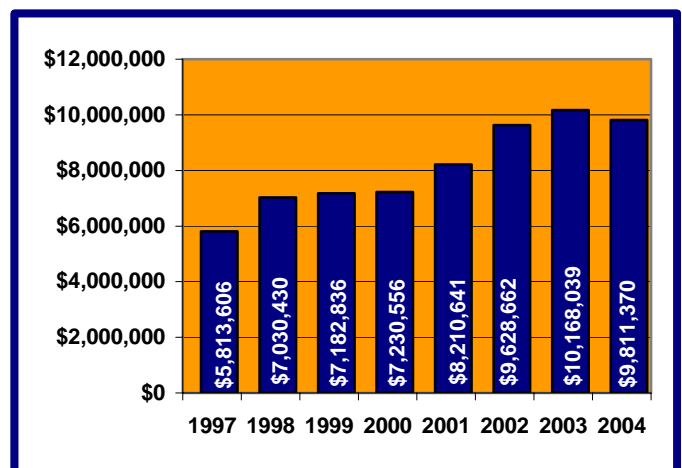
Evergreen-Farmington Sewerage Rate:

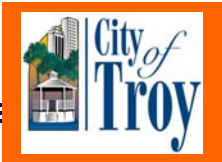
2004/05	\$11.90
2005/06	\$13.02
2006/07	\$13.54 estimated

8-Year Operating Budget History - Water

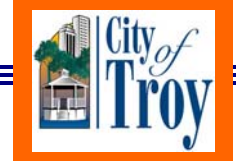


8-Year Operating Budget History - Sewer





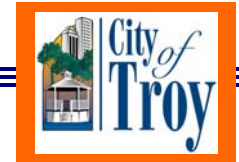
Director of Building Operations **Steve Pallotta**



Functional Organizational Chart

Administrative Services

- Prepares and administers the department 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
- Does preparatory work before and after upcoming elections at voting precincts
- Provides energy conservation with building upgrades
- Formulates and develops renovation projects to utilize space needs
- Analyzes all equipment for efficiency and longevity



Building Operations Fund Revenue and Expenses

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Charges for Service	\$ 1,759,517	\$ 1,715,800	\$ 1,760,440	\$ 1,834,610
Other Revenue	198	1,000	-	1,000
Total - Revenue	\$ 1,759,715	\$ 1,716,800	\$ 1,760,440	\$ 1,835,610
Expenses				
Personal Service Control	\$ 982,020	\$ 1,002,940	\$ 1,061,760	\$ 1,100,340
Supplies	59,006	48,420	57,130	56,230
Other Services/Charges	649,141	665,440	641,550	679,040
Total - Expenses	\$ 1,690,167	\$ 1,716,800	\$ 1,760,440	\$ 1,835,610
Revenue Over (Under) Expenses	\$ 69,548	\$ -	\$ -	\$ -



Department at a Glance

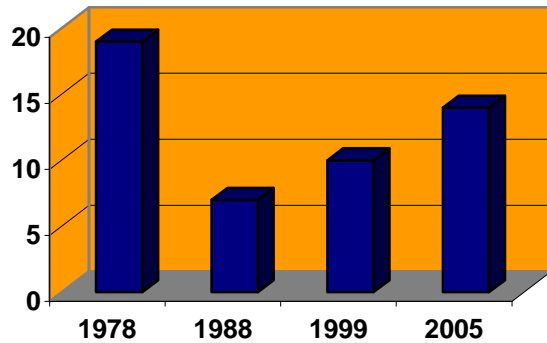
Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Building Operations	\$1,685,827	\$1,690,167	\$1,716,800	\$1,760,440	\$1,835,610	4.3%
Total Department	\$1,685,827	\$1,690,167	\$1,716,800	\$1,760,440	\$1,835,610	4.3%
Personal Services	\$957,068	\$982,020	\$1,002,940	\$1,061,760	\$1,100,340	3.6%
Supplies	60,116	59,006	48,420	57,130	56,230	-1.6
Other Services/Charges	668,643	649,141	665,440	641,550	679,040	5.8
Total Department	\$1,685,827	\$1,690,167	\$1,716,800	\$1,760,440	\$1,835,610	4.3%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time	Full-Time	Part-Time
Building Operations	12	2	12	2	12	2	12	2
Total Department	12	2	12	2	12	2	12	2

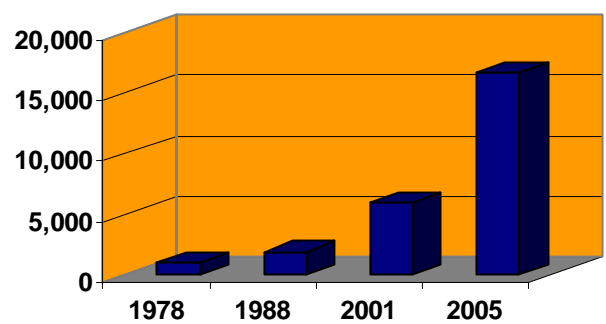


Key Departmental Trends

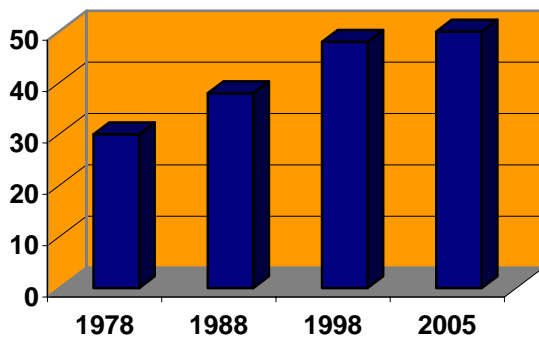
**Building Operations
Staffing**



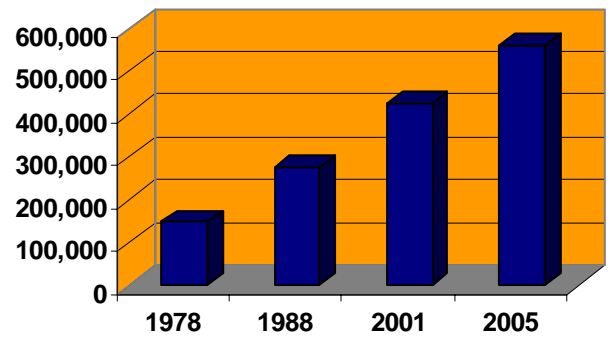
Written Requests



Buildings Serviced



Amount of Square Footage





Mission and Services Statements

Mission Statement

The mission of the Building Operations Department is to maintain within budgetary framework, 50 City facilities in a safe, clean, and economical manner for the benefit of the residents and staff of the City of Troy.

Service Statement

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 24-hour a day, 7 days a week, on-call Building Maintenance Specialist. This response to after-hour emergencies has proven extremely valuable to both our Police and Fire Departments.

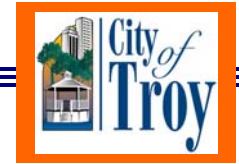
Building Operations also maintains all interior and exterior surfaces for functional and aesthetic purposes. Other departments are assisted with office furniture transfers and layouts to help ensure that personnel and equipment are ergonomically situated. Building Operations maintains control of the custodial contract for the housekeeping of 20 buildings: five buildings daily and 15 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.

Did You Know ...?

- Building Operations is responsible for over 20,000 light bulbs, and over 700 pieces of equipment at a replacement cost of more than \$5 million.



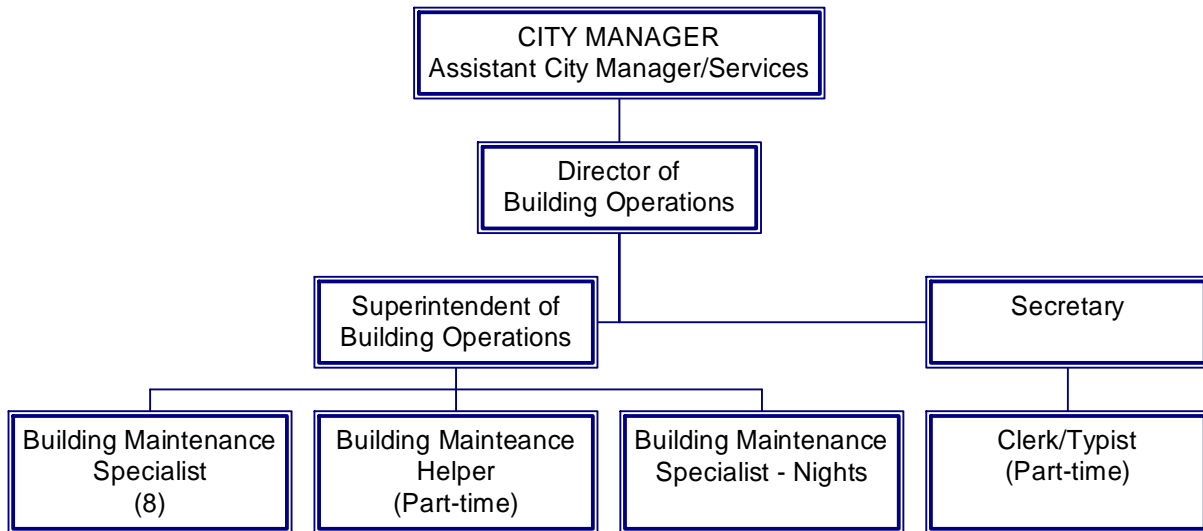
Performance Objectives

- Expand and restructure preventive maintenance programs for all City buildings (Goal 1)
- Research and explore new product technology (Goal 1, 4)
- Provide management and development skills for office space renovations (Goals 1, 3, 4)
- Implement energy savings equipment (Goal 1)
- Ensure that health and safety standards are being met by evaluating cleaning and maintenance schedules (Goals 1, 4, 5)

Performance Indicators		2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Written and telephone requests	14,472	16,750	18,700	18,900
	Number of buildings serviced	50	50	50	50
	City Facilities - Sq. Ft.	560,041	560,041	560,041	560,041
	Renovation Projects	3	2	2	2
	Interior Preventive Maintenance Cycles	4	4	4	4
	Exterior Preventive Maintenance Cycles	4	4	4	4
	Capital Projects Completed	3	3	3	2
Efficiency	% of Service Request Completed	100%	100%	100%	100%
	% of Service Request Completed Same Day	95%	95%	95%	95%
	% of Service Request Completed within 3 Days	100%	100%	100%	100%
	Cost of Building Operations Based on Sq. Ft.	\$2.35	\$2.34	\$2.34	\$2.40
	Janitorial Cost Per Square Foot	\$1.04	\$1.04	\$1.04	\$1.04
	Overtime Hours Worked	929	686	825	825



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
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

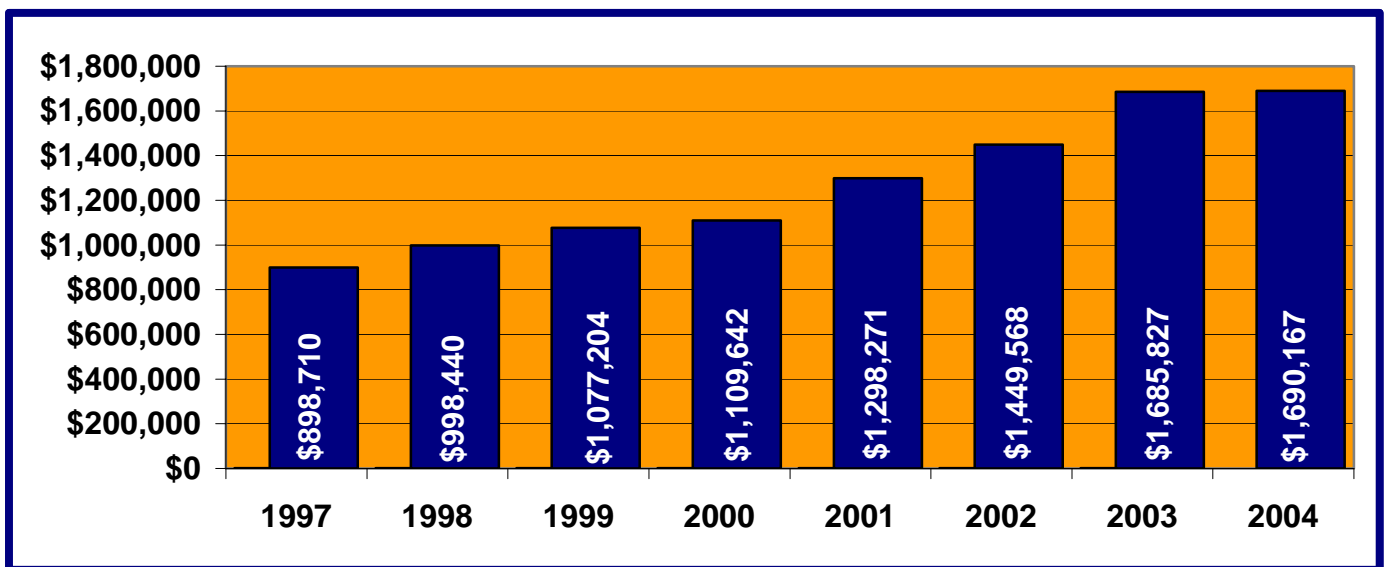


Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

The total Other Service/Charges budget increased \$37,490 or 5.8% from last year. The increase is a result of additional computers, network use and custodial contractor changes.

8-Year Operating Budget History





Public Works Director ***Timothy Richnak***
Fleet Maintenance Superintendent ***Samuel Lamerato***



Functional Organizational Chart

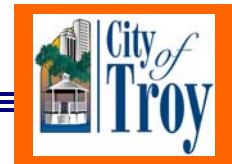
Administrative & Support Services

- Prepares specifications and administers department budget
- Coordinates and evaluates staff activities
- Coordinates staff development and training
- Procures materials, equipment and supplies
- Liaisons with other governmental units
- Formulates and develops operational programs and priorities
- Maintains computerized fleet maintenance, parts and fuel inventory program
- Liaisons 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

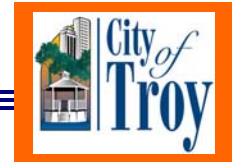
- Provides vehicle/heavy truck/equipment repair services for the City-owned fleet

- Provides 24-hour maintenance on all emergency equipment
- Operates a main facility and a satellite garage through a 2-shift operation 7am-2am Monday-Friday
- Performs welding, fabrication and repairs 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 Clawson Police, Fire apparatus and Public Works vehicles on an as-needed basis
- Repairs Lathrup Village Public Works and Police 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

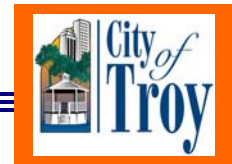
Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Charges for Service	\$ -	\$ 5,000	\$ 5,000	\$ 5,000
Interest and Rents	3,693,243	3,784,300	3,669,300	3,909,500
Other Revenue	302,329	427,830	394,000	430,000
Operating Transfer In	745,499	1,216,930	2,110,570	1,176,210
Total Revenue	\$ 4,741,071	\$ 5,434,060	\$ 6,178,870	\$ 5,520,710
Expenses				
Fleet Maintenance Administration				
Personal Services Control	\$ 412,160	\$ 437,250	\$ 442,670	\$ 461,500
Supplies	11,419	13,520	14,520	15,520
Other Services/Charges	71,914	77,980	79,340	80,570
Total - Fleet Maintenance Administration	\$ 495,493	\$ 528,750	\$ 536,530	\$ 557,590
Equipment Operation & Maintenance				
Personal Services Control	\$ 925,651	\$ 1,033,020	\$ 1,141,960	\$ 1,167,070
Supplies	817,073	879,100	691,500	892,500
Other Services/Charges	1,169,479	1,198,750	1,299,950	1,251,250
Total - Equipment Operation & Maintenance	\$ 2,912,203	\$ 3,110,870	\$ 3,133,410	\$ 3,310,820
DPW Facility Maintenance				
Supplies	\$ 7,253	\$ 9,000	\$ 12,000	\$ 11,000
Other Services/Charges	320,208	364,440	377,640	394,700
Total - DPW Facility Maintenance	\$ 327,461	\$ 373,440	\$ 389,640	\$ 405,700
Total - Expenses	\$ 3,735,157	\$ 4,013,060	\$ 4,059,580	\$ 4,274,110
Revenue Over (Under) Expenses	\$ 1,005,914	\$ 1,421,000	\$ 2,119,290	\$ 1,246,600
Fleet Maintenance Capital				
Capital Outlay	\$ 1,005,914	\$ 1,421,000	\$ 2,119,290	\$ 1,246,600



Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Administration	\$468,897	\$495,493	\$528,750	\$536,530	\$557,590	3.9%
Equipment Ops. & Maint.	2,874,935	2,912,203	3,110,870	3,133,410	3,310,820	5.7
Facility Maintenance	318,617	327,461	373,440	389,640	405,700	4.1
Total Department	\$3,662,449	\$3,735,157	\$4,013,060	\$4,059,580	\$4,274,110	5.3%
Personal Services	\$1,302,351	\$1,337,811	\$1,470,270	\$1,584,630	\$1,628,570	2.8%
Supplies	709,696	835,745	901,620	718,020	919,020	28.0
Other Services/Charges	1,650,402	1,561,601	1,641,170	1,756,930	1,726,520	-1.7
Total Department	\$3,662,449	\$3,735,157	\$4,013,060	\$4,059,580	\$4,274,110	5.3%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	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	10	A	Police Patrol Cars	24,000	\$240,000
2	4	B	Detective Cars	21,000	84,000
3	1	C	Command 4X4	28,000	28,000
4	1	D	Animal Control 4X4	23,000	23,000
5	1	E	Court Van	23,000	23,000
6	1	F	Fire Department 4X4	28,000	28,000
7	1	G	Staff Vehicles	15,000	15,000
8	4	H	Cargo Vans	17,000	68,000
9	1	I	2-1/2 YD. Crew Cab Dump Trucks	30,000	30,000
10	1	J	Crew Cab Pickup	22,500	22,500
11	6	K	Pickup Trucks	16,000	96,000
12	3	L	Pickup Trucks 4X4 W/Plows	23,000	69,000
13	1	M	5-7 Yard Dump Truck Stainless w/ Snow Plow, Salt Spreader and Float	115,000	115,000
14	1	N	Catch Basin Cleaner/Sewer Jet	260,000	260,000
15	2	O	Trailer Mounted Arrow Boards (Batt.)	5,300	10,600
16	1	P	Trailer Mounted Sewer Jet	55,000	55,000
17	1	Q	96" Riding Mower Soccer Fields	35,000	35,000
Total Section A - Replacement Units					\$1,202,100

Section B - Additional Units

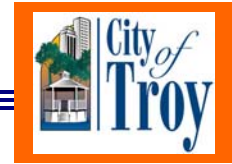
Item #	Quantity	Requested By	Description	Unit Cost	Estimated Cost
			No additional units are proposed.		0
Total Section B – Additional Units					0



Fleet Maintenance Fund

Section C - Equipment to be Replaced - Estimated Proceeds

Item#	Equipment #	Description	Estimated Proceeds
A		Police Patrol Cars 10 @ \$4,000 each	\$40,000
B		Detective Cars 4 @ \$3,500 each	14,000
C	941	2001 Chevrolet Tahoe 4X4 (Command)	7,000
D	804	2001 Dodge 4X4 Pickup Animal Control	6,500
E	825	2001 Chevrolet 12 Pass Van Court	5,500
F	71	1999 Ford Explorer 4X4	6,500
G	171	1999 Plymouth Breeze	2,000
H	219	1998 GMC Cargo Van	4,000
	251	1999 GMC Cargo Van	4,500
	255	2000 Chevrolet Cargo Van	5,500
	259	1999 GMC Cargo Van	4,500
I	410	1998 GMC 2 1/2 Yard Dump Crew Cab	6,000
J	225	1996 Chevrolet Pickup Crew Truck	3,000
K	211	1998 Dodge Pickup	2,500
	212	1998 Dodge Pickup	2,500
	213	2001 Dodge Pickup	3,500
	214	1998 Dodge Pickup	2,500
	216	1998 Dodge Pickup	2,500
	221	2001 Dodge Pickup	3,500
L	234	1999 Dodge Pickup 4X4 W/Plow	6,000
	235	1999 Dodge Pickup 4X4 W/Plow	6,000
	238	1999 Dodge Pickup 4X4 W/Plow	6,000
M	441	1994 GMC 5-7 Yard Dump W/Plow	6,000
N	417	2000 Vactor Catch Basin/Sewer Jet	80,000
O	463	1995 Trailer Mounted Arrow Boards	500
	465	1995 Trailer Mounted Arrow Boards	500
P	483	1994 Trailer Mounted Sewer Jet	5,000
Q	616	1999 AR-250 Mower Soccer Fields	4,500
Total Section C – Equipment to be Replaced - Estimated Proceeds			\$240,500



Fleet Maintenance Fund

Section D - Radio Equipment

Item#	Quantity	Description	Unit Cost	Estimated Cost
1	18	2 Way Mobile 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

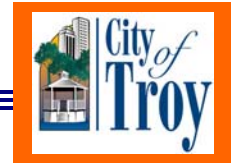
Item#	Quantity	Description	Unit Cost	Estimated Cost
1	1	Mechanic Tool Upgrade	5,000	\$5,000
2	1	Engine Analyzer Software Update		2,500
3	1	Office Furniture		2,000
4	1	Repair Manual Software (update)		2,000
5	1	Computer Fleet/Fuel Software Maint.		7,000
6	50	Vehicle ID Transmitter (fuel)	200	10,000
Total Section E – Tools and Shop Equipment				\$28,500



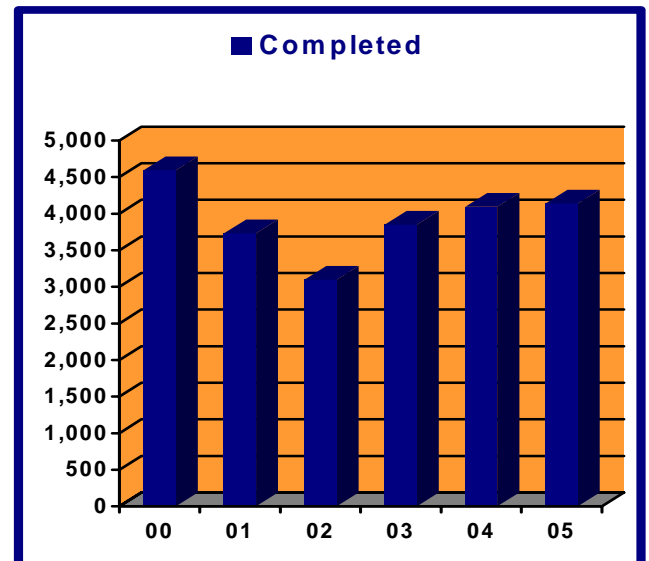
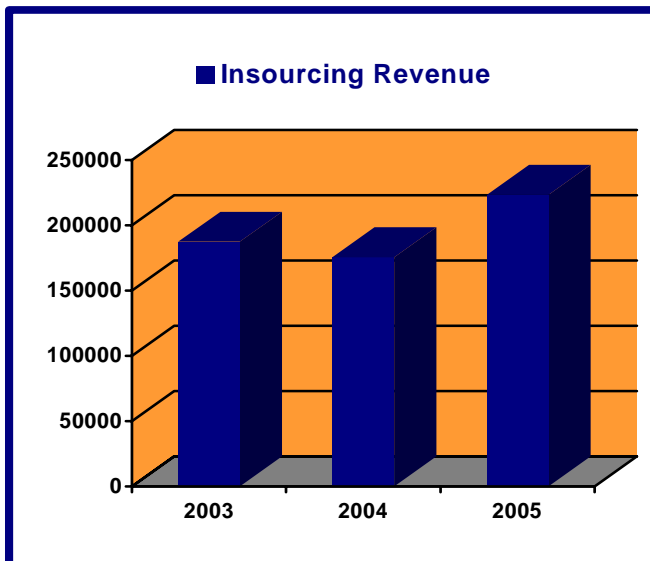
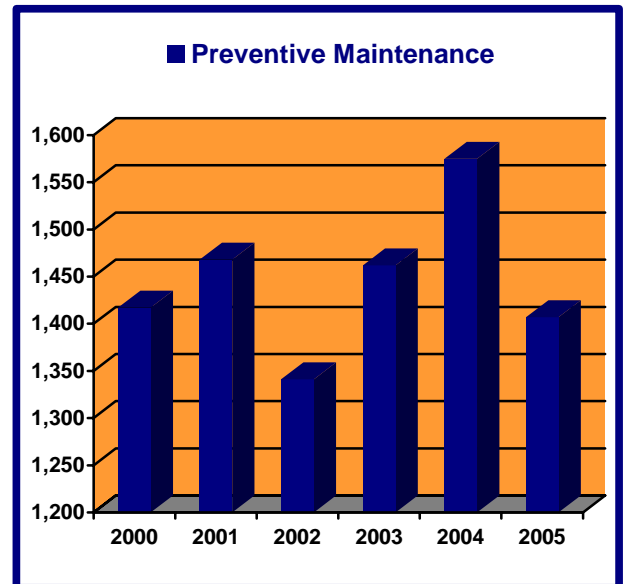
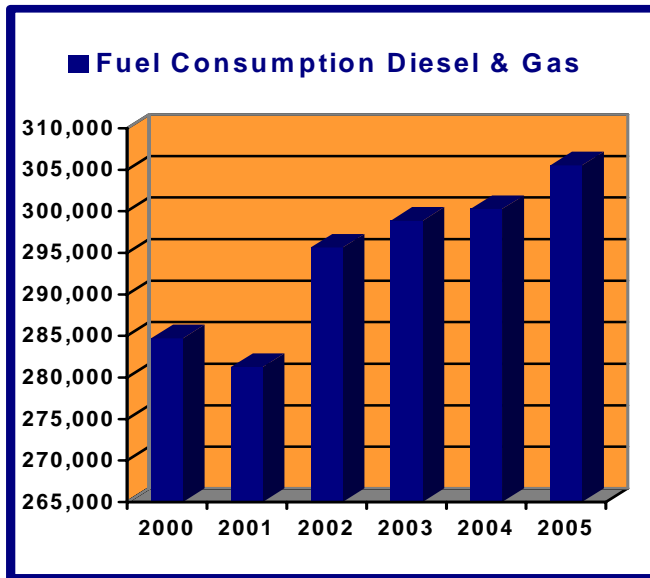
Fleet Maintenance Fund

Section Summary

Section	Summary	Estimated Cost
Section A	Replacement Units	\$1,202,100
Section B	Additional Units	0
Section D	Radio Equipment	16,000
Section E	Tools & School Equipment	28,500
Total Section Summary		\$1,246,600



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 have increased this past year due to the influx of in-sourced repairs, the number of miles driven, and fuel consumed.



Mission and Service Statements

Mission Statement

The mission of the Fleet Maintenance Division is to provide the City Of Troy with safe and efficient equipment and vehicle maintenance, repair, and replacement services through a workforce that values communication, teamwork, and quality of work.

Service Statement

Fleet Maintenance'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, 32 pieces of Fire Department apparatus and 59 pieces of snow removal equipment. The Fleet Maintenance Division consists of two repair locations: one at 500 W. Big Beaver and a two-shift operation at the DPW facility located at 4693 Rochester Road.

Fleet Maintenance provides 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.

Fleet Maintenance assists the Police Department in fatal accident investigations, performs snow removal on City-owned sidewalks, and helps the Building Department with sign ordinance enforcement. We also maintain four Troy Medigo vans, repair City of Clawson and Lathrup Village fire apparatus, Police and Public Works vehicles on an as-needed basis, and calibrate speedometers for police vehicles owned by the City and surrounding communities.

Fleet Maintenance maintains 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.

Did You Know ...?

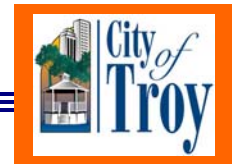
- The City of Troy Fleet Maintenance Division was named one of the top 10 fleets in North America.



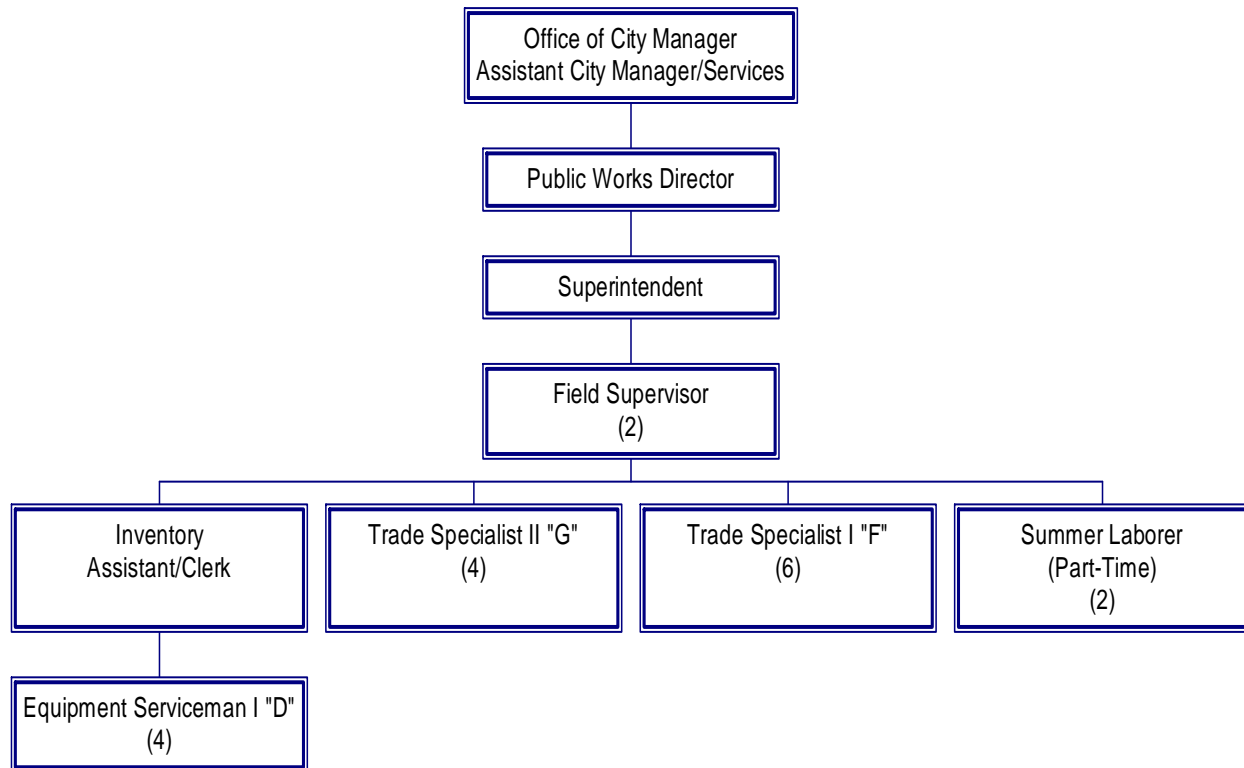
Performance Objectives

- Achieve 98-100% compliance with monthly PM program (Objective 3, 9)
- Expand the web-based auctioning of out-of-service vehicles and specialty pieces of equipment (Objective 3, 6)

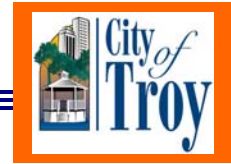
Performance Indicators		2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Completed Driver's Work Request	2,730	2,800	3,000	2,900
	Road Service Calls	153	150	170	160
	Completed Work Orders	4,137	4,050	4,200	4,200
	Cleaning/Washing	4,015	4,000	5,200	4,500
	Towing	303	280	275	330
	Brake Replacement/Repairs	351	400	500	400
	Preventive Maintenance – A	1,157	1,200	1,100	1,200
	Preventive Maintenance – B	250	290	300	270
	Vehicle Tires Replaced	791	600	500	600
Efficiency	% of Snow Removal Equip. Available	99%	100%	100%	100%
	% of Snow Equip. Prepared by Nov. 18	98%	99%	99%	100%
	% of Front Line Fire Apparatus Available	100%	100%	100%	100%
	Average Age of Salt Trucks (Years)	9 years	4.29 years	4.29 years	5.30 years
	Average Age of Police Vehicles (Years)	2.5 years	2.5 years	2.5 years	3.5 years



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
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 – 2006/07 Budget Compared to 2005/06 Budget

Due to the reliance of postal and freight deliveries we will experience an increase in our [Postage](#) budget.

With the implementation of shop-computerized workstations, we will experience an increase in [Computer Services](#).

With the increased cost of chemicals, nuts and bolts, terminals, etc. and the in-source repairs, we foresee an increase in our operating [Supplies](#) budget.

Due to 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 and in-source repairs we foresee an increase in our [Repair Parts](#) budget.

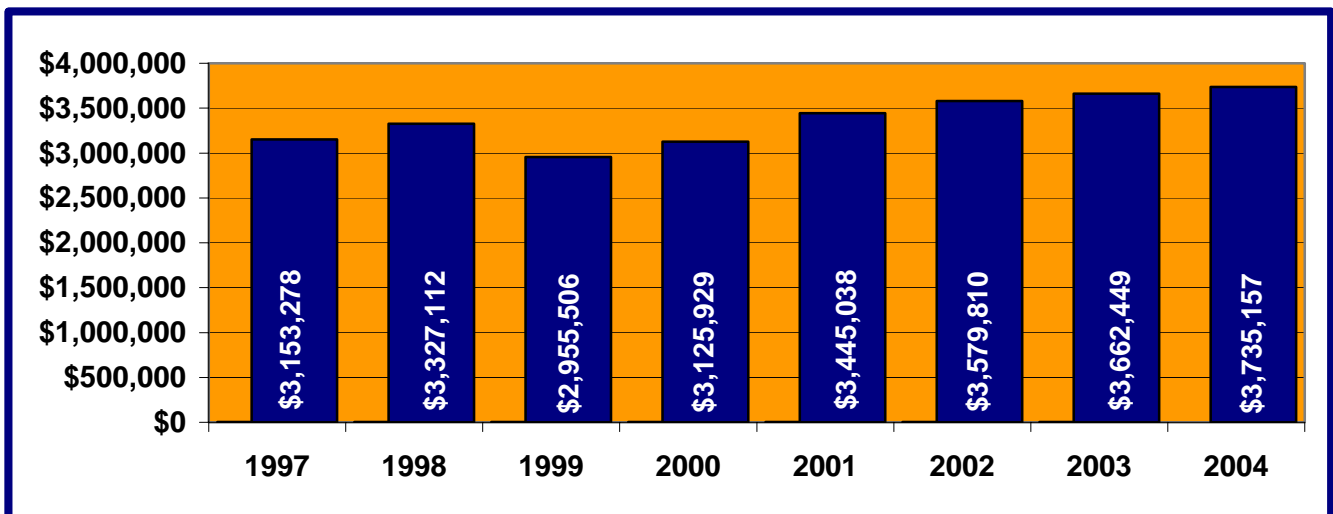
DPW Facility Maintenance

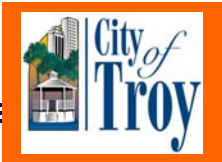
The DPW building is approximately 31 years old and is going to require additional repairs throughout the year in order to keep it in good working order. We experienced an increase in [Custodial Contracts](#), [Building Supplies](#), [Building Security](#) and [Utilities](#).

Revenue

With the increase in the amount of in-sourced work foreseen in the coming year, and a 3% increase in rental rates, our revenue figures should reflect a revenue increase.

8-Year Operating Budget History





Information Technology Director ***Gert Paraskevin***



Functional Organizational Chart

Administrative Functions

- Prepares and administers IT budget
- Keeps abreast of technological changes
- Develops short and long term plans
- Manages purchases and implementation
- Establishes standards
- Adopts policies
- Maintains software and equipment inventory
- Liaison with City departments
- Coordinates and evaluates staff development and activities
- Develops and implements training programs for City employees

Applications Support

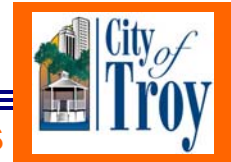
- Performs requirements analysis to determine application software needs
- Recommends and implements application software
- Provides initial and ongoing training
- Functions as front line support and acts as the liaison between software vendors and end users to resolve issues
- Implements change requests and enhancements
- Responsible for successful software upgrades
- Custom programming and interfaces
- Maintenance of intranet and internet web sites

Client Support

- Provides hardware support and maintenance
- Purchases and installs new equipment and software
- Serves as the contact with various vendors

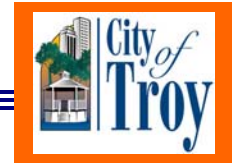
Infrastructure Support

- 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



Information Technology Fund Revenue and Expenses

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Charges for Service	\$ 1,322,190	\$ 1,371,990	\$ 1,367,010	\$ 1,510,880
Interest and Rents	6,124	2,500	6,000	2,500
Operating Transfer In	172,357	47,440	120,010	14,360
Total - Revenue	\$ 1,500,671	\$ 1,421,930	\$ 1,493,020	\$ 1,527,740
Expenses				
Personal Services Control	\$ 786,990	\$ 800,760	\$ 881,960	\$ 908,070
Supplies	405,902	335,000	337,000	259,000
Other Services/Charges	307,779	286,170	274,060	360,670
Total - Expenses	\$ 1,500,671	\$ 1,421,930	\$ 1,493,020	\$ 1,527,740
Revenue Over (Under) Expenses	\$ -	\$ -	\$ -	\$ -



Department at a Glance

Funding Level Summary	2003/04 Actual	2004/05 Actual	Estimated 2005/06 Budget	2005/06 Budget	2006/07 Budget	% of Change
Information Technology	\$1,529,915	\$1,500,671	\$1,421,930	\$1,493,020	\$1,527,740	2.3%
Total Department	\$1,529,915	\$1,500,671	\$1,421,930	\$1,493,020	\$1,527,740	2.3%
Personal Services	\$743,771	\$786,990	\$800,760	\$881,960	\$908,070	3.0%
Supplies	470,254	405,902	335,000	337,000	259,000	-23.2
Other Services/Charges	315,890	307,779	286,170	274,060	360,670	31.6
Total Department	\$1,529,915	\$1,500,671	\$1,421,930	\$1,493,020	\$1,527,740	2.3%

Personnel Summary	2003/04		2004/05		2005/06		2006/07	
	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



Mission and Service Statements

Mission Statement

The mission of the Information Technology Department is to provide computers, software, and telecommunications services in support of the City of Troy's goals. Information Technology strives to empower users to effectively utilize technology resources by providing a stable and reliable environment and responsive support services.

Service Statement

The Information Technology Department provides internal support for all voice and data related technology utilized by the City of Troy. The Director of Information Technology chairs the Computer Steering Committee, a group 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, which 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 taxes, RecTrac registration and scheduling, CCG equipment maintenance, EJ Ward fuel management, ESRI geographical information software, and Hansen's customer service, water billing and infrastructure management systems. 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.

Did You Know ...?

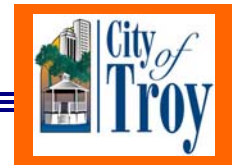
- The City receives more than 800,000 telephone calls each year.
- The City receives more than 50,000 emails a week, of which about 45% are rejected by our spam filter because they are considered spam or are virus infected.



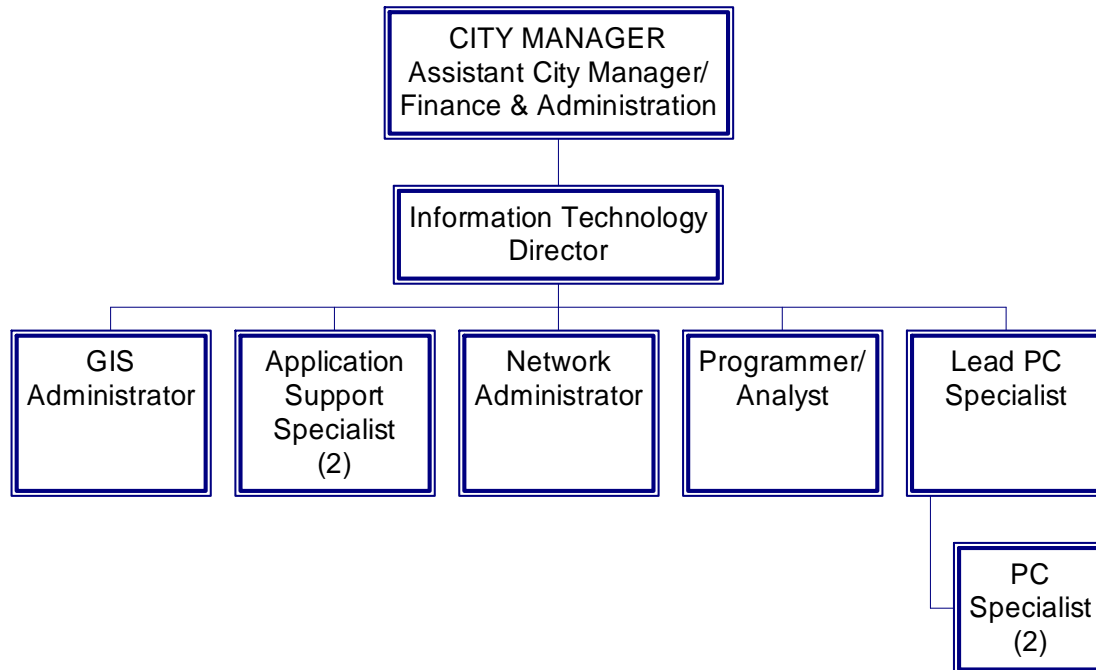
Performance Objectives

- Continue implementation of LibertyNet enterprise content management (Objective 1, 6)
- Select a new or upgrade existing financial system, and implement (Objective 1, 6)
- Continue to expand use of Hansen Information Technology System (Objective 2, 6)
- Continue to enhance GIS (Objective 1)

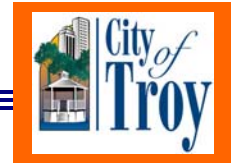
	Performance Indicators	2004/05 Actual	2005/06 Projected	2005/06 Budget	2006/07 Budget
Output	Application Packages Supported	74	75	72	72
	Personal Computers Supported	551	568	550	568
Efficiency	Computer Help Desk Requests Processed	1,620	1,800	1,700	1,850
	Staff Training Dollars Expended	4,930	5,400	11,500	10,000
	Equipment Maintenance Dollars Expended	25,560	30,000	30,000	30,000
	Computer Chargeback	2,490	2,490	2,490	2,660



Organizational Chart



Staff Summary	Approved 2004/05	Approved 2005/06	Recommended 2006/07
Information Technology Director	1	1	1
Application Support Specialist	1	2	2
GIS Administrator	1	1	1
Network Administrator	1	1	1
Lead PC Specialist	0	0	1
PC Specialist	3	3	2
Programmer/Analyst	2	1	1
Total Department	9	9	9

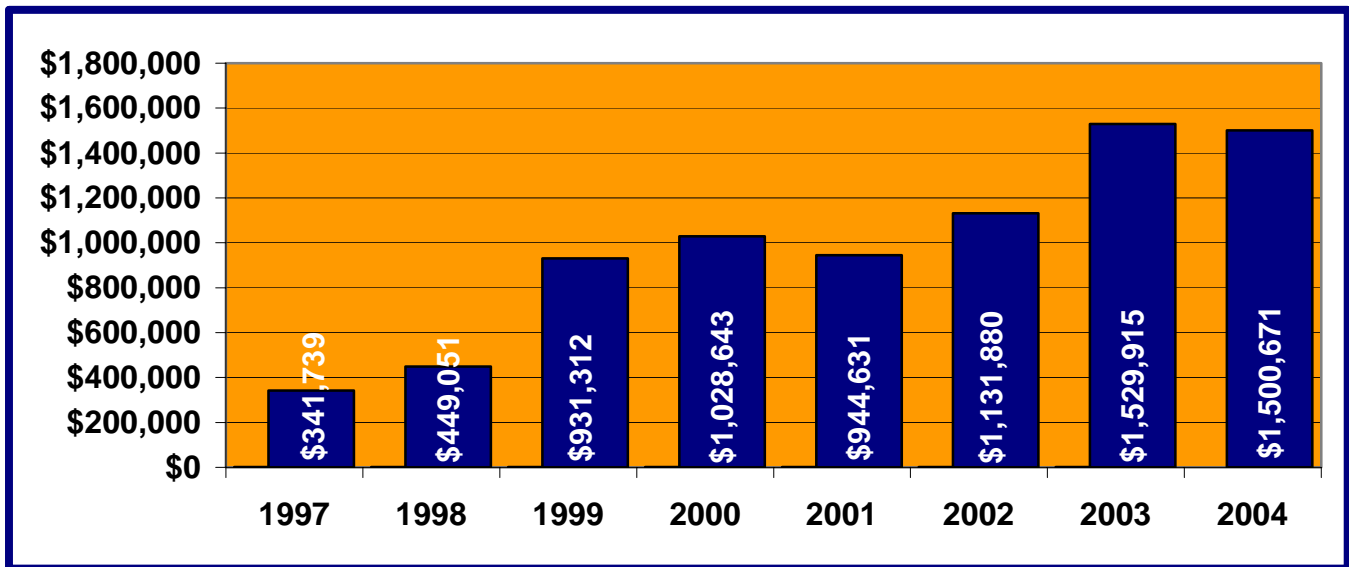


Summary of Budget Changes

Significant Notes – 2006/07 Budget Compared to 2005/06 Budget

The Supplies category shows a significant decrease (\$78,000 or 23.2%) due to the removal of personal computer replacements. The focus will be on upgrading Microsoft Office. Replacement computers will be added back again next year.

Other Services and Charges have increased significantly (\$86,610 or 31.6%) due to increased software maintenance costs and the addition of LibertyNet content management software annual maintenance.



Compensated Absences Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Interest and Rents	\$ 125,898	\$ 171,000	\$ 90,000	\$ 150,000
Other Revenue	3,766,639	4,107,000	4,442,000	4,274,320
Total - Revenue	\$ 3,892,537	\$ 4,278,000	\$ 4,532,000	\$ 4,424,320
Expenses				
Personal Service Control	\$ 3,852,912	\$ 4,278,000	\$ 4,532,000	\$ 4,424,320
Total - Expenses	\$ 3,852,912	\$ 4,278,000	\$ 4,532,000	\$ 4,424,320
Revenue Over (Under) Expenses	\$ 39,625	\$ -	\$ -	\$ -

Unemployment Compensation Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Charges for Service	\$ 16,616	\$ 60,000	\$ 68,000	\$ 63,000
Interest and Rents	7,613	10,000	5,000	10,000
Operating Transfer In	-	1,000	5,000	-
Total - Revenue	\$ 24,229	\$ 71,000	\$ 78,000	\$ 73,000
Expenses				
Other Services/Charges	\$ 67,489	\$ 71,000	\$ 78,000	\$ 73,000
Total - Expenses	\$ 67,489	\$ 71,000	\$ 78,000	\$ 73,000
Revenue Over (Under) Expenses	\$ (43,260)	\$ -	\$ -	\$ -

Workers Compensation Fund

Description	2004 Actual	2005 Projected	2005 Budget	2006 Budget
Revenue				
Charges for Service	\$ 423,209	\$ 480,000	\$ 558,000	\$ 480,000
Interest and Rents	45,783	62,000	32,000	50,000
Other Revenue	138,817	160,000	100,000	100,000
Total - Revenue	\$ 607,809	\$ 702,000	\$ 690,000	\$ 630,000
Expenses				
Other Services/Charges	\$ 768,467	\$ 552,460	\$ 690,000	\$ 530,000
Total - Expenses	\$ 768,467	\$ 552,460	\$ 690,000	\$ 530,000
Revenue Over (Under) Expenses	\$ (160,658)	\$ 149,540	\$ -	\$ 100,000

General Revenues by Source - 10-Year History

General, Special Revenue and Debt Service Funds

Description	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Property Taxes and Special Assessments	\$ 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	\$ 42,419,041
Licenses and Permits	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	1,607,445
Federal Sources	158,524	174,500	167,079	418,053	157,469	273,882	538,346	358,256	413,644	186,080
State Sources	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	12,168,751
County Sources	82,291	85,781	100,202	99,781	107,585	118,646	159,268	142,450	162,365	165,154
Charges for Services	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	6,556,228
Fines and Forfeits	847,476	556,706	782,345	806,743	836,035	1,061,310	1,171,749	896,833	960,250	973,527
Interest Income	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	1,167,086
Miscellaneous	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	2,738,164
Total	\$ 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	\$ 67,981,476

General Expenditures by Function - 10-Year History

General, Special Revenue and Debt Service Funds

Description	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
General Government	\$ 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	\$ 8,978,687
Public Safety	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	27,203,034
Roads and Streets	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	5,074,870
Sanitation	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	2,780,643
Other Public Works	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	4,432,841
Parks & Rec. & Cemeteries	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	8,504,982
Library/Museum	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	4,758,578
Debt Service	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	6,071,718
DDA	47,347	385,731	17,005	433,177	684,666	235,929	145,039	640,824	479,272	288,986
Economic & Physical Devel.	-	56,594	470,861	346,890	97,627	161,945	530,118	442,397	168,630	185,605
Total	\$ 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	\$ 68,279,944

General Fund Balance Compared to Annual Expenditures 10-Year History

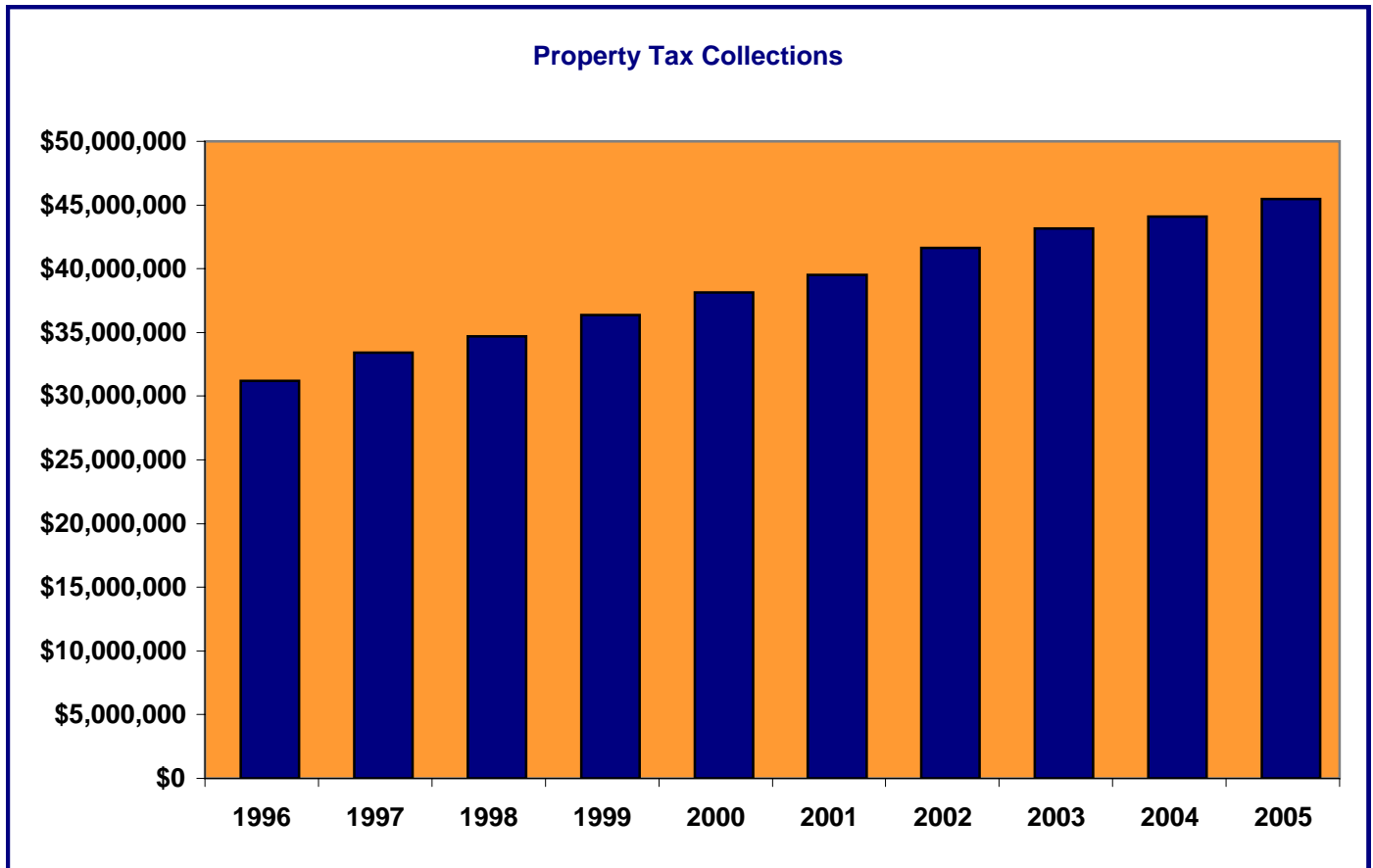
Fiscal Year Ended 30-Jun	Reserved Fund Balance	Unreserved Fund Balance	Unreserved/ Undesignated Fund Balance	Annual Expenditures	Unreserved Balance as Percent of Expenditures
1996	\$ 2,987,972	\$ 1,445,073	\$ 5,378,140	\$ 36,147,883	15%
1997	\$ 2,850,854	\$ 2,658,564	\$ 5,944,594	\$ 39,012,105	15%
1998	\$ 1,463,558	\$ 3,960,226	\$ 9,055,918	\$ 39,422,332	23%
1999	\$ 1,387,895	\$ 5,134,886	\$ 11,347,690	\$ 41,861,809	27%
2000	\$ 1,926,331	\$ 7,764,963	\$ 11,520,476	\$ 44,268,940	26%
2001	\$ 3,177,624	\$ 10,206,139	\$ 9,994,133	\$ 45,696,518	22%
2002	\$ 3,383,974	\$ 8,826,224	\$ 9,749,911	\$ 49,707,371	20%
2003	\$ 3,524,927	\$ 8,934,088	\$ 8,967,715	\$ 52,833,401	17%
2004	\$ 3,597,139	\$ 8,679,658	\$ 8,175,958	\$ 55,568,486	15%
2005	\$ 708,988	\$ 10,061,573	\$ 13,036,631	\$ 57,300,794	23%

Value of Taxable Property - 10-Year History

Fiscal Year Ended 30-Jun	Real Property	Personal Property	Total Taxable Property	Real Property As Percent of Total Taxable Property
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%
2005	4,558,664,800	536,093,423	5,094,758,223	89%

Property Tax Levies and Collections - 10-Year History

Fiscal Year Ended 30-Jun	Total Tax Levy	Current Tax Collections	% of Taxes Collected	Delinquent Tax Collections	Total Tax Collection	% of Total Collection to Tax Levy
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%
2005	\$ 45,666,420	\$ 44,814,456	98.13%	\$ 637,527	\$ 45,451,983	99.53%



Demographic Statics - 10-Year History

Fiscal Year Ended 30-Jun	Estimated Population (1)	# of Households	Median Household Effective Buying Income (2)	School Enrollments (3)	Median Age	Unempl. Rate (4)
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%
2005	86,740	32,281	\$ 64,630	12,005	38	4.7%

(1) Estimates provided by the City of Troy Planning Department

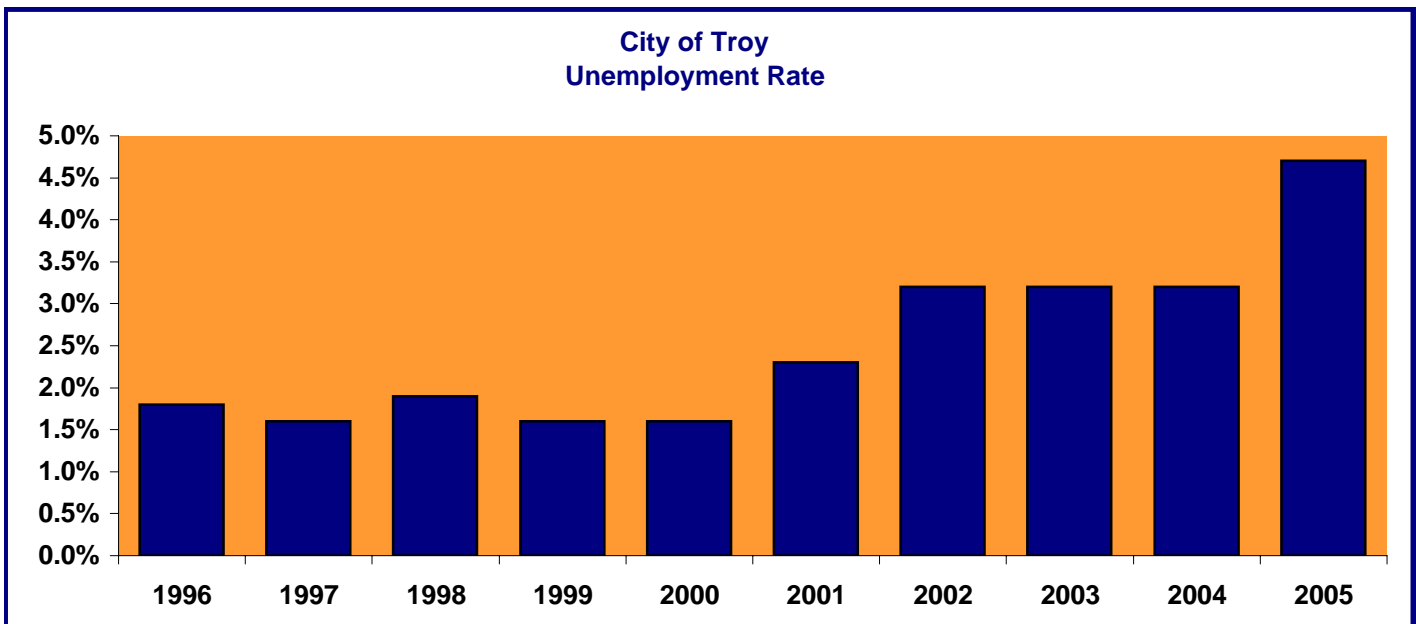
(2) Development by *Sales and Marketing Management* in New York, NY

(3) Troy School District

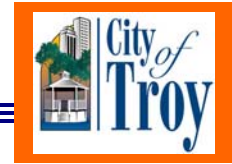
(4) Michigan Employment Security Commission

(5) U.S. Bureau of the Censes

* Information not available



Computation of Legal Debt Margin



Equalization Valuation at December 31, 2003:

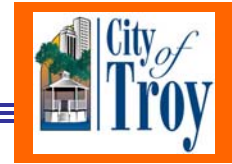
\$6,337,222,973

	City of Troy Annual Net Debt	% of State Equalized Valuation	Legal Maximum Debt	Legal Debt Margin
General Obligation Debt	\$50,987,271	10%	\$633,722,297	\$582,735,026
Emergency Bonds	0	3/8%	23,764,586	23,764,586
Special Assessment Bonds	100,000	12%	760,466,757	760,366,757
Total Debt	\$51,087,271		\$1,417,953,640	\$1,366,866,369

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 (\$6,337,222,973), except that this limit may be exceeded by 3/8ths of 1% in case of fire, flood or any other calamity. This limitation does not include bonds issued in anticipation of the payment of special assessments, nor bonds issued pursuant to court order for sewerage or garbage disposal systems.

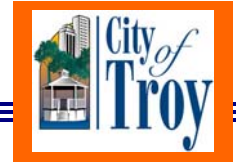
The Michigan State Bond Act provides that the total debt in special assessment bonds, which would require that the City pledge its faith and credit, shall not exceed 12% of assessed valuation of taxable property of the City, nor shall such bonds be issued in any calendar year in excess of 3% unless voted.

Top 20 Taxpayers



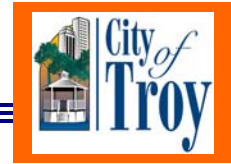
Rank	Name	2006 Assessed Value	2006 Taxable Value	# of Parcels	Business Activity	% of Total Taxable Value
1	Frankel Forbes Cohen	\$73,898,660	\$64,659,870	3	Somerset Collection	1.19%
2	Liberty Property	64,268,550	44,522,510	26	Office Leasing	0.82
3	Nykel	40,726,630	40,726,630	24	Somerset Apts.	0.75
4	Detroit Edison	33,499,410	33,492,740	16	Utility	0.62
5	888 W. Big Beaver Assoc.	34,073,130	33,211,240	2	Office Leasing	0.61
6	Kelly Services	40,239,380	32,362,130	12	Temp. Help & Corporate HQ	0.60
7	Rigg's & Co.	42,206,590	29,623,050	2	Office Leasing	0.55
8	Oakland Mall	35,597,250	29,151,420	9	Retail	0.54
9	LaSalle Bank	32,726,920	27,965,270	2	Banking & HQ	0.51
10	Teachers Insurance	55,619,970	27,812,420	2	Office Leasing	0.51
11	Nemer Troy Place	49,185,600	25,719,770	5	Office Leasing	0.47
12	Top of Troy	27,142,110	25,580,430	1	Office Leasing	0.47
13	Sheffield Office	24,014,210	24,014,210	4	Office Leasing	0.44
14	E A & S	25,836,220	21,187,270	6	Office Leasing	0.39
15	First Industrial	26,996,770	21,181,280	33	Industrial Leasing	0.39
16	Diamond Troy	20,506,670	20,506,670	2	Former Kmart Site	0.38
17	Flagstar Bank	24,743,610	19,368,730	2	Banking & HQ	0.36
18	Sunstone Big Beaver	16,611,520	16,611,520	1	Hotel (Marriott)	0.31
19	E I DuPont	17,852,810	16,238,420	7	Automotive Finishes	0.30
20	Delphi	20,192,950	16,081,640	2	Corporate HQ	0.30
		\$705,938,960	\$570,017,220	10.49%		
2006	Total Assessed Value	\$6,608,804,750				
2006	Total Taxable Value	\$5,435,035,442				

Property Values and Construction - Last 10 Fiscal Years

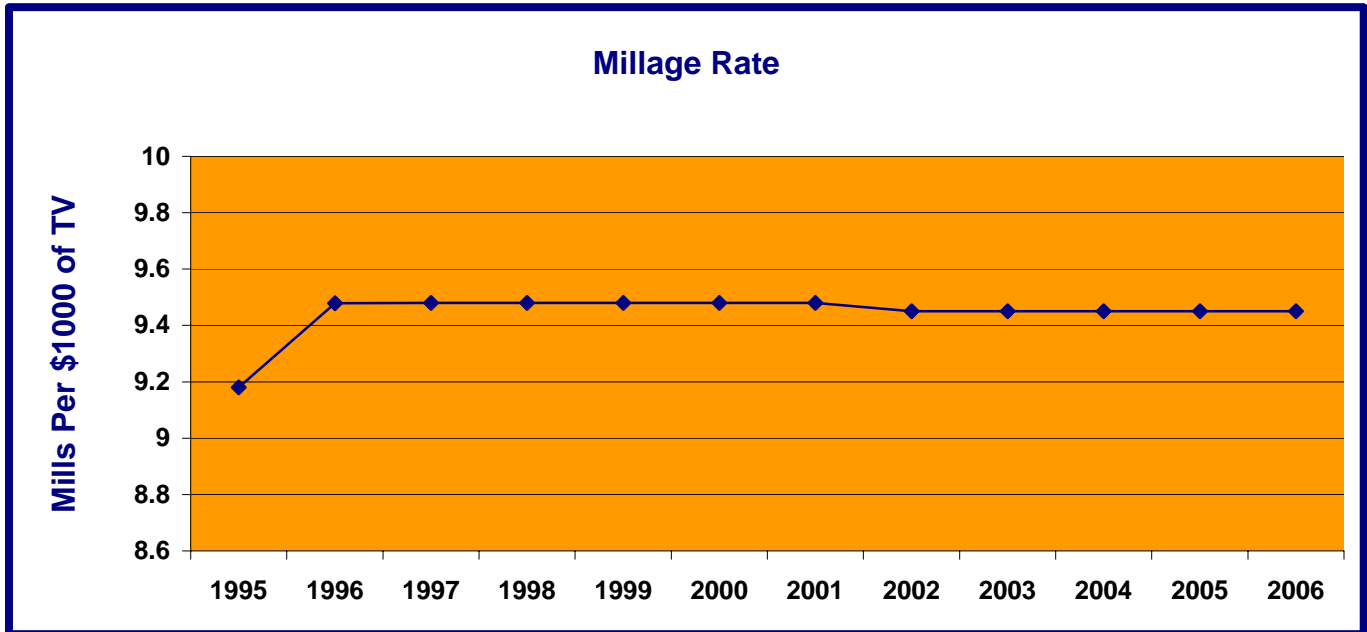
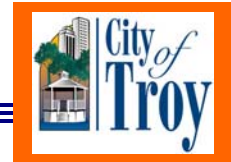


Fiscal Year Ended June 30 of the Following Years:	Property Values	Construction
1996	\$6,926,347,820	\$140,939,440
1997	\$7,345,993,740	\$173,458,968
1998	\$7,909,327,920	\$190,550,736
1999	\$8,569,921,628	\$260,729,204
2000	\$9,393,852,366	\$255,604,926
2001	\$10,437,194,600	\$230,713,492
2002	\$11,305,127,884	\$143,908,032
2003	\$11,911,394,796	\$141,941,808
2004	\$12, 376,168,512	\$140,823,926
2005	\$12,674,445,946	\$143,697,564

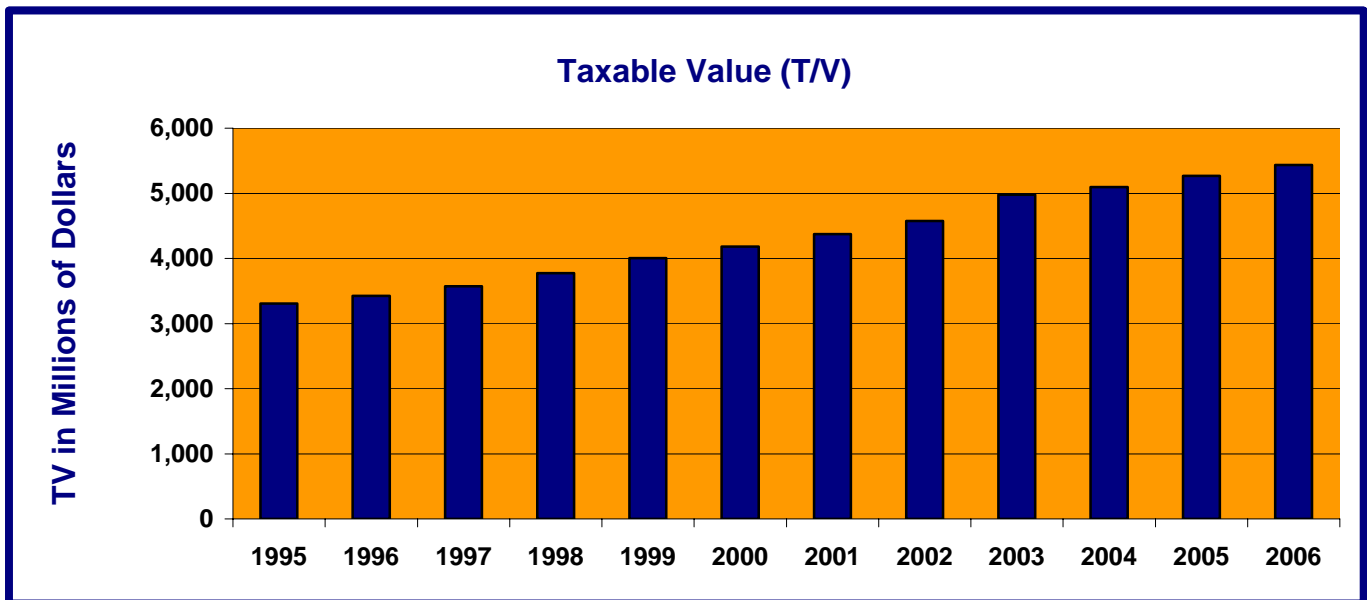
Collective Bargaining Agreements



Bargaining Unit	Expiration Date	# of Employees Covered
American Federation of State, County and Municipal Employees (AFSCME) - Public Works Employees	6/30/09	82
Michigan Association of Police (MAP) - Clerical Employees, Police Service Aides	6/30/07	69
Troy Command Officers Association (TCOA) - Command Police Officers	6/30/08	36
Troy Police Officers Association (TPOA) - Police Officers	6/30/08	102
Troy Fire Staff Officers Association (TFSOA) - Career Fire Professionals	6/30/09	12

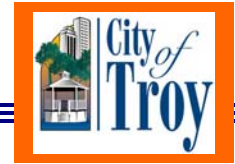


The City of Troy has maintained one of the lowest tax rates of surrounding cities.



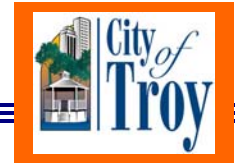
In Michigan the assessed value is approximately 50% of the market value of a home. If the home sells for \$200,000 the assessed value would be \$100,000. Each mill levied on this property would cost \$100 annually (before any applicable state or federal tax credits). Under the state school funding system (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



Area	34.3 square miles (21,952 acres)		
Form of Government	Council-Manager (since December 12, 1955)		
Present Charter	Adopted December 12, 1955		
Elections	Registered voters (City General Election November 8, 2005)		54,038
	Number of voters voting in City General Election November 8, 2005		13,713
	Percentage of registered voters voted		25.4%
	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%
Fiscal Year Begins	July 1 st		
# of Employees	476 regular, 449 seasonal, summer and fall programs		
Fire Protection	6 stations, training center, 180 volunteer firefighters, 14 career personnel, ISO Class 3		
Police Protection	1 station, 137 police officers, 43 non-sworn and 14 civilian employees		
Building Construction	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
	2004-05	2,136 permits	\$143,697,564 estimated value
Streets	410 miles improved 4.9 miles unimproved		
Sewers	10 miles (combination storm and sanitary) 386 miles sanitary sewer 488 miles storm sewer		
Street Lights	577 Detroit Edison-owned 1,707 City-owned		
Water Plant	Accounts: City – Regular 26,990 Annual Distribution 595 million cubic feet Water Mains 547 miles Hydrants 5,610		

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]

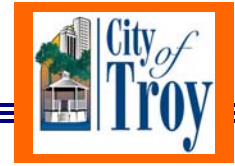
Debt Service Fund: A fund to account for the accumulation of resources for and the payment of general long-term debt principal and interest.

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.

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.

Glossary of Key Concepts



[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.

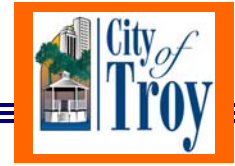
Fund Balance: The excess of a fund entity's accumulated assets over its liabilities. Typically, excess revenues over expenditures at year-end will increase a fund's fund balance.

[G]

GASB: Governmental Accounting Standards Board – Ultimate authoritative accounting and financial reporting standards-setting body for state and local governments.

General Fund: The City's major operating fund to account for all financial resources except those required to be accounted for in another fund.

Glossary of Key Concepts



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.

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.

Glossary of Key Concepts



[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.